

# MONTHLY REPORT

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

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# EXECUTIVE SUMMARY

## MATERIAL ISSUES OR EVENTS

- 10-Year Plan consultation document published.
- The National Aeronautics and Space Administration (NASA) launched its heavy-lift super pressure balloon from Wanaka on 27 March.
- Work underway to repair trail failure due to slip at Glenda drive.
- Hearing outcomes for Plan Change 45.
- Skippers Road routine maintenance.
- Three nominations were received for Arrowtown Ward seat.

## OPERATIONAL PERFORMANCE

### Financial Performance (February 2015)

- Overall year-to-date (YTD) Operating Surplus is \$11.25m; this is \$3.84m ahead of budget;
- Operating expenditure is \$2.6m below budget YTD;
- Operating Revenue is \$1.2m ahead of budget YTD;
- Capex expenditure is \$10.3m or 18% of the original Annual Plan budget.

## MAJOR PROJECTS

- Wanaka Pool: Progressing a new 25m eight-lane lap pool and a learn-to-swim pool through to preliminary design by June, running in parallel with the 10-Year Plan consultation. Community engagement meeting run with the Wanaka Community Board set for the second week of April.
- Wanaka Sports Facility: Tender for Stage One of the Wanaka Sports facility (WSF) was issued to the three successful Expression of Interest (EOI) contractors on 25 March, the tender period is three weeks with evaluations occurring at the end of April. Main contractor appointment (Chief Executive delegation) in May 2015 with construction set to begin by mid-May.
- Team participation in Local Government Management Agency (LGMA) Challenge competition.

## COMMUNICATIONS AND STAKEHOLDER RELATIONS

- We issued six media advisories in March.
- Consultation:
  - o Proposed Local Approved Products Policy (zero responses).
  - o Proposed Trade Waste Bylaw 2014 (seven responses).
  - o District Plan Review - Residential Chapter (144 responses in March, 159 YTD).
  - o 10-Year Plan - closes 29 April.

## SIGNIFICANT ISSUES IN THE NEXT TWO MONTHS

- 10-Year Plan consultation process.
- Transport Strategy consultation.
- Queenstown Bay Reserve Management Plan consultation.

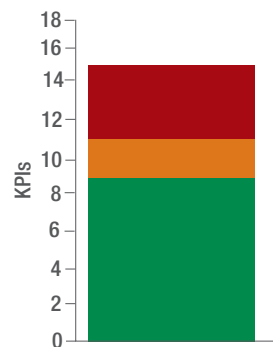


# KEY PERFORMANCE INDICATORS (KPIs)

This dashboard shows Queenstown Lakes District Council's (QLDC) aggregated performance from July 2014 for the eight outcomes contained within our Annual Plan 2014-15, and revisions proposed in our upcoming 10-Year Plan. Each of the eight outcomes is detailed within the following report, including specific actions and performance information.



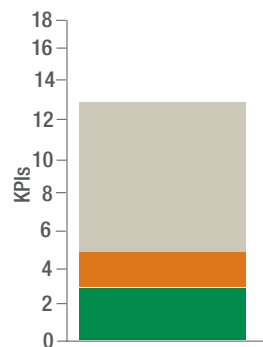
## CORE INFRASTRUCTURE AND SERVICES



This outcome contains 15 KPIs. KPIs 6a, 7, 8a and 9b missed target for the month. [Reference pg 16.](#)



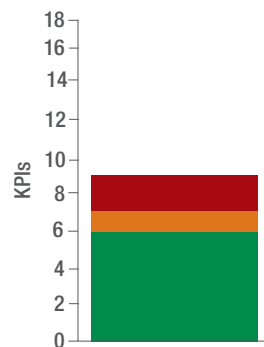
## COMMUNITY SERVICES AND FACILITIES



This outcome contains 13 KPIs. [Reference pg 25.](#)



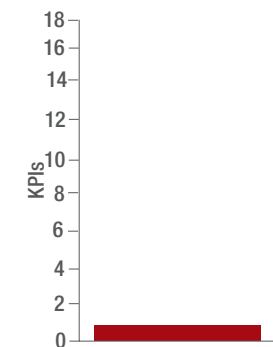
## REGULATORY FUNCTIONS AND SERVICES



This outcome contains 9 KPIs. KPIs 19 and 20a missed target for the month. [Reference pg 37.](#)



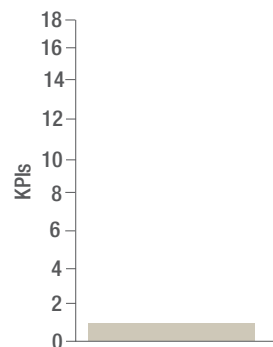
## ENVIRONMENT



This outcome contains 1 KPI. [Reference pg 50.](#)



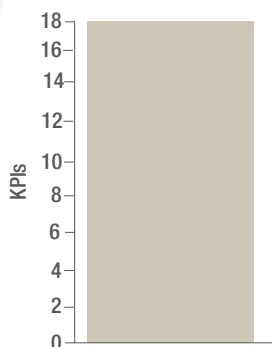
## ECONOMY



This outcome contains 1 KPI regarding Growth in Emerging Sectors, reporting annually from June 2015. [Reference pg 52.](#)



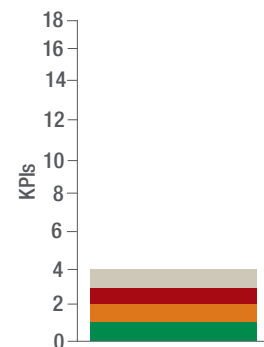
## LOCAL DEMOCRACY



This outcome contains 18 KPIs with data from the Resident and Ratepayer survey to be conducted July 2015. [Reference pg 54.](#)



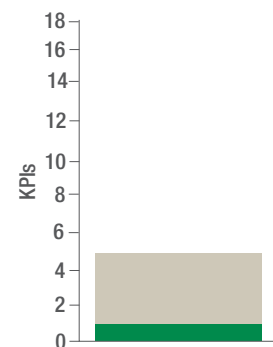
## SERVICE



This outcome contains 4 KPIs. KPI 30a missed target for the month. [Reference pg 57.](#)



## FINANCIAL MANAGEMENT



This outcome contains 5 KPIs. [Reference pg 60.](#)



# FINANCE

## FINANCIAL REPORT TO FEBRUARY 2015

### EXPENDITURE

Description	February 2015 Actual	February 2015 Budget	February 2015 Variance	YTD Actual	YTD Budget	YTD Variance	Full Year Budget	YTD Actuals to Full Year Budget
Expenditure - Salaries and Wages <sup>1</sup>	1,194,753	1,369,493	-174,740	10,930,665	10,955,944	25,279	16,456,734	66%
Expenditure - Health Insurance <sup>2</sup>	14,582	15,833	1,251	146,793	126,664	-20,129	190,000	77%
<b>Total Personnel</b>	<b>1,209,335</b>	<b>1,385,326</b>	<b>-173,490</b>	<b>11,077,458</b>	<b>11,082,608</b>	<b>5,150</b>	<b>16,646,734</b>	<b>67%</b>
Expenditure - Professional Services <sup>3</sup>	380,139	143,348	-236,791	1,991,170	1,098,438	-892,732	1,452,882	137%
Expenditure - Legal <sup>4</sup>	49,063	106,579	57,516	397,830	852,632	454,802	1,278,984	31%
Expenditure - Stationery <sup>5</sup>	30,282	41,181	10,899	180,792	329,448	148,656	494,167	37%
Expenditure - IT and Phones	9,798	29,883	20,085	235,665	239,064	3,399	358,592	66%
Expenditure - Commercial Rent <sup>6</sup>	177,592	173,341	-4,251	1,209,162	1,386,728	177,566	2,080,050	58%
Expenditure - Vehicle	36,582	38,182	1,600	316,507	305,456	-11,051	458,151	69%
Expenditure - Power <sup>7</sup>	106,667	216,667	110,000	1,529,889	1,733,336	203,447	2,600,000	59%
Expenditure - Insurance <sup>8</sup>	66,669	83,336	16,667	455,770	666,688	210,918	999,999	46%
Expenditure - Infrastructure Maintenance <sup>9</sup>	1,482,393	1,385,368	-97,025	10,655,072	11,130,290	475,218	16,890,642	63%
Expenditure - Parks and Reserves Maintenance	319,938	292,622	-27,316	2,489,420	2,491,233	1,813	3,681,424	68%
Expenditure - Other <sup>10</sup>	669,001	1,012,559	343,557	9,336,374	9,767,104	430,729	12,619,807	74%
<b>Total Operating</b>	<b>3,328,125</b>	<b>3,523,065</b>	<b>194,941</b>	<b>28,797,651</b>	<b>30,000,416</b>	<b>1,202,765</b>	<b>42,914,698</b>	<b>67%</b>
Expenditure - Depreciation	1,760,761	1,760,761	0	14,086,088	14,086,088	0	21,129,085	67%
Expenditure - Interest	485,199	684,221	199,022	4,033,009	5,473,768	1,440,759	8,210,619	49%
<b>Total Depreciation and Interest</b>	<b>2,245,960</b>	<b>2,444,982</b>	<b>199,022</b>	<b>18,119,097</b>	<b>19,559,856</b>	<b>1,440,759</b>	<b>29,339,704</b>	<b>62%</b>
<b>TOTAL</b>	<b>6,783,420</b>	<b>7,353,373</b>	<b>220,473</b>	<b>57,994,207</b>	<b>60,642,880</b>	<b>2,648,673</b>	<b>88,901,136</b>	<b>65%</b>

FINANCIAL  
REPORT

CONTINUED

## REVENUE

Description	February 2015 Actual	February 2015 Budget	February 2015 Variance	YTD Actual	YTD Budget	YTD Variance	Full Year Budget	YTD Actuals to Full Year Budget
Income - Rates	4,817,630	4,808,652	8,979	38,487,007	38,469,213	17,794	57,703,803	67%
Income - Development Contributions <sup>11</sup>	602,230	557,076	45,154	4,874,222	4,456,608	417,614	10,562,687	46%
Income - Vested Assets	0	0	0	0	0	0	5,948,423	0%
Income - Grants and Subsidies	280,552	337,603	-57,052	2,578,698	2,227,870	350,827	3,793,151	68%
Income - Grants and Subsidies Capex <sup>12</sup>	347,227	1,103,433	-756,206	2,037,713	5,284,869	-3,247,156	9,771,100	21%
<b>User Charges/Other Income</b>								
Income - Consents <sup>13</sup>	325,132	379,882	-54,750	3,432,867	3,039,056	393,811	4,558,600	75%
Income - Regulatory <sup>14</sup>	173,634	178,665	-5,031	1,940,715	1,429,320	511,395	2,144,000	91%
Income - Operational <sup>15</sup>	1,046,659	1,813,309	-766,650	15,898,255	13,151,510	2,746,745	18,226,127	87%
<b>Total Revenue</b>	7,593,064	9,178,620	-1,585,556	69,249,475	68,058,447	1,191,029	112,707,891	61%
<b>Net Surplus/(Deficit)</b>	<b>809,644</b>	<b>1,825,247</b>	<b>-1,365,083</b>	<b>11,255,269</b>	<b>7,415,566</b>	<b>3,839,702</b>	<b>23,806,755</b>	47%

Description	February 2015 Actual	February 2015 Budget	February 2015 Variance	YTD Actual	YTD Budget	YTD Variance	Full Year Budget	YTD Actuals to Full Year Budget
<b>Capital Expenditure</b>								
Projects/Asset Purchases	1,630,610	1,348,781	-281,829	10,338,619	38,830,078.00	28,491,459	58,245,117	18%
Debt Repayment <sup>16</sup>	0	0	0	0	0	0	13,969,303	0%
Vested Assets	0	0	0	0	0	0	5,948,423	0%
<b>External Borrowing</b>								
Loans	30,000,000						42,000,000	
Bonds	70,000,000						93,000,000	
<b>Total</b>	<b>100,000,000</b>						<b>135,000,000</b>	

**DETAILED NOTES:**

1. Salaries and Wages - Month negative variance driven by the coding correction completed in February. YTD positive variance of \$25,279 inclusive of Kiwisaver.
2. Health Insurance - The budget for this item is light. Expected overspend for full year of \$36k. This was due to an unbudgeted increase in premiums by Southern Cross and impact of the Fringe Benefit Tax (all full-time employees are eligible for Southern Cross coverage). Savings will need to be made elsewhere within the Human Resources budget.
3. Professional Services - Direct YTD offsets are explained below, with any overspend in this area being offset in other areas (i.e. legal underspend YTD \$454k):
  - \$129k Finance - Contract accounting staff the majority offset by reduced staff costs of \$56k and legal \$45k;
  - \$148k Infrastructure - Negative variance driven by the reclassification of consulting fees within the maintenance contract to consulting. This spend is offset by the positive variance (\$460k) in the Infrastructure Maintenance reporting category;
  - \$272k Operations - Asset management, contract reviews, helipad assessments, earthquake assessments, reserve management plans, designations and developer agreements. A further review will be undertaken to confirm if some of these costs should be capitalised;
  - \$310k On-chargeable consultant costs for consents - offset by consent income;
  - \$40k CEO - Timing variance with budget phased across the 12 months, spend completed in February. Any additional professional services fees will be offset by legal which is currently a positive YTD variance of \$62k.
4. Legal Expenses - Month positive variance follows the trend of 53% of budget. This is expected to continue until year end and offset other professional service fees.
5. Stationery - This category has been consistently underspent all year. This reduction has been reflected in the proposed 10-Year Plan.
6. Commercial Leases - \$177k positive variance due to the following:
  - \$96k positive variance due to the correct recognition of the notional lease cost at Frankton Campgrounds at \$16k, this was incorrectly budgeted at \$160k;
  - \$20k positive variance driven by computer leases (actuals less than forecast);
  - \$61k positive variance driven by recognition of the campground lease expenses (timing only).
7. Power - Positive YTD variance of \$203k. This will align with budget as we move into the cooler months.
8. Insurance - Positive variance driven insurance excess with no claims processed and a receipt of insurance excess recovery (\$80k) and no further insurance claims
9. Infrastructure maintenance - YTD result 4.27% under budget. \$148k of this variance is driven by the reclassification of professional services within the maintenance contracts, the balance of \$327k in roading which is due to budget phasing and will decrease over the four months March - June.
10. Other Expenditure - Variances detailed below:
  - CEO - \$215K positive variance due to the timing of grants and accruals;
  - Finance - \$331k negative variance, \$289k of written off income to be redistributed to the correct directorate, \$67k timing issue for the end of year audit account
  - Legal and Regulatory - \$192k positive variance due campervan patrols cost being less than forecast (\$86k) and the timing of court cost expense allocation (\$62k);
  - Operations: \$248k positive variance, mainly due to cleaning (\$195k). This will be investigated to ascertain whether it's a reclassification issue or a timing one.
11. Development Contribution Income - This has consistently been ahead of budget YTD. February has seen this continue at January's rate of 9% ahead of budget.
12. Grants and Subsidies Capex Income - Negative variance driven by the reduction in capital roading projects.
13. Consents Income - February has seen a slowdown in consent income as expected. YTD variance to budget now at 13.0%, down from 14.4% in January and 20.8% in December.
14. Regulatory Income - Income up in all areas; Parking \$177k, Animals \$13k, Bylaw \$72k, Environmental Health \$41k, Liquor Licensing \$148k. This is a direct reflection of increased enforcement officers (both internal and contracted), but will partially be offset due to seasonality and the cost of court fees (yet to accrue).
15. Operational Income - YTD positive variance is due to the revenue associated with the transfer of the QLDC campgrounds to CCR Ltd (\$3.2m). It is intended to apply this unbudgeted revenue to additional repayment of campground debt.
16. Debt Repayment - this line relates to the repayment of internal loans which will be recognised at the end of the financial year.



# CORE INFRASTRUCTURE AND SERVICES

High performing infrastructure and services that meet current and future user needs and are fit for purpose are cost-effectively and efficiently managed on a full life-cycle basis, are affordable for the District.

