

Annual report summary

Whakarāpopototaka

o te Rīpoata ā-tau

2019/20

Contents

Rāraki take

Section 98(4)(b) of the Local Government Act 2002 requires Council to make publicly available a summary of the information contained in its annual report. The specific disclosures included in the summary annual report have been extracted from the full annual report adopted by Council on 29 October 2020. The summary annual report cannot be expected to provide a detailed understanding as provided by the full annual report. The full financial report dated 29 October 2020 has received an unqualified audit report. A copy of the full annual report can be obtained on the Council website – www.qldc.govt.nz

This summary annual report has been examined by the auditor for consistency with the full annual report. The auditor's report is included with this summary.

The Council's full annual report has been compiled in line with NZ GAAP and stated explicitly that it complies with Public Benefit Entity (PBE) Standards for Tier 1 entities. The summary annual report complies with PBE FRS 43 – *Summary Financial Statements*.

Overview

Whakarāpopototaka

Contact us	4
Chief Executive's report	5
Delegated responsibilities as at 30 June 2020	8
QLDC financial results at a glance	12
Financial strategy	14

Statement of service performance

Te tauākī ā kā ratoka kaunihera

Fact file	20
COVID-19 update	21
What's new?	23
Vision Beyond 2050	25
Vibrant communities Te oraka hapori	28
Community services and facilities	29
Enduring landscapes Toitū te whenua	33
Environmental management	34
Infrastructure	37

Water Supply	39
Wastewater	42
Stormwater	44
Transport, including roading, parking and footpaths	46
Waste Management	48
Bold Leadership Te amoraki	50
Economy	51
Regulatory functions and services	54
Local Democracy	57
Finance and support services	60

Summary financial information

Whakarāpopototaka o te pāroko ahumoni

Summary statement of financial performance	64
Summary statement of other comprehensive revenue and expense	65
Summary statement of financial position	66
Summary statement of changes in equity	67
Summary statement of cash flows	68
Accounting policies/subsequent events/contingent liabilities	69
Auditor's report	70

Overview

Whakarāpopototaka



Contact us



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AUDITORS

Deloitte Limited on behalf of the
office of the Auditor General

Auckland

SISTER CITIES

Aspen, Colorado, USA
(Queenstown)

Hangzhou, China

Chief Executive's Report



In June 2019, when the 2019-2020 Annual Plan was adopted, it would have been impossible to foresee or predict how the year would unfold. March 2020 was a big turning point globally as countries rapidly went into various levels of lockdown and the global COVID-19 pandemic took hold. Many workstreams that Council had programmed were halted or significantly slowed down as many Council staff stepped into essential roles as part of the emergency response. Unprecedented is a word I and my colleagues have used in reports and plans, but usually with regard to the pace and scale of growth in the district with an increasing population and visitor numbers. In this case, the emergency response that was stepped up to respond to the COVID-19 pandemic was truly unprecedented for this Council and the district.

Queenstown was the first community outside of Auckland to have a confirmed COVID-19 case, and the number of visitors, migrants or holidaymakers in the district made our response challenging and complex. In addition to setting up an early and active response system, the Mayor became a strong public advocate for the district and in particular its vulnerable migrant communities.

In a matter of weeks, the Council's IT team had developed a bespoke welfare registration system to streamline requests for assistance which totalled in the thousands. On average, a team of 80 volunteers made 415 phone calls a day helping people access basic needs support such as food, clothing, medical supplies and heating. The emergency response team of 149 people included 62 QLDC staff, two Otago Regional Council staff, five contractors and 80 volunteers (the latter greatly supported by the efforts of Volunteering Central). Providing updates, information and support for the community during unprecedented circumstances was a huge challenge for everyone involved and I would like to acknowledge their commitment and tenacity to make sure we could get through together.

In tandem, work got underway with the formation of Council's Recovery Team. The team initiated a broad programme of work focusing on our district's economic and community recovery. This took the shape of facilities such as the Kia Kaha Community Hub providing access to information about welfare support, job opportunities, training and wellbeing / mental health support. The COVID-19 pandemic once again highlighted our dependency on visitors and construction as our key industries. While Council has previously undertaken work on economic diversification, this has become a key element in planning for the district's long-term recovery and wellbeing.

One of Government's key responses was the proposed 'shovel-ready' programme. Council submitted six shovel ready projects, and was rewarded with the Queenstown Street Upgrades and Town Centre Arterials being announced by the Prime Minister as the first of the projects to be approved and work is well underway to make these plans a reality. These two projects will inject \$125M across both Government and Council investment and are expected to create 320 new jobs.

The Council's Emergency Operations Team also stepped up in December and February when unusually high rainfall levels caused localised flooding and high lake levels, seeing many businesses and homes prepare for the worst with sandbags and relocating at risk items such as furniture to upper storeys. A key reflection on these events was the increased effectiveness and accuracy of the regional council's modelling and predictions around potential flooding. On this occasion there was thankfully minimal damage to property and the Council took a number of precautionary measures to ensure that locals and businesses could try to minimise risks, such as providing sandbag stations, closing at risk tracks and trails, and providing guidance for boaties and other lake and waterway users. In hindsight, these proved a valuable opportunity for the Emergency Operations Team to be better prepared for the pandemic crisis to follow.

This last year saw some significant steps for the Council in its commitment to our local natural environment. The first was the go-live of the new three-bin system on 1 July 2019, which provided all eligible homes with separate

bins for waste, glass and mixed recycling. Our new partnership with Waste Management and Wastebusters has a key focus on waste minimisation, education and innovation, including the introduction of electric collection vehicles and electric bikes for the collection of waste from in-town public bins. The waste Minimisation Fund ran for a second year and \$60k was awarded to six zero-waste initiatives across the district that will help achieve our district's zero carbon communities vision goal and inspire the whole community towards zero waste.

March 2020 saw the Council named as one of Aotearoa New Zealand's three 'Tree Cities of the World', reflecting the district's reputation as clean, green and sustainable and recognising a strong commitment to environmental issues. The programme, which is run by the Arbor Day Foundation and the Food and Agriculture Organization of the United Nations, recognises select cities that make the planting and care of trees a priority. This designation signifies Queenstown Lakes District's commitment to being a healthier, happier place.

In March, Councillors also adopted QLDC's first Climate

Action Plan developed following many months of expert advice and community engagement and sending a strong message that the Council is serious about, and committed to, addressing climate impacts. Council declared a climate emergency in June 2019. The overall goals for the district highlighted in the Climate Action Plan are to achieve net zero carbon emissions by 2050, and to be resilient to the local impact of climate change across the whole district.

Local body elections took place in October 2019, seeing some returning and some new Councillors around the table in Council Chambers. In a first for the district, the final seat for Queenstown-Wakatipu was a tie and had to be decided by an historic coin toss which received a great deal of media coverage both locally and nationally. The new Council was very quickly brought up to speed on the many, fast-paced activities and developments across the district through a robust induction and information sharing programme to ensure the business of Council could keep moving.

Later in the financial year, the Wānaka Community Board also

reintroduced its monthly drop-in sessions with the support from the new Upper Clutha Liaison Manager helping to connect members of the community who want to bring matters to the Board's attention. These sessions got off to a very positive start with good attendance and a variety of hot topics being discussed.

Community facilities saw some big developments in the last year, starting with the opening of the temporary Luggate Hall. Located at Hopkins Street Reserve, the new facility is a fully-accessible relocatable building that was redecorated and refitted on-site with new services. The original Luggate Memorial Hall was built in 1954 and closed in 2017 after not meeting the required standards in a detailed seismic assessment. Councillors endorsed an ultra-low energy 'Passive House' concept for the new hall in late 2018 which will make it one of the first community facilities built and certified to Passive House standard anywhere in Aotearoa New Zealand.

In January, long-awaited work began on the redevelopment of the Frankton Motorcamp returning it to a 'camping only' facility. The camp officially closed on 31 January and once developed will provide

modern camping capacity in an enviable location on the shores of Lake Wakatipu. Whilst nobody knows what will happen with the return of international visitors, the camp is expected to open ahead of the 2021-22 summer season for Kiwis to enjoy.

Then in March Alpine Aqualand reopened after the successful completion of some significant repairs to its ceiling and ventilation system. The team was understandably disappointed to have to close the pool for a six-month duration that included the popular summer and Christmas period, but was able to extend memberships and open the Arrowtown Memorial Pool early with some new heating in place to make visiting an outdoor pool in the spring a little more appealing. The essential works included some improvements to the ventilation system and replacement of the vapour barrier thereby futureproofing it for years to come.

Work continued on the District Plan Review with Stage 3 being notified for public consultation in September 2019. A wide range of topics were included such as General Industrial Zones, Township (Settlement Zones), Three Parks, Wāhi Tūpuna (sites of significance

to Iwi), 100 Ballantyne Road Active Sports Recreation Zone, and Design Guidelines for Residential and Business Mixed Use Zones. In particular, QLDC worked closely with local Iwi to identify and map Wāhi Tūpuna sites as part of our organisational commitment to takata whenua. Further topics were notified in early 2020 and the review continues in 2021 with Stage 4 and I would encourage anyone with an interest to participate.

Finally, I would like to acknowledge the contribution of the elected representatives on both the Council and the Wānaka Community Board, and that the outstanding facilities and effective services delivered to the Queenstown Lakes communities are the result of a dedicated and hard-working Council staff at every level.



Mike Theelen

*Chief Executive
Queenstown Lakes District Council*

Delegated responsibilities as at 30 June 2020

COUNCIL COMMITTEES

Appeals
Subcommittee

Audit, Finance and Risk
Committee

Chief Executive
Performance Review
Committee

Community and Services
Committee

District Licensing
Committee

Dog Control
Committee

Elected Members Code
of Conduct Committee

Governance
Subcommittee

Infrastructure
Committee

Planning & Strategy
Committee

QLDC/CODC Coronet
Forest Joint Committee

Traffic and Parking
Subcommittee

COUNCILLORS

MAYOR



Jim Boulton

ARROWTOWN WARD



Heath Copland

WAKATIPU WARD



Penny Clark



Craig (Ferg) Ferguson



Niki Gladding

WĀNAKA WARD



Calum Macleod
Deputy Mayor



John MacDonald



Valerie Miller



Glyn Lewers



Niamh Shaw



Quentin Smith

WĀNAKA COMMUNITY BOARD

CHAIR



Barry Bruce

DEPUTY CHAIR



Ed Taylor



Calum Macleod



Chris Hadfield



Niamh Shaw



Quentin Smith



Jude Battson

MANAGEMENT GROUP

CHIEF EXECUTIVE



Mike Theelen

GENERAL MANAGERS

Meaghan Miller
GM, Corporate
ServicesStewart Burns
GM, Finance, Legal
and RegulatoryPeter Hansby
GM, Property and
InfrastructureTony Avery
GM, Planning and
DevelopmentThunes Cloete
GM, Community
Services

QLDC financial results at a glance 2019/20

STATEMENT OF FINANCIAL PERFORMANCE

QLDC recorded a surplus of \$51.4m for the year. This is marginally down from the \$52.9m surplus recorded last year but up against a budget of \$50.2m. The main reasons for the higher surplus against budget are related to higher than expected revenue (\$19.8m) to budget.

Revenue was above estimate by 9.7% or \$19.8m and expenditure was over by 8.6% or \$13.2m. This reflects continued high levels of activity for the first 9 months of the financial year. The impact of COVID-19 had a significant negative impact on both revenue and expenditure in the fourth quarter.

The following major items contributed to this variance:

- > Increased vested asset income of \$42.3m for the year; this non-cash income reflects the value of assets passed to Council as a result of continued high levels of development activity in the district.
- > An increase in development contribution income of \$2.0m which is related to the level of development activity within the district. This income can only be used to fund growth related capital expenditure.

- > The delay associated with the Queenstown Arterials project created an unfavourable variance of \$20.2m in expected grants and subsidies .

The surplus includes the following:

- > \$5.1m of net unrealised losses as a result of the revaluation of investment property, interest rate swaps and forestry assets as at 30 June 2020.

Operating expenditure was \$13.2m (8.6%) over budget for the year ended 30 June 2020. \$6.6m of this negative variance is due to an increase in loss provision to defend and resolve a number of building-related legal claims against the Council. The major remaining operational cost variances are as follows:

- > Depreciation and amortisation expense higher than budget by \$9.0m, largely as a result of updated valuations for infrastructure assets for 3 waters assets in 2019.

- > Interest expense for the year is \$5.0m less than budget. This is a result of the timing of some capital works and lower than expected interest rates.

- > Costs for road maintenance were \$2.3m above budget for the year, mainly as a result of emergency work along with environmental maintenance.

- > There was \$2.0m of costs originally included within capital budgets which have been transferred to operational costs as they cannot be capitalised. This is not overspend but a change of classification.

- > Similarly, there was \$0.8m of costs associated with freedom camping initiatives funded by central government which were included within capital budgets which have been transferred to operational costs as they cannot be capitalised.

- > The negative variance for operational costs was offset by a \$4.5m positive variance as result of the delay of the Coronet Forest harvest.

FINANCIAL IMPACT OF COVID-19

The financial impact of COVID-19 on the Council is not immediately apparent because of the increased vested asset income of \$42.3m for the year. This significant variance of non-cash income and the variances in other revenue items tends to mask the impact in the high level financial statements.

The financial impact of COVID-19 on the Council is significant and resulted in reduced revenues against budget of \$4.8m for the fourth quarter for the following areas:

- > Consenting income down to \$1.36m
- > Rental income down \$0.92m
- > Recreation revenues down \$0.8m
- > Solid Waste income down \$0.63m
- > Infringement income down \$0.62m
- > Parking income down \$0.39m
- > Licensing income down \$0.12m

The main impact from an expenditure perspective were the costs associated with the welfare response which Council administered up until July 2020.

Welfare related payments totalling \$2.85m were made during this period. Council was subsequently reimbursed by the Government for most of this cost with \$2.79m showing as favourable unbudgeted income.

On 19 August 2020 the QAC Board resolved that no final dividend for the year ended 30 June 2020 would be paid to shareholders, this will impact the 2020/21 financials.

STATEMENT OF FINANCIAL POSITION

The main variances relate to the difference in expected asset values for the year and reduced borrowings. The following items contributed to this variance:

Large movements in infrastructure values as a result of infrastructure revaluations in both 2019 and 2020. These are summarised below:

- > 2019 Increase in infrastructure value: \$380m with Roothing increasing by \$75.1m and 3 Waters assets by \$304.9m.

2020 Increase in infrastructure value: \$184.5m with Roothing increasing by \$184.5m.

Offsetting this, capital expenditure was below estimate by \$108.1m for the year ended 30 June 2020. This relates mostly to timing differences in the following areas: Transport \$16.2m; Water Supply \$17.6m; Wastewater \$9.6m; Housing Infrastructure Fund projects \$6.7m; Community Services \$11.5m.

- > Lower than forecast capital expenditure in the last four years, as well as the sale of the Scurr Heights land in 2016 and the prepayment for the Wanaka Airport lease last year, results in borrowings that are \$112.8m below forecast. Total debt as at 30 June 2020 is \$118.8m compared to a forecast of \$231.9m.

STATEMENT OF CHANGES IN EQUITY

Accumulated differences between actual and budgeted net surpluses as described above for 2019 and 2020, as well as the impact of infrastructure asset revaluations; prior investment property revaluations and reduced borrowings, has resulted in an equity variance of \$557m above forecast.

STATEMENT OF CASH FLOWS

The budget variations explained above also contribute to budget variations in the Statement of Cash Flows, particularly cash flows from investing and financing activities. Cash payments for the purchase of property, plant and equipment (i.e. capital expenditure) were \$97.2 million below estimate and consequently, net borrowings were around \$82.0 million less than expected. Cash flows from operating activities were \$22.8m below budget mainly as a result of COVID-19.

Financial strategy

The Financial Strategy must show prudent financial management by the Council and act as a guide when making large funding decisions. It also outlines how the Council will tell the story about projects, so that the community can understand the implication of big decisions on things like rates, debt and investments. The strategy is contained in full in Volume 2 (pp 8-21) of the 2018 Ten Year Plan www.qldc.govt.nz.

The Council's Financial Strategy is aimed at responding to the needs of our district today and into the future in a responsible and affordable way. It is important that the costs of providing facilities with long lives are shared between today's ratepayers and those in the future. It is also critical that an alternative funding mechanism to support the continued investment in tourism-related infrastructure is agreed with Central Government. It is unreasonable to expect local ratepayers to fund tourism-related infrastructure where it can be demonstrated that the main beneficiaries are visitors to the district, the wider region and New Zealand as a whole.

