

Count of Task_Title Row Labels	Column Labels				Grand Total
	Complete	Implemented and on-going	Hold	Progressing	
<b>Accommodation</b>	<b>1</b>			<b>1</b>	<b>2</b>
Infrastructure & Assets	1			1	2
<b>Contract Management</b>	<b>12</b>		<b>2</b>	<b>1</b>	<b>15</b>
Building & Development	2				2
Finance				1	1
Infrastructure & Assets	4		2		6
Legal & Regulatory	5				5
Operations	1				1
<b>Performance Framework</b>	<b>1</b>				<b>1</b>
CEO's Office	1				1
<b>Service Delivery</b>	<b>44</b>		<b>4</b>		<b>48</b>
Building & Development	4				4
CEO's Office	9				9
Executive	1		2		3
Information Management			1		1
Infrastructure & Assets	4		1		5
Legal & Regulatory	5				5
Operations	2				2
People and Capability	18				18
(blank)	1				1
<b>Systems &amp; Processes</b>	<b>30</b>		<b>3</b>	<b>2</b>	<b>40</b>
Building & Development	6				6
CEO's Office	5				5
Finance	2				2
Information Management	2			2	4
Infrastructure & Assets	2		2		4
Legal & Regulatory	1		1		2
Operations	8			2	12
People and Capability	2				2
(blank)	2			1	3
<b>Grand Total</b>	<b>88</b>		<b>9</b>	<b>2</b>	<b>106</b>

Recomm	Heading_2	Stream	Task Title	Task Title 2	Priority	Description	Division	Owner	Status	Start	Finish	Notes
1.1	Measurement of Corporate Performance	Performance Framework	Performance Measurement System	1.1 - Performance Measurement System	1	It is understood that a project is underway to implement a performance measurement system in the organisation. It is recommended that priority is given to this project with a view to implementation of a performance measurement system as soon as possible after the proposed organisational changes.	CEO's Office	Meaghan Millar	Complete			
1.2	Measurement of Corporate Performance	Service Delivery	Appoint Advisor, Corporate Planning & Performance	1.2 - Appoint Advisor, Corporate Planning & Performance		In addition, dedicated resources are required to ensure the measures are reported in a timely and transparent fashion, otherwise people will not see them as something central to the organisation. It is proposed that a new role is created – Advisor, Corporate Planning & Performance - which is responsible for the overall performance measurement system of the organisation. This role would report to the Director, Chief Executive's Office	CEO's Office	Meaghan Millar	Complete			
2	Risk Management	Systems & Processes	Establish Audit & Risk Sub-Committee	2 - Establish Audit & Risk Sub-Committee	1	The entire Council is accountable for overseeing risk management and should be involved in the risk oversight process. Consideration should be given to establishing an Audit & Risk Committee of Council or alternatively setting up an Audit & Risk Sub-Committee of the existing Finance and Corporate Committee. However, even if the nominal responsibility for risk oversight rests with a single committee, the Council should have a framework in place that integrates the process of managing risk into QLDC's overall governance, strategy and planning, management reporting processes, policies, values and culture. Consideration also needs to be given to developing the capability of staff to engage sensibly on risk, as they play an important part in the identification and mitigation of risk.	CEO's Office	Meaghan Millar	Complete			
3	Internal Communications	Service Delivery	Change Organisational Structure	3 - Change Organisational Structure	1	In order to address this issue, it is proposed that as well as implementing the changes to the organisational structure recommended in this report, QLDC:	Executive	All	Complete			
3.3	Internal Communications	Service Delivery	Develop Internal Culture of Performance & Public Service	3.3 - Develop Internal Culture of Performance & Public Service	1	Strive to develop an internal culture of performance and public service. This is particularly important as QLDC focuses on integrating its activities.	Executive	All	Implemented and on-going			
29.2	Staff Retention and Recruitment	Service Delivery	Improved Integration, Communication and Culture of the Organisation	29.2 - Improved Integration, Communication and Culture of the Organisation	1	Senior QLDC management must be proactive in breaking down barriers/segregation created by the physical separation of teams by improving the integration, communication and culture of the organisation. This initiative must be led from the top.	Executive	All	Implemented and on-going			
3.2	Internal Communications	Service Delivery	Develop Internal Communications Strategy	3.2 - Develop Internal Communications Strategy		Continue developing the internal communications strategy of the organisation, ensuring that the common goals of QLDC are regularly communicated, along with the contribution of each team to their achievement; and	CEO's Office	Meaghan Millar	Complete			