## PROJECTS

Project	Delivery date	Action for the month	Next key milestone	Status
1. Asset management plans (AMP) complete	1 January 2015	AMPs and Infrastructure Strategy closed off.	Aligning Infrastructure Strategy upon completion of consultation on 10-Year Plan.	Complete
2. Award new 3 Waters contract	1 April 2015	Evaluation of proposals and contract negotiation finalised. CEO and elected representative sign-off provided to award contract to Veolia Water Services (ANZ) Pty Limited. Award documentation executed by QLDC and Veolia.	New contract commences on 1 July 2015.	Complete
3. Completion of Queenstown town centre transport strategy	1 March 2015 (Delayed date July 2015)	Awaiting completion of consultation material.	Consultation expected to commence in April.	On Track
4. Completion of the Economic Network Plan	1 April 2015	An agenda item was included in the March Council meeting for information.	Nil	Complete
5. Commence development of Stage One of the Shotover Wastewater Treatment Plan	30 June 2015	All contractor negotiations are now complete. All objections to resource consents have been resolved.	Resource consent hearing scheduled for 24 April. Resolve final agreement with Gun Club. Consider recommendation to award contract under agreed delegation.	On Track





## PROJECTS

CONTINUED

Project	Delivery date	Action for the month	Next key milestone	Status
6. Confirm a decision whether to trial metering within one water supply scheme	1 April 2015	Nil	Nil	Complete
7. Complete wastewater options report Cardrona and Glenorchy	30 June 2015	Cardrona: Long list of options developed and economic evaluations underway.  Glenorchy: Assessment of all alternative sites now complete. Draft response to community questions prepared.	Cardrona: Key Stakeholder meetings scheduled for April and May.  Glenorchy: Communicate responses to the community. Meet with commercial stakeholder to discuss funding options.	On Track
8. Complete Glenorchy Airport Reserve Management Plan	1 December 2014 (Proposed delayed date November 2015)	Council resolved to notify Draft Plan and notification undertaken from 6 April 2015.	Review public submissions two months following notification (June 2015).	On Track
9. Complete priority elements for the Wanaka transport strategy	30 June 2015	Parking surveys completed and workshopped with Community Board.	Roading network report to be completed by mid-June 2015. Development of cycling and walking network options to be workshopped with the Wanaka Community Board and stakeholders in mid-May.	Minor Issues/ Delays
10. Complete, with New Zealand Transport Agency (NZTA) construction of Glenda Drive and associated roads projects	30 June 2015	Physical works are underway.	Completion of access to Placemakers/Mitre 10 sites by mid-May 2015.	Minor Issues/ Delays

## COMMENT

8. The delivery date has been adjusted to July / August 2015 (dependent on hearing requirement) to allow time to complete draft plan, public notification, hearing process and finalisation. The delay has allowed a limited amount of consultation with the adjacent land owner in respect to the revised plan.
9. We have revised the programme for this item to allow time for the development of the supporting strategies around parking, arterial networks and cycling/walking plans.
10. Physical works are presently underway. Within the overall project, elements have been re-jigged to manage risks around potential delays in the delivery of materials and to coordinate with the construction timing of the adjoining Grant Road roundabout. This means that the physical construction of the Glenda Drive state highway roundabout will not be completed until October this year. Nevertheless, access to Pak'n'Save and Mitre 10 properties – which were driving the timeframe for the project - will be achieved by mid-May 2015.

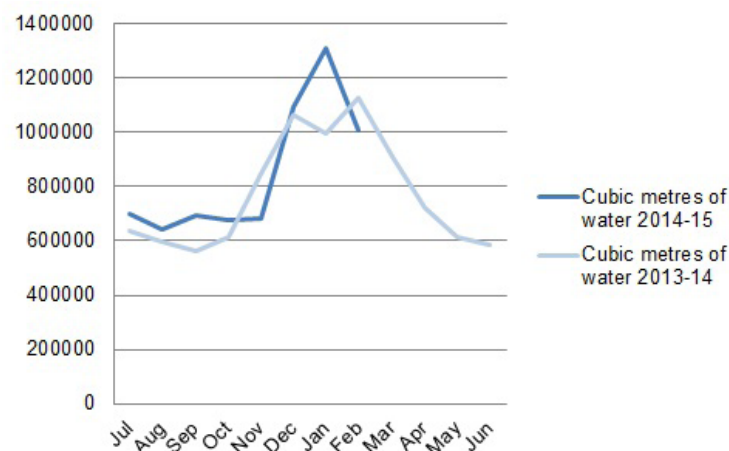


## PERFORMANCE

### KPI 1 – Annual cost per cubic metre of water supplied

#### Monthly performance

Total cubic metres of water



#### Aggregate performance



#### Explanation

##### Monthly performance:

Water usage decreased in February following the peak visitor period. Total water costs were up compared with previous months following completion of a number of renewals projects.

Due to technical issues with the contractor's financial system, some jobs undertaken late last year have only been claimed this month. This has contributed to lower costs in November and December and a higher February cost. QLDC was made aware of this and awaiting the additional costs coming in. Currently awaiting confirmation that claims are now up to date.

##### Aggregate performance:

As per the above, there was a dip in maintenance costs over the summer months. Additional costs coming in this month have stabilised YTD costs.

Future use of accrual accounting by QLDC would help to reduce monthly cost fluctuations.

Total costs will continue to track below target until improvement projects are capitalised at the end of the financial year.

*N.B. - Includes: Whole district inclusive of Lakes Hayes.*

*Due to timing of financial reporting and reconciliation, aggregate performance costs are reported for the previous month.*

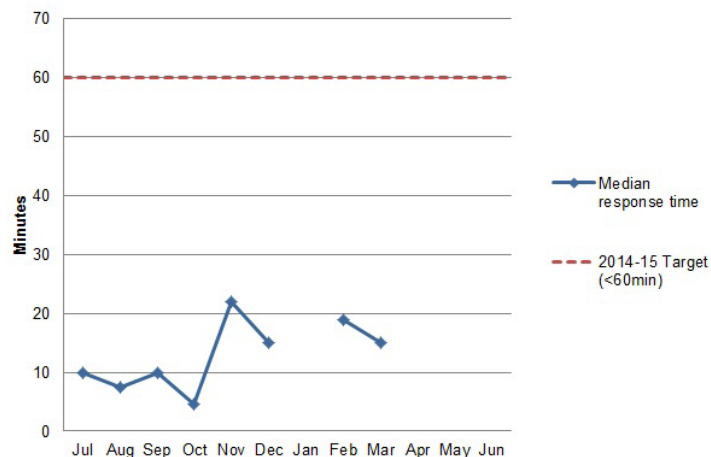


## PERFORMANCE

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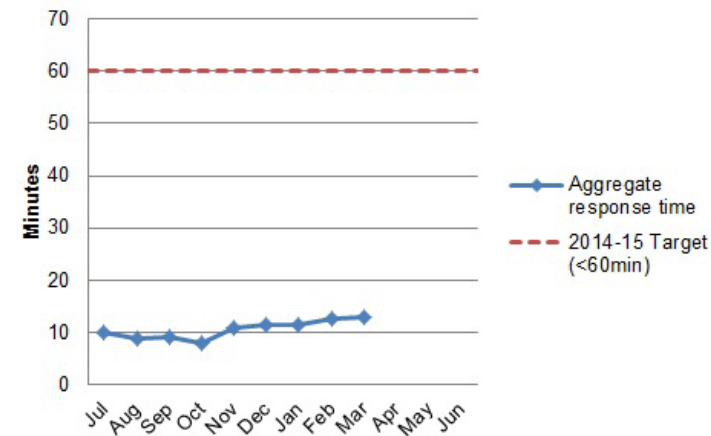
### KPI 2a – Median response time to attend to sewage overflows from blockages or other faults of a municipal sewerage system between the time of notification and the time when service personnel reach the site

#### Monthly performance



There were no overflows in January

#### Aggregate performance



#### Explanation

##### Monthly performance:

The median initial response time to sewerage overflow events in March was 15 minutes.

It should be noted that median response times are provided by the contractors job allocation system. QLDC request for service figures are not used as some overflows responded to are initiated by the contractor and not through the RFS system. Those jobs logged in the QLDC system are used as a check of accurate response times.

##### Aggregate performance:

The average response time is still tending towards 12 minutes which is a very high level of performance against the target. QLDC will be undertaking overflow response simulations in the coming months to ensure confidence in this data.

*N.B. - This is a mandatory DIA measure without an associated performance standard. This measure shows an internal target of <60 minutes.*

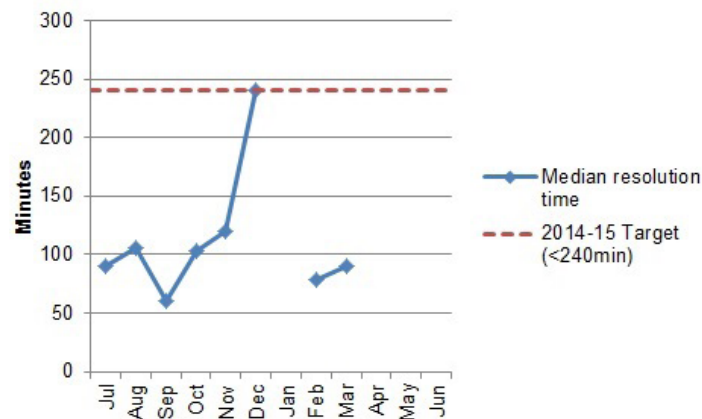


## PERFORMANCE

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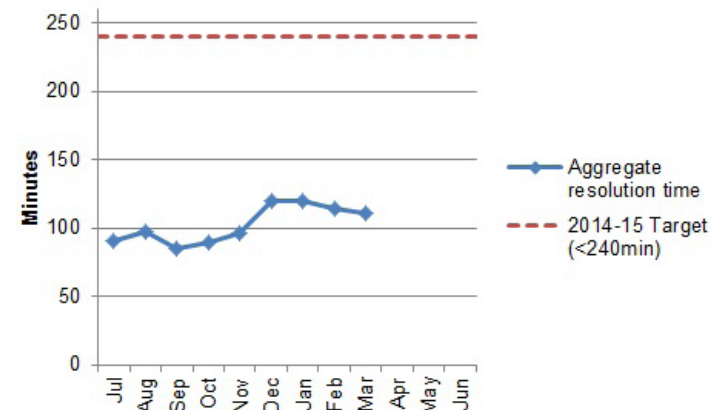
### KPI 2b – Median response time to attend to sewage overflows from blockages or other faults of a municipal sewerage system between the time of notification and resolution of the blockage or other fault

#### Monthly performance



There were no overflows in January

#### Aggregate performance



#### Explanation

##### Monthly performance:

The average overflow resolution time was slightly higher this month with one response requiring follow up action after the initial inspection observed no evidence of overflow. This was due to the overflow being an intermittent pulse with evidence removed by wet conditions.

##### Aggregate performance:

Aggregate resolution time is tracking well within target at 110 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).*

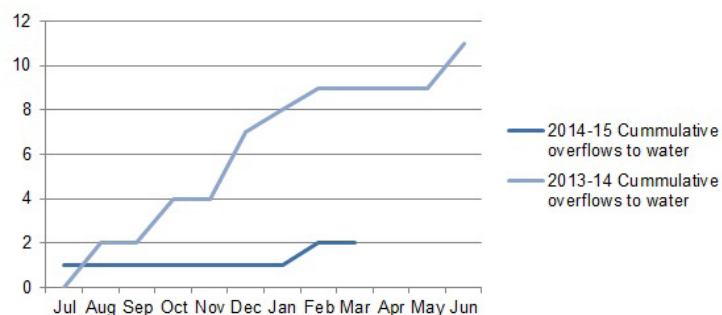


## PERFORMANCE

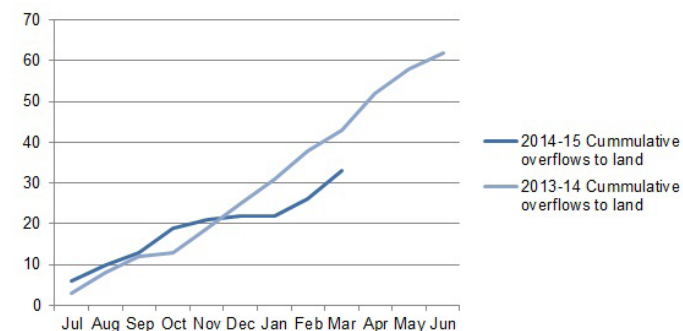
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### Number of sewer overflows to water and land

#### Overflows to water



#### Overflows to land



### Reported Overflows

December	January	February	March
Earnslaw Terrace, Queenstown	N/A	Bayview Road, Queenstown*	37 Hallenstein St, Queenstown
		Peninsula Rd, Kelvin Heights**	39 Robertson St, Frankton
		65 Thompson Street, Queenstown**	35 Highview Terrace, Queenstown
		Buckingham Street, Arrowtown	78 Hedditch St, Wanaka
		Shotover/Man Street, Queenstown	141 Warren St, Wanaka
			835 Frankton Road, Queenstown
			9 Rimu Lane, Wanaka

\*Overflow to water

\*\*Repeat locations (resolved)

There were no sewerage overflows to water in March.

There were seven sewerage overflows to land in March. Increasing overflows to land is an early warning of increased risk of an overflow to water event. QLDC is working with the maintenance contractor to identify the cause of these events and preventative maintenance works required to bring this number down.



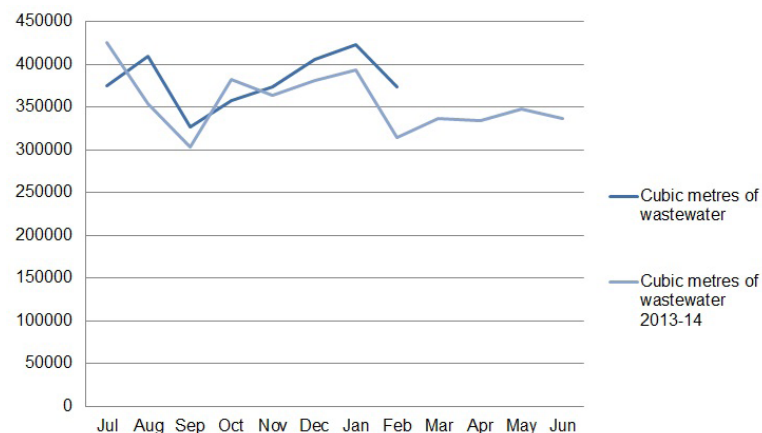
## PERFORMANCE

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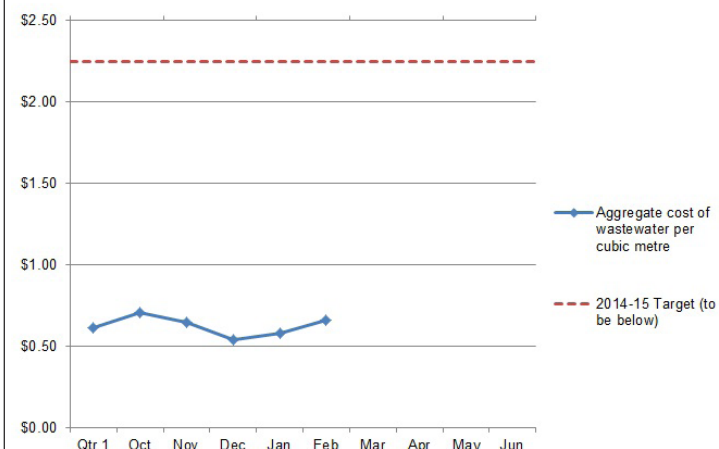
### KPI 3 – Annual cost per cubic metre of wastewater collected and treated

#### Monthly performance

Total cubic metres of wastewater



#### Aggregate performance



#### Explanation

##### Monthly performance:

Cubic meters of wastewater were back to pre-peak levels in February.

Total wastewater costs were up compared with previous months following completion of a number of renewals projects.

##### Aggregate performance:

The aggregate cost of wastewater has increased following larger February expenditure.

It should also be noted that as wastewater generation decreases (with less visitor numbers outside peak periods) the cost per cubic metre of wastewater increases as most costs are fixed.

Total YTD costs will continue to track below the target cost until improvement projects are capitalised at the end of the financial year.