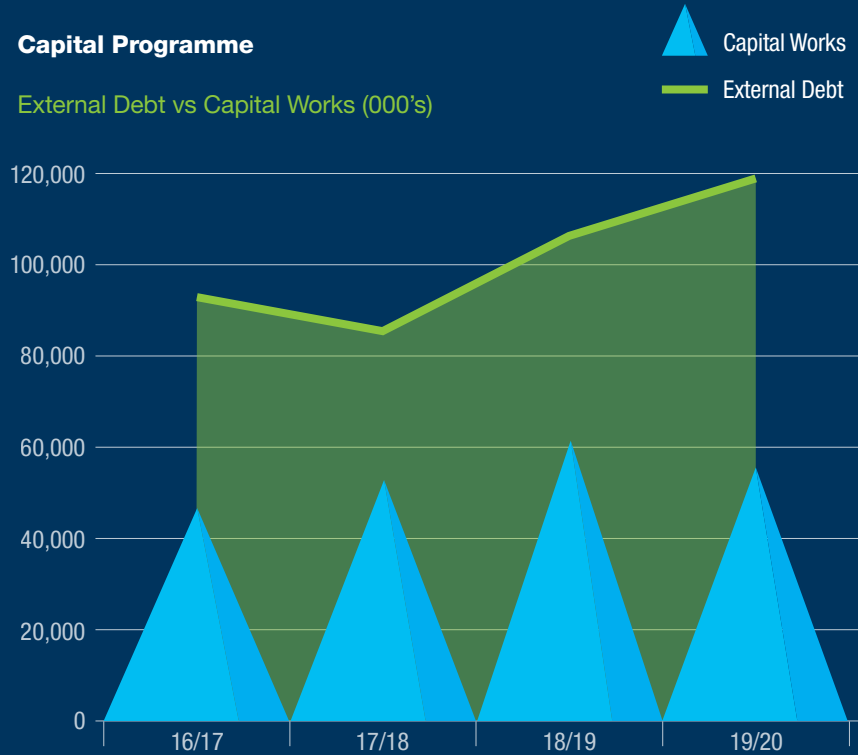
If this aim is successfully realised, the following outcomes should be achieved:

- > a prioritised capital programme, delivering the 'right' projects ahead of growth so that development is supported in the appropriate areas;
- > rates increases (subject to changes in growth forecasts) are set at maximum of 10.8% gross (7% net) per annum for the first three years and 9.0% gross (5.5% net) per annum for years four to ten;
- > debt levels maintained at affordable levels (i.e. within borrowing limits);
- > debt levels at the end of the ten year period have stabilised and sufficient headroom exists to provide financing flexibility for future councils; and
- > excellent service continued to be provided within financial constraints.

REPORTING BACK ON FINANCIAL STRATEGY

Capital Programme

External Debt vs Capital Works (000's)



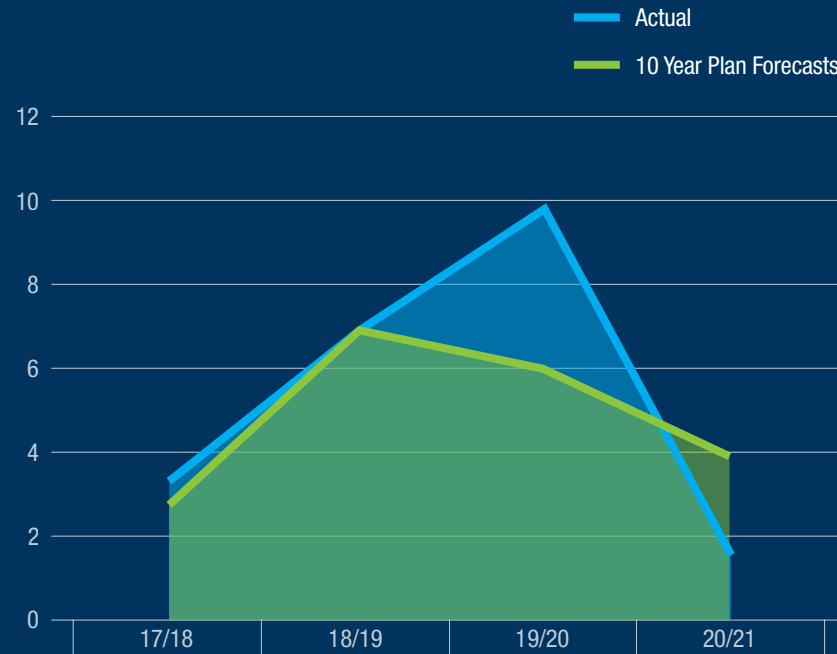
The graph above shows that the actual spend on capital projects has increased significantly for the last three years compared to 2016/17. The result for 2019/20 is still some \$113.8m short of the original 2018 Ten Year Plan budget for 2019/20. This is due to primarily to the deliberate re-programming of the 3 Waters capital programme and the delay in the NZTA approval process for major transport improvements in Queenstown.

RATES

The graph below shows the actual rates increases over the past four years compared to the increases forecast in the Ten Year Plan. The total rates for 2020/21 are lower than forecast and reflect the revised Annual Plan for 20/21 which incorporates Council's short term response to COVID-19. The rates reduction was achieved through a comprehensive review of operational costs and capital funding whilst not altering levels of service for ratepayers.

Note the actual increase is based on total rates revenue and does not take into account the growth in rating database.

Rates Increase % – Actual and Forecast (after allowing for growth)



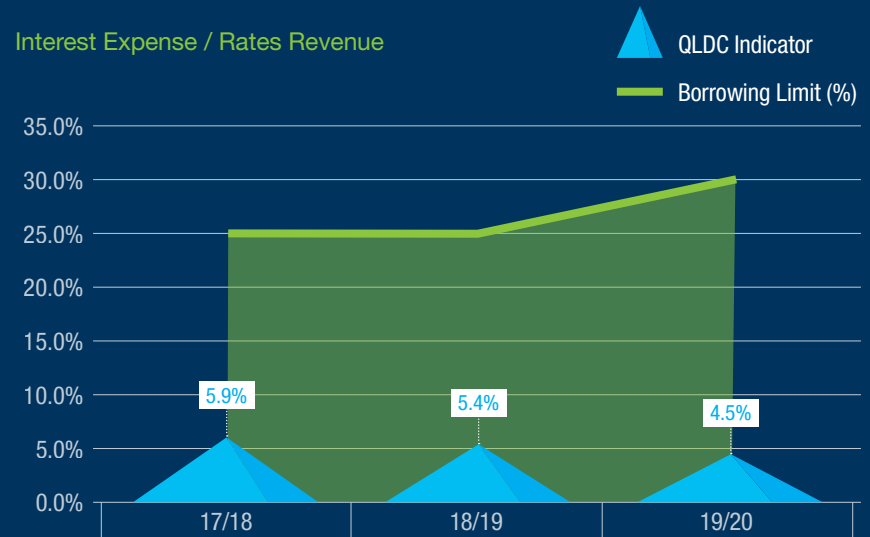
DEBT LEVELS

In order to deliver the large capital programme included in the 2018-28 Ten Year Plan, the Council will need to rely on borrowing. The Council has spent a considerable amount of time and effort working through the capital programme to ensure it is affordable and deliverable. The actual external debt at 30 June 2020 was \$118.8m; this is \$12.5m more than June 2019 and \$130.0m less than the amount forecast in the 2018 Ten Year Plan. This is largely due to the re-programming of the 3 Waters capital programme and the delay in the NZTA approval process for major transport improvements in Queenstown.

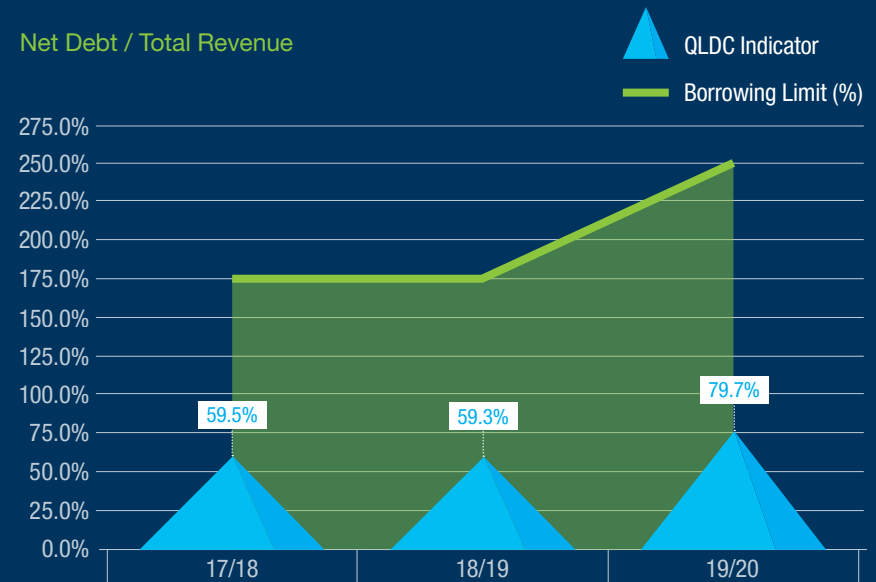
The actual and proposed levels of debt are now within all of the Council's borrowing limits:

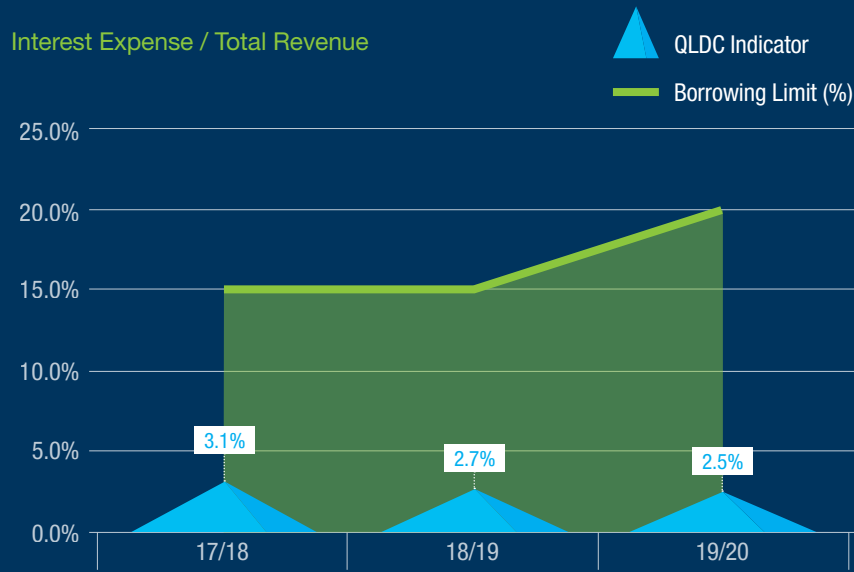
LGFA Borrowing Limits (%)	Actual 2017/18	Actual 2018/19	Actual 2019/20	Forecast 2019/20
Interest Expense/ Rates < 30%	5.9%	5.4%	4.5%	12.6%
Interest Expense/ Total Revenue < 20%	3.1%	2.7%	2.5%	5.7%
Net Debt/Total Revenue < 250%	59.5%	59.3%	79.7%	137.3%

Interest Expense / Rates Revenue

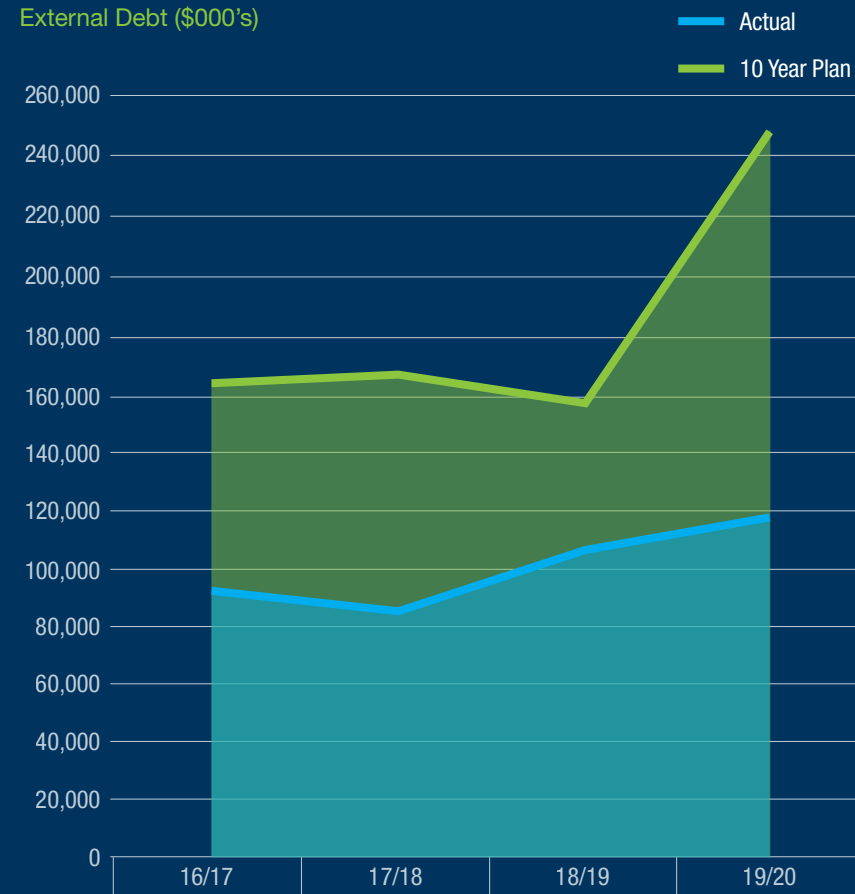


Net Debt / Total Revenue





The following graph shows the forecasted debt levels compared to actual debt levels up to 2019/20. As can be seen, actual debt levels are significantly reduced. The actual external debt at 30 June 2020 was \$118.8m and is \$130.0m less than the amount forecast in the 2018 Ten Year Plan. This is explained in detail on page 8.



Borrowing will have to increase in order to deliver the future capital programme but the Council will ensure that the projects continue to be rigorously prioritised.

CAPITAL WORKS 2019/20

Notable infrastructure projects that have been substantially advanced or completed during the 2019/20 financial year:

<i>Project</i>	<i>Cost at Year End 2020 (\$)</i>
QEC roof and ventilation improvements	4,513,717
Recreation Ground new wastewater pump station	3,870,413
Arrowtown new water pump station and bores	1,890,269
North East Frankton stormwater conveyance	1,851,638
Queenstown Town Centre pedestrianisation	1,354,641
Wakatipu - sealed road resurfacing	1,334,119

Carry-forward projects totalling \$67.75m were approved by the Council in August 2020 for completion in 2020/21. Projects in excess of \$500k are as follows:

<i>Project</i>	<i>Budget deferred at Year End 2020 (\$)</i>
Shotover Country water supply new water treatment plant	6,592,409
Wanaka Lakefront Development Plan	3,586,514
Hawea wastewater connection to Project Pure wastewater treatment plant	2,886,464
Frankton water supply rising main (BP Station to Kawarau Bridge)	2,640,770
Wanaka - minor improvements	2,524,358
Cardrona new wastewater scheme	2,332,567
Artificial turf programme	2,180,146
HIF Quail Rise to Hawthorne Drive stage one	2,147,387
Beacon Point new reservoir	2,074,823
Crown Range Special Purpose Road - sealed road resurfacing	1,580,629
Kingston HIF wastewater new scheme	1,415,633
Project Shotover wastewater treatment plant upgrade	1,328,649
Queenstown parking improvements	1,311,074
Glenorchy Special Purpose Road - minor improvements	1,268,759
Park and Ride transport services	1,248,033
Shotover Country rising main (bridge)	1,239,729
Wakatipu Active Travel Network	1,064,788
Wakatipu - sealed road pavement rehab	930,120
Quail Rise new reservoir	853,385
Alpha Series stormwater bypass	842,129
516 Ladies Mile highway development	762,081
Glenorchy reservoir upgrade	745,937
Frankton Campground upgrade	743,874
Project Pure wastewater treatment plant upgrade	739,779
Kingston HIF water supply new scheme	732,344
Coronet Forest revegetation	643,187
Wanaka - sealed road pavement rehab	618,638
Crown Range Road - sealed road pavement	602,918
Wastewater - renewals - Queenstown	595,015
Luggate Hall replacement	581,277
Wakatipu - unsealed road metalling	567,344
Kingston HIF stormwater new scheme	525,203
Wanaka Recreation Centre prefab	508,673

Statement of service performance

Te tauākī ā kā ratoka kaunihera



Fact file

USUALLY RESIDENT POPULATION

TOTAL VISITOR

AVERAGE DAY POPULATION

67,129
AVERAGE DAY
TOTAL 2019



87,888
AVERAGE DAY
TOTAL 2028



PEAK DAY POPULATION

123,249
PEAK DAY
TOTAL 2019



156,147
PEAK DAY
TOTAL 2028



COVID-19 update

The preparedness of QLDC to effectively respond to a Civil Defence Emergency has been actively demonstrated through its response to the COVID-19 pandemic. This ongoing health emergency has had a profound global impact and resulted in only the second declared State of National Emergency in New Zealand's history. While the effects of the pandemic have been felt across all New Zealand, the Queenstown Lakes district has been disproportionately impacted in terms of transmission rates, social hardship and economic fallout.

The financial implications of COVID-19 is not apparent due to the increased vested asset income of \$42.3m for the year. This significant variance in non-cash income and the variances in other revenue items tends to mask the impact in the high-level financial statements.

However, the impact will be significant and has already resulted in reduced revenues against budget of 4.8m for the fourth quarter of 2019-20 in the following areas:

- > Consenting income down \$1.36m
- > Rental income down \$0.96m
- > Recreation revenues down \$0.8m
- > Solid Waste income down \$0.63m
- > Infringement income down \$0.62m
- > Parking Income down \$0.39m
- > Licensing income down \$0.12m

In terms of expenditure, the main costs to the Council were associated with the welfare response, which QLDC administered until July 2020. Welfare related payments totalling \$2.85m were made during this period. QLDC was subsequently reimbursed by the government for most of this cost with \$2.79m showing as favourable unbudgeted income.

THE RESPONSE

Preparations for the impending pandemic event began in mid-February with the updating of the QLDC Pandemic Response Plan. This plan needed to become reality on Saturday 14 March when the Queenstown Lakes District registered its first COVID-19 positive patient. This milestone triggered the activation of the following Council COVID-19 functions:

- > CDEM Emergency Operation Centre (EOC)
- > QLDC Business Continuity Response Team
- > QLDC Recovery Team

Each of these functions has focussed on a key element of the council's duty to provide leadership throughout the COVID-19 pandemic and safeguard the welfare and continuity of Council services to the community. This has involved a significant investment by Council in

terms of training, staffing, resourcing and financial expenditure to ensure that all current and future challenges associated with COVID-19 were managed as effectively as possible.

