

# MONTHLY REPORT

To the Queenstown  
Lakes District Council for  
**November 2015**

CONFIDENTIAL

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# EXECUTIVE SUMMARY

## MATERIAL ISSUES OR EVENTS

- Recruitment is underway for a new CEO, following the resignation of Adam Feeley.
- The District experienced a significant weather event in November. High winds resulted in the unplanned closure of three sealed roads and various unsealed roads due to debris, trees and power lines presenting hazards. Additional maintenance and repair work has been undertaken.
- The period for further submissions to the District Plan was extended by two days, closing 18 December. A summary of submissions has been published. Commissioners for the Proposed District Plan Hearings have been appointed and hearings will run February to July.
- Future council accommodation needs are under consideration with a report due to be given at the February Council Meeting.
- The District hosted the Queenstown Marathon on 20 November, which resulted in significant temporary population increase and a 40% increase in trail usage during the month.

## OPERATIONAL PERFORMANCE

### Financial Performance (October 2015)

- Overall year to date (YTD) Operating Surplus is \$3.19m; this is \$2.43m ahead of budget
- Operating expenditure is \$771k below budget YTD
- Operating revenue is \$1.66k ahead of budget YTD
- Capital expenditure is \$11.41m or 16.3% of the capital budget

Health & Safety - There have been no serious harm incidents or notifiable work activities this month.

## MAJOR PROJECTS

- Project Shotover – the final design Hazard and Operability Study (HAZOP) workshop has been completed and final alterations are being made. The first concrete pour on the base structure has been completed.
- Eastern Access Road - Discussions with NZTA to accelerate the programme are underway to deliver the complete project by the end of 2017. The preliminary design report is due at the beginning of December.

- Wanaka Sports Facility – All activity is on schedule and the accommodation slab has been poured. Roof construction commences on the 2nd December.

## COMMUNICATIONS AND STAKEHOLDER RELATIONS

November: Issued 5 media advisories

Responded to 39 media queries

Consultation:

- Queenstown Bay Reserve Management Plan
- Library Opening Hours
- Beach St Pedestrianisation Trial
- Arrowtown Special Housing Area proposal (informal feedback)
- Proposed Food Grading Bylaw (underway)

## SIGNIFICANT ISSUES IN THE NEXT TWO MONTHS

- Recruitment for key position – CEO.
- Closure of further submissions period for District Plan (December).
- Annual Plan Process for 2016/17 continues – Capital Expenditure review workshops scheduled (December).
- Revenue and Finance Policy review (December).
- Joint shared services review to be announced and scoped.
- Jack Reid Park – lottery funding decision due (December).
- Christmas office closure – 25th December to 4th January inclusive.

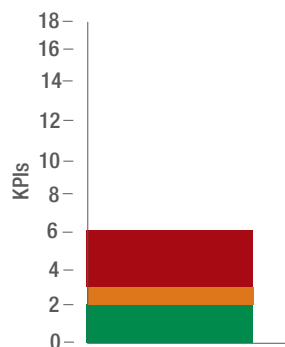


# KEY PERFORMANCE INDICATORS (KPIs)

This dashboard shows Queenstown Lakes District Council's (QLDC) performance for the eight outcomes contained within our 10-Year Plan 2015-25. Each of the eight outcomes is detailed within the following report, including specific actions and performance information.



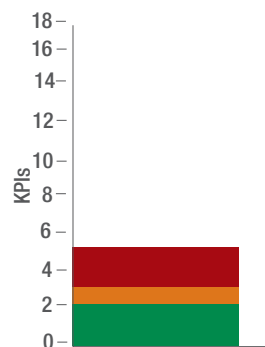
## CORE INFRASTRUCTURE AND SERVICES



Five KPIs were not scheduled to be reported this month



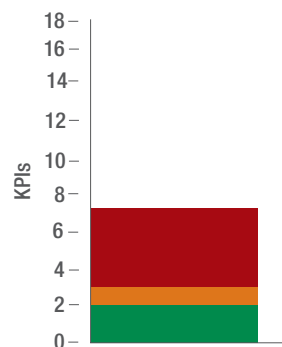
## COMMUNITY SERVICES AND FACILITIES



Six KPIs were not scheduled to be reported this month



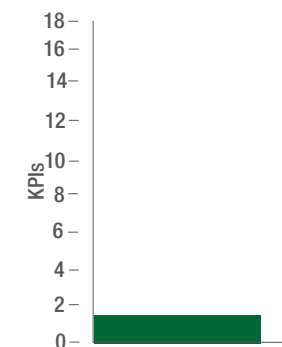
## REGULATORY FUNCTIONS AND SERVICES



Two KPIs were not scheduled to be reported this month



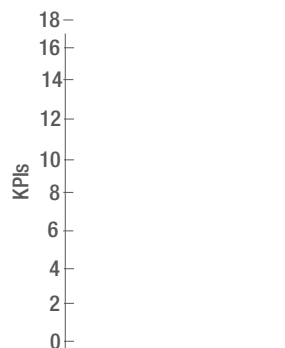
## ENVIRONMENT



Two KPIs were not scheduled to be reported this month



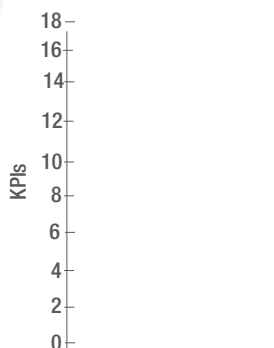
## ECONOMY



Two KPIs were not scheduled to be reported this month



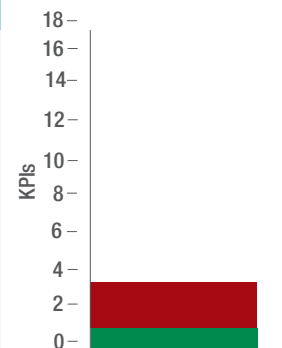
## LOCAL DEMOCRACY



Two KPIs were not scheduled to be reported this month



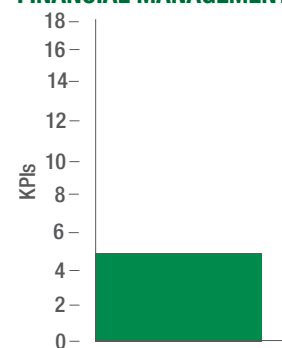
## SERVICE



Two KPIs were not scheduled to be reported this month



## FINANCIAL MANAGEMENT





# PUBLIC MATTERS

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## CURRENT

### Proposed District Plan – Further Submissions

- A Summary of decisions requested has been prepared and was publicly notified on 3 December 2015.
- Further submissions on submissions may be made by 16 December 2015.

### Proposed Otago Regional Policy Statement

- Evidence was presented at the Regional Council's hearing.



# FINANCE

**FINANCIAL  
REPORT  
TO 31  
OCTOBER  
2015** 33% OF  
FINANCIAL YEAR

## REVENUE

Description Operating Revenue	October 2015 Actual	October 2015 Adjusted Budget	Variance to Budget		YTD Actual	YTD Adjusted Budget	YTD Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget
Income - Rates	4,938,336	4,960,108	(21,772)		19,807,987	19,840,431	(32,444)	59,521,293	33%
Income - Grants & Subsidies <sup>1</sup>	361,673	300,507	61,166		1,799,894	1,214,168	585,725	5,743,530	31%
Income - NZTA External Cost Recoveries	171,457	101,659	69,798		454,983	406,637	48,346	1,219,912	37%
Income - Consents <sup>2</sup>	595,848	453,763	142,086		2,123,631	1,808,861	314,770	5,333,685	40%
Income - Regulatory <sup>3</sup>	252,930	202,044	50,886		966,633	780,863	185,770	2,257,500	43%
Income - Operational <sup>4</sup>	1,602,232	1,204,511	397,721		8,615,681	8,057,114	558,567	19,350,628	45%
<b>Total Operating Revenue</b>	7,922,476	7,222,592	699,885		33,768,809	32,108,075	1,660,735	93,426,548	36%

FINANCIAL  
REPORT

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## EXPENDITURE

Description	October 2015 Actual	October 2015 Adjusted Budget	Variance to Budget	YTD Actual	YTD Adjusted Budget	YTD Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget
Expenditure - Salaries and Wages <sup>5</sup>	1,587,531	1,595,002	7,470	5,958,836	6,042,507	83,671	17,865,487	33%
Expenditure - Health Insurance	7,127	21,611	14,484	28,508	86,444	57,936	259,332	11%
<b>Total Personnel</b>	1,594,658	1,616,613	21,954	5,987,344	6,128,951	141,607	18,124,819	33%
Expenditure - Professional Services <sup>6</sup>	245,411	207,669	(37,742)	856,058	814,165	(41,893)	2,686,482	32%
Expenditure - Legal <sup>7</sup>	105,744	85,882	(19,861)	279,223	348,424	69,201	1,076,543	26%
Expenditure - Stationery <sup>8</sup>	44,199	32,187	(12,011)	142,532	150,510	7,978	407,009	35%
Expenditure - IT and Phones <sup>9</sup>	41,330	41,819	489	168,476	160,236	(8,240)	496,364	34%
Expenditure - Commercial Rent <sup>10</sup>	181,428	160,741	(20,687)	726,754	680,687	(46,067)	1,966,616	37%
Expenditure - Vehicle <sup>11</sup>	48,054	36,222	(11,832)	169,698	144,887	(24,811)	434,661	39%
Expenditure - Power <sup>12</sup>	265,496	196,425	(69,071)	835,970	780,961	(55,010)	2,333,998	36%
Expenditure - Insurance	73,188	66,666	(6,522)	276,956	283,332	6,376	999,997	28%
Expenditure - Infrastructure Maintenance <sup>13</sup>	1,430,687	1,349,991	(80,696)	5,838,706	5,701,241	(137,465)	16,971,280	34%
Expenditure - Parks and Reserves Maintenance	311,611	392,299	80,688	1,317,299	1,489,866	172,566	4,561,847	29%
Expenditure - Grants	395,313	395,858	545	2,133,019	2,026,454	(106,565)	5,158,208	41%
Expenditure - Other <sup>14</sup>	754,868	763,744	8,876	3,141,481	3,215,172	73,691	9,438,944	33%
<b>Total Operating</b>	3,897,328	3,729,504	(167,824)	15,886,173	15,795,934	(90,240)	46,531,949	34%
Expenditure - Interest	411,706	626,115	214,409	1,784,617	2,504,459	719,842	7,513,378	24%
Expenditure - Depreciation	1,728,295	1,728,295	0	6,919,528	6,919,528	0	20,662,880	33%
<b>Total Depreciation and Interest</b>	2,140,000	2,354,410	214,409	8,704,145	9,423,987	719,842	28,176,258	31%
<b>Total Expenditure</b>	7,631,987	7,700,527	68,540	30,577,663	31,348,872	771,209	92,833,026	33%
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>290,489</b>	<b>(477,935)</b>	<b>768,424</b>	<b>3,191,147</b>	<b>759,203</b>	<b>2,431,944</b>	<b>593,521</b>	

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## CAPITAL EXPENDITURE AND REVENUE

Description	October 2015 Actual	October 2015 Adjusted Budget	Variance to Budget		YTD Actual	YTD Adjusted Budget	YTD Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget
<b>Capital Revenue</b>									
Income - Development Contributions <sup>15</sup>	531,472	579,907	(48,435)		2,908,741	2,319,628	589,112	6,958,885	42%
Income - Vested Assets	0	0	0		0	0	0	10,240,000	0%
Income - Grants & Subsidies Capex <sup>16</sup>	155,411	439,415	(284,004)		1,097,264	2,356,654	(1,259,390)	9,523,433	12%
<b>Total Capital Revenue</b>	<b>686,883</b>	<b>1,019,322</b>	<b>(332,439)</b>		<b>4,006,005</b>	<b>4,676,282</b>	<b>(670,278)</b>	<b>26,722,319</b>	<b>53%</b>
<b>Capital Expenditure</b>									
Projects/Asset Purchases <sup>17</sup>	3,469,907	5,313,867	1,843,960		11,410,341	16,754,536	5,344,195	69,939,951	
Debt Repayment	0	0	0		0	0	0	17,209,000	
Vested Assets	0	0	0		0	0	0	10,240,000	
<b>Total Capital Expenditure</b>	<b>3,469,907</b>	<b>5,313,867</b>	<b>1,843,960</b>		<b>11,410,341</b>	<b>16,754,536</b>	<b>5,344,195</b>	<b>97,388,951</b>	0%
<b>NET CAPITAL FUNDING REQUIRED</b>	<b>2,783,024</b>	<b>4,294,545</b>	<b>2,176,399</b>		<b>7,404,336</b>	<b>12,078,254</b>	<b>6,014,473</b>	<b>70,666,632</b>	
<b>External Borrowing</b>									
Loans	0							30,455,000	
Bonds	85,000,000							90,000,000	
<b>Total Borrowing</b>	<b>85,000,000</b>							<b>120,455,000</b>	



FINANCIAL  
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## DETAILED NOTES:

**Commentary - Operational**

**\*1 Income - Grants & Subsidies** - Further positive variances for the month have increased the year to date position as follows:

- Corporate Services	(+)ve \$75k	Youth Development (\$31k) and Arrowtown Memorial Project (\$41k) both of which are offset in expenses.
- Infrastructure	(+)ve \$477k	\$411k an increase in NZTA subsidy mainly due to snow events. \$59k from MBIE for the upgrade of the Glenda Drive Trail
- Planning & Development	(+)ve \$37k	This is the passing on of the Affordable Housing Contributions and offset in expenses.

**\*2 Income - Consents** - The \$314k positive variance for the year is generated by Building (\$131k) and Resource (\$198k). \$161k of the Resource Consenting variance is due to external cost recovery, therefore is offset in increased expenses.

**\*3 Income - Regulatory** - A further \$50k of positive variance was derived this month. \$35k from Liquor Licencing of which \$3.5k is ARLA (Alcohol Regulatory and Licensing Authority) Licence Fee which is passed on. A further \$9.8k of the positive variance is due to parking meter funds and \$5k for new food premise registrations.

**\*4 Income - Operational** - A variety of positive and negative variances across Directorates for the month with a positive variance of \$209k in interest driving the month to date result. The two larger year to date variances are explained below:

- Operations	(+)ve \$218k	Venue hire across all facilities (\$82k) and gym membership fees (\$25k). The swim school programme is also ahead of their budget (\$85k year to date) as the budget was set under the old shared swim school regime, where revenue was shared between QLDC and a private operator. This new regime does have associated costs and these are detailed below in 'Expenditure Other.'
- Infrastructure	(+)ve \$176k	The majority of the variance comes from Transfer Station Recoveries positive variance of \$149k, this is partially offset by increased expenditure of (\$84k)

**\*5 Expenditure - Salaries and Wages** - Running below budget year to date by \$83k. Directorate year to date variances explained below:

- Planning & Development	(-)ve \$56k	Building - year to date negative variance of \$53k, this has been driven by vacancies that have been difficult to fill and a contractor used for processing. Permanent salaries \$55k positive have been offset by \$94k in contracted services. Policy \$23k year to date negative variance as a result of contract staff to cover vacancies. Engineering \$19k negative variance driven by additional hours by casual employee and a total of \$38k of positive variances from Planning and Development Administration and Resource Consents from vacancies.
- Infrastructure	(-)ve \$23k	This variance has been driven by the review of the Infrastructure team structure. The review increased FTEs by 1.0 which was not originally included in the budget.
- Finance	(-)ve \$23k	This variance has been driven from a review of the Finance structure and a vacant role was filled with a more senior role to finalise the annual accounts. This contract is now complete and will correct itself over the coming months with the role not being filled until February.
- Corporate Services	(+)ve \$24k	The majority of this variance has been derived from Knowledge Management, which had a new lower cost structure finalised post budget.
- Operations	(+)ve \$79k	This positive variance has resulted from the decision to change the structure and not replace the General Manager role.
- Legal	(+)ve \$52k	This positive variance has resulted from the decision to change the structure and not replace the General Manager role.
- Regulatory	(+)ve \$30k	This positive variance has resulted from vacancies in animal, parking and environmental health. The animal and parking variances have been offset by additional costs of contractors.

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## CONTINUED

**Commentary - Operational continued**

- \*6 Expenditure - Professional Services -** YTD a negative variance of \$42k overall. Negative variances for Directorates total \$145k and are explained below. These are offset by positive variances in Finance (\$17k), Infrastructure (\$27k) and Corporate Services (\$59k).
- |                                       |   |
|---------------------------------------|---|
| - Planning & Development (-)ve \$115k | The majority of this variance is derived from on chargeable consultants (\$160k) and the recovery of these charges included in income for consents (ahead of budget by \$149k YTD). |
| - Legal (-)ve \$15k                   | This negative variance is derived from the secondment of legal services which has stopped in October due to placement of a new solicitor and has been offset in salaries and wages. |
| - Operations (-)ve \$15k              | This negative variance has been driven by the unbudgeted spend of \$18k for the report prepared by “ The Property Group” relating to code compliance for QLDC buildings.            |
- \*7 Expenditure - Legal -** year to date still below budget. The month’s negative variance was derived from a Resource Consent appeal (\$13k), various smaller property related transactions (\$13k) and Corporate Services (\$11k), where various legal costs have been incurred for Special Housing Areas, land and lease advice. Finance had a negative Month to Date variance of \$15k and this was from: Debt collection (\$3k), valuation fees (\$3k), and bank fees (\$7-8k). Year to date is now fully aligned with budget as opposed to underspend. Infrastructure also had a negative month to date variance of \$14k, this is for wastewater (\$9.1k) for sludge drying facilities and property (\$4.9k). The property related variance consists of a variety of small negative variances with the largest being residential land legal costs of negative \$5.6k.
- \*8 Expenditure - Stationery -** year to date still below budget. The month negative variance was the recognition of the postal costs of rates for both Instalment 1 and 2.
- \*9 Expenditure - IT and Phones -** the correction of the monthly billing has commenced from October. Credits for the overcharges in the first quarter of the year are yet to be received. This will reduce the year to date negative variance.
- \*10 Expenditure - Commercial Rent -** the negative variance is driven by the recognition of the full year of rates against budget. This will be offset at the end of the year.
- \*11 Expenditure - Vehicle -** as reported last month this budget has been understated. A paper will be tabled outlining the understatement and a recommendation for a budget adjustment.
- \*12 Expenditure -Power -** an account was received for Alpine Aqualand for 4 months supply (May - September) totalling \$135k which caused a negative variance. These readings have now been requested monthly.
- \*13 Expenditure - Infrastructure Maintenance -** year to date a negative budget of \$137k of which roading maintenance is a negative \$279k, the majority due to snow clearing, offset by positive budget variances in water supplies of \$164k, refuse collection costs of \$77k and refuse disposal costs of \$22k

FINANCIAL  
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**Commentary - Operational continued**

**\*14 Expenditure - Other** - A variety of year to date variances the larger of which is explained below:

- Operations	(-)ve \$59k	Venues and Facilities \$38k for cleaning at the Events Centre. \$29k due to spend on pool chemicals both of which have been underbudgeted for in 15/16. This has been corrected for the draft annual plan 16/17. These negative variances have been partially offset by a majority of smaller positive variances within Operations.
- Corporate Services	(-)ve \$52k	This negative variance has been driven by recruitment costs that have increased due to senior appointments.
- Planning & Development	(+)ve \$114k	The majority of this positive variance is driven by the lack of on-chargeable expenses incurred for Private Plan Changes and on-chargeable Commissioner fees. This is offset in both income and expenditure.
- Regulatory	(+)ve \$78k	The majority of this positive variance is due to the timing of campervan patrols budget and the variance will decrease over the summer period as this activity takes place.

**\*15 Development Contributions** - The larger invoices contributing to the \$531k of development contributions in October were for Remarkables Park (8 lots), Willowridge (20 lots) and Smart Affordable Homes (9 lots).

