
QUARTERLY REPORT



**DECEMBER
2019**

Key Performance Indicators – The Results

Health & Safety Summary

Key Priorities Update

Financial Management Report

Annual KPI's

03

KEY PERFORMANCE INDICATORS (KPI)

26

HEALTH & SAFETY SUMMARY

31

KEY PRIORITIES UPDATE

39

FINANCIAL MANAGEMENT REPORT

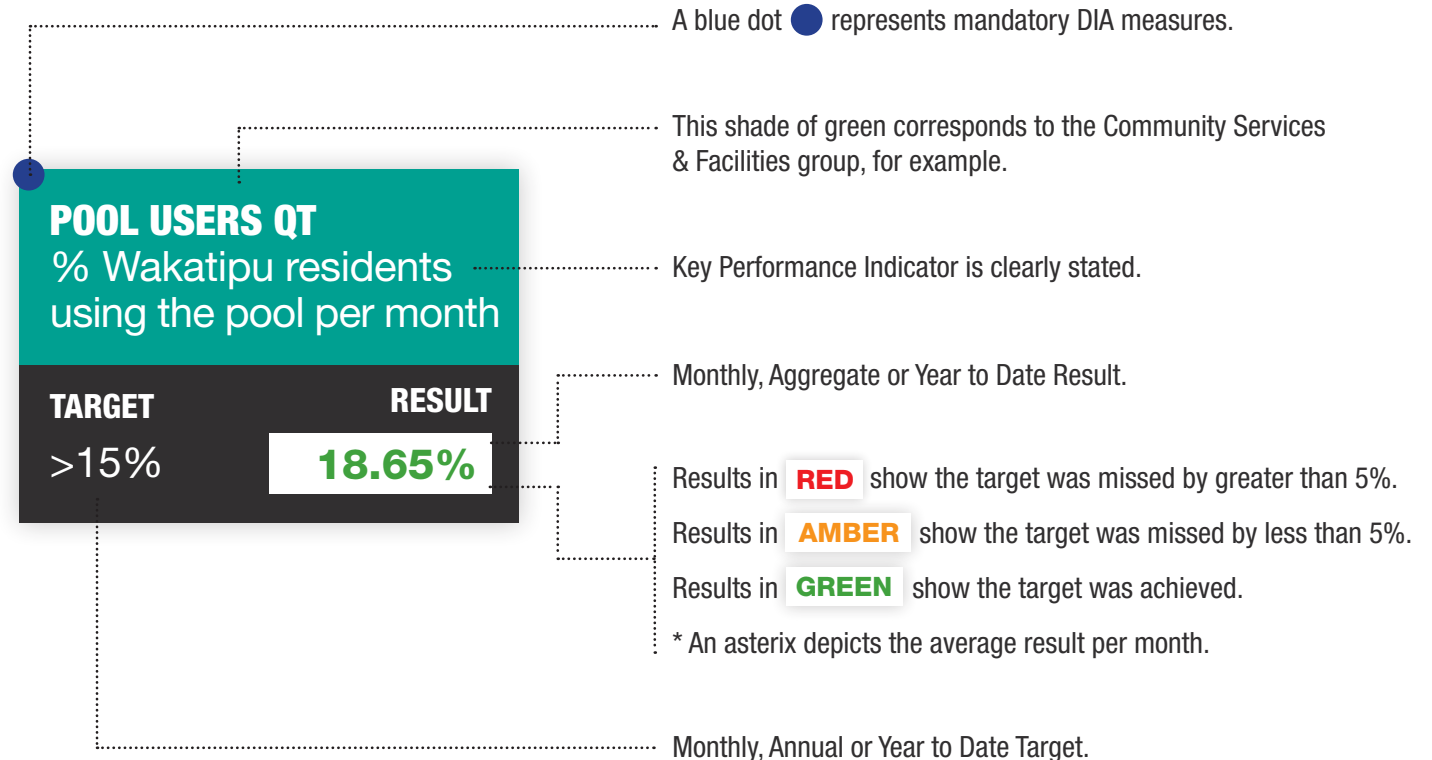
43

ANNUAL KEY PERFORMANCE INDICATORS

HOW TO READ THIS REPORT - WHAT IS A KPI?

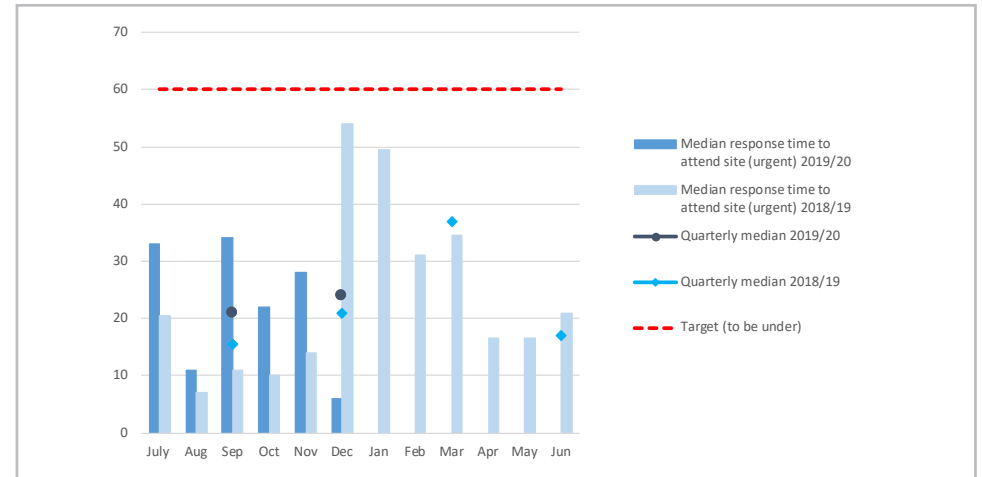
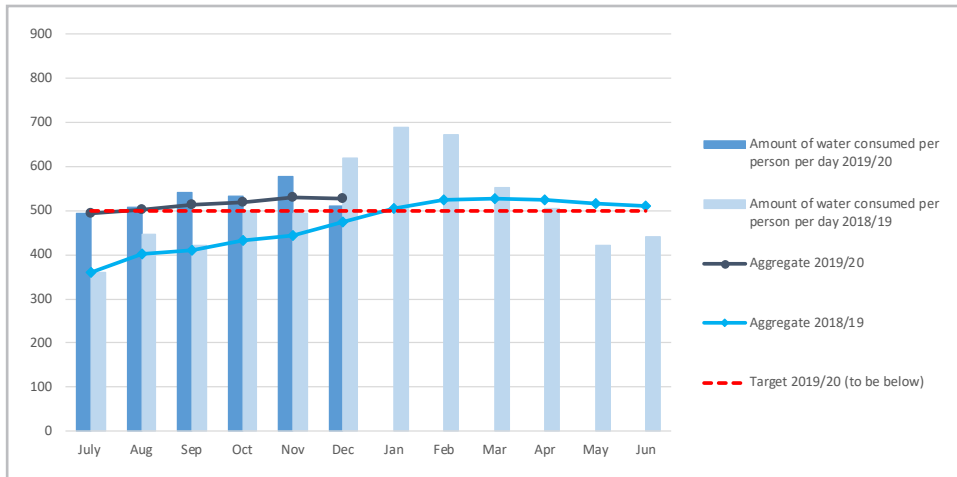
A Key Performance Indicator (KPI) is a quantifiable measure that demonstrates how effectively an organisation is achieving key community outcomes and objectives. The KPIs and their targets are defined and consulted on every three years, during the Ten Year Plan (TYP) process. The TYP is comprised of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

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



KEY PERFORMANCE INDICATORS





Monthly Result

WATER CONSUMPTION
Amount consumed per person per day

TARGET	MONTHLY RESULT
<500L	510.09L

510.09 litres of water was consumed on average per day in December. This did not meet the target set, however there has been a decrease compared to the previous month, and consumption levels are much lower than this time last year.

Aggregate Result

WATER CONSUMPTION
Amount consumed per person per day

TARGET	AGGREGATE RESULT
<500L	527L

527 litres of water was consumed on average per person per day year to date. This has not quite achieved the 2019-20 target to be below 500 litres. Year to date analysis shows water consumption is trending higher than the same period last year.

Monthly Result

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

TARGETS	MONTHLY RESULT
<60 mins	6 mins

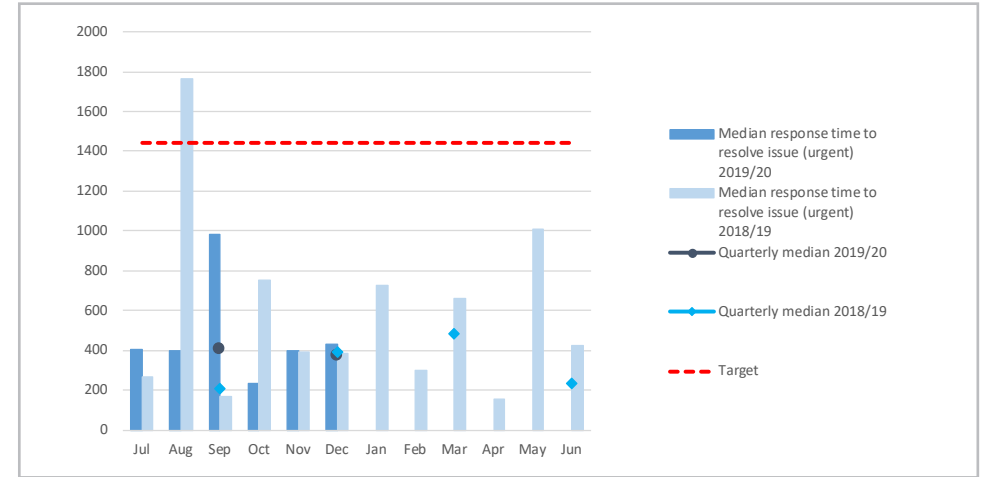
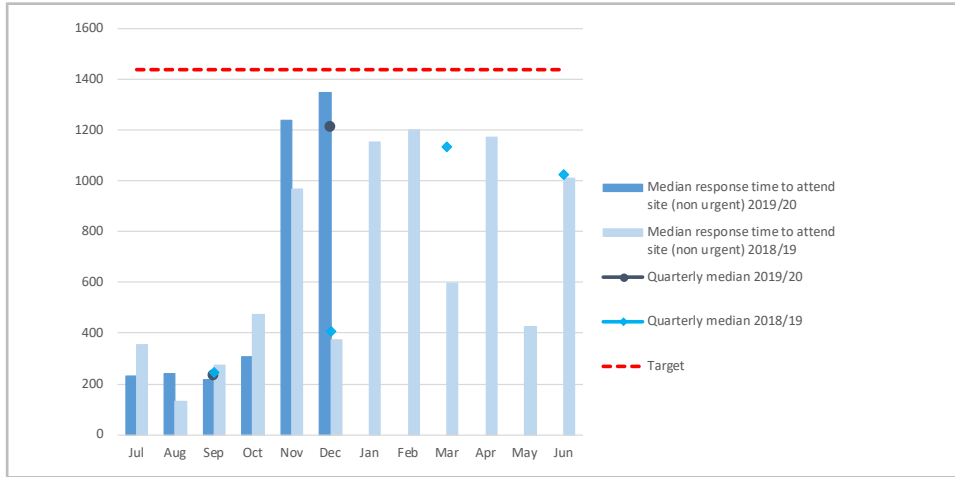
The median response time to attend to site for urgent issues was six minutes in December. Three urgent issues were received this month. This achieved the target set.

Aggregate Result

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

TARGETS	QTR RESULT
<60 mins	24 mins

The median response time to attend to site for urgent issues is 24 minutes for the second quarter. There have been 43 urgent issues lodged in the first half of the 2019-20 financial year.



Monthly Result

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

The median response time to attend to site for non-urgent issues was 1350 minutes for December. There were 64 non-urgent issues recorded for December. This achieved the target set.

TARGET	MONTHLY RESULT
<1440 mins	1350 mins

Aggregate Result

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

The median response time to attend to site for non-urgent issues was 1211 minutes for the second quarter. There have been 470 non-urgent issues lodged year to date. Response times are well within the target set.

TARGET	YTD RESULT
<1440 mins	1211 mins

Monthly Result

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

The median response time to resolve urgent issues was 430 minutes for December. This is an increase compared to the previous month, however is still within the target set.

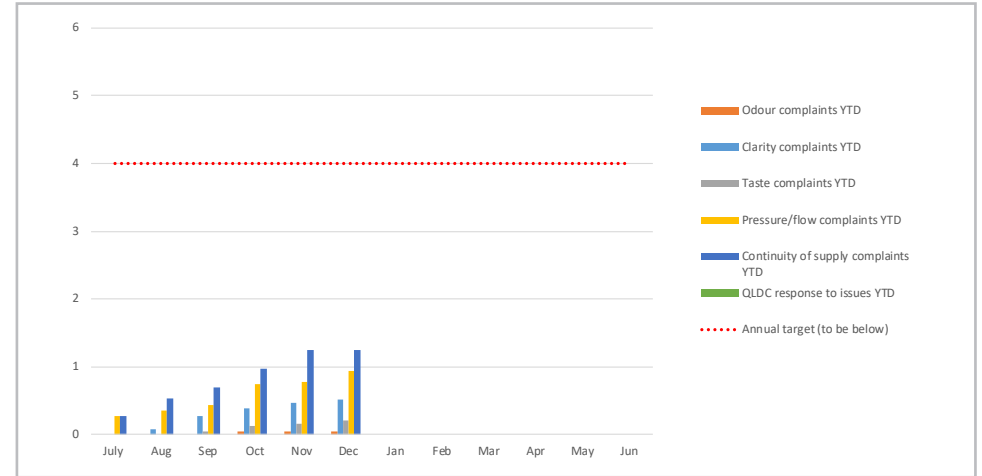
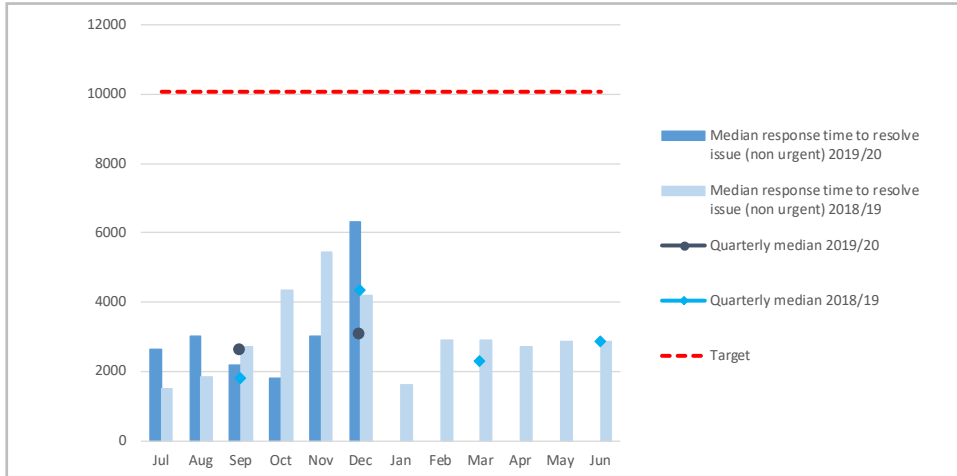
TARGET	MONTHLY RESULT
<1440 mins	430 mins

Aggregate Result

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

The median response time to resolve urgent issues was 374 minutes for the second quarter. Resolution times are well within the target set and remains consistent with the same period last year.

TARGET	YTD RESULT
<1440 mins	374 mins



Monthly Result

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

The median response time for resolution for non-urgent issues was 6,303 minutes for December. There has been an increase in resolution times, however still achieved the target set.

TARGET	MONTHLY RESULT
<10,080 mins	6303 mins

Aggregate Result

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

The median response time for resolution for non-urgent issues was 3037 minutes for the second quarter. This is well within the target set and is below the same period last year.

