

Quarterly Report

Key Performance Indicators – Traffic light status report

Health & Safety Summary





Key Priorities Update

Financial Management Report

September 2023

Quarter One

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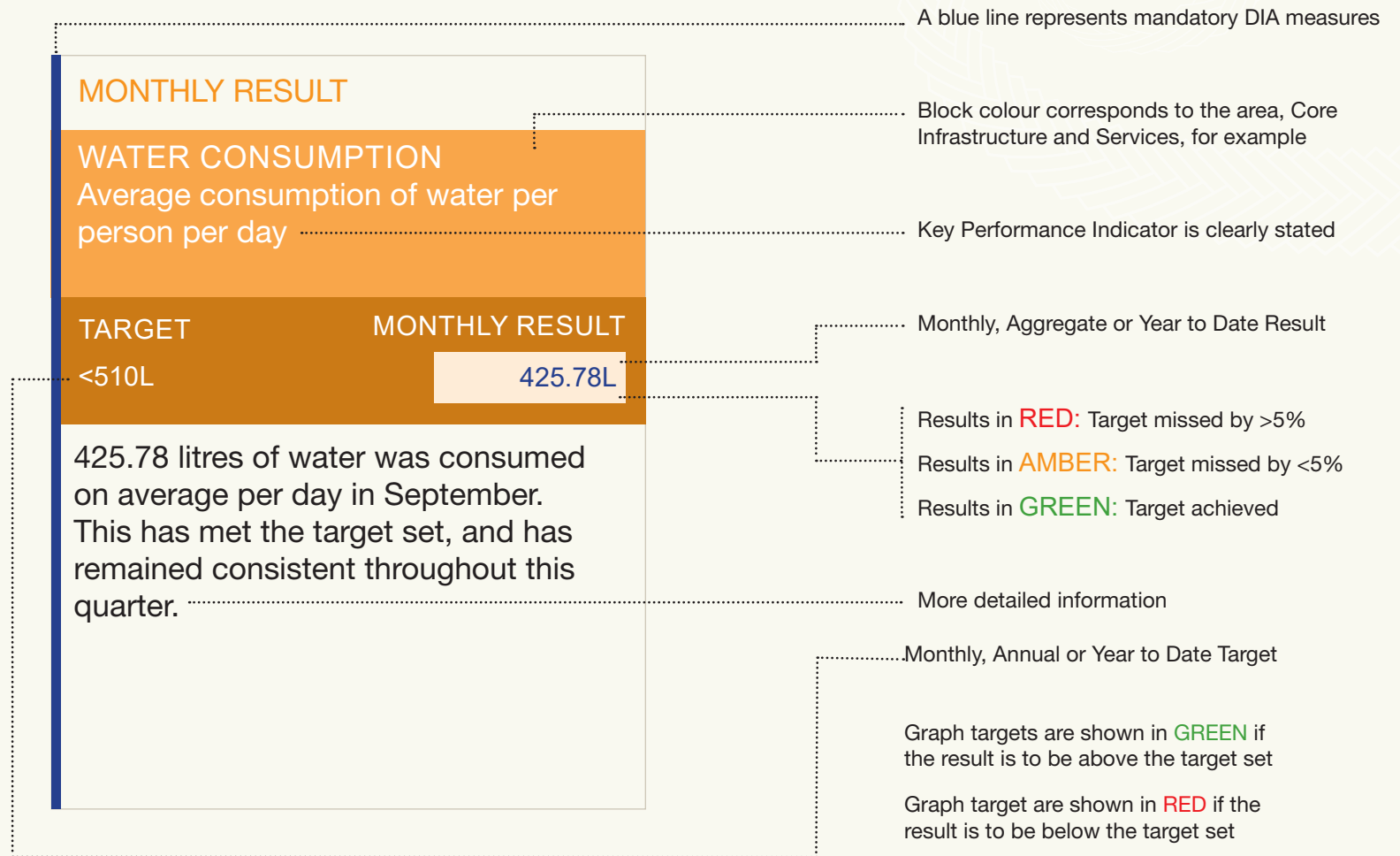
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WHAT IS A KPI?

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 Queenstown Lakes District Council activities – Core Infrastructure and Services, Community Services and Facilities, Regulatory Functions and Services, Environment, Economy, Local Democracy, and Financial Support and Services.

HOW TO READ THIS REPORT

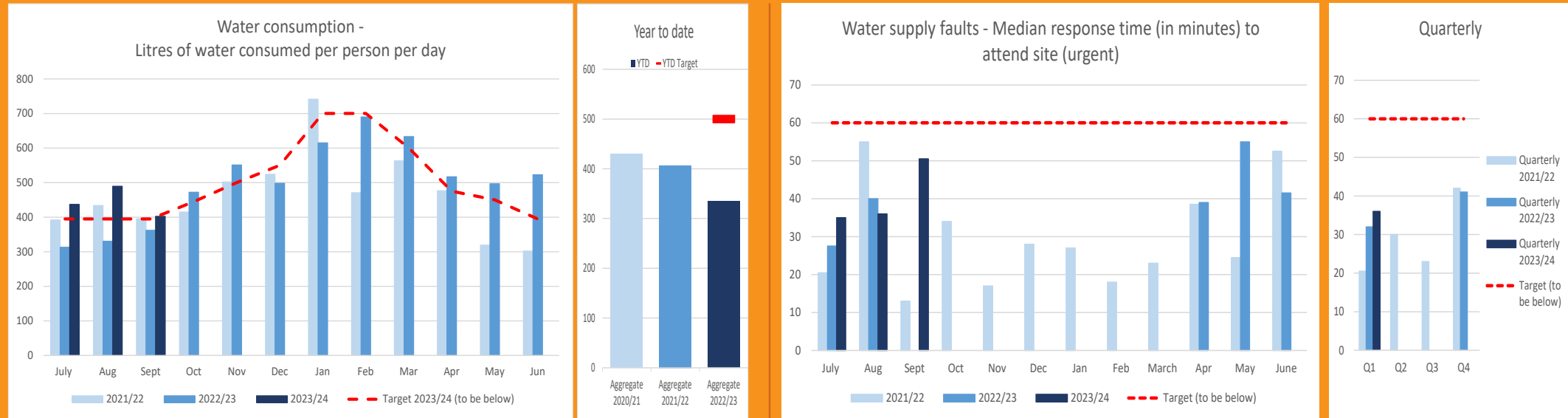


Key Performance Indicators



Core Infrastructure and Services

Water Supply



MONTHLY RESULT

WATER CONSUMPTION
Average consumption of water per person per day

TARGET	MONTHLY RESULT
<395L	402.14L

The average consumption of water per person, per day was 402 litres for the month of September. This misses the monthly target of less than 395 litres. As summer approaches Council will undertake an educational campaign to try and encourage more responsible usage. In addition, investment in leak detection and remediation is on-going.

AGGREGATE RESULT

WATER CONSUMPTION
Average consumption of water per person per day

TARGET	YTD RESULT
<500L	431L

The average consumption of water per person, per day was 431 litres for the year to date, on track to achieve the annual target of less than 500 litres.

MONTHLY RESULT

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

TARGET	MONTHLY RESULT
<60 mins	50.5 mins

There were six urgent issues raised within the month. The median response time to attend to site for urgent issues was 50.5 minutes for the month of September. This meets the set target of less than 60 Minutes.

AGGREGATE RESULT

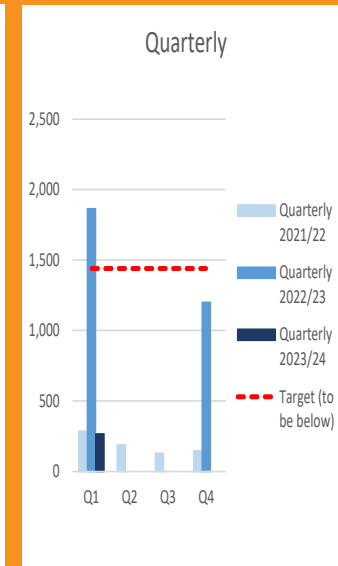
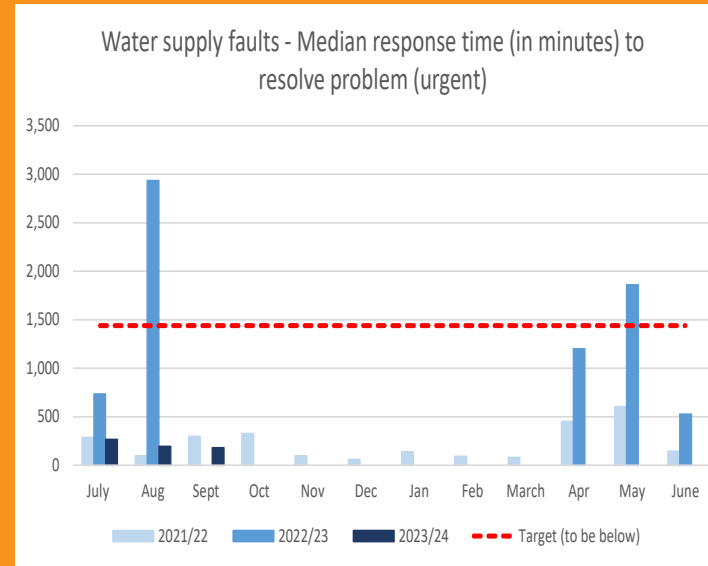
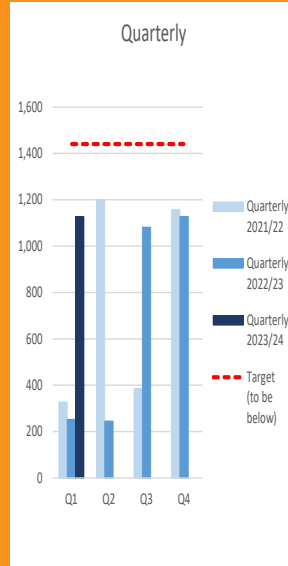
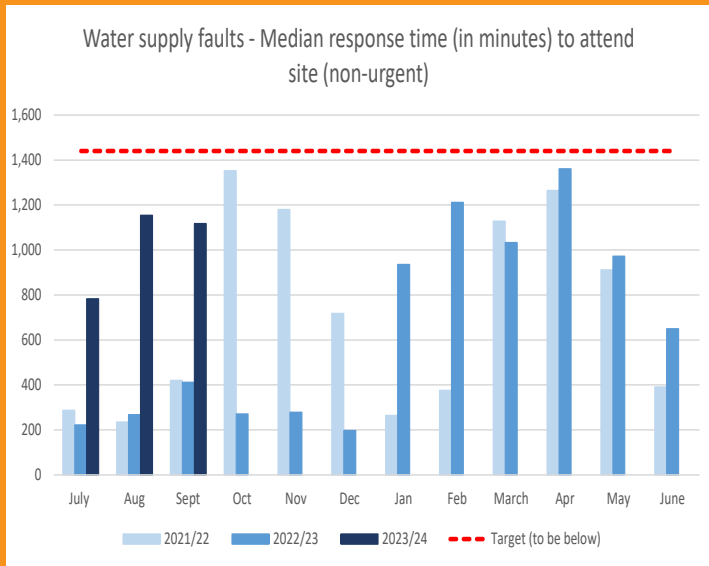
WATER SUPPLY FAULTS
Median response time to attend site (urgent)

TARGET	QTR RESULT
<60 mins	36 mins

There were 25 urgent issues raised in Quarter One. The median response time to attend to site for urgent issues was 36 minutes. This meets the target of less than 60 minutes.

Core Infrastructure and Services

Water Supply



MONTHLY RESULT

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

TARGET	MONTHLY RESULT
<1440 mins	1,117.5 mins

The median response time to attend to site for non-urgent issues was 1,117.5 minutes for the month of September. This meets the target of less than 1,440 minutes. There were 50 non-urgent issues raised within the month.

AGGREGATE RESULT

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

TARGET	QTR RESULT
<1440 mins	1,126 mins

The median response time to attend to site for non-urgent issues was 1,126 minutes for Quarter One. There were 159 non-urgent issues raised in the quarter.

MONTHLY RESULT

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

TARGET	MONTHLY RESULT
<1440 mins	181 mins

The median response time to resolve urgent problems was 181 minutes for the month of September. This meets the target of less than 1,440 minutes.