**\*16 Income -Grants & Subsidies Capex** - This negative variance is a result of two factors. Firstly, a timing delay in the Eastern Arterial Road works. Secondly, the roading capital programme is running less than budget, therefore the capital subsidy has not been generated.

**\*17 Project Expenditure** - Expenses totalling greater than \$100k for the month were made on the following projects. The capital budget is yet to be adjusted for the November review of Infrastructure Capital.

- \$1.1m Eastern Access Road
- \$915k Project Shotover - Stage 1
- \$175k Wakatipu Unsealed Road metalling
- \$148k Wanaka Unsealed road metalling
- \$124k Wanaka Aquatic Centre

FINANCIAL  
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## EXPENDITURE BY DIRECTORATE

Description Corporate Services (including Libraries and Knowledge Management)	October 2015 Actual	October 2015 Adjustment Budget	Variance to Budget		YTD Actual	YTD Adjusted Budget	YTD Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget
Expenditure - Salaries and Wages	348,207	371,259	23,052		1,355,971	1,380,037	24,065	4,061,545	33%
Expenditure - Health Insurance	7,127	21,611	14,484		28,508	86,444	57,936	259,332	11%
<b>Total Personnel</b>	<b>355,334</b>	<b>392,870</b>	<b>37,536</b>		<b>1,384,479</b>	<b>1,466,481</b>	<b>82,001</b>	<b>4,320,877</b>	<b>32%</b>
Expenditure - Professional Services	14,825	17,927	3,102		12,393	71,709	59,316	230,327	5%
Expenditure - Legal <sup>7</sup>	19,890	8,750	(11,140)		43,594	35,000	(8,594)	105,000	42%
Expenditure - Stationery	20,513	12,766	(7,747)		43,760	51,064	7,304	153,192	29%
Expenditure - IT and Phones	27,847	29,276	1,429		122,566	109,636	(12,930)	343,843	36%
Expenditure - Commercial Rent	12,300	8,859	(3,441)		34,219	35,435	1,217	106,306	32%
Expenditure - Vehicle	786	434	(352)		5,078	1,735	(3,343)	5,204	98%
Expenditure - Power	1,649	4,130	2,481		10,015	16,688	6,673	48,372	21%
Expenditure - Insurance	5,350	5,350	0		21,400	21,400	0	64,201	33%
Expenditure - Parks and Reserves Maintenance	2,494	5,325	2,831		16,938	20,100	3,162	61,500	28%
Expenditure - Other <sup>14</sup>	321,860	262,033	(59,827)		1,096,689	1,044,970	(51,719)	3,406,225	32%
<b>Total Operating</b>	<b>427,515</b>	<b>354,849</b>	<b>(72,665)</b>		<b>1,406,651</b>	<b>1,407,738</b>	<b>1,086</b>	<b>4,524,170</b>	<b>31%</b>
<b>Total Expenditure</b>	<b>782,849</b>	<b>747,720</b>	<b>(35,129)</b>		<b>2,791,131</b>	<b>2,874,218</b>	<b>83,088</b>	<b>8,845,046</b>	<b>32%</b>

FINANCIAL  
REPORT

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Description Financial Services	October 2015 Actual	October 2015 Adjusted Budget	Variance to Budget	YTD Actual	YTD Adjusted Budget	YTD Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget
Expenditure - Salaries and Wages	126,076	119,765	(6,311)	471,807	449,058	(22,749)	1,322,185	36%
<b>Total Personnel</b>	<b>126,076</b>	<b>119,765</b>	<b>(6,311)</b>	<b>471,807</b>	<b>449,058</b>	<b>(22,749)</b>	<b>1,322,185</b>	<b>36%</b>
Expenditure - Professional Services	4,056	8,333	4,278	15,770	33,333	17,563	100,000	16%
Expenditure - Legal <sup>7</sup>	0	5,000	5,000	2,500	10,000	7,500	80,000	3%
Expenditure - Stationery	18,284	9,857	(8,427)	43,671	52,429	8,759	130,288	34%
Expenditure - IT and Phones	560	890	330	1,703	3,560	1,857	10,680	16%
Expenditure - Vehicle	756	424	(333)	2,817	1,695	(1,123)	5,084	55%
Expenditure - Insurance	545	545	0	2,178	2,178	0	6,534	33%
Expenditure - Other <sup>14</sup>	77,063	62,046	(15,018)	284,049	285,959	1,909	594,598	48%
<b>Total Operating</b>	<b>101,264</b>	<b>87,094</b>	<b>(14,170)</b>	<b>352,688</b>	<b>389,154</b>	<b>36,466</b>	<b>927,184</b>	<b>38%</b>
<b>Total Expenditure</b>	<b>227,340</b>	<b>206,859</b>	<b>(20,481)</b>	<b>824,495</b>	<b>838,212</b>	<b>13,717</b>	<b>2,249,369</b>	<b>37%</b>

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Description Infrastructure (now includes Parks and Reserves and Property)	October 2015 Actual	October 2015 Adjusted Budget	Variance to Budget	YTD Actual	YTD Adjusted Budget	YTD Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget
Expenditure - Salaries and Wages	302,172	283,441	(18,731)	1,142,124	1,118,764	(23,360)	3,333,634	34%
<b>Total Personnel</b>	<b>302,172</b>	<b>283,441</b>	<b>(18,731)</b>	<b>1,142,124</b>	<b>1,118,764</b>	<b>(23,360)</b>	<b>3,333,634</b>	<b>34%</b>
Expenditure - Professional Services	103,789	117,884	14,094	399,619	426,691	27,072	1,253,861	32%
Expenditure - Legal <sup>7</sup>	20,977	7,091	(13,886)	51,126	33,258	(17,868)	101,043	51%
Expenditure - Stationery	787	454	(333)	2,990	1,816	(1,174)	5,447	55%
Expenditure - IT and Phones	2,905	1,687	(1,218)	10,092	7,173	(2,919)	22,241	45%
Expenditure - Commercial rent	151,018	144,755	(6,263)	657,378	615,254	(42,123)	1,773,292	37%
Expenditure - Vehicle	44,201	15,812	(28,389)	83,791	63,250	(20,542)	189,749	44%
Expenditure - Power	141,243	151,169	9,926	584,703	604,674	19,971	1,814,023	32%
Expenditure - Insurance	30,315	30,315	0	125,027	121,258	(3,769)	363,774	34%
Expenditure - Infrastructure maintenance	1,430,687	1,349,991	(80,696)	5,838,706	5,701,241	(137,465)	16,971,280	34%
Expenditure - Parks and Reserves maintenance	296,930	358,893	61,963	1,214,496	1,374,831	160,335	4,189,847	29%
Expenditure - Other	170,815	201,255	30,440	1,006,758	996,784	(9,973)	2,227,574	45%
<b>Total Operating</b>	<b>2,393,666</b>	<b>2,379,304</b>	<b>(14,361)</b>	<b>9,974,685</b>	<b>9,946,230</b>	<b>(28,456)</b>	<b>28,912,131</b>	<b>35%</b>
<b>Total Expenditure</b>	<b>2,695,838</b>	<b>2,662,745</b>	<b>(33,093)</b>	<b>11,116,809</b>	<b>11,064,993</b>	<b>(51,816)</b>	<b>32,245,765</b>	<b>34%</b>

FINANCIAL  
REPORT

CONTINUED

Description Legal and Regulatory	October 2015 Actual	October 2015 Adjusted Budget	Variance to Budget	YTD Actual	YTD Adjusted Budget	YTD Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget
Expenditure - Salaries and Wages	91,333	114,460	23,127	375,155	457,839	82,685	1,368,315	27%
<b>Total Personnel</b>	<b>91,333</b>	<b>114,460</b>	<b>23,127</b>	<b>375,155</b>	<b>457,839</b>	<b>82,685</b>	<b>1,368,315</b>	<b>27%</b>
Expenditure - Professional Services <sup>6</sup>	2,029	292	(1,737)	16,429	1,167	(15,262)	3,500	469%
Expenditure - Legal	0	11,292	11,292	8	45,167	45,158	135,500	0%
Expenditure - Stationery	237	1,479	1,242	12,653	14,677	2,024	26,511	48%
Expenditure - IT and Phones	1,270	1,158	(112)	4,704	4,633	(71)	13,900	34%
Expenditure - Commercial Rent	0	0	0	63	0	(63)	0	0%
Expenditure - Vehicle	2,571	4,480	1,909	11,542	17,921	6,379	53,762	21%
Expenditure - Power	102	172	69	389	687	298	2,060	19%
Expenditure - Insurance	9,021	9,021	0	36,082	36,082	0	108,247	33%
Expenditure - Other	79,842	94,565	14,723	292,130	370,608	78,478	1,105,974	26%
<b>Total Operating</b>	<b>95,072</b>	<b>122,458</b>	<b>27,386</b>	<b>374,001</b>	<b>490,941</b>	<b>116,940</b>	<b>1,449,453</b>	<b>26%</b>
<b>Total Expenditure</b>	<b>186,405</b>	<b>236,918</b>	<b>50,512</b>	<b>749,156</b>	<b>948,780</b>	<b>199,625</b>	<b>2,817,768</b>	<b>27%</b>

FINANCIAL  
REPORT

CONTINUED

Description Operations (now includes Venues and Facilities, Sport and Recreation)	October 2015 Actual	October 2015 Adjusted Budget	Variance to Budget	YTD Actual	YTD Adjusted Budget	YTD Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget
Expenditure - Salaries and Wages	254,955	288,544	33,589	962,749	1,041,674	78,925	3,062,246	31%
<b>Total Personnel</b>	<b>254,955</b>	<b>288,544</b>	<b>33,589</b>	<b>962,749</b>	<b>1,041,674</b>	<b>78,925</b>	<b>3,062,246</b>	<b>31%</b>
Expenditure - Professional Services	22,854	12,500	(10,354)	65,586	50,000	(15,586)	150,000	44%
Expenditure - Legal	0	2,500	2,500	1,345	10,000	8,655	30,000	4%
Expenditure - Stationery	2,226	4,698	2,472	10,724	18,791	8,066	56,372	19%
Expenditure - IT and Phones	5,577	6,083	506	19,510	24,333	4,823	73,000	27%
Expenditure - Commercial Rent	18,111	7,128	(10,983)	35,095	29,998	(5,097)	87,019	40%
Expenditure - Vehicle	(15,026)	5,287	20,313	11,410	21,147	9,737	63,440	18%
Expenditure - Power	122,502	40,954	(81,548)	240,863	158,912	(81,952)	469,544	51%
Expenditure - Insurance	13,466	13,466	0	53,866	53,866	0	161,597	33%
Expenditure - Parks and Reserves Maintenance	12,188	28,081	15,894	85,866	94,934	9,069	310,500	28%
Expenditure - Other <sup>14</sup>	57,944	38,675	(19,269)	237,247	178,313	(58,934)	640,141	37%
<b>Total Operating</b>	<b>239,841</b>	<b>159,372</b>	<b>(80,469)</b>	<b>761,513</b>	<b>640,293</b>	<b>(121,219)</b>	<b>2,041,613</b>	<b>37%</b>
<b>Total Expenditure</b>	<b>494,795</b>	<b>447,916</b>	<b>(46,880)</b>	<b>1,724,262</b>	<b>1,681,968</b>	<b>(42,294)</b>	<b>5,103,859</b>	<b>34%</b>



FINANCIAL  
REPORT

CONTINUED

Description Planning and Development	October 2015 Actual	October 2015 Adjusted Budget	Variance to Budget		YTD Actual	YTD Adjusted Budget	YTD Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget
Expenditure - Salaries and Wages	464,788	417,534	(47,255)		1,651,031	1,595,135	(55,896)	4,717,562	35%
<b>Total Personnel</b>	<b>464,788</b>	<b>417,534</b>	<b>(47,255)</b>		<b>1,651,031</b>	<b>1,595,135</b>	<b>(55,896)</b>	<b>4,717,562</b>	<b>35%</b>
Expenditure - Professional Services	97,858	50,733	(47,125)		346,261	231,265	(114,996)	948,794	36%
Expenditure - Legal	64,877	51,250	(13,627)		180,650	215,000	34,350	625,000	29%
Expenditure - Stationery	2,152	2,933	782		28,734	11,733	(17,001)	35,200	82%
Expenditure - IT and Phones	3,171	2,725	(446)		9,901	10,900	999	32,700	30%
Expenditure - Vehicle	14,765	9,785	(4,980)		55,059	39,141	(15,919)	117,422	47%
Expenditure - Insurance	14,492	7,970	(6,522)		38,403	48,548	10,145	295,644	13%
Expenditure - Other	47,344	105,171	57,827		224,607	338,537	113,930	1,464,431	15%
<b>Total Operating</b>	<b>244,658</b>	<b>230,568</b>	<b>(14,091)</b>		<b>883,616</b>	<b>895,123</b>	<b>11,508</b>	<b>3,519,190</b>	<b>25%</b>
<b>Total Expenditure</b>	<b>709,447</b>	<b>648,101</b>	<b>(61,346)</b>		<b>2,534,646</b>	<b>2,490,258</b>	<b>(44,388)</b>	<b>8,236,753</b>	<b>31%</b>



# CORE INFRASTRUCTURE AND SERVICES

High performing, cost-effective infrastructure and services that are affordable for the District. Focused upon meeting current and future user needs through efficient management on a full life-cycle basis.

## PROJECTS

2015-16

Project	Delivery date	Action for the month	Next key milestone	Status
1. Design and build phase of Project Shotover	30 November 2016	Project design Hazard and Operability Study (HAZOP) workshop has now been completed and final alterations are being worked on.	First concrete pour on base structure proved successful, indicating accelerated program submitted is practicably feasible.	In Progress
2. Wakatipu Master Plan - implementation of part of the Transport Strategy, including effectiveness measures	TBC	A third stakeholder workshop was convened in December for the Otago Regional Council public transport review. This is progressing the business case for the project.	A fourth Otago Regional Council workshop is planned to be held before Christmas.	In Progress
3. Eastern Access Road	TBC	Conversations with New Zealand Transport Authority and QLDC to accelerate the programme are underway to deliver complete project by end of 2017.	Preliminary design information report due beginning of December.	In Progress
4. Stage 2 of asset data completion	30 June 2016	Asset Management Plan review period and document updates continue.	Preparing presentation on ISO 55000 for Council workshop (moved to January 2015). Updating Asset Management Plans with refreshed Population Projection data.	In Progress
5. Waste Management Strategy	31 May 2016	Finalising outcomes from Investment Logic Map workshop.	Report will be circulated for further feedback.	In Progress
6. Water Supply Bylaw Review	30 June 2016	Bylaw adopted on 26 November 2015.		Complete



## PROJECTS

2015 -16

CONTINUED

Project	Delivery date	Action for the month	Next key milestone	Status
7. Cardrona and Glenorchy Wastewater Treatment Plan (preferred options)	31 May 2016	<b>Cardrona:</b> Harrison Griersons are undertaking detailed design of the township's waste water reticulation. Veolia's fee proposal for minor upgrades to Baxter 2009 has been accepted by Council. Council is developing an application to ORC to extend the discharge consent for Baxter 2009. <b>Glenorchy:</b> Re-assessment approach of original design report to be agreed with community sub-committee early December. Initial soil sampling and testing completed at Peninsula site.	<b>Cardrona:</b> Detailed design of the township's waste water reticulation (to allow existing developed properties to connect to the Baxter 2009 WWTP) to be completed in January 2016. It is expected that physical works for the township's waste water reticulation will go to tender in March 2016. <b>Glenorchy:</b> Re-evaluation of wastewater collection and disposal options.	In Progress
8. Re-tender road maintenance contract	31 May 2016	Procurement options presented to Mayor and Councillors at Workshop on 3 November.	Develop contract in line with options presented at workshop. Draft Key Performance Indicators to go to Council Workshop in December.	In Progress
9. Re-tender new street light contract	31 October 2015	Initial options analysis presented to Mayor and Councillors at Council workshop on 3 November. Agreed that street lighting project should be extended by 12 months to allow the development of a street lighting policy.	Development of draft strategy for consultation.	In Progress
10. Implement New Zealand Transport Agency (NZTA) transportation funding model One Network Road Classification (ONRC).	31 January 2016	10 Year Forward Works Programme finalised. Economic Network Plan improvements complete.	Awaiting finalisation of Economic Network Plan report. This work has involved streamlining of the data from RAMM to GIS allowing re-runs of the model to occur without significant time from officers. The model now has access to additional Road Asset Management Mapping (RAMM) data than was previously accessible allowing refinement and improvement. This is an iterative process of continual refinement and improvement as we include further information and consider its application to the model.	In Progress
11. Complete water meter installations	31 March 2016	Finalise large meter installations.	Organising setup for a daily water meter reading over the New Year period.	In Progress



### PROJECTS

2014 - 15

Project	Delivery date	Action for the month	Next key milestone	Status
12. Completion of Queenstown Town Centre Transport Strategy.	1 March 2015 (Delayed date July 2015)	To report to December Council meeting for the adoption of the strategy.	Adoption of Strategy (Dec 2015).	Minor Issues/ Delays
13. Complete Glenorchy Airport Reserve Management Plan.	1 December 2014 (Delayed date April 2016)	Hearing arranged for February 2016.	Summarise submissions and prepare report for hearing.	Minor Issues/ Delays
14. Complete priority elements for the Wanaka Transport Strategy.	30 June 2015 (Delayed date July 2015)	Draft strategy document to be reviewed at December Community Board Workshop.	December Community Board Workshop	Minor Issues/ Delays
15. Complete with New Zealand Transport Agency (NZTA), construction of Glenda Drive and associated roads project.	30 June 2015 (Delayed date November 2015)	Roundabout and surfacing of Cromwell bound State Highway lanes are now completed. Currently working on Queenstown bound lanes - to be completed prior to Christmas.	The proposed construction and rehabilitation of Hardware Lane and Glenda Drive will be finished February 2016.	Minor Issues/ Delays

#### Comment:

**12. Queenstown Town Centre Transport Strategy:** The Queenstown Town Centre Transport Strategy is currently being finalised and an accompanying document produced to make the principles and strategy directions more accessible/easy to read for the wider public. The summary document has been produced and is awaiting review.

**14. Wanaka Transport Strategy:** Progress on the completion of the strategy has been deferred while associated work on parking changes for the town centre is consulted on.

**15. Construction of Glenda Drive:** 39 days lost due to wet weather in the contract to date, which effectively equates to two working months. Revised contract completion date is February 2016.



## PERFORMANCE

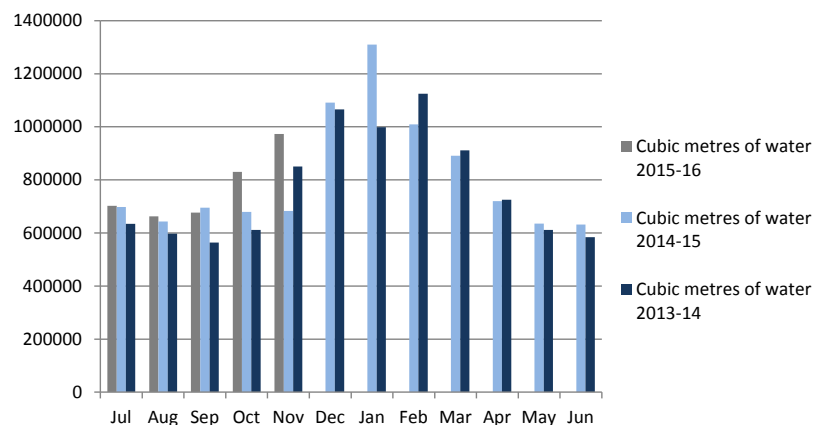
### KPI 1 – Annual cost per cubic metre of water supplied (only water volumes reported monthly)

This is an annual measure and will be reported in June each year.

*N.B. Performance for water supply is also measured through the Department of Internal Affairs mandatory measures. This measure shows an internal target of <\$0.90 per cubic metre.*

#### Monthly Water Volumes

Total cubic metres of water



#### Explanation

##### Monthly Performance:

With the warm weather, water usage continued to increase in November. Summer usage trends started early this year with volumes already up in October.