TARGET	QTR RESULT
<10,080 mins	3037 mins

WATER SUPPLY COMPLAINTS

No. of complaints per 1000 connections

TARGET <4 PER ANNUM

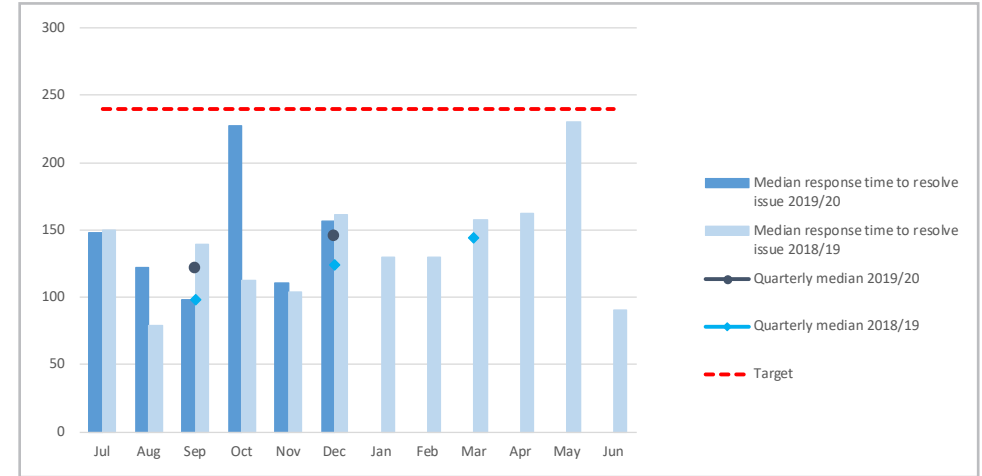
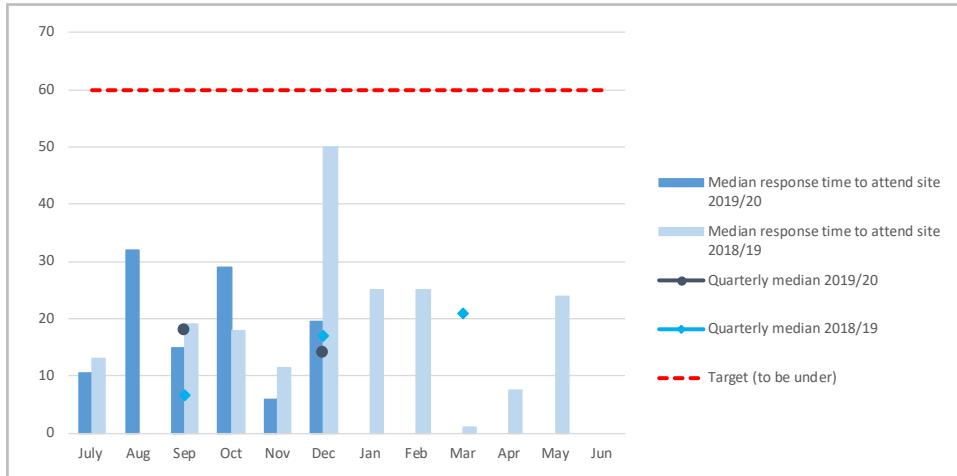
	MONTHLY RESULT	YTD RESULT
Odour	0	0.04
Clarity	0.04	0.51
Taste	0.04	0.2
Pressure/flow	0.16	0.94
Continuity of supply	0	1.24

TARGET <2 PER ANNUM

QLDC response to issues	0	0
-------------------------	----------	----------

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

Year to date, the requests for service in the following categories have been received: 13 for clarity, five for taste, one for odour, 23 for pressure, 31 for water continuity and zero complaints regarding QLDC's response to issues.



Monthly Result

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

The median response time to attend to site for wastewater overflows was 19.5 minutes in December. This is well within the target set.

TARGET	MONTHLY RESULT
<60 mins	19.5 mins

Aggregate Result

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

The median response time to attend site for wastewater overflows was 14 minutes for the second quarter. This achieved the target set.

TARGET	QTR RESULT
<60 mins	14 mins

Monthly Result

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

There were four issues received this month and the median response time to resolve these wastewater overflows was 157 minutes. This achieved the target set.

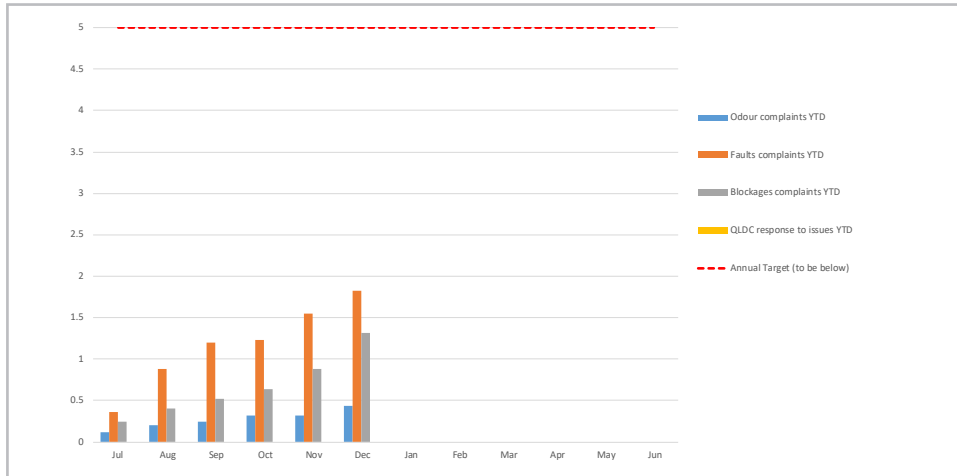
TARGET	MONTHLY RESULT
<240 mins	157 mins

Aggregate Result

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

The median response time to resolve the wastewater overflows was 145 minutes for the second quarter. This achieved the target set. There has been 30 issues recorded this year to date.

TARGET	QTR RESULT
<240 mins	145 mins



WASTEWATER COMPLAINTS

No. of complaints per 1000 connections

TARGET <5 PER ANNUM

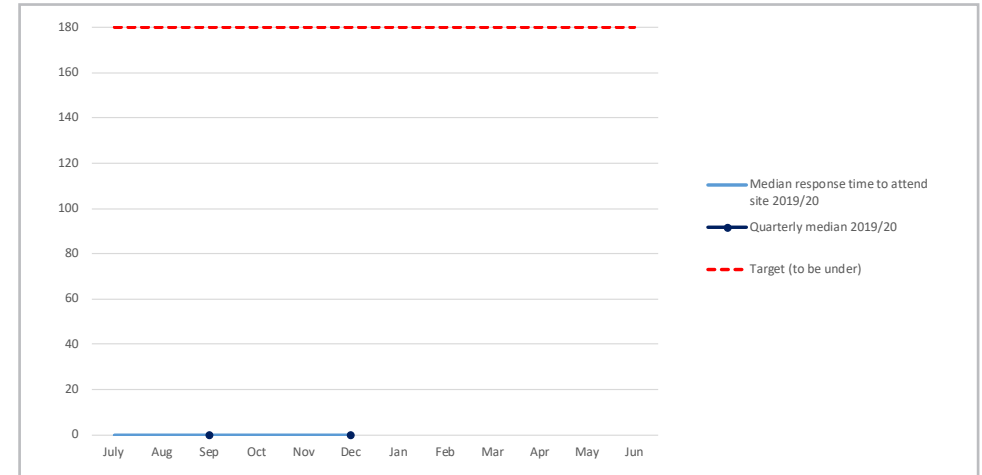
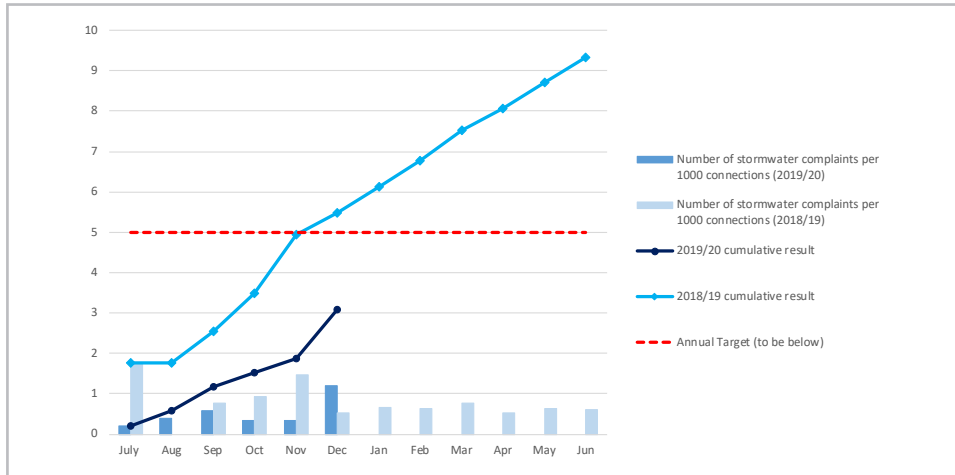
	MONTHLY RESULT	YTD RESULT
Odour	0.12	0.44
Faults	0.28	1.83
Blockages	0.44	1.32

TARGET <2 PER ANNUM

QLDC response to issues	0	0
-------------------------	---	---

All categories are currently within the targets set. Year to date, there have been 15 odour requests for service, 54 wastewater fault requests for service, 35 blockage requests for service and zero QLDC response complaints.





Monthly Result

STORMWATER COMPLAINTS

No. of complaints per 1000 connections

TARGET	MONTHLY RESULT
<5	1.21

The number of stormwater complaints per 1000 connections was 1.21 for December. There were 31 stormwater requests for service this month.

Aggregate Result

STORMWATER COMPLAINTS

No. of complaints per 1000 connections

TARGET	YTD RESULT
<5	3.08

The number of stormwater complaints per 1000 connections is 3.08 year to date. There has been a total of stormwater requests for service received year to date.

Monthly Result

STORMWATER FLOODING

Median response time to attend site

TARGET	MONTHLY RESULT
<180 mins	0 mins

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

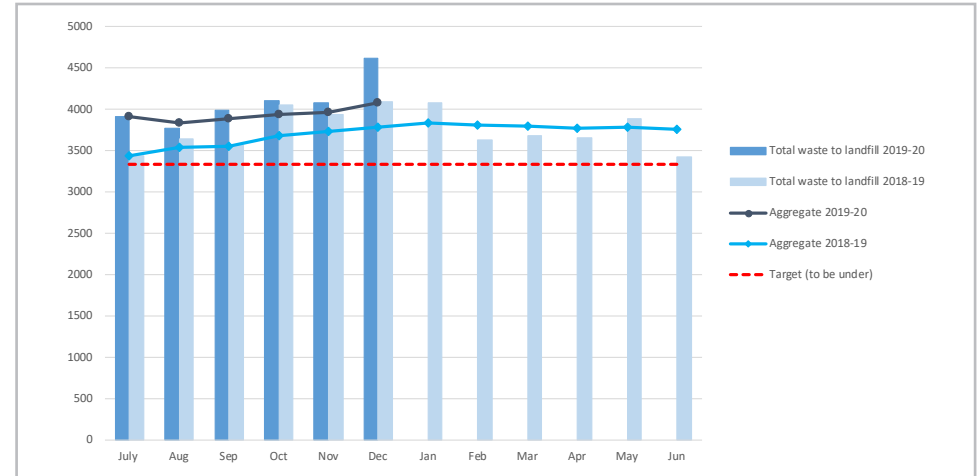
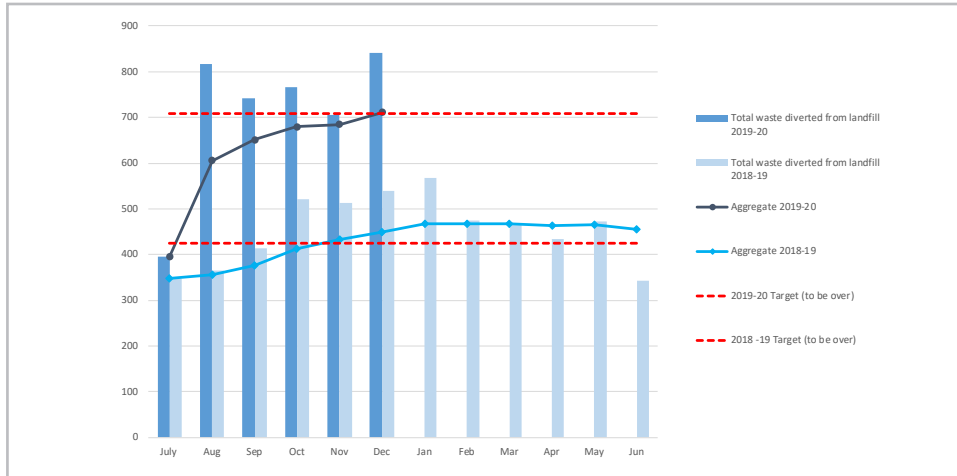
Aggregate Result

STORMWATER FLOODING

Median response time to attend site

TARGET	YTD RESULT
<180 mins	0 mins

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



Monthly Result

WASTE DIVERTED FROM LANDFILL

Total waste diverted from landfill

TARGET >708t MONTHLY RESULT **842t**

The total waste diverted from landfill this month is 842 tonne. There has been more material diverted this month than target. This is likely attributable to higher waste volumes over the summer period.

Aggregate Result

WASTE DIVERTED FROM LANDFILL

Total waste diverted from landfill

TARGET >708t YTD RESULT **711t**

On average, 711 tonne of waste has been diverted from landfill year to date. This has not achieved the target. This is due to the low result recorded in July, however trend analysis shows results are moving positively towards reaching target.

Monthly Result

WASTE TO LANDFILL

Total waste to landfill

TARGET <3,333t MONTHLY RESULT **4,622t**

There was more waste to landfill this month than the monthly target of 3,333 tonnes. There was a spike in commercial waste going direct to landfill in December - approximately 200 tonne is thought to be attributable to disposal of waste prior to 1 January gate fee increase; 244 tonne of contamination from the MRF; 200 tonne of material from another waste contractor disposing of product directly to landfill.

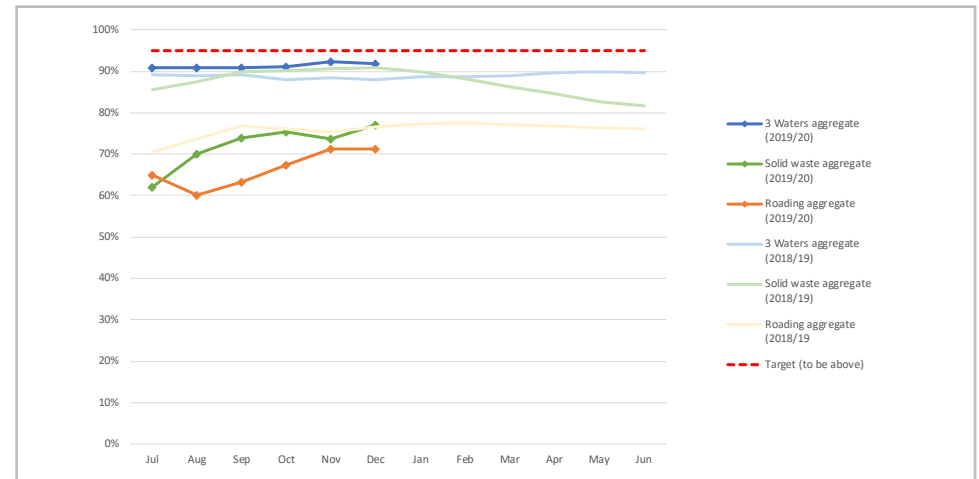
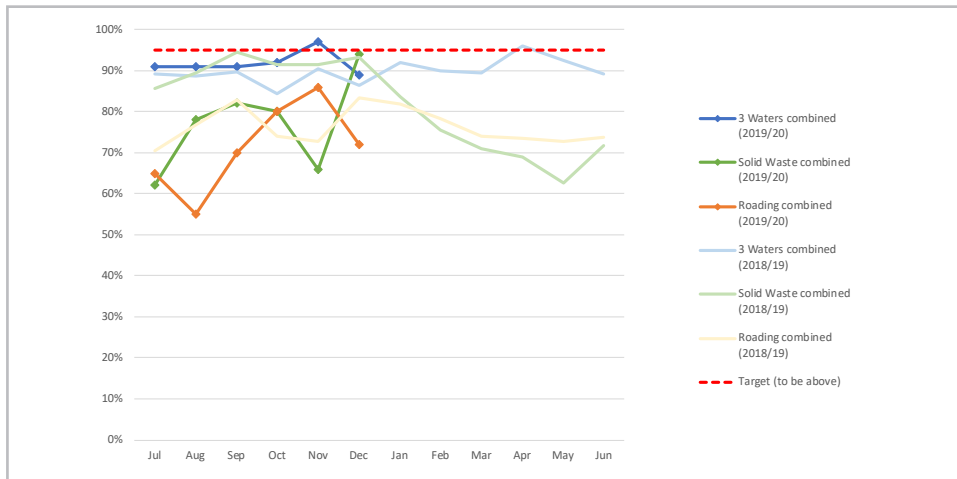
Aggregate Result

WASTE TO LANDFILL

Total waste to landfill

TARGET <3,333t YTD RESULT **4,078t**

On average, the total waste to landfill this quarter is 4,078 tonne. This did not achieve the target set and further focus is required to meet target.