*N.B. - This measure includes flow data and costs from the whole district.*

*Due to timing of financial reporting and reconciliation, aggregate performance costs are reported for the previous month.*



### PERFORMANCE

CONTINUED

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
0	0.22 Target: <2 per month	<p><b>Monthly performance:</b> There were no habitable floor flooding events during March. QLDC is currently working with contractors to ensure stormwater paths and sumps are well maintained ahead of future rainfall events.</p> <p><b>Aggregate performance:</b> The aggregate number of habitable floor flooding events is 0.22 and meeting the target of annual average of less than two per month. The YTD cumulative total continues at two.</p> <p><i>N.B. - This is a mandatory DIA measure without an associated performance standard.</i></p>

KPI 5 – 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
Planned: 0 Unplanned: 0	Planned: 0 Unplanned: 0.11 Target: average of 1 per month	<p><b>Monthly performance:</b> No planned closures have exceeded the council service standard.</p> <p>No unplanned closures this month therefore we continue to track on target.</p> <p><b>Aggregate performance:</b> Aggregate closure numbers continue to track well below target.</p>



## PERFORMANCE

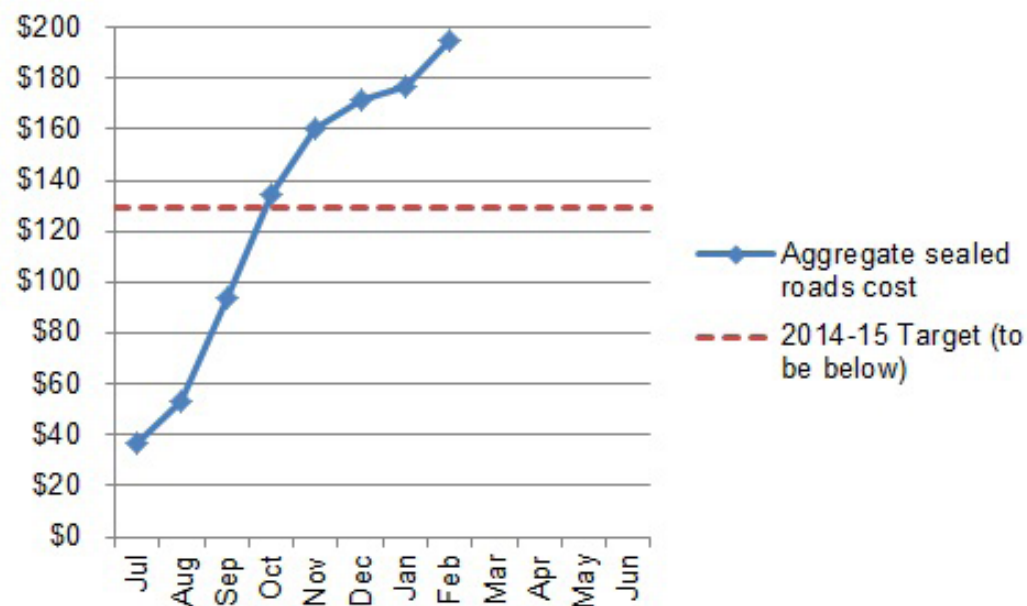
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## KPI 6a - Cost per km to maintain and operate sealed roads

## Monthly performance

Sealed roads: \$323.56

## Aggregate performance



## Explanation

**Monthly performance:**

The height of the pre-reseal repairs programme was during February resulting in increased costs this month.

**Aggregate performance:**

The pre-seal program will be wrapped up in the March claim with costs expected to return to normal after that.

*N.B. - This does not include reseal work or rehabilitation to roads.*

*Cumulative costs are calculated for the month to date and these are divided by the length of sealed and unsealed roads respectively. Cumulative costs include Opex and renewals type costs.*

*Due to timing of financial reporting and reconciliation, aggregate performance costs are reported for the previous month.*





## PERFORMANCE

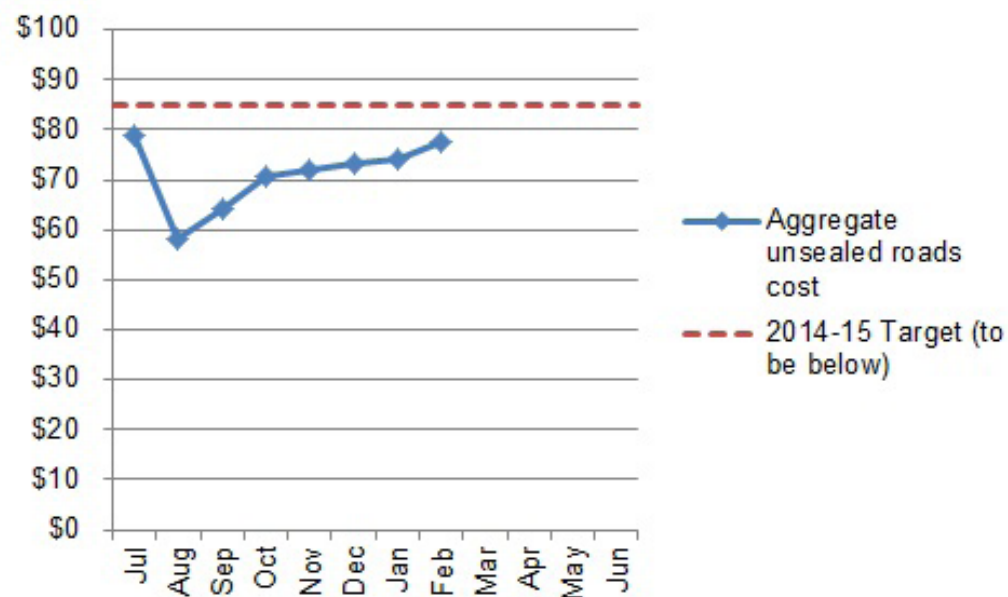
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## KPI 6b - Cost per km to maintain and operate unsealed roads

## Monthly performance

Unsealed roads: \$103.51

## Aggregate performance



## Explanation

**Monthly performance:**

The unsealed road costs also increased in February due to the roading contractor completing a significant sized unsealed dig-out on Hogan's Gully Road to rectify underlying problems with the road.

**Aggregate performance:**

Grading costs are a significant component of the overall unsealed roading maintenance costs and are a fixed monthly payment.

With the exception of emergency and reactive work (as above) costs should continue to remain consistent throughout the remainder of the year. This requires a careful balance between level of service expectations and grading cycles to ensure the annual agreed volume of grading cycles is not exceeded resulting in additional claims from the contractor.

*N.B. - This does not include reseal work or rehabilitation to roads.*

*Cumulative costs are calculated for the month to date and these are divided by the length of sealed and unsealed roads respectively. Cumulative costs include Opex and renewals type costs.*

*Due to timing of financial reporting and reconciliation, aggregate performance costs are reported for the previous month.*

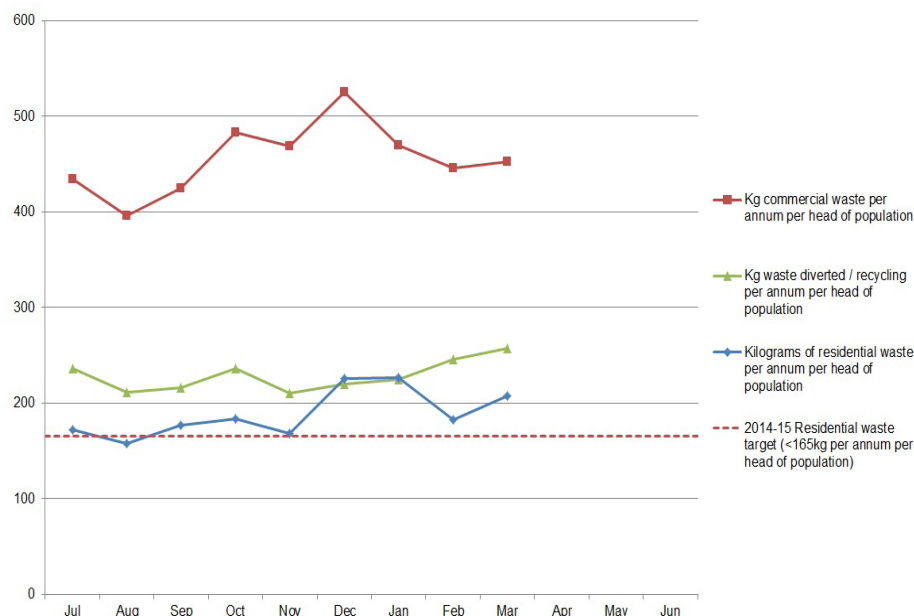


## PERFORMANCE

CONTINUED

### KPI 7 - Kilograms of residential waste to landfill per head of population

#### Monthly performance



#### Aggregate performance

455.40kg of commercial waste per head of population (kg/annum/capita)

228.69kg of waste diverted / recycling per head of population (kg/annum/capita)

188.92kg of residential waste per head of population (kg/annum/capita)

Comparative residential waste data from other regions:

- Gisborne District: 287kg/annum/capita
- Auckland 160kg/annum/capita
- Matamata-Piako District: 424kg/annum/capita

#### Explanation

Residential waste and recycling volumes was still slightly high in March although a greater volume of waste is seen being diverted to recycle following the holiday peak. Council will monitor this increase to see if an upward trend develops.

Commercial waste volumes remain steady this month following decreases in January and February. It should be noted commercial waste numbers and recycling volumes are provided for information only and are not a KPI target.



## PERFORMANCE

CONTINUED

### KPI 8a – Percentage variance from capital budget

Performance	Explanation
<p>The graph shows Cumulative Cash Flow (red line) and Cumulative Actuals (blue line) from July to June. The y-axis ranges from \$0 to \$30,000,000. Cumulative Cash Flow is consistently higher than Cumulative Actuals, with a significant gap starting in November.</p>	<p>The capital costs for February continue with a similar trend from previous months. The effects of the larger contracts that were let after Christmas have not yet been realized (through February there were no costs for Eastern Access Road (EAR)/Glenda Drive project and Malaghans Road costs were low as construction had just commenced).</p> <p>March is expected to have higher expenditure as projects such as Malaghans Road is 90% complete and construction on EAR/Glenda Drive is in full swing.</p> <p>The budget has been reforecast to reflect the reduction in the capital programme for 2014/15, as reported to Council in February. The new total of \$24.6m is inclusive of approximately \$3m of carry-forwards, which will roll into 2015/16. Therefore, total capital expenditure in 2014/15 is expected to be \$21.6m.</p>

### KPI 8b – Percentage variance from operational budget

Performance	Explanation
<p>The graph shows Cumulative Cash Flow (red line) and Cumulative Actuals (blue line) from July to June. The y-axis ranges from \$0 to \$45,000,000. Cumulative Cash Flow is consistently higher than Cumulative Actuals, with a significant gap starting in November.</p>	<p>Operational costs stabilized in February. There is still an overall downward trend in indirect operational costs largely attributable to dropping interest rates.</p> <p>Direct operational costs are tracking approximately 4% under budget.</p> <p>Cummulative performance for operational costs as well as indirect costs (i.e. interest rates) is 6% under budget for February.</p>



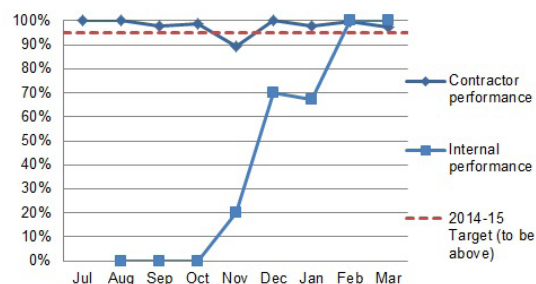
## PERFORMANCE

CONTINUED

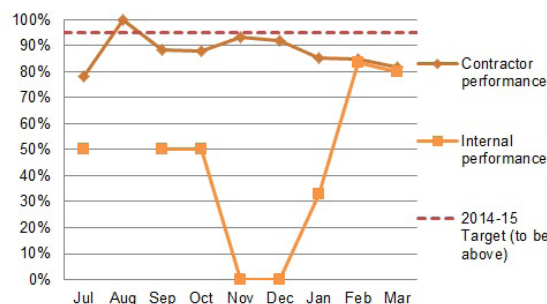
### KPI 9 - Percentage of Infrastructure Requests for Service (RFS) resolved within specified timeframe

#### Monthly performance

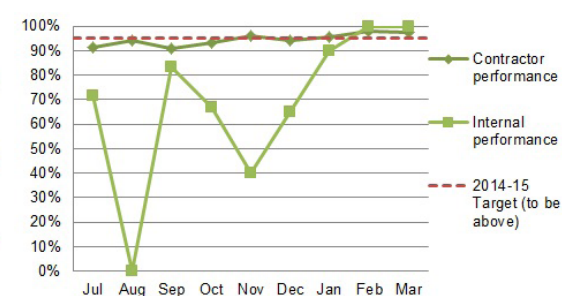
a) 3 Waters



b) Solid waste



c) Rooding



There were no 3 Waters internal RFSs in July. There were no internal solid waste RFSs in August. All internal rooding RFSs were overdue in August.

#### Aggregate performance

	February
3 Waters	96.49%
Solid waste	85.78%
Rooding	93.50%

Target: 95%

#### Aggregate performance:

3 waters RFS response times are tracking well with the target of 95% on time resolution being met consistently.

The infrastructure team are working with solid waste contractors to ensure that the resolution is called in when actioned and the RFS closed on time.

Resolution of rooding RFSs is showing a long-term upward trend in this area.

Resolution of internal RFSs is showing a marked improvement with additional focus placed on this area.

#### Explanation

##### Monthly contractor performance:

3 Waters: Of the 212 3 Waters contractor RFSs in March, six were not resolved within the specified timeframe. This results in the contractor achieving 97% for this KPI in March.

Solid Waste: Of the 116 solid waste contractor RFSs in March 21 went overdue. Analysis of these overdue shows that more than half of these were actioned on time however the RFS was not closed until the following day. The infrastructure team are working with solid waste contractors to ensure that the resolution is called in when actioned and the RFS closed on time.

Rooding: The road maintenance contractor continues to perform well in this area with one overdue RFS in March. There were three additional overdue RFSs in March with the Street Lighting contractor.

##### Monthly internal performance:

3 Waters: All internal 3 Waters RFSs in March were resolved within the specified timeframe achieving 100% against this KPI.

Solid Waste: One of the Five internal RFSs in March was not resolved within the specified timeframe achieving 80% against this KPI.

Rooding: All internal rooding RFSs in March were resolved within the specified timeframe achieving 100% against this KPI. This was a great effort with 21 internal rooding RFSs received this month.



# COMMUNITY SERVICES AND FACILITIES

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

## PROJECTS

Project	Delivery date	Action for the month	Next key milestone	Status
11. Library services:				
a. Implement Radio Frequency Identification (RFID) and self-checkout	31 March 2015 (Deferred to 30 June 2015)	Business case for self-checkout and RFID signed off by Councillors.	Equipment ordered and plan signed off by General Manager.	On Track
b. Complete an options paper for Frankton library	31 March 2015 (Deferred to July 2015)	Discussion paper circulated.	Consultation in 10-Year Plan.	On Track
12. Wanaka Sports Facility:				
a. Whole of life cost estimates complete	30 August 2014	Nil	Nil	Complete
b. Designation change complete	1 December 2014	Nil	Nil	Complete
c. Construction commenced	30 June 2015	Tender issued to three successful submitters from earlier EOI process. Preliminary design for pool underway; process running in parallel to 10-Year Plan consultation	Main contractor appointed in May. Report to Council on pool design in June.	On Track
13. Award of long-term outsourced lease of campgrounds	1 November 2014	Nil	Nil	Complete
14. Complete review of vegetation management contracts	1 October 2014	Report to Council workshop.	Nil	Complete



### PROJECTS

#### CONTINUED

Project	Delivery date	Action for the month	Next key milestone	Status
15. Public Art Policy prepared	30 June 2015	Approved at March Council meeting.	Nil	Complete
16. Secure designation change for Arrowtown Sports Facility site	31 March 2015 (Deferred date 30 June 2015)	Deed of Agreement signed and receipt of Affected Party Approvals (APAs).	Confirmation of scope and funding. Planners report in May. Designation hearing in June.	On Track
17. Complete a review of the Queenstown Bay component of the Sunshine Bay to Kelvin Heights Foreshore Management Plan	30 June 2015 (Delayed date November 2015)	Public notice undertaken from 1 April outlining the intent to undertake a comprehensive review of the Queenstown Bay component of Sunshine Bay to Kelvin Heights Foreshore Management Plan.	Prepare an initial draft review of the Queenstown component of the reserve management plan.	Minor Issues / Delays

### COMMENT

- 16. Delayed pending discussions with affected parties and finalisation of technical details related to Master Site Plan.
- 17. The commencement of the notification of the comprehensive review of the Reserve Management Plan was delayed pending review of a report examining Commercial Activities in Queenstown Bay received December 2014.