AGGREGATE RESULT

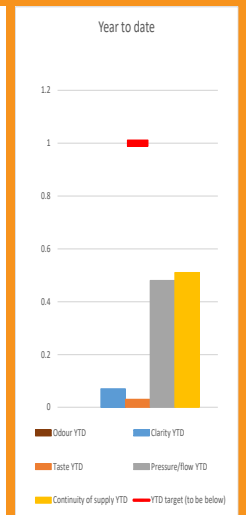
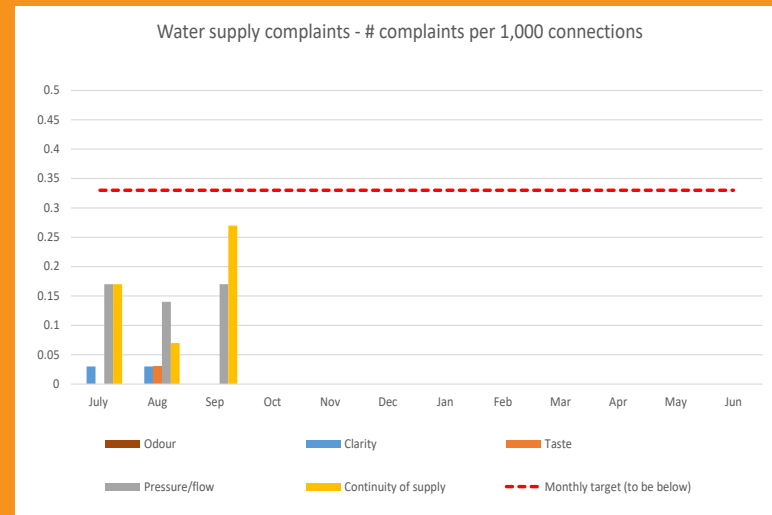
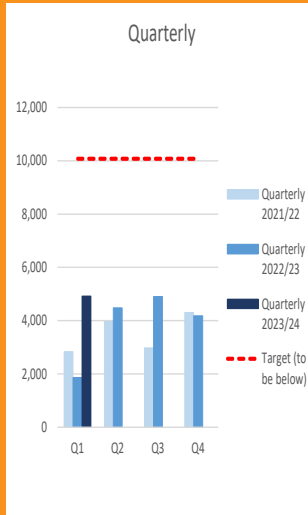
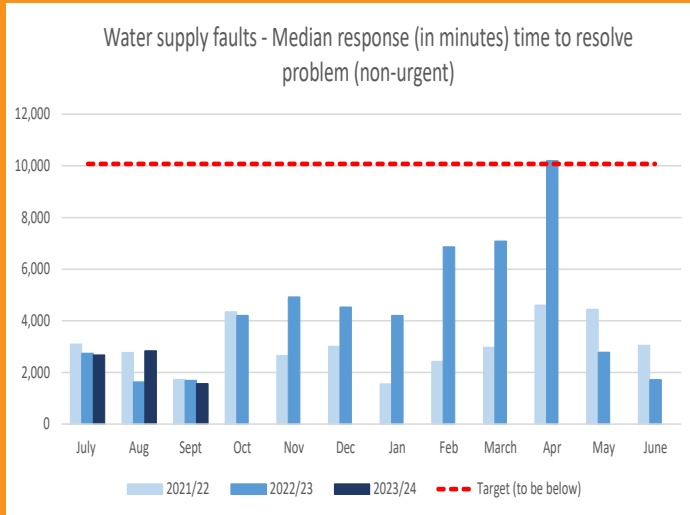
WATER SUPPLY FAULTS
Median response time to resolve problem (urgent)

TARGET	QTR RESULT
<1440 mins	265 mins

The median response time to resolve urgent problems was 265 minutes for Quarter One. This meets the target of less than 1,440 minutes.

Core Infrastructure and Services

Water Supply



MONTHLY RESULT

WATER SUPPLY FAULTS

Median response time to resolve problem (non-urgent)

TARGET	MONTHLY RESULT
<10,080 mins	1,560.5 mins

The median resolution time for non-urgent issues was 1,560.5 minutes in September. This achieves the target of less than 10,080 minutes.

AGGREGATE RESULT

WATER SUPPLY FAULTS

Median response time to resolve problem (non-urgent)

TARGET	QTR RESULT
<10,080 mins	4,910.5 mins

The median resolution time for non-urgent issues was 4,910.5 minutes for Quarter One. This meets the target of less than 10,080 minutes.

WATER SUPPLY COMPLAINTS

of complaints per 1000 connections

TARGET <4 per annum

	MONTHLY RESULT	YTD RESULT
Odour	0	0
Clarity	0	0.07
Taste	0	0.03
Pressure/flow	0.17	0.48
Continuity of supply	0.27	0.51

TARGET <2 per annum

QLDC response to issues	MONTHLY RESULT	YTD RESULT
	0	0

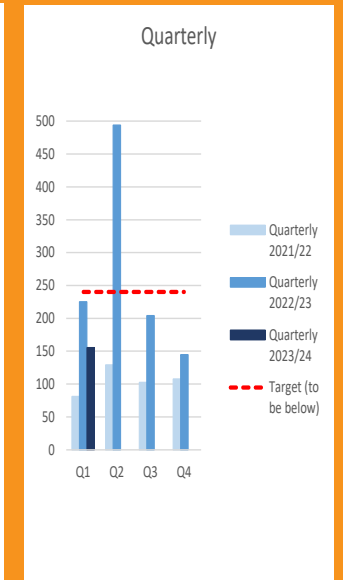
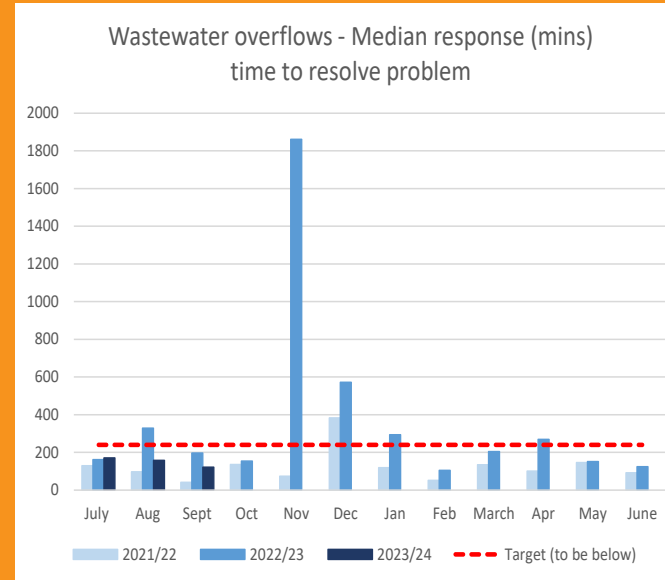
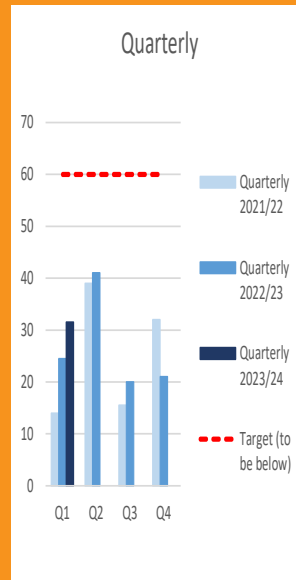
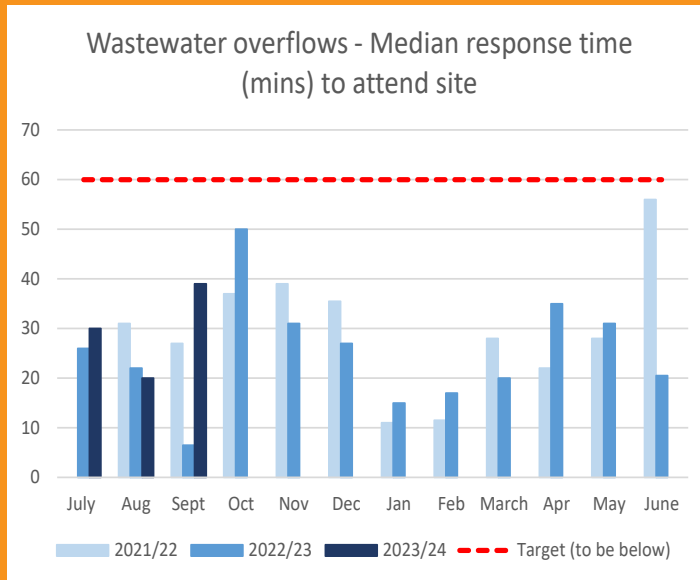
The annual target of less than four for number of water supply complaints per 1,000 connections was achieved for all categories.

Water supply faults continue to be low. Complaints regarding pressure are currently at 0.48 and complaints regarding continuity of supply at 0.51 for the year to date.

There were no complaints regarding council's response to issues in the month of September or in the first quarter of the 2023-24 period.

Core Infrastructure and Services

Wastewater



MONTHLY RESULT

WASTEWATER OVERFLOWS
Median response time to attend site

TARGET	MONTHLY RESULT
<60 mins	39 mins

The median response time to attend site for wastewater overflows was 39 minutes for the month of September. This meets the target of less than 60 minutes.

AGGREGATE RESULT

WASTEWATER OVERFLOWS
Median response time to attend site

TARGET	QTR RESULT
<60 mins	31.5 mins

The median response time to attend site for wastewater overflows was 31.5 minutes for Quarter One. This meets the target of less than 60 minutes. Over the period 18 requests associated with overflows were received.

MONTHLY RESULT

WASTEWATER OVERFLOWS
Median response time to resolve problem

TARGET	MONTHLY RESULT
<240 mins	122 mins

The median response time to resolve problems relating to wastewater overflows was 122 minutes for the month of September. This meets the target of less than 240 minutes.

AGGREGATE RESULT

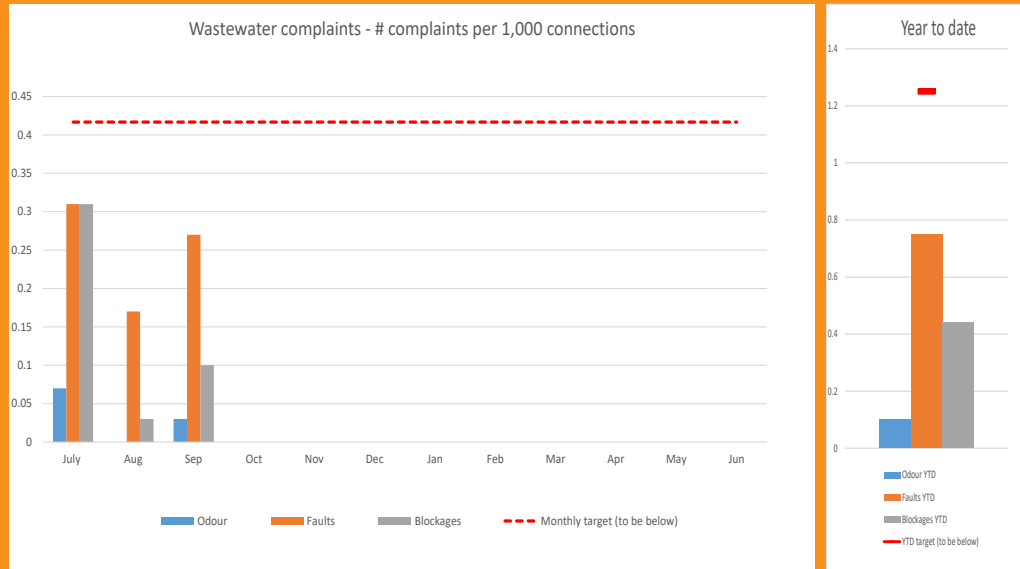
WASTEWATER OVERFLOWS
Median response time to resolve problem

TARGET	QTR RESULT
<240 mins	155.5 mins

The median response time to resolve problems relating to wastewater overflows was 155.5 minutes for Quarter One. This meets the target of less than 240 minutes.

Core Infrastructure and Services

Wastewater



WASTEWATER COMPLAINTS # of complaints per 1000 connections

TARGET <5 per annum

	MONTHLY RESULT	YTD RESULT
Odour	0.03	0.1
Faults	0.27	0.75
Blockages	0.1	0.44

TARGET <2 per annum

QLDC response to issues	0	0
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The September target has been achieved across all categories for the number of Wastewater complaints per 1,000 connections.

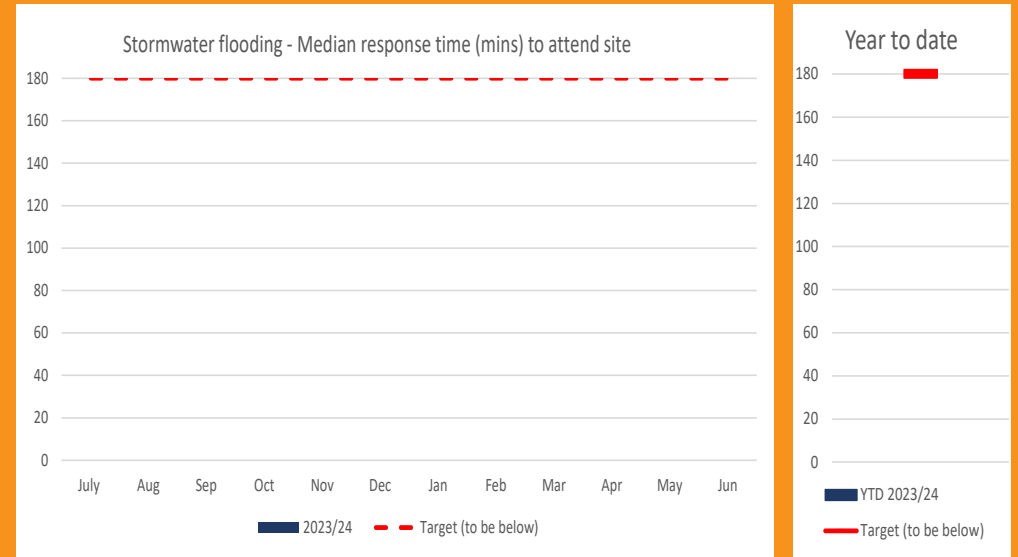
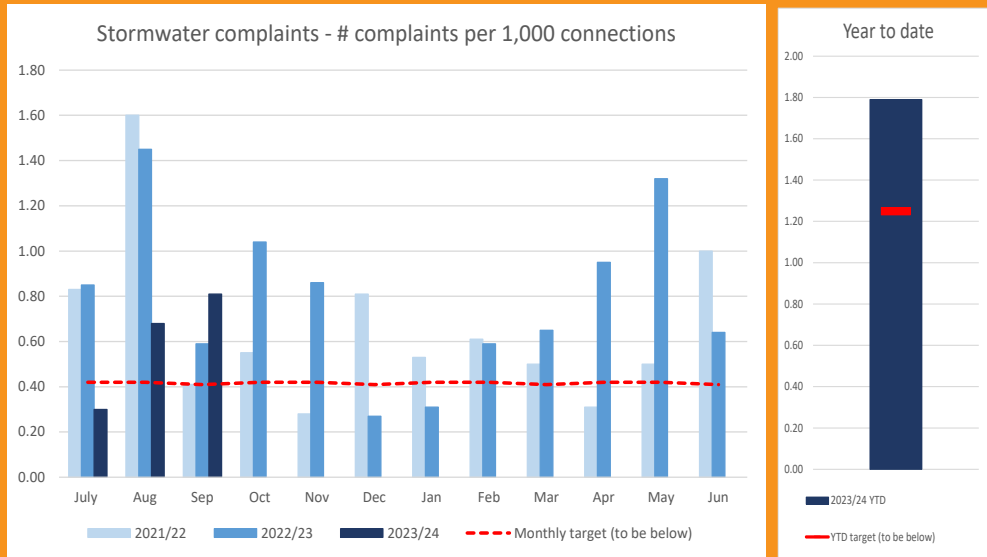
The annual target of less than five was achieved for all categories.