Waste Water volume has remained steady during this period, supporting the conclusion that higher volumes are primarily driven by increased irrigation.

##### Aggregate Performance:

YTD usage is higher than previous years following increased usage in October and November.



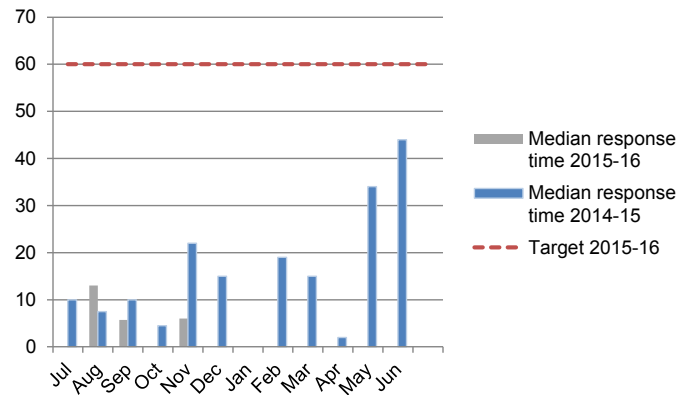
## PERFORMANCE

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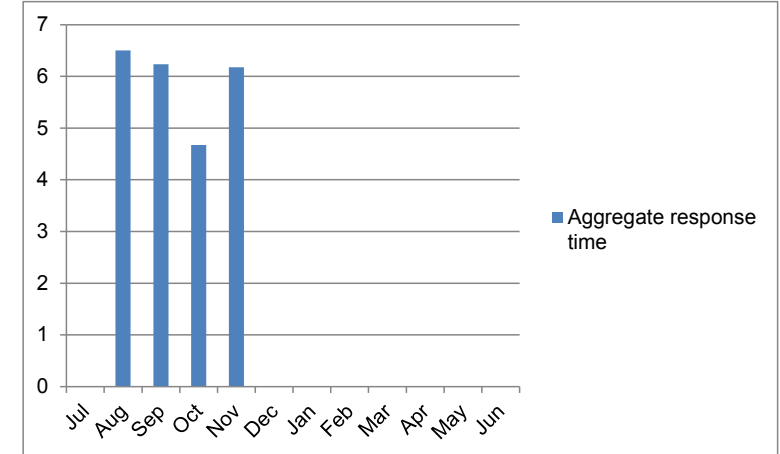
**KPI 2a – Median response time to attend to sewage overflows from blockages or other faults of a municipal sewerage system between the time of notification and the time when service personnel reach the site**

### Monthly Performance

2a Response time



### Aggregate Performance



### Explanation

#### Monthly Performance:

The median initial overflow response time in November was six minutes.

#### Aggregate Performance:

The median initial overflow response time YTD is six minutes.

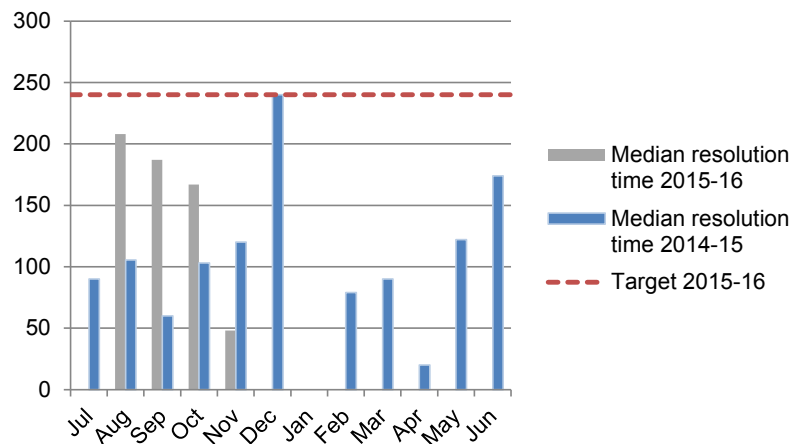


## PERFORMANCE

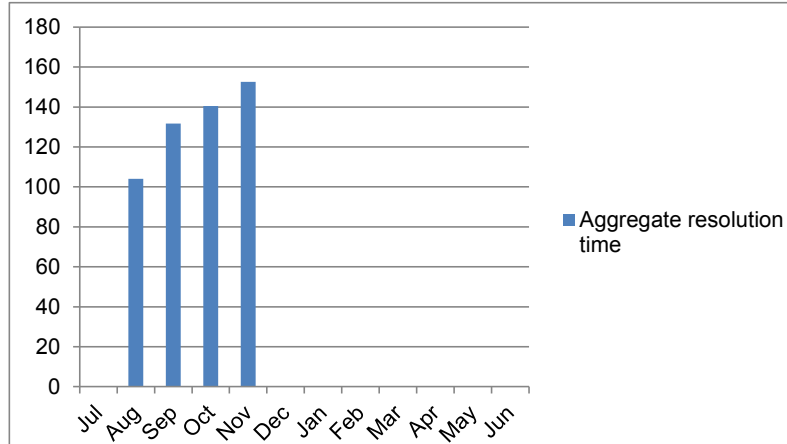
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**KPI 2b – Median response time to attend to sewage overflows from blockages or other faults of a municipal sewerage system between the time of notification and resolution of the blockage or other fault**

## Monthly Performance



## Aggregate Performance



## Explanation

**Monthly Performance:**

The median resolution time in November was 48 minutes.

**Aggregate Performance:**

The median resolution time YTD is 150 minutes.

*N.B. - This is a mandatory DIA measure without an associated performance standard. This measure shows an internal target of <240 minutes (four hours).*

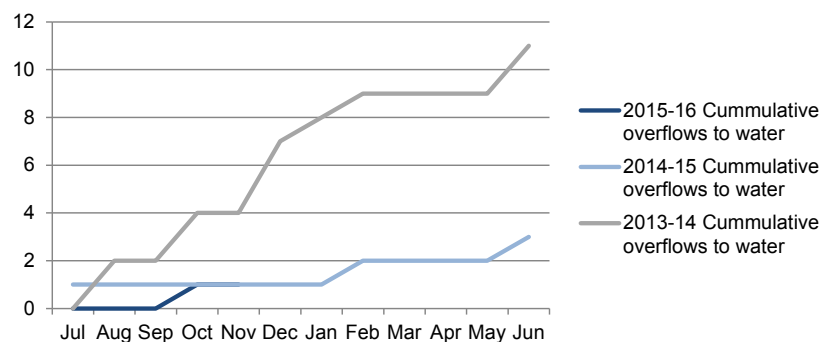


## PERFORMANCE

CONTINUED

### Number of sewer overflows to water and land

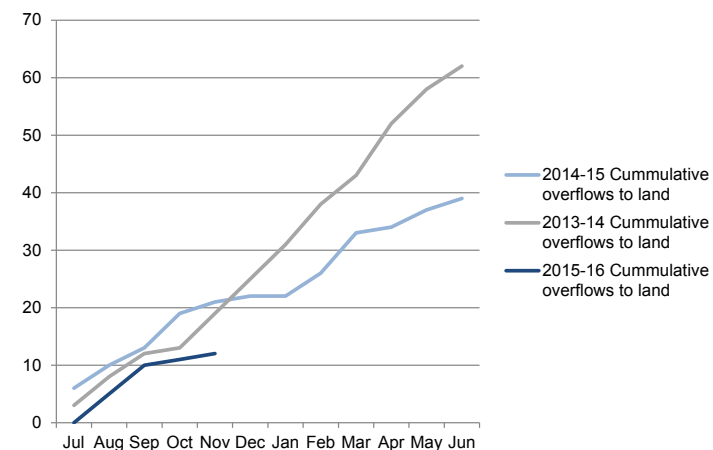
#### Overflows to Water



#### Monthly Performance:

There were no wastewater overflow events to water in November.

#### Overflows to Land



#### Monthly Performance:

There was one wastewater overflow to land in November. This was due to the sewer manhole in the paddock of Lake Hayes Showground becoming blocked by construction debris.

#### Reported Overflows

September	October	November	December
23 Winders St, Wanaka Windsor Place, Queenstown Upton St, Wanaka Lakeside Rd, Wanaka Panorama Place, Queenstown	Sainsbury Rd, Fernhill Clematis Court, Wanaka	Lake Hayes Showground, Lake Hayes	

\*Overflows to Water

\*\*Repeat locations (resolved)





## PERFORMANCE

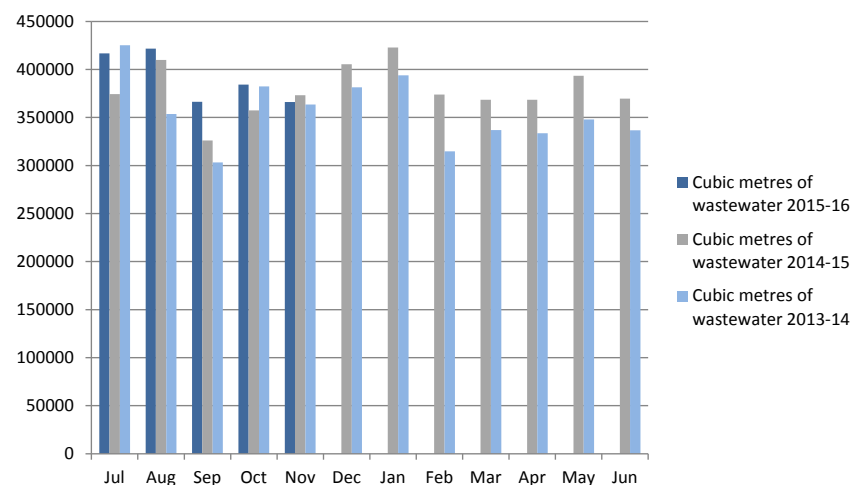
CONTINUED

### KPI 3 – Annual cost per cubic metre of wastewater collected and treated (only water volumes reported monthly)

This is an annual measure and will be reported in June each year.

#### Monthly Water Volumes

Total cubic metres of water



#### Explanation

##### Monthly Performance

Waste water volumes were as anticipated in November.

##### Aggregate Performance:

Wastewater volumes have increased compared to previous years in line with increased development in the district.

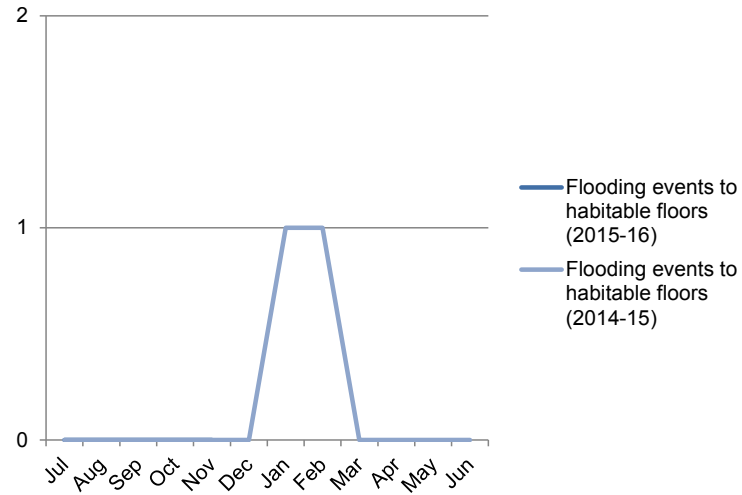


## PERFORMANCE

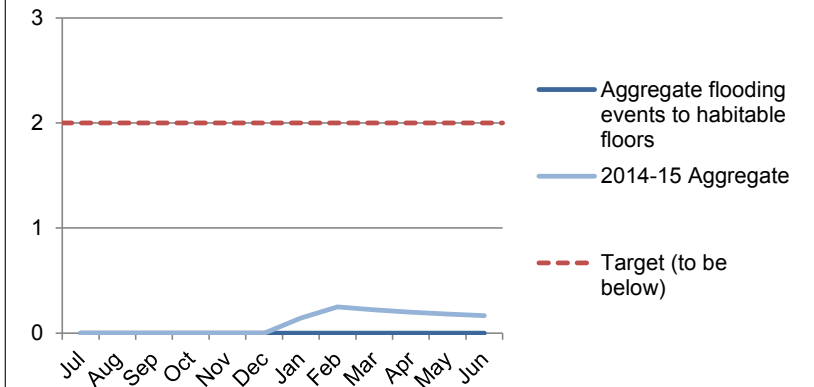
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### KPI 4 – Number of flooding events each year to habitable floors per 1,000 properties resulting from overflows from a municipal stormwater system

#### Monthly Performance



#### Aggregate Performance



#### Explanation

##### Monthly Performance:

There were no habitable floor flooding events during November.

##### Aggregate Performance:

The aggregate number of habitable floor flooding events is zero.

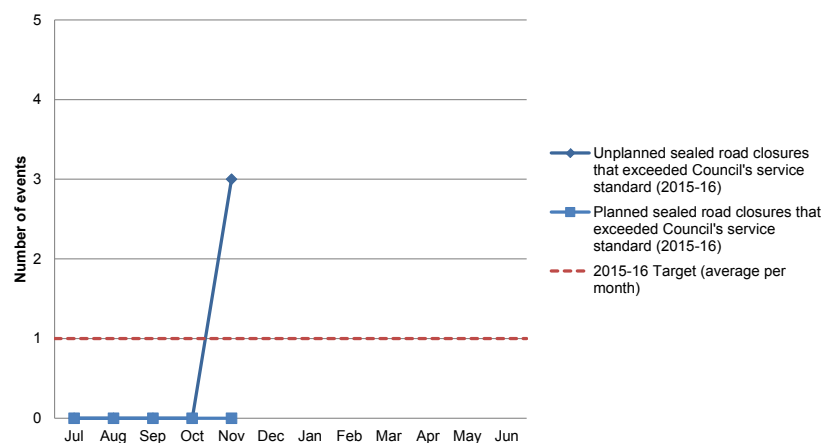


## PERFORMANCE

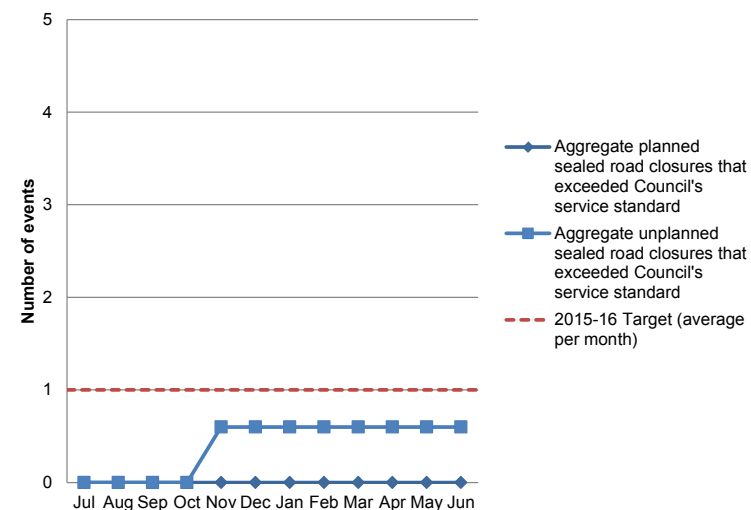
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### KPI 5a & 5b – Sealed road closures (planned and unplanned) that exceed Council's service standard (one per month, no longer than eight hours and not during peak demand times)

#### Monthly Performance



#### Aggregate Performance



#### Explanation

##### Monthly Performance:

There were three unplanned sealed road closures in November that exceeded Council's service standard. These were all due to the extreme high wind event experienced throughout the district on 27 November.

Glenorchy Road, Speargrass Flat Road and Moke Lake Road were closed due to trees and/or powerlines down across the road. Additional unsealed roads also experienced closures of up to 24 hours (unsealed road closures are not measured by this KPI).

##### Aggregate Performance:

There have been three unplanned sealed road closures YTD that exceeded Council's service standard.

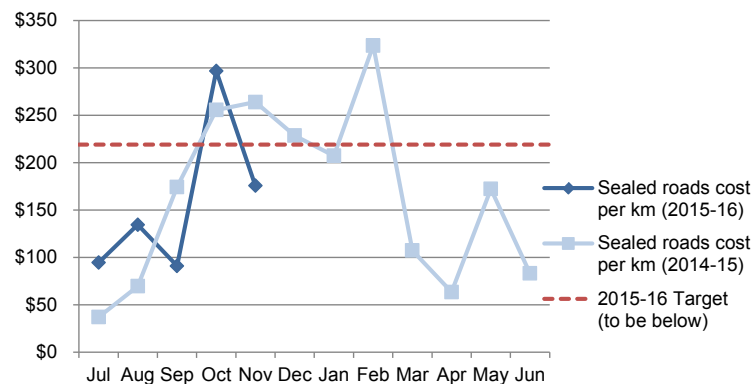


## PERFORMANCE

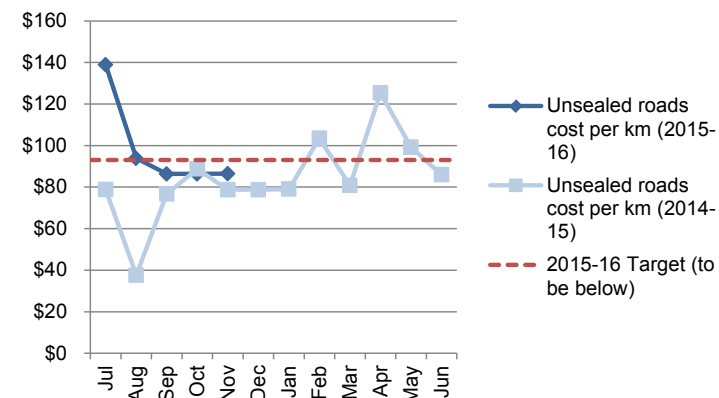
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### KPI 6 - Annual cost per km to maintain and operate sealed roads

#### Sealed Roads Commentary (Monthly Performance)



#### Unsealed Roads Commentary (Monthly Performance)



#### Explanation

##### Monthly Performance:

Sealed road costs were slightly reduced compared to forecast in November, as some have been rescheduled within the December program. Flooding and high wind events forced a focus on unplanned maintenance and there was also a desire to complete the pre-reseal repairs program prior to Christmas.

##### Aggregate Performance:

YTD sealed maintenance costs continue to remain within budget despite higher October costs.

##### Monthly Performance:

Unsealed road costs were under budget in November.

##### Aggregate Performance:

After higher costs in July, unsealed maintenance costs are now under budget.