The CDEM response ended on 1st July with a transition to DIA/ Red Cross. Over the course of the 15 week activation the following priorities were effectively managed:

- > Leading the logistical effort to find quarantine accommodation for positive COVID-19 patients and self-isolation accommodation for international tourists and returning nationals.
- > Support Public Health South with border control at QAC.
- > Developing and deploy plans for managing the significant number of freedom campers under alert level four.
- > Facilitating the Health Sector Liaison Group to help develop contingency plans for the predicted surge in local community COVID-19 transmission.

- > Supporting Wellsouth with the setup of Community Based Assessment Centre's at Lake Hayes Pavilion, Memorial Hall and Pak N Save.
- > Developing a welfare team structure and supermarket voucher system from scratch that would work under level four lockdown protocols. The Welfare team supported 7,376 individuals who submitted over 23,340 welfare requests for such items as food vouchers, primary health care, mental health support, clothing, household goods, firewood etc.
- > The development of a bespoke software system to support the escalating caseload of welfare registrants.
- > Working with Volunteer Central to recruit, train, roster and manage a significant number of volunteers to support the welfare effort.
- > Collaborating with Salvation Army, Happiness House, Baskets of Blessing, Central Lakes Family Services, Citizens Advice etc to help ensure the agencies had the capacity and support to deliver their services.
- > Establishing a repatriation working group which facilitated the complex task of advocating and supporting locally based foreign nationals with their repatriation planning.
- > Working with local medical practices and community funders to help ensure that vulnerable members of the community had access to primary health care and mental health support.

QLDC worked throughout with Emergency Management Otago and NEMA to advocate for the acute needs of our community.

RECOVERY

QLDC activated its Recovery team in conjunction with the EOC and work began immediately to address the impacts the crisis was having on our community and economy. A virtual team was created to address a complex, uncertain and emerging situation. The role of the team was to:

- > Plan for the social and economic recovery of the district in pursuit of Vision Beyond 2050.
- > Implement key initiatives via a network of key partners, groups and leaders.
- > Support a network of collaboration between government, charities, businesses, community groups and the public.
- > Ensure the flow of reliable information and data.

- > Build a strong relationship with the EOC to ensure consistency of approach, evolution and consistency.
- > Manage key stakeholders and key risks.
- > Ensure the flow of funding and resources to deliver initiatives.
- > Embed Recovery activity in the day to day work of QLDC as appropriate.
- > Monitor, evaluate and report on progress.
- > Advocate to all relevant agencies and parties for the needs of the district.

Successes included:

- > Rapid assessment of impact on rates, leases and concessions income for QLDC.
- > Working with the EOC to develop a welfare model, then initiating the Kia Kaha Community Hub, including representatives from Immigration, MSD, Wellbeing groups and NGOs.

What's new?

- > Establishment of a business recovery group in partnership with the Chambers, Regional Tourism Organisations and MBIE. Met every day initially, then twice weekly and now weekly.
- > Initiating a Mayoral Taskforce for Tourism and Short Term Recovery (advisory group)
- > Initiating a community-led, Regenerative Recovery Advisory Group
- > Securing \$85m in CIP funding for the Queenstown Streetscapes and stage one of the Arterials; three other "shovel ready" programmes of work await announcement of decisions
- > Securing inclusion of the Arterials project in the RMA Fast-tracked Consenting Bill.
- > Securing \$1.4m MBIE funding for labour initiatives, recovery and data management
- > Regular meetings with community funders (e.g. CLT, Southern Lakes and Greatest Needs Fund) to find innovative solutions to immediate needs
- > Launching a 'conservation workforce alliance' pilot in partnership with local tourism businesses, NGOs, conservation groups and DoC, to redeploy workers into nature-based jobs.
- > Joining the 'In the Wild' Partnership with DoC and the ORC.
- > Completing stage one of the 'Diversification Plan' – economic stocktake – stage two underway
- > Establishing a collaborative approach to the development of a Destination Management Plan, working in partnership with the two RTOs. Funded via MBIE.
- > Preparing to launch Torokiki, a community collaborative idea management platform
- > Development of regular data and intelligence report for all agencies and partners. Identification of data gaps and future scenario requirements.

QUALITY OF LIFE SURVEY

This Annual Report reflects the findings from the second year of QLDC's Quality of Life survey. The survey explores the wellbeing of communities, as well as reflecting on the services QLDC provides directly. High levels of engagement were observed again this year. A copy of the 2019 survey report can be found on the QLDC website. The next survey will run from 14 September -11 October 2020, with results available early November.

TREES CITIES OF THE WORLD – SUSTAINABILITY AWARD

The Queenstown Lakes District's reputation as clean, green and sustainable has received a further boost after being named one of New Zealand's three Tree Cities of the World.

The programme, which is run by the Arbor Day Foundation and the Food and Agriculture Organization of the United Nations, recognises select cities that make the planting and care of trees a priority.

The judges looked at factors including the amount of trees planted over the past year, tree policies and volunteer tree planting numbers. They praised the district's commitment to effective urban forest management.

Along with Auckland and Wellington, other Tree Cities include Paris, Milan, Madrid, Toronto, Washington DC and New York City.

WASTE MINIMISATION COMMUNITY FUND

Community zero waste initiatives have received a funding boost for the second year running. Grants totalling \$60,000 have been allocated through the Queenstown

Lakes District Council (QLDC) Waste Minimisation Community Fund to local initiatives.

The grants approved through the 2020 funding round include:

- > Wastebusters and One New Zealand, Better Building Resource Circulation: Resource recovery campaign aimed at trading or donating excess construction material instead of sending it to landfill.
- > The Hawea Grove, Hawea Grove Eco Building Webisode Series: A project aimed to raise awareness about the waste generated from a house build by documenting the process and sharing learnings, from decision-making right through to completion.
- > Sustainable Queenstown, Bringing RefillNZ to Queenstown: Preventing plastic pollution by making it easier to refill reusable water bottles rather than buying water in single-use plastic bottles.
- > Queenstown Chamber of Commerce, Undertake waste audit process for Queenstown Lakes businesses: Helping a representative selection of businesses within our district to improve their waste and recycling practises.
- > Queenstown Golf Club, Composting Organic Waste: Reducing organic waste by implementing a system to compost the Golf Club cafe food waste and green waste from onsite operations. Learnings will be shared with club members and local golf associations.
- > Chunky Limited, Chunky Loan Cup: Reusable loan cup scheme for Queenstown cafes.

The second funding round has delivered an inspiring mix of waste reducing initiatives and QLDC are excited to watch what applicants will achieve and how their projects will inspire the whole community towards zero waste

CLIMATE ACTION PLAN

The Climate Action Plan was adopted on 12 March and will help guide local action as we all rise to and meet the challenge of the climate change emergency (declared in June 2019).

As a Council, QLDC has embarked on a journey towards a major organisational behaviour shift which will lead the way for residents and business communities. Part of this means ensuring climate change considerations are reflected in decision-making, policy-setting, projects and service delivery.

The Climate Action Plan is the first of many for our district. It starts to identify ways in which we can reduce emissions and sets a strategic direction for adapting to and mitigating the effects of climate change. It incorporates feedback received on the draft plan and is designed to remain flexible as

we gain a greater understanding of the challenges faced and the technological advances that will help us develop potential solutions.

The Climate Action Plan will be reviewed annually and will look forward three years.

A unique place.
An inspiring future.

He Wāhi Tūhāhā.
He Āmua Whakaohoho.

VISION BEYOND 2050





Thriving people | Whakapuāwai Hapori

Ours is a community with a strong heart and whānau roots that run deep.

Ours is the most accessible, barrier-free district in Aotearoa New Zealand for all people

People of all ages are able to seek a future here

Everyone can find a healthy home in a place they choose to be

Our environments and services promote and support health, activity and wellbeing for all

Our doors and minds are open; everybody is warmly welcomed



Embracing the Māori world | Whakatinana i te ao Māori

Ours is a district that honours Te Tiriti o Waitangi and champions equality for all our people.

We celebrate the unique history of our rohe and Aotearoa New Zealand

Our kōrero is strong in both Te Reo and English

Our diverse, multicultural past and present strengthens our district's future

Our Māori ancestry and European heritage are both reflected and enrich our lives



Opportunities for all | He ōhaka taurikura

Our district is a place of social, environmental and technological enterprise.

Our economy is strong and diverse with sustainable and inclusive growth

Ours is a place that works hard and thinks big, where workers and entrepreneurs flourish and inequality is reduced

Technology enables us to connect locally, regionally and globally



Breathtaking creativity | Whakaohooho Auahataka

Surrounded by the endless inspiration of our landscapes, ours is a place that nurtures the arts, culture and the spirit of invention.

Our breath-taking landscapes and diverse people attract strong talent and create space for reflection

Free-thinking innovation and locally distinct arts make our place a byword for brilliance

Artists and art lovers unite in both dedicated spaces and beyond the boundaries of venues and facilities

Our economy supports arts, culture and heritage industries



Deafening dawn chorus | Waraki

Our ecosystems flourish and are predator-free under our kaitiakitanga.

We are all kaitiaki of our protected and restored incredible environment, flora and fauna

Our waterways and lakes are drinkable

Our people and visitors respect the privilege of accessing our rivers, lakes and mountains

We set the standard for combating biodiversity loss



Zero carbon communities | Parakore hapori

From Makarora to Kingston, our district sets the standard for regenerative, low-impact living, working and travel.

Our homes and buildings take the best ideas from the world, but use sustainable, locally-sourced materials

Our public transport is the cleanest, greenest, innovative choice for district-wide connectivity

Active travel is an integral part of an accessible and safe network for all of our people

Zero waste is just something that we do here



Disaster-defying resilience | He Hapori Aumangea

Queenstown Lakes is a place that is ready and prepared for every emergency.

Our communities are resilient to disasters and adapting to a changing global climate

Our people stand tall through any challenge, caring for whānau, neighbours and visitors alike

Our infrastructure is as resilient as our people

Recovery empowers our people to quickly find a new normal



Pride in sharing our places | Kia noho tahi tātou kātoa

Our district is a place where our quality of life is enhanced by growth through innovation and thoughtful management.

Our lives are enhanced by measuring wealth in wellbeing as well as dollars

Our welcome is warm and genuine, and visitors respect what is expected of them

Our everyday experiences are enriched by focusing on shared values not volume

We are the place the rest of the world cannot be

Vibrant communities

Te oraka hapori



WĀNAKA

- | Contract awarded for Wānaka skate park repairs and design and build of stage three
- | Floodlights installed at Wānaka Recreation Centre sports fields
- | Wānaka Recreation Masterplan completed
- | Development plans on the Wānaka Lakefront underway

GLENORCHY

- | New toilet installed at Glenorchy skate park

WAKATIPU

- | The Queenstown Lakes-Central Otago Sport & Recreation Facilities Strategy completed
- | Queenstown Events Centre Masterplan completed
- | Queenstown Gardens development plans underway

LUGGATE

- | New toilet installed at Luggate Red Bridge

ARROWTOWN

- | Coronet Forest harvest underway
- | Native seedlings now propagating to revegetate the site

KINGSTON

- | New toilets installed at Kingston Domain and SH6 Kingston

Community services and facilities



Efficient and effective community facilities



Communities have a good standard of living and wellbeing



Communities are inclusive for all



Strong cultural landscape that inspires, preserves and celebrates our heritage, arts and culture



Appropriate public access



Case study – Future Libraries Strategy

The Queenstown Lakes District Library Strategy 2020-2030 was created to provide a direction for how library services will be delivered in the future. The process began in July 2019 with an investment logic mapping exercise to outline current issues which included changing expectations in the delivery of library services, fit for purpose space, responding to demands of diverse communities and the provision of a cultural, heritage and historical focus.

Focus group sessions were held with key stakeholders, including school children, on both sides of the Crown Range. An online survey was available via Council's 'Let's Talk' engagement portal and library users were also able to complete the survey at all eight branches across the district from Kingston to Makarora.

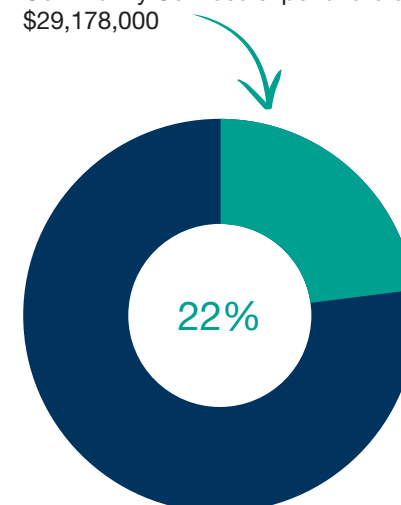
Strategy research began at the end of 2019 and was completed in March 2019 but went back for revision due to the impact of COVID-19 on the Queenstown Lakes district community. The Strategy encapsulates the Queenstown Lakes District Libraries vision: Enriching minds and communities – Te whakapūawai kā hinengaro me kā hapori – to connect people with information, ideas, stories and experiences for learning, literacy, engagement and creativity. It emphasises the role QLDC libraries will play in community recovery post COVID-19 to facilitate community connection, resilience, wellbeing and equity.

What we achieved

AS A PERCENTAGE OF TOTAL EXPENDITURE

Total Council operating expenditure of \$131,506,000 (excluding depreciation)

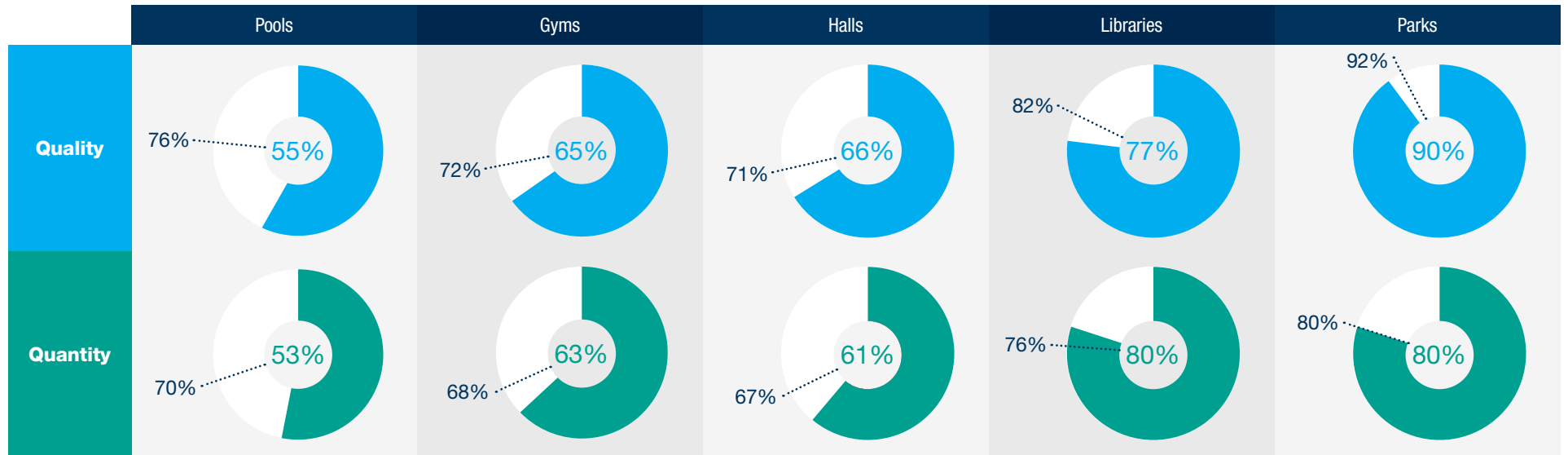
Community Services expenditure of \$29,178,000



KPI: PERCENTAGE OF RATEPAYERS WHO ARE SATISFIED WITH COMMUNITY SERVICES; POOLS, GYMS, COMMUNITY HALLS, LIBRARIES AND PARKS, AS MEASURED BY A SATISFACTION VS. NEED FOR IMPROVEMENT INDEX

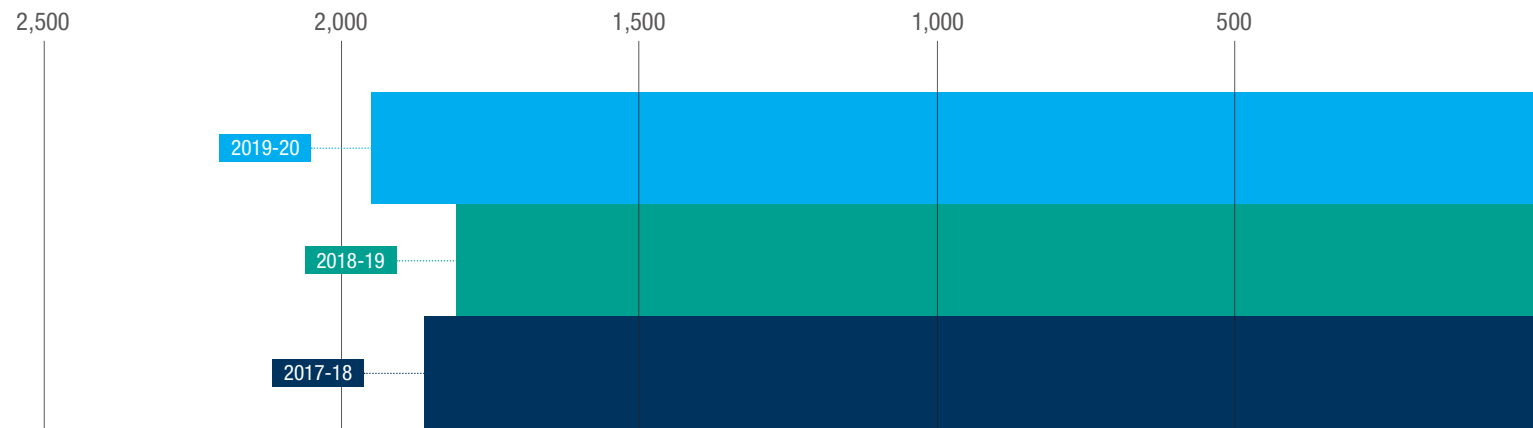
Satisfaction for the quality and quantity of Parks and Libraries in the district remains high. Further focus is required to pinpoint the perceived decrease in satisfaction for pools, gyms and halls.