There have been no complaints about Council's response to issues in September or the first quarter of the 2023-24 period.



Core Infrastructure and Services

Stormwater



MONTHLY RESULT

STORMWATER COMPLAINTS
of complaints per 1000 connections

TARGET	MONTHLY RESULT
<5 per annum	0.81

There were 0.81 complaints about faults (including blockages) per 1,000 connections in the period. This did not achieve the monthly target of less than 0.41.

Performance in this period was impacted by the significant weather event experienced by the district in September.

AGGREGATE RESULT

STORMWATER COMPLAINTS
of complaints per 1000 connections

TARGET	YTD RESULT
<5 per annum	1.79

In the quarter and year to date 53 issues were reported which represents 1.79 issues per 1,000 connections. This misses the year to date target but is still within the annual target of less than five. Increased rainfall throughout August and September has impacted performance against this measure.

MONTHLY RESULT

STORMWATER FLOODING
Median response time to attend site

TARGET	MONTHLY RESULT
<180 mins	0 mins

Despite the significant weather event over 21 and 22 September, Council was not requested to attend to any flooding of habitable floors in the reporting month. However, Council has subsequently become aware of at least two properties that were affected during the September weather event.

AGGREGATE RESULT

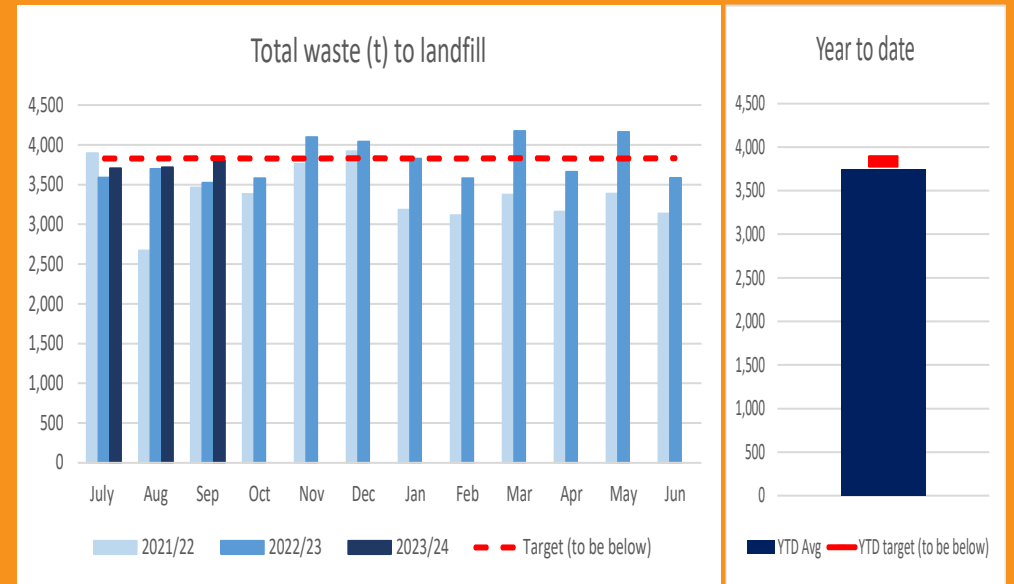
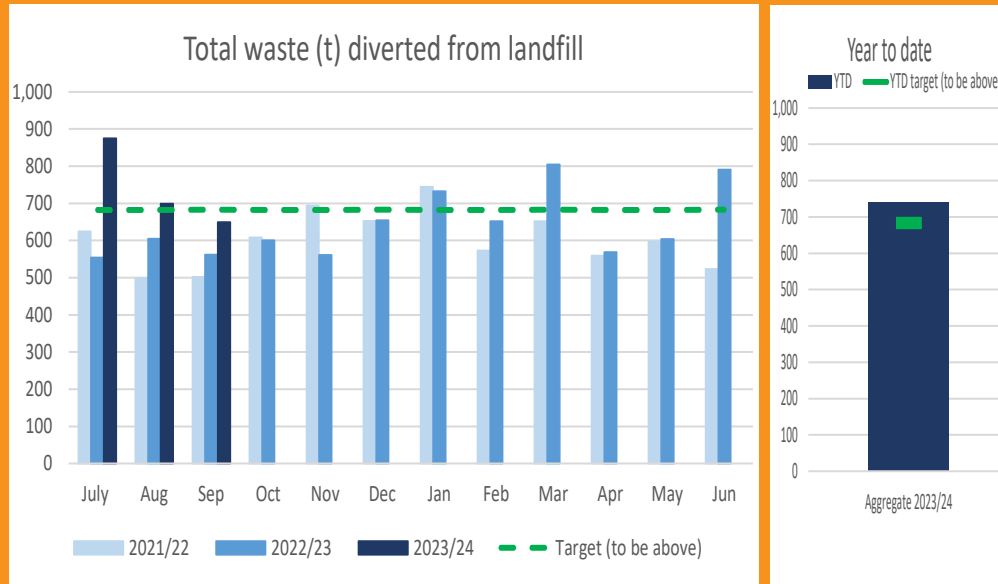
STORMWATER FLOODING
Median response time to attend site

TARGET	YTD RESULT
<180 mins	0 mins

Queenstown Lakes District Council has not been contacted, via the Customer Service channels, to respond to any flooding of habitable floors in the reporting year.

Core Infrastructure and Services

Waste Management



MONTHLY RESULT

WASTE DIVERTED FROM LANDFILL

Total waste diverted from landfill

TARGET	MONTHLY RESULT
>683t	649t

In September 649 tonnes of waste were diverted. Two commercial operators ceased bringing their glass and Old Corrugated Card to the facility in April resulting in commercial tonnes being a third of previous volumes. The officers continue to educate the community on what can and cannot be recycled in order to move back towards the target.

AGGREGATE RESULT

WASTE DIVERTED FROM LANDFILL

Total waste diverted from landfill

TARGET	YTD RESULT
>694t	741t

On average 741 tonnes of waste has been diverted from landfill per month for the year to date 2023-24. This does achieve the target of more than 694 tonnes and is tracking above the same period last year.

MONTHLY RESULT

WASTE TO LANDFILL

Total waste to landfill

TARGET	MONTHLY RESULT
<3,833t	3,802t

The target was met for the month of September with only 3,802 tonnes of waste sent to landfill.

AGGREGATE RESULT

WASTE TO LANDFILL

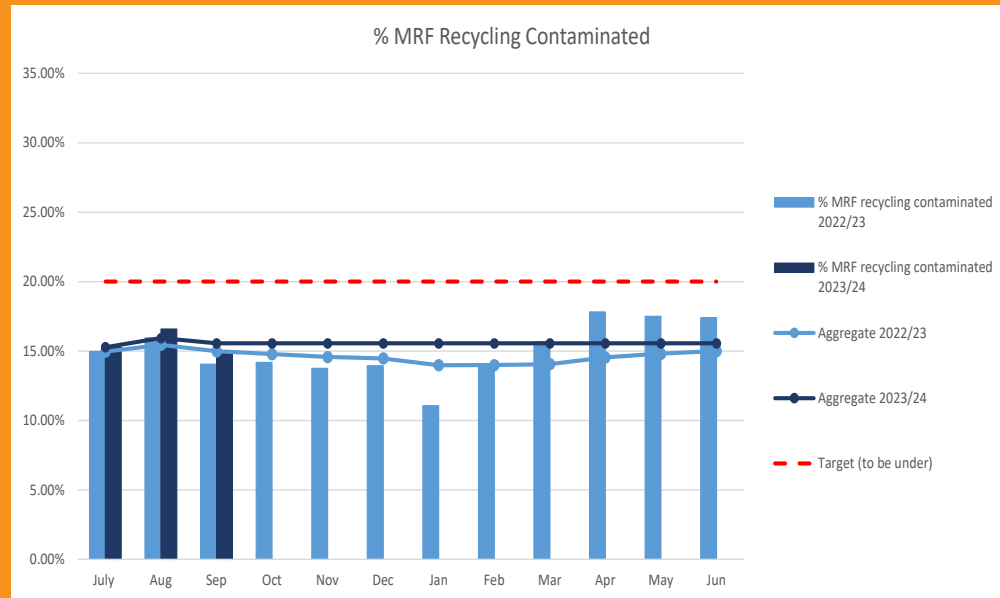
Total waste to landfill

TARGET	YTD RESULT
<3,833t	3,742t

On average 3,742 tonnes of waste went to landfill per month in the first quarter. This meets the target of less than 3,833 tonnes per month. High visitor numbers and continued growth of the district continue to impact these results and until there is a step change and organics are diverted from landfill, this target will be difficult to achieve.

Core Infrastructure and Services

Waste Management



MONTHLY RESULT

WASTE TO LANDFILL
% of MRF recycling contaminated

TARGET	MONTHLY RESULT
<20%	14.81%

The target of less than 20% was met for the month of September with only 14.81% of contamination recorded.

AGGREGATE RESULT

WASTE TO LANDFILL
% of MRF recycling contaminated

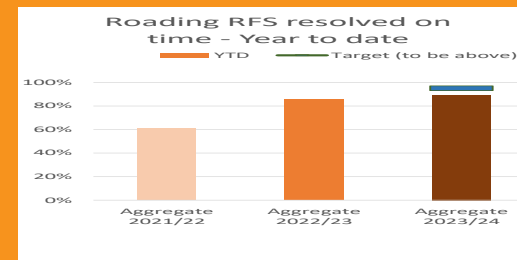
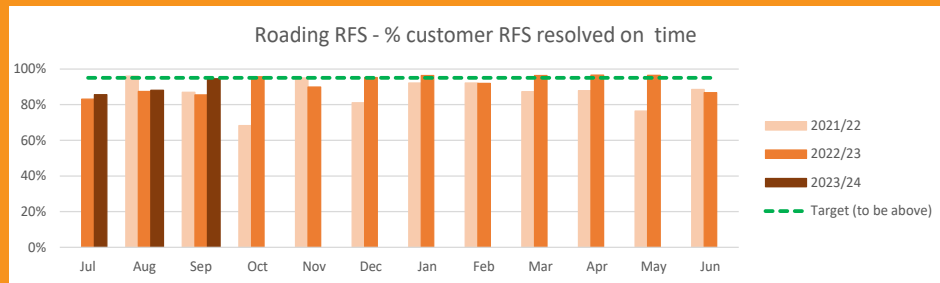
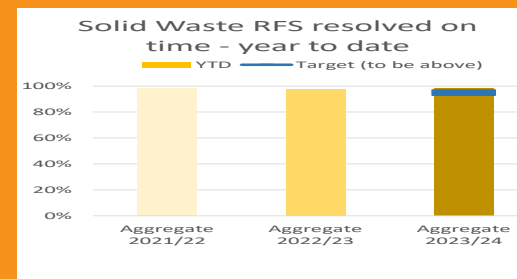
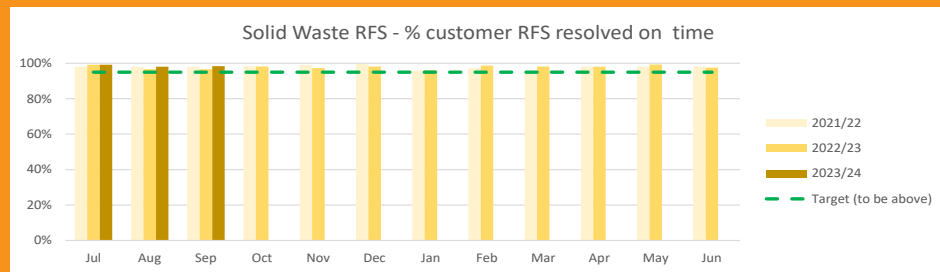
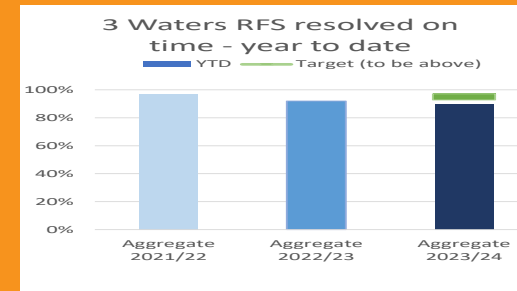
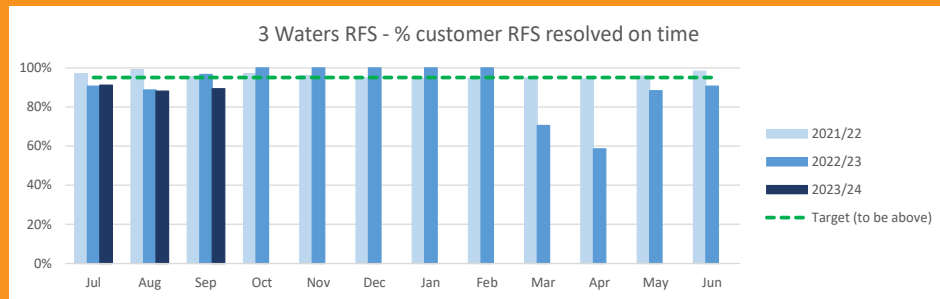
TARGET	YTD RESULT
<20%	15.56%

On average, the total contamination per month for the year to date 2023-24 is 15.56%. This is better than the target of less than 20% and is attributable to processing changes made that continue to achieve lower levels of contamination than previously.