## PERFORMANCE

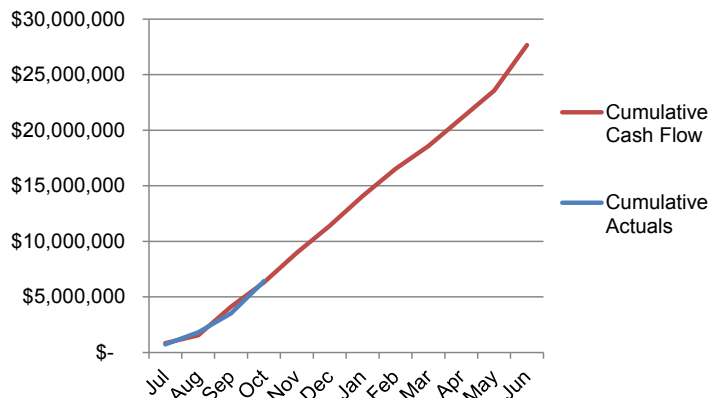
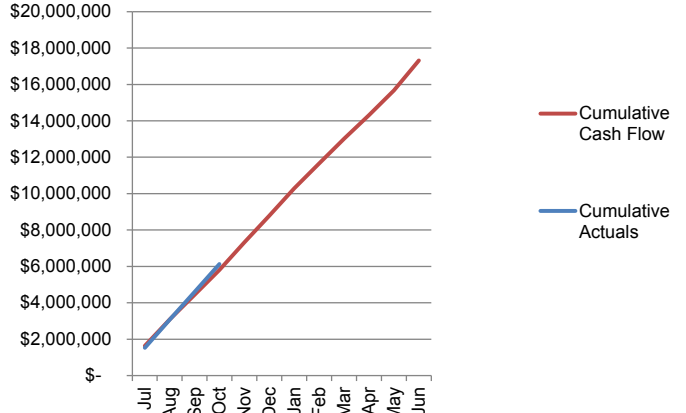
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KPI 7 – Percentage of ratepayers who are satisfied with unsealed roads	2014-15 Performance	2015-16 Target
This is an annual measure reported from the Resident and Ratepayer survey in June of each year.	55.7%	Target: >63%

KPI 8 - Kilograms of residential waste to landfill per head of population	Explanation
<p>The graph displays six data series over a 12-month period from July to June. The Y-axis represents kilograms per head of population, ranging from 0.0 to 50.0. The X-axis lists the months: Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr, May, Jun. The series include residential waste (2015-16 and 2014-15), commercial waste (2015-16 and 2014-15), and waste diverted/recycling (2015-16 and 2014-15). Residential waste shows a general upward trend, peaking in October. Commercial waste also shows an increase towards the end of the year. Waste diversion remains relatively stable, fluctuating between 15 and 22 kg per head.</p>	<p><b>Monthly Performance:</b></p> <p>Commercial waste volumes continue to increase as summer approaches, in line with previous year's trends.</p> <p>Following a spike in residential waste volumes in October residential volumes were as anticipated in November.</p> <p>Recycling volumes remained consistent in November .</p> <p><b>Aggregate Performance:</b></p> <p>Aggregate commercial waste per head of population is 399kg/head/ annum</p> <p>Aggregate diversion of recycling from landfill per head of population is 244.78kg/head/annum.</p> <p>Aggregate residential waste per head of population is 244.98kg /head/ annum</p>

## PERFORMANCE

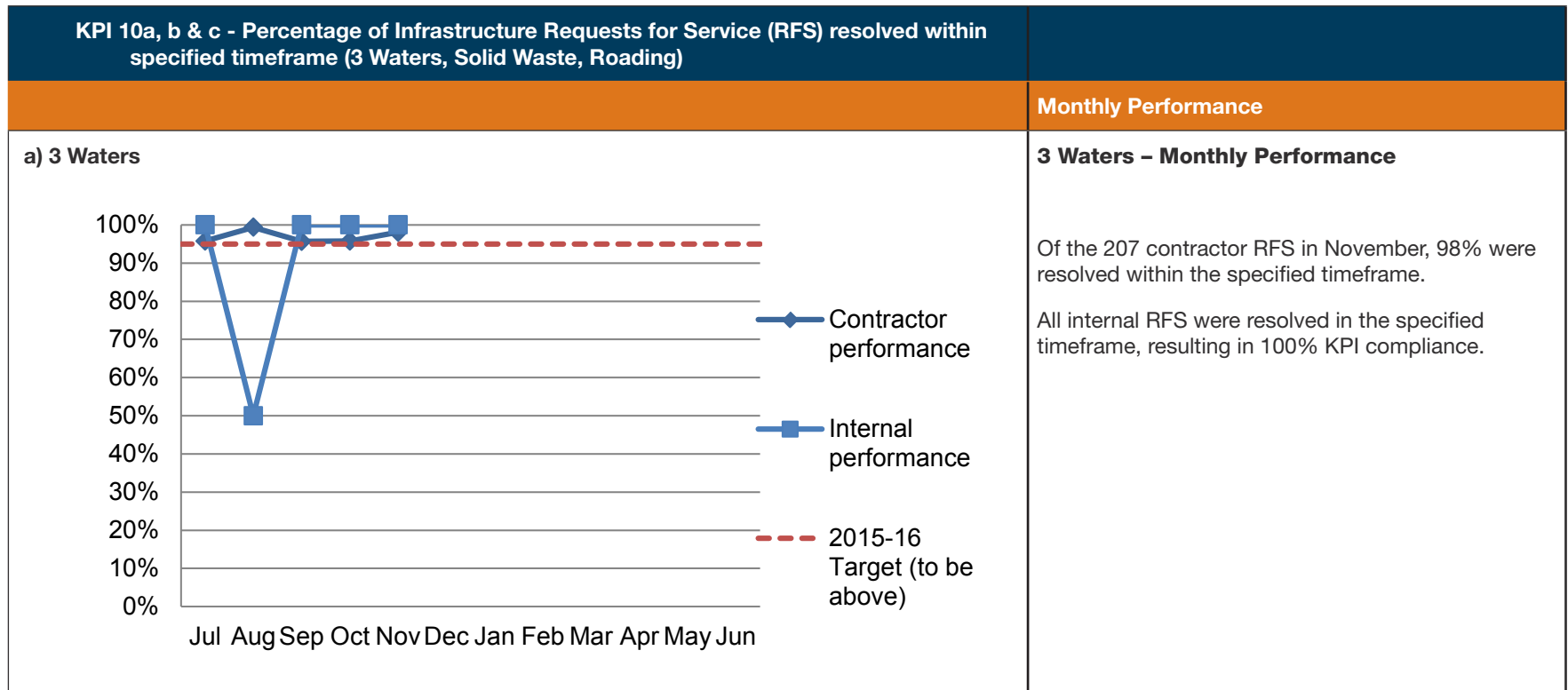
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KPI 9a – Percentage variance from capital budget		
Performance		Explanation
<p>a) Capital expenditure</p>  <p>Legend: Cumulative Cash Flow (red line), Cumulative Actuals (blue line)</p>		<p>Capital expenditure is slightly above the cash flow forecast .</p> <p>Projects commencing:</p> <ul style="list-style-type: none"> <li>- 2015/16 Reseals contract awarded</li> </ul>
KPI 9b – Percentage variance from operational budget		
Performance		Explanation
<p>b) Operational expenditure</p>  <p>Legend: Cumulative Cash Flow (red line), Cumulative Actuals (blue line)</p>		<p>Direct operational expenditure is currently 2% over budget .</p> <p>In 2014/15 this measure tracked all income and expenditure against Infrastructure budgets, including interest and depreciation. In 2015/16 this measure tracks only direct operational costs to provide greater clarity around infrastructure contract expenditure.</p> <p>It is anticipated that as the year progresses, expenditure will increase above budget. This is due to additional solid waste expenditure which will be offset against additional solid waste revenue. Revenue offsets are not reported against this KPI.</p>



## PERFORMANCE

CONTINUED





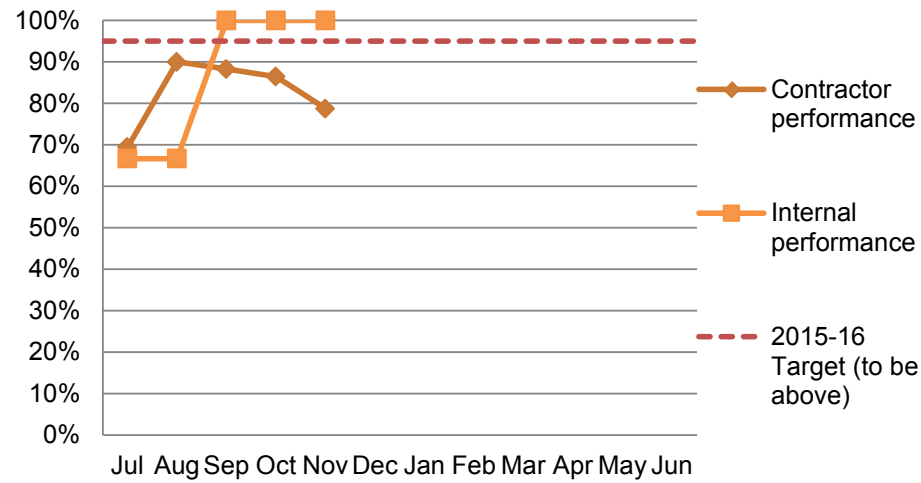
## PERFORMANCE

CONTINUED

### KPI 10a, b & c - Percentage of Infrastructure Requests for Service (RFS) resolved within specified timeframe (3 Waters, Solid Waste, Rooding)

#### Monthly Performance

#### b) Solid Waste



#### Solid Waste – Monthly Performance

Of the 133 contractor RFS in November, 78% were resolved within the specified timeframe.

Following improvement in August, September - November figures have shown a decline in performance. Continued focus in this area will be required to improve consistency of KPI achievement.

All internal RFS were resolved in the specified time resulting in 100% compliance.





## PERFORMANCE

CONTINUED

KPI 10a, b & c - Percentage of Infrastructure Requests for Service (RFS) resolved within specified timeframe (3 Waters, Solid Waste, Roding)	
	Monthly Performance
<p><b>c) Roding</b></p> <p>100% 90% 80% 70% 60% 50% 40% 30% 20% 10% 0%</p> <p>Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun</p> <p>Contractor performance Internal performance 2015-16 Target (to be above)</p>	<p><b>Roding – Monthly Performance</b></p> <p>Of the 115 contractor RFS in November, 100% were resolved within the specified timeframe.</p> <p>82% internal RFS were resolved within the specified timeframe.</p>
<p>100% 95% 90% 85% 80% 75% 70% 65% 60%</p> <p>Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun</p> <p>3 Waters Aggregate Solid Waste Aggregate Roding Aggregate 2015-16 Target (to be above)</p>	<p><b>Aggregate Performance:</b></p> <p>Roding and 3 Waters RFS resolution are meeting targets.</p> <p>KPI achievement for Solid Waste is still showing room for improvement.</p>



### PERFORMANCE

CONTINUED

KPI 11 – Percentage of ratepayers who are satisfied with street cleaning		
	2014-15 Performance	2015-16 Target
This is an annual measure reported from the Resident and Ratepayer Satisfaction Survey in June of each year.	75.9%	75%



# COMMUNITY SERVICES AND FACILITIES

The District's parks, libraries, recreational and other community facilities and services are highly valued by the community.

## PROJECTS 2015-16

Project	Delivery date	Action for the month	Next key milestone	Status
1. Parks Strategy (scoping)	31 May 2016	Meet with the Mayor and Parks Portfolio Councillors to agree the program for developing the strategy.	Meeting the Mayor and Parks Portfolio Councillors.	In Progress
2. Wilding Conifers	30 November 2015	A pre-harvest inventory is being procured and a meeting with Central Otago District Council (CODC) has occurred.	The next key milestone will be to report recommendations to Council in March 2016.	In Progress
3. Wanaka Sports Facility	1 July 2016	Construction is on schedule. The accommodation bar slab has been poured and roof construction commences 2nd December. The main slab will be poured 7th December.	Roof construction to commence.	In Progress
4. Wanaka Community Pool	1 April 2017	The building design was presented to the Urban Design Panel and received a positive response with formal recommendations now due.  A request for negotiated Preliminary & General, margin and programme tender has been presented to Cook Brothers Construction. Tender submission is due 11 December.	Preliminary & General and margin to be negotiated.	In Progress



### PROJECTS

2014-15

Project	Delivery date	Action for the month	Next key milestone	Status
1. Complete a review of the Queenstown Bay component of the Sunshine Bay to Kelvin Heights Foreshore Management Plan	30 June 2015 (Delayed date February 2016)	Submissions summarised and report prepared for hearing on 11 December 2015.	Make amendments to plan based on outcomes of hearing on 11 December 2015.	In Progress



### PROJECTS

CONTINUED

### ADDITIONAL MATTERS PROGRESSED THIS MONTH

#### **Parks and Reserves**

- Hawea School Track, and associated signage completed in conjunction with the Upper Clutha Tracks Trust.
- Interim guidelines for commercial drone users completed.
- Turf rejuvenation started at Earnslaw Park.
- A framework for developing a new Parks Strategy progressed.

#### **Sport and Recreation**

- Cleaning RFP process for ex Lakes Leisure venues in final stages.
- Confirmation received for a grant of \$500k from Otago Community Trust for the new Wanaka Pool.

#### **Major Projects:**

- Shotover Primary School Hall Extension –program on schedule for completion date of 15 April 2016.
- Jack Reid Park – the Sports Trust will progress the project once the outcome of the Lotteries funding application is known in December.

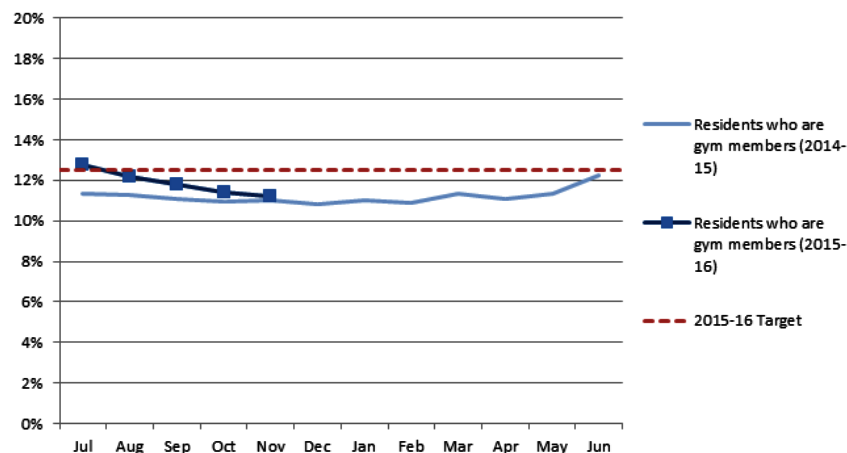


## PERFORMANCE

CONTINUED

### KPI 12 – Percentage of residents who are gym members (based on the Wakatipu population within the age range 15-69)

#### Monthly Performance

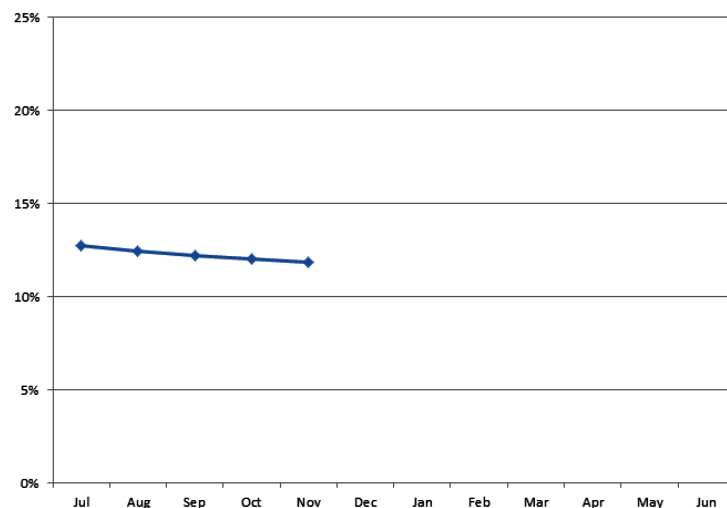


#### Explanation

##### Monthly Performance:

Following the typical seasonal lull in memberships, numbers are expected to rise after the holiday season.

Several new and established programmes that diversify the business and take people outside of the gym are continuing to perform well and will contribute to an expected positive movement in memberships in the new year.



##### Aggregate Performance:

The target for the gym is 12.5% membership and is currently at 11.85%. For the same period last year membership was 10.99%.

The drop in membership numbers reflects overseas workers returning to their home country. The facility continues to reflect higher membership in relation to the same period last year.

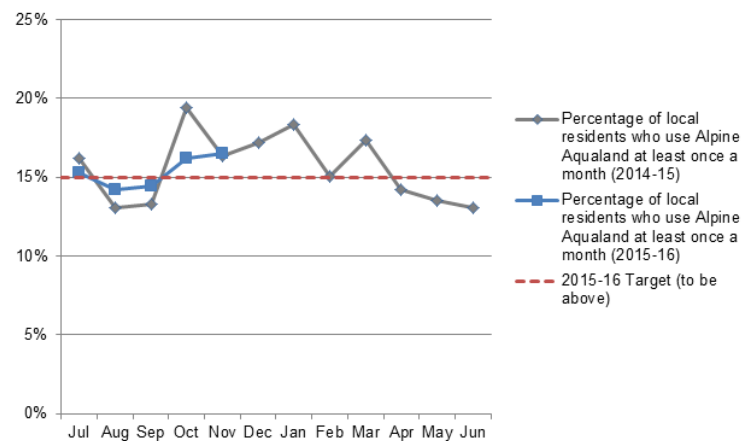


## PERFORMANCE

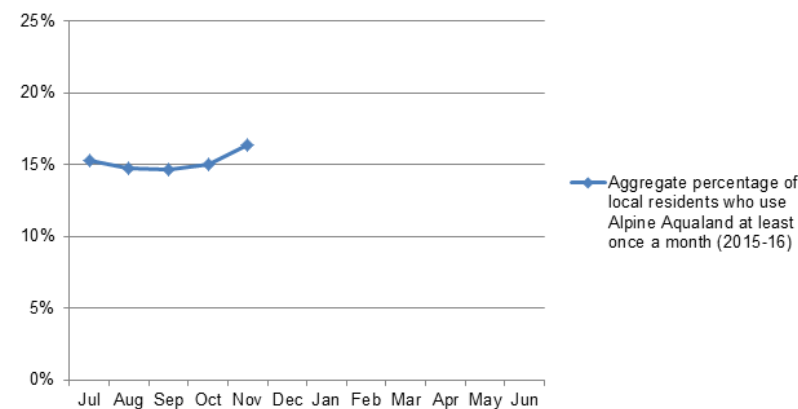
CONTINUED

### KPI 13a – Percentage of residents who use their local pool at least once a month - Alpine Aqualand

#### Monthly Performance



#### Aggregate Performance



#### Explanation

##### Monthly Performance:

The schools' Aquatic Education Programme has kept Alpine Aqualand busy over the period. The lap pool is almost at capacity during peak hours and has hosted a number of school groups from NZ and Australia. Smooth operations and consistent water temperatures have been enjoyed by operational staff and customers alike.

##### Aggregate Performance:

Consistent growth is noted relative to last year and after the operationally challenging winter months, more local families are once again using the aquatic facilities. Alpine Aqualand is performing above target and this is expected to continue with the summer months approaching.

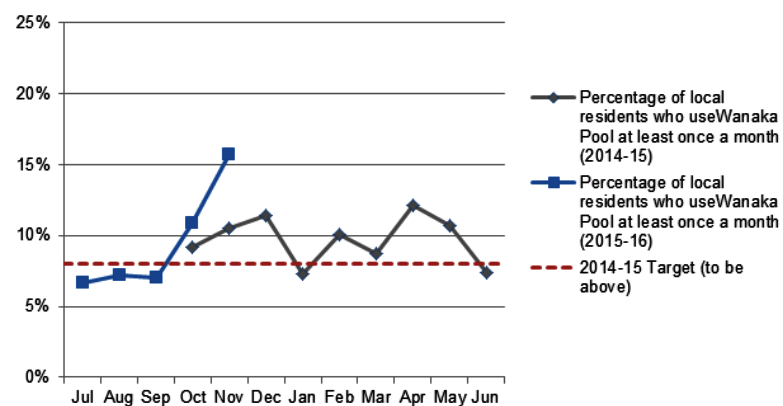


## PERFORMANCE

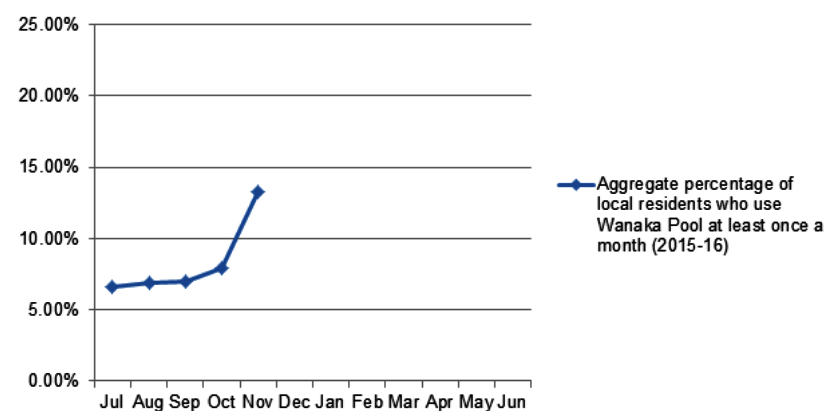
CONTINUED

### KPI 13b – Percentage of residents who use their local pool at least once a month - Wanaka Pool

#### Monthly Performance



#### Aggregate Performance



#### Explanation

##### Monthly Performance:

Wanaka Swim School has recorded significant growth in enrolment numbers. Combined with the delivery of the Aquatic Education Programme this has resulted in a notable increase in pool use relative to last year. The pool is at capacity during peak hours.

