
QUARTERLY REPORT



**SEPTEMBER
2019**

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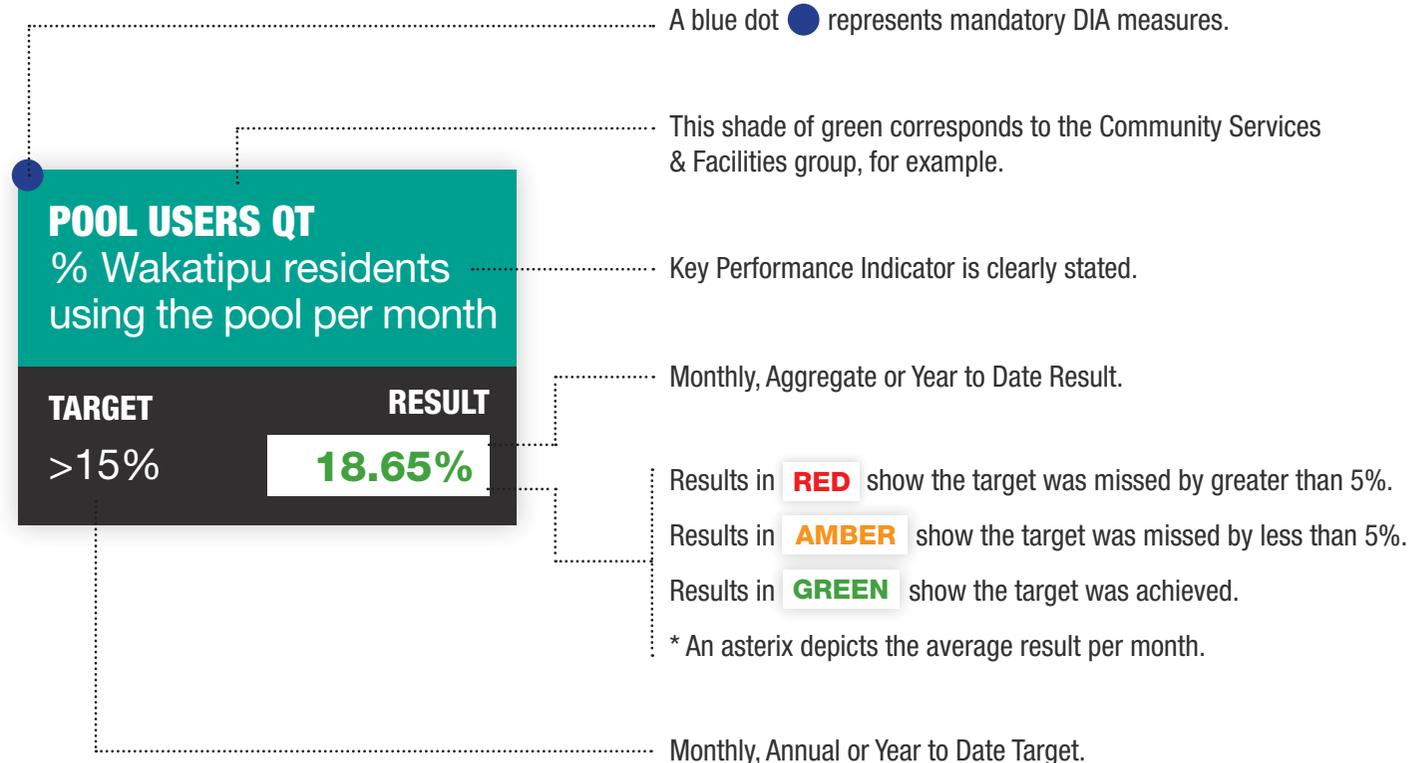
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ANNUAL KEY PERFORMANCE INDICATORS

HOW TO READ THIS REPORT - WHAT IS A KPI?

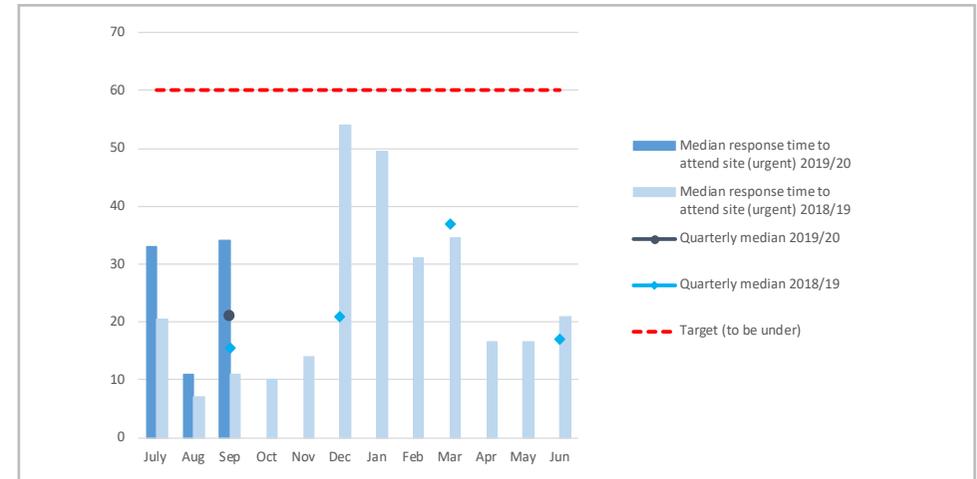
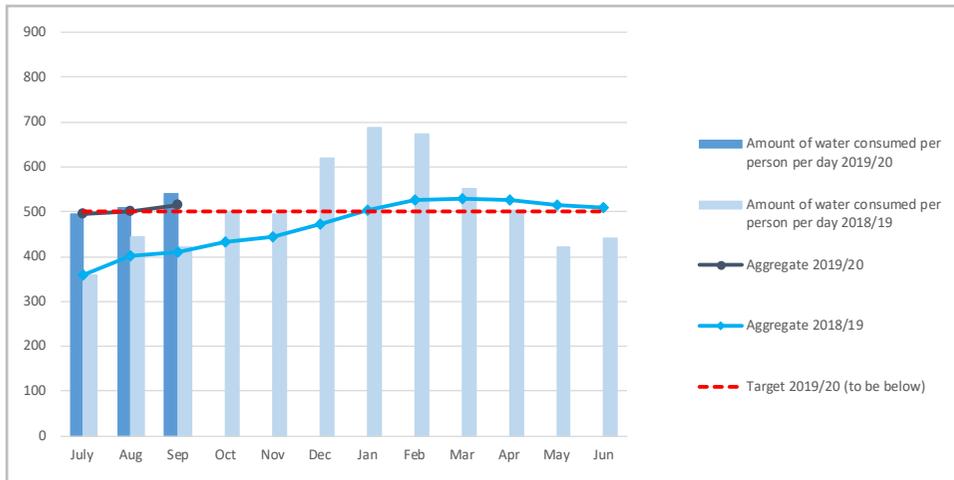
A Key Performance Indicator (KPI) is a quantifiable measure that demonstrates how effectively an organisation is achieving key community outcomes and objectives. The KPIs and their targets are defined and consulted on every three years, during the Ten Year Plan (TYP) process. The TYP is comprised of 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
<500L	541L

541 litres of water was consumed on average per day in September. This is higher than the previous month and did not meet the target set.

Aggregate Result

WATER CONSUMPTION
Amount consumed per person per day

TARGET	AGGREGATE RESULT
<500L	514L

514 litres of water was consumed on average per person per day for the July - September quarter. This has not quite achieved the 2019-20 target to be below 500 litres. Quarterly analysis shows water consumption is higher than the same period last year.

Monthly Result

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

TARGETS	MONTHLY RESULT
<60 mins	34 mins

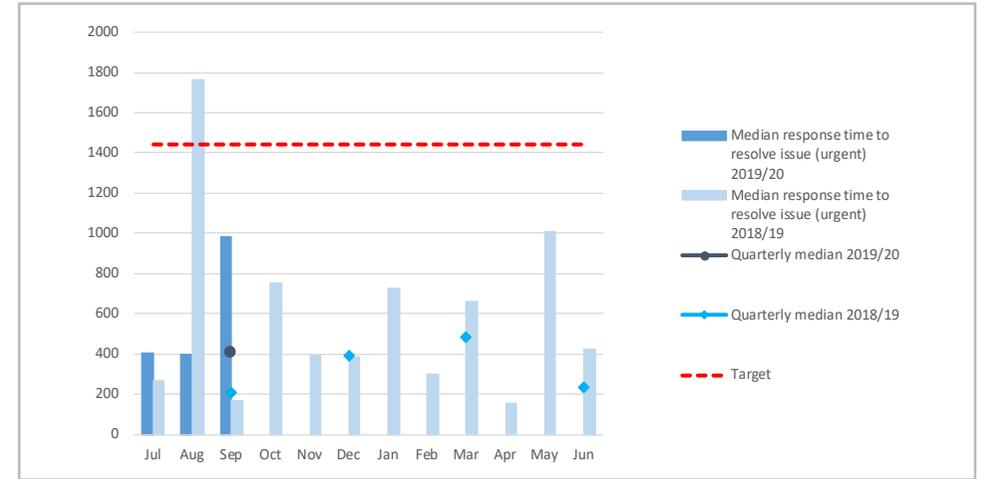
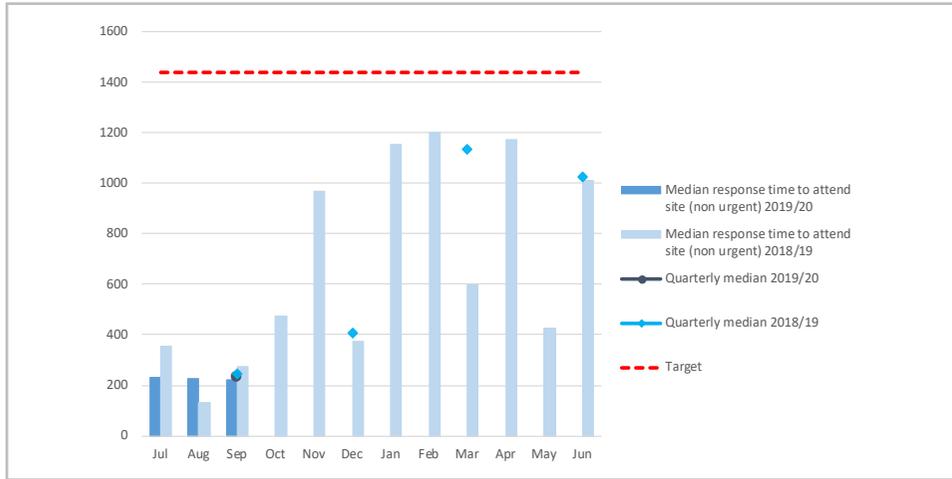
The median response time to attend to site for urgent issues was 34 minutes in September. Three urgent issues were received this month. This achieved the target set.

YTD Result

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

TARGETS	YTD RESULT
<60 mins	21 mins

The median response time to attend to site for urgent issues was 21 minutes in the July - September 2019 quarter. There have been 15 urgent issues lodged in the first quarter.



Monthly Result

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

The median response time to attend to site for non-urgent issues was 223 minutes for September. There were 65 non-urgent issues recorded for September. This achieved the target set.

TARGET	MONTHLY RESULT
<1440 mins	223 mins

YTD Result

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

The median response time to attend to site for non-urgent issues was 230 minutes in the July - September 2019 quarter. There were 184 non-urgent issues lodged in the July - September 2019 quarter. Response times are well within the target set.

TARGET	YTD RESULT
<1440 mins	230 mins

Monthly Result

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

The median response time to resolve urgent issues was 980 minutes for September. This is an increase compared to the previous month, however is still within the target set.

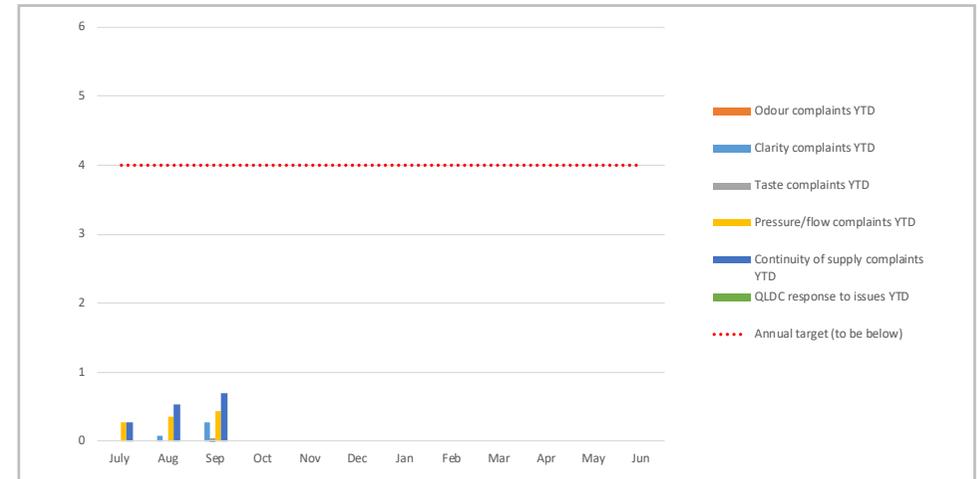
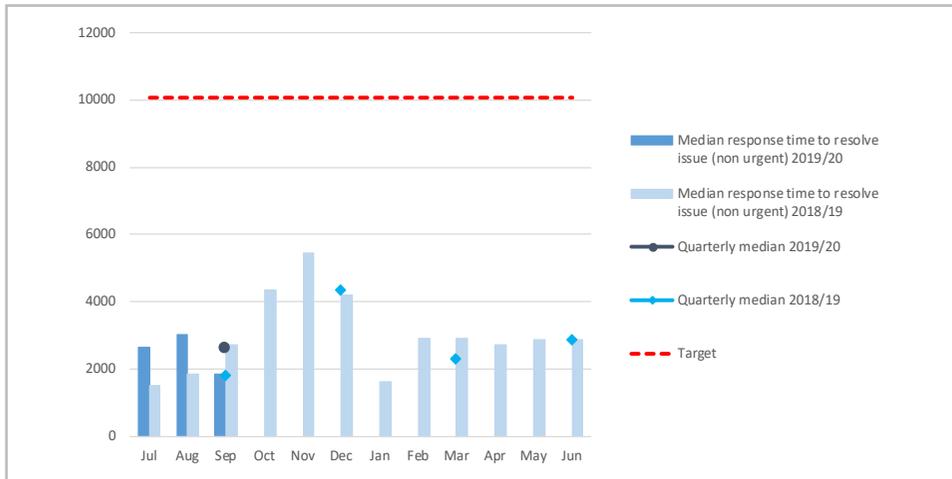
TARGET	MONTHLY RESULT
<1440 mins	980 mins

YTD Result

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

The median response time to resolve urgent issues was 407 minutes in the July - September 2019 quarter. Resolution times are well within the target set.

TARGET	YTD RESULT
<1440 mins	407 mins



Monthly Result

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

The median response time for resolution for non-urgent issues was 1,830 minutes for September. This achieved the target set.

TARGET	MONTHLY RESULT
<10,080 mins	1830 mins

YTD Result

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

The median response time for resolution for non-urgent issues was 2612 minutes for the July - September quarter. This is well within the target set.