### PROJECTS

CONTINUED

#### ADDITIONAL MATTERS PROGRESSED THIS MONTH

##### Sport and Recreation

- The Sport10 league has finished reaching an attendance of approximately 1,200 people.
- Garston Primary has requested to participate in this year's Kids' Games. Outside of the QLDC district, they will be financially supported by Sport Southland to attend.
- Climbing wall attendance for March increased by 78% on the previous year. A positive reflection of the recent wall upgrade.
- All six-aside cricket teams were surveyed at the end of season with a 100% positive result reported.
- The inaugural Iron Run event hosted at the Queenstown Memorial Centre attracted over 1,000 Harley Davidsons to Queenstown. A larger scale event is now planned for 2017.
- The British National Triathlon Team trained at the Queenstown Events Centre for just over two weeks. The team included Jonathan and Alistair Brownlee, Olympic Games bronze and gold medalists. Feedback on the facilities was excellent. The team met with Arrowtown and Remarkables Primary Schools during their stay.
- The Atherton Racing Team (UK) also trained at Alpine Health and Fitness for 10 days before competing at the Crankworks Mountain Bike Festival in Rotorua.
- More than 200 participants took part in the Alpine Health and Fitness 21-Day Nutrition Challenge.
- Wakatipu Junior Golf Club memberships have reached 129 after a very successful first term of squad coaching.
- The Frankton Golf Centre stage one renovations continue to grow in well with an opening day planned for 17 May to coincide with the Wakatipu Golf Club's centenary.

##### Parks

- Works are being carried out to repair the Glenda Drive trail, as well as installing new culverts.
- A new path is being constructed at the Wanaka War Memorial in preparation for ANZAC Day.
- Repairs of the tennis courts in Luggate are being undertaken.
- A programme of removing high risk trees identified through the tree surveys, and a tree removal consultation plan is being developed.
- Draft track details, standards and specifications have been prepared for Council review.
- Final plans are being prepared to extend the rock wall on the southern side of the Queenstown Gardens to mitigate erosion.
- New plantings and paving implemented in Ramshaw Lane to improve quality of the streetscape in time for the Autumn Festival.



### PROJECTS

CONTINUED

#### ADDITIONAL MATTERS PROGRESSED THIS MONTH

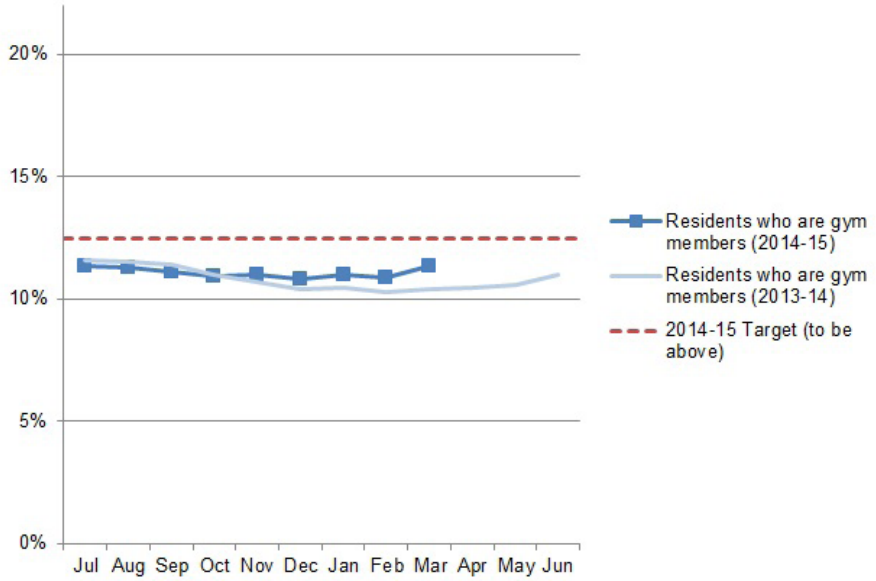
##### Libraries

- Wi-Fi session numbers over the busy summer period have remained high for March, we had 4,625 in Queenstown; 4,170 in Wanaka and 393 in Arrowtown.
- Situations with visitors charging their own devices is being actively managed by staff with signage and technical solutions.
- Staff training is planned for July 2015 to support staff in managing difficult situations and crowding on wet days.
- Extended library hours began this month. Over the month staff have noticed a gradual increase in locals coming through the doors from 9 -10am. Thursday evening numbers are building slowly.
- Queenstown co-hosted an author event with Fluid; Tom Perko '1,000 days of Spring' was very successful with 80+ attended. This event provided opportunity to promote the Library and Library Services, such as those who live a mobile lifestyle being able to downloading e-books and audio books, at the event.
- Wanaka library staff went out into the community; to drop off books to Mt Aspiring Village, provide a monthly book review to the Wanaka Sun, visit the Montessori Preschool, and Hawea Flat School promoting Reading Challenge Certificates and libraries.
- Children's story time sessions in; Wanaka 79 attended 4 sessions, Hawea 21 attended four sessions, and Queenstown total of 64 children attended over four sessions. Children enjoyed stories and craft activities. Feedback is overwhelmingly positive: "Great way to meet new people and foster my children's love of reading. Thanks for providing this fantastic service to our community." "Like seeing the other kids and parents and the reading and craft is great!"
- Wanaka Library served as a venue hosting community groups including: Upper Clutha Historical Records Society, Upper Clutha Arts Council, Outspoken Preschool Storytelling Event on 10 March – 14 attended.
- Staff welcome the approval of Self check and RFID by Council.





## PERFORMANCE

KPI 10 – Percentage of residents who are gym members		
Monthly performance	Aggregate performance	Explanation
 <p>Population 14,410 based on Wakatipu Basin residents aged 15-75</p>	<p>11.08%</p> <p>Target: 12.5%</p>	<p><b>Monthly performance:</b></p> <p>Total gym membership number this month is 1,638 an increase of 9.1% on same month last year (1,502). First-time new members this month 150 (99 same month last year). Total renewed members this month 67 (39 same month last year). 11.37% of the community are now members.</p> <p><b>Aggregate performance:</b></p> <p>Performance remains below target however is trending upwards. Contributing to this upward trend is a renewed focus on our retention programme and the new 'Open Term' contracts.</p> <p>More group fitness classes are also now available to teenagers (10 out of the 11 types of the classes on offer).</p>



## PERFORMANCE

CONTINUED

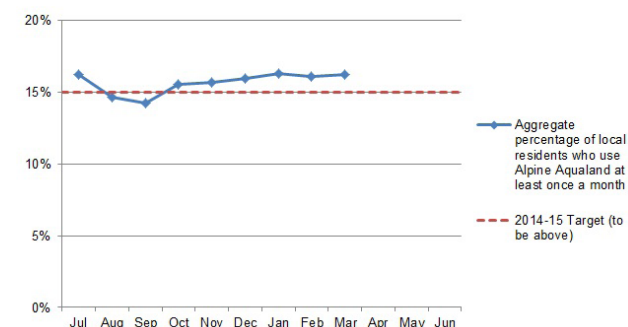
### KPI 11a – Percentage of residents who use their local pool at least once a month

#### Monthly performance

	February
Percentage of local residents who use Alpine Aqualand at least once a month (2014-15)	17.33%

Wakatipu Basin population: 19,185

#### Aggregate performance



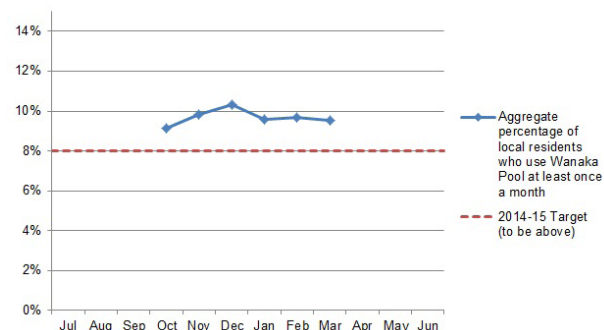
### KPI 11b – Percentage of residents who use their local pool at least once a month

#### Monthly performance

	February
Percentage of local residents who use Wanaka Pool at least once a month (2014-15)	8.72%

Wanaka Area population: 9,033

#### Aggregate performance



#### Explanation

##### Monthly performance:

Alpine Aqualand Pool participation is 17.33% this month, an increase on same month last year (15.91%). Casual admissions this month 6,740 (5,907 same month last year). Aqualand Swim School enrolments this month 1,232 (1,167 same month last year).

Wanaka Pool participation is 8.72% this month, an increase on same month last year (6.89%). Casual admissions this month 950 (670 same month last year). Wanaka Swim School enrolments this month 279 (193 same month last year). Wanaka Swim School is running an additional five classes per week this term, including two classes for pre-school children.

##### Aggregate performance:

Aggregate participation percentage for both pools currently exceeds target. Contributing to this are the increased number of Swim School enrolments.



### PERFORMANCE

CONTINUED

#### KPI 12 – Net direct cost per pool admission

This information will be reported annually from June 2015.

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 represents an agreed balance between cost and subsidy (e.g. if the costs of operation increase 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 13 – Number of serious incidents per 10,000 pool admissions

This information will be reported annually from June 2015.

Target: <0.17 or within the top 50% of pools nationally.

*Serious incident is defined as an event resulting in serious harm or where secondary intervention is required e.g. doctor, ambulance or hospital admission.*



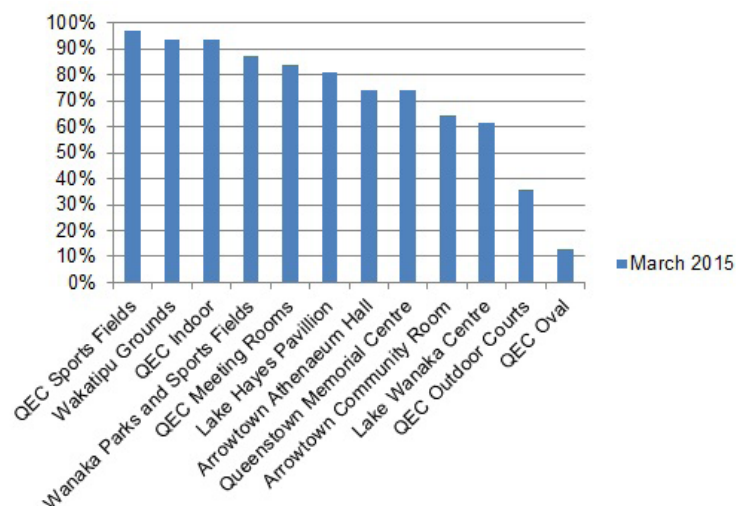
## PERFORMANCE

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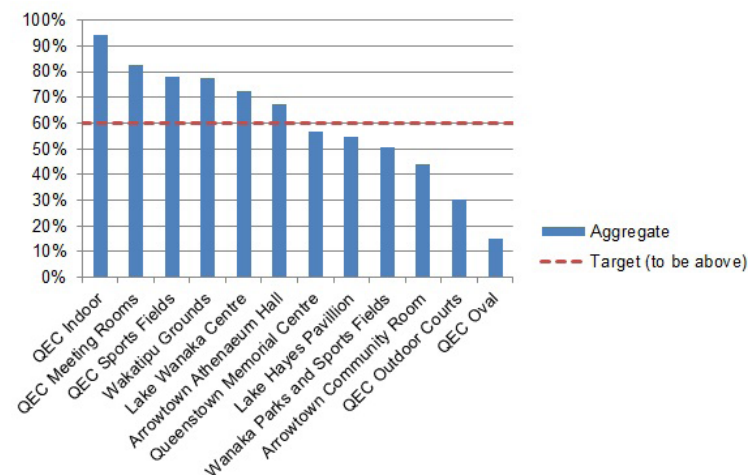
### KPI 14 – Average occupancy rate of community facilities

#### Monthly performance

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



#### Aggregate performance



#### Explanation

##### Monthly performance:

Queenstown Memorial Centre occupancy numbers are higher this month with the Wakatipu High School musical production falling in March this year and also the Iron Run 2015 Harley Davidson event which attracted over 1,000 participants. Bookings of 23 days this month (19 days same month last year).

Lake Hayes Pavillion bookings higher this month with 25 days booked, 16 days same month last year. Lake Hayes Pavillion hosted three weddings this month with Site Safe also now a regular booking.

The outdoor courts bookings are also higher this month, this year as both the Queenstown Tennis Club and the Queenstown Roller Derby Club now have regular bookings. Bookings of 11 days this month (two days same month last year).

##### Aggregate performance:

Aggregate performance for all venues is 60.27%, meeting target level of 60%.



## PERFORMANCE

CONTINUED

### KPI 15a – Percentage variance from budget on commercial property expenditure

#### Explanation

Further investigation required on this KPI.

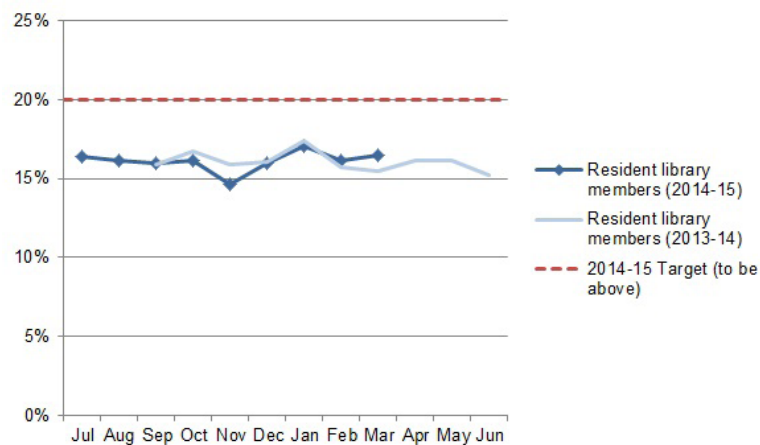
### KPI 15b – Percentage variance from budget on community property expenditure

#### Explanation

Further investigation required on this KPI.

### KPI 16 – Percentage of residents who are library members and borrow at least once a month

#### Monthly performance



#### Aggregate performance

16.10%  
Target: 20%

#### Explanation

##### Monthly performance:

There were 4,657 unique library users this month, higher than same month last year (4,360). The number of people joining QLDC Libraries has increased by 8% this year to date compared to last year to date (1,770 new borrowers YTD, 1,639 this time last year). New borrowers numbers also increased during March 2015 (208 new borrowers this month, 159 new borrowers in March 2014).

##### Aggregate performance:

Aggregate performance is below target level of 20%.

As this information is based on card use, the current system cannot differentiate whether the card applies to one user or a multiple e.g. family cards.

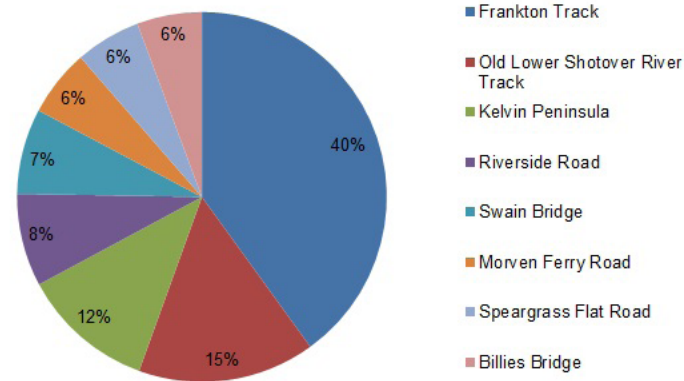


## PERFORMANCE

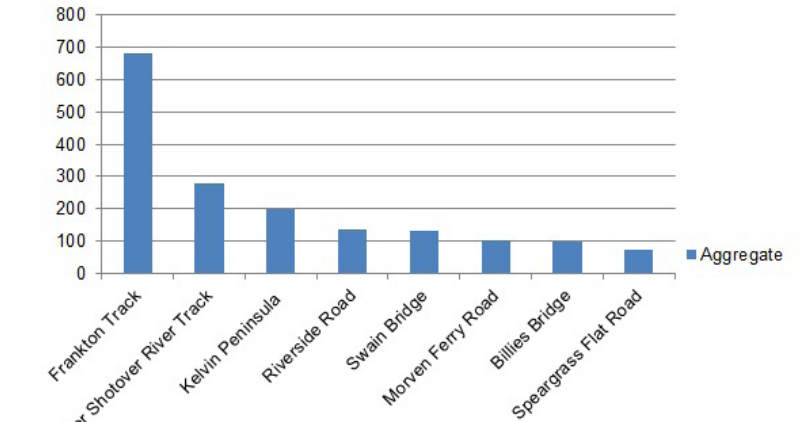
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### KPI 17 – Average daily use of trails

#### Monthly performance



#### Aggregate performance



Aggregate data is corrected to exclude data errors.

#### Explanation

Trail use remains consistent across the network.

Wilson Contracting is working to repair the slip on the trail at Glenda Drive.

Queenstown Trails Trust has applied to the Maintaining the Quality of Great Rides Fund, an initiative by the Ministry of Business, Innovation and Employment (MBIE) to seek funding to repair damage from weather related events.