Core Infrastructure and Services

Service



MONTHLY RESULT

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

TARGET >95%	MONTHLY RESULT
3 Waters	89.3%
Solid Waste	98.4%
Roading	94.5%

For Three Waters the target was not achieved in September with 89.3% of Customer requests resolved on time. Performance was affected by resourcing constraints impacting internal response times. Contractor performance is now at 92%.

For Roading, the target was narrowly missed in September with 94.5% of customer requests resolved on time. This result does reflect a significant improvement on the previous month.

YTD RESULT

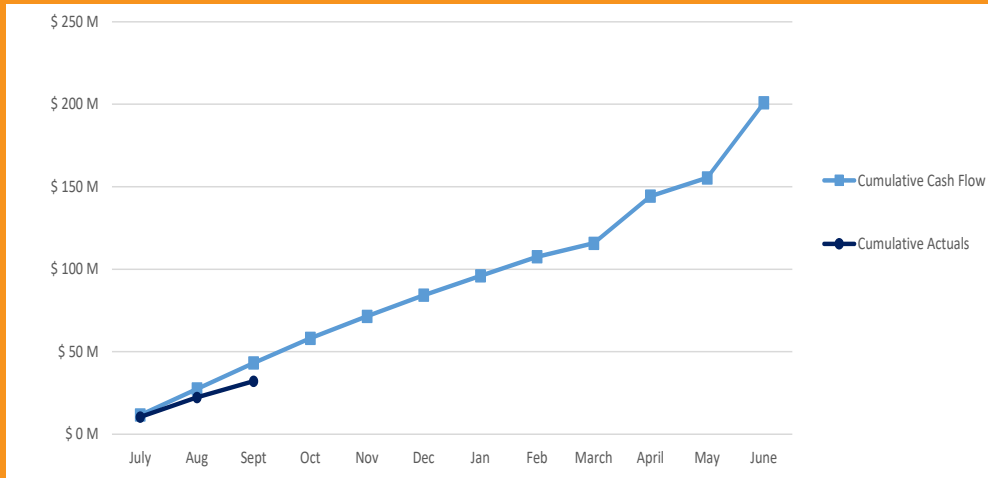
REQUESTS FOR SERVICE (RFS) % customer RFS resolved on time

TARGET >95%	YTD RESULT
3 Waters	89.5%
Solid Waste	98.57%
Roading	89.4%

The target was not achieved for Roading due to internal resourcing constraints; however this is a positive improvement from the last two months.

Core Infrastructure and Services

Capital Works



MONTHLY RESULT

CAPEX

% of capital works completed annually, including renewals (against the annual budget adopted by Council for 3 Waters, waste management and roading).

TARGET

80-110%

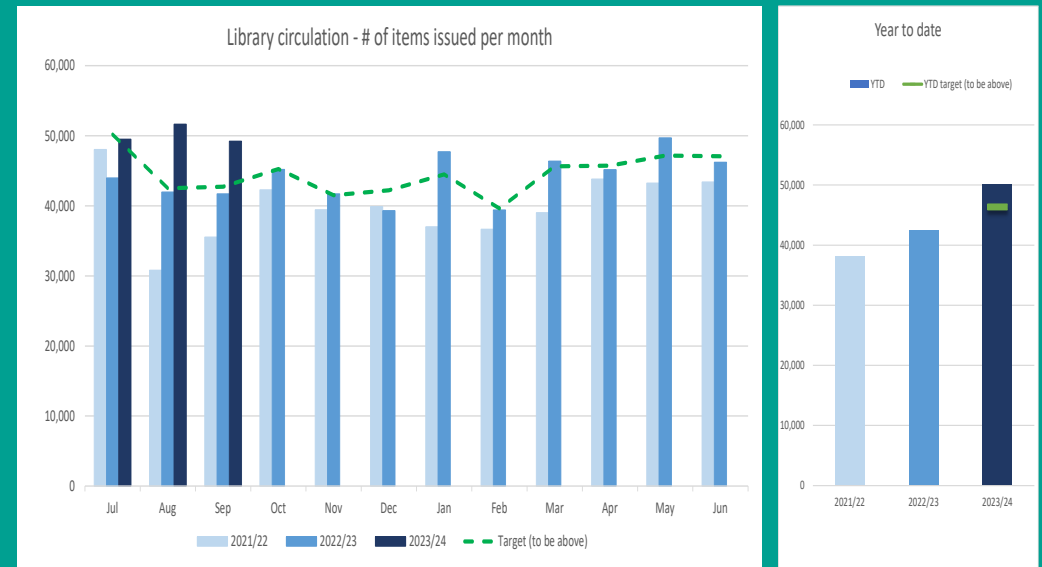
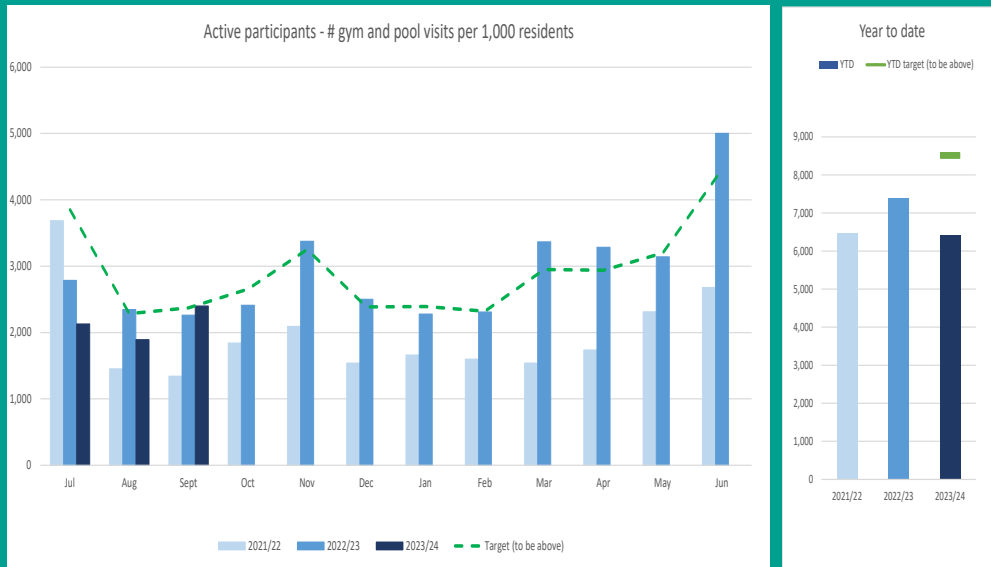
YTD RESULT

74%

The year-to-date expenditure is 74% of the year-to-date budget. A significant adjustment to the proposed 23-24 Annual Plan capital expenditure is anticipated via the December Capital Reforecast. This adjustment is required to ensure Queenstown Lakes District Council can maintain an affordable financial position and align with the Long Term Plan 2024-34 budgeting process presently underway. Accordingly, a range of budgeted 2023-24 initiatives have not been progressed as they are expected to be reprioritised into future years at the December Council meeting. Following the December budget adjustment, Council expects to meet this annual expenditure target.



Community Services



MONTHLY RESULT

ACTIVE PARTICIPANTS

of gym and pool visits per 1,000 residents (based on usually resident population)

TARGET	MONTHLY RESULT
>2,371	2,399

The number of gym and pool visits per 1,000 residents was 2,399 for the month of September. This achieves the target of more than 2,371.

AGGREGATE RESULT

ACTIVE PARTICIPANTS

of gym and pool visits per 1,000 residents (based on usually resident population)

TARGET	YTD RESULT
>8,506	6,417

The year to date result for gym and pool visits per 1,000 residents (based on usually resident population) was 6,417 visits. This does not achieve the target of more than 8,506. The team focusses on the level of participation as they progress towards more events over the summer season.

MONTHLY RESULT

LIBRARY CIRCULATION

of items issued per month

TARGET	MONTHLY RESULT
>42,720	49,211

The number of library items issued for the month of September was 49,211. This achieves the target of more than 42,720 but shows a slight downward trend compared to the two previous months.

AGGREGATE RESULT

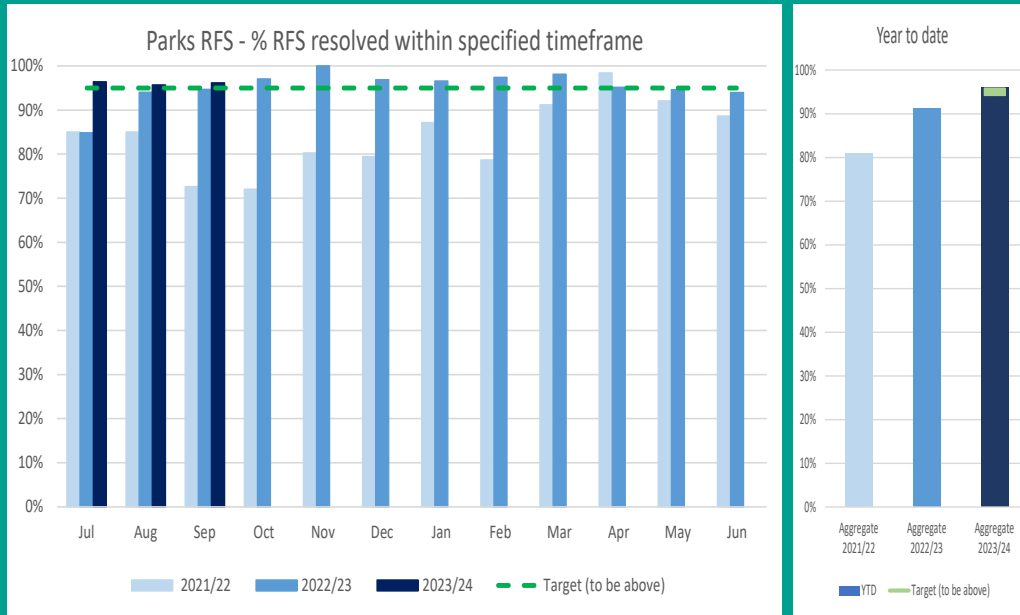
LIBRARY CIRCULATION

of items issued per month

TARGET	YTD RESULT
>40,401	50,110

Library checkouts in the first quarter of 2023-24 are an estimated 33.3% increase compared to the first quarter last year. The addition of eMagazines to the eResource suite has contributed to increased eResources checkouts.

Community Services



MONTHLY RESULT

PARKS RFS
% RFS resolved within specified timeframe

TARGET	MONTHLY RESULT
>95%	96%

Parks RFS resolved within the specified timeframe was 96% for the month of September, with 126 out of 131 resolved on time, achieving the target of more than 95%.

Internal Staff resolved 95% on time 53 out of 56 requests, External Contractors resolved 97% on time 73 out of 75 requests.