TARGET	YTD RESULT
<10,080 mins	2612 mins

WATER SUPPLY COMPLAINTS

No. of complaints per 1000 connections

TARGET <4 PER ANNUM

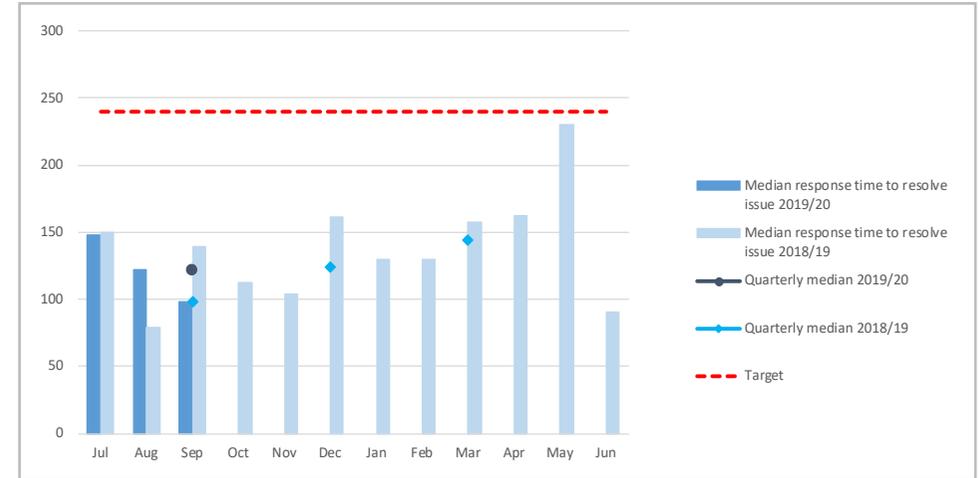
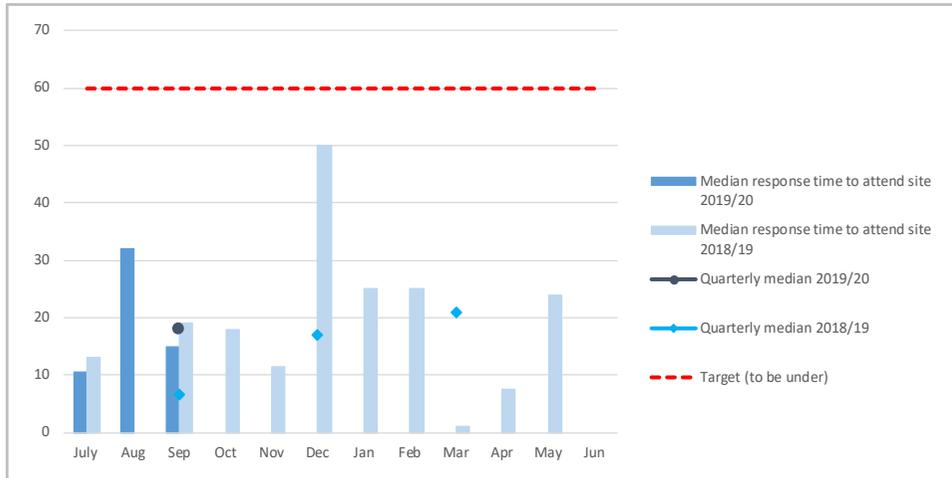
	MONTHLY RESULT	YTD RESULT
Odour	0	0
Clarity	0.19	0.28
Taste	0.04	0.04
Pressure/flow	0.08	0.41
Continuity of supply	0.16	0.69

TARGET <2 PER ANNUM

QLDC response to issues	0	0
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All categories are currently below the cumulative target to be <4 per 1000 connections for odour, clarity, taste, pressure/flow and continuity of supply of water, and <2 per 1000 connections for QLDC's response to complaints.

In the July - September quarter requests for service in the following categories have been received: seven for clarity, one for taste, zero for odour, 10 for pressure, 17 for water continuity and zero complaints regarding QLDC's response to issues.



Monthly Result

WASTEWATER OVERFLOWS
Median response time to attend site

The median response time to attend to site for wastewater overflows was 15 minutes in September. This is well within the target set.

TARGET	MONTHLY RESULT
<60 mins	15 mins

YTD Result

WASTEWATER OVERFLOWS
Median response time to attend site

The median response time to attend site for wastewater overflows was 18 minutes year to date. This achieved the target set.

TARGET	YTD RESULT
<60 mins	18 mins

Monthly Result

WASTEWATER OVERFLOWS
Median response time to resolve problem

There were six issues received this month and the median response time to resolve these wastewater overflows was 98 minutes. This achieved the target set.

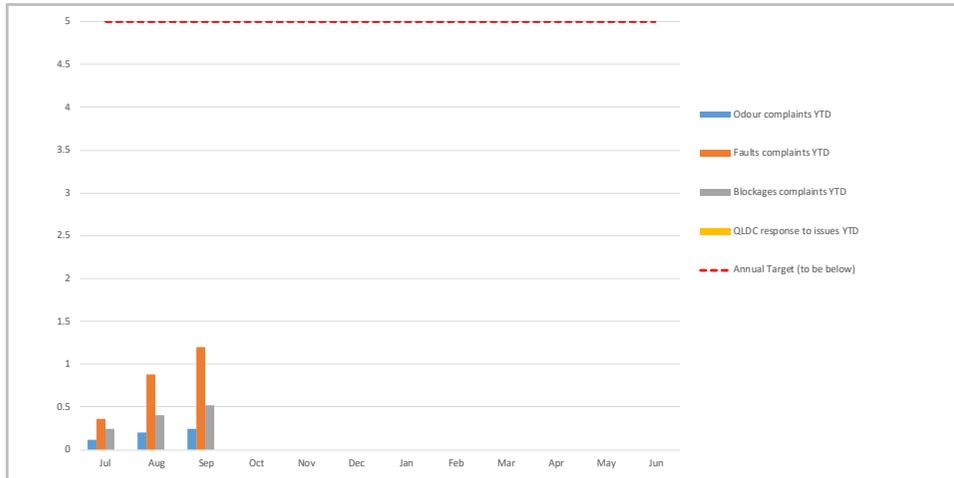
TARGET	MONTHLY RESULT
<240 mins	98 mins

YTD Result

WASTEWATER OVERFLOWS
Median response time to resolve problem

The median response time to resolve the wastewater overflows was 121 minutes year to date. This achieved the target set. There has been 19 issues recorded this quarter.

TARGET	YTD RESULT
<240 mins	121 mins



WASTEWATER COMPLAINTS

No. of complaints per 1000 connections

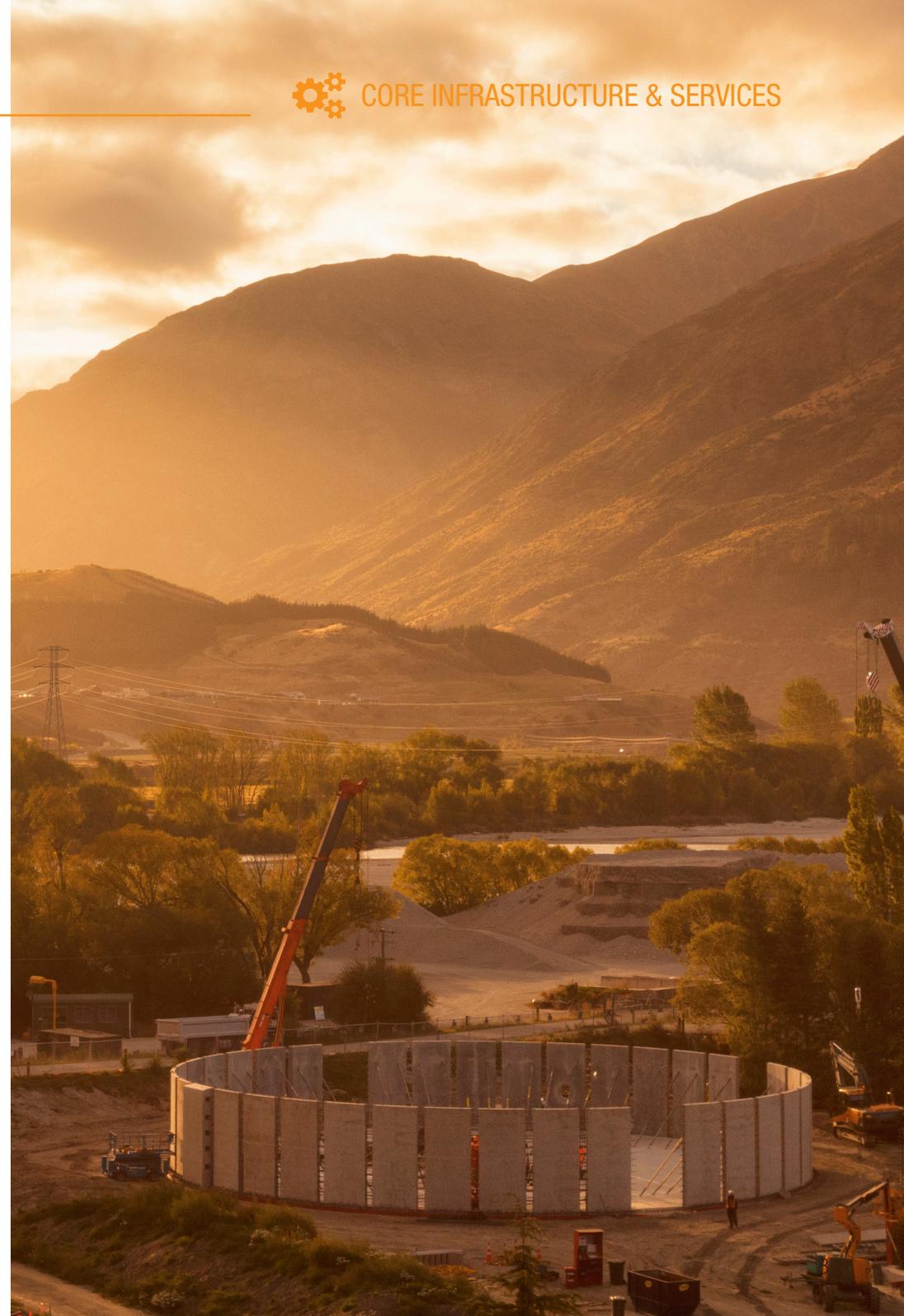
TARGET <5 PER ANNUM

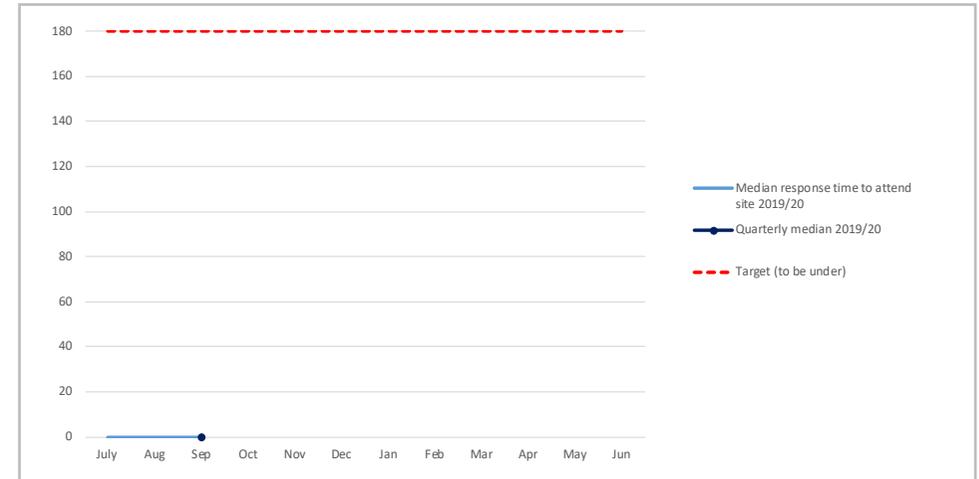
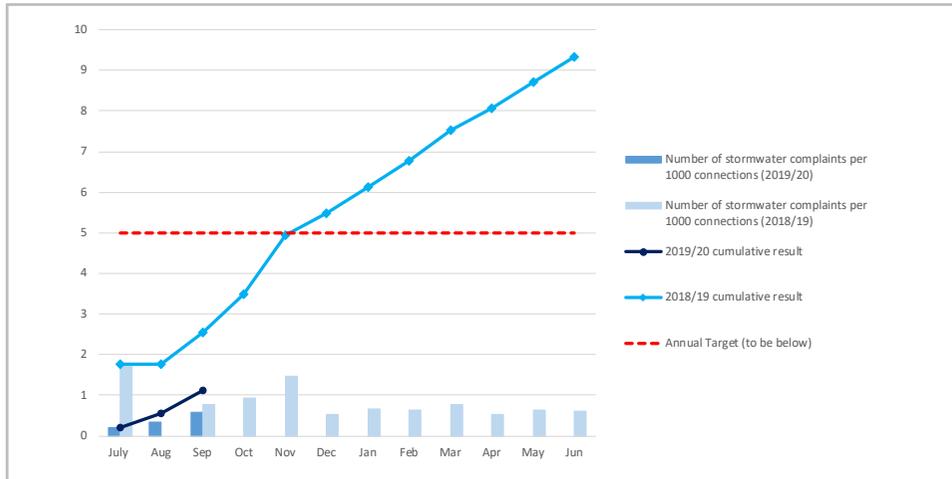
	MONTHLY RESULT	YTD RESULT
Odour	0.04	0.24
Faults	0.32	1.20
Blockages	0.12	0.52

TARGET <2 PER ANNUM

QLDC response to issues	0	0
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All categories are currently within the targets set. In the July - September quarter there have been six odour requests for service, 30 wastewater fault requests for service, 13 blockage requests for service and zero QLDC response complaints.





Monthly Result

STORMWATER COMPLAINTS

No. of complaints per 1000 connections

TARGET	MONTHLY RESULT
<5	0.58

The number of stormwater complaints per 1000 connections was 0.58 for September. There were 15 stormwater requests for service this month. This included a number of issues caused by private parties or the requests were found to be unsubstantiated upon investigation.

YTD Result

STORMWATER COMPLAINTS

No. of complaints per 1000 connections

TARGET	YTD RESULT
<5	1.17

The number of stormwater complaints per 1000 connections is 1.17 for the July - September 2019 quarter. There has been a total of 30 stormwater requests for service received year to date.

Monthly Result

STORMWATER FLOODING

Median response time to attend site

TARGET	MONTHLY RESULT
<180 mins	0 mins

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

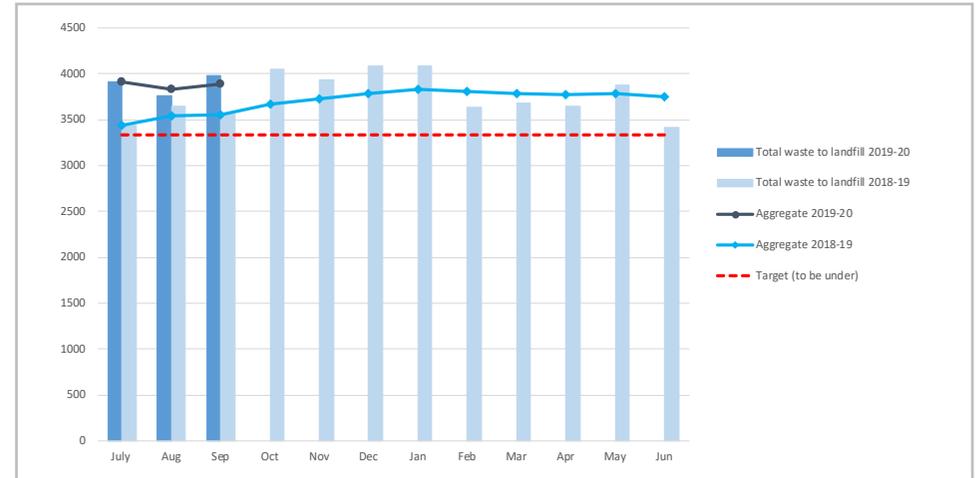
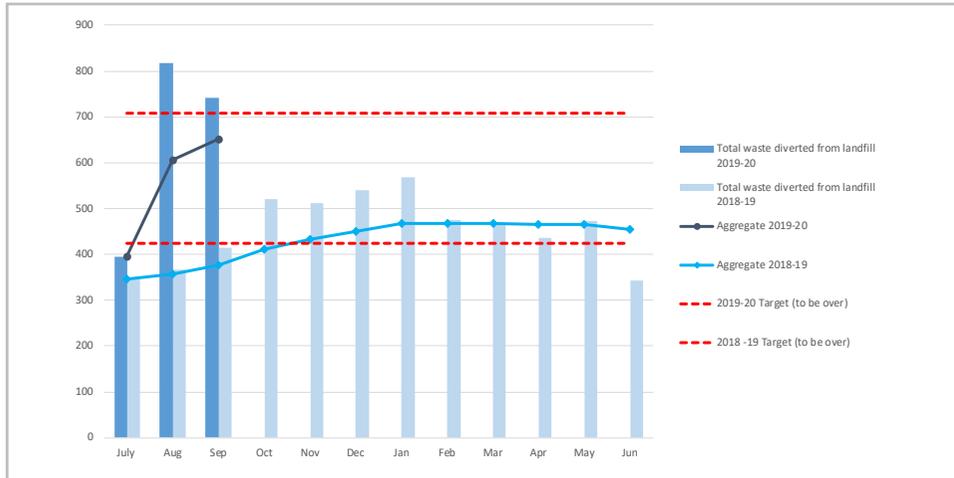
YTD Result

STORMWATER FLOODING

Median response time to attend site

TARGET	YTD RESULT
<180 mins	0 mins

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



Monthly Result

WASTE DIVERTED FROM LANDFILL
Total waste diverted from landfill

TARGET >708t
MONTHLY RESULT **741t**

The total waste diverted from landfill this month is 741 tonnes. There have been issues with glass contamination which resulted in 43 tonnes sent to landfill as it was too heavily contaminated to be sorted through. The contamination included EpiPens. Additionally there were 127 tonnes of contamination at the Materials Recovery Facility (MRF).