Monthly Result

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

TARGET	MONTHLY RESULT
>95%	3 Waters 89% Solid Waste 94% Roading 72%

3 waters - There has been a decrease in performance this month, from both the contractor and the internal team. Next month the focus will be placed on lifting results to expected levels. There were 236 RFS received this month, of which 25 were not resolved on time.

Solid waste - A strong focus on the Contractor to lift results from the previous month has proved valuable, with a combined increase of 28% from last month.

Roading - A significant decrease in performance from the contractor this month has resulted in an overall poor performance. This is due to the flood response, resulting in other tasks receiving lower priority. A focus this month on contractor and internal team performance should improve the results for next month

YTD Result

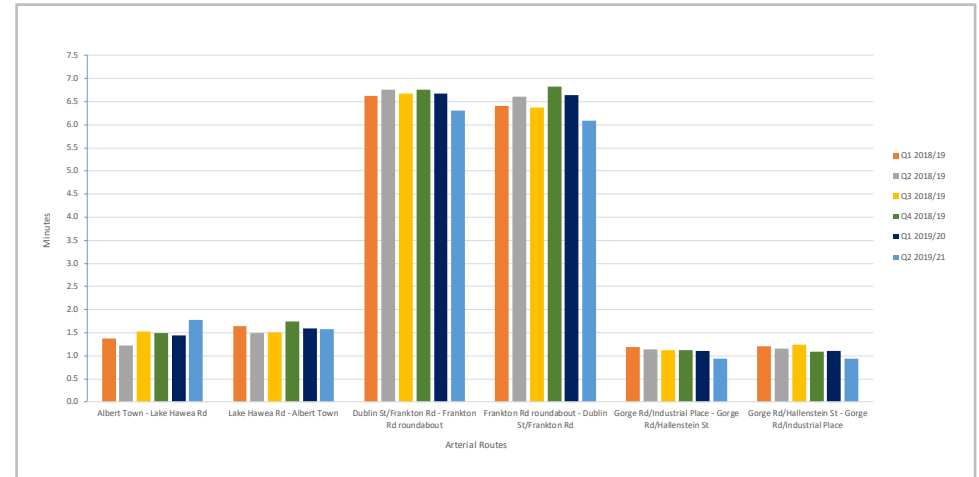
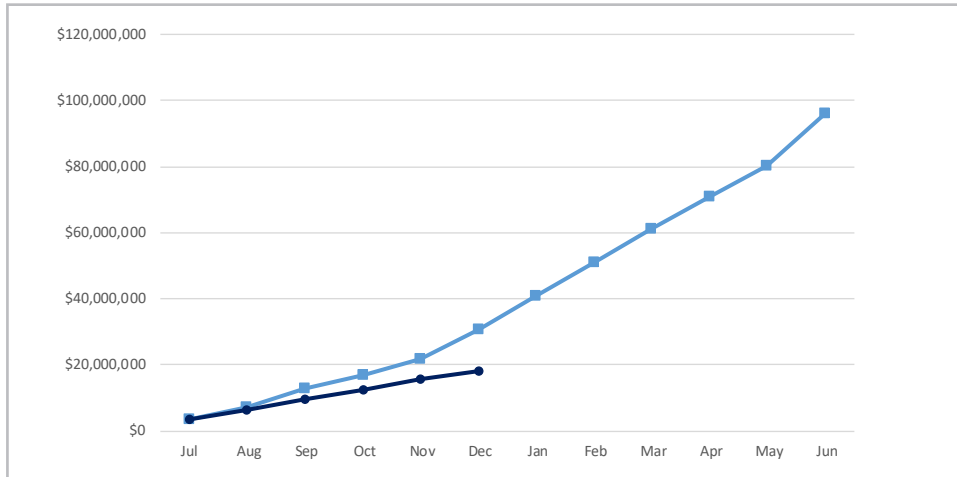
REQUESTS FOR SERVICE (RFS)
% customer RFS resolved on time

TARGET	YTD RESULT
>95%	3 Waters 92% Solid Waste 77% Roading 71%

3 waters - 3 waters results have been consistent year to date, not quite achieving the target set. There have been 1506 RFS received year to date.

Solid waste - 77% of solid waste requestes for service have been resolved on time year to date. This did not achieve the target set. 4,221 requests have been received year to date.

Roading - 71% of roading requests for service were resolved on time this year to date. This did not achieve the target set. 1272 requests have been received year to date.



Monthly Result

CAPITAL WORKS

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

TARGET

80 to 110%

MONTHLY RESULT

59%

Project Expenditure - There has been a \$27.6m spend against a year to date budget of \$43.5m. A significant number of budgets were deferred from 2019/20 to 2020/21 in the November 2019 re-forecast were adjusted for in December. The major reasons for timing of delivery include transport projects awaiting NZTA approval, joint venture agreement for Civic Heart and Project Connect, various stages of HIF and Lakeview developer agreements and bundled approach to 3 waters delivery. The largest actual spends per project for December were Lakeview Development (\$695k), North Wanaka new wastewater conveyance scheme (\$297k) and QEC roof and ventilation improvements (\$295k).

Monthly Result

TRAFFIC FLOWS

Improved traffic flows on arterial routes

QTR RESULT

Albert Town - Lake Hawea Rd **1.77 mins**

Lake Hawea Rd - Albert Town **1.58 mins**

Frankton Rd (east) **6.30 mins**

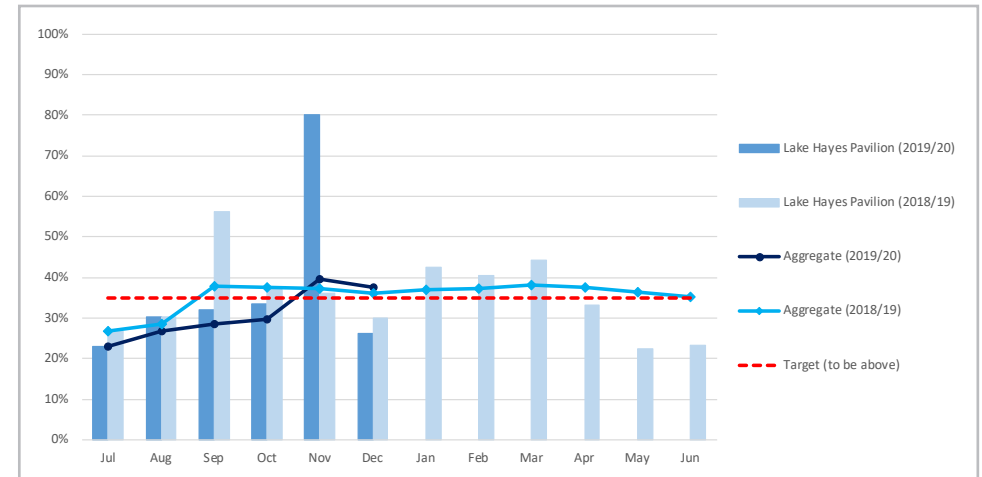
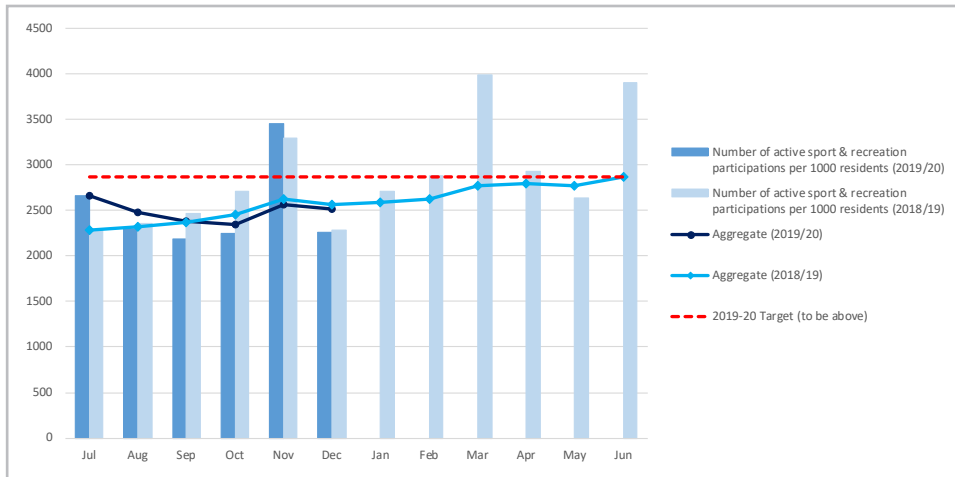
Frankton Rd (west) **6.08 mins**

Gorge Rd (north) **0.93 mins**

Gorge Rd (south) **0.94 mins**

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

These average times are separated into both road directions. Results show Albert Town and Gorge Road results remain consistent however there has been a significant improvement with traffic flows on Frankton Road for this quarter. The overall result being 2.93 minutes total, on average.



Monthly Result

ACTIVE PARTICIPANTS
active sport and recreation participants per capita

TARGET	MONTHLY RESULT
>2,872	2261

There were 2,261 active sport and recreation participations per 1000 residents in December. This did not achieve the target set and is due to Alpine Aqualand closed for renovations. This is expected to re-open in March.

Aggregate Result

ACTIVE PARTICIPANTS
active sport and recreation participants per capita

TARGET	YTD RESULT
>2,872	2519

There have been 2,384 active sport and recreation participations per 1000 residents year to date. This did not achieve the target set. Aggregate levels show a similar trend to the previous year for this quarter.

Monthly Result

LAKE HAYES PAVILION
% hours of community use per month

TARGET	MONTHLY RESULT
>35%	26.3%

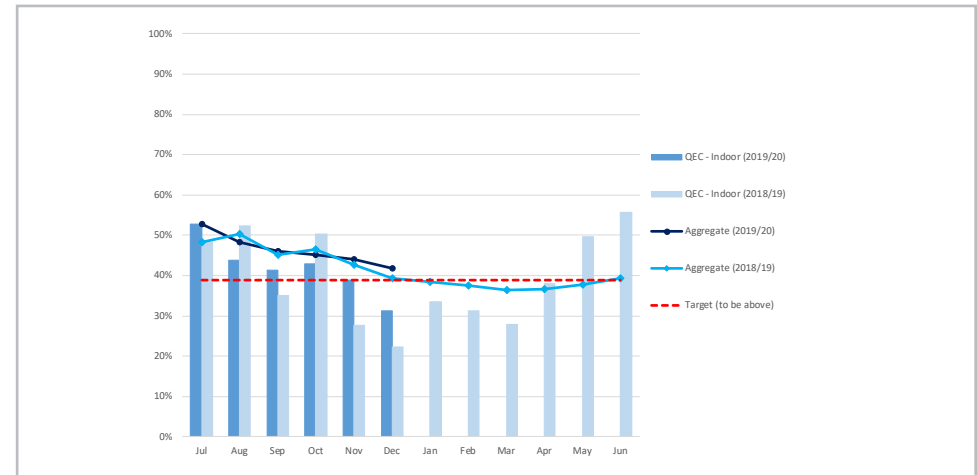
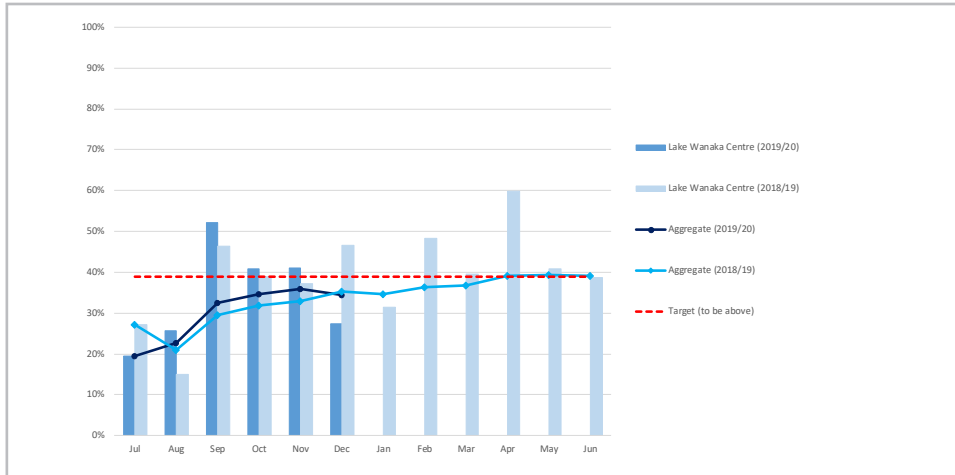
The Lake Hayes Pavilion had a 26.3% occupation rate during December. Historically, December has always been a low month for venue occupancy due to the Christmas and New Year period. There were only two bookings in the last 2.5 weeks of December. This did not achieve the target set.

Aggregate Result

LAKE HAYES PAVILION
% hours of community use per month

TARGET	YTD RESULT
>35%	37.5%

On average, the Lake Hayes Pavilion has been booked out 37.5% year to date. Aggregate analysis shows occupancy is trending slightly higher than this time last year and achieves the target set.



Monthly Result

LAKE WANAKA CENTRE
% hours of community use per month

TARGET
>39%

MONTHLY RESULT
27.3%

The Lake Wanaka Centre had a 27.3% occupancy rate this month. Historically, December has always been a low month for venue occupancy due to the Christmas and New Year period. This did not achieve the target set.

Monthly Result

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

TARGET
>39%

MONTHLY RESULT
31.2%

The Christmas Show, a multi day basketball camp and regular users were the primary users of the courts in December. Due to the Christmas holiday period there were very limited bookings from 25 - 31 December.

Aggregate Result

LAKE WANAKA CENTRE
% hours of community use per month

TARGET
>39%

YTD RESULT
34.4%

On average, the Lake Wanaka Centre has been booked out 34.4% this quarter. This did not meet the target set. Trend analysis shows the aggregate has decreased and is consistent with the previous period last year.