##### Aggregate Performance:

Wanaka Pool is performing above target. With triathlon season approaching, it is expected more local swimmers will soon be using the facility. The Learn to Swim program is the main contributor to growth relative to last year.





### PERFORMANCE

CONTINUED

#### KPI 14 – Net direct cost per pool admission

##### Explanation

This information will be reported in the Annual Report. 2014/15: \$2.44

Both the cost and volume of sodium hypochlorite (pool water disinfectant) increased by 5% and 7% respectively relative to the last financial year. Usage increased with the reinstatement of the UV units at Alpine Aqualand but has delivered a significantly higher water quality for our community. Alpine Aqualand is within the top 50% of facilities measured by Yardstick on net cost per admission.

Yardstick is a reputable national benchmarking body, providing industry wide standards of operation.

**Target:** QLDC's subsidy from rates of pool operating costs is <\$2.12 or within the top 50% of pools nationally.

The figure of \$2.12 was based on applying the Yardstick measure of total operating costs\* minus total revenue cost, divided by number of entries for 2013/14. The figure represented an agreed balance between cost and subsidy (e.g. if the costs of operation increased then the revenue would need to increase to maintain this balance).

\*The calculation of operating costs used by Yardstick for this measure does not capture all pool costs (i.e. overheads). However, for the purposes of this measure, the calculation allows consistency for national benchmarking with Yardstick.

#### KPI 15 – Number of serious incidents per 10,000 pool admissions

##### Explanation

2014/15: 0.119 serious incidents per 10,000 pool admissions.

2013/14: 0.17

Target: <0.17 or within the top 25% of pools nationally

There were two serious incidents in 2014/15 out of 167,306 visits at Alpine Aqualand. That equates to one serious incident per

83,653 visits (0.119 serious incidents per 10,000 visits). A serious incident is defined as an event resulting in serious harm or where secondary intervention is required e.g. doctor, ambulance or hospital admission.



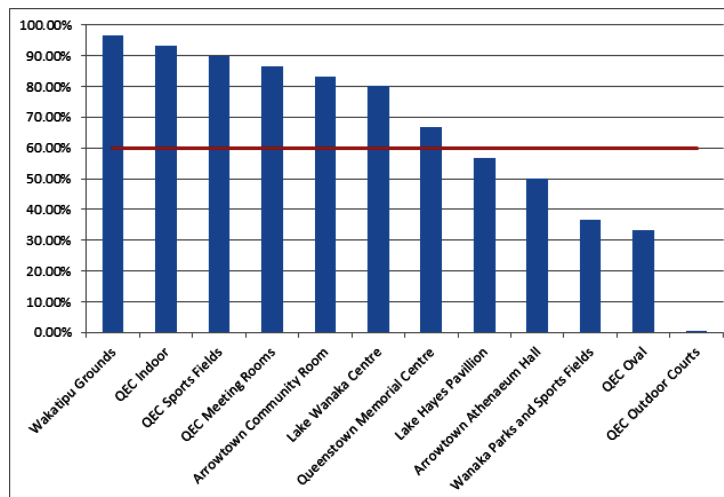
## PERFORMANCE

CONTINUED

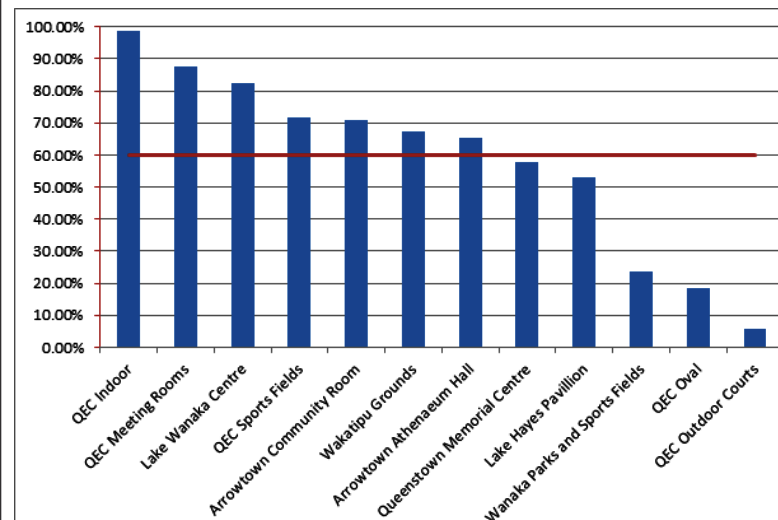
### KPI 16 – Average occupancy rate of community facilities

#### Monthly Performance

Venue occupancy calculated by the number of days per month with a booking at each venue.



#### Aggregate Performance



#### Explanation

##### Monthly Performance:

Several facilities recorded a boost in numbers this period with the QEC Meeting Rooms recording a significant increase in both internal and external use. Lake Hayes Pavilion received an 8 day block booking attracting approximately 500 people.

##### Aggregate Performance:

The performance of Lake Hayes Pavilion will improve in the coming months following the typical seasonal trend from January to April with weddings booked every weekend.

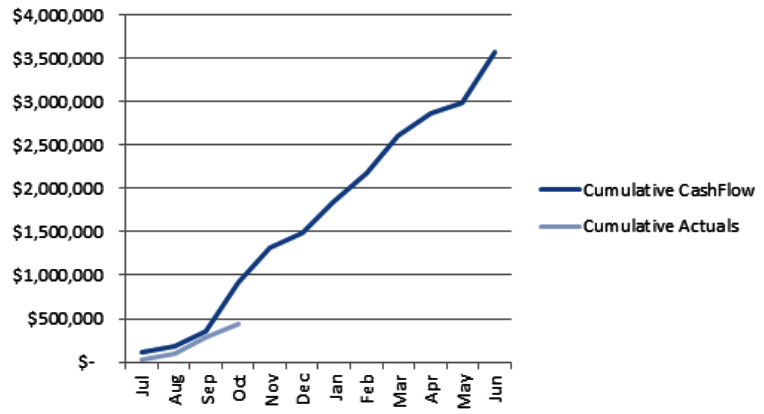
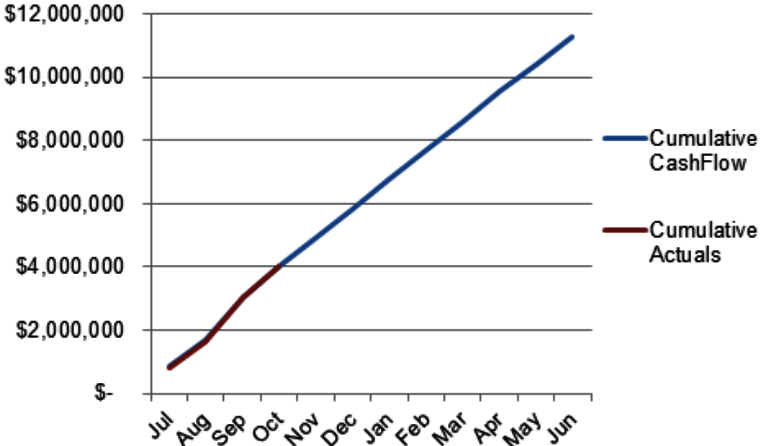
Use of the Oval will improve over the summer months with the community having full access to the ground after the international cricket match between Sri Lanka and NZ Presidents 11 in early December.



## PERFORMANCE

CONTINUED

KPI 17a – Percentage variance from budget on commercial property expenditure

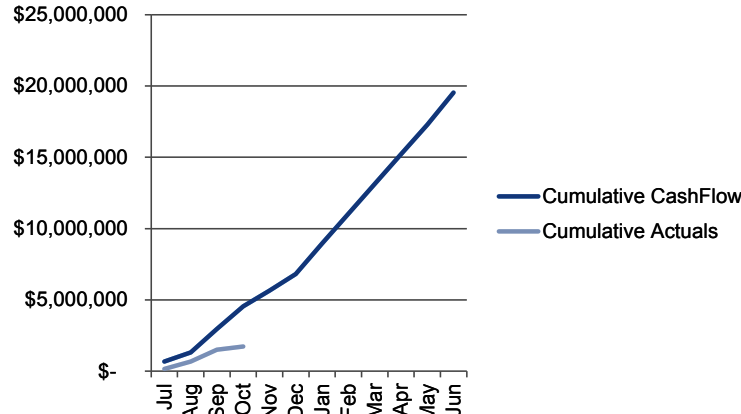
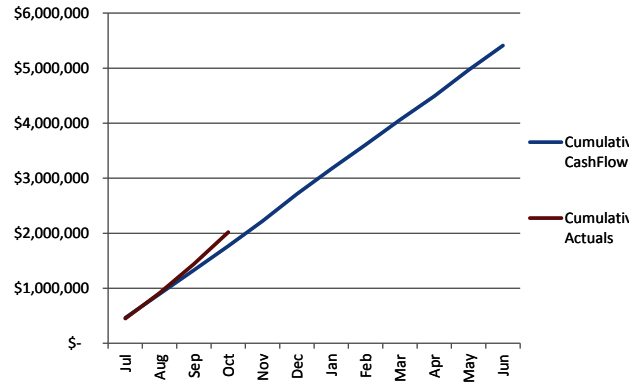
Performance	Explanation
 <p>The graph displays the cumulative cash flow and actuals for capital expenditure (Capex) on commercial property from July to June. The y-axis represents the amount in dollars, ranging from \$0 to \$4,000,000 in increments of \$500,000. The x-axis lists the months from July to June. The Cumulative CashFlow (dark blue line) starts at approximately \$100,000 in July and rises steadily to about \$3,600,000 by June. The Cumulative Actuals (light blue line) starts at approximately \$50,000 in July and rises to about \$400,000 by June. The two lines diverge significantly starting in October, with CashFlow exceeding Actuals by a large margin.</p>	<p><b>Monthly performance:</b></p> <p><b>Capital Expenditure (Capex) Variance-Commercial Property (including Infrastructure and Parks property)</b></p> <p>The variance is minor, indicating expenditure is tracking to program. First quarter re-forecast of capital projects is scheduled for November Council meeting.</p>
 <p>The graph displays the cumulative cash flow and actuals for operational expenditure (Opex) on commercial property from July to June. The y-axis represents the amount in dollars, ranging from \$0 to \$12,000,000 in increments of \$2,000,000. The x-axis lists the months from July to June. The Cumulative CashFlow (dark blue line) starts at approximately \$1,000,000 in July and rises steadily to about \$11,500,000 by June. The Cumulative Actuals (dark red line) starts at approximately \$1,000,000 in July and follows the CashFlow line closely, reaching about \$11,500,000 by June. The two lines are nearly identical throughout the entire period.</p>	<p><b>Operational Expenditure (Opex) Variance-Commercial Property (including Infrastructure and Parks property)</b></p> <p>Opex expenditure is on budget. No variance to report.</p>



## PERFORMANCE

CONTINUED

### KPI 17a – Percentage variance from budget on community property expenditure

Performance	Explanation
 	<p><b>Cumulative Capital Expenditure (Capex) - Community (includes Operations property)</b></p> <p>Late receipt of the Wanaka Sports Facility construction contract claim have reduced the October result \$98k versus a budget of \$1.4m. This will correct in November.</p> <p><b>Cumulative Operational Expenditure (Opex) - Community</b></p> <p>There are two major contributors to the above budget spend.</p> <ul style="list-style-type: none"><li>- The Swim Programme which was budgeted under the old shared regime and is now fully managed by QLDC. This overspend has been offset by additional income.</li><li>- Secondly, is the under budget amount for pool chemicals.</li></ul>



## PERFORMANCE

CONTINUED

KPI 18 – Percentage of residents who are library members and borrow at least once a month	
Monthly Performance	Explanation
<p>Resident library members (2015-16)</p> <p>Resident library members (2014-15)</p> <p>2014-15 Target (to be above)</p>	<p><b>Monthly Performance:</b></p> <p>Monthly performance: Unique Borrowers Current Month, E-resources are now included in these statistics.</p> <p>There were 4,462 unique library users this month.</p> <p>The decrease in borrowing this month follows the same seasonal trend observed last year.</p>
<p>Aggregate percentage of residents who are library members and borrow at least once a month</p> <p>2014-15 Target (to be above)</p>	<p><b>Aggregate Performance:</b></p> <p>Aggregate performance is 15.81%, below the target level of 20%.</p> <p>A library Communications Strategy is being finalised to increase participation and achieve the KPIs targets set.</p>



## PERFORMANCE

CONTINUED

### KPI 19 – Cost per hectare to maintain and manage the district's parks and reserves

#### Explanation

This is an annual measure that will be reported in the Annual Report once the accounts have been closed in TechOne.

2013/14: \$1,967 per hectare.

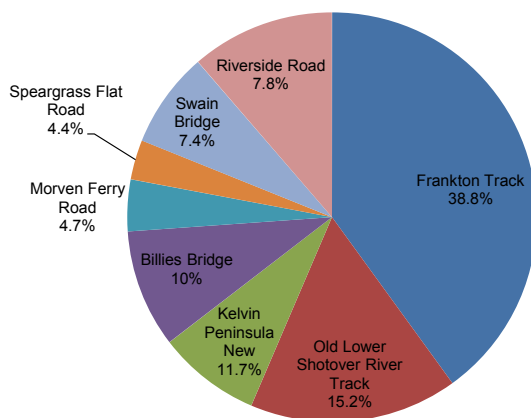
2014/15: \$2,421.70 per hectare.

The cost per hectare has increased during 2014/15 due to maintenance on the sports turf and the cost of services contracted out.

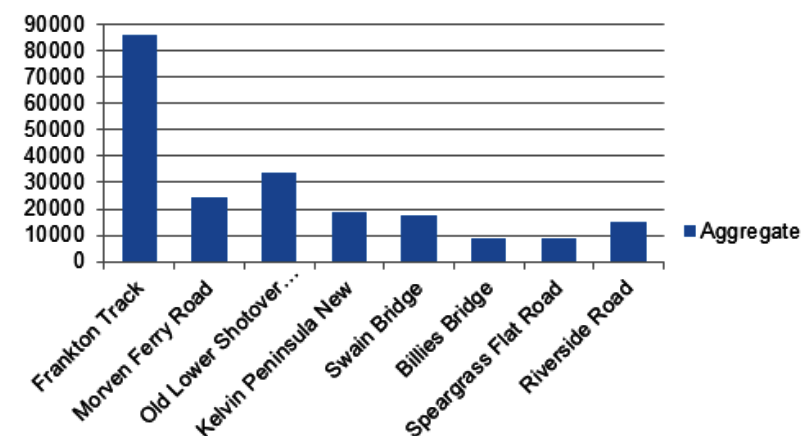
The Council maintains 1,465 hectares of parks and reserves (including sports fields) across the district. Maintenance costs are inclusive of staff salaries. Annual savings will be as a result of efficiency savings and not changes in the level of service.

### KPI 20 – Average daily use of trails

#### Monthly Performance



#### Aggregate Performance



#### Explanation

##### Monthly Performance:

A significant 40% increase in trail usage this month compared to October. Unsurprisingly, this is largely due to the annual Queenstown Marathon held on Saturday 21 November.

There were 4325 clicks along the Frankton track on event day 2014 and this year there was an increase to 6579. Council are collaborating with the Queenstown Trails Trust to seek additional funding from the New Zealand Cycle Trail's Great Rides Fund to improve the standard of some trail sections.

##### Aggregate Performance:

November 2015 has seen an impressive 30% increase in overall trail usage compared to November 2014. Generally, the overall counts at each site remain consistent throughout the year.



### PERFORMANCE

CONTINUED

KPI 21 – Percentage of community services and facilities users who are satisfied with:		
	2014-15 Performance	2015-16 Target
a) Sports facilities	77.6%	85%
b) Libraries	81.6%	85%
c) Parks	88.6%	85%
d) Community venues and facilities	77.2%	85%
This is an annual measure reported from the Resident and Ratepayer satisfaction survey in June of each year.		

KPI 22 – Percentage of ratepayers who are satisfied with:		
	2014-15 Performance	2015-16 Target
a) Toilets	66.5%	75%
b) Playgrounds	78.5%	85%
c) Trails	89.1%	92%
This is an annual measure reported from the Resident and Ratepayer satisfaction survey in June of each year.		



# REGULATORY FUNCTIONS AND SERVICES

Regulatory requirements and services delivered by the Council:

- encourage compliance;
- are user friendly;
- protect the interests of the District;
- are cost effective; and
- achieve the regulatory objectives.

## PROJECTS

Project	Delivery date	Action for the month	Next key milestone	Status
Public Obstruction bylaw review	30 June 2016	Council workshop undertaken	Pre-consultation process	In Progress
Local Alcohol Policy (LAP) (carried forward from 2014-15)	30 June 2016	Working party meeting scheduled for 19 November 2015 was cancelled due to attendee availability. To be re-scheduled	Working party meeting	In Progress
Trade waste implementation (1)	30 June 2016	Implementation Plan will be completed early December slight delay but overall the project is still on track. Trade Waste Bylaw was executed by the Mayor and CEO November 2015.	Recruitment of Trade Waste Officer is underway. Initial resourcing may include student/graduate.	In Progress



**APPEALS**

Appeals:					
RM Number	Applicant	Activity	Appellant	Council Decision	Comment
RM1500231	Little Stream Ltd	To locate a building platform, create a separate lot, vary a condition/consent notice, undertake earthworks.	Little Stream Ltd	Declined	Consent was declined by independent Commissioners Nugent and Overton. Lane Neave are acting for Council and officers are seeking their advice on resolving the appeal and establishing if mediation is an option.
RM120646	Queenstown Water Taxis Ltd	Operate a jet boating activity on the surface of the Shotover River and other matters.	Kawarau Jet Services Holdings Limited	Granted	QLDC was successful in both the Environment Court and High Court. Costs will follow to QLDC. QLDC was awarded costs of \$18,341.75 by the High Court. A joint memorandum of Counsel is to be filed, seeking that the Environment Court determine the costs awarded to QLDC from the Environment Court (EC) proceedings.
RM120222	Queenstown Airport Corporation Ltd	Notice of Requirement to alter a designation to expand aerodrome services over 'Lot 6' at Queenstown Airport.	Lodged with Environmental Protection Authority (EPA), Ministerial referral to Environment Court	N/A as lodged with EPA.	The designation was confirmed in part by the Environment Court. It was appealed to the High Court by both the applicant and Remarkables Park Limited. The High Court identified errors in law and it was returned to the Environment Court. The Environment Court issued its decision on 26 November 2014, concluding that adequate consideration of alternatives occurred, such that it can now move on and determine the extent of land required for the taxiway. Council is not taking an active role in the proceedings and was granted leave to be excused from appearing at this part of the hearing. The Environment Court heard evidence on separation distances and how much land is required at a hearing in June 2015. The decision is expected in December 2015.