Aggregate Result

WASTE DIVERTED FROM LANDFILL
Total waste diverted from landfill

TARGET >708t
YTD RESULT **651t**

On average, 651 tonnes of waste has been diverted from landfill year to date. This has not achieved the target. This is due to the low result recorded in July, however trend analysis shows results are moving positively towards reaching target.

Monthly Result

WASTE TO LANDFILL
Total waste to landfill

TARGET <3,333t
MONTHLY RESULT **3,984t**

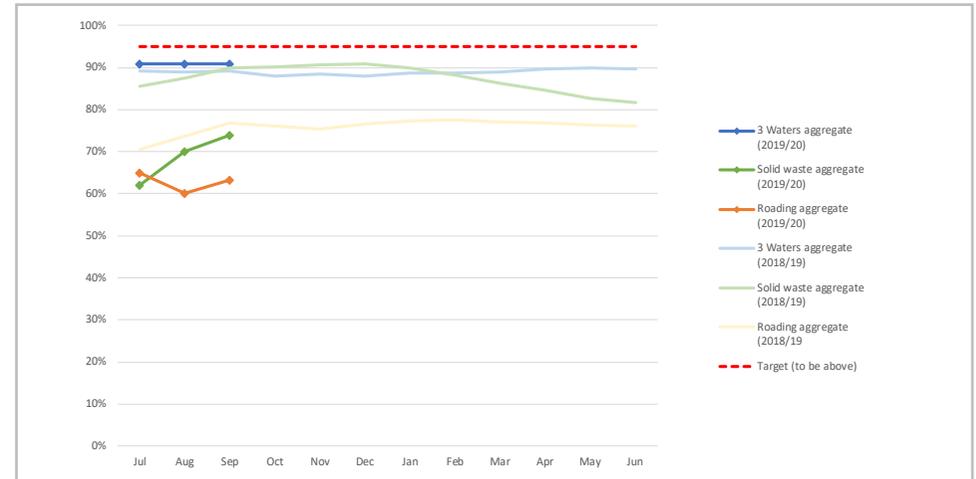
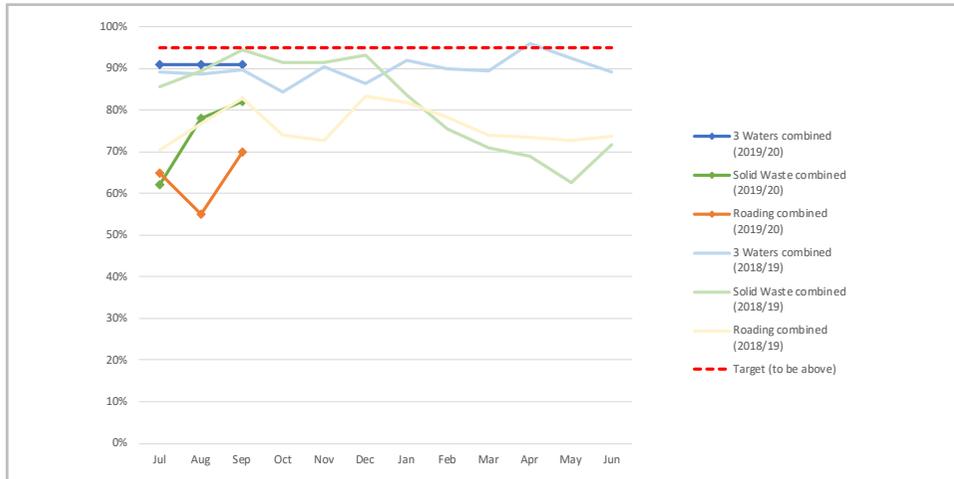
There was more waste to landfill this month than the monthly target of 3,333 tonnes. This includes 170 tonnes of contaminated product, including glass, from the Materials Recovery Facility (MRF) for the month. Public litter bins are also heavily contaminated. A strategy is currently being developed to address this.

Aggregate Result

WASTE TO LANDFILL
Total waste to landfill

TARGET <3,333t
YTD RESULT **3,887t**

On average, the total waste to landfill this quarter is 3,887 tonnes. This did not achieve the target set and further focus is required to meet target.



Monthly Result

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

TARGET	MONTHLY RESULT
>95%	3 Waters 91% Solid Waste 82% Roading 70%

3 waters - Results remain consistent with last month's performance however internal performance needs to be improved to bring results in line with contractor's performance. There were 228 RFS received this month, of which 21 were not resolved on time.

Solid waste - A trending increase in the last few months both internal and external. Looking to keep the momentum up for next month. There were 466 RFS received this month, of which 86 were not resolved on time.

Roading - An increase in internal RFS and lack of resources has seen a slip in internal performance however internal performance has jumped from 24% to 68% which is a significant increase. There were 207 RFS received this month, of which 62 were not resolved on time.

YTD Result

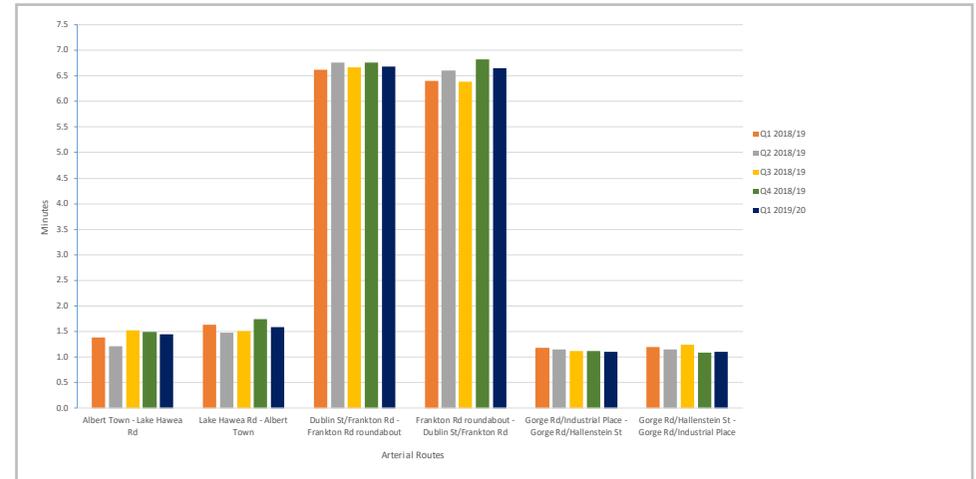
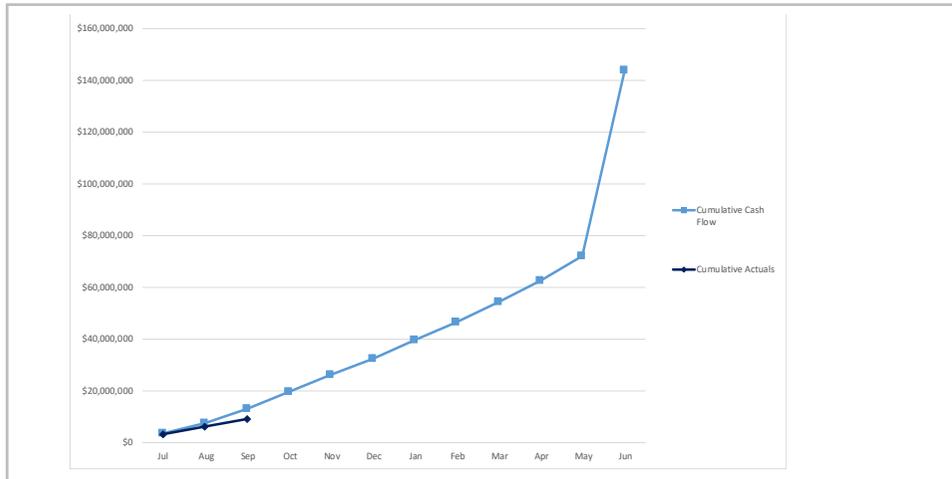
REQUESTS FOR SERVICE (RFS)
% customer RFS resolved on time

TARGET	YTD RESULT
>95%	3 Waters 91% Solid Waste 74% Roading 63%

3 waters - 3 waters has consistently achieved 91% resolution this quarter. There were 664 RFS received this quarter.

Solid waste - 74% of solid waste requests for service have been resolved on time year to date. This did not achieve the target set. 3,210 requests have been received this quarter.

Roading - 63% of roading requests for service were resolved on time this quarter. This did not achieve the target set. 683 requests have been received this quarter.



Monthly Result

CAPITAL WORKS

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

TARGET

80 to 110%

MONTHLY RESULT

69%

Project Expenditure - There has been a \$11.3m spend against a year to date budget of \$17.2m. Delays were encountered to the North East Frankton Stormwater completion due to issues with the proposed under road tunnelling equipment. A significant number of budgets were deferred from 2018/19 to 2019/20 but will again need to be partly deferred for reasons including transport projects awaiting NZTA approval, joint venture agreement for Project Manawa and Project Connect, various stages of HIF and Lakeview developer agreements, and the bundled approach to 3 waters delivery. The largest actual spends per project for September were for the Queenstown Town Centre Pedestrianisation (\$566k) and Arrowtown's new water pump station and bores (\$357k).

Monthly Result

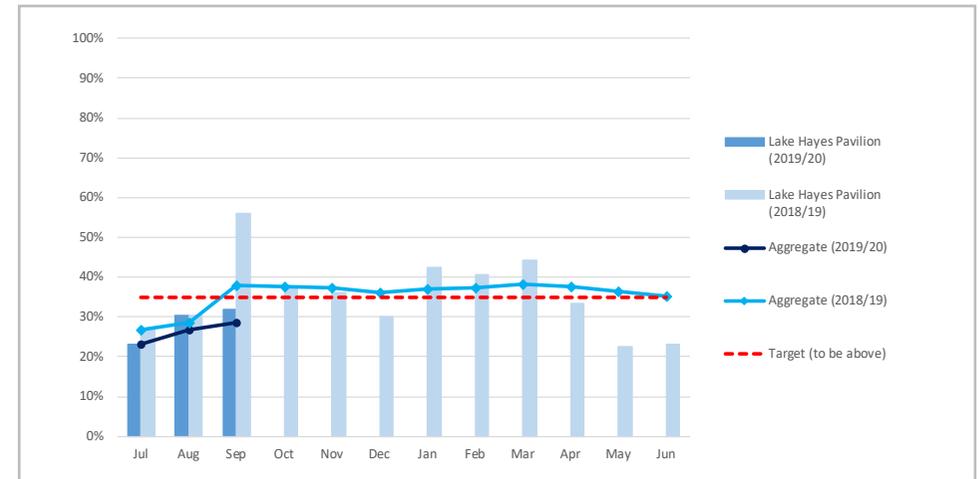
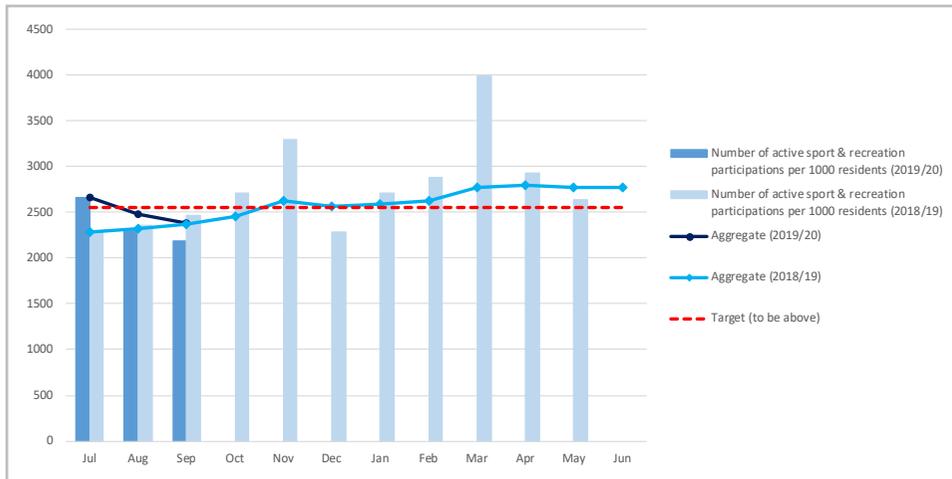
TRAFFIC FLOWS

Improved traffic flows on arterial routes

	QTR RESULT
Albert Town - Lake Hawea Rd	1.44 mins
Lake Hawea Rd - Albert Town	1.59 mins
Frankton Rd (east)	6.68 mins
Frankton Rd (west)	6.65 mins
Gorge Rd (north)	1.10 mins
Gorge Rd (south)	1.10 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. Results remain consistent with the previous quarters data, with the overall result being 3.1 minutes total, on average.



Monthly Result

ACTIVE PARTICIPANTS
active sport and recreation participants per capita

TARGET	MONTHLY RESULT
>2,872	2,189

There were 2,189 active sport and recreation participations per 1000 residents in September. This did not achieve the target set. Casual admission for Alpine Aqualand has decreased since last September. This is possibly due to a number of people thinking the pool has already shut. A good ski season over spring may also have been a contributing factor.

YTD Result

ACTIVE PARTICIPANTS
active sport and recreation participants per capita

TARGET	YTD RESULT
>2,872	2,384

There have been 2,384 active sport and recreation participations per 1000 residents year to date. This did not achieve the target set.

Monthly Result

LAKE HAYES PAVILION
% hours of community use per month

TARGET	MONTHLY RESULT
>35%	31.9%

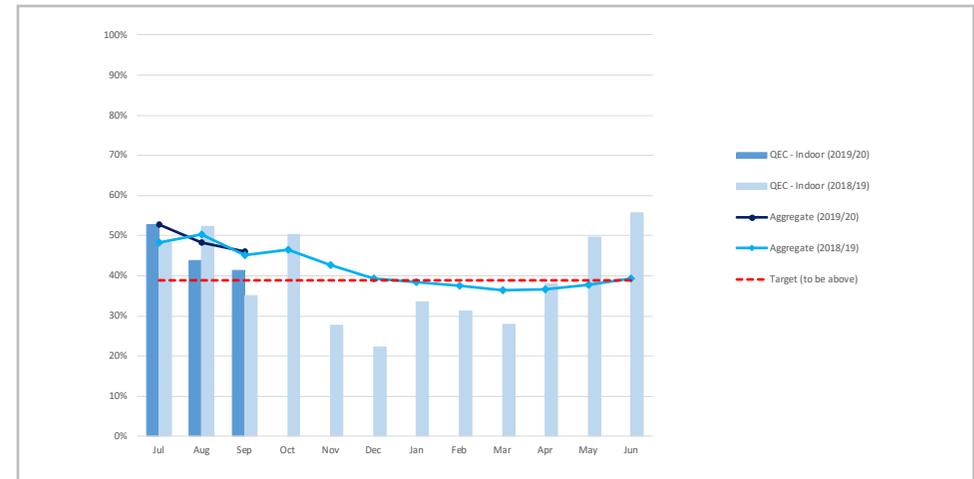
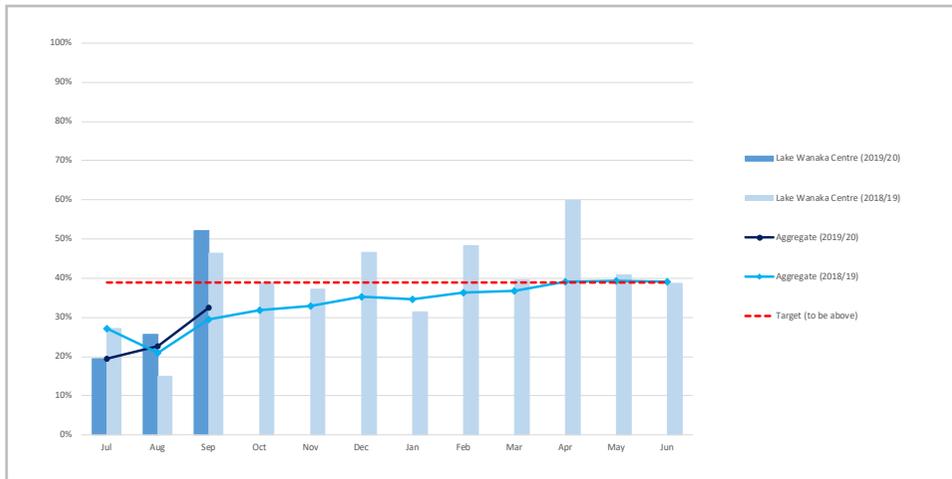
The Lake Hayes Pavilion had a 31.9% occupation rate during September. This did not achieve the target set. The bookings this month largely consisted of the regular dance classes.