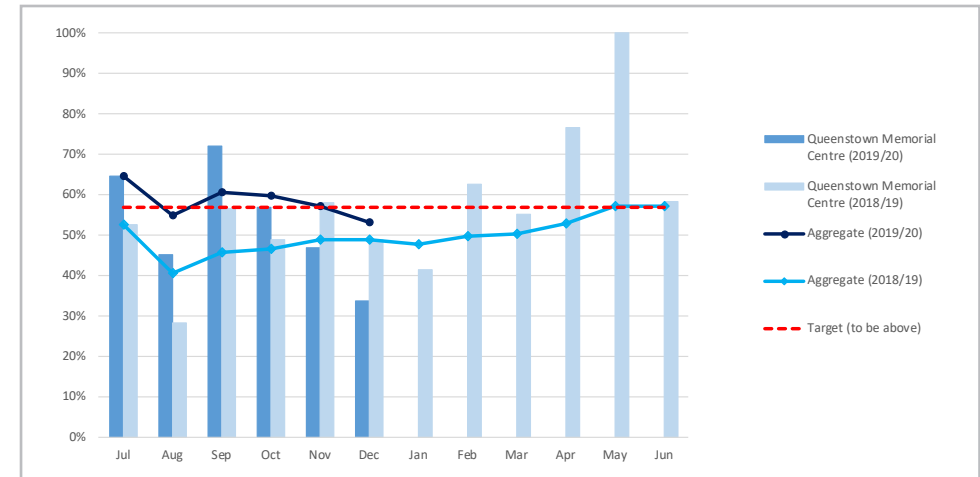
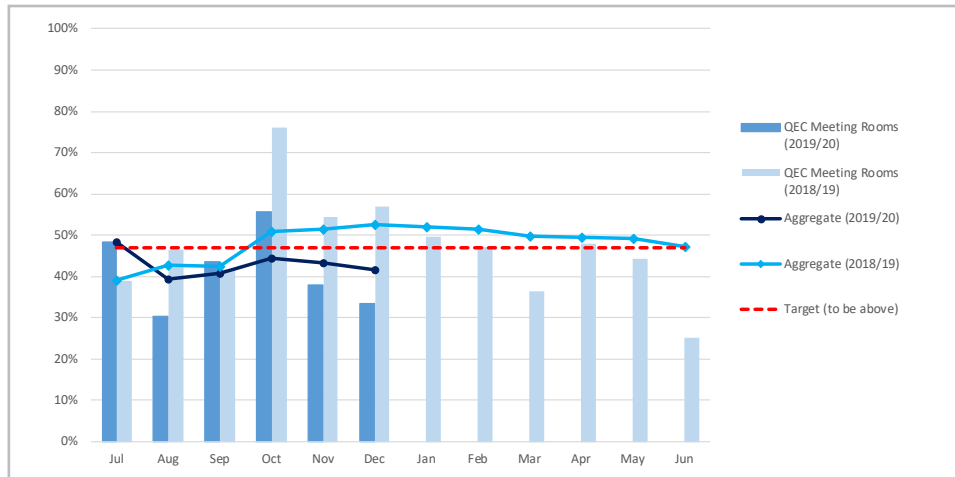
Aggregate Result

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

TARGET
>39%

YTD RESULT
41.9%

41.9% occupancy achieved year to date. Results are higher than the same month last year. This meets the target set.



Monthly Result

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

TARGET >47% **MONTHLY RESULT** **33.5%**

The Queenstown Events Centre meeting rooms had 33.5% occupancy this month. The QLDC Holiday Programme and Christmas Show were the primary users of the QEC rooms in December. Due to the Christmas holiday period there were no bookings from 25 - 31 December.

Aggregate Result

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

TARGET >47% **YTD RESULT** **41.6%**

The occupancy rate year to date has been 41.6%. Aggregate results are below the previous years result and this is due to a lower occupancy result in the last quarter. This did not achieve the target set.

Monthly Result

QUEENSTOWN MEMORIAL CENTRE
% hours of community use per month

TARGET >57% **MONTHLY RESULT** **33.6%**

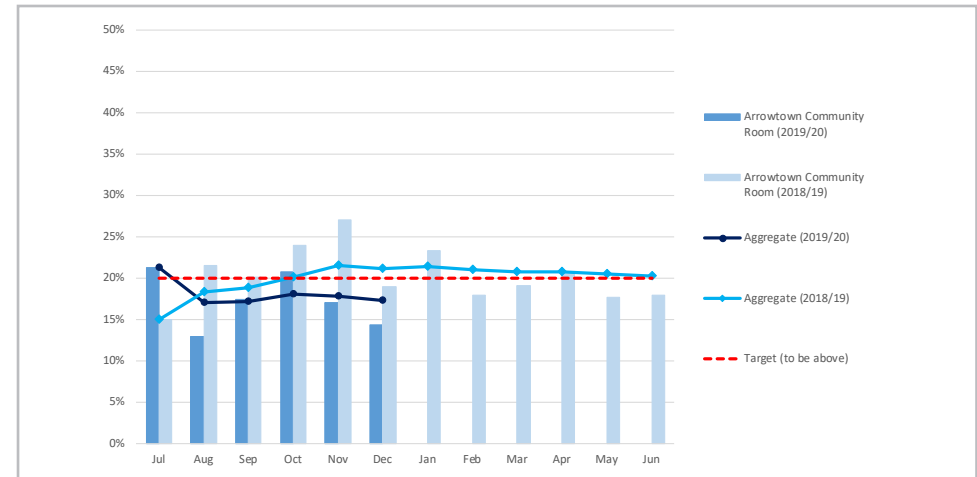
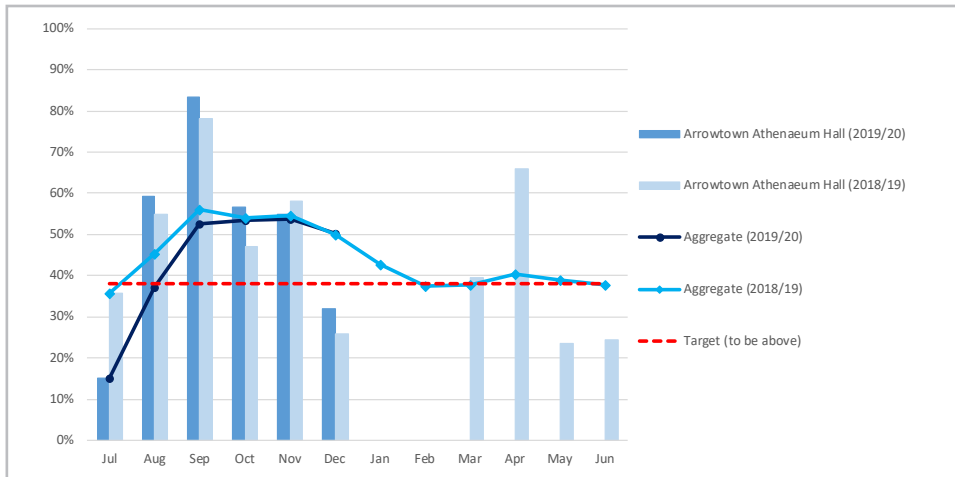
The Queenstown Memorial Centre had a 33.6% occupancy rate this month. There were three end of year shows in the venue during December, which took place over multiple days. There were no bookings for the last two weeks in December.

Aggregate Result

QUEENSTOWN MEMORIAL CENTRE
% hours of community use per month

TARGET >57% **YTD RESULT** **53.3%**

55.3% occupancy has been achieved year to date. Aggregate results remain above the same quarter last year but have started to trend slightly downwards. The Air New Zealand marathon utilised Queenstown Events Centre instead as their race headquarters in November due to a larger capacity, and this will have negatively affected the aggregate.



Monthly Result

ARROWTOWN ATHENAEUM HALL
% hours of community use per month

TARGET	MONTHLY RESULT
>38%	32.0%

The Arrowtown Athenaeum Hall had a 32.0% occupancy rate in December. The target was not achieved this month. December is always a quieter month for community venues due to the Christmas holiday period.

Aggregate Result

ARROWTOWN ATHENAEUM HALL
% hours of community use per month

TARGET	YTD RESULT
>38%	50.2%

50.2% occupancy achieved year to date. This achieved the target set. The last quarter analysis shows aggregate results are consistent with this same period last year. Although the majority of 2019-20 has recorded a higher result than last year, the aggregate has decreased due to the low occupancy result recorded for July 2019.

Monthly Result

ARROWTOWN COMMUNITY ROOMS
% hours of community use per month

TARGET	MONTHLY RESULT
>20%	14.3%

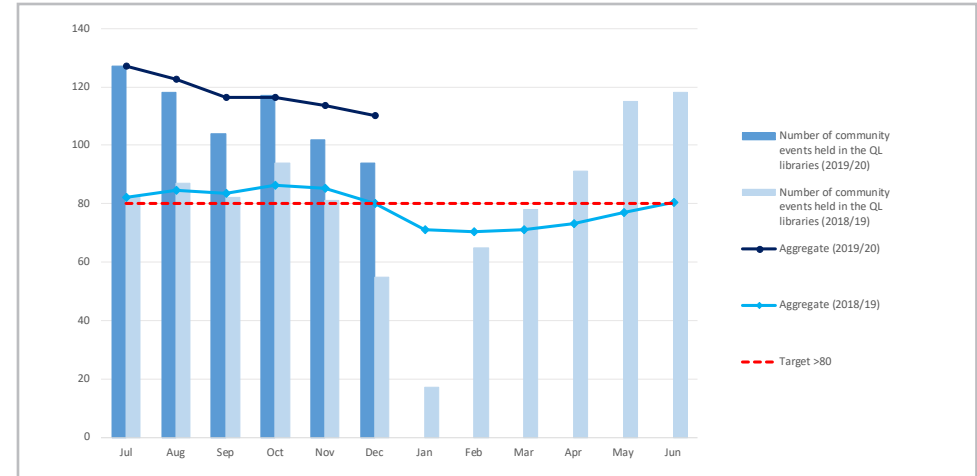
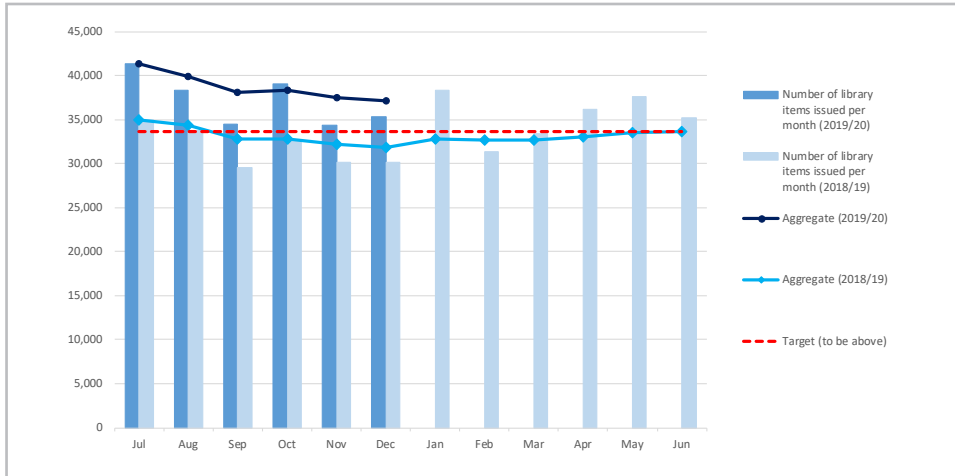
The Arrowtown Community Rooms had a 14.3% occupancy rate in December. This did not achieve the monthly target. All of the regular after school activities at the venue stop taking place mid December due to school holidays which affected the monthly result.

Aggregate Result

ARROWTOWN COMMUNITY ROOMS
% hours of community use per month

TARGET	YTD RESULT
>20%	17.3%

17.3% occupancy achieved year to date. This is lower than the same period last year and is below the target set. The opening of the Arrowtown Community Centre venue in Arrowtown has affected the venue usage results for this venue, however it is a positive



Monthly Result

LIBRARY CIRCULATION
of items issued per month

TARGET	MONTHLY RESULT
>33,611	35,345

35,345 items were issued this month from all libraries across the Queenstown Lakes district. There has been a 17% increase in hard copy and eResource checkouts this month compared to the same month in the previous year.

Monthly Result

LIBRARY EVENTS
of community events held within libraries

TARGET	MONTHLY RESULT
>80	94

94 community events were held within the libraries this month. This a slight decrease from the previous month, however still above target. The seasonal focus for libraries is on lending.

Aggregate Result

LIBRARY CIRCULATION
of items issued per month

TARGET	YTD RESULT
>33,611	37,165

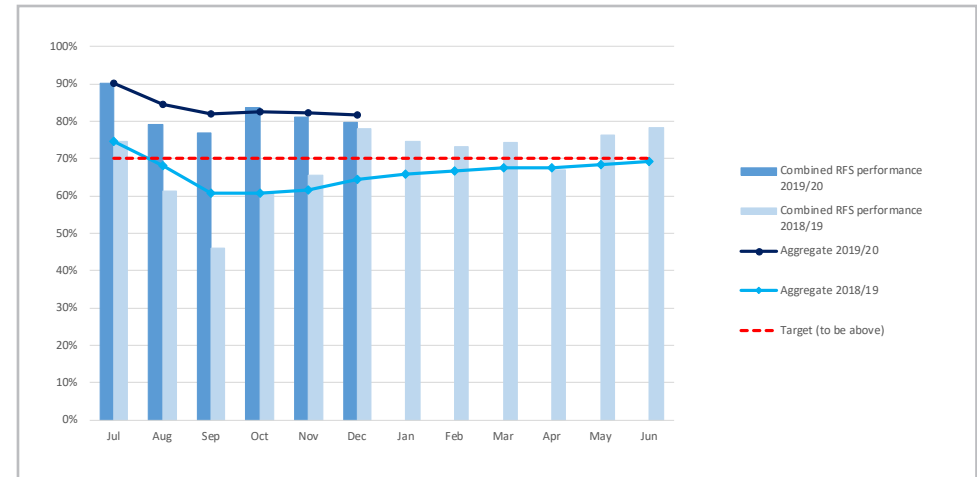
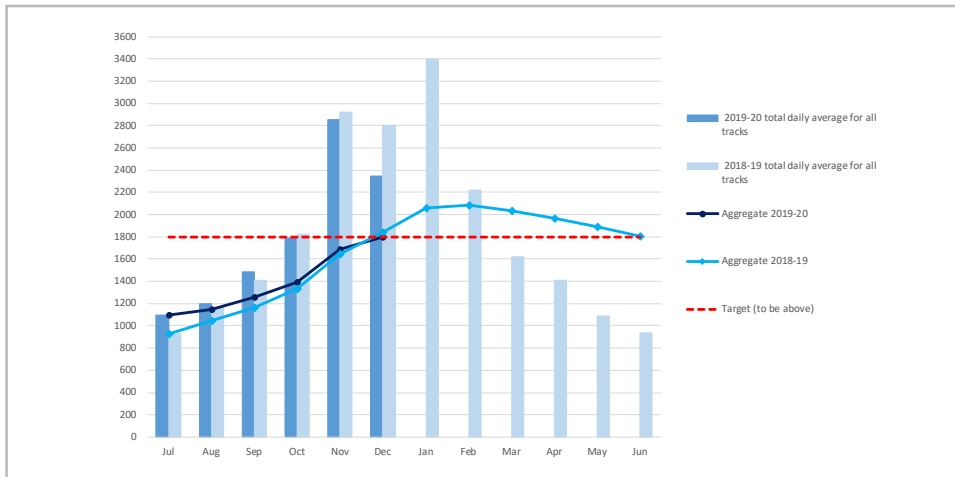
On average, 37,165 items have been issued per month, year to date. This achieved the target set. Frankton Library opened mid December 2018 and their statistics are contributing to the increased use of library collections.

Aggregate Result

LIBRARY EVENTS
of community events held within libraries

TARGET	YTD RESULT
>80	110

The year to date result of 110 community events held within the Queenstown Lakes District libraries year to date exceeds the target set. The libraries continue to be a well supported and key social asset for the community.



Monthly Result

TRAIL USAGE
Average number of daily trail users

TARGET	MONTHLY RESULT
>1,800	2349

The average number of trail users in December was 2,349. There has been an increase in trail usage for December 2019 due to peak visitor numbers and the Christmas break.

Monthly Result

PARKS RFS
% RFS resolved within specified timeframe

TARGET	MONTHLY RESULT
>75%	81%

81% of Park's requests for service were resolved on time this month. Despite extensive flooding in the Wanaka area, there was a decrease in RFS for December 2019.