AGGREGATE RESULT

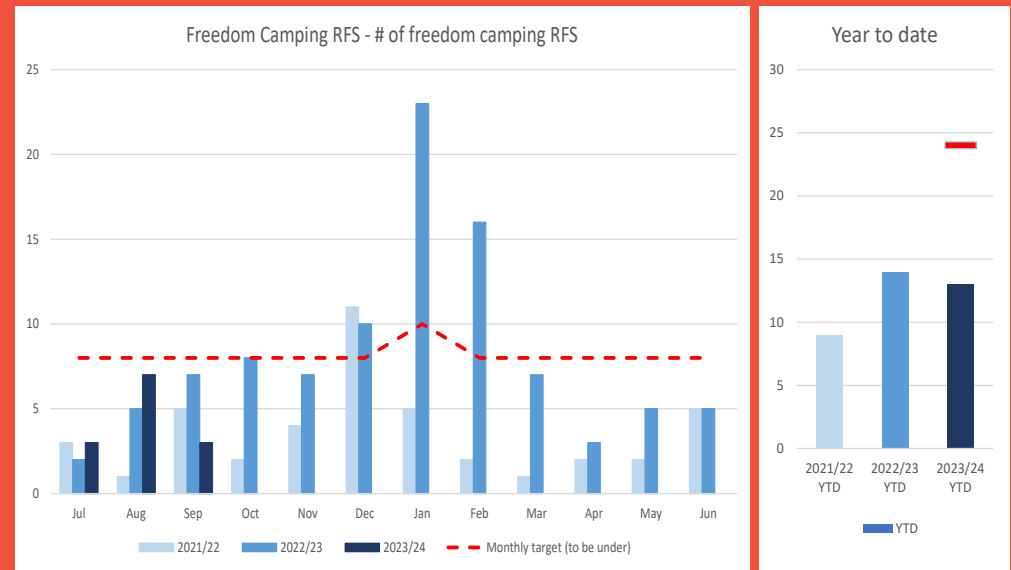
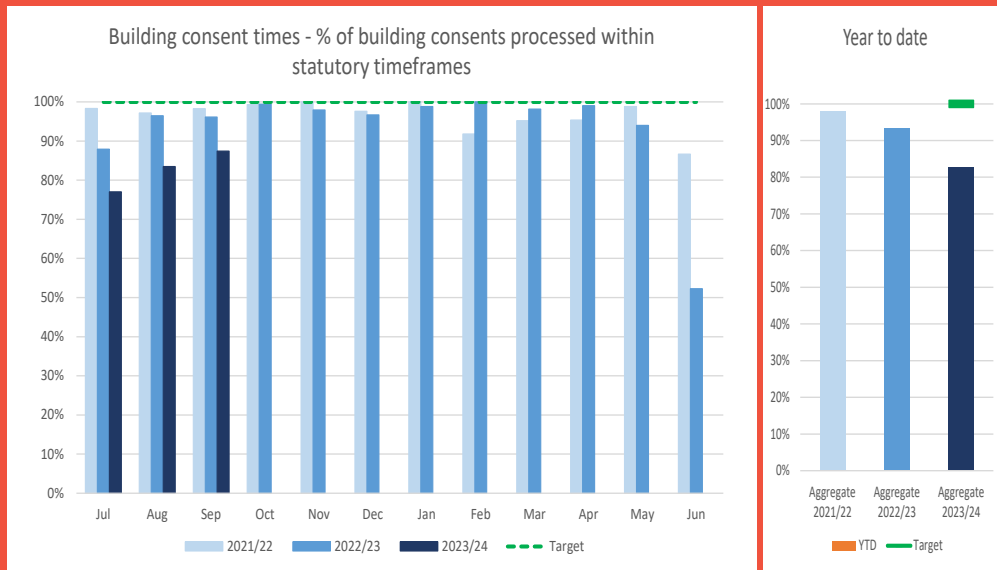
PARKS RFS
% RFS resolved within specified timeframe

TARGET	YTD RESULT
>90%	96%

The aggregate result for the requests for service resolved in the specified timeframe was 96%. This meets the target of greater than 90%.



Regulatory Functions & Services



MONTHLY RESULT

BUILDING CONSENT TIMES
% of building consents processed within statutory timeframes.

TARGET	MONTHLY RESULT
100%	87.39%

In September 87.39% of consents were processed within the statutory 20-day timeframe. This is a continuous improving result over the past four months. The team continue to work through a backlog of a significant high number of consents received in April/ May.

AGGREGATE RESULT

BUILDING CONSENT TIMES
% of building consents processed within statutory timeframes.

TARGET	YTD RESULT
100%	82.62%

The percentage of consents being processed that comply with the timeframe is increasing month on month as consent numbers are back to normal volumes. The processing team are tracking well to meet their target later in the year as staff and contractor availability improve and consent volumes are back to normal.

MONTHLY RESULT

FREEDOM CAMPING RFS
of freedom camping RFS per month

TARGET	MONTHLY RESULT
<8	3

There were 11 complaints for freedom camping in September, however seven were unsubstantiated and one was on private land. The remaining complaints, two were issued tickets and one received education.

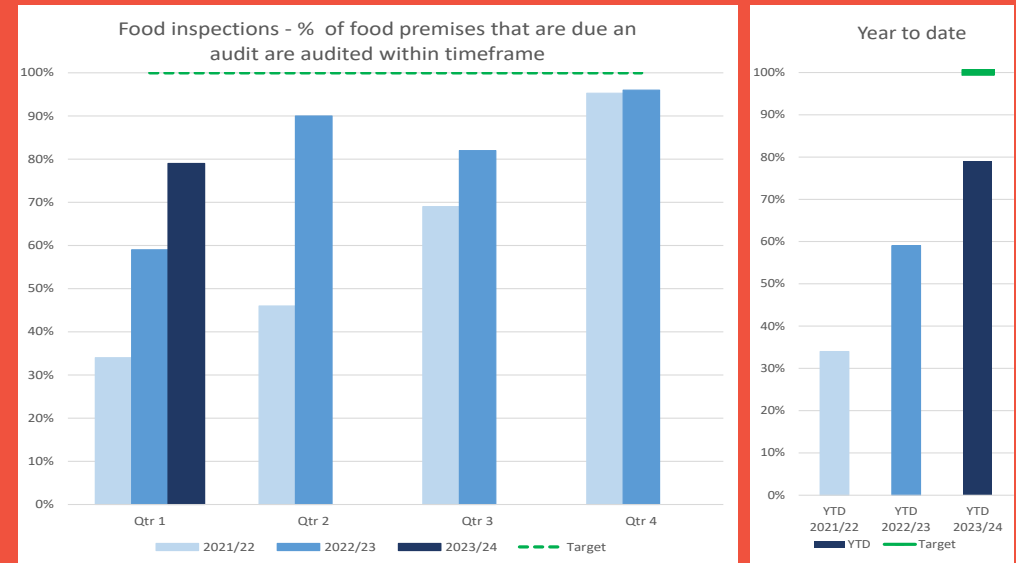
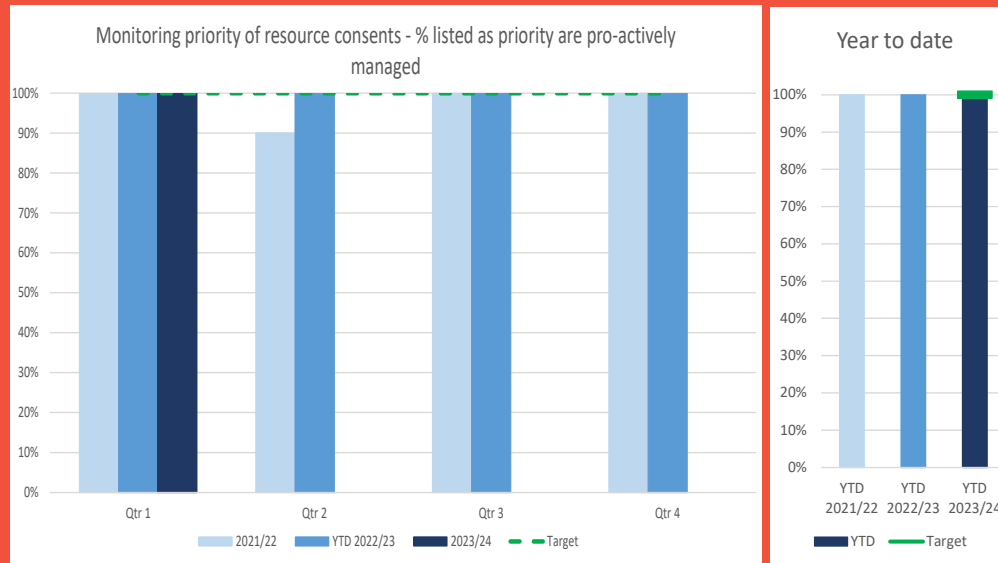
AGGREGATE RESULT

FREEDOM CAMPING RFS
of freedom camping RFS per month

TARGET	YTD RESULT
<24	13

The aggregate result for the first quarter is 13. This is an average of 4.3 per month. The number of freedom campers and tickets is starting to increase. The freedom camping model is generally a self-funding model. The increase in infringements from \$200 to \$400 has assisted the enforcement team to be able to reach additional locations where we see complaints.

Regulatory Functions & Services



QUARTERLY RESULT

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

TARGET	QTR RESULT
100%	100%

Monitoring is being undertaken in accordance with the Monitoring and Prioritisation Strategy meeting the target of 100%.

AGGREGATE RESULT

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

TARGET	YTD RESULT
100%	100%

Proactive monitoring of the resource consents that are listed as a priority has been undertaken in accordance with the strategy for the year to date and meets the target set.

QUARTERLY RESULT

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

TARGET	QTR RESULT
100%	79%

The percentage of food businesses that were audited within statutory timeframes this month was 79%. This is due to issues with staffing and focus on managing food safety during the Crypto outbreak. During this time officers have focused on the higher risk food operators.

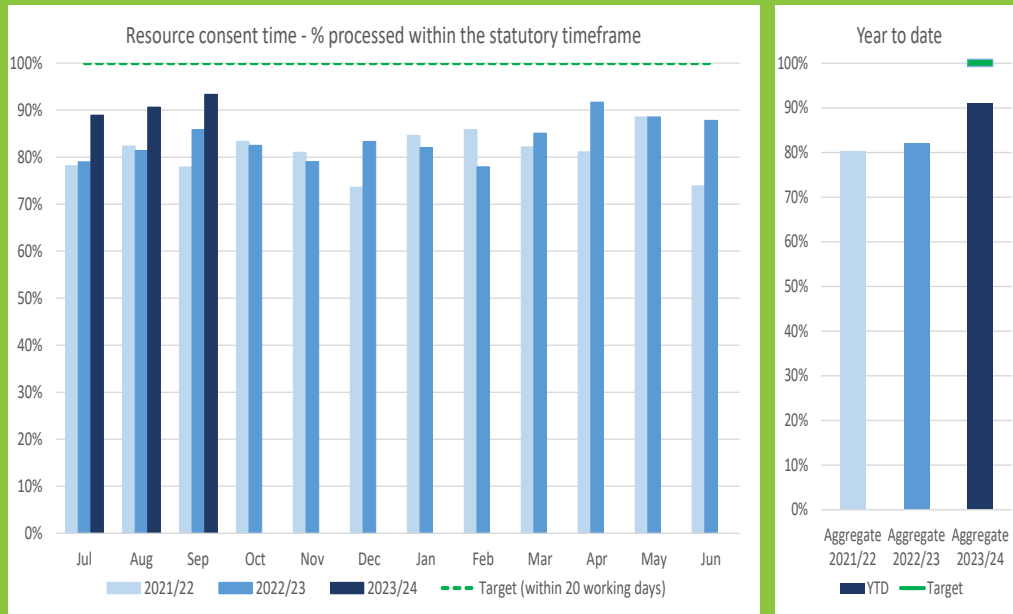
AGGREGATE RESULT

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

TARGET	YTD RESULT
100%	79%

The percentage of food businesses that were audited within statutory timeframes this quarter was 79%. This is below the target of 100% and less than the previous quarter.

Environment



MONTHLY RESULT

RESOURCE CONSENT TIME
% processed within the statutory timeframe

TARGET	MONTHLY RESULT
100%	93.33%

In September 93.33% of applications were processed within timeframes. The number of applications received continues to be steady at 98 for this month. During the month 75 decisions were issued of which 70 were processed within timeframes. The average processing days for September were 19.34.

AGGREGATE RESULT

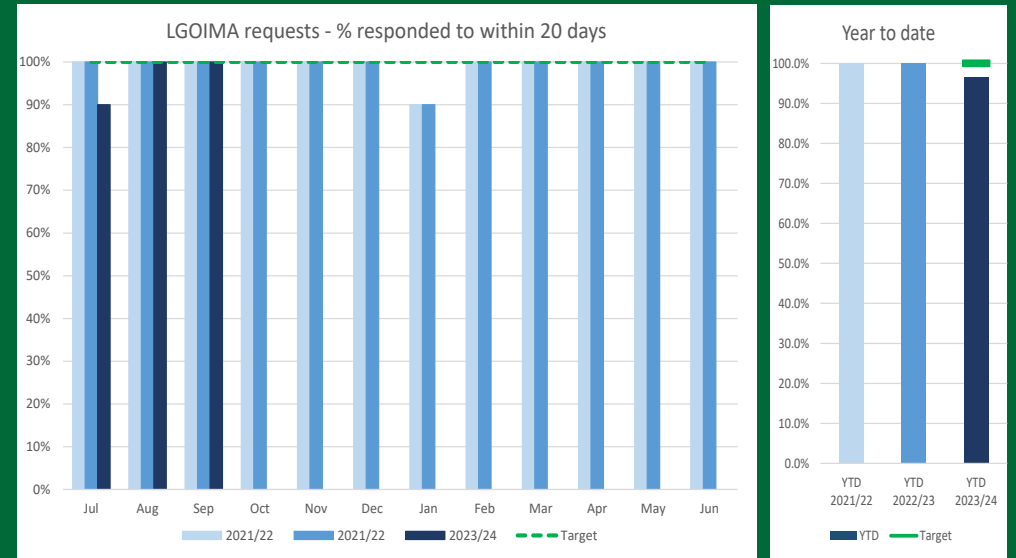
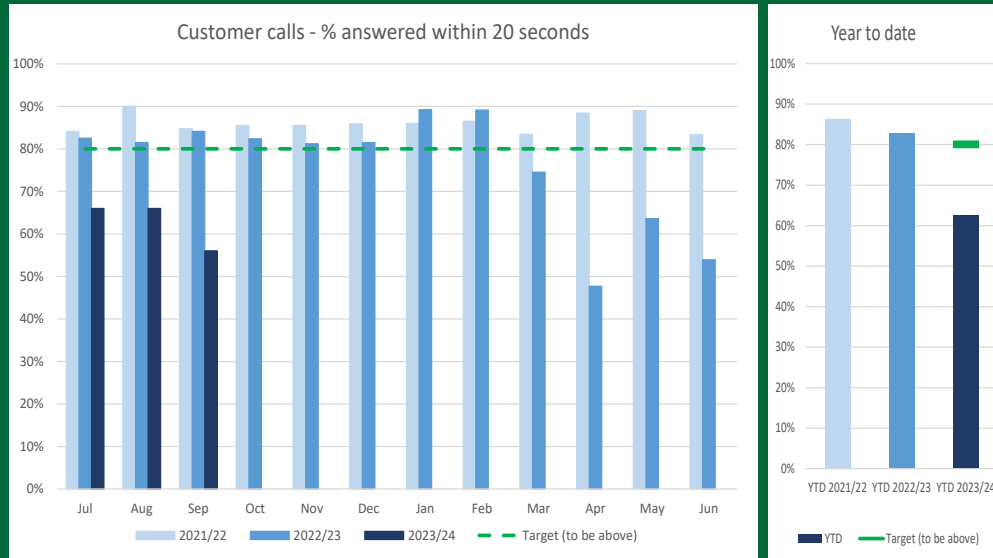
RESOURCE CONSENT TIME
% processed within the statutory timeframe

TARGET	YTD RESULT
100%	91.69%

For the financial year to date applications being processed within the timeframes are 91.69%. Application numbers remain strong. Every month in the first quarter applications processed on time are in the 91-93% range. These results reflect the great effort from the resource consents team to focus on improvements to processing applications in accordance with the Resource Management Act requirements and timeframes.