**APPEALS** CONTINUED

Appeals (continued):					
RM Number	Applicant	Activity	Appellant	Council Decision	Comment
RM100777	QLDC	Operation of a helicopter landing area next to the Skyline Gondola, Bob's Peak.	ZJV (NZ) Ltd (Ziptrek)	Granted	<p>Consent was granted by Independent Commissioners for 30 helicopter movements per day. The decision was appealed by Ziptrek. Clive Manners Wood, Arthurs Point Protection Society and Skyline joined as an s.274 party.</p> <p>The Environment Court heard the matter the week of 26 January. Further information was provided to the Court on the risk of conflict between helicopters and the paragliders. A reconvened hearing was held on 28 April 2015 in Queenstown. The decision of the Environment Court is still outstanding.</p>
			Arthurs Point Protections Society (S.274 party)		
			Clive Manners Wood (S.274 party)		
			Skyline Enterprises Ltd (S.274 party)		



## PERFORMANCE

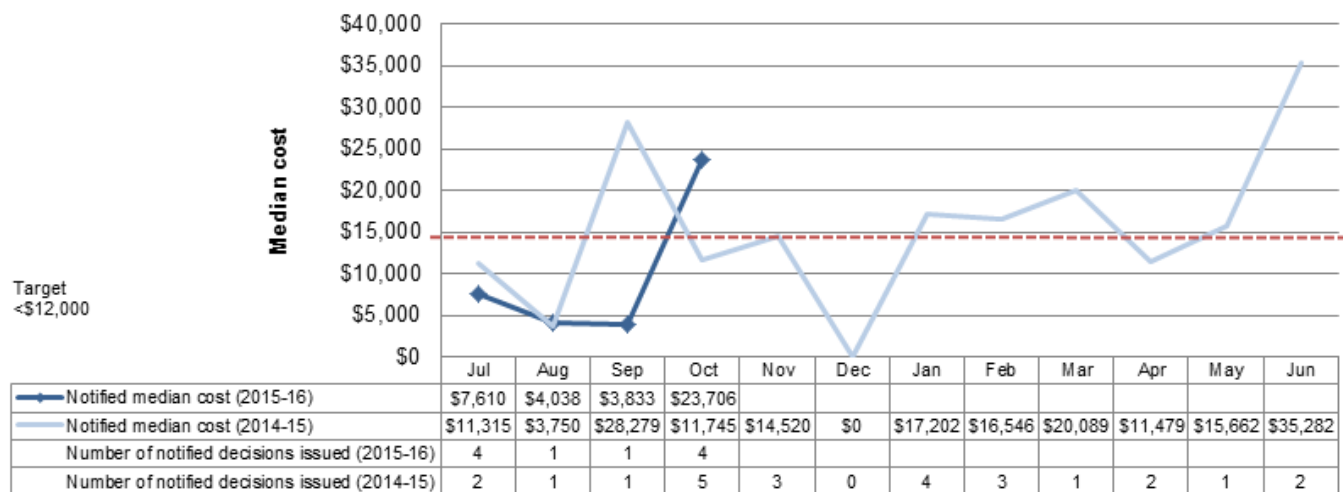
KPI 23 – Percentage of total resource consents made by the owner as applicant (non-professional)	
Monthly Performance	Explanation
<p>■ Consents made by the owner as applicant (2014-15) ■ Consents made by professional (2015-16) ■ Consents made by NPP (2015-16) ■ Consents made by owner as applicant (2015-16)</p>	<p><b>Monthly Performance:</b></p> <p>Results for November indicate the number of applications lodged by the 'owner as applicant' remains consistently in the low 20s. There was a slight fall in the number of consents lodged by professionals, and a slight increase in the number of consents lodged by non-planning professionals, eg: architects.</p>
<p>— Aggregate consents made by owner as applicant - - - 2015-16 Target line (to be above)</p>	<p><b>Aggregate Performance:</b></p> <p>Aggregate performance for the percentage of applications lodged by the owner as applicant remains below the target of 40%.</p>



## PERFORMANCE

## KPI 24a – Median charge per notified resource consent

## Monthly Performance



## Explanation

**Monthly Performance:**

The median cost for a notified consent increased in October. Due to the small number of notified consents there is a lot of volatility in the median figure. The four notified decisions issued were all for substantial consents that required a hearing and consequently the cost was higher.

**Aggregate Performance:**

Aggregate performance remains below the target of \$12,000 for a notified application, due to being able to use s.100 to avoid having to hold a hearing in certain circumstances.

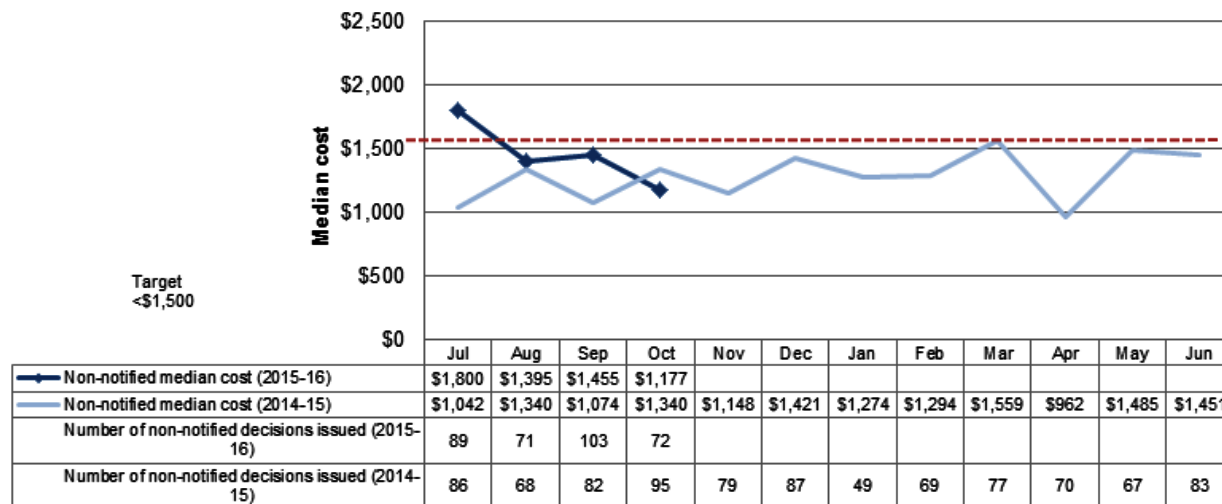
<sup>1</sup> A one month delay on reporting is necessary to capture final invoiced costs.



## PERFORMANCE

## KPI 24b – Median charge per non-notified resource consent

## Monthly Performance



## Explanation

**Monthly performance:**

The median cost for a non-notified consent fell to \$1177 in October.

**Aggregate performance:**

Aggregate performance for the cost of a non-notified consent remains below the \$1500 target.

<sup>2</sup> A one month delay on reporting is necessary to capture final invoiced costs.

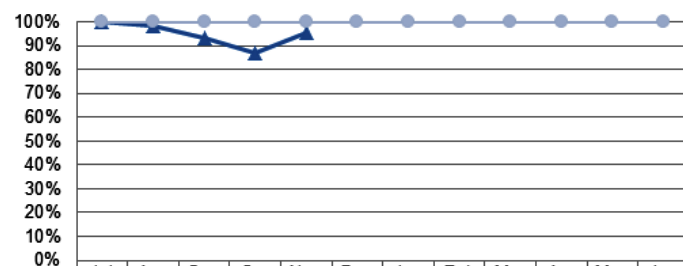


## PERFORMANCE

CONTINUED

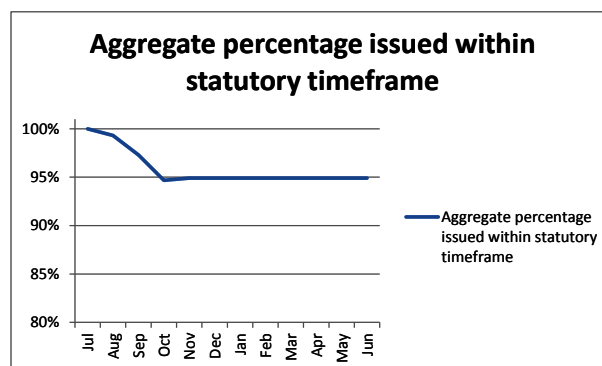
## KPI 25a - Percentage of resource consents processed within statutory timeframe

## Monthly Performance



% issued within statutory timeframe (2015-16)	100%	99%	93%	87%	96%							
Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100% issued within statutory timeframe (2014-15)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Number of applications received (2015-16)	95	103	84	94	101							
Number of applications received (2014-15)	87	78	99	87	80	70	69	71	82	62	106	81
Number of decisions issued in month (2015-16)	93	72	104	76	95							
Number of decisions issued in month (2014-15)	88	69	82	100	82	87	53	72	78	72	68	85

## Aggregate Performance



## Explanation

## Monthly Performance:

101 resource consents were received in November, an increase of seven on the previous month. Over 1000 resource consents have been processed year to date. 96% of consents processed in November were processed within statutory timeframes, up from 87% the previous month.

## Aggregate Performance:

Aggregate performance is 95% of resource consents processed on time.



## PERFORMANCE

CONTINUED

Resource Consent Decisions Issued						Explanation																																																																																					
Number of decisions	<div>Resource consent decisions issued</div> <table><tr><td>■ Non-notified decisions issued</td><td>89</td><td>71</td><td>103</td><td>72</td><td>90</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>■ Notified - hearing held - decisions issued</td><td>1</td><td>0</td><td>1</td><td>3</td><td>5</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>■ Notified - no hearing held - decisions issued</td><td>3</td><td>1</td><td></td><td>1</td><td>0</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>* Non-notified decisions issued (2014-15)</td><td>86</td><td>68</td><td>82</td><td>95</td><td>79</td><td>87</td><td>49</td><td>69</td><td>77</td><td>70</td><td>67</td><td>83</td></tr><tr><td>* Notified - hearing held - decisions issued (2014-15)</td><td>2</td><td>0</td><td>1</td><td>4</td><td>2</td><td>0</td><td>3</td><td>1</td><td>1</td><td>2</td><td>1</td><td>2</td></tr><tr><td>* Notified - no hearing held - decisions issued (2014-15)</td><td>0</td><td>1</td><td>0</td><td>1</td><td>1</td><td>0</td><td>1</td><td>2</td><td>0</td><td>0</td><td>0</td><td>0</td></tr></table>												■ Non-notified decisions issued	89	71	103	72	90								■ Notified - hearing held - decisions issued	1	0	1	3	5								■ Notified - no hearing held - decisions issued	3	1		1	0								* Non-notified decisions issued (2014-15)	86	68	82	95	79	87	49	69	77	70	67	83	* Notified - hearing held - decisions issued (2014-15)	2	0	1	4	2	0	3	1	1	2	1	2	* Notified - no hearing held - decisions issued (2014-15)	0	1	0	1	1	0	1	2	0	0	0	0	A total of 95 resource consents were issued in November, compared to 79 for the same month last year.
	■ Non-notified decisions issued	89	71	103	72	90																																																																																					
	■ Notified - hearing held - decisions issued	1	0	1	3	5																																																																																					
	■ Notified - no hearing held - decisions issued	3	1		1	0																																																																																					
	* Non-notified decisions issued (2014-15)	86	68	82	95	79	87	49	69	77	70	67	83																																																																														
	* Notified - hearing held - decisions issued (2014-15)	2	0	1	4	2	0	3	1	1	2	1	2																																																																														
	* Notified - no hearing held - decisions issued (2014-15)	0	1	0	1	1	0	1	2	0	0	0	0																																																																														
Resource Consent Processing Time						Explanation																																																																																					
Number of days	<div>Resource consent processing time</div> <table><tr><td>■ Non-notified average processing (within 20 working days)</td><td>17</td><td>17</td><td>17</td><td>17</td><td>16</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>■ Notified hearing held average processing (within 70 working days)</td><td>69</td><td>0</td><td>37</td><td>63</td><td>57</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>■ Notified no hearing average processing (within 50 working days)</td><td>41</td><td>47</td><td>0</td><td>37</td><td>0</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>* Non-notified average processing (2014-15)</td><td>14</td><td>15</td><td>15</td><td>14</td><td>17</td><td>16</td><td>14</td><td>15</td><td>15</td><td>16</td><td>15</td><td>18</td></tr><tr><td>* Notified hearing held average processing (2014-15)</td><td>65</td><td>0</td><td>0</td><td>37</td><td>51</td><td>0</td><td>40</td><td>33</td><td>46</td><td>55</td><td>69</td><td>52</td></tr><tr><td>* Notified no hearing average processing (2014-15)</td><td>0</td><td>50</td><td>0</td><td>44</td><td>45</td><td>0</td><td>46</td><td>43</td><td>0</td><td>0</td><td>0</td><td>0</td></tr></table>												■ Non-notified average processing (within 20 working days)	17	17	17	17	16								■ Notified hearing held average processing (within 70 working days)	69	0	37	63	57								■ Notified no hearing average processing (within 50 working days)	41	47	0	37	0								* Non-notified average processing (2014-15)	14	15	15	14	17	16	14	15	15	16	15	18	* Notified hearing held average processing (2014-15)	65	0	0	37	51	0	40	33	46	55	69	52	* Notified no hearing average processing (2014-15)	0	50	0	44	45	0	46	43	0	0	0	0	The average processing time for a non-notified resource consent fell by 1 working day to 16 working days.
	■ Non-notified average processing (within 20 working days)	17	17	17	17	16																																																																																					
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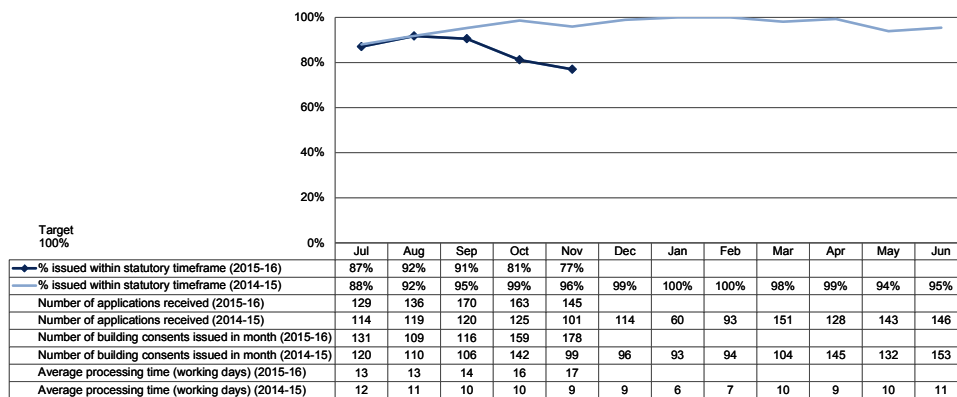


## PERFORMANCE

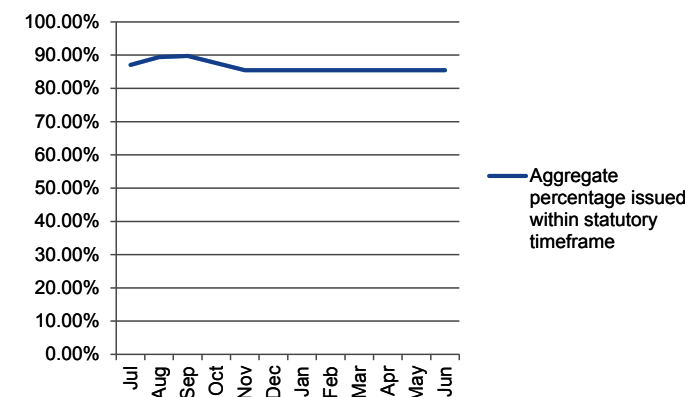
CONTINUED

### KPI 25b - Percentage of building consents processed within statutory timeframe (20 working days)

#### Monthly Performance



#### Aggregate



#### Explanation

##### Monthly Performance:

178 building consents were issued this month, due to unprecedented growth. Processing delays have been negatively impacted due to capacity issues, but recruitments continues.

##### Aggregate Performance:

Year to date, numbers of consents have increased significantly, while complexity has increased e.g. an increase in top end residential and large commercial building consents. Indicators suggest this will continue into 2016 with significant projects due to start. An increase in the use of contractors for processing and Inspecting has been necessary. An active recruitment process is underway and a review of resourcing needs has been initiated.

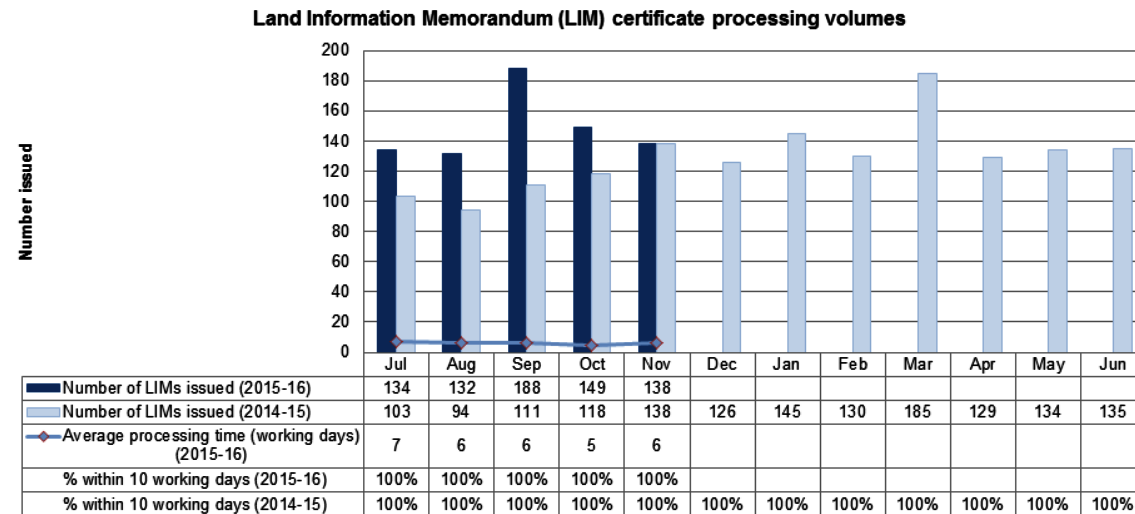




## PERFORMANCE

CONTINUED

## Land Information Memorandum (LIM) certificate processing volumes



## Explanation

Continued very high numbers of LIM applications are being experienced. Despite this significant increase, the team has been successful in maintaining processing within 10 days.

## KPI 26 – Percentage of applicants who are satisfied with the consenting process

	2014-15 Performance	2015-16 Target
This is an annual measure reported from the Resident and Ratepayer satisfaction survey in June of each year.	41.1%	100%

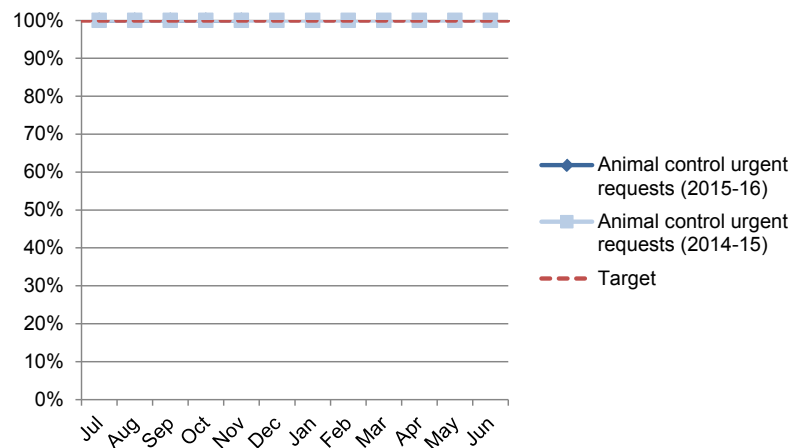


## PERFORMANCE

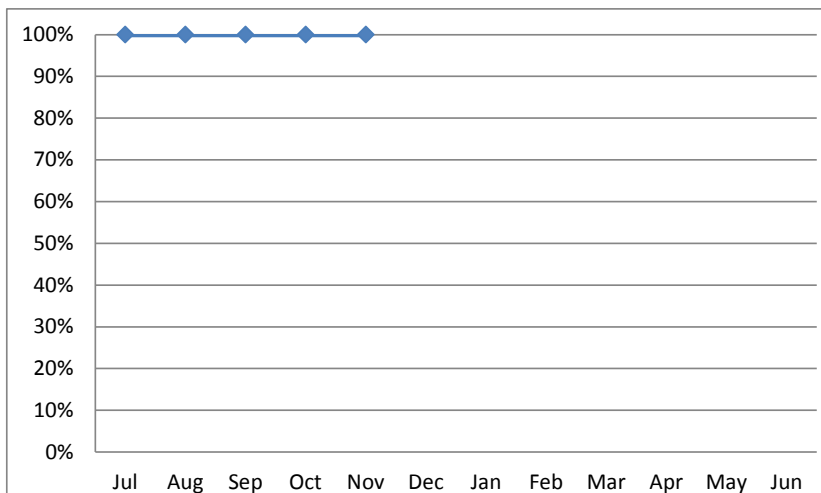
CONTINUED

KPI 27a – Percentage of animal control urgent requests responded to within two hours

### Monthly Performance



### Aggregate Performance



### Explanation

#### Monthly Performance:

100% of all urgent animal control requests were responded to within two hours.