Aggregate Result

TRAIL USAGE
Average number of daily trail users

TARGET	YTD RESULT
>1,800	1796

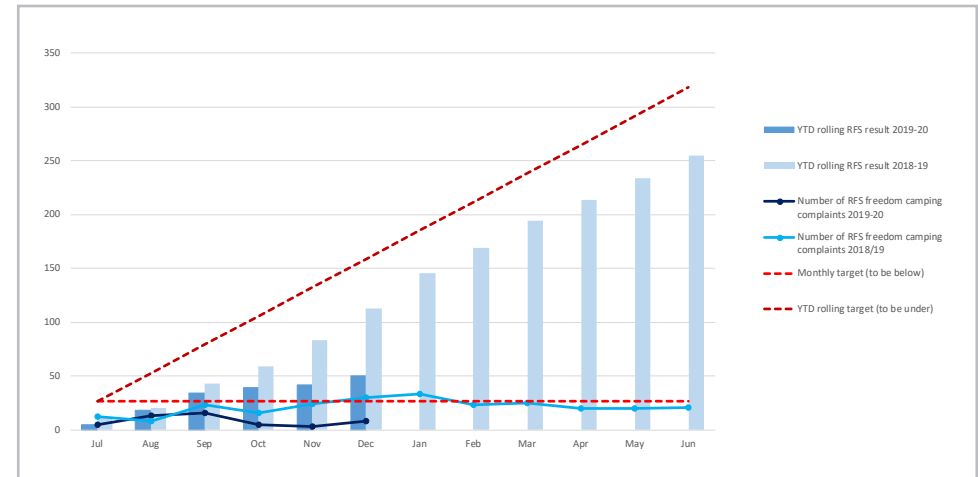
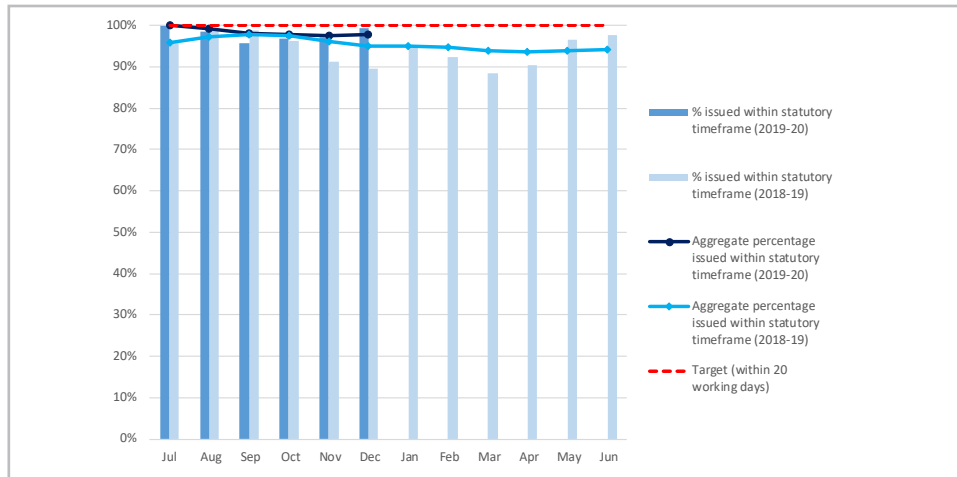
Trend analysis shows this year continues the seasonal pattern to 2018-19, however notably there has been a decrease in December compared to the same period last year. Results are just below the target set.

Aggregate Result

PARKS RFS
% RFS resolved within specified timeframe

TARGET	YTD RESULT
>75%	81.8%

81.8% of Park's requests for service were resolved on time this quarter. This achieved the target set and is an improvement on the same quarter last year.



Monthly Result

BUILDING CONSENT TIMES
% processed within the statutory timeframe

TARGET 100%
MONTHLY RESULT 99.4%

99.4% of consents were processed within the 20 working day statutory timeframe in December 2019. The target was not quite achieved this month and is due to one consent not processed within the timeframe. Of note is the number of building consents received (156) in December 2019 was the highest number of consents received in a December since at least 2014.

Aggregate Result

BUILDING CONSENT TIMES
% processed within the statutory timeframe

TARGET 100%
YTD RESULT 98%

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

Monthly Result

FREEDOM CAMPING RFS
of freedom camping RFS per month

TARGET <26.5
MONTHLY RESULT 8

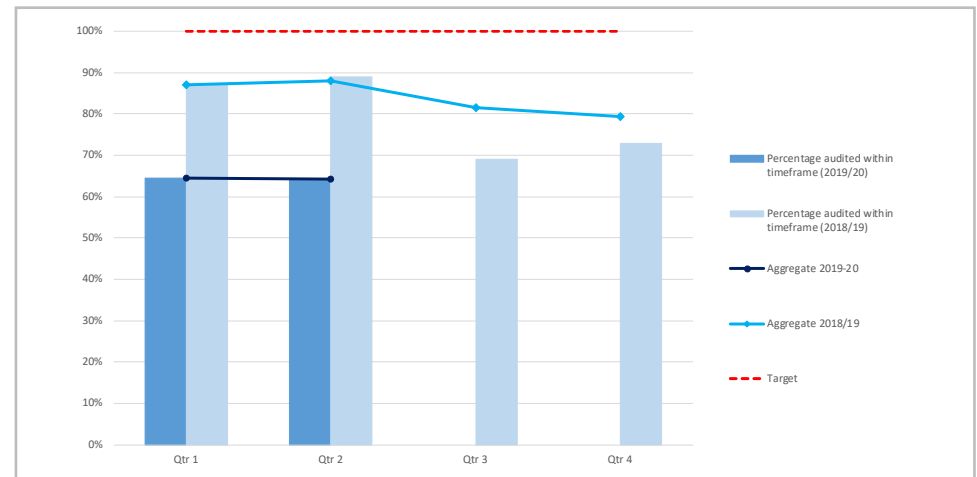
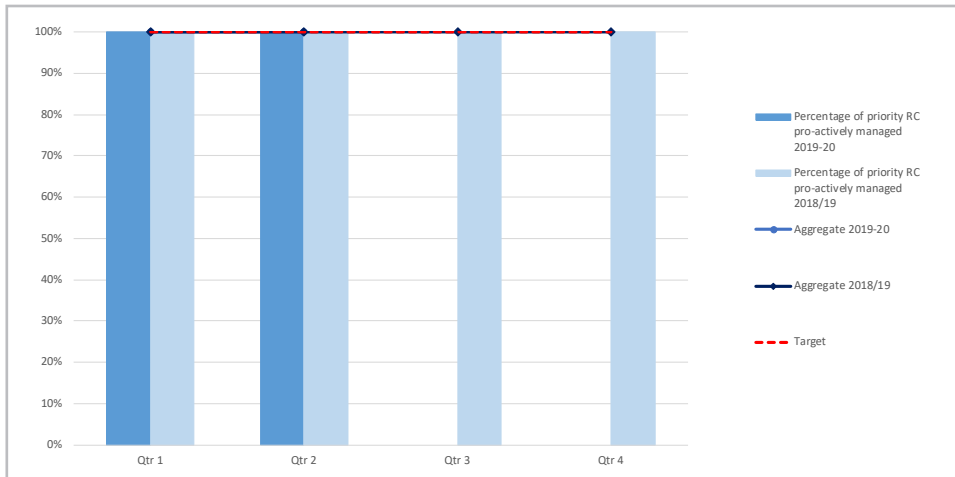
32 freedom camping requests for service (RFS) were received by QLDC in December 2019. Of these requests, 24 were unsubstantiated or incorrectly allocated i.e. the vehicles could not be located by the patrolling officers. The remaining eight requests received the following infringements - one was ticketed for being in a prohibited area, one was clamped and ticketed, four were in a regularly patrolled area, and two resulted in daytime education.

Aggregate Result

FREEDOM CAMPING RFS
of freedom camping RFS per month

YTD TARGET <159
YTD RESULT 50

50 freedom camping RFS were received this quarter. This achieves the target set to be under 159 year to date.



Monthly Result

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

TARGET 100%
QUARTERLY RESULT 100%

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

Aggregate Result

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

TARGET 100%
YTD RESULT 100%

100% of resource consents listed as a priority have been pro-actively managed year to date. Monitoring continues to take place in accordance with the Prioritisation Strategy. This achieves the target set.

Quarterly Result

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

TARGET 100%
QTR RESULT 64%

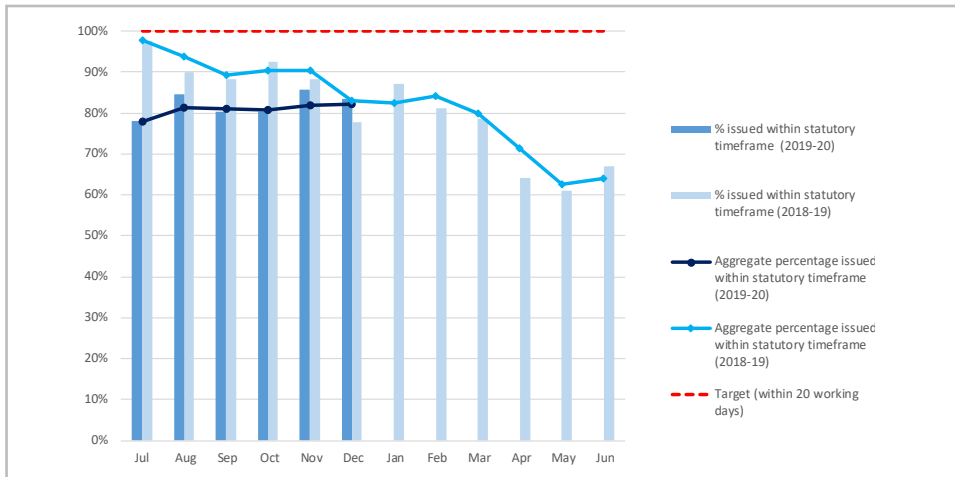
The target has not been achieved this quarter. There has been an increase in the number of businesses registering and this increase is associated with seasonal trend, district growth and the higher numbers of mobile operators in the district. This has resulted in an increase in workload, with on-boarding new operators and also auditing these businesses. The workload associated with the new Food Act is not achievable at present and a backlog of work remains.

Aggregate Result

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

TARGET 100%
YTD RESULT 64%

Aggregate analysis shows this quarter remains consistent with the previous quarter and did not achieve the target set.



Monthly Result

RESOURCE CONSENT TIME
% processed within the statutory timeframe

TARGET	MONTHLY RESULT
100%	83.3%

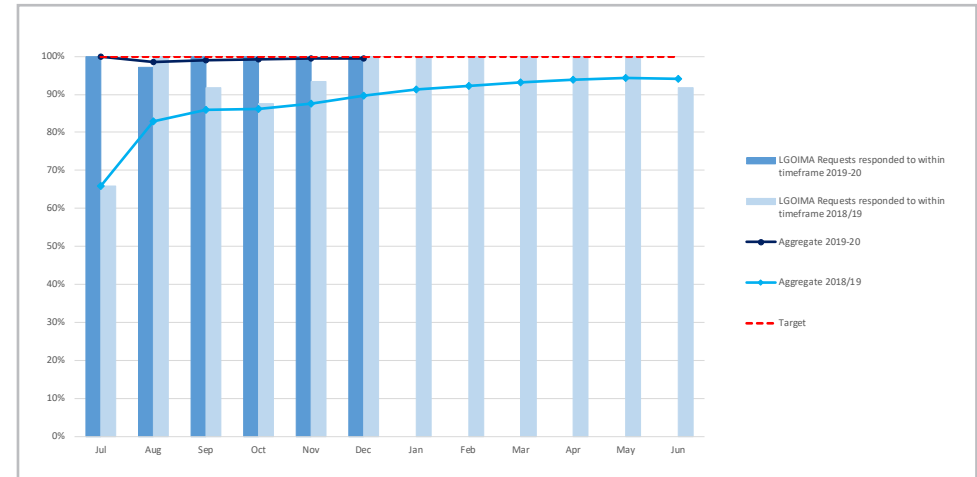
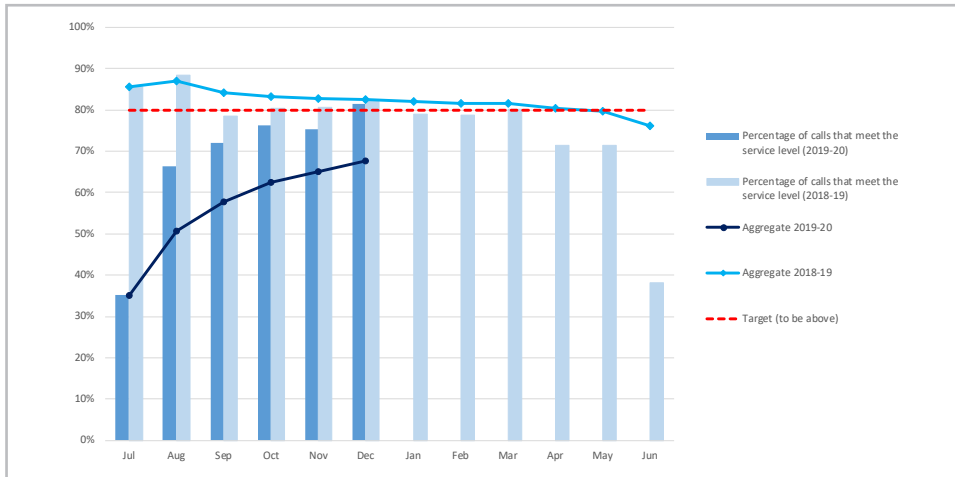
83.3% of the decisions issued were within the statutory timeframe in December and the target was not achieved. The number of applications lodged were lower than the previous month. The number of decisions issued in December was greater than the number of applications lodged.

Aggregate Result

RESOURCE CONSENT TIME
% processed within the statutory timeframe

TARGET	YTD RESULT
100%	82%

The Resource Consents team has achieved 82% compliance year to date. Aggregate analysis shows results are holding steady in the 80's for percent processed on time. With lodgment numbers decreasing in the last two months, this will provide an opportunity to increase the percentage processed on time.



Monthly Result

CUSTOMER CALLS
% answered within 20 seconds

TARGET	MONTHLY RESULT
>80%	81.4%

81.4% of customer calls were answered within 20 seconds this month and this achieved the service level agreement. There were 4,899 phone calls received.

Monthly Result

LGOIMA REQUESTS
% responded to within 20 days

TARGET	MONTHLY RESULT
100%	100%

100% of LGOIMA requests were responded to within the agreed timeframes in December. Two requests were extended by agreement but still responded to within December and the newly agreed dates.. There were 15 LGOIMA requests due to be responded to this month.

Aggregate Result

CUSTOMER CALLS
% answered within 20 seconds

TARGET	YTD RESULT
>80%	67.8%

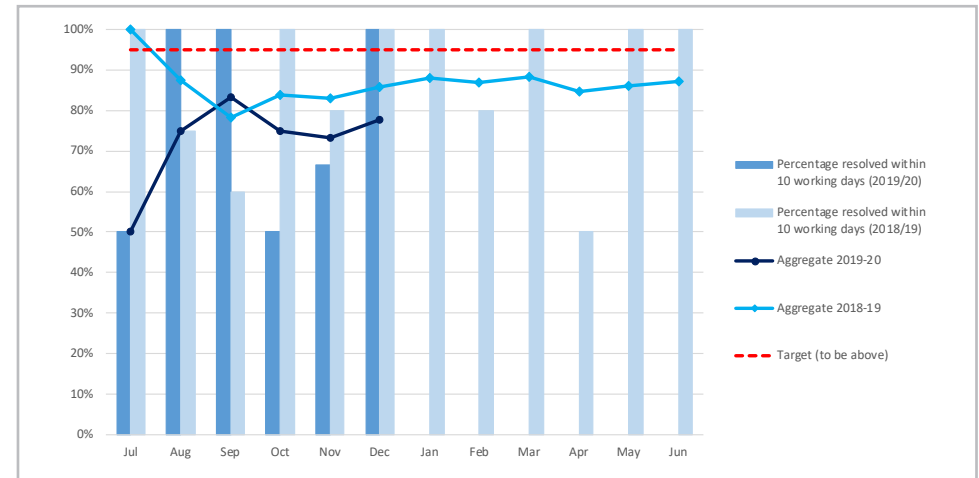
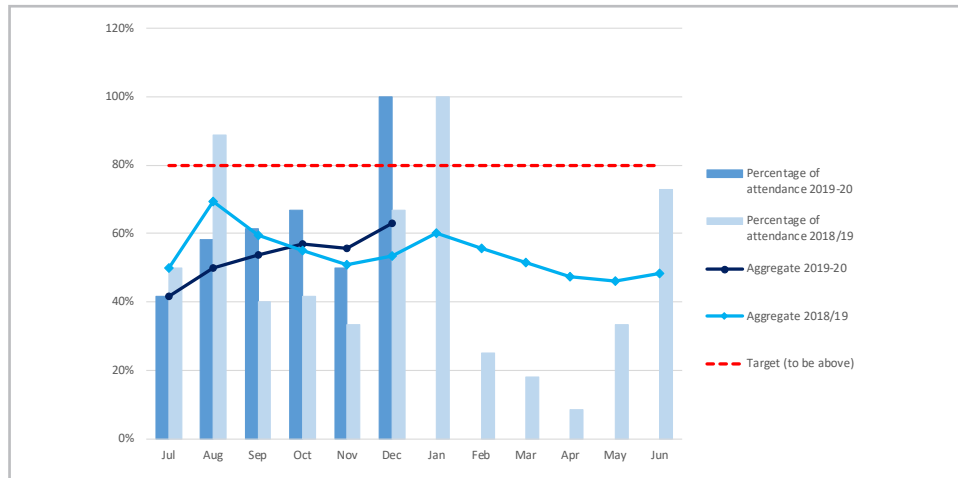
67.8% of customer calls were answered within 20 seconds this year to date. This did not achieve the target set. The high number of calls received in July due to the waste bin roll out has negatively impacted the year to date result, however trend analysis shows an improvement month on month.