..... Target

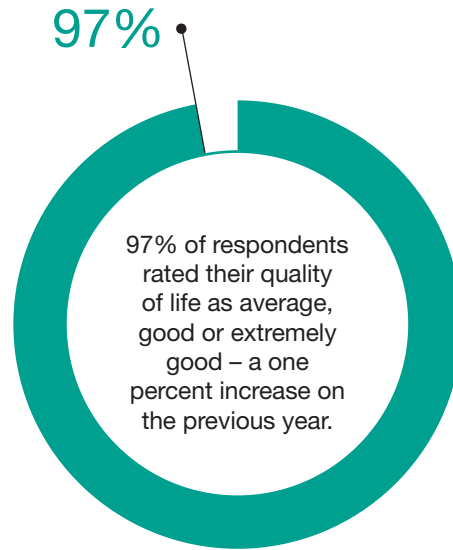


KPI: AVERAGE DAILY USERS OF TRAILS

Trail usage increased in 2019-20 compared to the previous years with, on average, 1957 daily users on the Wakatipu trails.



COVID-19 restrictions had a significant impact on venue occupancy and active sports participants during the last quarter of 2019-20. This is due to the closure of sports facilities and community venues during level four lockdown and the social distancing measures enforced during the level two and three restrictions.

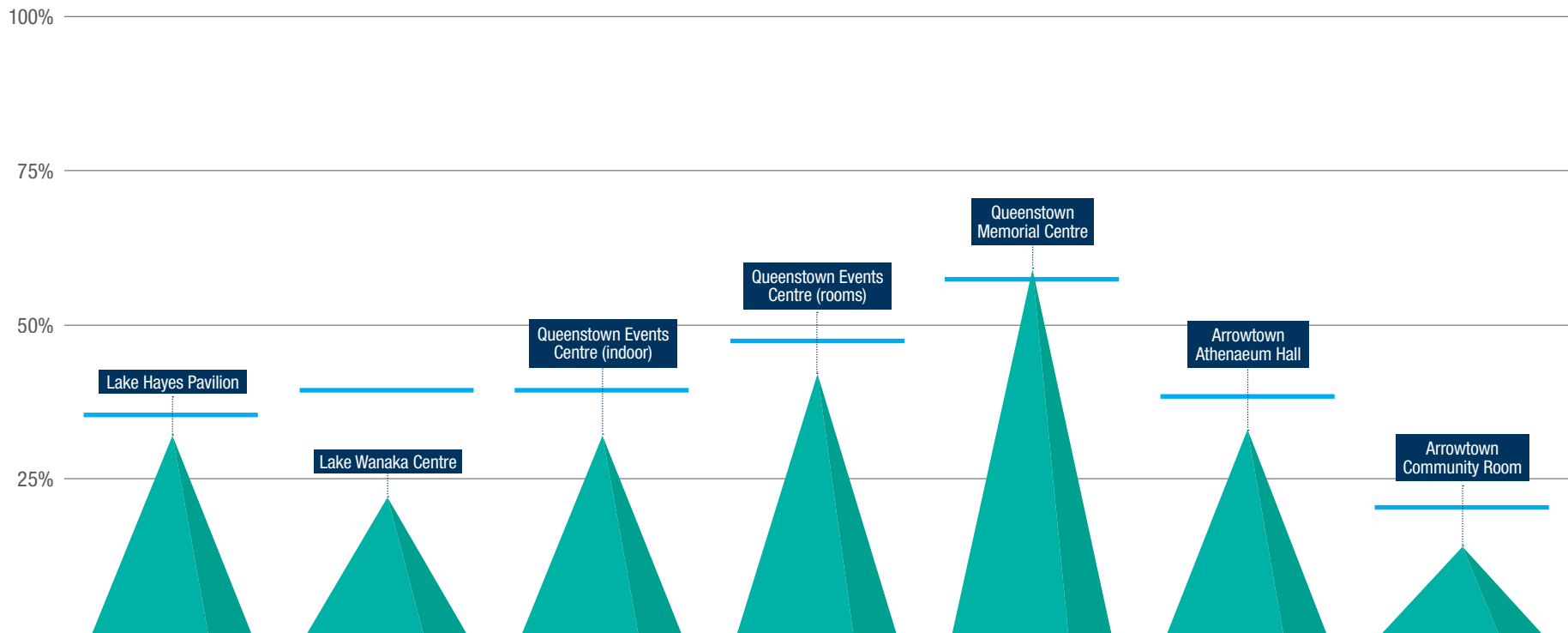


Parks RFS resolved on time increased by 11.4% this year.

Arts and cultural event attendance has decreased and is likely due to the COVID-19 restrictions.

KPI: PERCENTAGE HOURS OF COMMUNITY USE FOR OUR VENUES AND FACILITIES

Result Target (to be above)



Enduring landscapes

Toitū te whenua

WĀNAKA

- | Wastewater treatment plant in Cardrona in delivery stage
- | Design of new pump station on Beacon Pt Road complete
- | Completed Town Centre Masterplan and Integrated Transport Programme Business Case

GLENORCHY

- | New toilet installed at Glenorchy skate park

WAKATIPU

- | Arthur's Point water supply bore headworks upgrade in progress
- | Construction of deep stormwater main in Frankton
- | Completed Network Operating Framework for Southern Corridor
- | Completed Frankton Masterplan / Integrated Transport Programme Business Case
- | Construction of the Tucker Beach Road intersection with SH6
- | Wakatipu Active Travel Network Single Stage Business Case completed

HĀWEA

- | Plans to convey Hawea's wastewater to Project Pure underway

LUGGATE

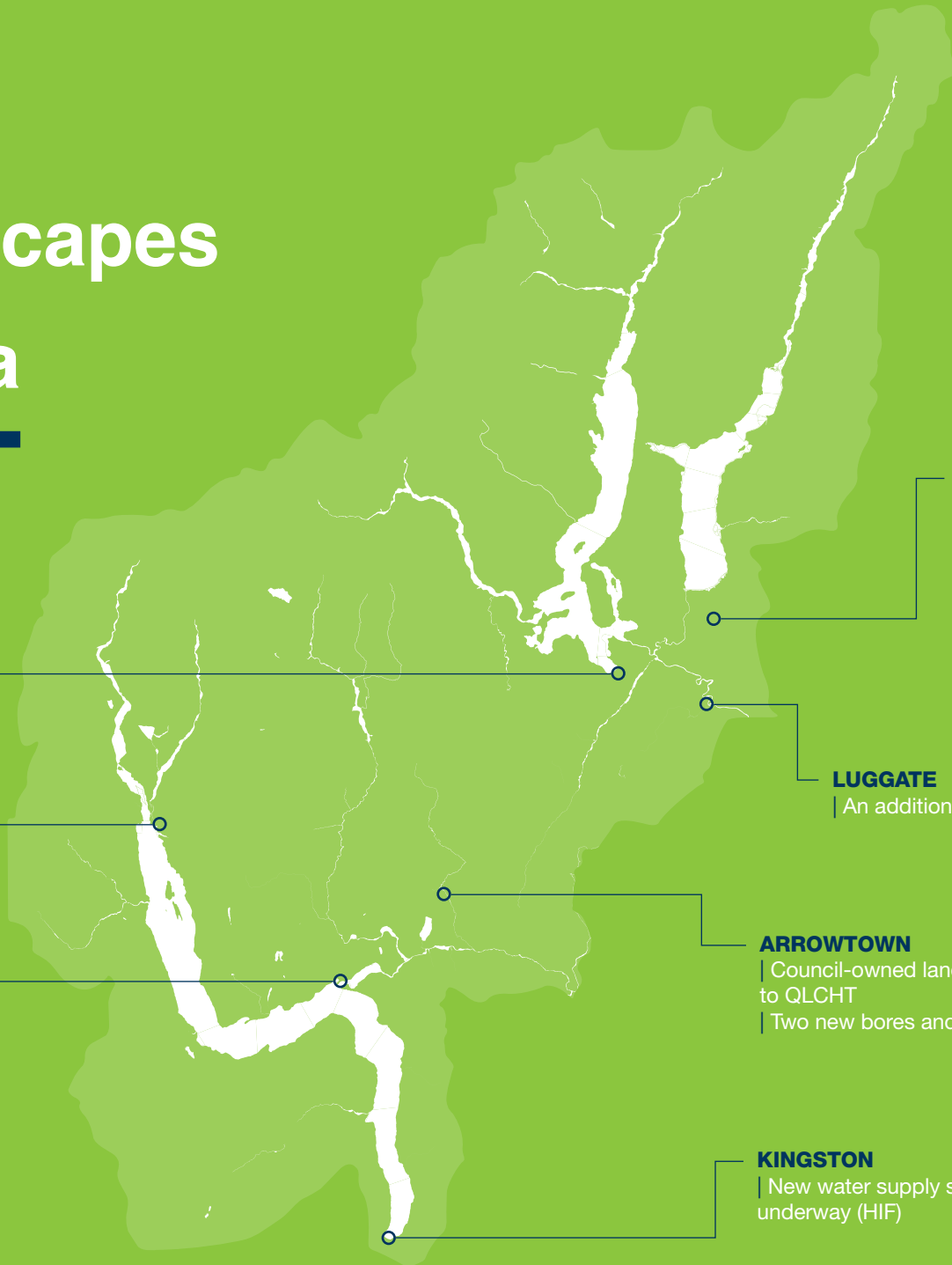
- | An additional bore in Luggate connected

ARROWTOWN

- | Council-owned land at Jopp St transferred to QLCHT
- | Two new bores and existing bore upgraded

KINGSTON

- | New water supply scheme in Kingston underway (HIF)



Environmental management



Quality built environments that meet local needs and respect the local character



World class landscapes are protected



Case study – Grow Well/Whaiora – Queenstown Lakes Spatial Plan Community Engagement

In November 2019 QLDC led a community conversation about growth and how our district can ‘grow well’ for the next 30 years and for generations to come. The following engagement was undertaken:

- > A district-wide community workshop roadshow ran from 4-27 November 2019, co-hosted with local resident associations.
- > Focus Area Stakeholder workshops held in the Wakatipu and Upper Clutha on 19 and 20 November 2019.
- > Online survey and Q&A available from 7 November - 8 December 2019.

We designed interactive workshop exercises and provided a range of materials to support community understanding of long-term growth in the district. The exercises encouraged group conversations about future opportunities and challenges as our district grows and how we can plan to ensure the best possible outcomes for the wellbeing of our people, economy and environment.

Exercise one “Postcards from the Future” was a visioning exercise focused on getting a greater understanding of the future aspirations of the local community. Participants were encouraged to contemplate “what is important to them in the future” choosing from a range of conceptual images.

Groups of up to eight participants were asked to choose one postcard each and to note the reason for their choice. They were allowed to interpret the images however they liked and if none of the images resonated, they could draw their own picture. The group then agreed key themes that arose from chosen imagery and shared these findings with the wider group.

“Grow Well Scenarios for the Future” was the second exercise. This was a scenario testing exercise looking at three growth concepts; Main Centres, Connected Settlements and Dispersed/ Expansive. It allowed the group to share ideas, prioritise and compare outcomes in the Upper Clutha and Wakatipu areas.

These conversations were an opportunity to provide meaningful input prior to a draft Spatial Plan being developed. We heard a lot of differing views as we travelled throughout the district, but overall the people who call the Queenstown Lakes their home have common aspirations for how they would like it to look over the next 30 years and beyond. All of the feedback will be used to help develop a draft Spatial Plan for the district.

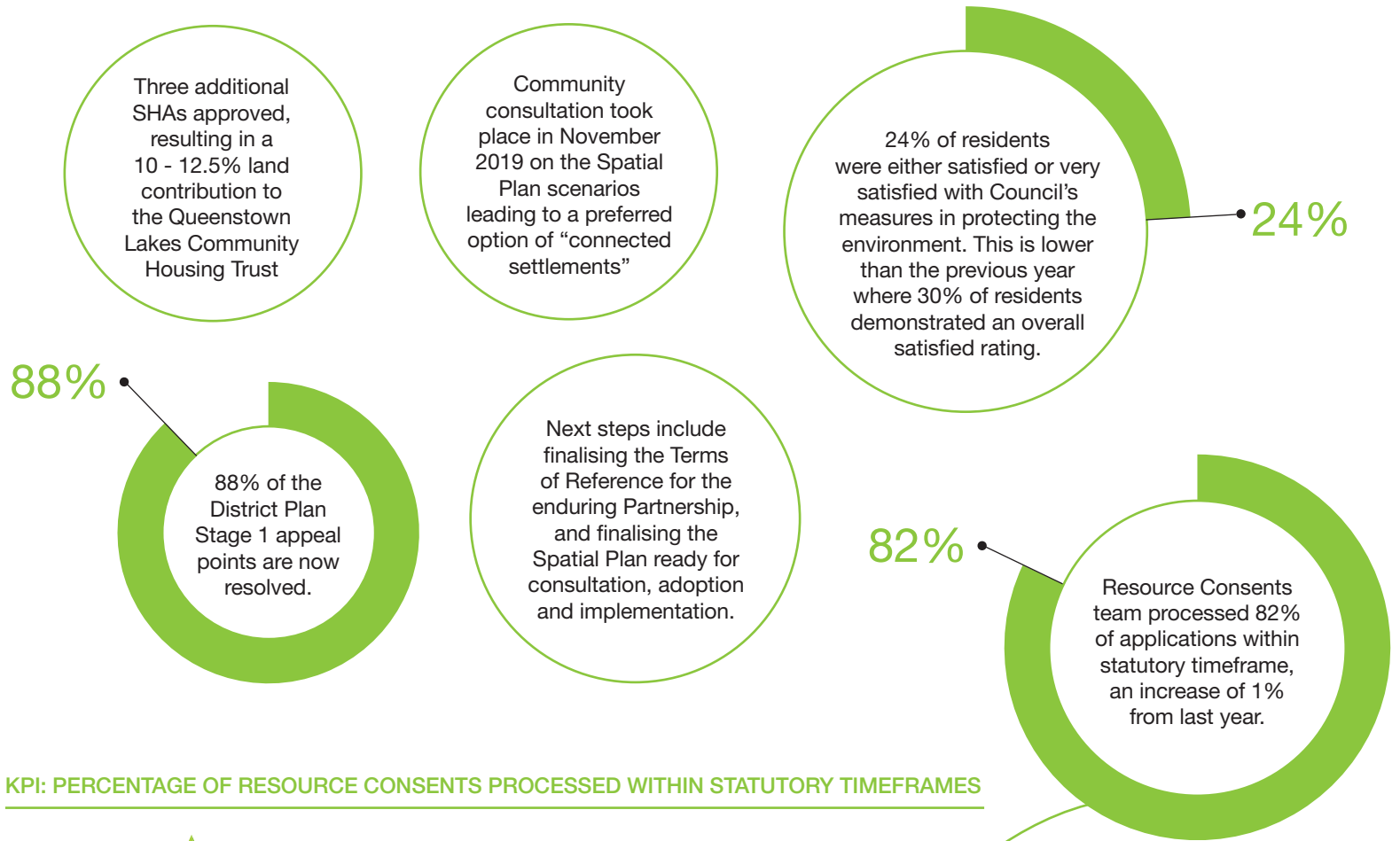
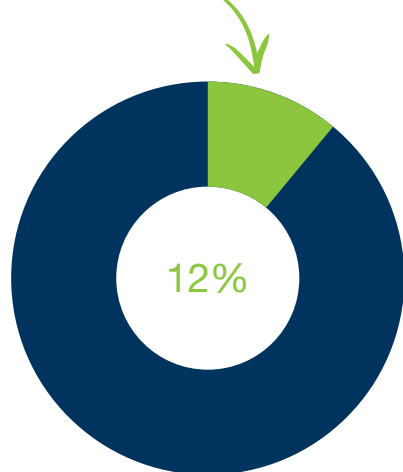
This is the first Spatial Plan that Queenstown Lakes District Council will complete, in partnership with Central Government, Otago Regional Council and Kāi Tahu.