#### Aggregate Performance:

On aggregate, 100% of all urgent animal control requests were responded to within two hours.

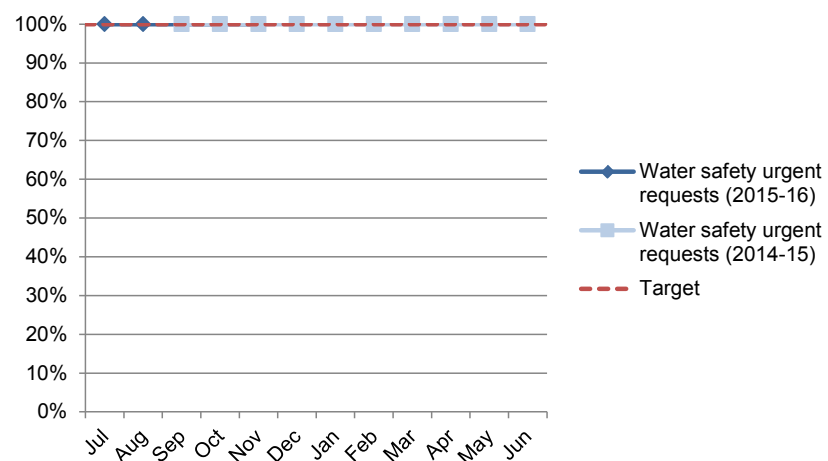


## PERFORMANCE

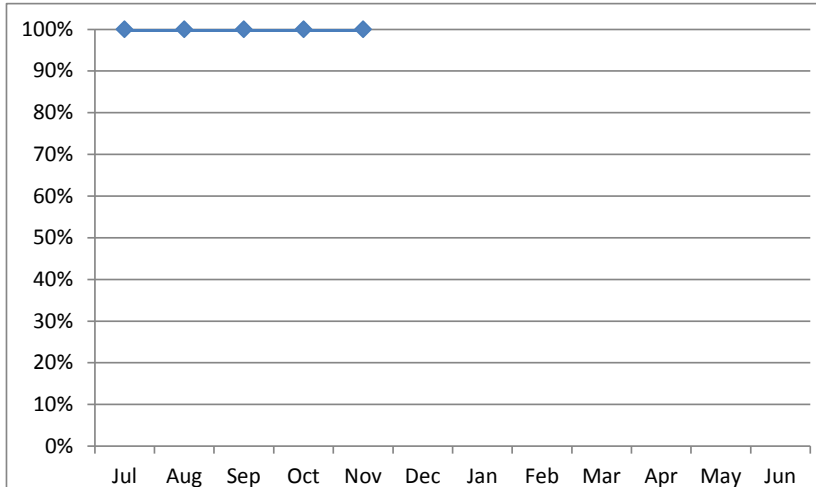
CONTINUED

KPI 27b – Percentage of water safety urgent requests responded to within two hours

## Monthly Performance



## Aggregate Performance



## Explanation

**Monthly Performance:**

100% of all urgent water safety requests were responded to within two hours.

**Aggregate Performance:**

On aggregate, 100% of all urgent water safety requests were responded to within two hours.

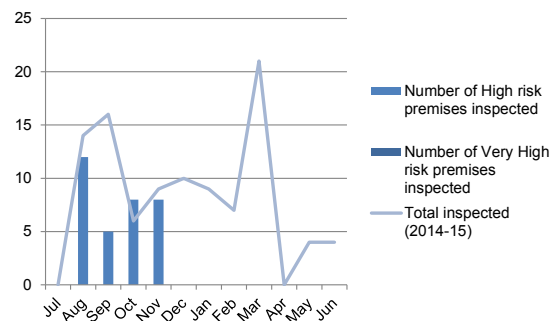


## PERFORMANCE

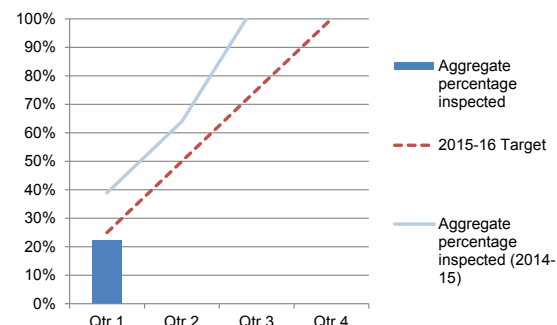
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## KPI 28 – Percentage of ‘very high’ and ‘high’ risk alcohol premises inspected at least quarterly

## Monthly Performance

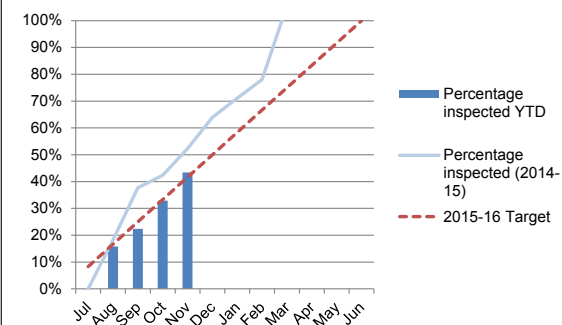


## Quarterly Performance



\*This does not include repeat inspections at the same location.  
Target: 25% each quarter

## Aggregate Performance



This represents the total number of inspections undertaken, including repeat inspections

## Explanation

## Monthly Performance:

The monitoring of the very high and high risk rated premises is on target this month, with an additional 10 repeat inspections also having been conducted.

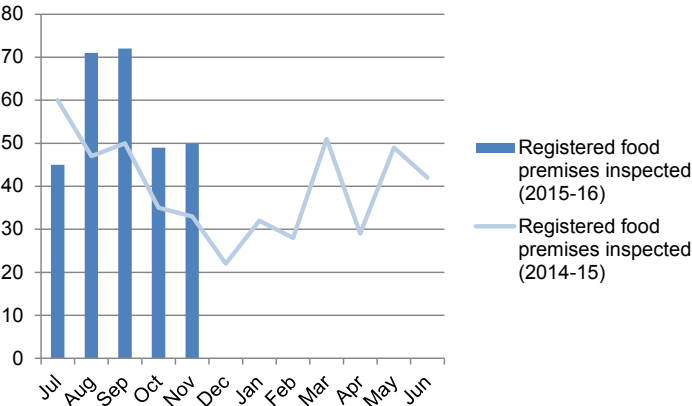
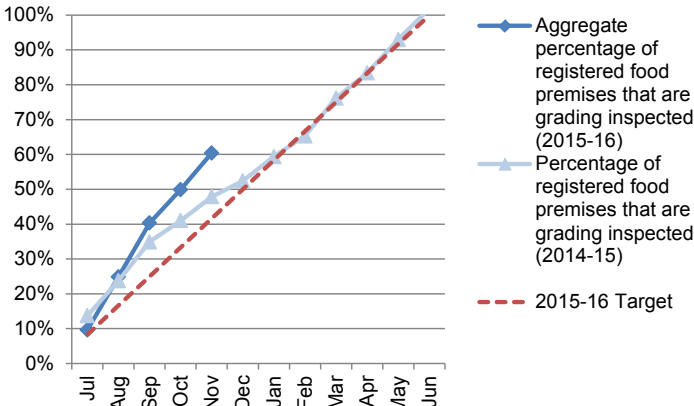
## Aggregate Performance:

The focus of monitoring of very high and high risk rated premises is ahead of the target. Monitoring has lead to a recent Alcohol Licensing and Regulatory Authority decision that suspended the licence of one premises for four days.



## PERFORMANCE

CONTINUED

KPI 29 – Percentage of registered food premises that are grading inspected quarterly																																																																																												
Performance																																																																																												
 <table border="1"><caption>Monthly Performance Data (KPI 29)</caption><thead><tr><th>Month</th><th>Registered food premises inspected (2015-16)</th><th>Registered food premises inspected (2014-15)</th></tr></thead><tbody><tr><td>Jul</td><td>45</td><td>60</td></tr><tr><td>Aug</td><td>70</td><td>48</td></tr><tr><td>Sep</td><td>72</td><td>50</td></tr><tr><td>Oct</td><td>48</td><td>35</td></tr><tr><td>Nov</td><td>50</td><td>33</td></tr><tr><td>Dec</td><td></td><td>22</td></tr><tr><td>Jan</td><td></td><td>32</td></tr><tr><td>Feb</td><td></td><td>28</td></tr><tr><td>Mar</td><td></td><td>50</td></tr><tr><td>Apr</td><td></td><td>29</td></tr><tr><td>May</td><td></td><td>48</td></tr><tr><td>Jun</td><td></td><td>42</td></tr></tbody></table>	Month	Registered food premises inspected (2015-16)	Registered food premises inspected (2014-15)	Jul	45	60	Aug	70	48	Sep	72	50	Oct	48	35	Nov	50	33	Dec		22	Jan		32	Feb		28	Mar		50	Apr		29	May		48	Jun		42	 <table border="1"><caption>Aggregate Performance Data (KPI 29)</caption><thead><tr><th>Month</th><th>Aggregate percentage of registered food premises that are grading inspected (2015-16)</th><th>Percentage of registered food premises that are grading inspected (2014-15)</th><th>2015-16 Target</th></tr></thead><tbody><tr><td>Jul</td><td>10%</td><td>10%</td><td>10%</td></tr><tr><td>Aug</td><td>25%</td><td>22%</td><td>18%</td></tr><tr><td>Sep</td><td>40%</td><td>35%</td><td>25%</td></tr><tr><td>Oct</td><td>50%</td><td>42%</td><td>35%</td></tr><tr><td>Nov</td><td>60%</td><td>48%</td><td>45%</td></tr><tr><td>Dec</td><td></td><td>52%</td><td>55%</td></tr><tr><td>Jan</td><td></td><td>58%</td><td>62%</td></tr><tr><td>Feb</td><td></td><td>65%</td><td>70%</td></tr><tr><td>Mar</td><td></td><td>75%</td><td>78%</td></tr><tr><td>Apr</td><td></td><td>82%</td><td>85%</td></tr><tr><td>May</td><td></td><td>90%</td><td>92%</td></tr><tr><td>Jun</td><td></td><td>98%</td><td>100%</td></tr></tbody></table>	Month	Aggregate percentage of registered food premises that are grading inspected (2015-16)	Percentage of registered food premises that are grading inspected (2014-15)	2015-16 Target	Jul	10%	10%	10%	Aug	25%	22%	18%	Sep	40%	35%	25%	Oct	50%	42%	35%	Nov	60%	48%	45%	Dec		52%	55%	Jan		58%	62%	Feb		65%	70%	Mar		75%	78%	Apr		82%	85%	May		90%	92%	Jun		98%	100%
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Jun		98%	100%																																																																																									
Explanation																																																																																												
<p><b>Monthly Performance:</b></p> <p>The team remain ahead of the inspection targets, with 17 additional inspections undertaken.</p>	<p><b>Aggregate Performance:</b></p> <p>The inspections remain ahead of the annual targets, however the implementation of the Food Act 2014 from 1 March 2016 will remain very challenging.</p> <p>The majority of the premises we have will need to transition in Year 1 (of 3). The impact will be clearer when the regulations are released in late December to give effect to the Act.</p>																																																																																											
KPI 30 – Percentage of ratepayers who are satisfied with Council management of enforcement activity for:																																																																																												
	2014-15 Performance	2015-16 Target																																																																																										
a) Freedom camping	37.4%	50%																																																																																										
b) Noise complaints	49.7%	55%																																																																																										
c) Dog control	51.7%	55%																																																																																										
d) Harbourmaster	63.6%	50%																																																																																										
<p>This is an annual measure reported from the Resident and Ratepayer satisfaction survey in June of each year.</p>																																																																																												



# ENVIRONMENT

The District's natural and built environment is high quality and makes the District a place of choice to live, work and visit.

## PROJECTS

Project	Delivery date	Action for the month	Next key milestone	Status
1. Notification of Stage One of the District Plan	26 August 2015	Summarising decisions requested in submissions, for notification of further submission process	Further submission period closes 16 December 2015	In Progress
2. Eco design advisor	April 2015	No change		In Progress

Project	Action for the month	Next key milestone
<b>District Plan Review (DPR):</b>	Summarising decisions requested in submissions, for notification of further submission process	Further submissions period closes 16 December 2015
• DPR3: Plan Change 49 Earthworks	Environment Court proceedings	Environment Court Hearing, estimated April 2016

## PROJECTS

OTHER PLAN CHANGES  
UNDERWAY

Project	Action for the month	Next key milestone
Private Plan Change 35: QAC Plan Change	Pending Environment Court resolution (Lot 6 matter)	Await final Environment Court decision.
Private Plan Change 44: Henley Downs	Pending Commissioners' decision	Issue of Commissioners' decision - December 2015
Private Plan Change 45: Northlake Special Zone	Council resolved at its November meeting to notify the Plan Change as operative	Public notice December 2015

## PROJECTS 2015-16

Project	Delivery date	Action for the month	Next key milestone	Status
1. District Plan notification Stage 1	26 August 2015	Submissions period. Public drop-in sessions and presentations.	Period of Further submissions, December 2015	In Progress
2. Report on alternative/additional options to improve housing affordability in the District	30 June 2016	None Scheduled	The action is with Councillors to progress a working group	In Progress

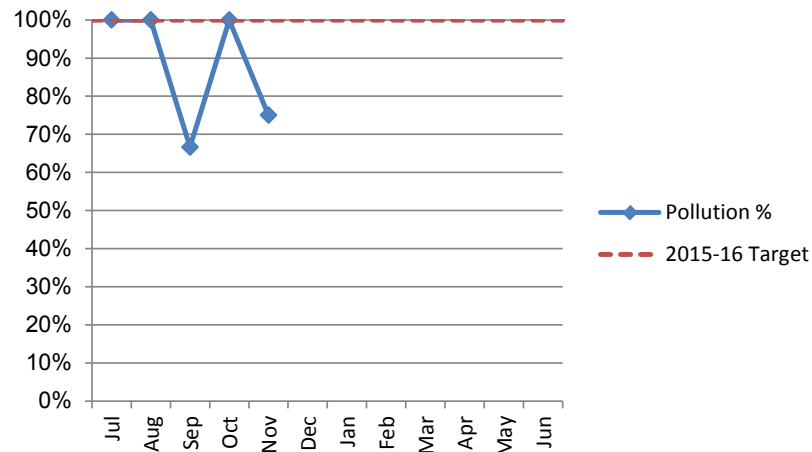
## PERFORMANCE

### KPI 31 - Percentage of ratepayers who are satisfied with the steps Council is taking to protect the environment

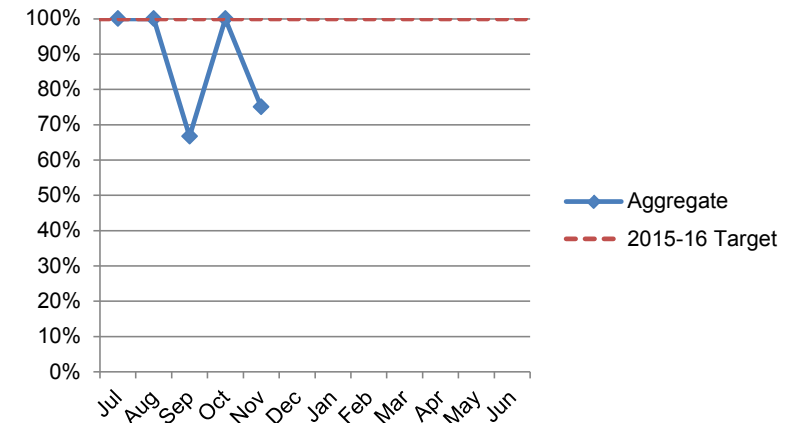
	2014-15 Performance	2015-16 Target
This is an annual measure reported from the Resident and Ratepayer satisfaction survey in June of each year.	37.4%	55%

### KPI 32 - Percentage of pollution related Requests for Service (RFS) resolved within specified timeframes\*

#### Monthly Performance



#### Aggregate Performance



#### Explanation

##### Monthly Performance:

Of the four pollution related RFS in November, 75% were resolved within the specified time with one being overdue.

##### Aggregate Performance:

There has been two overdue pollution related RFS year to date.





# ECONOMY

The District has a resilient and diverse economy.

## PROJECTS

Project	Delivery date	Action for the month	Next key milestone	Status
1. Lakeview Development (a) Preferred developer (b) Plan Change 50 operative	30 June 2016	(a) On hold (b) Mediation between the appellants and QLDC occurred on 24 November.	(a) To be confirmed (b) Hearing date (expected in April) and timetable for exchange of evidence between the parties is to be confirmed with the Environment Court.	In Progress
2. Convention Centre – conclusion of funding requirements and design commencement	30 June 2016	Central Lakes Trust further consideration of funding application.	Central Lakes Trust decision.	In Progress

### Comment:

## ADDITIONAL MATTERS PROGRESSED THIS MONTH

The classification of some Lakeview reserve land as ‘recreation reserve’ has been enacted with Land Information New Zealand (LINZ). The Council recommendation to exchange some ‘recreation reserve’ land at Lakeview with freehold land has been officially received by the Department of Conservation for consideration.



### PERFORMANCE

#### KPI 33 – Percentage of commercial ratepayers satisfied with how the tourism promotion rate is being used to market the district

2014-15:

This is an annual measure reported from the Resident and Ratepayer satisfaction survey in June of each year.

Target: 50%

Destination Queenstown:

Arrowtown Promotional Board:

Lake Wanaka Tourism:

#### KPI 34 – Growth in emerging sectors

2014-15:

To be measured from 2015-16.



# LOCAL DEMOCRACY

The community is well informed and engaged in the activities of Council.

## PERFORMANCE

### KPI 35 – Ratepayer / resident satisfaction with Council consultation

	2014-15 Performance	2015-16 Target
This is an annual measure reported from the Resident and Ratepayer satisfaction survey in June of each year.	46.2%	55%

### KPI 36 – Ratepayer / resident satisfaction with Elected members

	2014-15 Performance	2015-16 Target
This is an annual measure reported from the Resident and Ratepayer satisfaction survey in June of each year.	51.9%	80%



# SERVICE

The Council is trusted and respected for its customer service and stewardship of the District.

## PROJECTS

Project	Delivery date	Action for the month	Next key milestone	Status
1. Council office for Queenstown	30 November 2015	Workshop held on options for one dedicated office accommodation with elected members.	Prepare a paper to go to the February Council meeting on the location and cost of a single office for consideration in Annual Plan/10-Year Plan.	In Progress
2. Implement new Health and Safety requirements (carried over from 2014-15)	1 December 2014 (Delayed date 1 October 2015)	See Health, Safety & Wellbeing Performance Report in Human Resources section.		Completed

## ADDITIONAL MATTERS PROGRESSED THIS MONTH

### Enterprise System (TechOne)

- Time tracking project – tracking time usage for all staff projects – expert advice provided from T1 consultant and initial departmental meetings undertaken.
- Business process champion support - work begun with organisation. Framework established, initial meetings held and list of processes, issues and reports being collated across the organisation.
- Online RFS and online payments project - time efficiencies in house identified.
- Business Intelligence:
  - DIA dashboards reviewed and workshops with infrastructure and performance teams undertaken to identify solutions.
  - 27 reports, 5 alerts and 16 dashboards generated for the organisation.
- Testing of the accounts payable system (KOFAX) to progress towards go live – now with finance for soft release when ready.