Aggregate Result

LGOIMA REQUESTS
% responded to within 20 days

TARGET	YTD RESULT
100%	99.5%

On average, 99.5% compliance has been achieved year to date for LGOIMA requests. There have been 142 requests received year to date, of which only one has not been responded to within the agreed timeframes. Results remain consistent and are above the same period last year.



Monthly Result

COMMUNITY ASSOCIATION MEETINGS

% attended by Elected Members/QLDC staff

TARGET >80% MONTHLY RESULT **100%**

All six community association meetings were recorded as attended in December 2019. There was a reduced number of community association meetings held this month due to the Christmas holiday period. There is generally at least 12 meetings held each month.

Aggregate Result

COMMUNITY ASSOCIATION MEETINGS

% attended by Elected Members/QLDC staff

TARGET >80% YTD RESULT **63%**

Collating the information for this measure has been a challenge, however significant improvements have been noted this quarter due to a change in approach. Aggregate analysis shows an upwards trend and ongoing improvements are likely to continue.

Monthly Result

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

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

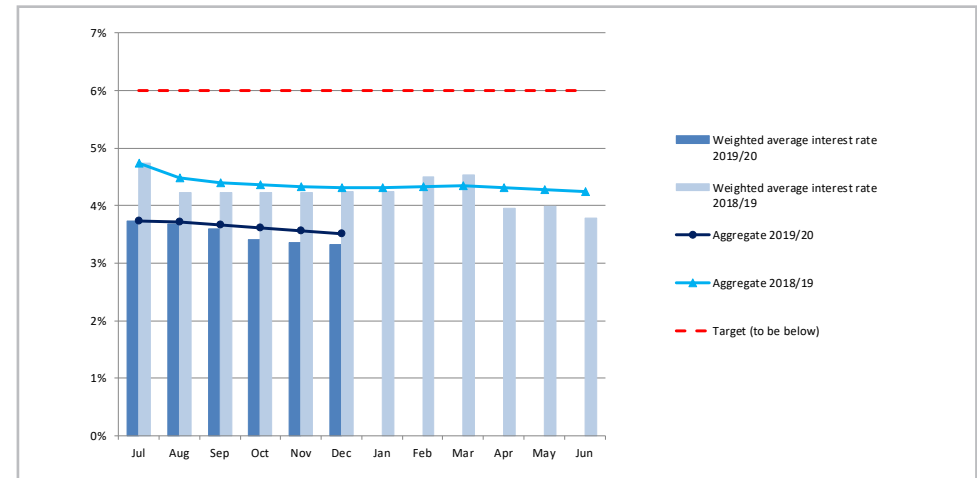
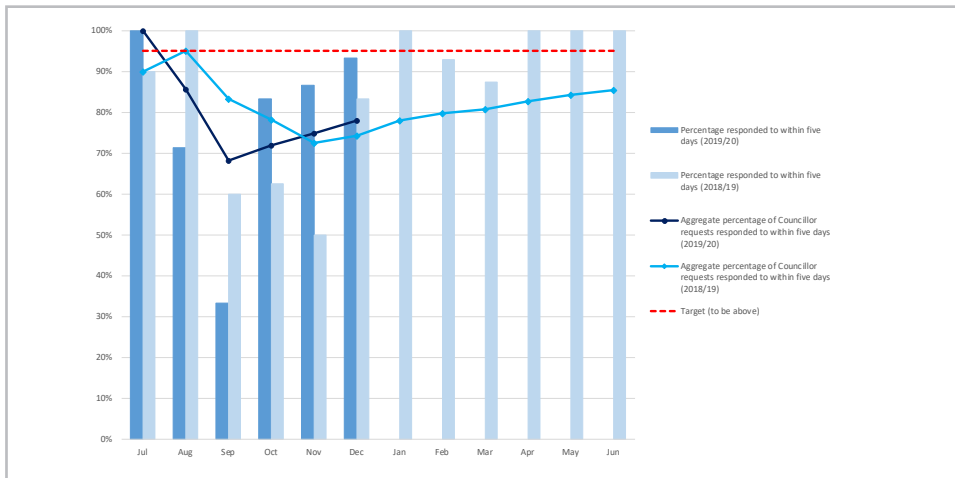
For the month of December 2019 there were four formal complaints received. This consisted of two for Property and Infrastructure, one for Planning and Development and one for Regulatory. All four complaints were resolved within their timeframes. This achieved the target set.

Aggregate Result

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET >95% YTD RESULT **77.8%**

77.8% of complaints have been resolved within 10 working days year to date. There have been 20 complaints received year to date.



Monthly Result

COUNCILLOR ENQUIRIES
% responded to within 5 days

TARGET >95% MONTHLY RESULT **93%**

93% of Councillor enquiries were responded to on time this month. 15 enquiries were received in December which consisted of seven for Community Services, two for Planning and Development, five for Property and Infrastructure and one for Regulatory. One of the Community Services requests went overdue by one day. This does not meet the KPI.

Aggregate Result

COUNCILLOR ENQUIRIES
% responded to within 5 days

TARGET >95% YTD RESULT **78%**

The overall number of requests received this quarter has rapidly increased since the new Council was elected. Despite this, aggregate analysis shows an upwards trend and results remains above the same period last year.

Monthly Result

INTEREST RATES
Weighted average interest rate per month

TARGET <6% MONTHLY RESULT **3.33%**

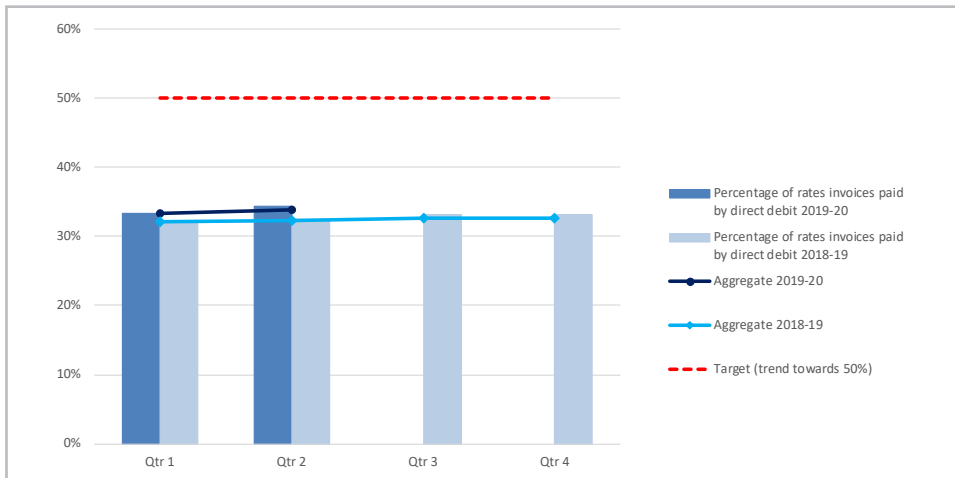
With the overall reduction in the OCR over the past year, QLDC is experiencing lower than anticipated interest rates. This achieved the target set.

Aggregate Result

INTEREST RATES
Weighted average interest rate per month

TARGET <6% YTD RESULT **3.52%**

The weighted average interest rate is 3.52% year to date. It continues to perform better than the target.



Quarterly Result

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

TARGET Trend towards 50%	QUARTELY RESULT 34.3%
------------------------------------	--

34.3% of rates invoices were paid by direct debit this quarter. A small improvement in this quarter compared to the previous quarter. There has been a net increase of 0.9%.

Aggregate Result

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

TARGET Trend towards 50%	YTD RESULT 33.9%
------------------------------------	-----------------------------------

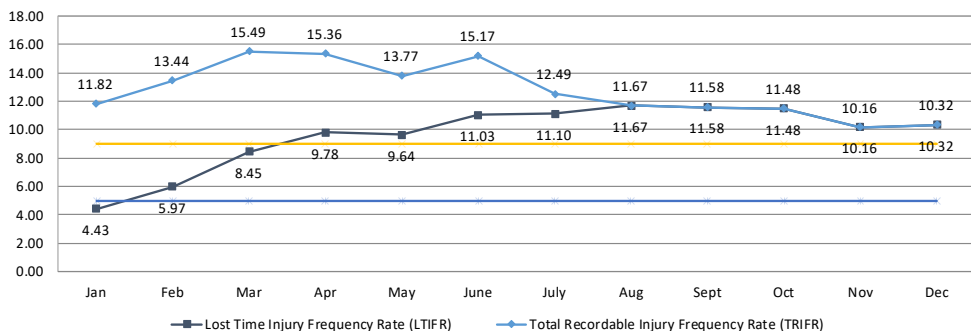
33.9% of rates invoices were paid by direct debit this year. Direct debit authorisation forms are sent out to all new property owners to encourage this payment option. Analysis shows an improvement compared to this period last year.



HEALTH & SAFETY SUMMARY

Chair's Summary

- TRIFR and LTIFR remains steady. One lost time injury and two serious occurrences both involving contractors.
- Department Safety Scoring: 3 A's, 11 B's and 1 C.
- Ongoing initiative on wellbeing with breathing and resilience workshops.
- Promoting Health Eating is the current initiative to stay well and healthy. Information has been provided to staff and spoken about in Health & Safety meetings.



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

2019/20

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

UNSAFE EVENTS

Frequency Rates

TYPE	TARGET	RESULT
TRIFR	<9	10.32
LTIFR	<5	10.32

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

A slight rise in TRIFR and LTIFR for December due to 1 x Lost Time Injury.

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

NOTIFIABLE EVENTS

Notifiable to WorkSafe

EVENT TYPE	RESULT
N/A	0

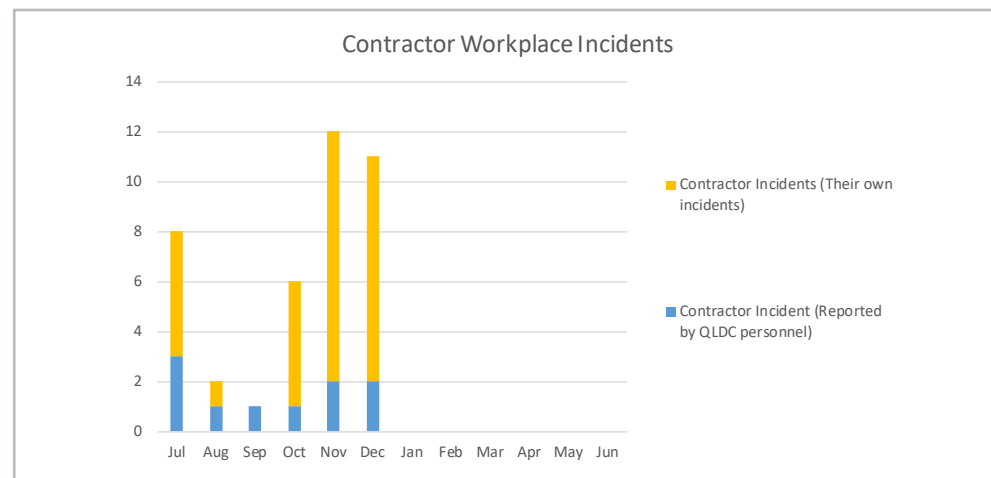
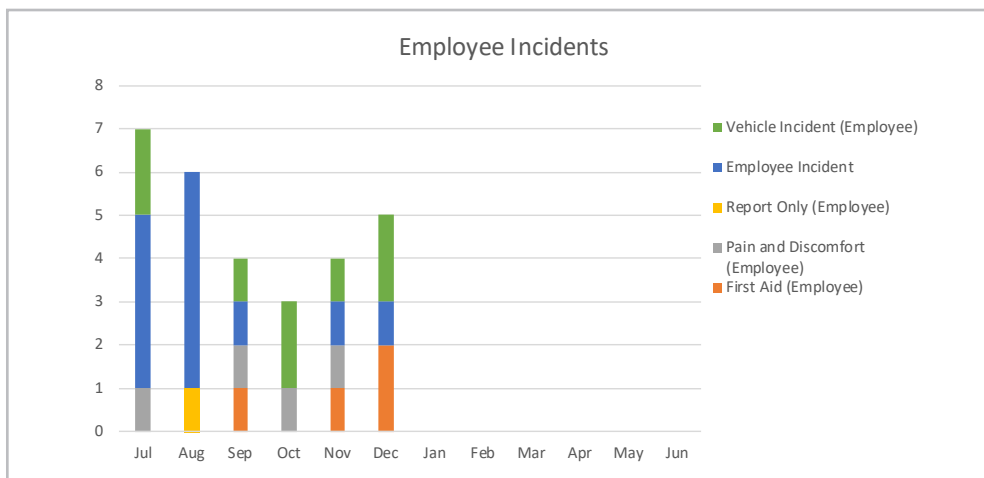
EVENT DETAILS

There were no notifications to WorkSafe in the month of December.

As defined under section 25 of the Health and Safety at Work Act 2015

Under the Health and Safety at Work Act 2015 (HSWA) QLDC must notify WorkSafe when certain work-related events occur. Deaths, injuries or illnesses that are unrelated to work are not notifiable. QLDC have not had to notify WorkSafe of any work-related events in September 2019.

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



UNSAFE EVENTS	
Incidents/Accidents Across All Groups	
TYPE	RESULT
Employees	6
Contractors	11
Volunteers	0
Public	8

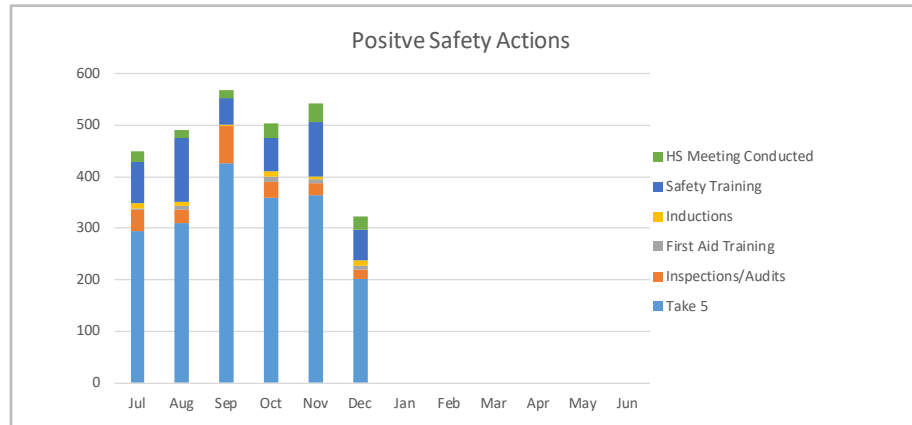
There were 6 employee incidents in the month of December- 1 x Lost Time, 2 x First Aid, 1 x Incident, and 2 x Vehicle Incident.

There were 11 x Contractor incidents for the month of December - 9 x their own incident, and 2 x Reported by QLDC employees. 2 of these events constituted serious occurrences (a serious near miss), but did not result in any injury. These events have been investigated, with improvement actions now in place.