What we achieved

AS A PERCENTAGE OF TOTAL EXPENDITURE

Total Council operating expenditure of \$131,506,000 (excluding depreciation)

Environment expenditure of \$15,532,000



KPI: PERCENTAGE OF RESOURCE CONSENTS PROCESSED WITHIN STATUTORY TIMEFRAMES



Infrastructure



Efficient and effective infrastructure



Environmental sustainability and low impact living is highly valued



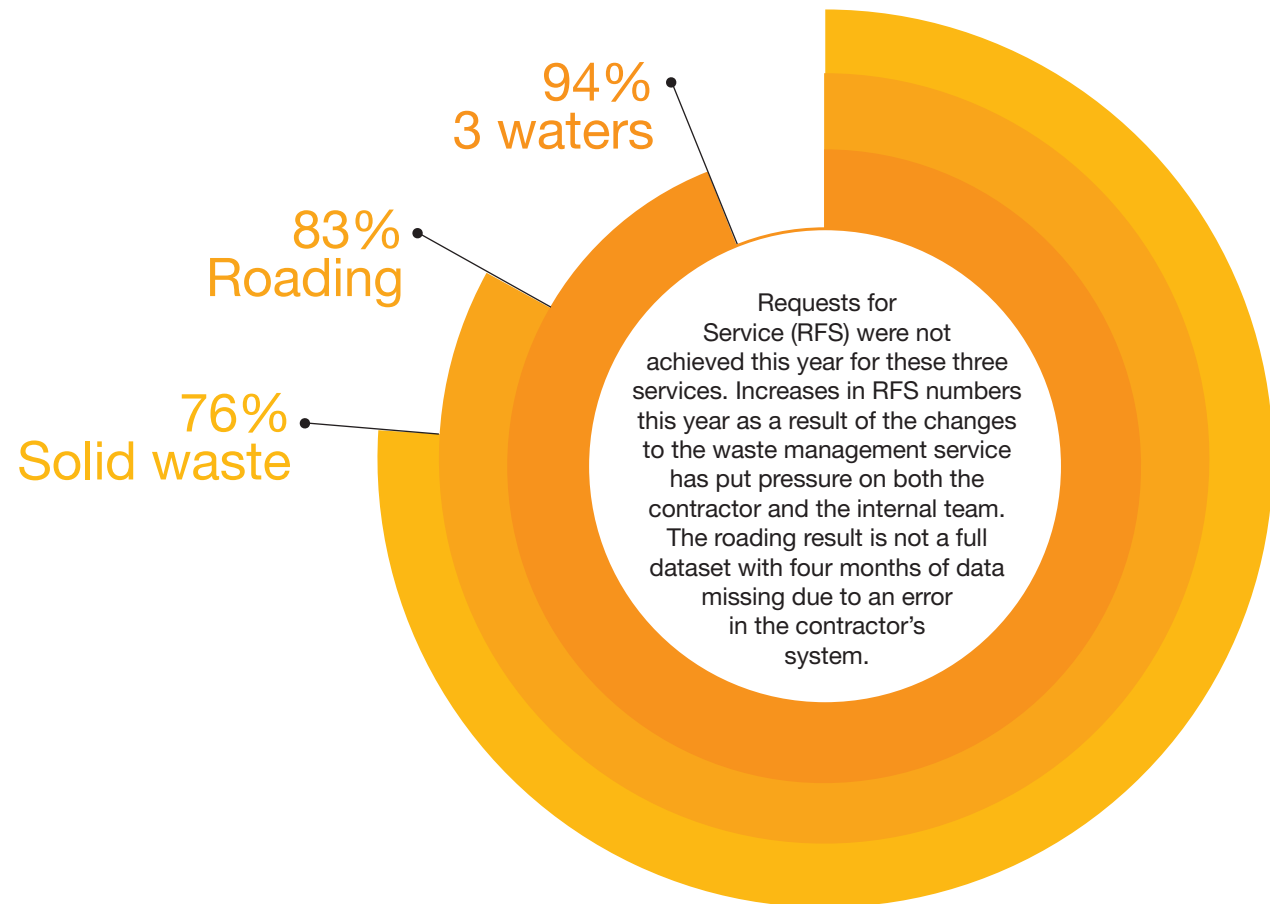
What we deliver

We will deliver this outcome through the following activities:

1. Water Supply
2. Stormwater
3. Wastewater
4. Waste Management
5. Transport, including roading, parking and footpaths

Collectively known as 3 Waters

What we achieved



Water supply

Case study – Arrowtown Water Supply Upgrade

Work on a \$2.8million upgrade of Arrowtown's water supply commenced on 15 July 2019. The supply has benefited from the construction of two new bores, and improvement works at the existing bore. These upgrades increase the quantity of water available, and ensure a long term supply of high quality drinking water for the community. The two new bores were drilled in the Bush Creek reserve near Buckingham Street in December 2018, and one was temporarily connected to the network to ensure sufficient supply for the 2018/19 summer demand. The physical works for this project were completed in March 2020. A main driver for this project was to keep the new infrastructure in keeping with the reserve which has been achieved by designing the bore enclosures and the new MSB building to match existing buildings found in the area. The project required the closure of the footbridge to the Macetown and Saw Pit Gully walking tracks, but temporary bridges were installed to allow continued access.

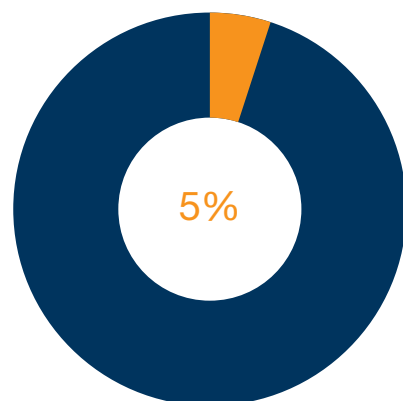


What we achieved

AS A PERCENTAGE OF TOTAL EXPENDITURE

Total Council operating expenditure of \$131,506,000 (excluding depreciation)

Water Supply expenditure of \$6,931,000



The percentage of water lost from the water supply network has increased this year, with the annual night flow survey highlighting a small number of areas which have seen significant increases. These areas will be targeted for planned leak detection work.

Following the announcement of the new Water Regulator (Taumata Arowai), and with significant reforms proposed around how water is managed across New Zealand, the Council's focus remains on maintaining and improving the quality of our water infrastructure.

QLDC met the benchmarks set in bacteriological compliance, response and resolution times to attend faults and water supply complaints.

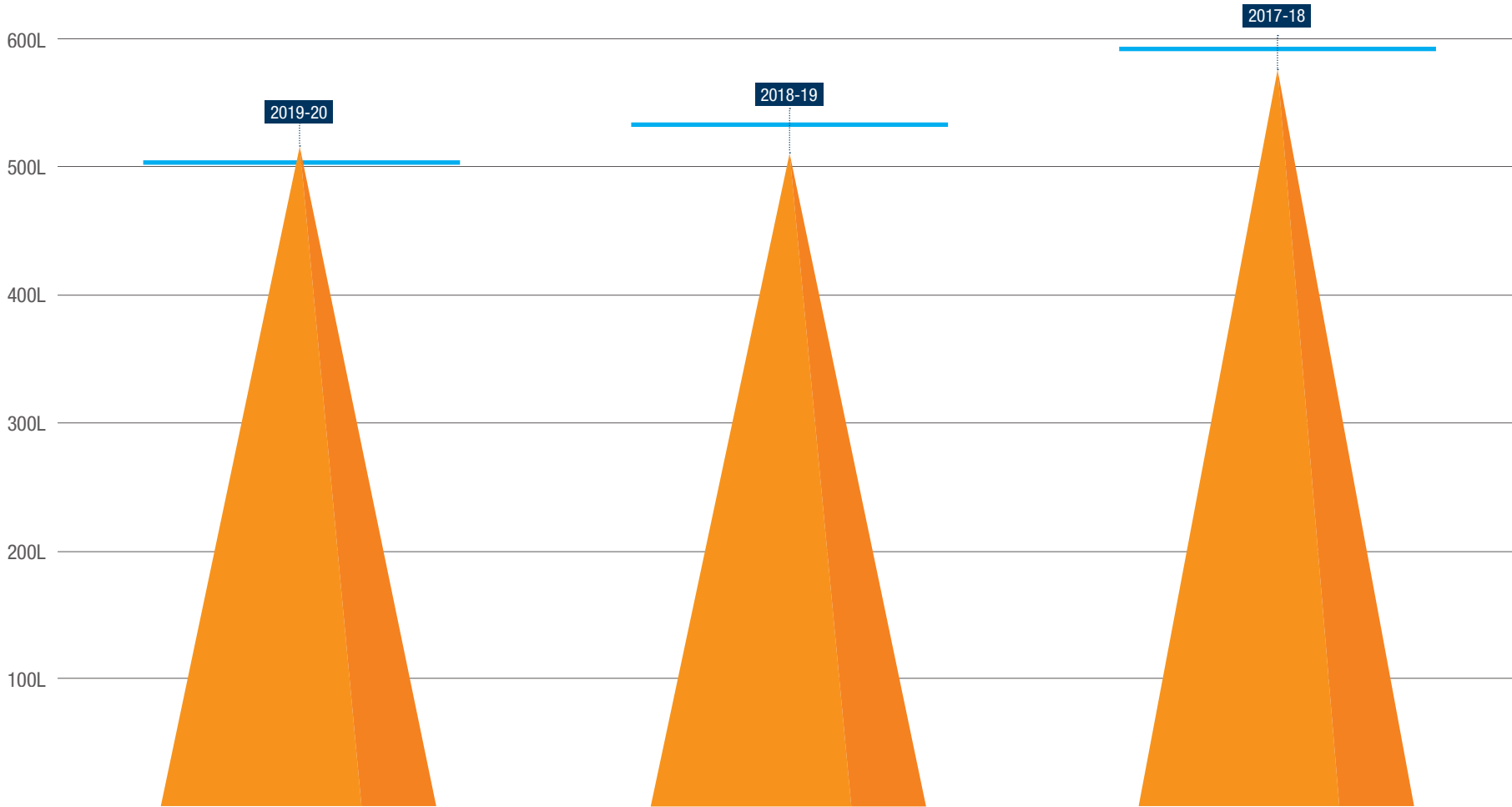
Protozoal compliance was not met and capital investment in treatment upgrades or turbidity control is required at most sites to meet the protozoal requirements of the Drinking Water Standards New Zealand.

KPI: NUMBER OF COMPLAINTS PER 1,000 CONNECTIONS TO A PUBLIC WATER RETICULATION NETWORK

Category	2019 -20 Result	Target
a) the clarity of drinking water	0	<4
b) the taste of drinking water	0	
c) the odour of drinking water	0.04	
d) the pressure or flow of drinking water	2.06	
e) the continuity of supply of drinking water	2.22	
f) the way in which a local government organisation responds to issues with a water supply	0	<2

KPI: AVERAGE CONSUMPTION OF WATER PER DAY PER RESIDENT

▲ Result — Target (to be below)



Water consumption remains consistent with the previous year but did not meet target. The targets set are to improve every year, however currently QLDC has limited mechanisms beyond education to drive water efficiency and this may limit the ability to achieve reductions in the short term.

Wastewater

Case study – Shotover Bridge Wastewater Pipes

Work to install new wastewater and water supply pipes across the Shotover Bridge began in February 2020. The \$3m project provides for current and future wastewater and water supply capacity as growth in the area continues.

The work has involved replacing around 320m of wastewater pipes and installing new water supply pipes along the downstream side of the Shotover Bridge. These were then connected to existing pipes in the ground at either end that were installed earlier as part of the recently completed underpass project.

To minimise disruption, most of the work has been completed from the riverbed. Where this is not possible, the work has been undertaken at night, reducing the bridge to a single lane. Work is on schedule and expected to be complete in December 2020.

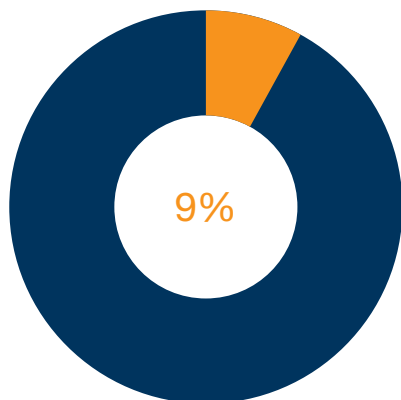


What we achieved

AS A PERCENTAGE OF TOTAL EXPENDITURE

Total Council operating expenditure of \$131,506,000 (excluding depreciation)

Wastewater expenditure of \$11,495,000



Centralising our wastewater treatment plants in the district is progressing with the Luggate wastewater flows now being conveyed to the Project Pure facility for treatment. Plans to convey Hawea's wastewater to Project Pure are also underway.

Compliance with resource consents for discharge to air, land or water was not met due to receiving an abatement and infringement notice. This is a focus area to ensure compliance requirements are met.

QLDC met the benchmark set for the majority of the DIA measures relating to response and resolution times to attend faults, dry weather overflows and wastewater network complaints.

1.66 dry weather overflows per 1000 connections in 2019-20

KPI: ANNUAL NUMBER OF DRY WEATHER OVERFLOWS FROM A MUNICIPAL SEWERAGE SYSTEM PER 1,000 SEWERAGE CONNECTIONS

Year	Result	Target
2019-20	1.66	<3
2018-19	3.2	

KPI: MEDIAN RESPONSE TIME TO ATTEND TO SEWERAGE OVERFLOWS RESULTING FROM BLOCKAGES OR OTHER FAULTS OF A MUNICIPAL SEWERAGE SYSTEM

a) between the time of notification and the time when service personnel reach the site.

Year	Result	Target
2019-20	17.5 mins	<60 mins
2018-19	17 mins	

b) between the time of notification and resolution of the blockage or other fault.

Year	Result	Target
2019-20	121 mins	<240 mins
2018-19	151.5 mins	

Stormwater

Case study – Wānaka Wetland Area

A proposed new stormwater catchment solution and wetland area in Wānaka is currently in concept design phase and optioneering is underway.

Stormwater and sediment levels entering Bullock Creek have long been a concern for many Wānaka locals including the Friends of Bullock Creek, and Otago Fish and Game. At a meeting between QLDC and Otago Fish & Game, the concept was proposed of taking wider catchment stormwater and surplus storm event water from the Alpha Ridge development to the lake via a proposed wetland in the Stone Street area.

The concept will aim to deliver clear water into the lake whilst continuing to retain sediment and protect pre-development flows into Bullock Creek. Acknowledgement of the issue had been an important first step in working towards a solution and Otago Fish and Game remains an active stakeholder.

QLDC will be progressing the project throughout 2020 and bringing together key stakeholders. Further details will be provided to advise the community and interested parties of the project design and final location.

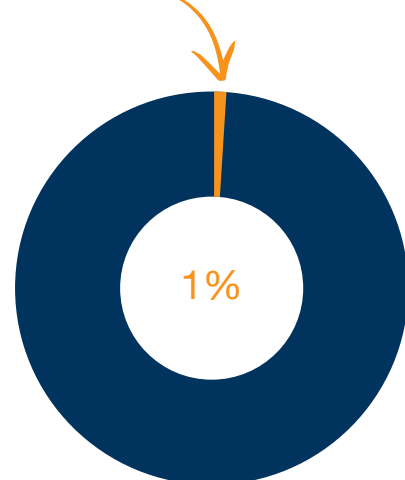


What we achieved

AS A PERCENTAGE OF TOTAL EXPENDITURE

Total Council operating expenditure of \$131,506,000 (excluding depreciation)

Stormwater expenditure of \$1,823,000

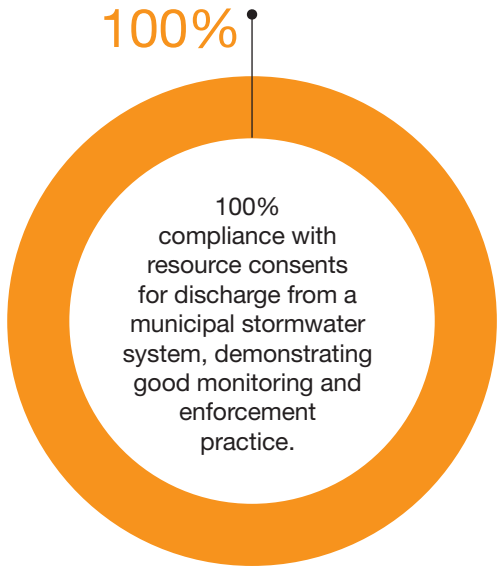


QLDC is responsible for approximately 275km of stormwater mains

Alongside the Otago Regional Council, QLDC is part of the Urban Water Strategy 2017 working group. We are also working with the Ministry for the Environment on the Urban Water Quality Good Management Practice working group. These working groups will provide guidance on stormwater treatment options.

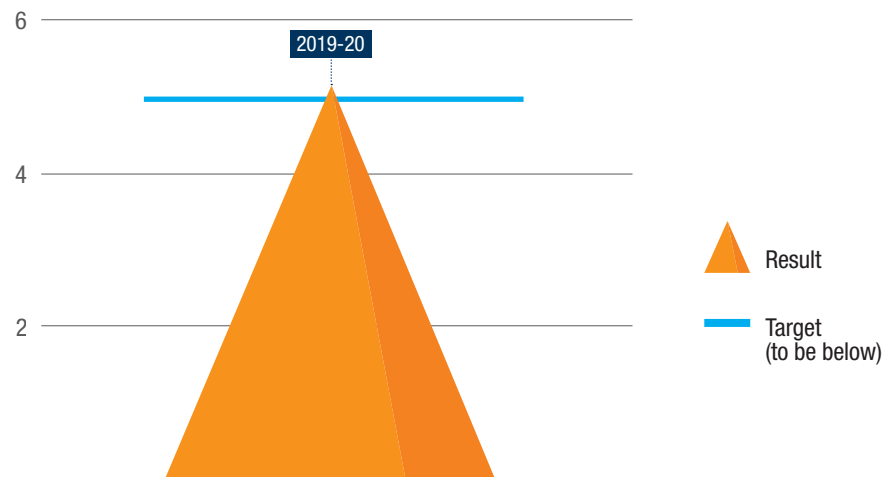
We are also continuing to work on an organisation-wide response to stormwater challenges, particularly in the Wanaka catchment. To that extent we are partnering with Otago Regional Council and Department of Conservation to implement a range of solutions to protect the environment.

No flooding events this year and as such, no flooding events to habitable floors recorded.



There were 5.13 complaints per 1000 properties for 2019-20. This exceeds the target set to be below 5. Preventative clearing of road side sumps continues to be a focus to improve performance in this area, along with an increased presence in the education and regulation of sediment control from building sites which are a key contributor to sump blockages.

KPI: THE NUMBER OF COMPLAINTS RECEIVED BY A TERRITORIAL AUTHORITY ABOUT THE PERFORMANCE OF ITS STORMWATER SYSTEM, EXPRESSED PER 1000 PROPERTIES CONNECTED TO THE TERRITORIAL AUTHORITY'S STORMWATER SYSTEM



Transport, roading, parking and footpaths

Case study – Driver Workshops

Queenstown Lakes District Council (QLDC) knows the importance of drivers feeling comfortable on our roads. This is why two free, QLDC-sponsored workshops were held for local residents at the end of 2019; one focusing on motorcycle training and the other focusing on senior road users.