YTD Result

LAKE HAYES PAVILION
% hours of community use per month

TARGET	YTD RESULT
>35%	28.5%

On aggregate, the Lake Hayes Pavilion has been booked out 28.5% year to date. This is lower than the previous year, however data shows that September 2018 was an unusually busy month for this venue.



Monthly Result

LAKE WANAKA CENTRE
% hours of community use per month

TARGET
>39%

MONTHLY RESULT
52.1%

The Lake Wanaka Centre had a 52.1% occupancy rate this month. The Winter Games had a week long booking at the Centre and an annual music production called “Stars in their Eyes” booked the whole facility for 10 days, giving usage a boost in September.

YTD Result

LAKE WANAKA CENTRE
% hours of community use per month

TARGET
>39%

YTD RESULT
32.4%

On aggregate, the Lake Wanaka Centre has been booked out 32.4% this quarter. This did not meet the target set however trend analysis shows improvement on last years results.

Monthly Result

QUEENSTOWN EVENTS CENTRE (INDOOR)
% hours of community use per month

TARGET
>39%

MONTHLY RESULT
41.4%

The indoor courts continue to be well utilised during peak times from 4pm to close during week days. Currently running in the stadium are two basketball leagues and futsal two days a week, in addition to some private hires. Four events happened this month too – Spirit of Wakatipu Awards, a trade expo, a three day hip hop and aerobics competition, and the Global Games. This achieved the target set.

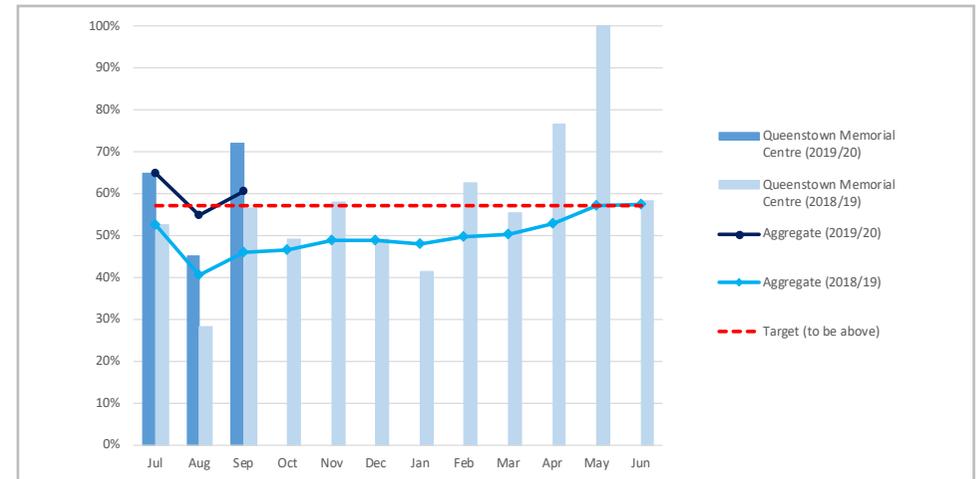
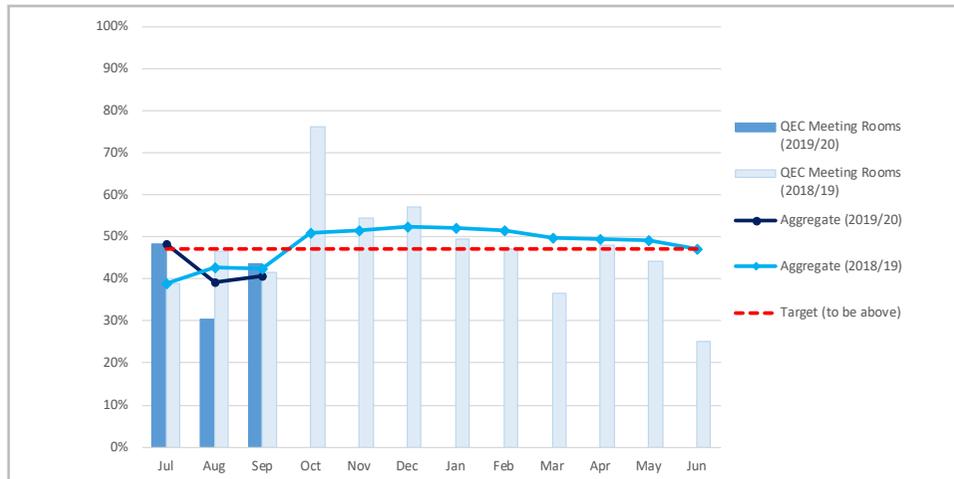
YTD Result

QUEENSTOWN EVENTS CENTRE (INDOOR)
% hours of community use per month

TARGET
>39%

YTD RESULT
46.0%

46% occupancy achieved year to date. Results are higher than the same month last year, however aggregate trends remain consistent. This meets the target set.



Monthly Result

QUEENSTOWN EVENTS CENTRE (ROOMS)
% hours of community use per month

TARGET >47% **MONTHLY RESULT** **43.7%**

The Queenstown Events Centre meeting rooms had 43.7% occupancy this month. Although the meeting rooms did not meet the target this month, there was only one day in September that did not have a booking. The bookings included the QLDC holiday programme, Global Games (rugby tournament for youth) and various sports club meetings.

YTD Result

QUEENSTOWN EVENTS CENTRE (ROOMS)
% hours of community use per month

TARGET >47% **YTD RESULT** **40.8%**

The occupancy rate year to date has been 40.8%. Aggregate results are just slightly below the previous years result and this will be due to a lower occupancy result in August. This did not achieve the target set.

Monthly Result

QUEENSTOWN MEMORIAL CENTRE
% hours of community use per month

TARGET >57% **MONTHLY RESULT** **72.1%**

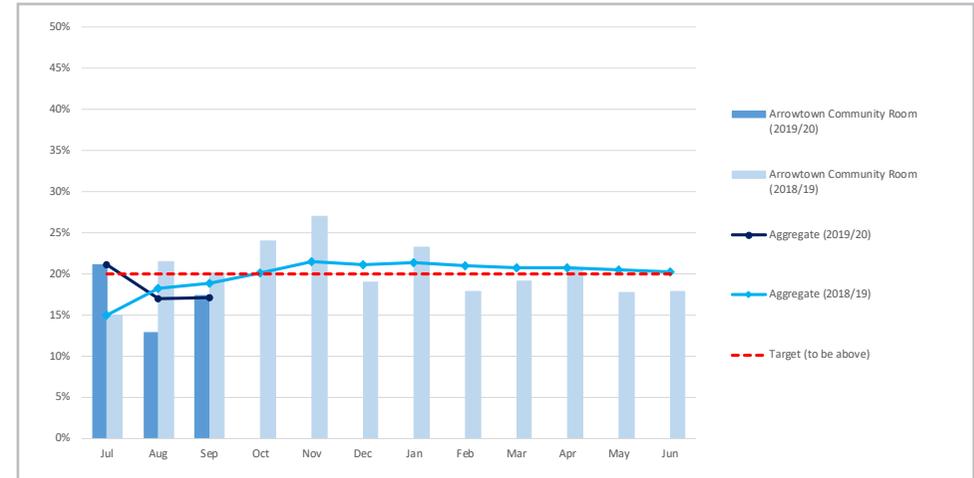
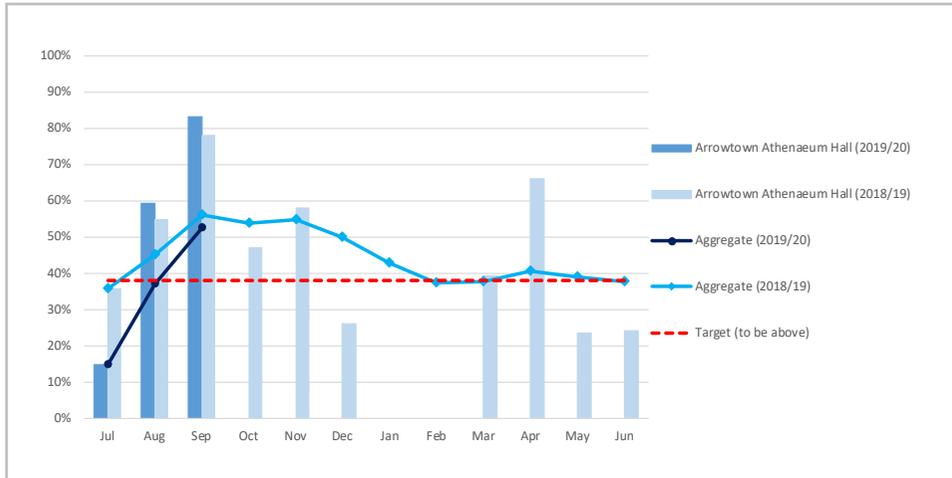
The Queenstown Memorial Centre had a 72.1% occupancy rate this month. There was a wide range of bookings at QMC including St Joseph's school production, Winter Pride, internal QLDC training sessions and a rock music competition. This is well above the target set.

YTD Result

QUEENSTOWN MEMORIAL CENTRE
% hours of community use per month

TARGET >57% **YTD RESULT** **60.7%**

60.7% occupancy has been achieved year to date. Aggregate results are well above the same quarter last year which is positive and achieves the target set.



Monthly Result

ARROWTOWN ATHENAEUM HALL
% hours of community use per month

TARGET	MONTHLY RESULT
>38%	83.3%

The target was achieved this month. The achieved amount was very favourable due to an 18 day booking by the Remarkables Theatre.

YTD Result

ARROWTOWN ATHENAEUM HALL
% hours of community use per month

TARGET	YTD RESULT
>38%	52.5%

52.5% occupancy achieved year to date. This achieved the target set. Aggregate results are just below the same period last year and this is due to the low occupancy result recorded for July this year.

Monthly Result

ARROWTOWN COMMUNITY ROOMS
% hours of community use per month

TARGET	MONTHLY RESULT
>20%	17.4%

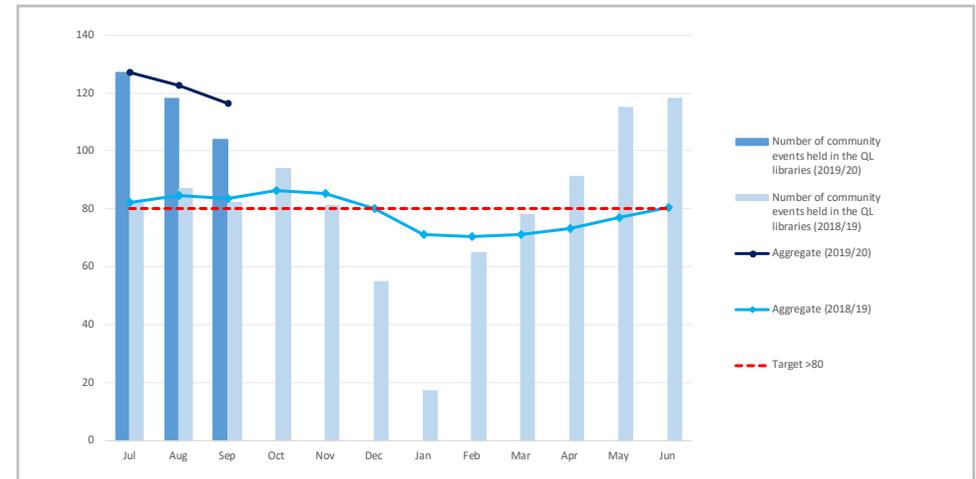
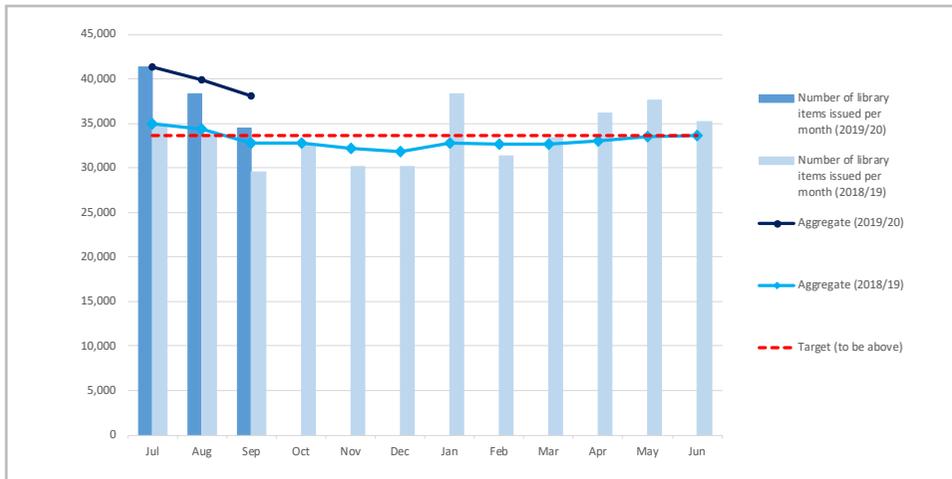
The Arrowtown Community Rooms had a 17.4% occupancy rate in September. This did not achieve the monthly target. Bookings consisted of all the usual regular bookings.

YTD Result

ARROWTOWN COMMUNITY ROOMS
% hours of community use per month

TARGET	YTD RESULT
>20%	17.2%

17.2% occupancy achieved year to date. This is lower than the same period last year and is below the target set.



Monthly Result

LIBRARY CIRCULATION
of items issued per month

TARGET	MONTHLY RESULT
>33,611	34,451

34,451 items were issued this month from all libraries across the Queenstown lakes district. Both hard copy and eResource checkouts show higher figures this month compared to the same month in the previous year. Frankton Library statistics are contributing to the increased use of library collections.

YTD Result

LIBRARY CIRCULATION
of items issued per month

TARGET	YTD RESULT
>33,611	38,064

On aggregate, 38,064 items have been issued per month, year to date. This achieved the target set.