There were 8 Public Incidents ((Involving a QLDC work place) in the month of December - 5 x Incident, 2 x Vehicle Incident, 1x Environmental Incident; none of which were significant or reportable. The Environmental incident was a portaloos spill after the unit was up-ended overnight, resolved immediately after being reported. There were zero Volunteer Incidents in the month of December.



Prevention

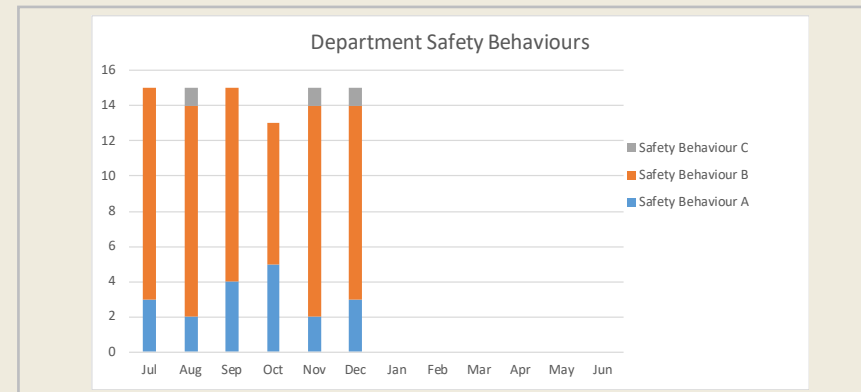


POSITIVE SAFETY ACTIONS

TYPE	RESULT
Take 5's	202
Inspection/Audits	18
Safety & Wellbeing Training	60
HS Meetings	25
First Aid	8

'Lead Indicators' such as hazard identification reporting, risk assessments, audits/inspections, training and developing safe work plans are used to measure the steps QLDC employees have taken to prevent harm, and drive a pro-active health, safety and wellbeing culture.

Behaviour – Self Assessment



DEPARTMENT SAFETY BEHAVIOURS

TYPE	RESULT
A	3
B	11
C	1
Target achieved	Yes

Department Self Safety Score:

QLDC departments are required to rate their monthly safety performance based on a simple question; have they improved safety (A score) or has it been business as usual (B score)? A 'C' in response indicates a significant accident or incident, or performance generally in need of improvement. If one C is given, the organisation's overall score will be a C. The objective set is to have twice the number of A's to C's.

With 3 x A scores this month, 11 B scores and one C score, the target was achieved.

KEY PRIORITIES SUMMARY



KEY CAPITAL PROJECT UPDATES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Project Manawa	<ul style="list-style-type: none"> - A Project Manawa - ELT Master Plan discussion was held on 5 December. - A Project Manawa Masterplan Conceptual Design meeting with Ngai Tahu, took place on 13 December. - Project Manawa Councillor update on 16 December. 	<ul style="list-style-type: none"> - Work continues for the internal (Project Control Group) team, who are working with an external delivery (TBIG Project Management) team on Project Manawa. 	Green
TIF Funding Project – Public Toilets	<p>TIF 2:</p> <ul style="list-style-type: none"> - Glenorchy Skatepark: This was installed in late December and is operational. - Glenorchy car park: Under contract and currently on hold. - Lake Hayes: Under contract, with estimated time for completion April 2020. - Kingston Domain: Construction has commenced, with an estimated time of completion January 2020. - Kingston SH6: Construction has commenced, with an estimated time of completion January 2020. - Luggate: This was installed in late December and is operational. - Albert Town: Under contract, with an estimated time for completion March 2020. - Bennetts Bluff: This is not currently under contract and remains on hold until approval is received from the Department of Conservation. - Craigburn: This is not currently under contract and remains on hold. <p>TIF 3:</p> <ul style="list-style-type: none"> - Marine Parade Feasibility Study – Boffa Miskall are working on this in conjunction with the Queenstown Gardens above. - Working with stakeholders and iwi to reach detailed design stage in February 2020. In the planning phase for replacement toilets at Peter Fraser park in Hawea and Bendemeer Bay, Lake Hayes. They will be installed late 2020. 	<p>TIF 2:</p> <ul style="list-style-type: none"> - Submit Council report on a decision regarding Glenorchy toilet – February. - Geotechnical investigation for Craigburn – January - Submit resource consent for Craigburn – January <p>TIF 3:</p> <ul style="list-style-type: none"> - Draft Tender documents for 2 x Toilets 	Green

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Queenstown Gardens	<ul style="list-style-type: none"> - Concept design for implementation of stage one of the QT Gardens development plan and Marine Parade underway (pathways, signage and lighting). - Boffa Miskell are working on the landscape plan for the gardens. - Met with Iwi on 13th December, they have draft design guidelines which can be used, and the concept design will be ready to take out to stakeholders late Feb. - Boffa's are updating the program plan due to delay. 	<ul style="list-style-type: none"> - Aukaha taking design guidelines to Runaka to refine late January 2020. - Aukaha and Boffa meeting second week of February (date TBC) to have a mini workshop to discuss how to incorporate the chosen values into stage one design and how these could be represented. 	Green
Coronet Forest Harvest	<ul style="list-style-type: none"> - Initial road upgrade work started in December 2019. 	<ul style="list-style-type: none"> - The first tree will be cut in the forest on the 8th January 2020. - Health & Safety audit and site visit will be conducted on 16th January 2020 	Green
Frankton Campground	<ul style="list-style-type: none"> - Presented to the Community and Services Committee on 17th December 2019. - Two preferred tenderers have been identified 	<ul style="list-style-type: none"> - Campground closure 31st January 2020. - Fencing to be erected prior to closure. - Signage to be installed. - Commercial negotiations have begun for tender evaluation 	Amber
Wanaka Lakefront Development	<p>Stage 3</p> <ul style="list-style-type: none"> - 75% detailed design drawings for the Stage 3, Wanaka Lakefront are complete - RCP and QLDC gave an update on the project at the Wanaka Community Board workshop in December 2019. 	<ul style="list-style-type: none"> - RCP and QLDC are attending the WCB on the 23rd Jan 2020 to give an update on the project. - Issues with the board walk at the Yacht club end of stage 3, where a geotech report has identified issues, a decision on this will be made during the week of the 20th January 2020 	Amber

KEY COMMUNITY ISSUES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Residential Growth</p> <p>- Housing Infrastructure Fund</p>	<p>Kingston:</p> <ul style="list-style-type: none"> - Developer Agreement is signed. Resource consent for development planned to be released by the developer. Design of the water supply scheme and wastewater scheme underway. <p>Ladies Mile:</p> <ul style="list-style-type: none"> - Council decided on the 30th May to proceed with a council led plan change. Letter to MBIE was sent August 2019. Waiting for official feedback. Work on masterplan underway. <p>Quail Rise:</p> <ul style="list-style-type: none"> - Wastewater and water supply work along SH finished. Zoning for site still under mediation. 	<p>Kingston:</p> <ul style="list-style-type: none"> - Lodging first resource consent application for waste-water disposal field in February. - Developer released RC for final assessment and approval. <p>Quail Rise:</p> <ul style="list-style-type: none"> - Resolve zoning appeal 	<p>Amber</p>
<p>Water Treatment/ Compliance</p>	<ul style="list-style-type: none"> - On going meetings with Drinking Water Assessor 	<ul style="list-style-type: none"> - Meeting with Small Communities scheduled for February 2020 	<p>Green</p>
<p>Responsible Camping Strategy</p>	<p>Meeting with Luggate community association to discuss:</p> <ul style="list-style-type: none"> - Red Bridge on 5th December 2019 - Responsible Camping Project Control Group monthly meeting on 16th December 2019 - Responsible Camping Forum - Summer Monitoring Call on 17th December 2019 - Community & Services Committee Workshop Frankton on 17th December 2019 - Department of Conservation /QLDC Responsible Camping monthly meeting on 18th December 2019 - Release to Stakeholders of Responsible Camping Newsletter on 23rd December 2019. Co-ordinated communication and education as part of stakeholder management plan. 	<ul style="list-style-type: none"> - Initiate Stage 1 Desktop study for potential locations for dump stations and campgrounds. January 2020. - Responsible Camping Project Control Group monthly meeting on 20th January 2020. - Responsible Camping Governance Group meeting on 27th January 2020. - Responsible Camping Season Statistics Report to internal stakeholders – week of 13th January. - Set up end of season de-brief for information and data share with neighbouring regions. January for April. - Operational delivery – hubs and ambassadors. - Newsletter (if relevant content) release end of January. 	<p>Green</p>

KEY PROCESSES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Proposed District Plan (PDP)</p> <ul style="list-style-type: none"> - Stage one decision progress - Stage two decision progress - Stage three development 	<ul style="list-style-type: none"> - 101 appeals and 1065 appeal points scheduled for mediation and hearings. - Key Interim decisions on Topic 1 Resilient Economy and Topic 2 Landscape received in Aug, Sept and Dec 2019. - 84 appeals and 930 appeal points received challenging Council's decisions. - Court has agreed to Council's suggested sequence for progressing appeals (district wide chapters followed by Wakatipu Basin). - Submissions on Stage 3 and 3B being summarised for notification January 2020. 	<ul style="list-style-type: none"> - Mediations for Topics 18-23 (Rural, Ski Areas, Rural Lifestyle, Commercial Airports, Rural rezonings) Scheduled for Jan - Mar 2020. - Council to determine possible position in relation to key appeals February/March 2019. - Mediations commencing third quarter 2020. - Stage 3 Hearings – 2nd quarter 2020 - Stage 3 Decisions – 4th quarter 2020 	<p>Green</p> <p>Green</p> <p>Green</p>
<p>Annual Plan 2019/20</p>	<ul style="list-style-type: none"> - Capex was presented at Council Workshop on 16 December - The project team met on 14 January and timelines and key concepts have been discussed and agreed on. - Salary and opex reviews are being drafted for review - Document production has begun 	<ul style="list-style-type: none"> - Draft Annual Plan document and Consultation document to be presented to Council for adoption - 12 March - The submission period dates - 16 March - 17 April - Hearings to be held - 28 and 29 May 	<p>Green</p>

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Queenstown Town Centre Master Plan</p>	<ul style="list-style-type: none"> - Town Centre Transport Projects Detailed Business Case technical analysis of shortlisted options progressing with preferred options workshop deferred until March 2020 due to network integration required with Frankton and Ladies Mile. - Procurement Strategy for the first package of Wakatipu Active Travel Network routes agreed. - Site investigations to finalise the Detailed design for the town centre streets (Brecon, Rees, Beach and Park Sts) on hold due o flooding. - Resource Consent application being processed for Boundary St Car Park. - Alternative Private Sector-led Preferred Parking Proposal reviewed at December Council meeting. 	<ul style="list-style-type: none"> - Detailed Design for the town centre streets due to be completed February 2020. - Town Centre Transport Projects Detailed Business Case Preferred Option Stakeholder workshop scheduled for March 2020. - Town Centre Transport Projects Detailed Business Case due to be completed July 2020. 	<p>Green</p>
<p>Wanaka Town Centre Master Plan</p>	<ul style="list-style-type: none"> - No further work to be undertaken on the Masterplan until Network Optimisation Single Stage Business Case completed. 	<ul style="list-style-type: none"> - NZTA funding approval documentation for Network Optimisation Single Stage Business Case to be submitted for approval in February 2020. 	<p>Green</p>
<p>Frankton Flats Master Plan</p>	<ul style="list-style-type: none"> - Final draft Masterplan and Integrated Transport Programme Business Case alignment with associated business cases, projects and reports being worked through. 	<ul style="list-style-type: none"> - Masterplan & Integrated Transport Programme Business Case due to be completed - January 2020. - Masterplan & Integrated Transport Programme Business Case proposed to go to Council - April 2020. 	<p>Green</p>

KEY STRATEGIC POLICIES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Future Development Strategy / Spatial Plan	<ul style="list-style-type: none"> - Mapping for the spatial plan under construction. - Draft work stream reports being prepared. - Community consultation taken place in Queenstown, Frankton, Kingston, Hawea, Luggate, Wanaka and Glenorchy. - Two stakeholder meetings held in Queenstown and Wanaka, which were run by Boffa Miskell. Feedback from these all of these sessions is being fed into the Spatial Plan. - A report is being compiled that pulls together all the feedback from the community, including the comments received on the Lets Talk page. This report to be published on the Lets Talk page and is due to be released early February. 	<ul style="list-style-type: none"> - Community pre-consultation completed. - Lets Talk page closed on the 1 Dec. - Community consultation feedback summary to be posted on the Lets Talk page early Feb. - First draft to be presented to Council in Autumn 2020. This to be followed by formal community consultation. 	<p style="color: green; font-weight: bold;">Green</p>
Climate Change Strategy	<ul style="list-style-type: none"> - Public engagement and feedback process ended 31 August - Submissions analysed and feedback report completed - Revisions to Action Plan completed - Slight delay of ELT and councillor workshops into January - Integration with spatial plan process ongoing. 	<ul style="list-style-type: none"> - January ELT session to discuss revised Action Plan in detail - January Councillor Workshop to discuss feedback and revisions - Aim to adopt final version in March 2020. 	<p style="color: green; font-weight: bold;">Green</p>
Housing Strategy/HAT	<ul style="list-style-type: none"> - Draft discussion document produced to be presented to the new councillors - Internal and external working groups currently under formation - Housing Needs Assessment completed - Strawman of strategy being drafted 	<ul style="list-style-type: none"> - Discussion document & housing needs assessment to be released early 2020 	<p style="color: green; font-weight: bold;">Green</p>
Community Strategy	<ul style="list-style-type: none"> - Literature review and strawman of strategy completed by consultants. Final strategy to be completed by Policy and Performance Team. 	<ul style="list-style-type: none"> - Final draft for feedback - March 2020 	<p style="color: green; font-weight: bold;">Green</p>

FINANCIAL MANAGEMENT REPORT



Operating Expenditure and Revenue

 % Of Year Completed 50%

Description	December 2019 Actual	December 2019 Adjusted Budget	Variance to Budget	Year to date Actual	Year to date Adjusted Budget	Year to date Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget	
REVENUE									
Operating Revenue									
Income - Rates	7,313,145	7,240,379	72,766	42,899,274	42,834,424	64,849	85,136,522	50%	
Income - Grants & Subsidies	389,765	435,780	(46,015)	4,540,118	3,004,757	1,535,361	6,119,688	74%	*1
Income - NZTA External Cost Recoveries	290,598	318,423	(27,825)	2,281,899	1,910,538	371,361	3,821,077	60%	*2
Income - Consents	926,803	986,800	(59,997)	6,751,948	6,995,801	(243,854)	14,421,603	47%	*3
Income - External Cost Recovery	76,655	110,043	(33,389)	583,317	660,259	(76,942)	1,320,518	44%	
Income - Regulatory	494,213	587,564	(93,352)	3,541,568	3,234,806	306,762	6,860,284	52%	*4
Income - Operational	1,775,947	1,887,684	(111,737)	17,508,696	16,650,118	858,578	33,972,502	52%	*5
TOTAL OPERATING REVENUE	11,267,124	11,566,673	(299,549)	78,106,820	75,290,704	2,816,116	151,652,194	52%	
EXPENDITURE									
Personnel Expenditure									
Expenditure - Salaries and Wages	2,894,654	2,947,366	52,711	16,523,617	17,409,786	886,169	34,607,578	48%	*6
Expenditure - Salaries and Wages Contract	479,595	395,315	(84,280)	3,307,373	2,371,890	(935,483)	4,743,781	70%	*7
Expenditure - Health Insurance	11,589	30,996	19,407	115,963	185,975	70,012	371,950	31%	
TOTAL PERSONNEL EXPENDITURE	3,385,839	3,373,677	(12,162)	19,946,952	19,967,651	20,699	39,723,309	50%	
Operating Expenditure									
Expenditure - Professional Services	234,172	380,475	146,304	2,381,132	2,282,853	(98,280)	4,565,705	52%	
Expenditure - Legal	137,487	282,070	144,583	1,330,586	1,692,421	361,835	3,384,841	39%	*8
Expenditure - Stationery	40,171	34,524	(5,647)	243,862	205,144	(38,718)	412,300	59%	
Expenditure - IT & Phones	51,548	73,820	22,273	508,872	478,922	(29,950)	921,840	55%	
Expenditure - Commercial Rent	188,177	209,551	21,374	1,371,778	1,272,806	(98,973)	2,530,226	54%	
Expenditure - Vehicle	112,421	59,391	(53,030)	343,387	368,846	25,459	724,700	47%	
Expenditure - Power	227,494	278,145	50,651	1,513,365	1,667,749	154,383	3,335,353	45%	*9
Expenditure - Insurance	136,358	94,727	(41,631)	715,622	568,362	(147,260)	1,136,700	63%	*10
Expenditure - Infrastructure Maintenance	2,622,169	2,308,467	(313,702)	15,721,113	14,425,775	(1,295,338)	28,673,153	55%	*11
Expenditure - Parks & Reserves Maintenance	758,594	830,553	71,959	3,735,913	3,691,820	(44,094)	13,745,291	27%	
Expense - External Cost On Chargeable	69,026	107,608	38,582	612,048	645,646	33,598	1,291,292	47%	
Expenditure - Grants	616,737	625,069	8,333	3,635,491	3,672,361	36,870	7,597,543	48%	
Expenditure - Other	1,358,478	1,304,236	(54,242)	7,725,821	7,473,067	(252,754)	15,193,473	51%	*12
TOTAL OPERATING EXPENDITURE	6,552,832	6,588,638	35,806	39,838,991	38,445,771	(1,393,220)	83,512,417	48%	
Interest and Depreciation									
Expenditure - Interest	397,607	951,754	554,147	2,716,584	5,710,526	2,993,942	11,421,051	24%	*13
Expenditure - Depreciation	2,209,905	2,209,905	0	13,259,428	13,259,428	0	26,518,855	50%	
TOTAL INTEREST AND DEPRECIATION	2,607,512	3,161,659	554,147	15,976,012	18,969,953	2,993,942	37,939,906	42%	
TOTAL EXPENDITURE	12,546,182	13,123,973	577,791	75,761,955	77,383,375	1,621,420	161,175,632	47%	
NET OPERATING SURPLUS/(DEFICIT)	(1,279,058)	(1,557,300)	278,243	2,344,865	(2,092,671)	4,437,536	(9,523,439)		