Corporate Services



MONTHLY RESULT

CUSTOMER CALLS % answered within 20 seconds

TARGET	MONTHLY RESULT
80%	56%

3,995 Calls were made to Council in September and 56% were answered within 20 seconds. With the outbreak of Cryptosporidium and the severe weather event the department has experienced an increased number of calls this month which resulted in longer wait times.

AGGREGATE RESULT

CUSTOMER CALLS % answered within 20 seconds

TARGET	YTD RESULT
80%	62.7%

In the first quarter 10,705 calls were made to Council. This is 1,445 more than in the previous quarter. 62.7% of those calls were answered within 20 seconds. The increased number of calls and resourcing constraints have contributed to the low result.

MONTHLY RESULT

LGOIMA REQUESTS % responded to within 20 days

TARGET	MONTHLY RESULT
100%	100%

There were 13 responses due in September; 11 received a decision within 20 days and two withdrew. Five were released in full. Four had redactions on the grounds of privacy. One had information partially withheld on the grounds of commercial prejudice. One was withheld in full on the grounds of commercial prejudice and negotiation, some information did not exist, and to prevent loss to the public.

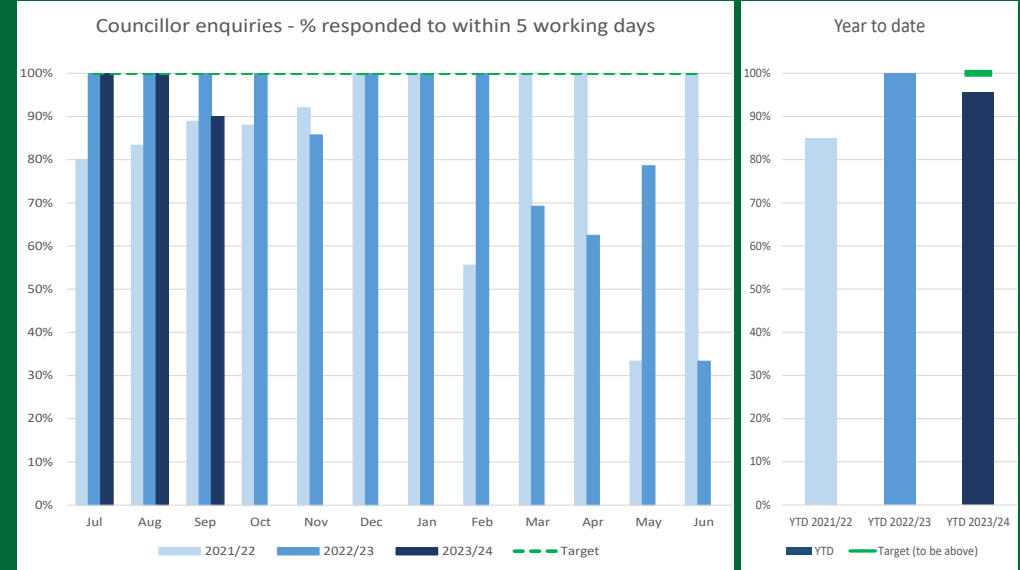
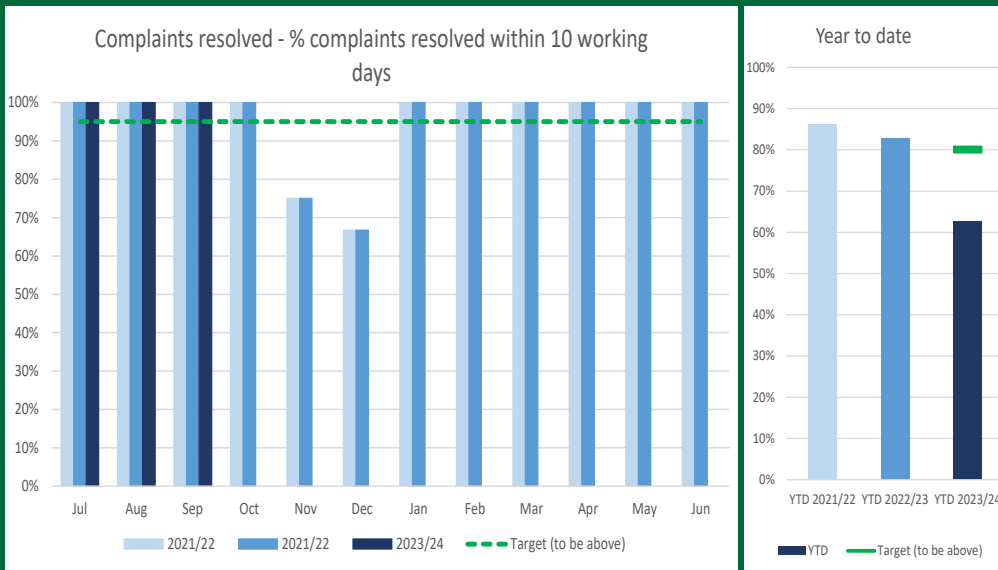
AGGREGATE RESULT

LGOIMA REQUESTS % responded to within 20 days

TARGET	YTD RESULT
100%	96.7%

In the first quarter 44 requests required a response from Council. One of these was extended by agreement and Council was unable to meet the new date. As a result the year to date is sitting at 96.7%. This does not meet the target of 100% responded to within 20 days but is within 5%.

Corporate Services



MONTHLY RESULT

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET	MONTHLY RESULT
>95%	100%

Eight formal complaints were recorded in September and have a general theme questioning Council processes. All of the requests were resolved within the target of maximum ten working days.

AGGREGATE RESULT

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET	YTD RESULT
>95%	100%

There were ten formal complaints lodged in the first quarter of the 2023-24 period. All of them have been resolved within the target timeframe of ten working days.

MONTHLY RESULT

COUNCILLOR ENQUIRIES
% responded to within 5 working days

TARGET	MONTHLY RESULT
100%	90%

Ten Elected Member requests were raised in September. Two Community Services, five Property and Infrastructure, one Corporate Services, one Planning and Development and one Assurance, Finance and Risk. One request for Corporate Services did not meet the target of no more than five working days due to extra time required to consult with staff.

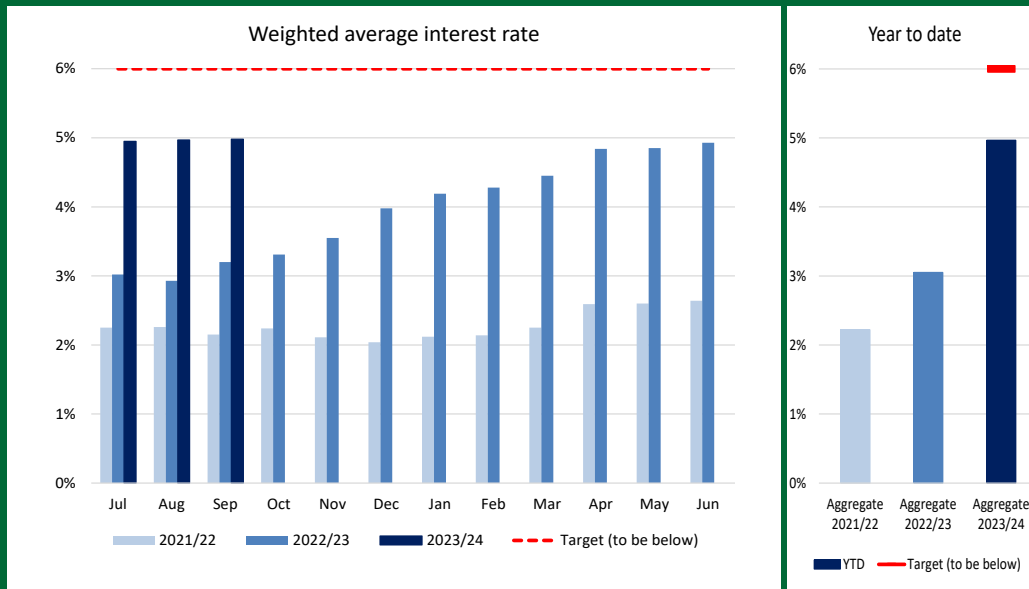
AGGREGATE RESULT

COUNCILLOR ENQUIRIES
% responded to within 5 working days

TARGET	YTD RESULT
100%	97%

There were 23 requests raised by Elected Members in the first quarter. One of those was not responded to within five days bringing the year to date result to 97%. This does not achieve the target but is within 5%.

Corporate Services



MONTHLY RESULT

INTEREST RATES

Weighted average interest rate per month

TARGET

<6%

MONTHLY RESULT

4.98%

With a weighted average interest rate of 4.98% for September 2023 the target of less than 6% has been met.

AGGREGATE RESULT

INTEREST RATES

Weighted average interest rate per month

TARGET

<6%

YTD RESULT

4.97%

The aggregate result for the first quarter is 4.97%. The interest rate remains below target.



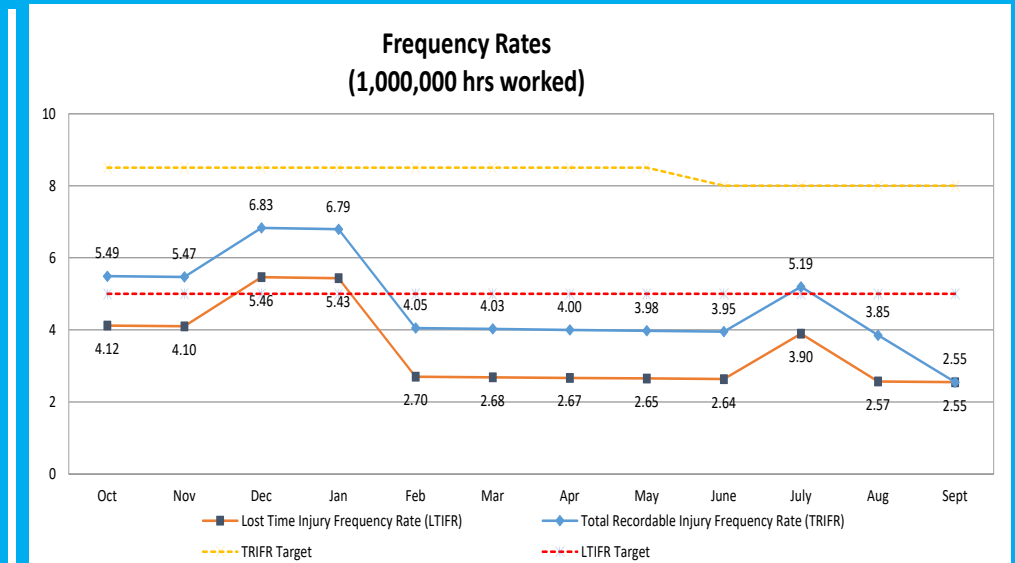
Health & Safety Summary



Health and Safety Committee

CHAIR'S SUMMARY

- The Lost Time Injury Frequency Rate has decreased , meeting the target of 5 or below.
- Total Recordable Injury Frequency Rate has trended down. This is a positive result and target was met for Quarter One.
- All incidents in the month of September were minor in nature and not notifiable to WorkSafe.
- No reportable speeding events recorded this month.



UNSAFE EVENTS Frequency rates

	TARGET	RESULT
TRIFR	8	2.55
LTIFR	5	2.55

TRIFR = Total Recordable Injury Frequency Rate

LTIFR = Lost Time Injury Frequency Rate

The Total Recordable Injury Frequency Rate Target of 8 or less was met in September with only 2.55 recorded. This is less than the previous month.

The Lost Time Injury Frequency Rate is trending down meeting the target of 5 or less in September.

NOTIFIABLE EVENTS Notifiable to Worksafe

EVENT TYPE	RESULT
N/A	0

EVENT DETAILS

N/A

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

There were no notifiable events in September, and no workplace incidents were significant.