Monthly Result

LIBRARY EVENTS
of community events held within libraries

TARGET	MONTHLY RESULT
>80	104

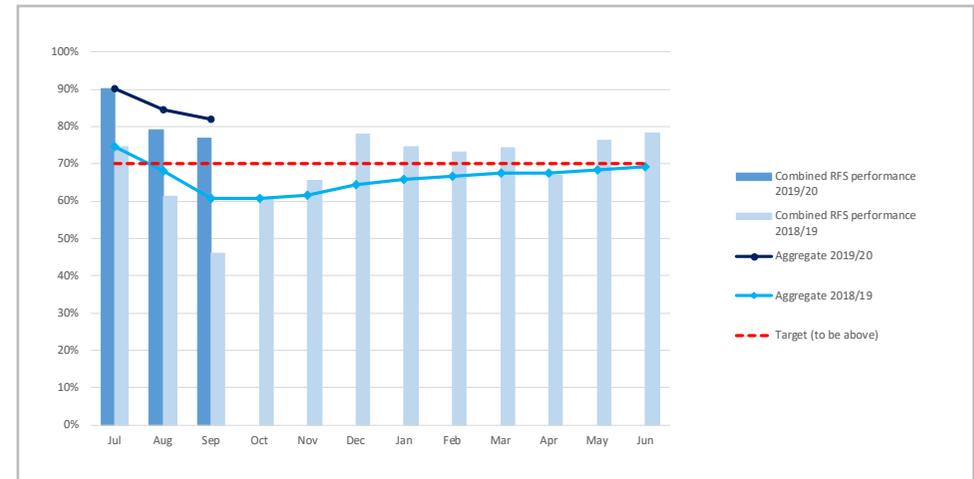
104 community events were held within the libraries this month. There have been 22 more events compared to September 2018. This is partly due to the inclusion of the new Frankton library (12 events), however it is also due to the increased number of events at Arrowtown, Hawea and Wanaka Libraries.

YTD Result

LIBRARY EVENTS
of community events held within libraries

TARGET	YTD RESULT
>80	116

The aggregate result of 116 community events held within the Queenstown Lakes District libraries year to date exceeds the target set. The libraries continue to be a well supported and key social asset for the community.



Monthly Result

TRAIL USAGE
Average number of daily trail users

TARGET	MONTHLY RESULT
>1,800	1488

Although the daily average trail use target was not achieved for September 2019, there has been an overall increase this month compared to the previous month with 200 more trail users. This did not achieve the target set.

YTD Result

TRAIL USAGE
Average number of daily trail users

TARGET	YTD RESULT
>1,800	1262

Trend analysis shows this year has been similar to 2018-19, but in general track usage has increased each month in 2019-20. Seasonal trends are the primary factor as to why target has not been achieved in the first quarter. Trail use is expected to increase as the weather improves.

Monthly Result

PARKS RFS
% RFS resolved within specified timeframe

TARGET	MONTHLY RESULT
>75%	77.0%

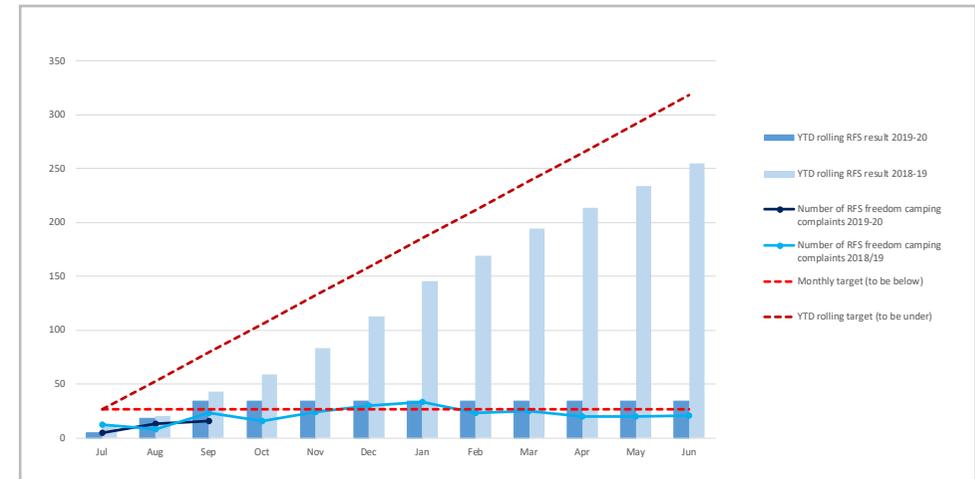
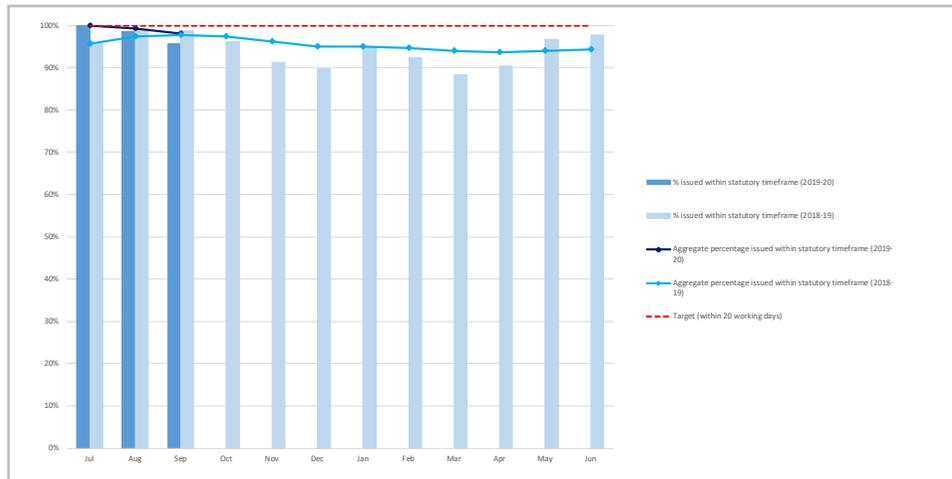
77% of Park's requests for service were resolved on time this month. This is a significant improvement on the same month last year. The majority of the requests received were tree related.

YTD Result

PARKS RFS
% RFS resolved within specified timeframe

TARGET	YTD RESULT
>75%	82.1%

82.1% of Park's requests for service were resolved on time this quarter. This achieved the target set and is an improvement on the same quarter last year.



Monthly Result

BUILDING CONSENT TIMES
% processed within the statutory timeframe

TARGET: 100%
MONTHLY RESULT: 95.8%

95.8% of consents were processed within the 20 working day statutory timeframe in September 2019. The target was not achieved due to a contractor error with six consents, which resulted in those consents exceeding the 20 day target.

Annual Result

BUILDING CONSENT TIMES
% processed within the statutory timeframe

TARGET: 100%
YTD RESULT: 98%

98% of building consents were processed within the 20 day statutory timeframe this quarter. This did not quite achieve the target set.

Monthly Result

FREEDOM CAMPING RFS
of freedom camping RFS per month

TARGET: <26.5
MONTHLY RESULT: 16

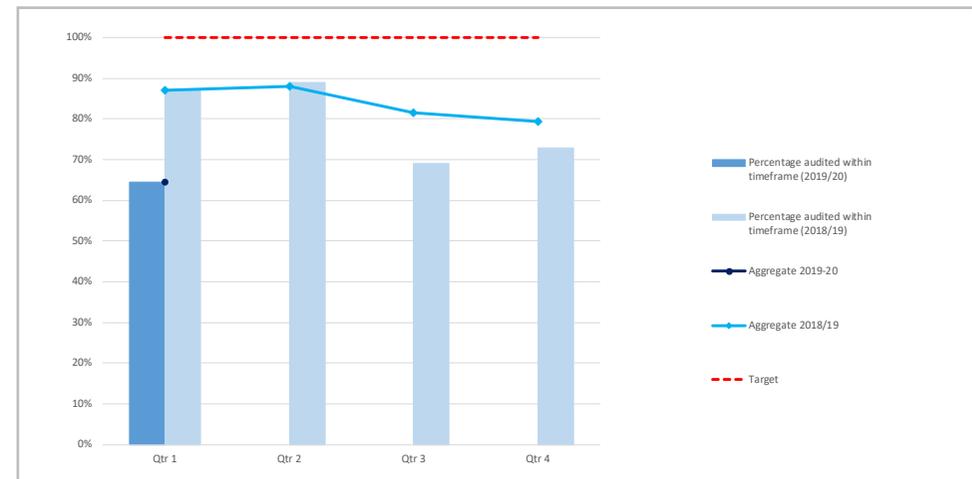
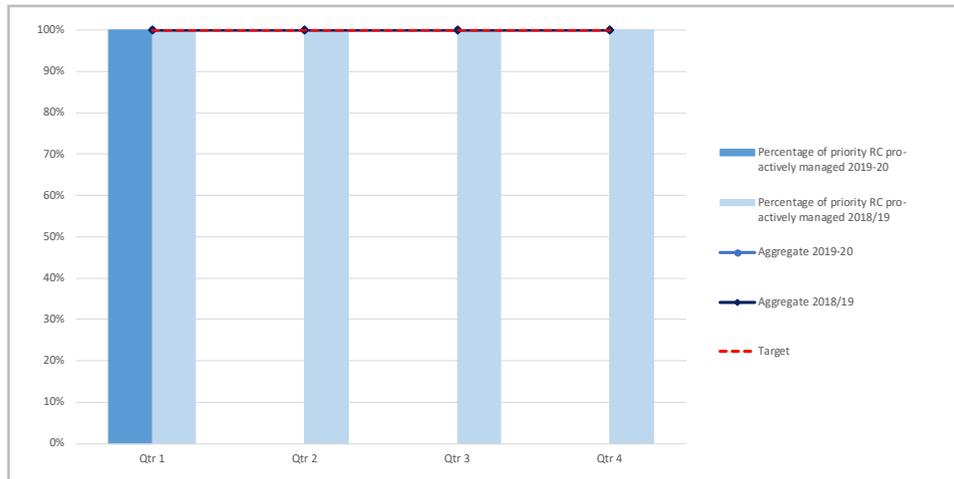
16 freedom camping requests for service (RFS) were received by QLDC in September 2019. Of these requests, 11 were unsubstantiated i.e. the vehicles could not be located by the patrolling officers. The remaining five requests received the following infringements - two were ticketed for being in a prohibited area, two were in a regularly patrolled area, and one resulted in daytime education.

Annual Result

FREEDOM CAMPING RFS
of freedom camping RFS per month

YTD TARGET: <79
YTD RESULT: 34

34 freedom camping RFS were received this quarter. This achieves the target set to be under 79 year to date.



Monthly Result

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

All Resource Consents listed as 'priority' in the Monitoring Strategy were pro-actively monitored this month. Ensuring this KPI is achieved is a key focus for the team.

TARGET	QUARTERLY RESULT
100%	100%

YTD Result

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

100% of resource consents listed as a priority have been pro-actively managed year to date. This achieves the target set.

TARGET	YTD RESULT
100%	100%

Quarterly Result

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

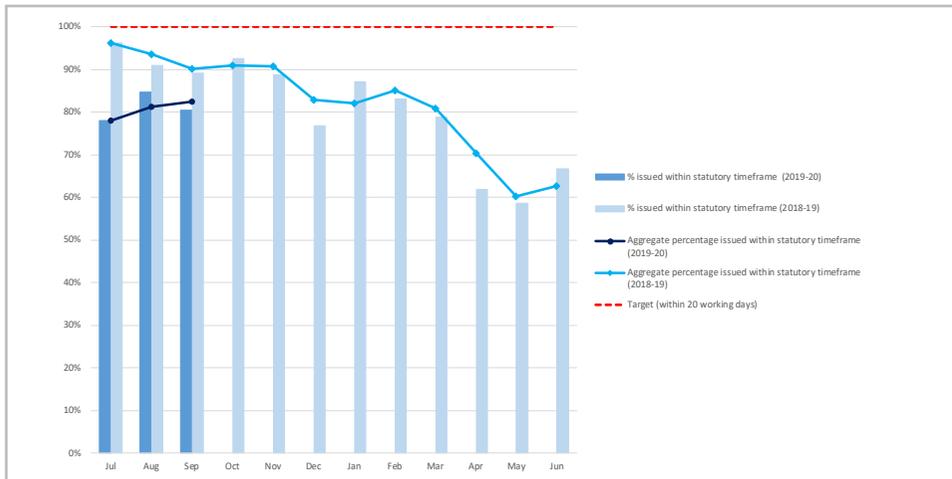
The target has not been achieved this quarter due to the higher workload requirements associated with the Food Act 2014. The team have been focusing on the new or higher risk businesses. This has consequently resulted in a month to month back log. Additionally, the increased amount of new businesses starting up and the time spent on enquiries are contributing factors in not being able to improve results this quarter. The team has also been busy with complaint work, inspections under the Health Act and RFS work.

TARGET	QTR RESULT
100%	64.4%

YTD Result

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

TARGET	YTD RESULT
100%	64%



Monthly Result

RESOURCE CONSENT TIME
% processed within the statutory timeframe

TARGET	MONTHLY RESULT
100%	80.4%

80.4% of the decisions issued were within the statutory timeframe in September and the target was not achieved. High levels of applications were received through August and September. This, balanced with having vacancies and new staff, has resulted in not being able to achieve the statutory timeframe target.

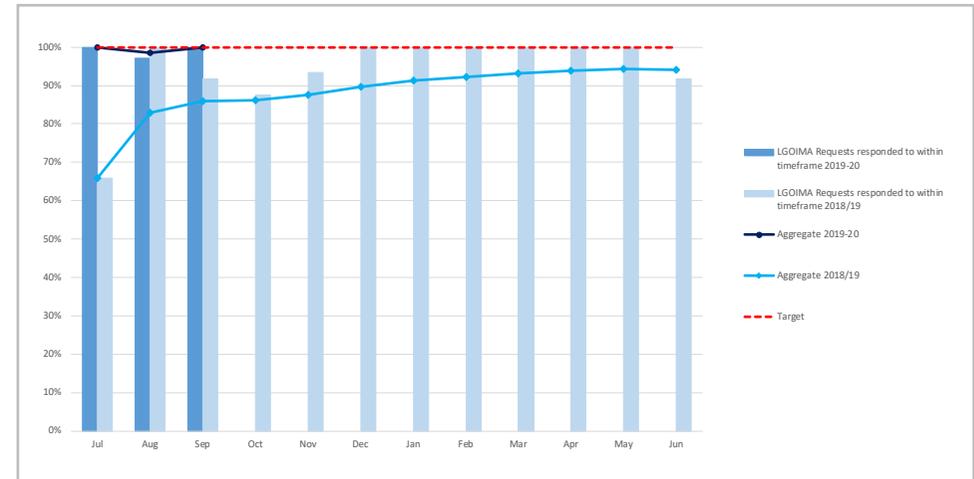
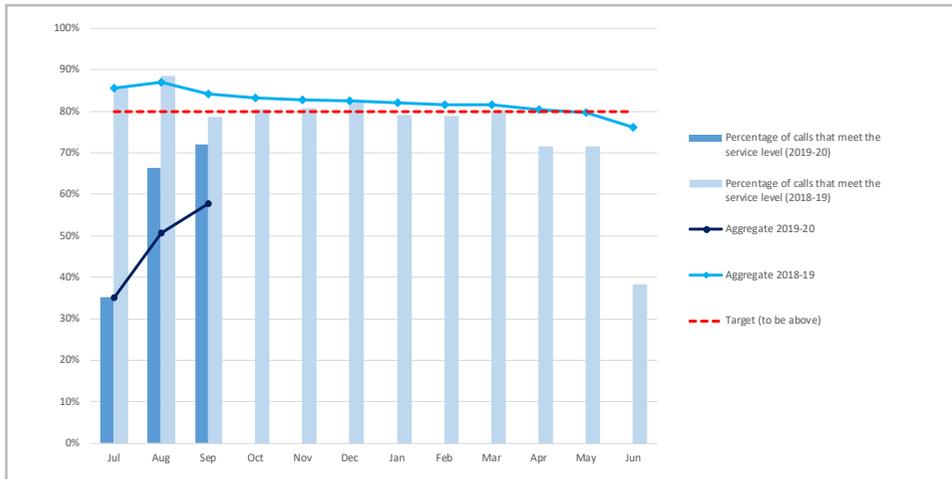
YTD Result

RESOURCE CONSENT TIME
% processed within the statutory timeframe

TARGET	YTD RESULT
100%	80.4%

The Resource Consents team has achieved 80.4% compliance year to date. This is lower than the previous quarter and did not achieve the target set. Recruitment and training staff to better resource the team going forward is currently a key focus.





Monthly Result

CUSTOMER CALLS
% answered within 20 seconds

TARGET >80%
MONTHLY RESULT 72%

72% of customer calls were answered within 20 seconds this month and this did not achieve the service level agreement. The reason for this is staff illness and staff departures during the month.