### KPI 18 – Cost per hectare to maintain and manage the district's parks and reserves

To be reported from June 2015.



# 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
18. Establish Practice Statements for consenting	30 June 2015	New Practice Notes on the Shotover Country zone acoustic rule and Wanaka Airport have been finalised and available on the website.	Finalise Practice Notes on landscape assessments and engineering reports.	On Track
19. Implement 2014 Enforcement Strategy	30 June 2015	<p>Dogs</p> <ul style="list-style-type: none"> <li>• Continuation of checks to ensure dogs are micro-chipped as required.</li> <li>• Targeted dog patrols started on weekends.</li> </ul> <p>Alcohol</p> <ul style="list-style-type: none"> <li>• Monitoring of high and very high risk licensed premises with the police.</li> </ul> <p>Litter</p> <ul style="list-style-type: none"> <li>• Continuation of a three-month trial regarding litter collection times and locations in Queenstown's town centre.</li> </ul> <p>Planning</p> <ul style="list-style-type: none"> <li>• Pro-active monitoring of 35 resource consents and follow up action on a further 20.</li> </ul>	<p>Dogs</p> <ul style="list-style-type: none"> <li>• Effective fencing assessments.</li> </ul> <p>Alcohol</p> <ul style="list-style-type: none"> <li>• Develop a revised Drink Safe workshop for licensed premises staff.</li> <li>• Continued programmed monitoring of premises risk rated high/very high.</li> </ul> <p>Litter</p> <ul style="list-style-type: none"> <li>• To establish permanent collection times and locations for Queenstown town centre.</li> <li>• Scope the issue of litter in Arrowtown and Wanaka town centres.</li> </ul> <p>Planning</p> <ul style="list-style-type: none"> <li>• Continuation of pro-active monitoring and follow up action of resource consents.</li> </ul> <p>Building</p> <ul style="list-style-type: none"> <li>• To improve the effectiveness of enforcement for unconsented building works.</li> <li>• Establish a process to verify maximum occupancy numbers for licensed premises.</li> </ul>	On Track



### PROJECTS

CONTINUED

Project	Delivery date	Action for the month	Next key milestone	Status
20. Review the Liquor Bylaw	1 December 2014	Nil	Nil	Complete
21. Notify trade-waste and water supply bylaws	1 December 2014	Trade Waste Bylaw notified on 6 December.  Water Supply Bylaw deferred to allow water metering trials to proceed.	Nil	Complete  Deferred until completion of water metering trials.
22. Review of Local Alcohol Policy (LAP) / Local Approved Products Policy (LAPP) and/or changes to the District Plan or a bylaw	30 June 2015	LAPP – completion of a draft policy to be presented to Council regarding the retail sale of psychoactive substances.	LAPP – Following submissions, arrange a hearing as necessary.  LAP – Licensee meetings arranged for April to discuss issues and solutions regarding alcohol related harm.	On Track

### COMMENT

- A dog stolen from the Queenstown dog pound, which police are investigating.





## APPEALS

Appeals:					
RM Number	Applicant	Activity	Appellant	Council Decision	Comment
<b>RM120646</b>	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	The Environment Court granted the consents subject to conditions on 5 February 2015, consistent with the decision of the Council's commissioners. The Council is seeking a higher figure than normal in costs from KJet due to their conduct at the Environment Court. Queenstown Water Taxis are seeking the costs of their expert planning witness from the Council. This is being strongly resisted. The Environment Court decision has now been appealed to the High Court by Kawarau Jet Services Holdings Limited on 27 February 2015. The High Court appeal relates to statements in the Environment Court decision that four of the consents held by KJet had lapsed. Part of the challenge involves an allegation of breach of natural justice by the Environment Court. The Council need not take a position on that issue. However, part of the background to the lapsing of those consents was the Council's historical practice of requiring jet boat operators to surrender their existing resource consent and obtain new ones as a way to transfer consents between operators. KJet also challenges this practice and the Council will need to be involved with regard to those past actions.
<b>RM120222</b>	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. A teleconference occurred on the 29 January 2015 and the Councils request not to take an active role in the proceedings and to seek leave to be excused from appearing at this part of the hearing was accepted. The Environment Court will now hear evidence on separation distances and determine how much land is required at a hearing on 8 June 2015.



## APPEALS CONTINUED

Appeals (continued):					
RM Number	Applicant	Activity	Appellant	Council Decision	Comment
<b>RM110238</b>	Larchmont Development Ltd	Undertake a nine lot subdivision including associated access across Lot 14 DP 332867 and earthworks at 109c Atley Road, Arthurs Point.	S. Winter	Granted	The Environment Court has now issued a consent order (i.e. did not go to a Court hearing), granting subdivision consent to the eight-lot subdivision consent sought by Larchmont Development Ltd (RM110238). The consent was for a controlled activity subdivision in the Low Density Residential zone, which cannot be declined, however it was processed on a notified basis and heard by independent commissioners due to the access being provided off Mathias Terrace in Arthurs Point, which is currently a cul de sac. Consent was granted and appealed by Winter who owned land next to the proposed right-of-way. The appeal was put on hold for many so that an alternative access via Atley Road could be explored. However costs proved excessive. The applicant then reached agreement with the appellant (Winter) and the other Mathias Terrace residents did not pursue the appeal. Council resolved via the Strategy Committee in 2011 to try and mediate the appeal (given that it was a controlled activity subdivision that could not be declined). Once the appellant (Winter) reached agreement with the applicant (Larchmont), Council was able to sign the consent order and none of the residents of Mathias Terrace took over the appeal. The Environment Court then issued the consent order and the subdivision has therefore been granted.
<b>RM090252</b>	Coneburn Planning Ltd (formerly Zante Holdings Ltd)	To subdivide Lot 400 into seven residential allotments, for land use consent for future dwellings within those lots and remove the no build restriction at Jacks Point, Queenstown.	Coneburn Planning Limited (formerly Zante Holdings Ltd)	Declined	Council resolved in February to rescind the decision of the Strategy Committee from 27 July 2010 and to mediate the appeal. Conditions were agreed and the Environment Court has now issued a Consent Order. This was circulated to Councillors by email.



## 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, Bobs 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, and the Arthurs Point Protection Society and Skyline joined as an S.274 party.</p> <p>Initially the application was made by QLDC, however after successive failed mediation attempts, Skyline has taken over as the applicant.</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 has been set down for 28 April 2015. A decision is likely some months after that.</p>
			Arthurs Point Protections Society (S.274 party)		
			Clive Manners Wood (S.274 party)		
			Skyline Enterprises Ltd (S.274 party)		
RM130600	Woodlot Properties Ltd	Consent was granted to undertake a comprehensive residential development of the site. This proposal is to unit title subdivide two of the approved seven bedroom units into eight two-bedroom units i.e. 14 units were approved and 20 units are now sought.	Owen Nash	N/A Judicial Review	The judicial review proceeding was heard in the High Court in Invercargill on 4 February 2015. Council officers attended the hearing and counsel for QLDC presented a strong argument in defence of processing the consents on a non-notified basis. A separate paper to Council in December provided further detail on this matter. Awaiting the High Court decision.
RM140324	Quail Rise Estate Ltd	Subdivide a 2,822m <sup>2</sup> property on Snowhill lane into three lots and erect a house on each lot. Remove consent notices on each lot and undertake earthworks.	Quail Rise Estate Ltd	Declined	The applicant has appealed against the decline of consent. A separate paper to Council in December provided further detail on this matter. Environment Court assisted mediation was held on 8 April 2015 and a mediated agreement looks possible.



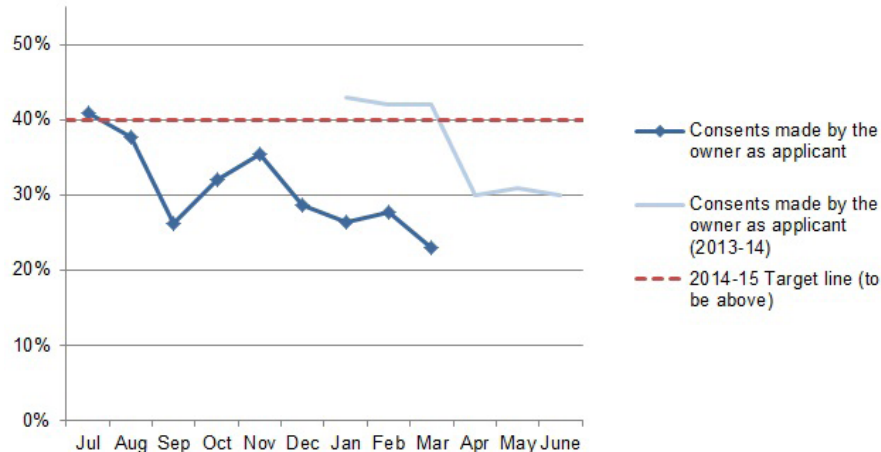
## APPEALS CONTINUED

Appeals (continued):					
RM Number	Applicant	Activity	Appellant	Council Decision	Comment
RM140712	Little Stream Ltd	Subdivide Lot 1 DP475338 into six allotments to contain one existing building platform and five new ones, and to cancel conditions of consent notices.	Little Stream Limited	Declined	The appellant and Council have commenced mediation as it was apparent from the Commissioner's decision that some of the lots were suitable and not others. A mediated agreement looks possible.
RM140061	Lakes Marina Projects Ltd	Establish and operate a 195 berth marina with associated breakwater, ancillary commercial buildings, car parking, public open space, landscaping, earthworks, and a two-lot subdivision	Natasha & Richard Evans, Ian & Annette Tulloch	Granted	One appeal has been received raising 10 matters. Council officers have agreed to mediate. The period for S.274 parties joining closes on the 10th of April. At that time the Court will be able to refer the file for mediation.
RM140373	Sharpridge Trust	Subdivision and land use consent to subdivide the site held in three certificates of title into four lots and to identify building platforms on lots 1, 3 and 6, and to undertake associated landscaping, earthworks, servicing and access construction.	Sharpridge Trust Upper Clutha Environment Society (S.274 party)	Declined	The appeal is to the decision as a whole. The Environment Court has set a date of 17 April 2015 for setting out a list of the issues unresolved between the parties and a timetable for evidence exchange.
RM140567	Lakes Edge Ltd	Subdivision and land use consent to subdivide the site (which consists of three separate titles) containing three protected trees into 55 residential allotments, three joint owned access lots and one reserve lot, and to breach lot dimensions for proposed Lot 7. Land use consent is sought for earthworks and access provisions.	Kawarau Village Holdings Limited and Kawarau Village Limited	Granted	This is a judicial review of the decision to grant the consent on a non-notified basis without serving notice of the application on the plaintiff. The judicial review alleges four errors of law including with regard to the 'existing environment' test, a failure to notify affected persons, errors in notification decision making, and an error to grant consent when affected persons should have been notified. The Council's statement of defence is due on 24 April. Council has made contact with the plaintiff with a view to try and resolve the concerns.



## PERFORMANCE

KPI 19 – Percentage of total resource consents made by the owner as applicant (non-professional)

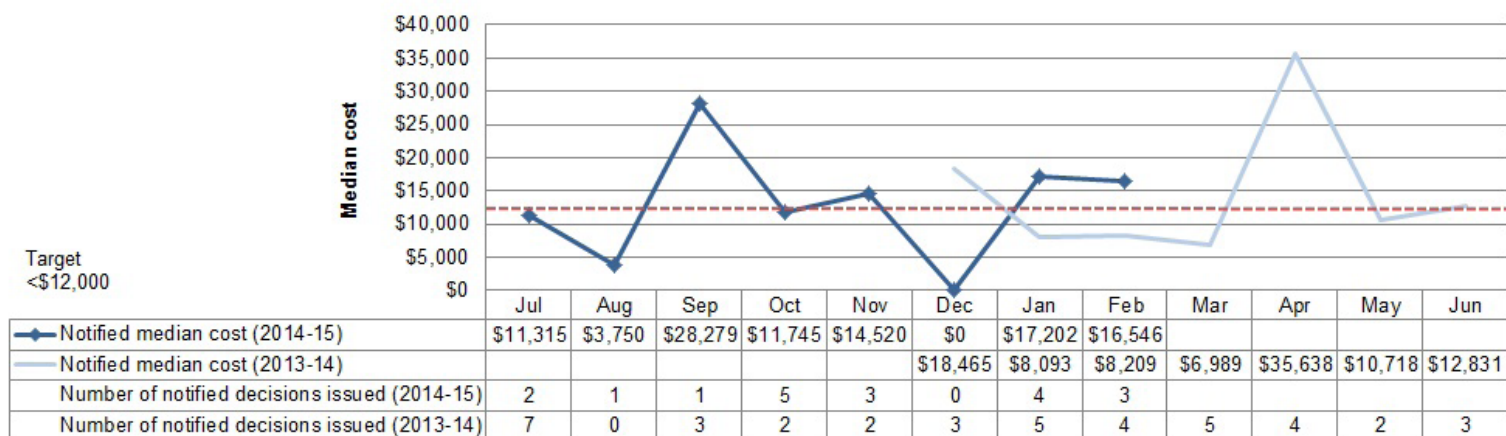
Monthly performance	Aggregate performance	Explanation
 <p>Consents made by the owner as applicant</p> <p>Consents made by the owner as applicant (2013-14)</p> <p>2014-15 Target line (to be above)</p>	<p>31%</p> <p>Target: 40%</p>	<p><b>Monthly performance:</b></p> <p>In March, the number of applications made by the owner as applicant again remained below target. This is disappointing but consistent with other months and previous years. Approximately one quarter of applications are being made by the owner as applicant.</p> <p>Initiatives to make it easier for 'lay persons' to lodge resource consents such as specific application forms for typical applications have not had any discernible impact. To some degree, performance has been frustrated by recent Resource Management Act amendments that came into effect on 3 March 2015, which require a much higher standard of consent application, although the practice is to always work proactively with 'Mum and Dad' applicants to put together an acceptable application.</p> <p><b>Aggregate performance:</b></p> <p>Aggregate performance remains below the 40% target.</p>



## PERFORMANCE

## KPI 20a – Median charge per notified resource consent

## Monthly performance



## Explanation

**Monthly performance:**

The median cost for a notified consent in February was \$16,546 taken from the three notified decisions that were issued. This is slightly lower than January and slightly above the YTD median.

**Aggregate performance:**

The year to date median is \$14,226 and above target. Variability in this category is expected due to the small number of notified consents.

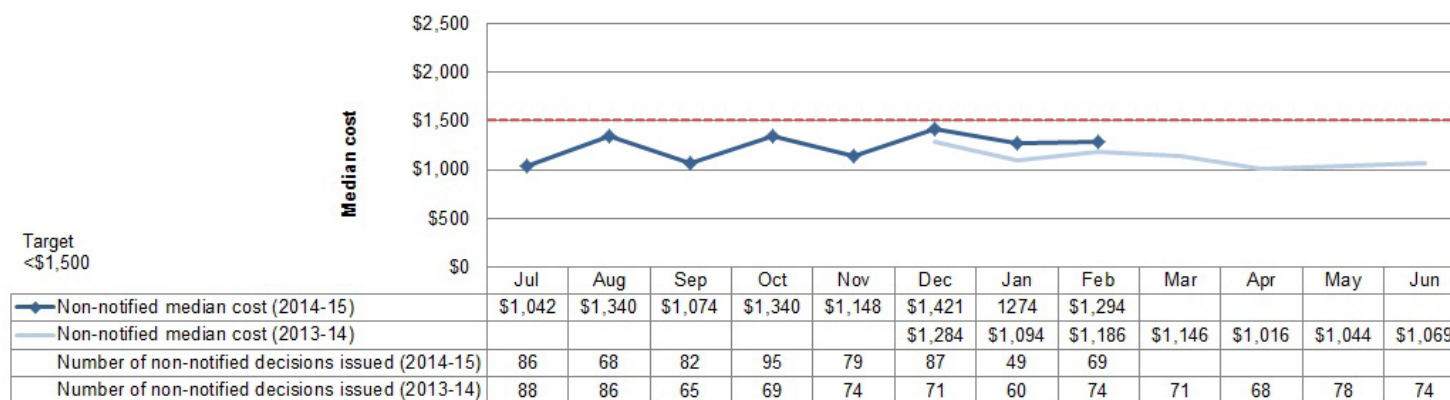
<sup>1</sup> A one month lag is necessary to capture final invoiced costs.



## PERFORMANCE

### KPI 20b – Median charge per non-notified resource consent

#### Monthly performance



#### Explanation

##### Monthly performance:

The median cost for February was \$1,294, just \$20 more than in January and below the target of \$1,500.