At the end of November 2019 a workshop was held to help senior road users brush up on their road rules and feel confident behind the wheel. Staying Safe is a classroom-based refresher workshop that aims to maintain and improve safe driving practices, as well as increase knowledge of transport options available to help senior road users remain mobile.

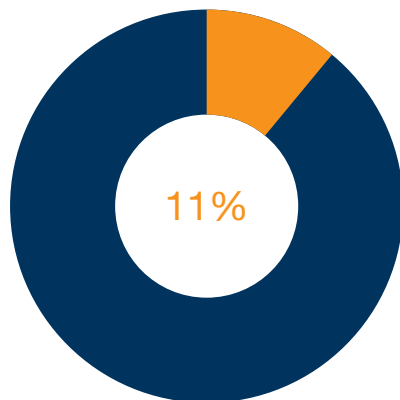
Riding a motorcycle requires a high level of awareness and skill. This is especially true when navigating the Queenstown Lakes District's roads, which can be a challenge for even the most experienced and capable riders. To help local riders feel they have the confidence and skills to deal with any situation on the road, QLDC provided free motorcycle training for all Queenstown Lakes District residents. Courses were held in September 2019 in Cromwell. Training was provided in conjunction with ACC's Ride Forever initiative.

What we achieved

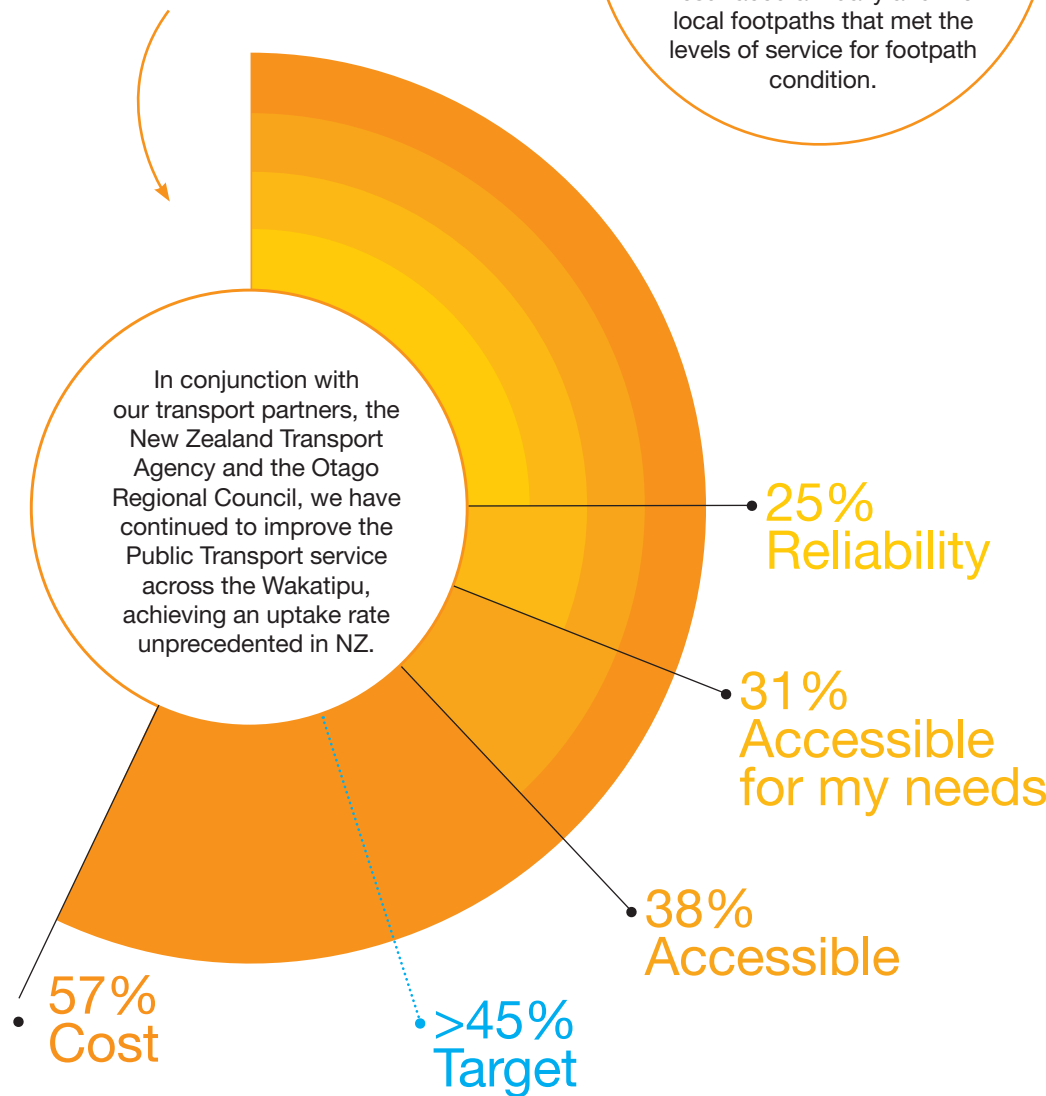
AS A PERCENTAGE OF TOTAL EXPENDITURE

Total Council operating expenditure of \$131,506,000 (excluding depreciation)

Transport expenditure of \$14,126,000



KPI: PERCENTAGE OF RESIDENTS AND RATEPAYERS WHO ARE SATISFIED WITH THE BUS SERVICE (COST, RELIABILITY ACCESSIBILITY)



All DIA KPIs were met which included improvement in number of fatalities and serious injury crashes on our local roading network, quality of ride on sealed local road network, percentage of sealed network resurfaced annually and the local footpaths that met the levels of service for footpath condition.

Council adopted the 2019 Speed Bylaw which saw changes to speed in a number of locations across the district. The lowering of certain speed limits plays an important role in improving the safety of our roads for all users.

Significant steps have been taken this year to improve traffic flow and congestion. As well as infrastructure changes, behavioural change is going to play a major role in the improvement of our transport networks.

KPI: IMPROVED TRAFFIC FLOWS ON ARTERIAL ROUTES

Year	Result	Target
2019-20	2.8 mins	Maintain/improve
2018-19	3.1 mins	

Waste management

Case study – Waste Management

The Queenstown Lakes District's collective journey towards zero waste took a great step forward with a new district-wide residential waste and recycling collection service commenced on 1 July 2019.

The new contract is delivered by Waste Management New Zealand Ltd, who have partnered with local community enterprise Wastebusters to deliver a vastly improved service to the community.

Around 54,000 bins have been delivered district-wide, new trucks built and delivered, collection staff recruited and trained, a new brand established, education material produced, and an online collection reminder website set up. The new service provides homes with a small red-lidded rubbish bin, a small blue-lidded glass-only bin, and a large yellow-lidded mixed recycling bin.

Under the new system these bins all go to different places. Rubbish goes to landfill, glass goes to the O-I factory in Auckland to be made into new bottles and jars, and mixed recycling is taken to the big Materials Recovery Facility (MRF) in Queenstown to be sorted, baled and sold to the commodities market. Queenstown Lakes is the first district in Aotearoa New Zealand to implement a glass wheelie bin system with the intended outcome of bottle-to-bottle recycling via reprocessing at the O-I factory. Glass recycling is extremely sensitive to contamination, so we have to ensure that the standard of our district's glass is of a high quality.

A key focus of the service going forward will be continued education. This is part of a step change in the way this district manages its waste. It requires a commitment from everyone to ensure the quality of our recycling is very high and can be properly recycled. The community has been encouraged to take responsibility for the waste they produce. Whether that's making choices about the types of products purchased, or ensuring clean recycling goes into the right bins, it all helps.

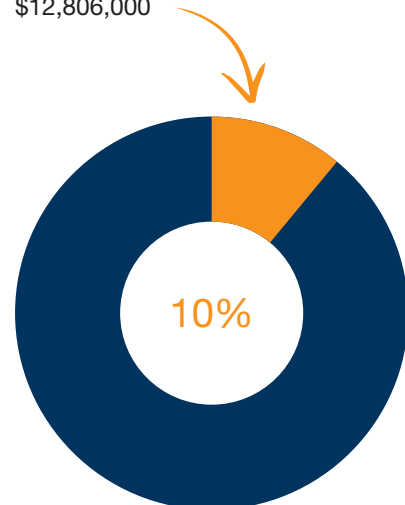
It is important the community keeps up its momentum and continues in its effort to help Queenstown Lakes become a zero waste district.

What we achieved

AS A PERCENTAGE OF TOTAL EXPENDITURE

Total Council operating expenditure of \$131,506,000 (excluding depreciation)

Waste Management expenditure of \$12,806,000



A three bin rubbish, recycling and glass only service was rolled out in July 2019. The new bin system includes a 240l bin for mixed recycling, 140l bin for glass only and 140l bin for rubbish. The new district-wide contract is a collaboration between Waste Management New Zealand and Wastebusters. Significant focus was placed on campaigns to 'recycle right' and minimise contamination in the recycling bins.

Work continues with implementation of the actions in the Waste Minimisation and Management Plan (WMMP) 2018.

Reduction of carbon emission units purchased per head of population was 0.24 and met target. The number of units purchased for the year increased as the statutory obligation increased.

Total waste diverted to landfill and total waste to landfill KPIs were not met this year. Covid-19 level 3 and 4 restrictions had a significant impact to overall figures due to the closure of the Materials Recovery Facility.

Waste is managed in three sub activities: Waste Reduction - reducing waste at source, Resource Recovery - diverting waste from landfill and Waste Disposal - collecting, transporting and disposing of waste.

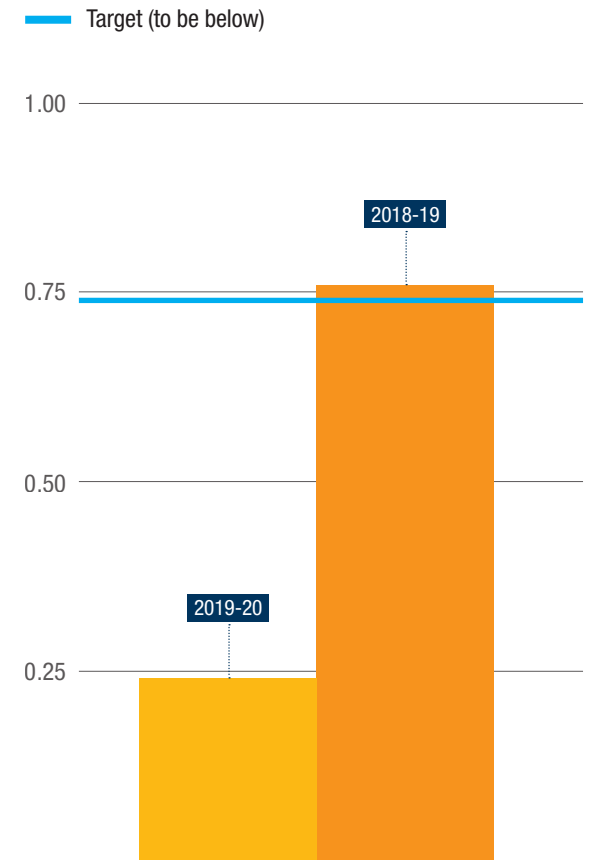
KPI: TOTAL WASTE DIVERTED FROM LANDFILL

Year	Result	Target
2019-20	7,736t	>8,500t
2018-19	5,523t	>5,100t

KPI: TOTAL WASTE TO LANDFILL

Year	Result	Target
2019-20	43,700t	<40,000t
2018-19	45,072t	

KPI: REDUCTION OF CARBON EMISSION UNITS PURCHASED PER HEAD OF POPULATION (BASED ON AVERAGE DAY POPULATION)



Bold leadership

Te amoraki

WĀNAKA

- | Responsible Camping service hub set up
- | Support development of Lake Wanaka Tourism

WAKATIPU

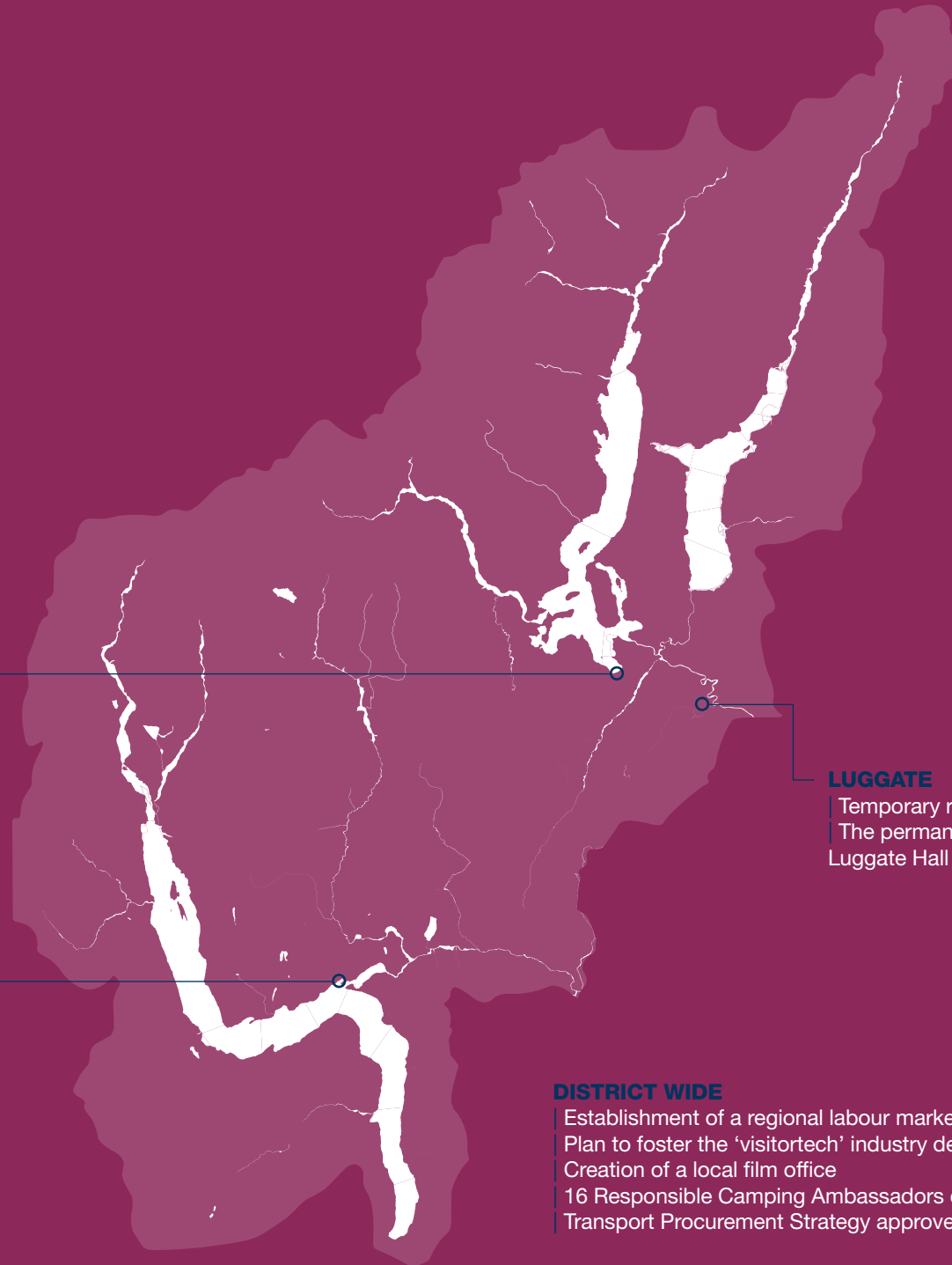
- | Purchase of 516 Frankton-Ladies Mile
- | Mixed-use precinct plans underway for Lakeview
- | Planning work underway for community precinct (Project Manawa)

LUGGATE

- | Temporary replacement hall opened
- | The permanent replacement of Luggate Hall in detailed design phase

DISTRICT WIDE

- | Establishment of a regional labour market group
- | Plan to foster the 'visitortech' industry developed
- | Creation of a local film office
- | 16 Responsible Camping Ambassadors employed
- | Transport Procurement Strategy approved by Waka Kotahi NZTA



Economy



Sustainable growth management



Partnering for success



Investing strategically



Enabling diversification



Case study – Mahi Queenstown Lakes (MahiQL)

Mahi Queenstown Lakes (MahiQL) is a labour force initiative established by the Economic Development Team in late 2019. It comprises of a working group that includes QLDC, employers, Chambers of Commerce, central government and social agencies with the goal of attracting, retaining and optimising the workforce in Queenstown Lakes.

MahiQL is driven by the shared vision:

‘A thriving community in the Queenstown Lakes driven by talented people (from all over NZ and the world) who love living and working here.’

MahiQL asks its members to subscribe to the motto of ‘advocacy through achievement’, ensuring the group is data-led, tests and learns, as well as promotes a culture of active and open participation where everyone’s voice has the opportunity to be heard.

There are three key workstreams within Mahi QL and each focusses on a set of priority areas:

- > Local Labour Levers – the goal of this team is to formulate and implement a workforce development plan by district and sector, with input from employers and stakeholders. Its priority is to focus on attracting and optimising talent, improve productivity and to look at factors that influence labour

availability i.e. housing and transport. The group is interested in how the district is promoted as a great place to live and work, how we approach living wage and how to get New Zealanders into jobs.

- > Immigration Policy and Action – the goal of this team is to influence immigration policy decisions and practices to meet our district’s unique needs. Its priority is to understand immigration settings and provide education, identify pathways to stay, advocate for shorter processing timeframes and effective skills shortages lists.
- > Community Settlement and Retention – the goal of this team is to support settlement of new

arrivals to ensure integration, retention and support from within the community. Its priority is to set up a functioning newcomer settlement network supported by settlement resources. The group is interested in developing inclusive workplaces and ensuring that partners and families are settled.