YTD Result

CUSTOMER CALLS
% answered within 20 seconds

TARGET >80%
YTD RESULT 57.9%

57.9% of customer calls were answered within 20 seconds this year to date. This did not achieve the target set. The high number of calls received in July due to the waste bin roll out has negatively impacted the year to date result. Staff vacancies have also contributed to not achieving target.

Monthly Result

LGOIMA REQUESTS
% responded to within 20 days

TARGET 100%
MONTHLY RESULT 100%

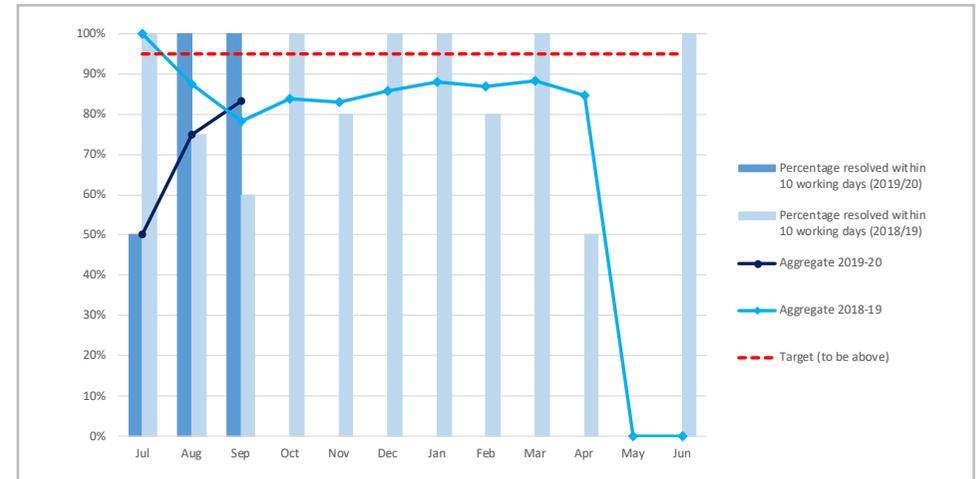
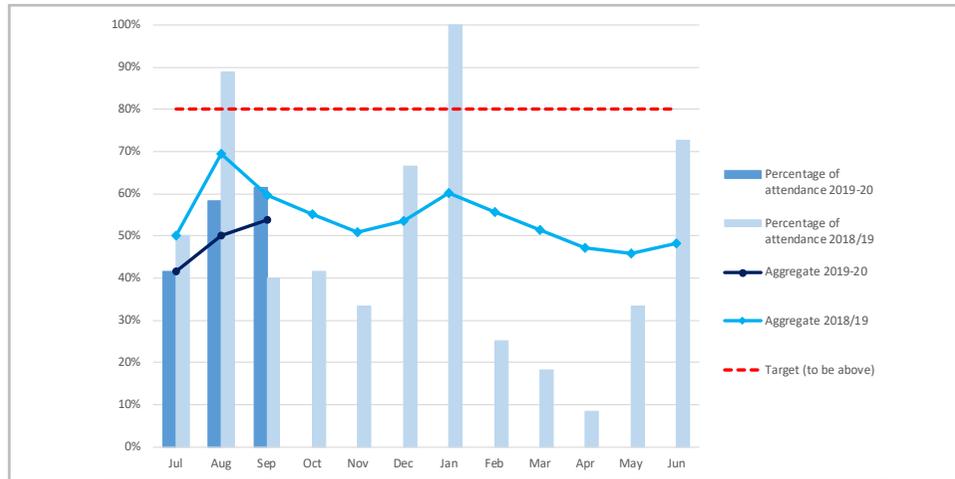
100% of LGOIMA requests were responded to within the agreed timeframes in September. There were 21 LGOIMA requests due to be responded to this month.

YTD Result

LGOIMA REQUESTS
% responded to within 20 days

TARGET 100%
YTD RESULT 99%

99% compliance has been achieved year to date for LGOIMA requests. There have been 94 requests received year to date, of which only one has not been responded to within the agreed timeframes. Results remain consistent and are above the same period last year.



Monthly Result

COMMUNITY ASSOCIATION MEETINGS

% attended by Elected Members/QLDC staff

TARGET >80% MONTHLY RESULT **62%**

The percentage of Community Association meetings attended by Elected Members and/or staff did not meet the target set. Eight of 13 Community Association meetings were recorded as attended in September 2019. This is an improvement on the number of meetings recorded last month.

YTD Result

COMMUNITY ASSOCIATION MEETINGS

% attended by Elected Members/QLDC staff

TARGET >80% YTD RESULT **54%**

Collating the information for this measure has been a challenge, however significant improvements have been noted this quarter due to a change in approach. This should result in ongoing improvements moving forward.

Monthly Result

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

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

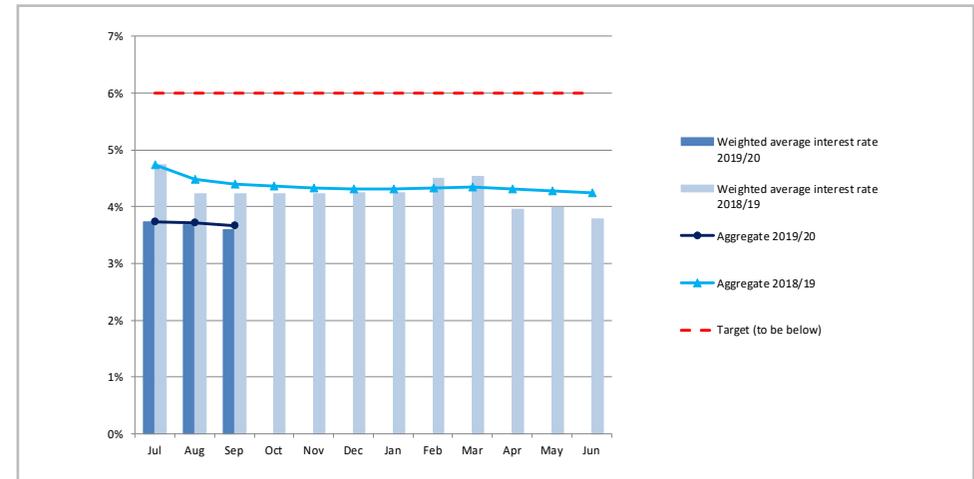
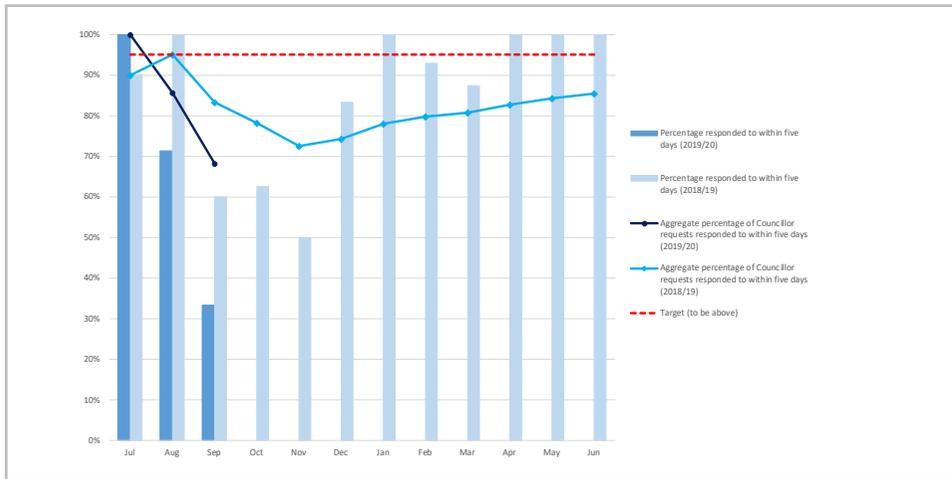
For the month of September 2019 there were three complaints received and all were resolved on time. This achieved the target set.

YTD Result

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET >95% YTD RESULT **83.3%**

83.3% of complaints have been resolved within 10 working days year to date. There have been nine complaints received year to date.



Monthly Result

COUNCILLOR ENQUIRIES
% responded to within 5 days

TARGET >95%
MONTHLY RESULT 33%

33% of councillor enquiries were responded to on time this month. Three enquiries were received in September which consisted of one for Property and Infrastructure (Solid Waste) and two for Regulatory. Two of these enquiries did not meet the target timeframe due to ongoing investigations into the complaints. The low number of enquiries received also skews the results to appear worse than reality.

YTD Result

COUNCILLOR ENQUIRIES
% responded to within 5 days

TARGET >95%
YTD RESULT 68%

The overall number of requests received this quarter has decreased compared to this period last year, and is representative of councillors following procedure by utilising the RFS system first before escalating enquiries.

Monthly Result

INTEREST RATES
Weighted average interest rate per month

TARGET <6%
MONTHLY RESULT 3.6%

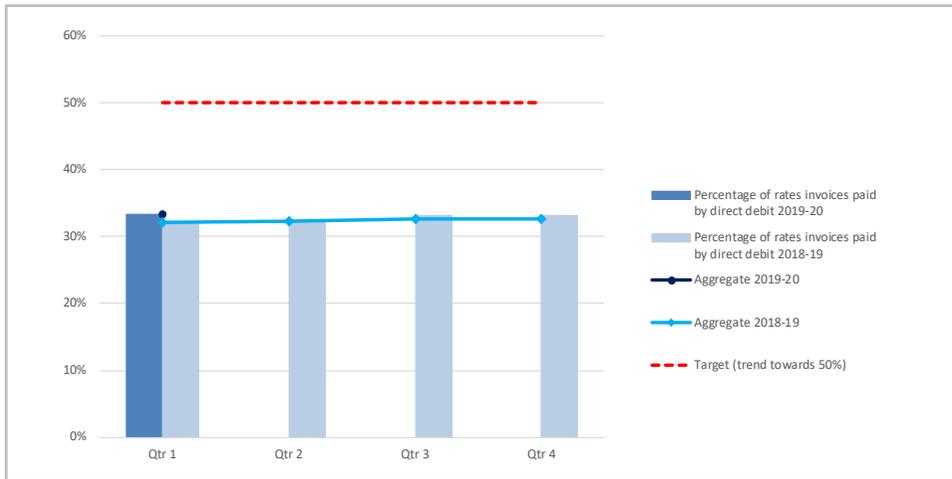
There have been positive re-financing results and lower interest costs than expected for the period. This achieved the target set.

YTD Result

INTEREST RATES
Weighted average interest rate per month

TARGET <6%
YTD RESULT 3.67%

The weighted average interest rate is 3.67% year to date. It continues to perform better than the target.



Quarterly Result

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

TARGET	QUARTELY RESULT
Trend towards 50%	33.4%

There has been a steady increase in the number of direct debits processed. Compared to the previous quarter (March - June 2019) there has been an increase of 2.4%.

Annual Result

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

TARGET	YTD RESULT
Trend towards 50%	33.4%

33.4% of rates invoices were paid by direct debit this year. Direct debit authorisation forms are sent out to all new property owners to encourage this payment option. Analysis shows an improvement compared to this period last year.



HEALTH & SAFETY SUMMARY

This month the TRIFR and LTIFR have continued their downward trend as there have been zero lost time injuries (LTI) or medical treatment injuries (MTI) reported. This is a positive result.

The department safety scoring was great this month with 4 A’s, 11 B’s and 0 C’s. This shows that departments are committed to ensuring health, safety and wellbeing stays at the forefront of what they do.

However, it was noted this month that the quality of information input for incident reporting needs to improve. Further training for MySafety will be offered to ensure teams are investigating and closing out incidents correctly.

Staff have been advised that EAP will hold information sessions in the various offices on 14 October. EAP are committed to supporting QLDC staff to enhance their wellbeing and performance.

September Wellbeing Initiative: Mental Health Awareness Week

Looking after your mental health is important. Exploring ways you can feel good is a useful tool to help you manage the ups and downs of life – both at work and in your home life.

Staff were encouraged to put their wellbeing front and centre by taking part in a jam packed week of activities, such as the ‘Big Lunch Out’, a Lunch & Learn on the ‘5 ways to wellbeing’, yoga and meditation sessions, group walks and connect with nature packs.

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.

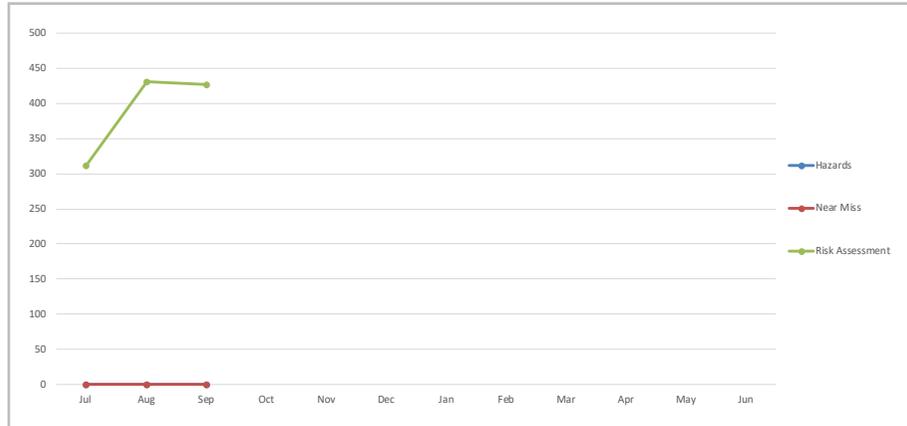
2019/20	
COMPLIANCE:	Health & Safety internal audit by each department to be conducted utilising the Workplace safety Management Practices (WSMP) as standard
UNSAFE EVENTS:	Total Recordable Injury Frequency Rate - <9 Lost Time Injury Frequency Rate - <5
PREVENTION:	100% of all incidents reported each month closed within allocated timeframe 100% of all Positive Actions Safety Statistics reported each month 100% reporting of safety statistics for all volunteers involved in high risk work as defined in the QLDC Induction Pack for Volunteers
IMPROVEMENT:	100% of Health & Safety Committee actions completed on time 4 planned HSW projects delivered
BEHAVIOUR:	Behavioural self assessment - Twice the amount of A scores to be reported monthly compared to C scores
WELLBEING ENGAGEMENT:	At least 60% participation across wellbeing activities

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 September 2019.

*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), medical treatment injuries (MTI) and restricted workinjuries (RWI) per 1m hours worked.

Prevention



There were 426 'Take 5' risk assessment completed in the month of September 2019. There were zero 'Near Miss' reports submitted through the MySafety system and there was one hazard reported. The hazard remains under investigation.

PREVENTION

Submissions per month

TYPE	RESULT
Risk Assessment	426
Near Miss	0
Hazard	1

'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.