No notifiable events were recorded for the year-to-date.

Health and Safety Committee

Queenstown Lakes District Council 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.

2023/24	
Compliance	<ul style="list-style-type: none"> Health and Safety internal audit by each department to be conducted utilising the Workplace Safety Management Practices (WSMP) as standard
Unsafe Events	<ul style="list-style-type: none"> Total Recordable Injury Frequency Rate - <8 Lost Time Injury Frequency Rate - <5
Prevention	<ul style="list-style-type: none"> 90% of all incidents reported each month closed within allocated timeframe 100% of all Positive Actions Safety Statistics reported each month
Improvement	<ul style="list-style-type: none"> 90% of Health and Safety Committee actions completed on time
Behaviour	<ul style="list-style-type: none"> Behavioural self assessment - Twice the amount of A scores to be reported monthly compared to C scores
Wellbeing Engagement	<ul style="list-style-type: none"> At least 60% participation across wellbeing activities



Unsafe Events and Frequency Rates

Employee Incidents



Contractor Workplace Incidents



UNSAFE EVENTS

Incidents and accidents across all groups

	RESULT
Employees	4
Contractors	19
Volunteers	0
Public	5

Four unsafe incidents were reported in regard to employees in September. None were significant or notifiable.

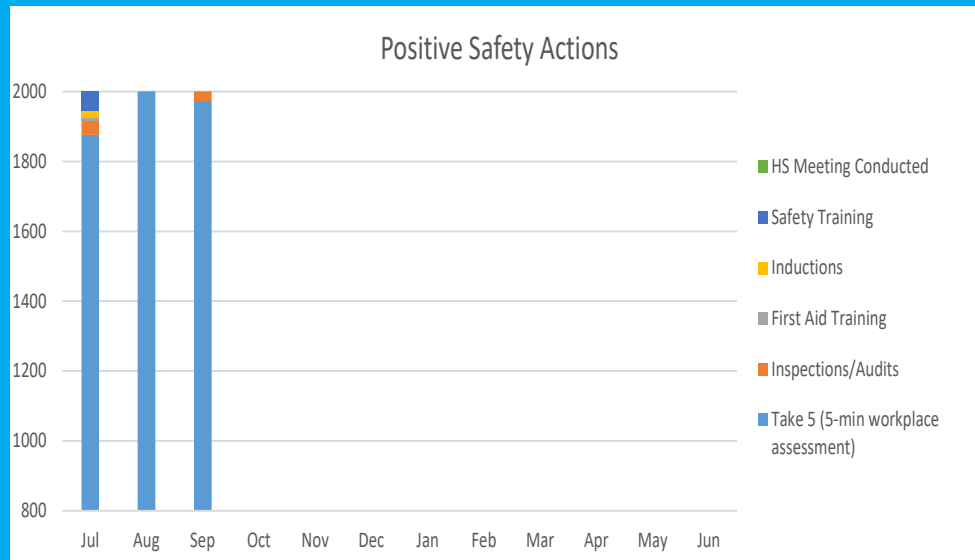
Contractor incidents are lower this months with 19 reported. None were notifiable.

There were five incidents involving members of the public. These were aggressive behaviour towards employees, filming in a change facility, vehicle damage to a facility and a minor incident involving a member of the public.

Public and Volunteer Workplace Incidents



Prevention



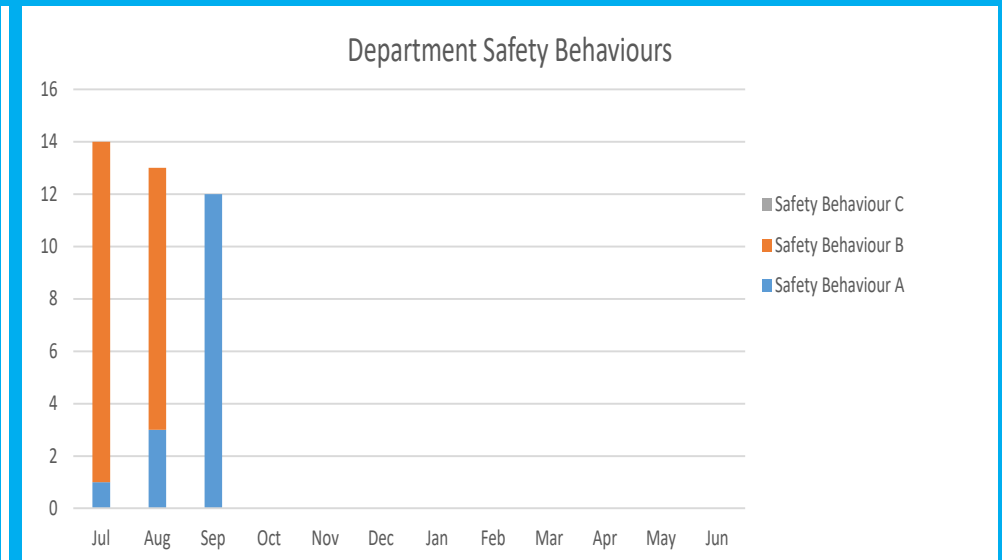
POSITIVE SAFETY ACTIONS

	RESULT
Take 5's	1973
Inspection/Audits	30
Safety and Wellbeing Training	24
HS Meetings	35
First Aid	12

Take 5's as well as inspections and audits continue at good levels.

Training this month included Rapid Building Assessments, a result of the Queenstown flooding and state of emergency. Other training in September included Logistic Training, Regulatory Training and Health and Safety inductions.

Behaviour – Self Assessment



DEPARTMENT SAFETY BEHAVIOURS

	RESULT
Type A	12
Type B	0
Type C	0
Target Achieved	Yes

Queenstown Lakes District Council 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-score 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 12 A score this month, zero B and C scores, the target was achieved.

The high number of A scores is a result of challenging events this month, in which teams responded positively to improve safety.

Key Priorities Summary



High Profile Capital Projects

*RAG Status refers to Red/Amber/Green and shows the status of the project and how well it is performing.

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Crown Infrastructure Partners Street Upgrades	<ul style="list-style-type: none"> Preparation is underway for the final layers of asphalt to be placed at Man and Brecon Street. Works continue on the remaining elements for the traffic light installation, and the final two sections of shared path will be placed. In the historic core, snagging works continue. 	<ul style="list-style-type: none"> 31 October 2023 – Construction completion of Upper Brecon Street. 22 December 2023 – Practical completion. 	Green
Crown Infrastructure Partners Arterial Stage One	<ul style="list-style-type: none"> Arterial works during September have included piling completion on Beetham Street and the commencement of piling at The Glebe apartments. Foundation pours have been completed on the St Joseph's School counterfort section. Staged above works continue on Gorge Road. Pipe install is continuing on Melbourne Street and Frankton Road including nightshift works to effect pipe crossings under the state highway. Due to the scale and stage of the Arterial project, there continues to be risk associated with time and cost. Therefore, the RAG status has been updated to Amber to reflect the current operating environment. 	<ul style="list-style-type: none"> 31 October 2023 - Three Waters in the northern half of Melbourne Street is due to be completed. November 2023 - Installation of the first panel is scheduled to commence, with completion progressively through Quarter One of 2024. 	Amber
Lakeview Development and Ancillary Works	<ul style="list-style-type: none"> Works continue with wastewater and water supply on Man Street, and in some sections there is preparation underway for asphaltting. Planting of the remaining shrubs and trees occurs at the Lakeview site, along with pavers being placed at the flush crossing at the Thompson Street/Isle Street intersection. Lake Street has been opening over the weekends, and has received positive community feedback. Underground utilities clashes have been detected in Man Street, therefore the RAG status has been updated to Amber to reflect the delays incurred. 	<ul style="list-style-type: none"> October 2023 - Sealing of Man Street will continue after the initial structural asphalt layer is laid. 20 October 2023 - Lake Street is due to re-open. December 2023 - Completion of the Man Street water supply , wastewater and sealing.This will complete subdivision works. 	Amber



High Profile Capital Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Housing Infrastructure Fund Kingston Three Waters Scheme	<ul style="list-style-type: none"> Project-wide funding to be resolved prior to further procurement of any major package. Timing is currently uncertain. For Waste Water - the design was approved, and designation finalised. Detailed design is on hold. The odour (air discharge) consent was compiled and obtaining Affected Party Approvals. For Water - consents were obtained and detailed design has been completed. Bore headworks construction is complete. Construction procurement is complete. For Stormwater - the detailed design is currently subject to Council's Engineering Acceptance process. Construction procurement is currently on hold. 	<ul style="list-style-type: none"> All three of the Kingston projects are currently on hold until the funding issue has been resolved. 	Red
Housing Infrastructure Fund Quail Rise Reservoir	<ul style="list-style-type: none"> Notice of Requirement and Designation – Working with submitters and Queenstown Lakes District Council Planning to resolve submissions. We are endeavouring to negate the need for a hearing. Practical Completion was issued for Arrow Irrigation construction works. The Subdivision Strategy has been reviewed and is now on record. 	<ul style="list-style-type: none"> 3 October 2023 - Detailed Design accepted by Programme Control Group. The detailed Design contract is now completed. 2029-2030 - Construction funding is due to be allocated. Preparing the project to go on hold until 2029. 	Green

Selected Capital Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Wānaka Lake Front Development Stage Five	<ul style="list-style-type: none"> The delivery timeframes for this project were re-scoped in response to the ability to meet the project outcomes. Important to note the timing to undertake construction work of the shared pathway to align with the use of the site and the management of key stakeholders and Marina access for boats/watercrafts. 	<ul style="list-style-type: none"> October/November 2023 - requested to report back. Following the re-scope the project will continue with the next phase of the work programme associated with detailed design and project delivery phasing. 	Red
Coronet Harvest Reforestation Programme	<ul style="list-style-type: none"> The Tree felling is now complete, the site will be formally handed back to Queenstown Lakes District Council in Spring, the contractors are carrying out post harvest remedial works clearing culverts and sediment traps. The Request For Pricing for the planting contractor has closed. 6,300 trees were planted into the site at the end of August. 	<ul style="list-style-type: none"> October 2023 - The Request For Pricing for the planting contractor will be awarded. 	Green
Paetara Aspiring Central	<ul style="list-style-type: none"> 20 September 2023 - After a few typical last-minute hurdles, Paetara Aspiring Central officially received the Certificate for Public Use (meaning we can open to the public). Following this the official opening ceremony was held over the weekend. We are still carrying out some basic work and defecting some minor oddities picked up throughout the job, these should be closed out in the short-term and are not yet impacting our ability to use the building. A big thank you has been extended to all project contractors and stakeholders. A successful outcome for the community. 	<ul style="list-style-type: none"> 1 October - Official opening ceremony scheduled. 	Green
Arts, Culture & Heritage Strategy	<ul style="list-style-type: none"> 4 October 2023 - The draft Creativity and Culture Strategy was presented to the Executive Leadership Team. While they are broadly supportive of the strategy they have requested detailed analysis of the actions be completed before the strategy goes to Council. The project is flagged in Amber due to the delayed timeline. The directive of the Executive Leadership Team is that we must understand how much each action assigned to Council will require in relation to staff capacity and budget, further clarifying Council's proposed commitment. These actions will require clear alignment with the draft Long Term Plan. The project Steering Group have been advised of this request. 	<ul style="list-style-type: none"> 15 November 2023 - Executive Leadership Team meeting for consideration of the actions analysis and approval to present to Council. 23 November 2023 – Council workshop to present draft strategy and actions analysis, after which public engagement will occur. Late February/March 2024 – Community engagement process, prior to Long Term Plan consultation. 	Amber

Strategy and Policy Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Proposed District Plan Stage One Appeals	<ul style="list-style-type: none"> Decisions and consent notices for approximately 95% of appeal points received and updated into the plan. 101 appeals and 1,181 appeal points were originally lodged. 	<ul style="list-style-type: none"> Sticky Forest Environment Court hearing was moved and a new date has not been set (given the number of experts this has proven difficult). Working to resolve any remaining Stage One appeal points. 	Green
Stage Two Appeals	<ul style="list-style-type: none"> 84 appeals and 930 appeal points received challenging Council's decisions. Mediations completed; Environment Court hearings underway. The Environment Court has ruled that the Wakatipu Rural Amenity Zone is not a Rural Zone as its prime purpose is not for farming. Accordingly, the three rezoning appeals for the Basin can be set down for a hearing. 	<ul style="list-style-type: none"> Hearing dates for remaining zoning appeals can now be confirmed. 	Green
Stage Three Appeals	<ul style="list-style-type: none"> 43 appeals (total) containing 445 separate appeal points lodged. Environment Court mediations underway. 	<ul style="list-style-type: none"> Hearing timetables are being set for all Industrial rezonings in the second half of 2023. Evidence is being exchanged for the Wanaka Industrial rezoning appeals. Cardrona Cattle Company Environment Court hearing (Industrial Zoning) has been postponed again, a new date is yet to be set. 	Green
Inclusionary Zoning	<ul style="list-style-type: none"> Notified 13 October 2022. 181 original submissions and 20 further submissions were received. Commissioners have been confirmed by Council for the hearing to be held in early 2024 	<ul style="list-style-type: none"> Setting hearing date. Setting evidence exchange timetable. 	Green
Landscape Schedules	<ul style="list-style-type: none"> Priority Areas Priority Areas were notified 30 June 2022. 208 original submissions and 38 further submissions received. Incorrect and missed submission points were renotified and no submissions were received. Upper Clutha Landscapes (RCLs) Landscape architect is working through comments received on the draft schedules. Background documents, including Section 32 being drafted in preparation of notification. Internal review of the draft schedules has been undertaken. 	<ul style="list-style-type: none"> Priority Areas Hearing set down for October and will continue into November. Expert conferencing will take place prior to the hearing. Decision from Hearings Panel. Upper Clutha Landscapes (RCLs) Notification of Upper Clutha Landscape Schedules. 	Green
Te Pūtahi - Ladies Mile Masterplan and Plan Variation	<ul style="list-style-type: none"> Minister has approved the use of the Streamlined Planning Process. 124 submissions and 25 further submissions received. 27 November 2023 - Direction Minute One issued and the hearing will commence with procedural issues. 29 September 2023 - Section 42A report is due. 	<ul style="list-style-type: none"> Organise hearing and begin scheduling speakers. Scheduling of a pre hearing conference for lay submitters. 	Green