---

## PERFORMANCE

### **Other Information and Communications Technology (ICT) work**

- 269 separate ICT helpdesk cases closed in the calendar month (12.81 per work day).
- Business Continuity / Disaster Recovery - Server Room move - full project plan in development. Business Continuity Plan (BCP) framework outlines setup of the BCP Steering Group. Framework and Disaster Scenarios to be developed and presented to the BCP Steering Group.
- 3 Waters Asset Management System – improved integration with 3 Water contractor to collect maintenance cost information.

### **SCHEDULED FOR NEXT MONTH**

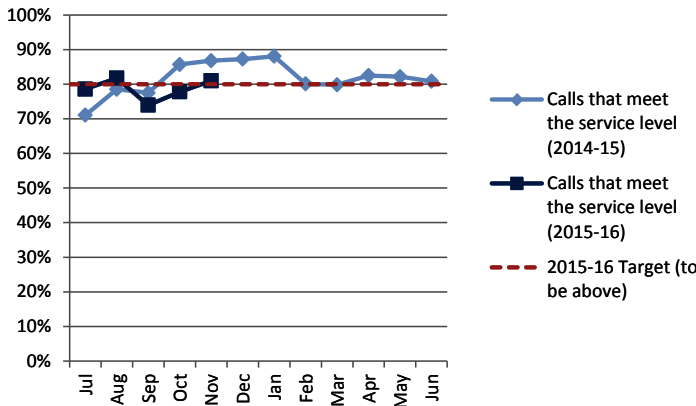
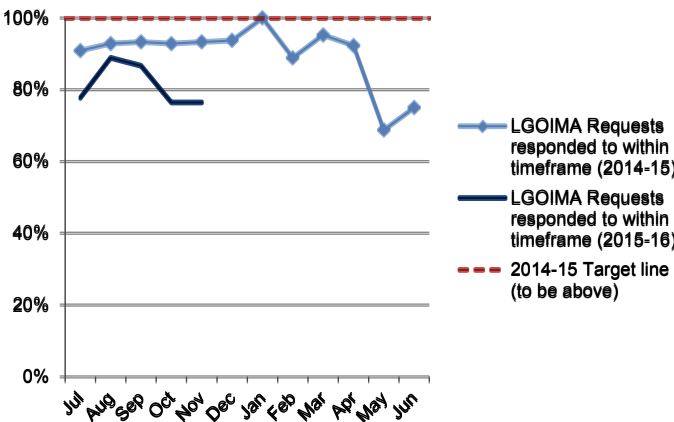
#### **Enterprise System (TechOne)**

- Continuation of enterprise system projects and business process champion support work.

### **Other Information and Communications Technology (ICT) work**

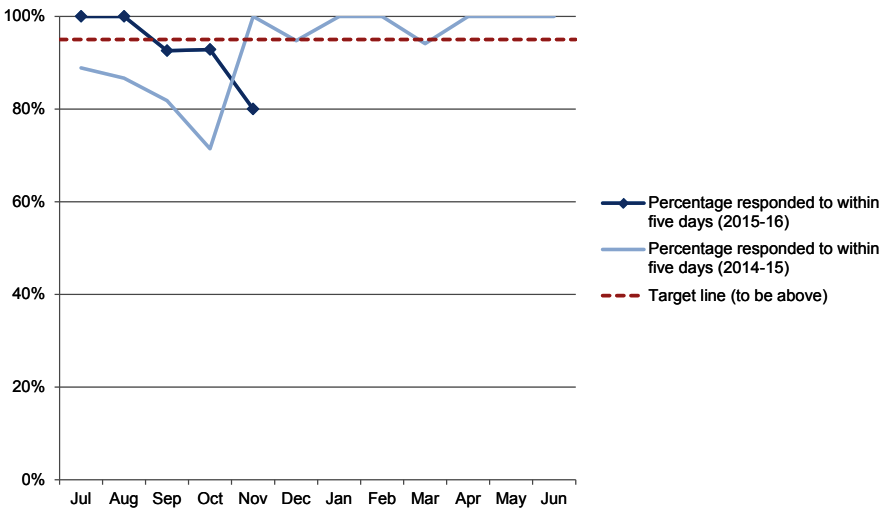
- ILM (Investment Logic Mapping) Workshop 2 – Knowledge Management benefit statements.
- Dekho GIS Viewer replacement project.
- Intranet replacement project (in-house project).
- Business continuity (BC) and disaster recovery (DR) project planning to continue.

## PERFORMANCE

KPI 37 – Percentage of customer calls that meet the service standard (answered within 20 seconds)		
Monthly Performance	Aggregate Performance	Explanation
 <p>Legend:</p> <ul style="list-style-type: none"> <li>—●— Calls that meet the service level (2014-15)</li> <li>—■— Calls that meet the service level (2015-16)</li> <li>--- 2015-16 Target (to be above)</li> </ul>	79%  Target: 80%	<p><b>Monthly performance:</b></p> <p>The average service level for the month is 80.98%. The team handled 6616 calls, and entered 1246 documents into QLDC's electronic document management system "TRIM".</p> <p><b>Aggregate performance:</b></p> <p>Service level aggregate is 79% year to date. Now that the team is fully staffed, a positive increase in performance is being observed.</p>
KPI 38a - Percentage of Local Government Official Information and Meetings Act (LGOIMA) Requests responded to within 20 days		
Monthly Performance	Aggregate Performance	Explanation
 <p>Legend:</p> <ul style="list-style-type: none"> <li>—●— LGOIMA Requests responded to within timeframe (2014-15)</li> <li>—■— LGOIMA Requests responded to within timeframe (2015-16)</li> <li>--- 2014-15 Target line (to be above)</li> </ul>	81.25%  Target: 100%	<p><b>Monthly performance:</b></p> <p>16 LGOIMA requests were due for response in November 2015, of which 75% were responded to within the timeframe. Delays were caused by the following:</p> <ul style="list-style-type: none"> <li>- Enquiry arriving at the same time as the submissions process was live - workload impacted response time.</li> <li>- Enquiry with high volumes of correspondence.</li> <li>- Enquiry not originally processed as a LGOIMA request and only identified as such close to deadline.</li> <li>- Delay in approval process.</li> </ul> <p><b>Aggregate performance:</b></p> <p>Service level aggregate is 81.25% year to date. A second staff member is now contributing additional resource to improve performance.</p>

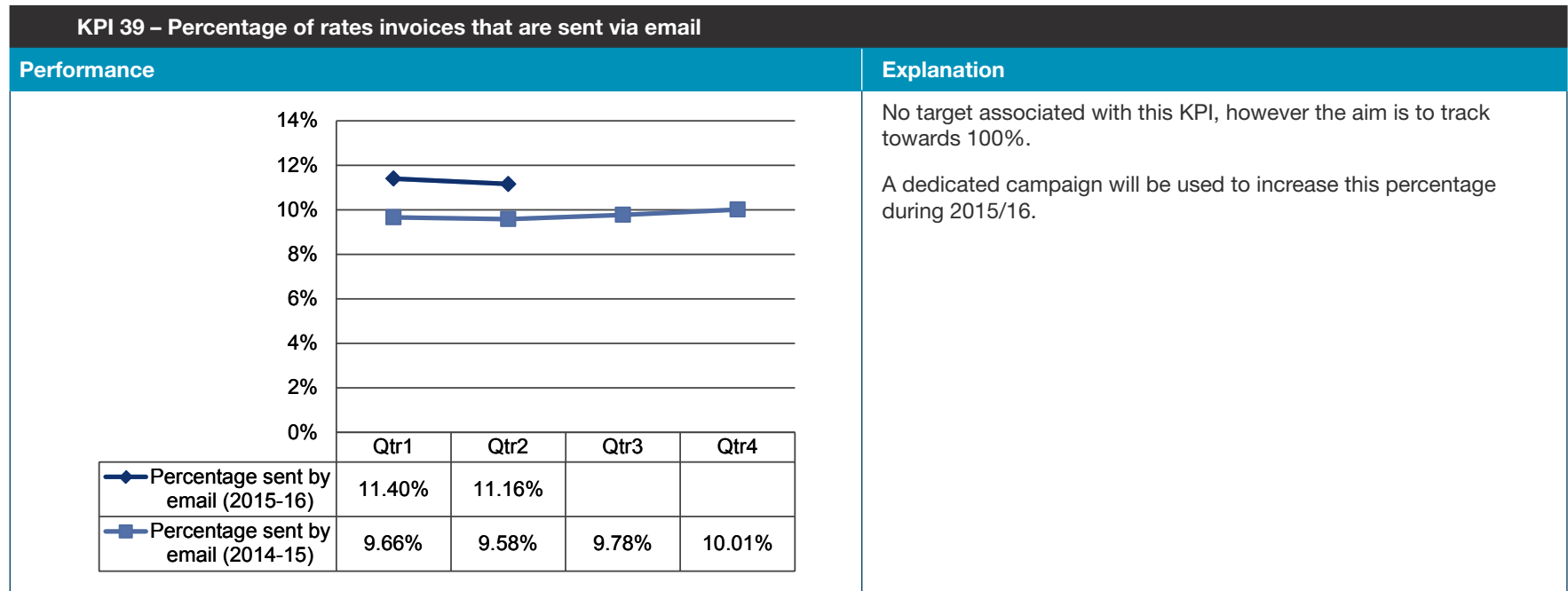
## PERFORMANCE

CONTINUED

KPI 38b – Percentage of Councillor enquiries responded to within five days		
Monthly Performance	Aggregate Performance	Explanation
 <p>             ● Percentage responded to within five days (2015-16)              — Percentage responded to within five days (2014-15)              - - - Target line (to be above)           </p>	80%  Target: 95%	<p><b>Monthly Performance:</b></p> <p>25 Councillor Requests were due for response in November 2015. 16 were for Property and Infrastructure (specifically 10 for Parks, three for transport, two for solid waste and one for Community Facilities), three for Planning, three for Regulatory, two for the CE's Office, and one for Finance</p> <p>Of these Requests, seven were made by Mayor van Uden, five each by Cr Lawton and Cr Gilmour, two each by Cr Forbes and Cr Ferguson, and one each by Cr Stammers-Smith, Cr Stevens, Cr Aoake and Cr MacLeod.</p> <p>20 Requests were resolved within the required timeframes. Two Requests have been extended into December so remain unresolved. One Request for Transport was resolved late due to a staff member being on annual leave. Two Requests for Parks were resolved late awaiting meetings with either the Community Association or Councillor before being able to resolve.</p>

## PERFORMANCE

CONTINUED



KPI 40 – Percentage of ratepayers who are satisfied with dealings with Council staff		
	2014-15 Performance	2015-16Target
This is an annual measure reported from the Resident and Ratepayer satisfaction survey in June of each year.	64.1%	85%





# FINANCIAL MANAGEMENT

Council expenditure is cost-effective and sustainable.

## PROJECTS

Project	Delivery date	Action for the month	Next key milestone	Status
1. Procurement policy	30 March 2016	None Scheduled	Review best practice examples within the sector	In Progress
2. Review of rates/funding	28 February 2016	Review commenced: Revenue & Finance Policy	Review continues through December	In Progress

**Comment:** Procurement Policy project will commence in January 2016

## ADDITIONAL MATTERS PROGRESSED THIS MONTH

- Year End work is completed – the Summary Annual Report was signed on 30 November 2015.
- The annual plan process for 2016/17 has commenced with both operating & capital budgets under review – capex workshops for elected members commence 8 December 2015.



## PERFORMANCE

KPI 41 - Weighted average interest rate		
Performance		Target
4.76% - We are consistently below the target. The recent re-financing during September has reduced the weighted average interest rate by 0.49%.		<6.5%
KPI 42 - Debt servicing to rates revenue		
Performance	Target	Explanation
June 2014: 10.5% December 2014: 10.6% June 2015: 10.24%	<15%	The result for 14/15 is an improvement on the previous year and reflects lower borrowing costs.
KPI 43 - Percentage of debt owing 90 days plus		
Performance	Target	Explanation
June 2014: 23.7% June 2015: 21.3%	<30%	The result shows an improvement from 2014. However, there are a large number of historic infringement and sundry debtors deemed doubtful and at risk of needing to be written off. This result excludes rates debtors.
KPI 44 - Rates as a percentage of household income		
Performance	Target	Explanation
June 2013: 2.73% June 2014: 2.78% June 2015: 2.78%	<3%	The result for 14/15 is the same as the year before and reflects low rates increases. The household income figure is based on 2013 census data.
KPI 45 - Capital Expenditure (Capex) to depreciation ratio		
Performance	Target	Explanation
June 2013: 1.9 June 2014: 1.64 June 2015: 1.70	1	The result for June 15 continues the trend of comfortably meeting the target.



# HUMAN RESOURCES

## PERFORMANCE

Department	New starters this month	Departures this month	Vacancies this month	Current Full Time Employees (FTEs)
Corporate Services*	1.0	2.0	3.4	56.57
Finance	0.0	0.0	1	14.75
Property and Infrastructure	0.0	0.0	8.0	42.58
Planning and Development	2.0	2.0	13.0	52.93
Regulatory	1.0	0.0	3.0	14.90
Sport and Recreation	1.93	0.75	3.25	45.51
<b>Total</b>	<b>5.93</b>	<b>4.75</b>	<b>31.7</b>	<b>227.33</b>

\*Corporate Services includes the Chief Executive.

### Departures:

Corporate Services; 1.0 FTE Library Services, 1.0 FTE HR, Planning & Development; 2.0 FTE Building Services, Sport & Recreation; 0.75 FTE Health & Fitness.

### Vacancies:

NB: Vacancies above include: vacant positions, roles for which recruitment process is open, and roles appointed but incumbent has not yet commenced.

Of the 31.7 FTE vacancies, 9.88 are appointed but not yet commenced. 20.79 roles remain in “advertised” status at 30 November 2015. The remaining vacancies are either in ‘advertising closed’ status, or not yet advertised.

It is noted that Planning & Development is currently carrying 13 vacancies, two of which (2x Resource Consent Planner) have been placed, with the successful candidate not yet started. The remaining 11 vacancies include:

- GM, Planning & Development. The recruitment process is underway.
- Building Control Supervisor. The incumbent remains in place until early December.
- Building Control Officers. Recruitment continues for these roles, with additional support secured early in the new year.
- Resource Consent and Policy (District Plan) Planners. Recruitment processes nearing completion for the remaining roles.
- District Plan Manager, renamed the Planning Policy Manager. The recruitment process is underway.
- Resource Management Engineer. The recruitment process has not commenced to date.
- Development Contributions Officer (Fixed term). Recruitment processes nearing completion.

It is noted Property & Infrastructure is currently carrying eight vacancies, three of which (Property Manager, Infrastructure Analyst and Town Custodian- fixed term) have been placed with the successful candidate not yet started. The remaining five vacancies include:

- Principal Planner, Infrastructure. Incumbent remains in place until early 2016.
- 2x Maintenance Contract Managers. Recruitment processes nearing completion.
- Gardener. Recruitment for this role is on hold.
- Property, Parks and Assets Analyst. Recruitment for this role is on hold.



### PROJECTS

### ADDITIONAL MATTERS PROGRESSED THIS MONTH

- The HR team facilitated an engagement session for the Resource Consenting team and the Regulatory & Finance team. By February 2016 all departments will have taken part in HR facilitated engagement sessions. Engagement sessions are designed to facilitate effective team communication and interaction. They have been structured across three broad themes:
  - Better communication styles
  - Team purpose
  - Positive behaviours
- A Tier 3 management session took place this month to discuss engagement actions that have happened accross the organisation this year and the next steps on communicating these successes to the organisation was agreed.

There are approximately 12 themes with varying actions including: working better together, cross functional interaction, commitment to improved communication across the organisation and creating rules of engagement (above and below the line)
- A Strategic Pay Audit of the QLDC remuneration framework has taken place in this month. Feedback was good overall.
- Please note: The Human Resources Manager is on leave until 29 December 2015



## PERFORMANCE

## HEALTH &amp; SAFETY

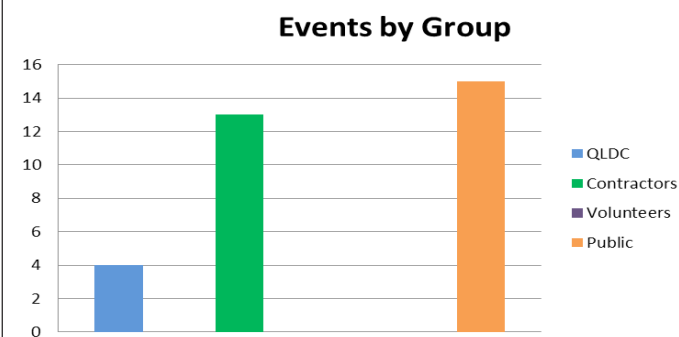
## Health, Safety &amp; Wellbeing – Monthly Performance Report

## Health, Safety &amp; Wellbeing Commitment

QLDC Health Safety and Wellbeing team is committed to preventing work related injury/illness and achieving the highest standards of health and safety for our business activities. It is committed to the establishment of performance targets to ensure continued improvement in support of the principle that all workplace injuries and illnesses are preventable.

November - 2015

## Events Reported



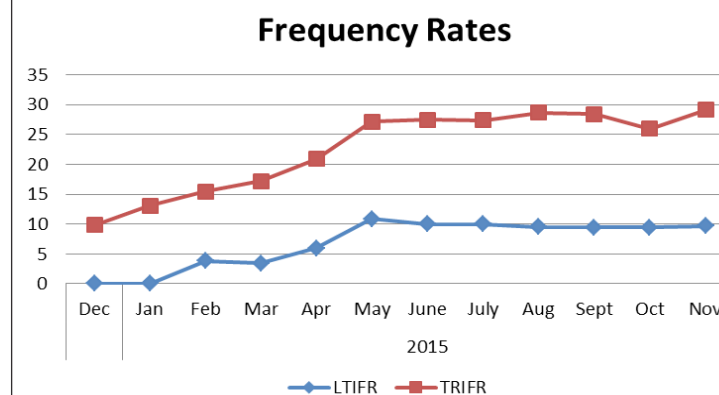
Includes ANY reported Accident, Incident or Near-Miss on QLDC controlled sites regardless of severity.

## Worksafe Contact

**SERIOUS HARM**  
**Notifications (0)**

**Notifiable Work (0)**

## QLDC Event Trends



TRIFR - Total Rolling Injury Frequency Rate (12 Month)\*

LTIFR - Lost Time Injury Frequency Rate (12 Month)

\*Industry Standard:

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

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



### PROJECTS

#### HEALTH & SAFETY

Activities additional to Action Plan	Comments
Cross-Council Health & Safety Team	Terms of reference have been established for the Otago Cross-Council Health and Safety Group (QLDC, ORC, WDC, DCC and CODC). Priority collaborative projects have been identified within the group.
High Risk Work Guidelines	In response to department level feedback, QLDC guidelines have been created for identifying high risk tasks and managing associated risks (Ex. Confined Spaces, Working at Heights).

Milestones	Due Date	Comments
Contractor Management Training	15 December 2015 (In Progress)	QLDC Contractor Management training will be conducted to align all staff engaging contractors in the processes and procedures required under the newly developed QLDC Contractor Management System.
Vehicle Management	15 January 2016 (Extended)	New E-Roads features have been identified that will improve QLDC Vehicle Management. QLDC Vehicle Management due date has been extended to allow features to be included in the roll out.