***1 Income - Grants & Subsidies** - The year to date favourable variance of \$1.5m includes additional income of \$375k for NZTA Rooding subsidised works for maintenance activities (offsets in Infrastructure maintenance costs - See Note. 12 below) and payments totalling \$1.2m from MBIE for TIF (Tourism Infrastructure Fund) funded toilets in the district received in September and November.

***2 Income - NZTA External Cost Recoveries** - The \$371k favourable year to date variance is due to additional internal time allocations to CAPEX projects of \$218k and OPEX (NZTA recoveries) of \$179k.

***3 Income - Consents** - The unfavourable YTD variance of \$244k is due to less than budgeted engineering labour recoveries and less than budgeted number of resource management applications received.

***4 Income - Regulatory** - Favourable variance of \$307k is due to increased carpark revenue via Pay&Display machines.

***5 Income - Operational** - December unfavourable variance is for Alpine Aqualand with \$0 revenue due to the pool closure against a \$104k budget. Favourable year to date variance of \$859k includes \$387k favourable Turnover rents, favourable net interest of \$490k and Queenstown Airport final 2018:19 dividend for \$5.5m which is \$94k above Full Year budget.

***6 Expenditure - Salaries and Wages** - The year to date favourable variance of \$886k is due to carrying vacancies including \$446k for Planning and Development, \$313k in Community Services and \$65k in Infrastructure. The overall favourable year to date variance is fully offset with additional contract staff costs to fill vacancies.

***7 Expenditure - Salaries and Wages Contract Staff** - The \$935k unfavourable year to date variance includes an additional \$429k of contract staff processing costs within Planning & Development to cover vacancies for building and resource management. Property & Infrastructure have \$403k of unbudgeted contract staff spend to cover vacancies which gets partially offset with additional CAPEX recoveries.

***8 Expenditure - Legal** - Legal costs for the District Plan are tracking \$282k favourable year to date due to programming of the district plan (timing).

***9 Expenditure - Power** - The year to date \$154k favourable variance is due to reduced electricity and gas expense from the Alpine Aqualand pool closure (\$110k favourable).

***10 Expenditure - Insurance** - The year to date unfavourable variance of \$147k is due to higher than expected insurance premiums.

***11 Expenditure - Infrastructure Maintenance** - The unfavourable year to date variance of \$1.3m includes Rooding \$982k and Refuse \$356k increased costs. Rooding includes \$248k minor events and emergency reinstatement costs along with additional costs of \$93k Environmental Maintenance, \$108k Traffic Services, \$143k street lighting contract and \$219k for internal time (Offset with additional Income of \$375k per Grants and subsidies Note. 1 and \$32k increase in NZTA contributions to the street lighting contract. Note a request for NZTA funding for emergency reinstatement will be requested once costs are finalised. Additional NZTA rooding subsidy income can be reallocated towards the year end from renewals activities. Refuse includes additional waste/recycling collection contract costs of \$303k and Landfill costs of \$185k (due to increasing volumes of waste) offset with reduced refuse disposal costs (carbon credits, glass to Landfill, tyres)

***12 Expenditure - Other** - The \$253k unfavourable year to date variance includes \$287k bad debt expenses (unbudgeted) within regulatory enforcement.

***13 Expenditure - Interest** - Interest expense is favourable by \$3.0m due to lower than expected interest rates and timing of capex spend which is mainly within the Property & Infrastructure space where the interest budget is phased straight line and has not been adjusted for projects deferred timing of delivery.

Description	December 2019 Actual	December 2019 Adjusted Budget	Variance to Budget	Year to date Actual	Year to date Adjusted Budget	Year to date Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget	
CAPITAL REVENUE									
Income - Development Contributions	973,854	1,618,460	(644,605)	11,149,542	9,710,757	1,438,785	19,421,515	57%	*14
Income - Vested Assets	0	0	0	0	0	0	10,733,077	0%	
Income - Grants & Subsidies Capex	216,428	917,115	(700,687)	1,666,899	5,402,690	(3,735,791)	26,226,083	6%	*15
Income - Operational	0	0	0	0	0	0	27,800,000	0%	
TOTAL CAPITAL REVENUE	1,190,282	2,535,574	(1,345,292)	12,816,441	15,113,447	(2,297,006)	84,180,675	15%	
CAPITAL EXPENDITURE									
Projects/Asset Purchases	4,323,985	12,309,232	7,985,247	27,585,804	43,500,727	15,914,923	136,888,759	20%	*16
Debt Repayment	0	0	0	0	0	0	16,890,000		
TOTAL CAPITAL EXPENDITURE	4,323,985	12,309,232	7,985,247	27,585,804	43,500,727	15,914,923	153,778,759		
NET CAPITAL FUNDING REQUIRED	3,133,703	9,773,658	9,330,539	14,769,363	28,387,280	18,211,929	69,598,084		
External Borrowing									
Loans	0						0		
Bonds	119,077,000						187,082,000		
TOTAL BORROWING	119,077,000						187,082,000		

Commentary

***14 Income - Development Contributions** - Development contribution invoices across 53 applications around the District were generated in December totalling \$974k. The largest was \$0.3m to Northlake Investments Ltd for subdivision to create 25 residential lots and 2 reserve lots at Outlet Road, Wanaka. Totals for the year to date by programme are Water Supply \$2.1m, Waste Water \$3.5m, Storm Water \$0.4m, Transport \$2.9m, Community Facilities \$1.2m and Parks and Reserves \$1.0m. To note Development Contributions are \$1.4m above budget for this financial year.

***15 Income - Grants & Subsidies Capex** - \$1.7m has been claimed against a year to date budget of \$5.4m. A number of NZTA budgets are still awaiting approval including Arterials (\$5.7m), Queenstown Town Centre Pedestrianisation (\$3.8m), Queenstown Public Transport Hub in CBD (\$5.3m), Wanaka Town Centre Masterplan (\$2.3m), Travel Management Queenstown (\$1.8m), Park and Ride Transport Services (\$1.3m) and Water taxi services/ferry network (\$1.1m). Approved funding is dependent on business cases being finalised and agreed, which are in progress but has resulted in further deferrals of the NZTA subsidised Capex work programme. Wakatipu Active Travel (\$8.4m budget) has been agreed to be largely delivered and funded directly by NZTA.

***16 Projects - Capital Expenditure** - \$27.6m spend against a year to date budget of \$43.5m. A significant number of budgets were deferred from 2019/20 to 2020/21 in the November 19 Reforecast were adjusted for in December. The major reasons for change in timing of delivery include transport projects awaiting NZTA approval, joint venture agreement for Civic Heart and Project Connect, various stages of HIF and Lakeview developer agreements and bundled approach to 3 waters delivery.

The largest actual spends per project for December were Lakeview Development (\$695k), North Wanaka new wastewater conveyance scheme (\$297k), and QEC roof and ventilation improvements (\$295k).

ANNUAL KEY PERFORMANCE INDICATORS





KPI	KEY PERFORMANCE INDICATORS - ANNUAL	TARGET
INFRASTRUCTURE		
Water		
DIA	Percentage of water lost from each municipal water reticulation network	<30% overall
DIA	Compliance of each municipal water supply with the NZ Drinking Water Standards for protecting public health, specifically: *a) bacteriological compliance; and *b) protozoal compliance.	a) 80% (Yr 2) b) 20% (Yr 2)
Wastewater		
DIA	Annual number of dry weather overflows from a municipal sewerage system per 1000 sewerage connections	<3 per 1000 connections
DIA	Compliance with resource consents for discharge to air, land, or water from a municipal sewerage system, measured by the number of: *a) abatement notices *b) infringement notices *c) enforcement orders *d) successful prosecutions	100%
Stormwater		
DIA	Compliance with resource consents for discharge from a municipal stormwater system, measured by the number of: *a) abatement notices *b) infringement notices *c) enforcement orders *d) successful prosecutions	100%
DIA	a) Number of flooding events that occur in a territorial authority district b) For each flooding event, the number of habitable floors affected. (expressed per 1000 properties connected to the territorial authorities stormwater system)	a) <7 flooding events b) <2 per 1,000 properties
Roading		
DIA	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network expressed as a number.	To report a decrease on the previous year
QoL Survey	Increased use of alternative modes of transport	Maintain/improve
QoL Survey	Percentage of residents and ratepayers who are satisfied with the bus service (cost, reliability accessibility)	45% (Yr 2)
DIA	Increased journey time reliability	Maintain/improve
DIA	Average quality of ride on a sealed local road network, as measured by the Smooth Travel Exposure Index	>80%
DIA	Percentage of sealed network that is resurfaced annually	<10%
DIA	Percentage of local footpath network that is part of the local road network that falls within the Level of Service (LOS) or service standards for the condition of footpaths	95%



KPI	KEY PERFORMANCE INDICATORS - ANNUAL	TARGET
	Refuse and Recycling	
New measure	Reduction of carbon emission units purchased per head of population (based on average day population)	<0.74
	Infrastructure	
QoL Survey	Percentage of ratepayers who are satisfied with street cleaning	>75%
COMMUNITY SERVICES AND FACILITIES		
New measure	Percentage of capital works completed annually, including renewals, against the annual budget adopted by the Council for community facilities	>80%
New measure	Percentage of residents and ratepayers who are satisfied with Community Services (Pools, Gyms, Community Halls, Libraries and Parks) (as measured by a satisfaction vs. need for improvement survey)	Maintain/improve
New measure	Percentage of total community grants to operating cost, excluding salaries and wages	Maintain
QoL Survey	Percentage of residents and ratepayers who are satisfied with the support Council provides for the community	>80%
QoL Survey	Percentage of residents and ratepayers who feel a sense of pride in the district	>90%
QoL Survey	Percentage of residents and ratepayers who rate their quality of life as average or better, based on a series of quality of life indicators	>70%
QoL Survey	Percentage of residents who have attended or performed in arts and cultural events or groups	>70%
ENVIRONMENT		
QoL Survey	Percentage of ratepayers who are satisfied with the steps Council is taking to protect the environment.	>50% (Yr 2)
DIA	Compliance with resource consents for discharge to air, land, or water from a municipal sewerage system, measured by the number of: *a) abatement notices *b) infringement notices *c) enforcement orders *d) successful prosecutions	100%
DIA	Compliance with resource consents for discharge from a municipal stormwater system, measured by the number of: *a) abatement notices *b) infringement notices *c) enforcement orders *d) successful prosecutions	100%



KPI	KEY PERFORMANCE INDICATORS - ANNUAL	TARGET
ECONOMY		
New measure	Return on cost of commercial property, excluding revaluation gains/losses	Maintain/improve
New measure	Percentage of the total of the event strategy, economic development and film office fund to total operating cost (excluding salaries and wages)	Maintain/improve
New measure	Percentage of commercial ratepayers who are satisfied with a) the information they receive, b) their ability to have a say, c) satisfaction with RTOs, d) services essential for their business operations (response/resolution, clarity of process and timeframes, staff knowledge and professionalism, fairness and consistency)	>55% (Yr 2)
New measure	Reduction in the Housing Affordability Index (ratio of the average current house value to average annual earnings. A higher ratio, therefore, suggests that median houses cost a greater multiple of typical incomes, which indicates lower housing affordability).	Maintain/improve
New measure	Reduction in the Rental Affordability Index (ratio of the average weekly rent to average weekly earnings. A higher ratio, therefore, suggests that average rents cost a greater multiple of typical incomes, which indicates lower rental affordability).	Maintain/improve
New measure	Housing Affordability Measure (HAM): Share of renting households with below average income after housing costs.	Maintain/improve
New measure	Housing Affordability Measure (HAM) : Share of first time buyer households with below average income after housing costs.	Maintain/improve
LOCAL DEMOCRACY		
QoL Survey	Percentage of ratepayers who are satisfied with the opportunities to have to their say	>80%
QoL Survey	Percentage of ratepayers who are satisfied with the information they receive from Council	>80%
QoL Survey	Percentage of ratepayers who consider themselves resilient and prepared in the event of an emergency	>80%
QoL Survey	Percentage of QLDC staff (that are part of the emergency response structure) who have participated in training throughout the year	100%
QoL Survey	Percentage of ratepayers who are satisfied with overall Council performance	>80%
QoL Survey	Satisfaction with Elected Members	>80%
New measure	Attendance at all Te Roopu Taiao	100%
New measure	Mana Whenua satisfaction with engagement by QLDC (This measure will be sought from representatives of the Murihiku and Otakou Runaka.)	>80%
New measure	Percentage of staff who include Te Reo in their regular interactions	100%



KPI #	KEY PERFORMANCE INDICATORS - ANNUAL	TARGET
FINANCIAL SUPPORT & SERVICES		
DIA	Renewals capex to depreciation ratio	>1
DIA	Percentage of ratepayers who are satisfied with dealings with Council staff	>80%
DIA	Debt servicing to rates revenue	<15%
DIA	Percentage of debt owing 90 days plus	<30%
DIA	Capex to depreciation ratio	1
DIA	Rates income complies with the limits set in the financial strategy (Affordability benchmark/rates benchmark)	<55%
DIA	Debt complies with the limits set in the council's financial strategy (Affordability benchmark/rates benchmark)	<250%
DIA	Rates per rating unit	<\$2,700
DIA	Net debt per rating unit	<\$7,100
DIA	Revenue (excluding income from development and financial contributions, revaluations and vested assets) exceeds operating expenditure (Sustainability benchmark/balanced budget benchmark)	>100%
DIA	Capital expenditure on the five network infrastructure services equals or exceeds depreciation on those five services (Sustainability benchmark/balanced budget benchmark)	≥100%
DIA	Borrowing costs are less than 10% of operating revenue (or 15% for those with projected growth at or above NZ average) (Sustainability benchmark. Debt servicing benchmark)	<15%
DIA	Net cash flow from operations equals or exceeds budget (Predictability benchmark/operations control benchmark)	≥100%
DIA	Net debt is less than or equal to forecast net debt in the local authority's long term plan (Predictability benchmark/Debt control benchmark)	≤100%