3.1	Internal Communications	Accommodation	Office Relocations	3.1 - Office Relocations	1	Continue its work to explore options for accommodating as many Queenstown-based staff as possible in one building. As an interim measure, it will be necessary to look at the current physical location of various Council functions and possibly relocate resources within the current stock of accommodation to better align related functions, for example it would be advantageous to have all customer-facing activities (customer services, libraries, regulatory and consenting) in one location so as to provide a seamless front-facing service to customers;	Infrastructure & Assets	Paul Speedy	Complete			
4	Customer Service Ethos	Systems & Processes	Customer Service Expectation Documented in all PD's	4 - Customer Service Expectation Documented in all PD's		It is fundamental that QLDC should be viewed as a customer-service-focused organisation and therefore, in order to achieve this, it is recommended that this expectation is more explicitly documented in the position descriptions of all QLDC staff, and the Council's key strategic documents	People and Capability	Beth Bundy	Complete			
5.1	Delegations	Service Delivery	Review Delegations Register	5.1 - Review Delegations Register	1	It is recommended that the Delegations Register is reviewed to ensure that it remains appropriate to the operations of the Council. In particular, where there are areas of overlap in delegations, for example entering into contracts, the Register should be revised to reinforce the Council's delegation policy that decisions should be delegated to the lowest competent level	Legal & Regulatory	Scott Carran	Complete			
5.2	Delegations	Systems & Processes	Review Agenda Items	5.2 - Review Agenda Items		It is also recommended that a more rigorous process is put in place around the review of agenda items. All agenda items that originate from Council officers should be "signed-off" at an appropriate level within the organisation i.e. by the Chief Executive or General Manager who should ensure that the agenda item is appropriate to be considered by the Standing Committee and the supporting agenda papers meet the Council's quality standards	CEO's Office	Meaghan Millar	Complete			
5.3	Delegations	Systems & Processes	Maintain Delegations Register	5.3 - Maintain Delegations Register		It is recommended that in future, the General Manager, Legal & Regulatory should be the "owner" of the delegations register and have responsibility for its updating and the issuing of Warrants in accordance with statutory delegations. It is also recommended that responsibility for the Council seal register is also assigned to the General Manager, Legal & Regulatory.	Legal & Regulatory	Scott Carran	Complete			
6.1	Quality and Quantum of Council and Committee papers	Systems & Processes	Reduce Volume of Council 'noting' Reports	6.1 - Reduce Volume of Council 'noting' Reports		As noted above, consideration should be given to whether this volume of reporting is actually required to be referred to the Council and Committees, or whether operational matters could be appropriately dealt with by the Chief Executive and management. Moreover, reducing the volume of "noting" reports would free up a considerable volume of staff resources, while improving the quality of monthly reports to Council would ensure that they nonetheless remained appropriately informed of key issues affecting Council operations	CEO's Office	Meaghan Millar	Complete			

6.2	Quality and Quantum of Council and Committee papers	Systems & Processes	Sign-off of Council Reports	6.2 - Sign-off of Council Reports	In addition, it is recommended that all reports should be signed off by a General Manager or Chief Executive before being submitted to Council/Committee to ensure the appropriateness of the matter for Council/Committee consideration and consistency in the quality of reporting	CEO's Office	Meaghan Millar	Complete
6.3	Quality and Quantum of Council and Committee papers	Service Delivery	Short Term Forward Looking Programme for Council Decision Making	6.3 - Short Term Forward Looking Programme for Council Decision Making	Consideration should also be given to developing a forward-looking programme for Council and Committees, which would outline for the next 3-12 months the decisions they will need to make and therefore the papers required to assist in this decision-making. This will assist in focusing the content of Council and Committee reporting	CEO's Office	Meaghan Millar	Complete