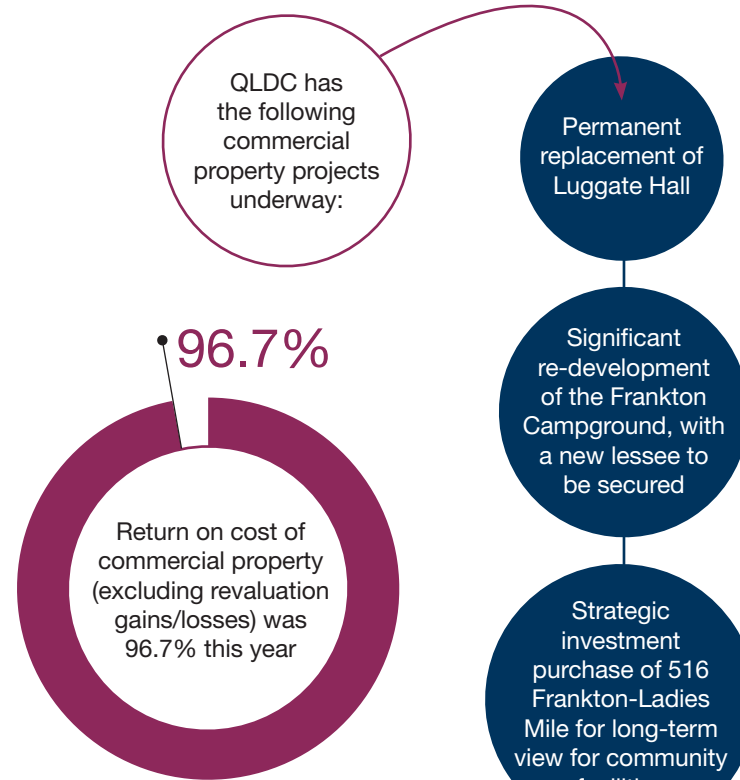
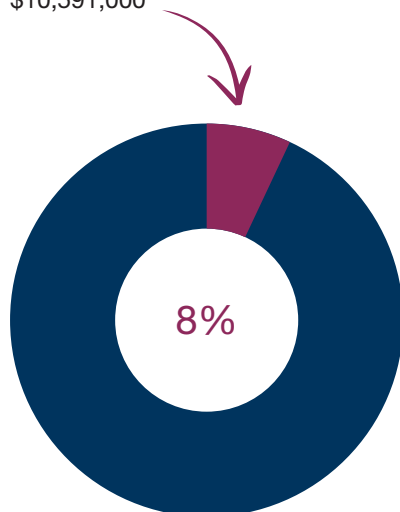
Since Covid-19, the programme of work has needed to be a little more fluid and reactive in order to meet emergent challenges. All of the partners and stakeholders have been working through an unprecedented situation. It is however important to note that navigating these challenges has been greatly assisted by the relationships that this initiative has helped to forge.

What we achieved

AS A PERCENTAGE OF TOTAL EXPENDITURE

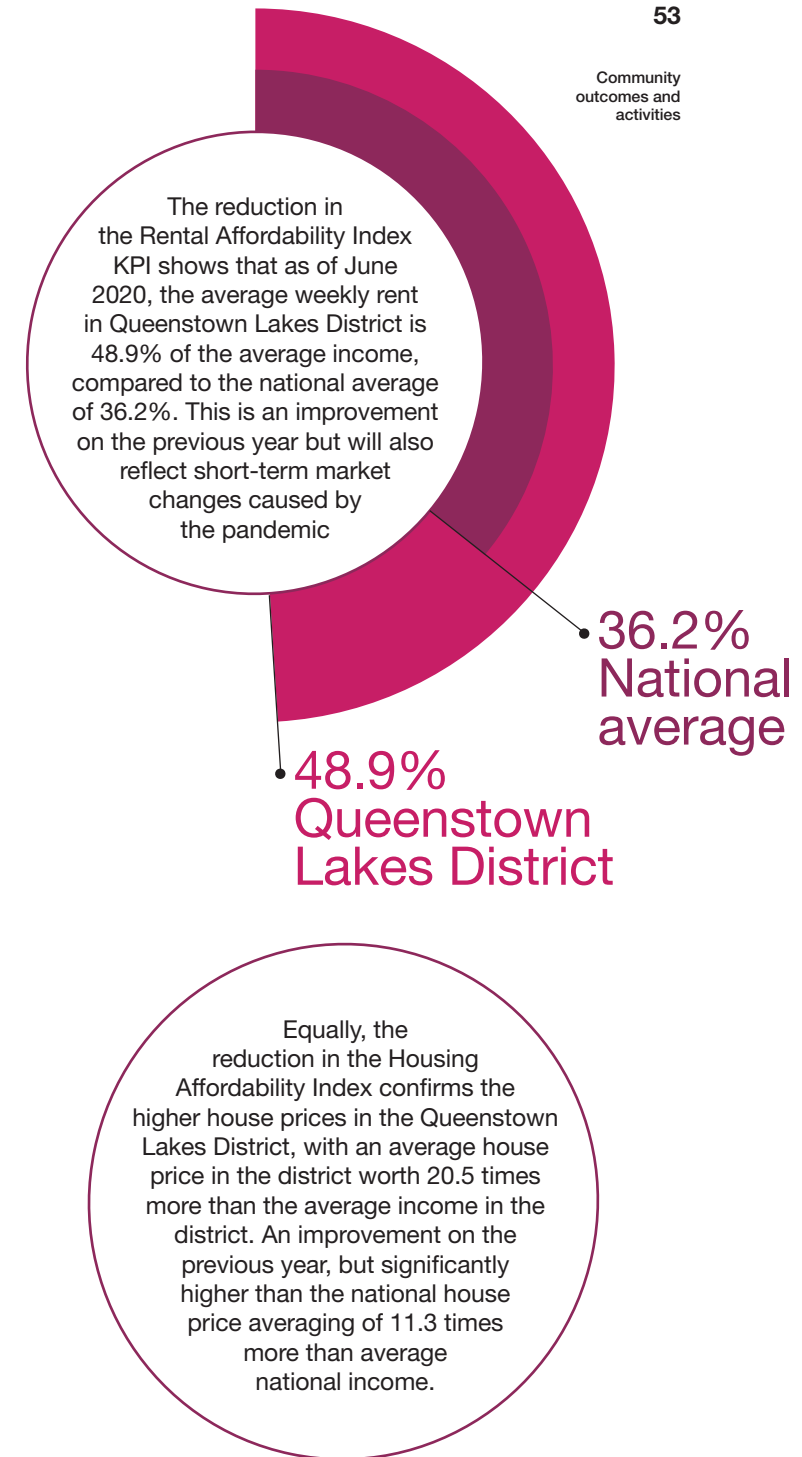
Total Council operating expenditure of \$131,506,000 (excluding depreciation)

Economy expenditure of \$10,591,000



The following KPIs were not reported on this year due to the information not being available:

- > Housing Affordability Measure (HAM): Share of first time buyer households with below average income after housing costs.
- > Housing Affordability Measure (HAM): Share of renting households with below average income after housing costs.
- > Percentage of commercial ratepayers who are satisfied with a) the information they receive, b) their ability to have a say, c) satisfaction with RTOs, d) services essential for their business operations (response/resolution, clarity of process and timeframes, staff knowledge and professionalism, fairness and consistency).



Regulatory functions and services



A responsive organisation



Case study – Dog Control Bylaw 2020 and Dog Control Policy 2020

As part of the Dog Control Bylaw 2014 and Dog Control Policy 2014 review pre-consultation was undertaken in June 2019. Council invited key stakeholders, such as veterinarians, professional dog walkers and community association representatives, in addition to internal staff experts, to form a Dog Control Bylaw Review Focus Group. This Focus Group met on 14 May 2019 in Queenstown and on 15 May 2019 in Wānaka. During these meetings, Focus Group participants discussed both positive and negative aspects of the current bylaw. These discussions identified clear themes that would shape topics included in the pre-consultation survey.

Pre-consultation took place with the community in June 2019 with an online survey regarding dog control matters. There were 184 completed surveys received, which provided information to assist in

the development of the proposed amendments to the current Bylaw and Policy.

Clear themes were identified from the surveys and these have shaped amendments made to the Bylaw and Policy. These topics included additional walking tracks where dogs are required to be on-leash, and allowing on-leash dogs to access Buckingham Street, Arrowtown, where dogs are currently prohibited.

The Animal Control Officers have also had to deal with complaints relating to dogs worrying stock on private land on Queenstown Hill and complaints relating to the Bremner Bay area and what restrictions were in place.

The draft Dog Control Bylaw 2020 and draft Dog Control Policy 2020 went out for public consultation in February 2020. The Animal Control

Team organised 'The Queenstown Dog Walk' on 16 February and this provided a great opportunity for dog owners to chat with staff on the proposed changes, while getting together and enjoying a group dog walk in the Queenstown Gardens.

As a result, changes in the Dog Control Bylaw 2020 include:

- > Restricting dogs to being on-leash when in Matakauri Park
- > Permitting dogs on Buckingham Street in Arrowtown, but they must be on-leash at all times
- > Prohibiting dogs on Queenstown Hill and Queenstown Hill Walkway

A clarification is included in the draft Dog Control Bylaw 2020, stating that dogs are permitted on-leash at Bremner Bay in Wānaka - an existing restriction.

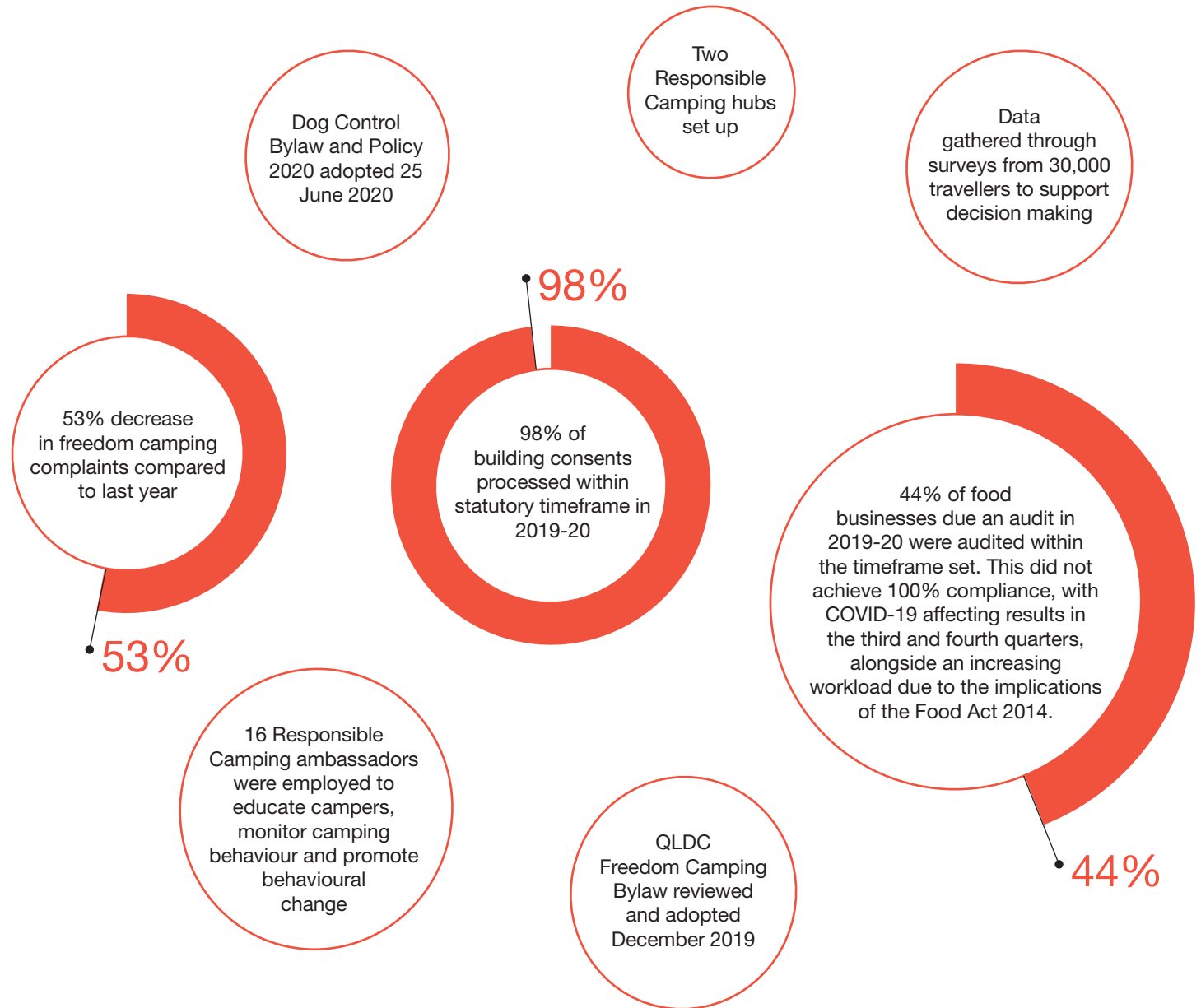
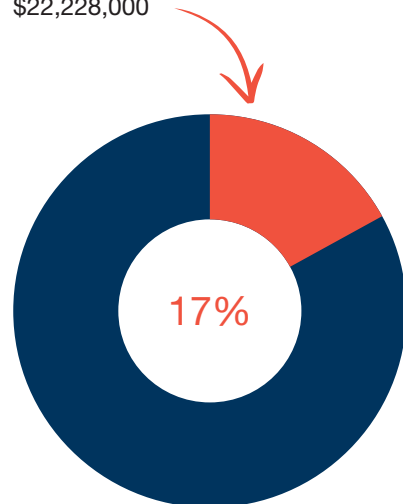


What we achieved

AS A PERCENTAGE OF TOTAL EXPENDITURE

Total Council operating expenditure of \$131,506,000 (excluding depreciation)

Regulatory expenditure of \$22,228,000



Local democracy



Communities are resilient and prepared for civil defence emergency events



An organisation that demonstrates leadership



An organisation that considers the district's partnership with Mana Whenua



Case study – Business Continuity Plan

Prior to COVID-19, QLDC had developed a Business Continuity Management Policy that defined the guiding principles, team structures and action plan requirements for effectively managing any business continuity disruption. As 2020 progressed, it became clear that this needed to be accompanied by a specific Pandemic Business Continuity Plan (BCP).

Included within this plan was a four stage Alert Level framework to guide the Council BCP response which aligned well with the Central Government framework that was

released on March 21st. This model demonstrated that QLDC needed to balance its focus and resources on both business continuity and civil defence response concurrently.

It was essential that some of Council's core services were seamlessly maintained – everyone still needed their bins to be collected, water to come out of the taps and the toilets to flush. Whilst some of the community facilities were closed at Alert Levels 3 and 4, where possible affected staff were redeployed elsewhere, including providing support to the Emergency Operations Centre welfare systems.

A key factor in the success of the BCP was QLDC's robust and reliable technology platform. Previous investment into the Council's critical technology systems ensured they were adaptive to such an event and ready to support en-masse home working. This investment provided the foundation to ensure that the Council organisation and Emergency Operations Centre were able to remain operational throughout the COVID-19 response, largely working remotely via an online emergency management tool. Even Full

Council meetings went online, live streamed and accessed via online teleconferencing.

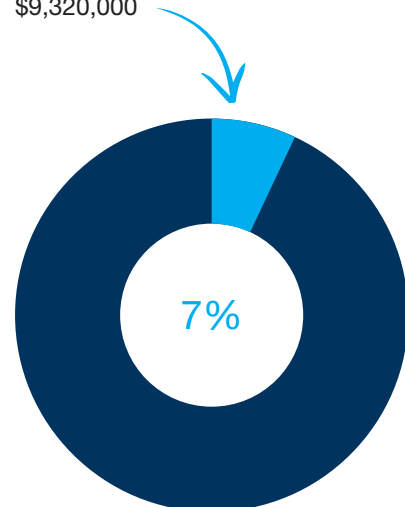
On balance, QLDC was able to retain a high level of service throughout every level of the pandemic and is well prepared in the unfortunate event of a resurgence. Technology solutions and smart staff redeployment enabled the organisation to keep working for the community throughout, with little downtime experienced.

What we achieved

AS A PERCENTAGE OF TOTAL EXPENDITURE

Total Council operating expenditure of \$131,506,000 (excluding depreciation)

Local democracy expenditure of \$9,320,000



The preparedness of QLDC to effectively respond to a Civil Defence Emergency has been actively demonstrated through its competent response to the COVID-19 Pandemic. While the effects of the pandemic have been felt across all New Zealand, the Queenstown Lakes district has been disproportionately impacted in terms of transmission rates, social hardship and economic fallout. The emergency response team of 149 people included 62 QLDC staff, two Otago Regional Council staff, five contractors and 80 volunteers.

Prior to the Covid-19 response the QLDC Emergency Operations Centre had been activated to support two severe weather events.

The partnership review which records Mana Whenua satisfaction with QLDC engagement was not completed due to the constraints and work pressures associated with COVID-19. QLDC has worked closely with Aukaha and Te Ao Marama on many projects throughout 2019-20 and remains committed to this partnership.

48% of residents and ratepayers consider themselves resilient and prepared in the event of an emergency – an increase of 3% compared to 2018-19.

29% of QLDC EOC staff participated in formal training this year, however all staff were activated for the COVID-19 EOC and received on the job experience and training.