Behaviour – Self Assessment



BEHAVIOUR SELF ASSESSMENT

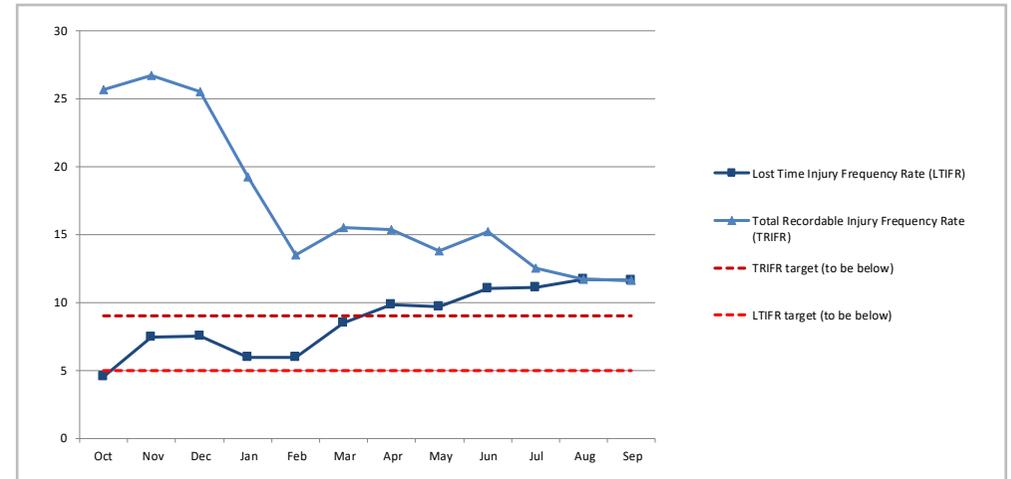
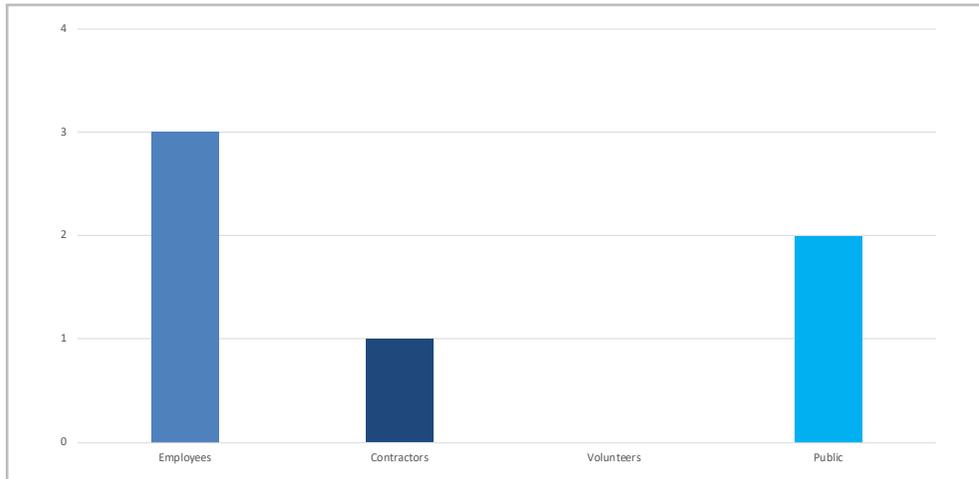
Dept. Self Safety Scores

TYPE	RESULT
A	4
B	11
C	0
Target achieved	Yes

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 4 x A scores this month, 11 B scores and zero C scores, the target was achieved.



UNSAFE EVENTS

Incidents/Accidents Across All Groups

TYPE	RESULT
Employees	3
Contractors	1
Volunteers	0
Public	2

There were no significant or notifiable events in September 2019.

UNSAFE EVENTS

Frequency Rates

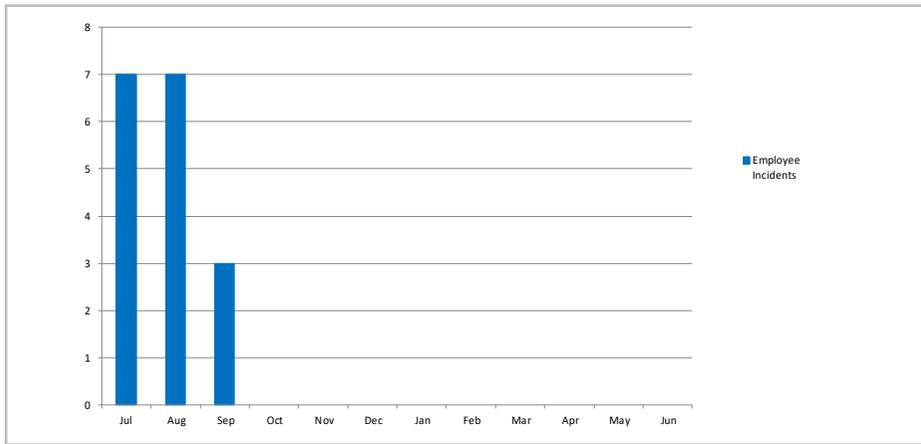
TYPE	TARGET	RESULT
TRIFR	<9	11.58
LTIFR	<5	11.58

As there were no recordable incidents for the month of September, the TRIFR and LTIFR are trending down as a result.

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

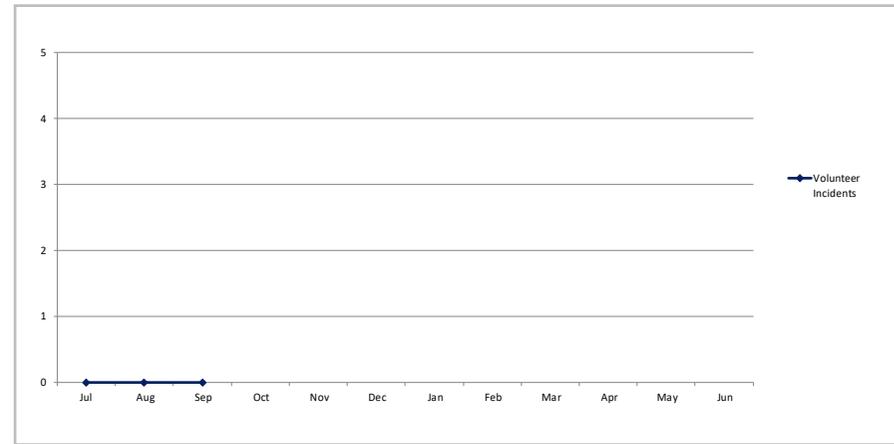
*Total Recordable Injury Frequency Rate (TRIFR)
 = Number of LTI + MTI + RWI x 1,000,000/Hours Worked

**Lost Time Injury Frequency Rate (LTIFR)
 = Numbers of LTI's x 1,000,000/Hours Worked



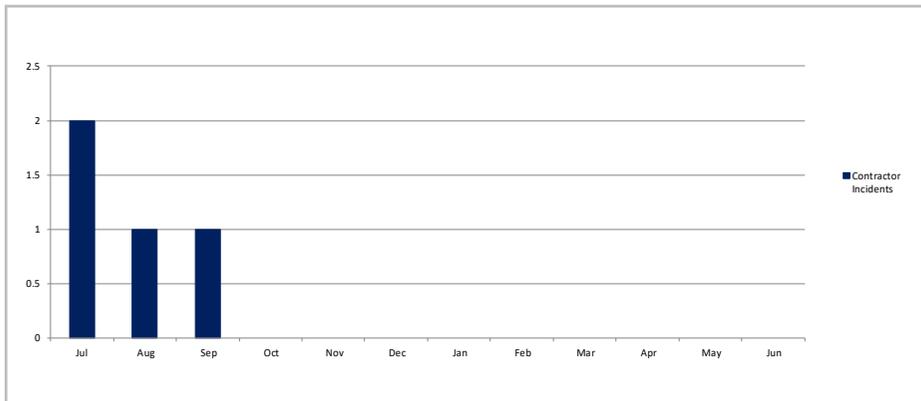
Employees

There were three employee incidents in the month of September - 1 x First Aid, 1 x Pain and Discomfort and 1 x Vehicle Incident.



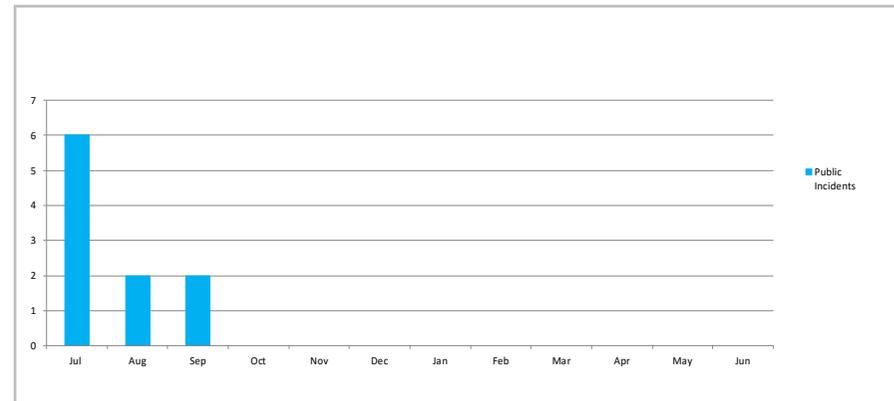
Volunteers

There were zero volunteer incidents in the month of September.



Contractors:

There was one Contractor incident for the month of September - 1 x Incident. This was not a significant or notifiable event.



Public:

There were two Public incidents (involving QLDC work place) in the month of September - 1 x Incident, and 1 x Vehicle Incident. Neither incidents were of significance to report.

KEY PRIORITIES SUMMARY



KEY CAPITAL PROJECT UPDATES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Project Manawa	<ul style="list-style-type: none"> - A Project Manawa/Stanley St Interchange Workshop was held on 6 September, with the purpose of aligning various activities (with Project Manawa) and potential development programmes. - A Manawa workshop was held on 10 September, in Christchurch. 	<ul style="list-style-type: none"> - QLDC representatives are currently managing the direct interface with Ngai Tahu Property under the Partnership Agreement. - An internal (Project Control Group) team are working with an external delivery (TBIG Project Management) team to develop a Project Manawa terms of reference and governance structure. - Project Manawa Delivery Team meeting - 10 October. - A Project Manawa update will go to the Executive Leadership Team meeting - 16 October. 	Green
TIF Funding Project – Public Toilets	<p>TIF 2:</p> <ul style="list-style-type: none"> - The Exeloo contract has been signed. - Two Glenorchy toilets have been delivered and are being stored at the 516 site. <p>TIF 3:</p> <ul style="list-style-type: none"> - QLDC has been granted funding for toilet replacements at Peter Fraser Park Hawea and Lake Hayes Bendemeer Bay. The funding agreements have now been signed for the Marine Parade Feasibility Study. - Planning has started on the two toilet upgrades. <p>TIF 4:</p> <ul style="list-style-type: none"> - APL has submitted the TIF 4 application to the Ministry of Business, Innovation and Education (MBIE). 	<p>TIF 2:</p> <ul style="list-style-type: none"> - The programme timeline will be confirmed with Exeloo - October. <p>TIF 3:</p> <ul style="list-style-type: none"> - Isthmus Peak Toilets – waiting to hear from NZTA about site lines to establish whether the the toilet at the Craighburn area can be replaced. - Request for Proposal (RFP) or variation for the toilet upgrades - The Marine Parade Feasibility Study has been included in the Request for Tender (RFT) for the Queenstown Gardens. Boffa Miskell will combine this with the Gardens workshops. <p>TIF 4:</p> <ul style="list-style-type: none"> - Awaiting the outcome of the TIF application. 	Green

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Queenstown Gardens	<ul style="list-style-type: none"> - Boffa Miskell have been awarded the contract for stage one of the development plan. - Organising the Queenstown Gardens key stakeholder workshops to be held 23 - 30 October. 	<ul style="list-style-type: none"> - Workshops to be held with QLDC staff, horticulture team and the Queenstown Gardens key stakeholders - 23 - 30 October 2019 	Green
Coronet Forest Harvest	<ul style="list-style-type: none"> - Two contracts have been entered into for the Coronet Harvest: 3910 construction contract for road upgrades and other infrastructure works; and Logging agreement for the harvesting and marketing of logs. - Simpson Grierson have completed reviewing the Coronet Harvest contracts, and specific dates are being worked through with the harvesting contractor. 	<ul style="list-style-type: none"> - Start date yet to be confirmed. - To engage three nurseries to grow the beech seed that has been collected for the site. - The 1 billion trees programme has not yet advised whether funding is available to fund part of the project - awaiting outcome. 	Green
Frankton Campground	<ul style="list-style-type: none"> - The tender notification period ended on 30 September 2019. - Tender clarification and evaluation period began on 1st October 2019. 	<ul style="list-style-type: none"> - Evaluate the tenders received 	Green
Wanaka Lakefront Development	<p>Stage 3</p> <ul style="list-style-type: none"> - A workshop was held with the designer and Kai Tahu on 24 September. 	<ul style="list-style-type: none"> - Detailed design to be produced - late December 2019. 	Green

KEY COMMUNITY ISSUES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Residential Growth</p> <ul style="list-style-type: none"> - Housing Infrastructure Fund 	<p>Kingston:</p> <ul style="list-style-type: none"> - Developer Agreement has been signed. - Resource consent for development still outstanding. - Professional services for design of the water supply and wastewater network tendered. <p>Ladies Mile:</p> <ul style="list-style-type: none"> - Council decided on the 30 May to proceed with a Council led plan change. - Letter to MBIE was sent in August 2019. <p>Quail Rise:</p> <ul style="list-style-type: none"> - Wastewater and water supply work along the State Highway has finished. - Zoning for the site is under mediation. 	<p>Kingston:</p> <ul style="list-style-type: none"> - Resource Consent voluntarily put on hold by developer to resolve issue with access to site from State Highway 6. - Lodging resource consent for wastewater treatment plant. <p>Ladies Mile:</p> <ul style="list-style-type: none"> - Consult with the Ministry for Housing Urban Development and Ministry for the Environment to explore ways to progress planning and potential development at Ladies Mile. - Report back to Council on options to facilitate a possible plan change and/or development approach. <p>Quail Rise:</p> <ul style="list-style-type: none"> - Resolve zoning appeal 	<p>Amber</p>
<p>Water Treatment/ Compliance</p>	<ul style="list-style-type: none"> - Meetings remain ongoing with the Drinking Water Assessor and meetings are held quarterly with Small Communities. - The 'Small Community' meetings have been expanded to include Community Associations. 	<ul style="list-style-type: none"> - Next meeting scheduled with the Small Communities and Community Associations - 14 November 2019 	<p>Green</p>
<p>Transport/Parking</p>	<ul style="list-style-type: none"> - Internal workshop was held to agree on the strategic direction and scope of the report. - The draft report has been produced and is being reviewed. 	<ul style="list-style-type: none"> - Way To Go (W2G) partners to review draft report - November/December 2019 - Investigate the next steps. These are likely to include consultation and a transition/implementation plan. 	<p>Green</p>
<p>Responsible Camping Strategy</p>	<ul style="list-style-type: none"> - Tourism NZ meeting was held on 2 September to ensure alignment for the summer season - DOC meeting took place on 9 September. - A review of the Strategy and Implementation Plan is being undertaken and prioritised. - Responsible Camping Project Control Group (PCG) meeting held on 23 September. - Communication Plan was finalised and presented to PCG. - MBIE meeting was held via teleconference on 19 September to provide a briefing and to address alignment issues and priorities. - Attended the Luggate Community Association meeting on 24 September regarding the Red Bridge site. 	<ul style="list-style-type: none"> - Project Control Group presentation and agreement on priorities - Risk Register to be drafted - Initial draft of Stakeholder Management Plan 	<p>Green</p>

KEY PROCESSES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Proposed District Plan (PDP)</p> <p>- Stage one decision progress</p> <p>- Stage two decision progress</p> <p>- Stage three development</p>	<ul style="list-style-type: none"> - 101 appeals and 1065 appeal points scheduled for mediation and hearings. - Mediations on urban growth, noise, natural hazards, town centres and Queenstown Bay, residential height, informal airports, temporary activities, heritage, designations, utilities/infrastructure, commercial airports and an initial tranche of rezoning appeals were completed between January – September 2019. - Key Interim decisions on Topic 1 Resilient Economy and Topic 2 Landscape received in August and September 2019 - 84 appeals and 930 appeal points received against Council’s decisions. - Court has agreed to Council’s suggested sequence for progressing appeals (district wide chapters followed by Wakatipu Basin). - Stage 3 proposals out for submission until 18 November 2019 - Stage 3B proposals out for submission until 2 December 2019 	<ul style="list-style-type: none"> - Key Interim decision on Topic 2 Rural Landscapes delayed to November 2019. - Jacks Point and Rural mediations delayed to November and December 2019. - Mediations for Topics 18-23 (Rural, Ski Areas, Rural Lifestyle, Commercial Airports, Rural rezonings) Scheduled for Jan - March 2020. - Council to determine possible position in relation to key appeals December 2019. - Mediations commencing third quarter 2020. - Stage 3 submissions close - 18 November 2019 - Stage 3B notification and submissions - 31 October – 2 December 2019. - Stage 3 Hearings – 2nd quarter 2020 	<p>Green</p> <p>Green</p> <p>Green</p>
<p>Annual Report 2018/19</p>	<ul style="list-style-type: none"> - The Audit, Finance and Risk Committee meeting was held on 3 October 2019 with Deloitte in attendance to provide their audit report. - Council adopted the Annual Report on 10 October 2019. The timeframe for this was compressed by two weeks due to the local body election occurring on 12 October 2019. It is considered best practice to bring the Annual Report to the final meeting of the out-going Council. - The 2018-19 Annual Report received an unqualified audit opinion from Deloitte. This means that in the opinion of the auditors, the financial statements fairly reflect the financial performance and position of the Council and Group for the year ended 30 June 2019. - QLDC recorded a surplus of \$52.9m for the year. This is up from the \$51.5m surplus recorded last year but down against a budget of \$58.0m. - The main reasons for the lower surplus to forecast are related to higher expenses (\$7.2m) to budget. - Both revenue and operating expenditure were above budget for the year ended 30 June 2019. Revenue was above estimate by 1.0% or \$2.0m and expenditure was over by 5.2% or \$7.2m. This reflects continued high levels of activity across all activities. 	<ul style="list-style-type: none"> - Project is now complete for 2018-19 financial year. 	<p>Green</p>