##### Aggregate performance:

Aggregate performance remains below the target of \$1,500.

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

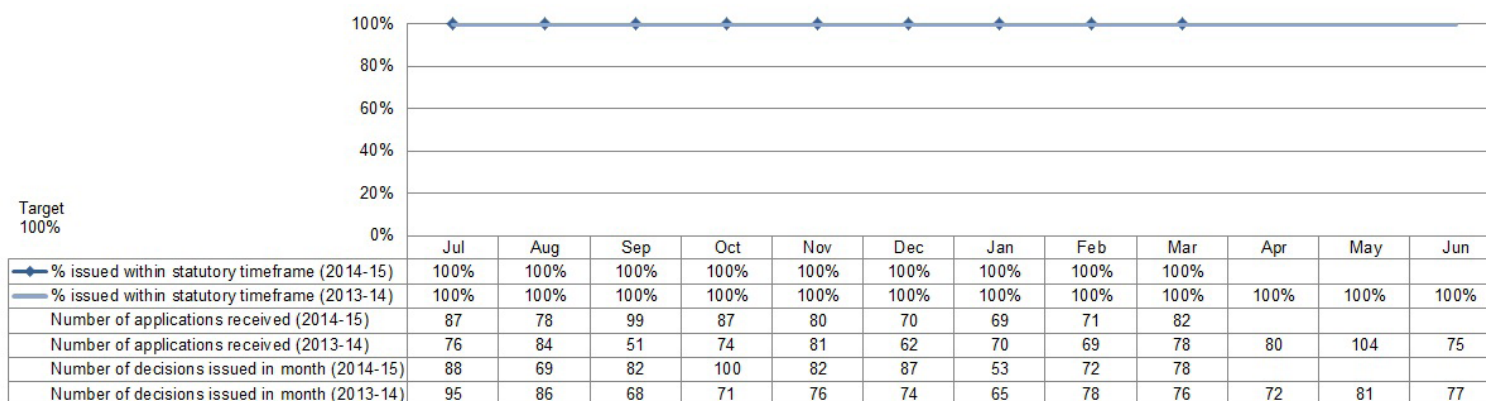


## PERFORMANCE

CONTINUED

### KPI 21a - Percentage of resource consents processed within statutory timeframe

#### Monthly performance



#### Aggregate performance

100%

#### Explanation

##### Monthly performance:

100% of resource consents were processed on time, with 82 new applications being received in March.

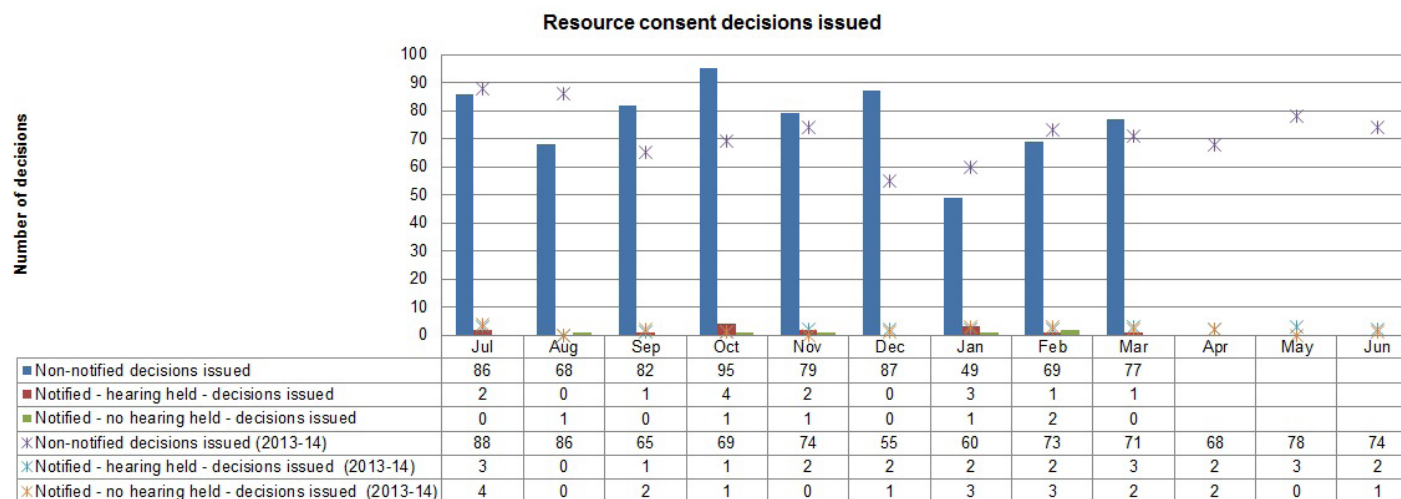
##### Aggregate performance:

Aggregate performance remains at 100% on time. The Council has the ability under S.37 of the Resource Management Act to extend the processing time for a resource consent in certain circumstances. S.37 was used to extend processing times on nine occasions in March, which included once to extend the vetting timeframe and once to extend the notification decision timeframe. Council officers seek to avoid using S.7 but it is an option when special circumstances arise. This has occurred more frequently recently due to the complexity of certain applications and the high consent workload currently being experienced by the team.



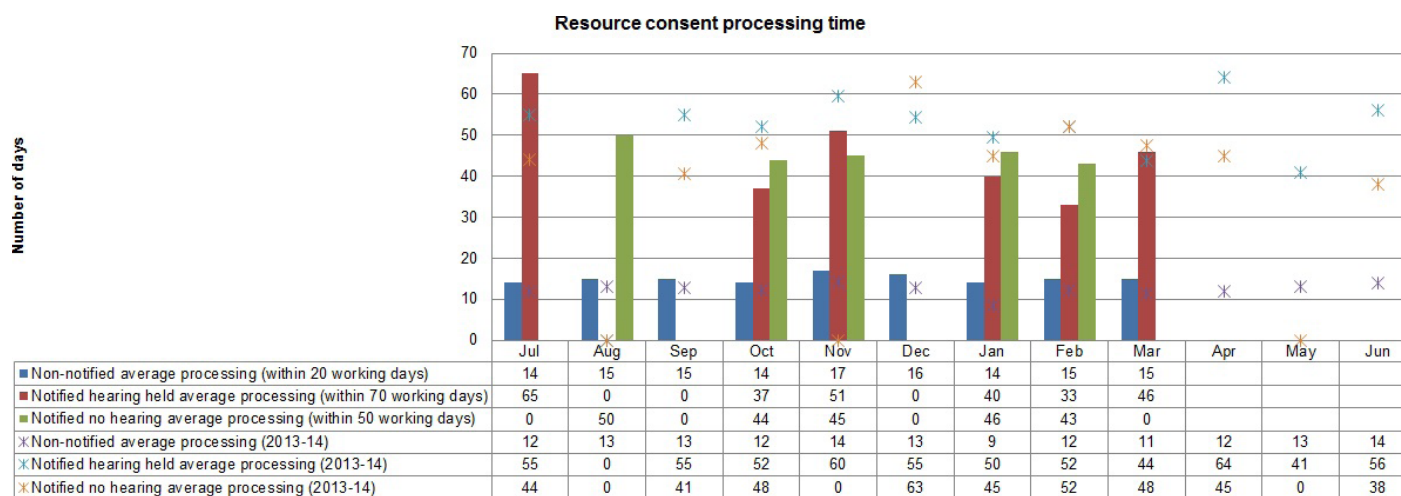


## REGULATORY FUNCTIONS AND SERVICES



### COMMENT:

77 non-notified decisions were issued in March, and one notified decision. Consent numbers remain relatively high.



### COMMENT:

The average number of days for a non-notified consent was 15 working days in March, the same as February. We are actively seeking additional staff to fill vacancies and assist with reducing the number of processing days.

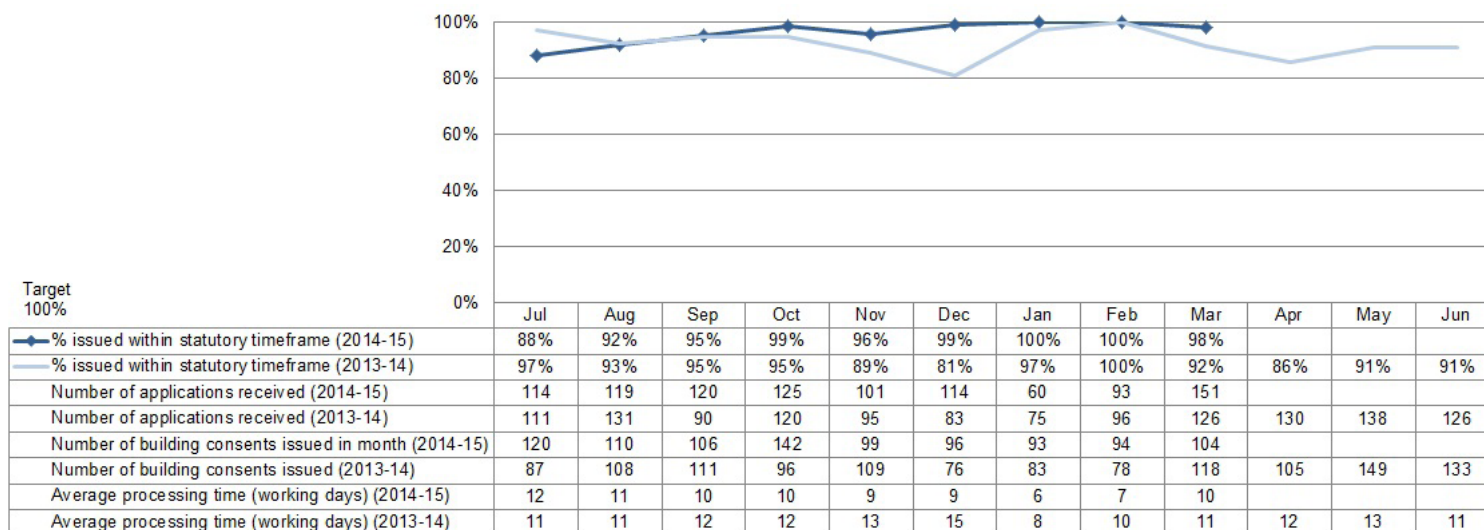


## PERFORMANCE

CONTINUED

### KPI 21b - Percentage of building consents processed within statutory timeframe (20 working days)

#### Monthly performance



#### Aggregate performance

96%

#### Explanation

##### Monthly performance:

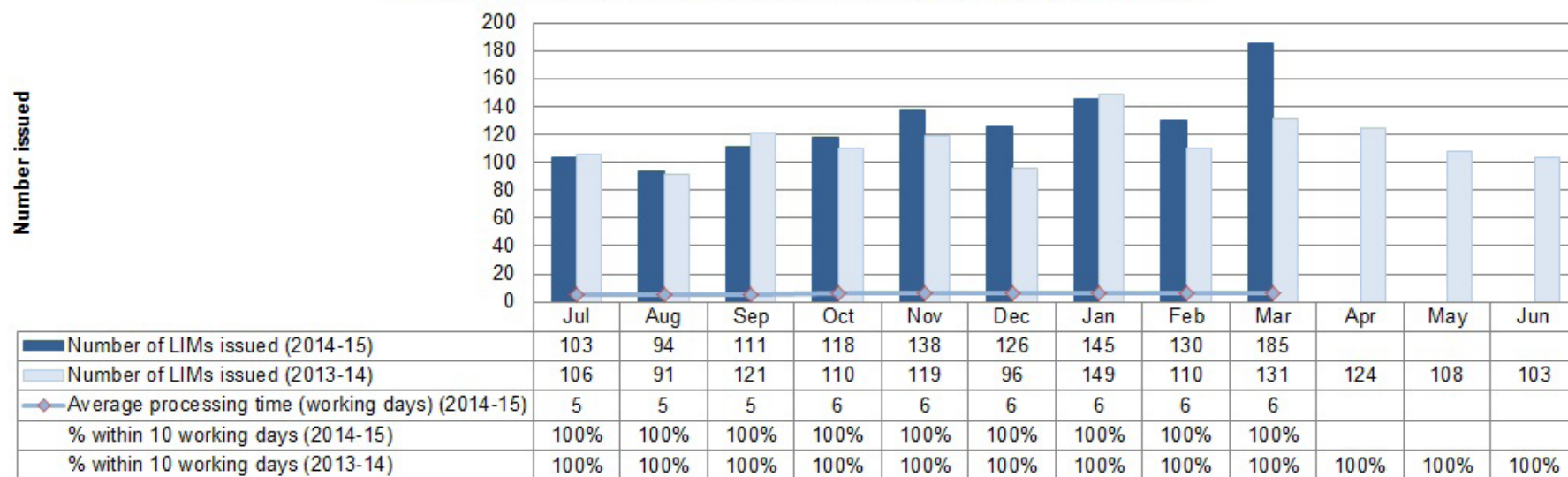
Due to a substantial increase in applications, combined with a very busy demand for building inspections, a slight drop in statutory timeframes has been experienced. We are actively trying to recruit two additional staff to meet demand.

##### Aggregate performance:

Overall aggregate continues to improve as we are consistently ahead of the same period the previous year on a monthly basis.



**Land Information Memorandum (LIM) certificate processing volumes**



### COMMENT:

Substantial increase in requests for LIMS is an identified trend; 185 for the month is a record all-time high. Added to the other increase in administrative tasks as a result of inspection bookings and consent processing tasks, we also need to increase resources to meet demand.



### PERFORMANCE

CONTINUED

KPI 22a – Percentage of animal control urgent requests responded to within two hours		
Monthly performance	Aggregate performance	Explanation
100%	100%  Target: 100%	<p><b>Monthly performance:</b> There were 37 urgent requests (roaming dogs) and three emergency requests (attacks).</p> <p><b>Aggregate performance:</b> There has been a reduction in the number of requests for service since the summer season which is likely to continue and reduce further as we approach winter.</p> <p><i>Urgent is defined as an issue which could cause property damage or personal harm e.g. roaming dogs.</i></p> <p><i>Emergency is defined as an issue which will /has caused property damage or personal harm e.g. a dog attack.</i></p>

KPI 22b – Percentage of water safety urgent requests responded to within two hours		
Monthly performance	Aggregate performance	Explanation
100%	100%  Target: 100%	<p><b>Monthly performance:</b> There were 17 request for service, which included two emergency requests (accidents).</p> <p><b>Aggregate performance:</b> The number of urgent requests remains consistent for the time of year, which is remains significantly lower than the summer season.</p> <p><i>Urgent water safety requests are defined as situations threatening property or life.</i></p>

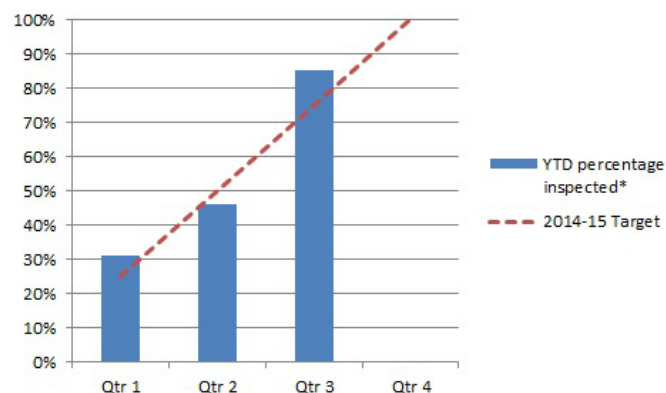


## PERFORMANCE

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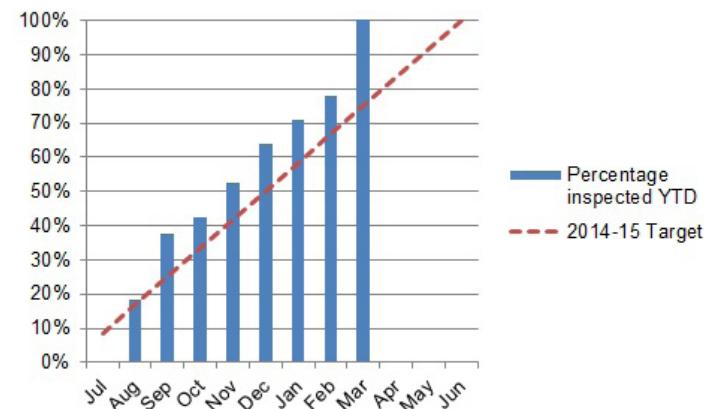
### KPI 23 – Percentage of ‘very high’ and ‘high’ risk liquor premises inspected at least quarterly

#### 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 number of ‘high’ and ‘very high’ risk rated premises inspected remains above target. There remains only one premises, which is risk rated as ‘very high’.