Strategy and Policy Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Draft Economic Diversification Plan	<ul style="list-style-type: none"> 5 September 2023 – Council Workshop 27 September 2023 – Second Executive Leadership Team meeting 	<ul style="list-style-type: none"> 5 October 2023 – Second Council Workshop was held. 9 October 2023 - Join the Dots Workshops - Queenstown. 10 October 2023 - Join the Dots Workshop - W naka. 6 November 2023 – Diversification Snapshots Event. 6 November 2023 – Spatial Plan Steering Group. 7 November 2023– Clusters Workshop. early November 2023 - Community Consultation begins. 	Green
Climate and Biodiversity Plan	<ul style="list-style-type: none"> We have 56 Climate & Biodiversity Plan (CBP) actions in progress and seven complete. The selection progress for the Climate Reference Group Chairperson has been completed with Leslie Van Gelder being confirmed as the new chairperson. Technical workshops to review the findings of the 2021-2031 Long Term Plan Carbon Baseline Report have been completed. The final draft of the Organisation Emissions Reduction Plan was received. Community communications for the new Environmental Sensor network were completed, including letter drops, drop-in sessions, webpage and media release. 	<ul style="list-style-type: none"> 5 October 2023 - Progress report to be presented to Audit, Finance and Risk Committee. Toit Envirocare will undertake historical audit of Financial Year 2020-21 emissions. Early November 2023 - Installation for the new Environmental Sensors planned. 	Green
Spatial Plan	<ul style="list-style-type: none"> The Spatial Plan project team meets fortnightly to work through implementation of priority initiative workstreams. Future Development Strategy project team (Barker & Associates, Otago Regional Council and Queenstown Lakes District Council) continue to hold fortnightly meetings. 14 September - quarterly meeting was held with Ministry of Education. 20 September 2023 - Wananga 2 on Blue Green Network was held with Kai Tahu in Queenstown. 19 September 2023 - Future Development Strategy joint council workshop (Otago Regional Council and Queenstown Lakes District Council) was held. 28 September 2023 - Monthly Spatial Plan meeting with Aukaha and Te Ao Marama was held. Meetings with developers/key stakeholders continue to be held to help with gap analysis and to inform the Te Tapuae/Southern Corridor structure plan. 	<ul style="list-style-type: none"> 5 October 2023 - Proposed Urban Intensification variation submissions to close. 24 October 2023 - Co-design workshop on Te Tapuae/Southern Corridor scheduled. 6 November 2023 - Regular Steering Group meetings taking place. Elected members have been steering the Long Term Plan development setting strategic priorities for capital investment. 21 and 23 November 2023 - Pre-engagement sessions with Te Tapuae/Southern Corridor community to be held at Jacks Point and Hanley Farm. 	Green



Corporate Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Annual Report 2022-23	<ul style="list-style-type: none"> During September the external auditors reviewed the draft Annual Report. Activity Managers were approached to provide information to support the audit process. 	<ul style="list-style-type: none"> 5 October - The Annual Report was provided to the Audit, Finance and Risk review committee. 19 October 2023 - The Annual Report is being sent to Council for adoption. October 2023 - A lessons learned exercise will be carried out with the project team and Program Control Group. 	Green
Annual Plan	<ul style="list-style-type: none"> September 2023 - Project closed. 		Green
Long Term Plan 2024-2034	<ul style="list-style-type: none"> September 2023 - Regular Steering Group meetings are taking place. Elected members have been steering the Long Term Plan development setting strategic priorities for capital investment. 	<ul style="list-style-type: none"> October 2023 - Two Steering Group sessions are planned. November 2023 - Two Steering Group sessions are planned. December 2023 - One Steering Group session is planned. 	Green

Financial Management Report



Operating Expenditure and Revenue

Financial Management Report

% of the year completed 25%

DESCRIPTION	Month Actual	Month 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	10,625,854	10,648,000	(22,146)	31,414,826	31,464,000	(49,174)	125,796,000	25%	
Income - Grants & Subsidies	546,697	859,101	(312,405)	2,230,612	2,577,303	(346,691)	10,309,214	22%	1*
Income - NZTA External Cost Recoveries	582,836	556,465	26,370	1,482,634	1,669,396	(186,762)	6,677,583	22%	2*
Income - Consents	1,356,023	1,345,277	10,746	3,918,909	4,035,832	(116,923)	16,143,327	24%	3*
Income - External Cost Recovery	73,323	89,415	(16,092)	502,883	268,245	234,638	1,072,982	47%	4*
Income - Regulatory	695,192	637,802	57,389	2,466,312	2,490,356	(24,044)	8,286,381	30%	
Income - Operational	2,270,177	2,462,346	(192,169)	7,534,531	7,294,854	239,677	29,465,723	26%	5*
Total Operating Revenue	16,150,101	16,598,407	(448,306)	49,550,708	49,799,986	(249,279)	197,751,209	25%	
EXPENDITURE									
Personnel Expenditure									
Expenditure - Salaries and Wages	4,144,562	4,134,207	(10,355)	11,691,222	12,402,622	711,400	49,710,488	24%	6*
Expenditure - Salaries and Wages Contract	479,499	341,092	(138,407)	1,442,993	1,023,277	(419,716)	4,093,108	35%	7*
Expenditure - Health Insurance	26,645	40,492	13,847	126,168	121,476	(4,692)	485,903	26%	
Total Personnel Expenditure	4,650,706	4,515,792	(134,915)	13,260,382	13,547,375	286,993	54,289,499	24%	
Operating Expenditure									
Expenditure - Professional Services	240,303	738,142	497,839	1,161,058	2,204,759	1,043,701	8,741,743	13%	8*
Expenditure - Legal	349,264	455,157	105,893	1,105,343	1,376,800	271,457	5,677,835	19%	9*
Expenditure - Stationery	86,584	33,388	(53,197)	114,818	100,163	(14,655)	400,651	29%	
Expenditure - IT & Phones	60,753	68,563	7,810	199,494	205,690	6,195	822,759	24%	
Expenditure - Commercial Rent	427,029	338,922	(88,107)	1,186,895	1,016,765	(170,131)	4,067,058	34%	10*
Expenditure - Vehicle	66,295	78,000	11,705	343,519	234,000	(109,519)	936,000	37%	11*
Expenditure - Power	503,884	315,315	(188,569)	1,556,808	945,946	(610,863)	3,783,782	41%	12*
Expenditure - Insurance	233,876	213,638	(20,238)	701,628	640,914	(60,714)	2,563,658	27%	

Operating Expenditure and Revenue

Financial Management Report

% of the year completed

25%

DESCRIPTION	Month Actual	Month 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	*
EXPENDITURE									
Operating Expenditure continued									
Expenditure - Infrastructure Maintenance	3,612,354	3,408,589	(203,765)	10,963,365	10,628,970	(334,395)	40,552,182	27%	13*
Expenditure - Parks & Reserves Maintenance	751,562	703,880	(47,682)	2,226,668	2,111,641	(115,026)	10,359,204	21%	
Expense - External Cost On Chargeable	126,106	89,238	(36,867)	423,043	267,715	(155,328)	1,070,860	40%	14*
Expenditure - Grants	991,164	1,173,185	182,021	2,736,286	2,889,251	152,966	9,550,564	26%	15*
Expenditure - Other	3,152,617	1,687,815	(1,464,802)	6,165,544	5,494,206	(671,339)	20,645,804	30%	16*
Total Operating Expenditure	10,601,789	9,303,832	(1,297,957)	28,884,469	28,116,819	(767,650)	109,172,100	26%	
Interest and Depreciation									
Expenditure - Interest	1,679,061	1,927,139	248,078	6,458,517	5,781,416	(677,102)	23,125,664	28%	17*
Expenditure - Depreciation	4,627,912	4,627,912	0	13,883,735	13,883,735	0	55,534,939	25%	
Total Interest and Depreciation	6,306,972	6,555,050	248,078	20,342,252	19,665,151	(677,102)	78,660,603	26%	
TOTAL EXPENDITURE	21,559,468	20,374,673	(1,184,794)	62,487,104	61,329,345	(1,157,759)	242,122,202	26%	
NET OPERATING SURPLUS (DEFECIT)	(5,409,366)	(3,776,266)	(1,633,100)	(12,936,396)	(11,529,358)	(1,407,038)	(44,370,993)		

* Commentary

*1 Income - Grants & Subsidies - \$0.3m unfavourable due to Better Off Funding cost claim in process for reimbursement.

*2 Income - NZTA External Cost Recoveries - \$0.2m unfavourable variance within Property & Infrastructure and is due to lower internal time allocations to CAPEX projects of \$0.3m.

*3 Income - Consents - \$0.1m unfavourable variance in Planning and Development following \$60k in resource consent credit notes processed in July and \$60k of Discounts processed in August for Statutory timeframes exceeded relating to consents processed and finalised over an extended period.

*4 Income - External Cost Recoveries - \$0.2m favourable mainly due to Planning & Development with favourable recoveries in Resource Consents \$0.2m together with Property & Infrastructure \$0.1m favourable cost recoveries. The net impact on the P&L is offset by Expenditure - External Cost On Chargeable.

*5 Income - Operational - \$0.2m favourable variance in Community Services of \$0.2m in Sport and Rec for memberships, swimming lessons and retail sales.

*6 Expenditure - Salaries & Wages - \$0.7m lower than budget due to underspend as a result of staff vacancies.



* Commentary

Financial Management Report

Operating Expenditure and Revenue

*7 Expenditure - Salaries & Wages Contract - \$0.4m higher than budget variance. Planning & Development \$0.2m higher than budget spend due to utilisation of contractor costs per hour set lower than actual cost incurred. Property & Infrastructure is \$0.2m overspend on budget. These overspend variances are driven by increased utilisation of contractors due to staff vacancies, offset against the underspend in Salaries and Wages.

*8 Expenditure - Professional Services - \$1.0m lower than budget variance. Strategy & Policy \$0.9m underspend in Other Consultants of \$0.9m due to the better off funding expenditure in process YTD. Property & Infrastructure \$0.2m underspend to lower than budget variances in Roading \$0.1m and 3 Waters \$0.1m. The underspends are offset by Community Services' \$0.1m overspend in Parks and Reserves for the YTD.

*9 Expenditure - Legal - \$0.3m YTD is lower than budget variance. Planning & Development is \$0.3m lower than budget, due to general underspend YTD.

*10 Expenditure - Commercial Rent - \$0.2m YTD unfavourable budget variance. Property & Infrastructure is \$0.1m unfavourable due to rates increases.

*11 Vehicles - \$0.1m YTD overspend on budget due to August including a June 2023 fleet invoice.

*12 Power - \$0.6m overspend on budget due to Property and Infrastructure, \$0.4m due to increased electricity cost for 3 Waters sites in relation to consumption, electricity unit cost increases and infrastructure expansion. Community Services \$0.2m due to cost and consumption increased for the swimming pools gas and electricity following Electricity unit cost increases higher than those budgeted, and increased site consumption.

Capital Expenditure and Revenue

Financial Management Report

DESCRIPTION	Month Actual	Month Adjusted Budget	Variance to Budget	Year to date Actual	Year to date Adjusted Budget	Year to date Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget	*
Capital Revenue									
Income - Development Contributions	1,113,752	1,643,998	(530,246)	4,007,425	5,292,308	(1,284,883)	20,645,405	19%	18*
Income - Vested Assets	0	0	0	0	0	0	20,673,385	0%	
Income - Grants & Subsidies Capex	2,745,369	3,109,040	(363,671)	6,529,848	7,853,402	(1,323,554)	40,255,916	16%	19*
Income - Dividends received	0	0	0	7,172,306	7,172,306	0	7,423,000	97%	
Income - Gain/(loss) on disposal of PP&E									
Income - Gain/(Loss) on disposal of dev. prop.									
Total Capital Revenue	3,859,121	4,753,038	(893,916)	17,709,579	20,318,016	(2,608,437)	88,997,707	20%	
Capital Expenditure									
Projects/Asset Purchases	11,323,693	17,783,762	6,460,069	36,198,837	48,315,444	12,116,607	245,371,496	15%	20*
Debt Repayment	0	0	0	0	0	0	16,890,000		
Total Capital Expenditure	11,323,693	17,783,762	6,460,069	36,198,837	48,315,444	12,116,607	262,261,496		
NET CAPITAL FUNDING REQUIRED									
External Borrowing									
Loans	(12,000,000)			553,023,000			626,900,000		
TOTAL BORROWING				363,023,000			479,458,000		