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Queenstown Town Centre Master Plan</p>	<ul style="list-style-type: none"> - Town Centre Transport Projects Detailed Business Case technical analysis of shortlisted options progressing with preferred options workshop scheduled for November. - Wakatipu Active Travel Network Single Stage Business Case endorsed by Council and NZTA with funding of \$14m for the first stage (2019-2021) approved. - Detailed design for the town centre streets (Brecon, Rees, Beach and Park Sts) near completion. - Resource Consent application being processed for Boundary St Car Park . - Shortlisted Respondents for Alternative Private Sector-led Parking confirmed. 	<ul style="list-style-type: none"> - Town Centre Transport Projects Detailed Business Case Preferred Option Stakeholder workshop scheduled - November 2019. - Detailed Design for the town centre streets due to be completed - November 2019. - Town Centre Transport Projects Detailed Business Case due to be completed - March 2020. 	<p>Green</p>
<p>Wanaka Town Centre Master Plan</p>	<ul style="list-style-type: none"> - Integrated Transport Programme Business Case documents finalised. 	<ul style="list-style-type: none"> - Final Integrated Transport Programme Business Case (incl. Draft Masterplan) to be presented to the Wanaka Community Board - November 2019. 	<p>Green</p>
<p>Frankton Flats Master Plan</p>	<ul style="list-style-type: none"> - Final draft Masterplan and Integrated Transport Programme Business Case is due for investment partners review in October 2019. 	<ul style="list-style-type: none"> - Masterplan and Integrated Transport Programme Business Case due to be completed - October 2019. - Delayed timing for the final Masterplan and Integrated Transport Programme Business Case will result in presentation to Council post election. 	<p>Green</p>

KEY STRATEGIC POLICIES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Future Development Strategy / Spatial Plan	<ul style="list-style-type: none"> - The Future Development Strategy forms part of the Spatial Plan's broader work programme, as per the agreement with Central Government. - Community consultation has been scheduled for November across the district and these sessions will be hosted in conjunction with Community Associations. - Information regarding these sessions has been distributed via print advertising, social media, radio adverts, QLDC's 'Lets Talk' and Scuttlebutt. Registration to attend these sessions is via Event Finder. - A briefing session was held with the new Council on 24 October 2019. 	<ul style="list-style-type: none"> - Community pre-consultation sessions to be undertaken across the district - November 2019 - First draft to be presented to Council by early 2020. This will be followed by formal community consultation. - A Spatial Plan information booklet to be finalised to be available at all community sessions and Council offices - end of October 2019. - A media release will be issued - end of October 2019. 	<p style="color: green; text-align: center;">Green</p>
Climate Change Strategy	<ul style="list-style-type: none"> - Public engagement and feedback process ended 31 August - Submissions have been analysed and a feedback report completed - Revisions to the Action Plan are underway. 	<ul style="list-style-type: none"> - Targets and measures to be identified and a performance framework developed. - Governance arrangements to be instituted. - A report to go to Executive Leadership Team providing a summary of the feedback received, the proposed revisions and indicative costs. - New Council to be briefed - December 2019 (date still to be confirmed) 	<p style="color: green; text-align: center;">Green</p>
Housing Strategy	<ul style="list-style-type: none"> - Draft discussion document produced to be presented to Executive Leadership team and the new Councillors. - Internal and external working groups currently under formation. 	<ul style="list-style-type: none"> - Discussion document to be released October 2020 	<p style="color: green; text-align: center;">Green</p>
Well Being Strategy	<ul style="list-style-type: none"> - Community and Culture Strategy – sits under overarching wellbeing strategy. The project formally commenced on 22 August 2019. - Policy that will sit under Community and Culture Strategy: Community Investment and Partnership Policy (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"> - Outcomes/benefits workshop (internal working group and iwi partners); Brief and contract with consultant being finalised - September 2019 - Three Investment Logic Map (ILM) workshops to further define scope (8/15/31 Oct); Consultant contract signed; Consultant commenced literature review; Delayed presenting initial project overview to ELT, moved from 30 Oct to 13 Nov instead (likely go after Michelle presents the Wellbeing Framework) - October 2019. - Review of grants and community funding. Work in progress - fourth quarter. 	<p style="color: green; text-align: center;">Green</p>

FINANCIAL MANAGEMENT REPORT



Operating Expenditure and Revenue

 % Of Year Completed 25%

Description	September 2019 Actual	September 2019 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	7,321,436	7,305,840	15,596	21,393,847	21,343,467	50,380	85,136,522	25%	
Income - Grants & Subsidies	1,586,289	530,147	1,056,142	2,870,557	1,657,171	1,213,386	6,119,688	47%	*1
Income - NZTA External Cost Recoveries	436,953	318,423	118,530	1,211,323	955,269	256,053	3,821,077	32%	*2
Income - Consents	1,141,715	1,201,800	(60,086)	3,396,031	3,605,401	(209,370)	14,421,603	24%	*3
Income - External Cost Recovery	138,883	110,043	28,839	295,137	330,129	(34,992)	1,320,518	22%	
Income - Regulatory	487,794	540,323	(52,529)	1,914,252	1,591,984	322,267	6,860,284	28%	*4
Income - Operational	1,750,021	1,867,654	(117,633)	11,890,121	10,988,196	901,925	33,972,502	35%	*5
TOTAL OPERATING REVENUE	12,863,090	11,874,230	988,859	42,971,268	40,471,618	2,499,650	151,652,194	28%	
EXPENDITURE									
Personnel Expenditure									
Expenditure - Salaries and Wages	2,748,356	2,427,998	(320,359)	8,169,572	8,661,277	491,705	34,607,578	24%	*6
Expenditure - Salaries and Wages Contract	518,382	395,315	(123,067)	1,504,197	1,185,945	(318,252)	4,743,781	32%	*7
Expenditure - Health Insurance	26,611	30,996	4,384	29,025	92,987	63,962	371,950	8%	
TOTAL PERSONNEL EXPENDITURE	3,293,350	2,854,308	(439,042)	9,702,794	9,940,210	237,416	39,723,309	24%	
Operating Expenditure									
Expenditure - Professional Services	236,194	380,475	144,281	1,121,010	1,141,426	20,416	4,565,705	25%	
Expenditure - Legal	299,266	282,070	(17,196)	707,759	846,210	138,451	3,384,841	21%	*8
Expenditure - Stationery	47,312	34,524	(12,788)	103,372	101,572	(1,800)	412,300	25%	
Expenditure - IT & Phones	101,685	73,820	(27,865)	282,329	257,461	(24,868)	921,840	31%	
Expenditure - Commercial Rent	256,853	210,593	(46,260)	724,744	634,778	(89,966)	2,530,226	29%	*9
Expenditure - Vehicle	57,460	57,891	431	148,533	173,673	25,140	694,700	21%	
Expenditure - Power	244,996	277,837	32,841	793,677	833,512	39,836	3,335,353	24%	
Expenditure - Insurance	110,726	94,727	(15,999)	332,179	284,181	(47,998)	1,136,700	29%	
Expenditure - Infrastructure Maintenance	2,435,684	2,449,803	14,118	7,441,861	7,409,708	(32,153)	28,592,033	26%	*10
Expenditure - Parks & Reserves Maintenance	577,621	562,553	(15,068)	1,509,176	1,563,660	54,484	13,745,291	11%	
Expense - External Cost On Chargeable	117,888	107,608	(10,281)	319,530	322,823	3,293	1,291,292	25%	
Expenditure - Grants	820,107	727,365	(92,742)	1,917,091	1,826,885	(90,205)	7,657,543	25%	
Expenditure - Other	1,415,015	1,108,479	(306,535)	3,417,205	3,168,235	(248,970)	15,304,593	22%	*11
TOTAL OPERATING EXPENDITURE	6,720,808	6,367,746	(353,062)	18,818,466	18,564,125	(254,341)	83,572,417	23%	
Interest and Depreciation									
Expenditure - Interest	485,121	951,754	466,633	1,442,792	2,855,263	1,412,471	11,421,051	13%	*12
Expenditure - Depreciation	2,209,905	2,209,905	0	6,629,714	6,629,714	0	26,518,855	25%	
TOTAL INTEREST AND DEPRECIATION	2,695,026	3,161,659	466,633	8,072,506	9,484,977	1,412,471	37,939,906	21%	
TOTAL EXPENDITURE	12,709,184	12,383,714	(325,470)	36,593,766	37,989,311	1,395,545	161,235,632	23%	
NET OPERATING SURPLUS/(DEFICIT)	153,906	(509,483)	663,389	6,377,501	2,482,307	3,895,195	(9,583,439)		

***1 Income - Grants & Subsidies** - September includes a 3rd payment for \$1.06m from MBIE for TIF 2 Toilets (Tourism Infrastructure Fund). The year to date favourable variance of \$1.2m includes additional income of \$212k for NZTA Rooding subsidised works for maintenance activities (offset with additional Road Maintenance costs).

***2 Income - NZTA External Cost Recoveries** - The \$256k favourable year to date variance is due to additional internal time allocations to CAPEX projects of \$195k and OPEX (NZTA recoveries) of \$61k.

***3 Income - Consents** - The unfavourable variance of \$209k is due to reduced engineering labour recoveries and reduced building services other income.

***4 Income - Regulatory** - Favourable variance of \$322k due to increased carpark revenue via Pay&Display machines of \$228k along with additional traffic & parking infringements of \$176k.

***5 Income - Operational** - Favourable year to date variance of \$0.9m includes \$259k Turnover rents, Queenstown Airport final 2018:19 dividend for \$5.5m which is \$94k above Full Year budget, \$187k additional revenue across Sport & Rec and net interest \$346k favourable due to timing of capital spend.

***6 Expenditure - Salaries and Wages** - The budget has been rephased in September based on week days rather than working days giving the unfavourable variance of \$439k for the month. The year to date favourable variance of \$492k is due to carrying vacancies including \$274k for Planning and Development, \$104k in Community, \$70k in Regulatory and Infrastructure \$56k. The overall favourable year to date variance is partially offset with additional contract staff costs to fill vacancies.

***7 Expenditure - Salaries and Wages Contract Staff** - The \$318k unfavourable year to date variance includes an additional \$132k of contract staff processing costs within Planning & Development to cover vacancies. Property & Infrastructure have \$155k of unbudgeted contract staff spend to cover vacancies which gets partially offset with additional CAPEX recoveries of \$99k.

***8 Expenditure - Legal** - Legal costs for the District Plan are tracking \$114k favourable YTD due to programming of the district plan. Resource Consents are \$104k favourable offset with \$126k additional costs for Building Services. Overall \$138k favourable for the year to date.

***9 Expenditure - Commercial Rent** - The year to date unfavourable variance of \$89k is due to QLDC rates of \$102k relating to the re-zoning of the Lakview Site Lynch Block and Cemetery Road future development area. Offset with additional rates income.

***10 Expenditure - Infrastructure Maintenance** - On budget overall which includes favourable variances for 3 Waters totalling \$162k (due to timing) and Refuse \$161k (due to reallocation of waste contract margin costs to management services under Professional Fees). This is offset with addition road maintenance cost of \$356k due to environmental maintenance of \$72k, Street lighting \$81k and Internal time \$89k (offset with additional NZTA opex subsidy).

***11 Expenditure - Other** - The \$256k unfavourable year to date variance includes a bad debt expense in September for regulatory enforcement which totals \$227k.

***12 Expenditure - Interest** - Interest expense is favourable by \$1.4m due to lower than expected interest rates and timing of capex spend which is mainly within the Property & Infrastructure space where the interest budget is phased straight line and has not been adjusted for projects deferred timing of delivery.

Description	September 2019 Actual	September 2019 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	1,558,147	1,618,460	(60,313)	3,941,025	4,855,379	(914,353)	19,421,515	20%	*13
Income - Vested Assets	0	0	0	0	0	0	10,733,077	0%	
Income - Grants & Subsidies Capex	199,123	877,115	(677,992)	1,002,858	2,731,345	(1,728,487)	26,226,083	4%	*14
Income - Operational	0	0	0	0	0	0	27,800,000	0%	
TOTAL CAPITAL REVENUE	1,757,270	2,495,574	(738,305)	4,943,883	7,586,723	(2,642,840)	84,180,675	6%	
CAPITAL EXPENDITURE									
Projects/Asset Purchases	3,613,823	7,532,684	3,918,860	11,319,410	17,176,232	5,856,823	209,194,575	5%	*15
Debt Repayment	0	0	0	0	0	0	16,890,000		
TOTAL CAPITAL EXPENDITURE	3,613,823	7,532,684	3,918,860	11,319,410	17,176,232	5,856,823	226,084,575		
NET CAPITAL FUNDING REQUIRED	1,856,554	5,037,109	4,657,165	6,375,526	9,589,509	8,499,663	141,903,901		
External Borrowing									
Loans	0						0		
Bonds	116,034,000						187,082,000		
TOTAL BORROWING	116,034,000						187,082,000		

Commentary

***13 Income - Development Contributions** - Development contribution invoices across 95 applications around the District were generated in September totalling \$1.6m. The largest was \$700k to RCL Henley Downs for 170 lots at Hanleys Farm. Totals for the year to date by programme are Parks and Reserves \$0.4m, Transport \$1.1m, Waste Water \$1.1m, Water Supply \$0.6m and Storm Water \$0.1m. To note Development Contributions is \$0.9m under budget for this financial year.

***14 Income - Grants & Subsidies Capex** - \$1.0m claimed against a year to date budget of \$2.7m. A number of NZTA budgets are still awaiting approval including Arterials (\$5.7m), Wakatipu Active Travel (\$8.4m), Queenstown Town Centre Pedestrianisation (\$3.8m), Queenstown Public Transport Hub in CBD (\$5.3m), Wanaka Town Centre Masterplan (\$2.3m), Travel Management Queenstown (\$1.8m), Park and Ride Transport Services (\$1.3m) and Water taxi services/ferry network (\$1.1m). Approved funding is dependent on business cases being finalised and agreed, which are in progress but has resulted in further deferrals of the NZTA subsidised Capex work programme.

***15 Projects - Capital Expenditure** - \$11.3m spend against a year to date budget of \$17.2m. Delays were encountered to North East Frankton Stormwater completion due to issues with proposed under road tunnelling equipment. A significant number of budgets were deferred from 2018/19 to 2019/20 but will again need to be partly deferred for reasons including transport projects awaiting NZTA approval, joint venture agreement for Civic heart and Project connect, various stages of HIF and Lakeview developer agreements and bundled approach to 3 waters delivery.

The largest actual spends per project for September were Queenstown Town Centre Pedestrianisation \$566k and Arrowtown new WPS & bores \$357k.

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.	a) 80% (Yr 2) b) 20% (Yr 2)
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
QoL Survey	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)	45% (Yr 2)
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
New measure	<p>Refuse and Recycling</p> <p>Reduction of carbon emission units purchased per head of population (based on average day population)</p>	<0.74
QoL Survey	<p>Infrastructure</p> <p>Percentage of ratepayers who are satisfied with street cleaning</p>	>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	Maintain
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	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.	>50% (Yr 2)
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	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)	>55% (Yr 2)
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	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)	<250%
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%