##### Aggregate performance:

The number of inspections undertaken continues to trend upwards, with a focus this month on inspecting ‘high risk’ rated off-licensed premises.

With the inspection work conducted in March, the quarterly target of 75% as well as the annual goal of inspecting 100% of premises for 2014-15 has been met. However, this figure reflects the number of premises inspected overall, which includes more than one inspection for some premises. Inspections will continue in the coming months, to ensure that all premises are inspected, while others have more than one. There are 15 premises to be inspected over the remaining three months.

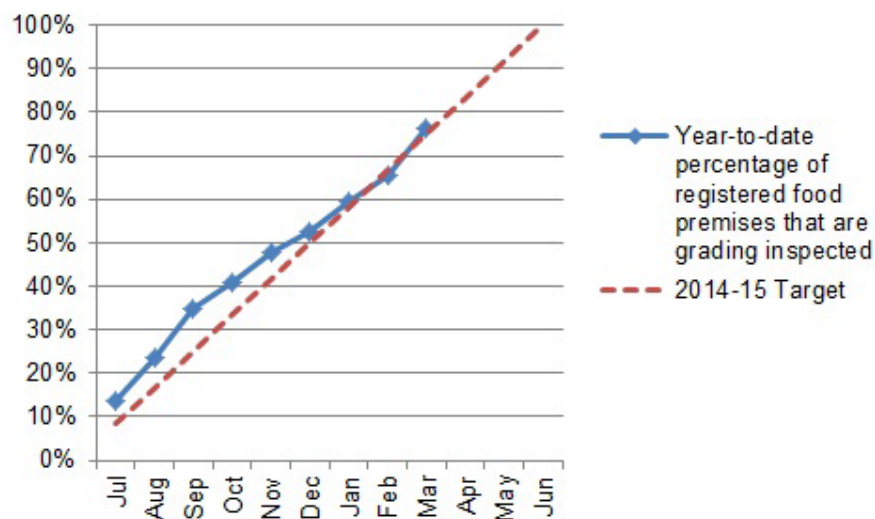


### PERFORMANCE

CONTINUED

#### KPI 24 – Percentage of registered food premises that are grading inspected at least annually

##### Performance



##### Explanation

###### Monthly performance:

The number of inspections and audits is on target, following a focus on food premises this month, rather than inspections of camping grounds and hairdressers, which were necessary last month.

###### Aggregate performance:

The number of inspections and audits undertaken overall is increasing, and is anticipated to continue to increase for the coming months.

It is anticipated this will remain on target for the remaining financial year. However, we are currently awaiting warrants from the Ministry for Primary Industries for a new team member who started in April to fill a long-standing vacancy.



# 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
23. Notification of Stage One of the District Plan	31 May 2015 (Delayed date August 2015)	Workshop held to discuss District Plan - Residential.  Natural Hazards chapter accepted by Council at meeting in March.	Acceptance of Rural / Landscape, and Millbrook / Waterfall Park chapters April 2015.	On Track

## COMMENT

23. Stage One of the District Plan review is now anticipated to be notified in August. This is due to unanticipated workloads associated with Special House Areas (SHAs), additional unplanned consultation and difficulties in recruiting the necessary staff over the past year. The wider post-notification programme is being worked through currently, and will be circulated in full to Councillors with commentary when in a suitable draft form.

## PROJECTS

CONTINUED

Project	Action for the month	Next key milestone
<b>District Plan Review (DPR):</b>	Workshop on residential	Stage One notification August 2015.
• DPR1: Strategic Directions	Nil	Held for notification in Stage One of District Plan review in August 2015.
• DPR2: Plan Change 48 Signs	Consider options regarding appeal by APN Outdoor Ltd.	Report to Council April 2015.
• DPR3: Plan Change 49 Earthworks	Commissioner's recommendation pending.	Council to consider recommendation at Council meeting in May 2015.
• DPR4: Tangata Whenua	Nil	Consideration by Council. An invitation to a hui in June has been sent from the Mayor. Note potential for this Chapter to be either delayed or advanced without iwi input if the necessary level of involvement is not forthcoming from the iwi groups.
• DPR5: Heritage	Nil	Held for notification in Stage One of District Plan review in August 2015.
• DPR6: Commercial	Nil	Revisions will be made to the chapter that was accepted by Council in October 2014. Revised chapter will be presented to Council as part of final Proposed District Plan package in July 2015.
• DPR7: Residential	Public consultation completed on draft chapters.	Consideration by Council at its meeting in June 2015.
• DPR8: Rural	Finalisation of consultation on draft policy. Key issues arising discussed at the March workshop. Policy revised.	Consideration by Council at its meeting in April 2015.
• DPR9: District Wide 1: Noise, Temporary Activities, Utilities and Renewable Energy	Nil	Held for notification in Stage One of District Plan review in August 2015.
• DPR10: Queenstown Airport Mixed Use Zone	Nil	Held for notification in Stage One of District Plan review in August 2015.
• DPR11: District Wide 2: Natural Hazards and Subdivision	Nil	Stage One Notification August 2015.
• DPR12: Appendices	Nil	Stage One Notification August 2015.



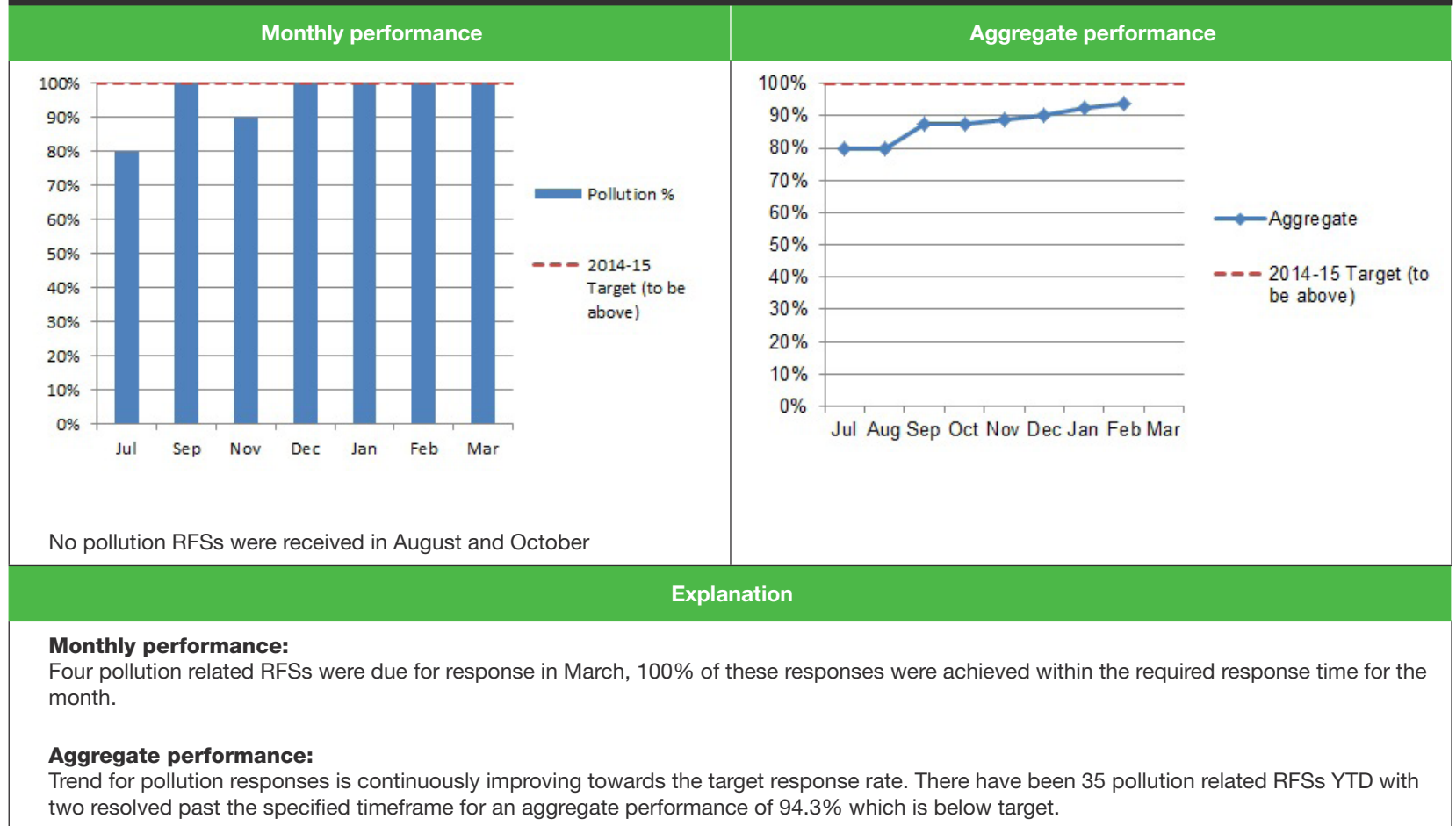
## PROJECTS

CONTINUED

Project	Action for the month	Next key milestone
<b>Other Plan Changes Underway</b>		
• Plan Change 19: Frankton Flats (B)	Plan change has been notified as operative.	N/A
• Plan Change 29: Arrowtown Boundary	Nil	Complete in terms of the final location of Arrowtown urban growth boundary, but relates to PC39 in terms of the new zoning within that boundary. The final decision from the Environment Court on PC39 has now been received and a paper is going to Full Council in April to make the plan change operative.
• Private Plan Change 35: Queenstown Airport Corporation Plan Change	Nil	Await final Environment Court decision.
• Private Plan Change 39: Arrowtown South	Nil	The final decision from the Environment Court has been received. A paper is going to Council in April to make the plan change operative.
• Private Plan Change 43: Frankton Mixed Use Zone	Nil	Council to cancel Plan Change. Paper to Council May 2015.
• Private Plan Change 44: Henley Downs	Nil	Awaiting advice from requestor as to how to progress the Plan Change. Likely that Plan Change will recommence, but provisions also to be incorporated into District Plan Review, aligned with Jacks Point.
• Private Plan Change 45: Northlake Special Zone	Environment Court Hearing held.	Awaiting decision.
• Private Plan Change 46: Ballantyne Road Industrial and Residential Extension	Plan change has been notified.	Submissions close 21 April 2015. It will likely be appropriate for QLDC to lodge a corporate submission to ensure that consideration is given to the wider intersection requirements at Ballantyne Road.
• Plan Change 50: Queenstown Town Centre Zone	Hearing has been completed.	Commissioners' decision.

## PERFORMANCE

### KPI 25 - Percentage of pollution related Requests for Service (RFS) resolved within specified timeframes





# ECONOMY

The District has a resilient and diverse economy.

## PROJECTS

Project	Delivery date	Action for the month	Next key milestone	Status
24. Adopt Economic Development Strategy	1 October 2014	Nil	Nil	Complete
25. Review of Film Office funding within Queenstown Lakes District	31 March 2015	An initial letter to stakeholders has been prepared and is currently with the Mayor for review.	The General Manager Corporate Services met with the trust on 15 April 2015 to outline the intended review of Council's funding.	
26. Proposed Queenstown Convention Centre Report to Council on:				
a. Preferred operating model		Nil	Not currently progressing as a priority.	Deferred
b. Alternative ratings model	30 September 2014	Revised ratings tables and benefit analysis included in 10-Year Plan consultation material.	10-Year Plan consultation April-May 2015.	On Track
27. Lakeview development:				
a. Complete plan change	30 June 2015	Final legal submissions received from counsel representing submitters and the Council.	A recommendation is anticipated from the committee for consideration in April/May 2015.	On Track



## PROJECTS

CONTINUED

Project	Delivery date	Action for the month	Next key milestone	Status
27. Lakeview development (continued):				
b. Complete new titles	1 April 2015 (Delayed date June 2015)	Paper recommending public notification of the Council's intention to exchange reserve.  land within the Lakeview site adopted.	Publicly notify Lakeview Land Swap proposal (7 April 2015).  Submission period closes 8 May 2015. Submissions to be heard by panel of Councillors.	On Track
c. Decision on the Ngai Tahu Tourism (NTT) Hot Pool development	1 April 2015	Nil	Finalise an agreement to lease.	Minor Issues / Delays
28. Establish a Housing Accord	30 June 2015	Finalise assessments of SHA EOIs.	Report to Council April 2015 with recommendations.	On Track
29. Facilitate a Narrows Ferry resource consent application and decision	31 March 2015 (Delayed date June 2015)	Stakeholder meeting held to address matters of scope and determine a final proposal.	Finalise agreements in principle with key stake holders.  Consultation with neighbours, mooring owners, boat shed owners and other parties (timing to be determined).	Minor Issues / Delays

## COMMENT

28. Additional time is required for an agreement with stakeholders on a final location for a terminus on the Queenstown Gardens (Park Street) side of the proposed ferry route.

## PERFORMANCE

## KPI 26 – Growth in emerging sectors

2014-15:

To be reported from June 2015.



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## PROJECTS

Project	Delivery date	Action for the month	Next key milestone	Status
30. Adopt Public Engagement and Significance Policy	1 December 2014	Nil	Nil	Complete
31. Complete Otago Regional Performance Benchmarking report	1 December 2014	Nil	Nil	Complete



## PERFORMANCE

KPI 27 – Ratepayer / resident satisfaction with		
	2013-14 Performance	2014-15 Target
i. Elected members	59.3%	80%
ii. Council staff	66.9%	80%
iii. Trails;	91.7%	92%
Toilets;	71.9%	75%
Playgrounds	85%	85%
iv. Council management of enforcement activity:		
Animal control;	50.8%	55%
Freedom camping;	N/A	50%
Noise control;	52.3%	55%
Harbour master		50%
v. Street cleaning and maintenance		75%
vi. Steps Council is taking to protect the environment	N/A	50%
vii How the tourism promotion rate is being used to market the district	N/A	50%
viii. Council consultation	N/A	55%

KPI 28 – User satisfaction with		
	2014-15 Target	2014-15 Performance
i. Community services and facilities:		To be reported following user satisfaction surveys completed throughout the year.
Sports facilities;	85%	
Libraries;	85%	
Parks;	85%	
Community facilities	85%	
ii. Consenting processes	100%	



# 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
32. Implement new Health and Safety requirements	1 December 2014  (Delayed date 1 October 2015)	Review and update Hazard Register and hazard reporting procedures.  Update/refresh organisation on Accident/ Incident reporting procedures.  Increase reporting from departments and work areas to Health and Safety committee.	Health and Safety updates for all staff – Accident/Incident reporting procedures.  Continued work to review and update Hazard register and hazard reporting procedures.  Annual Health and Safety Committee review meeting – all safety systems, processes and procedures.	On Track

## ADDITIONAL MATTERS PROGRESSED THIS MONTH

- No significant injury incidents in March.
- Health and Safety focused on the development of a reporting framework, whereby each department will report on a range of health and safety information and data on a monthly basis. This has now been finalised and will be effective from April 2015. Additionally, work has commenced in reviewing the hazard registers across the organisation.
- The Health, Safety and Wellbeing Policy, reviewed by the Health and Safety Committee in February, as now been confirmed and is in place. The responsibilities of staff outlined in this document will feed into the 2015/2016 performance review and agreement process.
- Work also continues on the build and implementation of two CiAnywhere modules designed to simplify existing processes. Those modules are:
  - MySafety: an Accident, Incident and hazard reporting tool, access in CiAnywhere.
  - MyTraining: Training catalogue and calendar, which will be supported by the QLDC Training and Professional development plan to enable specific, targeted training to be allocated to roles and individuals.Delivery of both modules are expected by 30 June 2015. This will include training to Managers, Health and Safety representatives and all staff as required.
- The wellbeing focus for March was support to the Red Cross Appeal. This was supported particularly well in operational areas, with special mention going to our Queenstown Library and Horticulture team.
- Further review of current Health and Safety practice across QLDC with view toward changes to legislation October 2015.

Project implementation for Phase 2 of TechOne (enterprise system):

- Departmental Business Intelligence Dashboards currently being rolled out.
- Monthly Business Intelligence dashboards and reports – Work has been completed to create dashboards that report on some of the KPIs for this monthly report. Data verification and adjustments are being made before implementing dashboards as data source for monthly reports.

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## PROJECTS

CONTINUED

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### ADDITIONAL MATTERS PROGRESSED THIS MONTH

Other Information and Communications Technology (ICT) work:

- 313 separate IT helpdesk cases closed in the calendar month.
- Hansen8 (Asset Management system) software upgrade and power-user training for Asset Planning Team.
- Selection of 500 random properties and associated assets using Geographic Information System (GIS) for water metering trial.
- Removed ability to view owners names from external facing GIS viewer to better align the site with privacy legislation.