29%

37% of residents and ratepayers are satisfied with overall Council performance – a 6% decrease compared to 2018-19

37%

100% QLDC attendance at all Te Roopu Taio

100%

Finance and support services



An organisation that consults effectively and makes sound decisions



Case study – Climate Action Plan

On 12 March 2020 Queenstown Lakes District Councillors adopted the Climate Action Plan at the full Council meeting. The plan had been developed following many months of expert advice and community engagement and sends a strong message that QLDC is serious about, and committed to, addressing climate impacts.

The Climate Action Plan is aligned to Vision Beyond 2050 and demonstrates bold and progressive leadership on behalf of our community, who told QLDC very clearly through the Quality of Life survey results and feedback

on earlier drafts that they are concerned about the effects of climate change on our district.

The mandate from Council to prepare a Climate Action plan was given in late 2018, and early engagement on climate change issues were captured as part of the *My Place* workshops completed throughout the district in February and March 2019. There were also focus groups held with local climate experts, iwi and key stakeholders. The draft plan was then published and community feedback gathered during August 2019, and a number of workshops held with Councillors.

The overall goals for the district highlighted in the Climate Action Plan are to achieve net zero carbon emissions by 2050, and to be resilient to the local impact of climate change across the whole district.

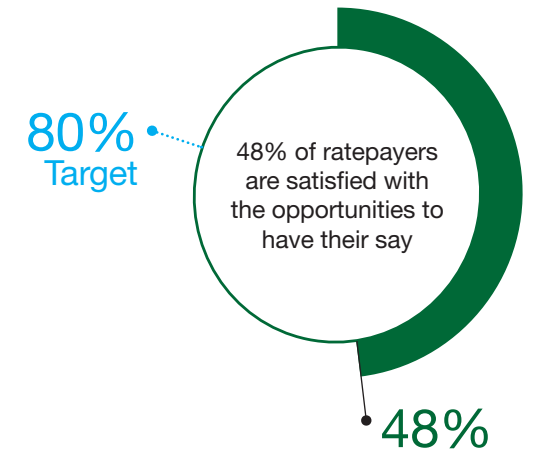
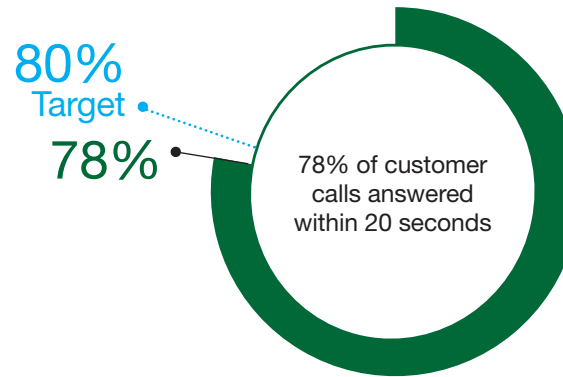
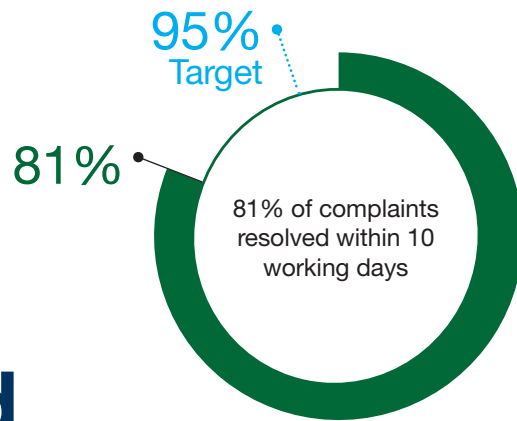
A number of high-level outcomes have been identified in the Climate Action Plan including developing transformational options for net-zero emissions public transport, supporting a climate responsive built environment and infrastructure, and working to ensure our communities are climate-conscious and resilient.

Early actions include establishing an independent, multidisciplinary Climate Reference Group tasked with agreeing priority action areas, systematically embedding climate change risks and considerations into all Council decision-making processes, setting targets and measures for success, and strengthening local networks to progress community initiatives.

What we achieved

COSTS FOR THIS ACTIVITY ARE INCLUDED WITHIN EACH AREA OF THE PREVIOUS ACTIVITIES

- > Three Waters Design and Construction Panels are operational and delivering to expectations
- > Waka Kotahi NZTA approved QLDC's three yearly Transport Procurement Strategy
- > Te Tiriti o Waitangi framework established
- > Development and implementation of Business Continuity Plan
- > Digital Plan reviewed and updated
- > Sentinent Portfolio Program Management implemented to support ICT governance



87% Staff knowledge and professionalism

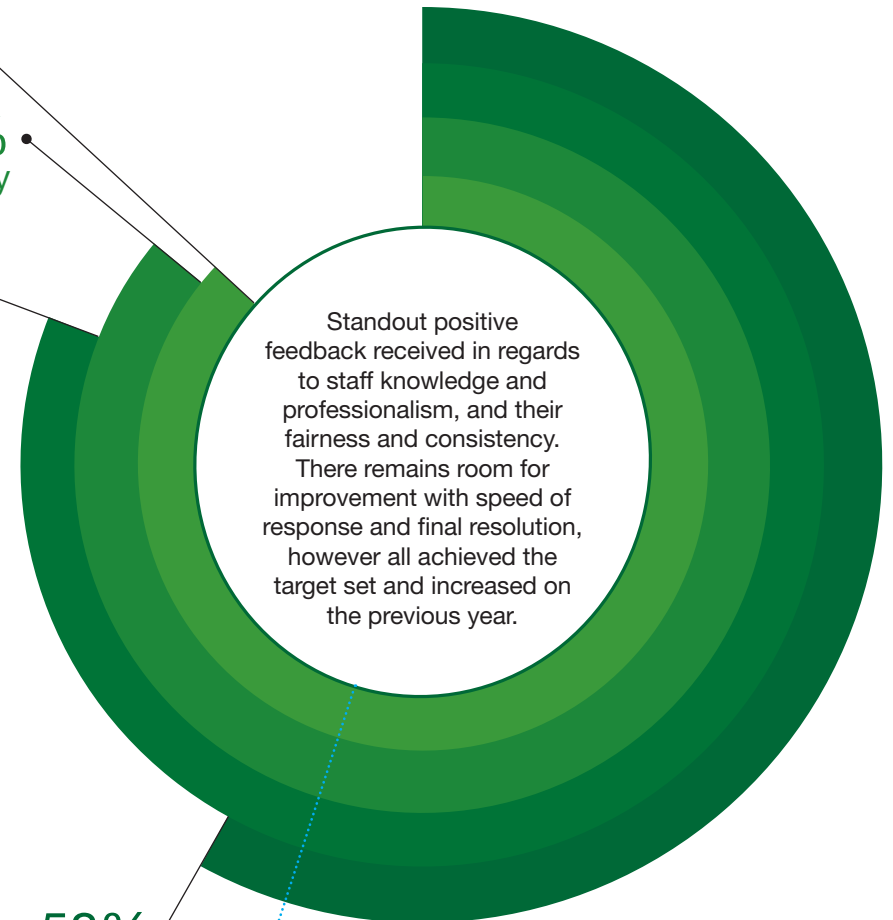
86% Fairness and consistency

81% Clarity of process and timeframes

Of the thirteen finance KPIs, eight achieved the target set and five did not. Lower income from rents, infringements and user charges in the last quarter of 2019-20 was a contributing factor to some of these KPIs not being met.

58% Speed of response and final resolution

>55% Target



Summary financial information

Whakarāpopototaka o te pāroko ahumoni



Summary Statement of Financial Performance

For the financial year ended 30 June 2020	Council 2020 \$'000	Council Budget \$'000	Council 2019 \$'000	Group 2020 \$'000	Group 2019 \$'000
Total revenue	223,589	203,773	193,965	263,229	237,480
Operating expenditure					
Employee benefits expense	33,593	34,980	30,561	40,515	36,604
Depreciation and amortisation expense	35,551	26,519	27,563	44,402	35,768
Borrowing costs	3,753	8,747	3,951	6,386	6,894
Other expenses	94,160	83,583	82,059	101,945	90,729
Total operating expenditure	167,057	153,829	144,134	193,248	169,995
Operating surplus before other gains/(losses)	56,532	49,944	49,831	69,981	67,485
Other gains/(losses)	(5,100)	262	3,041	(5,039)	3,075
Operating surplus before income tax	51,432	50,206	52,872	64,942	70,560
Income tax expense	-	-	-	1,735	6,488
Operating surplus for the year	51,432	50,206	52,872	63,207	64,072
Operating surplus attributable to:					
- Council	51,432	50,206	52,872	58,709	59,944
- Non-controlling interest	-	-	-	4,498	4,128
	51,432	50,206	52,872	63,207	64,072

Summary Statement of Other Comprehensive Revenue and Expense

	Council 2020 \$'000	Council Budget \$'000	Council 2019 \$'000	Group 2020 \$'000	Group 2019 \$'000
For the financial year ended 30 June 2020					
Surplus for the year	51,432	50,206	52,872	63,207	64,072
Other comprehensive revenue and expense	180,588	-	384,448	180,460	384,267
Total comprehensive income	232,020	50,206	437,320	243,667	448,339
Attributable to:					
- Council	232,020	50,206	437,320	243,667	448,339
- Non-controlling interest	-	-	-	4,465	4,101
	232,020	50,206	437,320	248,132	452,440

Summary Statement of Financial Position

	Council 2020 \$'000	Council Budget \$'000	Council 2019 \$'000	Group 2020 \$'000	Group 2019 \$'000
As at 30 June 2020					
Total current assets	32,557	31,884	42,407	40,364	47,524
Total non-current assets	2,028,506	1,563,182	1,766,217	2,402,817	2,115,663
Total assets	2,061,063	1,595,066	1,808,624	2,443,181	2,163,187
Total current liabilities	99,015	108,918	64,314	123,017	93,198
Total non-current liabilities	87,928	168,933	102,210	157,696	149,115
Total liabilities	186,943	277,851	166,524	280,713	242,313
Net assets	1,874,120	1,317,215	1,642,100	2,162,468	1,920,874
Equity attributable to:					
Council	1,874,120	1,317,215	1,642,100	2,089,070	1,849,868
Non-controlling interest	-	-	-	73,398	71,006
Total equity	1,874,120	1,317,215	1,642,100	2,162,468	1,920,874



Jim Boulton
Mayor
29 October 2020



Mike Theelen
Chief Executive
29 October 2020

Summary Statement of Changes in Equity

	Reserves	Accumulated Funds	Attributable to Equity Holders of Parent	Non-Controlling Interest	TOTAL EQUITY
	\$'000	\$'000	\$'000	\$'000	\$'000
Council					
For the year ended 30 June 2020					
Balance at 1 July 2019	961,311	680,789	1,642,100	-	1,642,100
Total comprehensive revenue and expense for the year	180,588	51,432	232,020	-	232,020
Transfers from/(to) accumulated funds	4,824	(4,824)	-	-	-
Balance at 30 June 2020	1,146,723	727,397	1,874,120	-	1,874,120
For the year ended 30 June 2019					
Balance at 1 July 2018	566,925	637,855	1,204,780	-	1,204,780
Total comprehensive revenue and expense for the year	384,448	52,872	437,320	-	437,320
Transfers from/(to) accumulated funds	9,938	(9,938)	-	-	-
Disposals	-	-	-	-	-
Balance at 30 June 2019	961,311	680,789	1,642,100	-	1,642,100
Group					
For the year ended 30 June 2020					
Balance at 1 July 2019	1,113,931	735,937	1,849,868	71,006	1,920,874
Total comprehensive revenue and expense for the year	180,493	58,709	239,202	4,465	243,667
Dividends paid	-	-	-	(2,073)	(2,073)
Reclassification to accumulated funds	-	-	-	-	-
Transfers from/(to) accumulated funds	4,824	(4,824)	-	-	-
Disposals	-	-	-	-	-
Balance at 30 June 2020	1,299,248	789,822	2,089,070	73,398	2,162,468
For the year ended 30 June 2019					
Balance at 1 July 2018	720,695	685,931	1,406,626	69,312	1,475,938
Total comprehensive revenue and expense for the year	383,298	59,944	443,242	4,101	447,343
Dividends paid	-	-	-	(1,796)	(1,796)
Reclassification to accumulated funds	-	-	-	-	-
Transfers from/(to) accumulated funds	9,938	(9,938)	-	(611)	(611)
Disposals	-	-	-	-	-
Balance at 30 June 2019	1,113,931	735,937	1,849,868	71,005	1,920,874

Summary Statement of Cash Flows

	Council 2020 \$'000	Council Budget \$'000	Council 2019 \$'000	Group 2020 \$'000	Group 2019 \$'000
For the financial year ended 30 June 2020					
Net cash inflow/(outflow) from operating activities	42,978	65,807	44,127	58,477	61,405
Net cash inflow/(outflow) from investing activities	(70,135)	(160,431)	(54,111)	(85,583)	(76,282)
Net cash inflow/(outflow) from financing activities	12,904	94,886	20,832	17,132	24,737
Net increase/(decrease) in cash and cash equivalents	(14,252)	262	10,848	(9,974)	9,860
Cash and cash equivalents at the beginning of the financial year	20,876	337	10,028	21,785	11,925
Cash and cash equivalents at the end of the financial year	6,624	599	20,876	11,811	21,785

The accounting policies and notes form part of and should be read in conjunction with these financial statements.

Accounting Policies

The financial statements are presented in thousands of New Zealand dollars. New Zealand dollars are the Council and Groups' functional currency.

The 2019/20 annual report has been audited and gained an unmodified opinion, which means the report has met the requirements of the Local Government Act 2002.

This summary annual report has been examined by the auditor for consistency with the full annual report. The auditor's report is included with this summary. The Council's full annual report has complied with NZ GAAP and stated explicitly that it complies with Public Benefit Entity (PBE) Standards for Tier 1 entities. The summary annual report complies with PBE FRS 43 – Summary Financial Statements and PBE Standards as they relate to summary financial statements.

Subsequent Events

Queenstown Airport Corporation Ltd (QAC)

On 19 August 2020 the QAC Board resolved that no final dividend for the year ended 30 June 2020 would be paid to shareholders. (2019: \$7,294,618 dividend declared and QLDC's share of this was \$5,472,061).

Covid-19 impact

On August the 12th, Queenstown Lakes shifted back into Level 2 for 6 weeks, however this had no further impact on our financial position as at 30 June.

Contingent Liabilities

Council - Legal Claims

QLDC has been joined as a party in legal claims which relate to alleged weathertightness building defects. Claims are dealt with on a case by case basis. QLDC's liability in relation to these claims has not been established and it is not possible to determine the outcome of the claims at this stage. A loss provision has been recognised based on current knowledge and historic settlement of claims. Note that any claims received subsequent to 30 June 2009 are not covered by insurance. Other claims covered by insurance are subject to a cap as to the level of cover provided. A significant degree of estimation has been involved to calculate the provision. As a result QLDC may be subject to further liability that is not currently recognised.

Carter Holt Harvey has discontinued its claim against Queenstown Lakes District Council in respect of the leaky school buildings. This proceeding is now at an end.

Last year, a group of homeowners initiated High Court proceedings against Carter Holt Harvey (CHH) and others alleging inherent defects in the shadow clad plywood cladding sheets manufactured and distributed by CHH. CHH has joined 19 Councils as co-defendants in this claim. At present, there is still insufficient information to conclude on potential liability and claim quantum, if any.

Auditor's report



INDEPENDENT AUDITOR'S REPORT

TO THE READERS OF QUEENSTOWN LAKES DISTRICT COUNCIL AND GROUP'S SUMMARY OF THE ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2020

The summary of the annual report was derived from the annual report of the Queenstown Lakes District Council and group (the District Council) for the year ended 30 June 2020.

The summary of the annual report comprises the following summary statements on pages 19 to 69:

- the summary statement of financial position as at 30 June 2020;
- the summaries of the statement of financial performance, statement of other comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended 30 June 2020;
- the notes to the summary financial statements that include accounting policies and other explanatory information; and
- the summary statement of service performance.

Opinion

In our opinion:

- the summary of the annual report represents, fairly and consistently, the information regarding the major matters dealt with in the annual report; and
- the summary statements comply with PBE FRS-43: *Summary Financial Statements*.

Summary of the annual report

The summary of the annual report does not contain all the disclosures required by generally accepted accounting practice in New Zealand. Reading the summary of the annual report and the auditor's report thereon, therefore, is not a substitute for reading the full annual report and the auditor's report thereon.

The summary of the annual report does not reflect the effects of events that occurred subsequent to the date of our auditor's report on the full annual report.

The full annual report and our audit report thereon

We expressed an unmodified audit opinion on the information we audited in the full annual report for the year ended 30 June 2020 in our auditor's report dated 29 October 2020. That report also includes an emphasis of matter paragraph that draws attention to Note 32 in the audited financial statements, which describes the impact of COVID-19 on the District Council's audited financial statements.



Council's responsibility for the summary of the annual report

The Council is responsible for preparing the summary of the annual report which includes preparing summary statements, in accordance with PBE FRS-43: *Summary Financial Statements*.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary of the annual report represents, fairly and consistently, the information regarding the major matters dealt with in the full annual report and whether the summary statements comply with PBE FRS 43: *Summary Financial Statements*.

Our opinion on the summary of the annual report is based on our procedures, which were carried out in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

In addition to our audit and our report on the disclosure requirements, we have carried out engagements in the areas of assurance services relating to reporting under trust deed, a registry audit, and a regulatory disclosure audit, that are consistent with our role as auditor. Other than these engagements we have no relationship with or interests in the District Council or its subsidiaries and controlled entities.

A handwritten signature in blue ink, appearing to read "MHL".

Mike Hawken

for Deloitte Limited

On behalf of the Auditor-General

Dunedin, New Zealand

29 October 2020

There is so much more we want to tell you

Read the full Annual Report 2019–20 at www.qldc.govt.nz