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### SCHEDULED FOR NEXT MONTH

Project implementation for phase 2 of TechOne (enterprise system):

- Timesheet consent billing (timesheet integration with our works billing system to allow Council staff to charge time against a building or resource consent whilst processing) full end-to-end testing and final implementation scheduled for 4 May.
- Online portal – Online payments. This is 90% complete, final testing of the end-to-end process, including payment reconciliation is to be completed next month.
- Invoice processing automation 95% complete – Final testing required.
- Building Inspections Tablet Application – Build web services to integrate between Datacom and TechOne.
- Dogs – Audit of data and configuration within TechOne to enable processing for upcoming registration year.

Other Information and Communications Technology (ICT) work:

- Initiation of Information Technology (IT) Steering Group to provide IT project governance and prioritisation.
- Focus on TechOne opportunities, development potential and user needs to fully leverage our investments.
- Ministry for the Environment biannual report – Collation of consenting and District Plan data.
- Tikator upgrade – Manage the implementation of new Tikator handhelds (hardware and software used by parking enforcement to issue tickets).
- District Plan review – GIS data updates.
- Increase network bandwidth between Gorge Road and Events Centre – 16 April.
- Document Management – Records Manager 8.0, begin preparation for migrating HP TRIM to HP Records Manager 8.0.
- Private Branch Exchange (PBX) – Phones upgrade 14 April.
- Testing viability of using an internet data store (i.e. cloud, BaaS) for offsite data backup.
- Develop the plan for moving server hardware from Shotover Street to the Events Centre to provide business continuity (BC) and disaster recovery (DR) in the event of a localised emergency (i.e. flood).

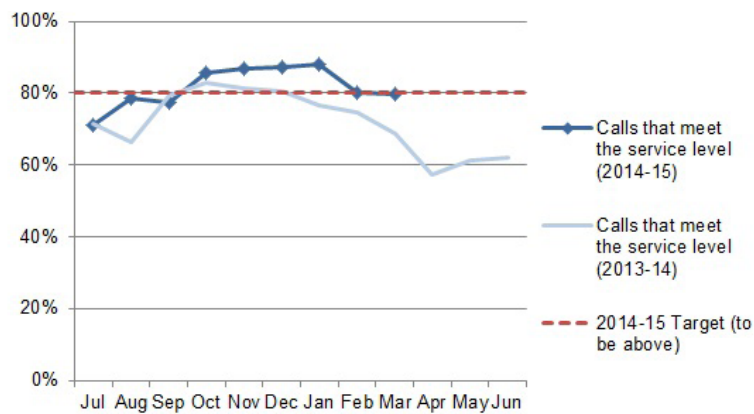
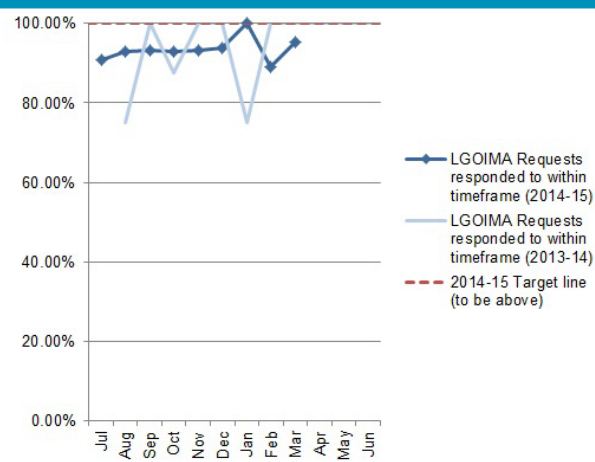
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### SCHEDULED FOR 2015

- Health and Safety update training for new Committee representatives.
- Accident Compensation Corporate Workplace Safety Management Practices Audit, targeting achievement of Tertiary Status.
- Health and Safety updates for all staff, specifically focused on Accident/Incident reporting procedures.
- Review and update of QLDC Hazard Register.
- Annual Health and Safety Committee meeting, including a review of all safety systems, processes and procedures in June/July 2015.



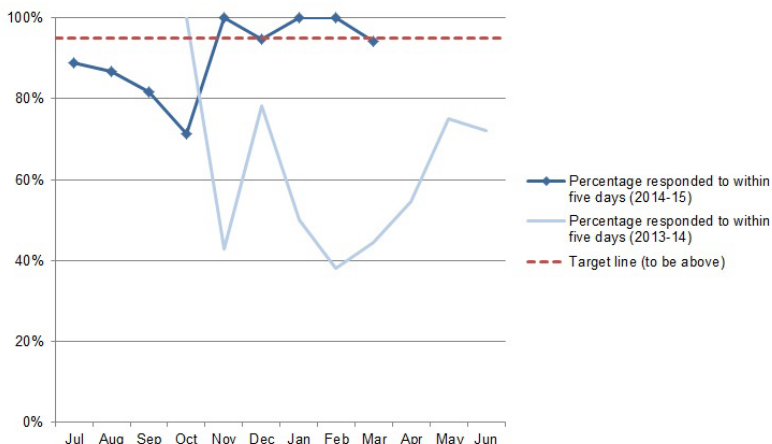
## PERFORMANCE

KPI 29 – Percentage of customer calls that meet the service standard (answered within 20 seconds)		
Monthly performance	Aggregate performance	Explanation
 <p>100% 80% 60% 40% 20% 0%</p> <p>Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun</p> <p>— Calls that meet the service level (2014-15) — Calls that meet the service level (2013-14) - - 2014-15 Target (to be above)</p>	80%  Target: 80%	<p><b>Monthly performance:</b> The average service level for the month is 80%, meeting target.</p> <p>This month the customer services team handled the second largest volume of calls recorded at 7,037 (average number of calls per month this year is 6,378).</p> <p><b>Aggregate performance:</b> Service level remains on target. This performance has been maintained over a busy period with increased calls, staff turnover and training demands of a new staff member in Wanaka.</p>
KPI 30a - Percentage of Local Government Official Information and Meetings Act (LGOIMA) Requests responded to within 20 days		
Monthly performance	Aggregate performance	Explanation
 <p>100.00% 80.00% 60.00% 40.00% 20.00% 0.00%</p> <p>Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun</p> <p>— LGOIMA Requests responded to within timeframe (2014-15) — LGOIMA Requests responded to within timeframe (2013-14) - - 2014-15 Target line (to be above)</p>	93.46%  Target: 100%	<p><b>Monthly performance:</b> 21 LGOIMA requests were due for response in March which is the highest volume YTD and higher than recorded numbers for any month in 2013-14. One response was overdue and responded to the following day.</p> <p><b>Aggregate performance:</b> Aggregate performance remains at 93.46%, and is below target.</p>

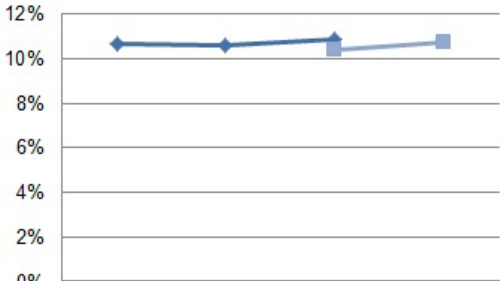
## PERFORMANCE

CONTINUED

### KPI 30b – Percentage of Councillor enquiries responded to within five days

Monthly performance	Aggregate performance	Explanation
 <p>Percentage responded to within five days (2014-15)</p> <p>Percentage responded to within five days (2013-14)</p> <p>Target line (to be above)</p>	90.85% Target: 95%	<p>There were 17 Councillor enquiries due for response in March 2015. Of these, eight were for Infrastructure (specifically four for Transport, three for Solid Waste and one for 3 Waters), four were for Planning and Policy, three were for Parks and two were for Legal and Regulatory.</p> <p>Of these enquiries, seven were made by Mayor van Uden, four were made by Cr Gilmour, two each by Cr Lawton and MacLeod plus one each by Cr Forbes and Cr Ferguson.</p> <p>All enquiries were responded to within the required timeframe, except for one completed by Planning and Policy two days late.</p>

### KPI 31 – Percentage of rates invoices that are sent via email

Performance	Explanation															
<div></div> <table><tr><th></th><th>Qtr1</th><th>Qtr2</th><th>Qtr3</th><th>Qtr4</th></tr><tr><td>Percentage sent by email (2014-15)</td><td>10.69%</td><td>10.60%</td><td>10.83%</td><td></td></tr><tr><td>Percentage sent by email (2013-14)</td><td></td><td></td><td>10.39%</td><td>10.74%</td></tr></table>		Qtr1	Qtr2	Qtr3	Qtr4	Percentage sent by email (2014-15)	10.69%	10.60%	10.83%		Percentage sent by email (2013-14)			10.39%	10.74%	<p>This percentage establishes a benchmark, being the first time it has been reported on. Following the TechOne implementation, there is a programme of work to improve customer data including email addresses for rates billing.</p>
	Qtr1	Qtr2	Qtr3	Qtr4												
Percentage sent by email (2014-15)	10.69%	10.60%	10.83%													
Percentage sent by email (2013-14)			10.39%	10.74%												



# FINANCIAL MANAGEMENT

Council expenditure is cost-effective and sustainable.

## PROJECTS

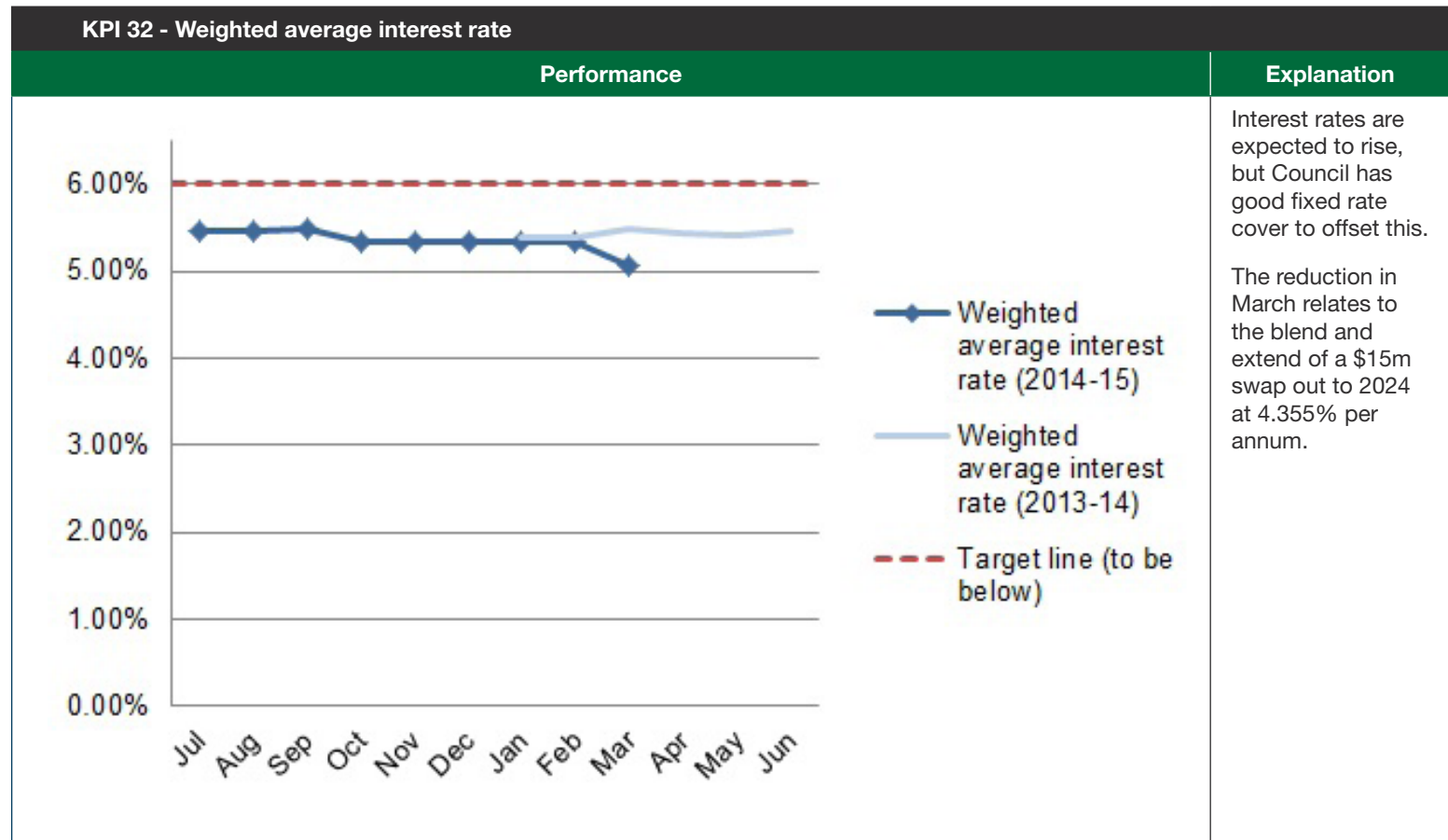
Project	Delivery date	Action for the month	Next key milestone	Status
33. Post TechOne implementation review of financial management and reporting	31 January 2015	Nil	Nil	Complete
34. Deliver Annual Plan	30 June 2015	Nil	Part of 10-Year Plan.	On Track
35. Deliver 10-Year Plan	30 June 2015	Completion of audit and adoption of Consultation Document.	Public consultation.	On Track
36. Complete Annual Report	1 November 2014	Nil	Nil	Complete
37. Review of Development Contributions and Financial Contributions Policies	30 June 2015	Adopt draft of revised Policy for consultation.	Public consultation.	Minor Issues / Delays
38. Contribute to the Local Government New Zealand, Local Government Funding Review	31 March 2015	Nil	Nil	Complete

## ADDITIONAL MATTERS PROGRESSED THIS MONTH

- 33. TechOne have released an integrated solution for time billing from timesheets which is being tested and is due for completion in May.
- 35. The audit of the 10-Year Plan Consultation Document was completed on 24 March. The audit of the supporting information will continue into April.



## PERFORMANCE



**PERFORMANCE**

CONTINUED

KPI 33 - Debt servicing to rates revenue		
Performance	Target	Explanation
June 2014: 10.5% December 2014: 10.6%	<15%	Target comfortably met for June and December 2014 but debt servicing costs are expected to rise.

KPI 34 - Age of debt		
Performance	Target	Explanation
Percentage of debt owing (>90 days) June 2014: 24%	<30%	This measure includes all receivables including rates.

KPI 35 - Rates as a percentage of household income		
Performance	Target	Explanation
June 2013: 2.73% June 2014: 2.75%	<3%	The median household income for the District as at the 2013 census was \$73,300. This is the base figure which we have not adjusted for 2014. The target is still to be determined.

KPI 36 - Capex to depreciation		
Performance	Target	Explanation
Ratio of Capex to depreciation June 2013: 1.9 June 2014: 1.64	1	The actuals show that we are comfortably within the target.



# HUMAN RESOURCES

Department	New starters this month	Departures this month**	Vacancies this month***	Current Full Time Employees (FTEs)
Corporate Services*	2	1	3	29.9
Knowledge Management	0.8	0	1	10.6
Finance	2.5	0	3	15
Infrastructure	0	0	4	16.3
Planning and Development	2	0.5	6	50.18
Legal and Regulatory	0	1	3	12
Operations	0.98	3	11	74.54
<b>Total</b>	<b>8.28</b>	<b>5.5</b>	<b>31</b>	<b>208.52</b>

\*Corporate Services includes the Chief Executive.

\*\*Departures Summary:

- Corporate Services: 1 FTE Customer Services;
- Planning and Development: 0.5 FTE Resource Consent Engineering, internal transfer to Knowledge Management;
- Legal and Regulatory: 1 FTE Enforcement;
- Operations: 1.25 FTE Sales and Service; 1.75 FTE Health and Fitness.

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

\*\*\*16 of these vacancies have been confirmed and are yet to start.

## ADDITIONAL MATTERS PROGRESSED THIS MONTH

- The 2015 'Say What' Staff Engagement Survey was conducted between 24 March and 2 April. Results are being collated by the survey facilitators and expected to be communicated to the organisation by mid-June.
- On 17 March, the second all-staff meeting was held with encouraging attendance across all departments.
- The Health and Safety Advisor has been appointed, and will commence in April. This position is therefore still reflected in the vacancies column above.
- The Finance review final report was released in early December. Recruitment for unfilled or contestable positions commenced in December. Appointments have been made to the Rates Assistant, Accounting Technician, Management Accountant and Systems Accountant positions. Recruitment for the manager roles was completed in late March.