7.1	Secretariat Support for Council and Committees	Service Delivery	Appoint Advisor Governance	7.1 - Appoint Advisor Governance	It is recommended that all servicing of Council and its Committees is undertaken from the Governance team. It is proposed that a new role is created – Advisor, Governance, which will work with the Governance Team Leader in carrying out these functions.	CEO's Office	Meaghan Millar	Complete
7.2	Secretariat Support for Council and Committees	Service Delivery	Appoint Executive Assistant to the Mayor	7.2 - Appoint Executive Assistant to the Mayor	In addition, it is recommended that an additional part-time position is created – Executive Assistant to the Mayor – which is responsible for supporting the Mayor and Councillors in carrying out their duties. This assistance may include diary management for the Mayor, assisting the Mayor and Councillors with correspondence, and acting as a conduit between Council and QLDC teams	CEO's Office	Meaghan Millar	Complete
8.1	District Plan Review Process	Systems & Processes	Develop Prioritised approach to District Plan Review	8.1 - Develop Prioritised approach to District Plan Review	1 Review the current “single package” delivery model being applied to the District Plan review with a mind toward adopting a prioritised approach accordant with the requirements of section 79(1) of the RMA	Building & Development	Marc Bretherton	Complete
8.2	District Plan Review Process	Systems & Processes	Budgeting for District Plan Review	8.2 - Budgeting for District Plan Review	Ensure that this process is properly costed and budgeted for. We recommend that greater discipline is applied to staff and consultant resourcing in accordance with pre-set budgets.	Building & Development	Marc Bretherton	Complete
9	District Plan Streamlining	Systems & Processes	Develop Prioritised approach to District Plan Review	9 - Develop Prioritised approach to District Plan Review	In association with the first recommendation above, establish a set of priorities for reviewing other areas of the District Plan to assist in streamlining the consenting process in areas where unnecessary complexity and regulation currently exist.	Building & Development	Marc Bretherton	Complete
10	Procurement of External Services	Contract Management	Review Management Approach For External Planning Providers	10 - Review Management Approach For External Planning Providers	1 Procurement processes need to be reviewed such that when external consultants are employed to assist in processing and reporting on privately initiated plan changes or to contribute to the District Plan review process, that this “shadowing” is reduced and unnecessary internal resources are not committed to the day to day “management” of the consultant. Procurement processes consistently applied, should relate to meaningful packages of work such that companies tendering for the work see appropriate risk and reward, and are clear about required deliverables, key milestones and budget obligations.	Building & Development	Marc Bretherton	Complete
11	Other functions performed by the Policy and Planning Division	Systems & Processes	Support of Council Initiated Trusts	11 - Support of Council Initiated Trusts	It is recommended that support for the Council-initiated Trusts is transferred to the Chief Executive’s Office as discussed in section 10.3 below	CEO's Office	Meaghan Millar	Complete
12.1	Staffing Levels	Service Delivery	Rationalize Policy Planning Staffing Levels and Titles	12.1 - Rationalize Policy Planning Staffing Levels and Titles	We recommend reducing Senior Policy Analyst/Strategic Planner staff levels in the Policy and Planning Division from 6.2 FTEs to 3 FTEs. Given that two Senior Policy Analyst/Strategic Planner roles are currently vacant; this would represent a reduction of 1.2 FTEs. In addition, it is recommended that the currently vacant Policy Analyst role (1 FTE) is disestablished. It is also recommended that the role title of the Senior Policy Analysts/Strategic Planners is changed to Senior Planner (Policy) to better reflect the work that they undertake.	People and Capability	Beth Bundy	Complete
12.2	Staffing Levels	Service Delivery	Rationalize Policy Planning Staffing Levels and Titles	12.2 - Rationalize Policy Planning Staffing Levels and Titles	In addition, it is recommended the current staff within the Policy and Planning team report directly to the new role of General Manager, Planning & Development. The current General Manager Policy and Planning role would be disestablished.	People and Capability	Beth Bundy	Complete
12.3	Staffing Levels	Service Delivery	Rationalize Policy Planning Staffing Levels and Titles	12.3 - Rationalize Policy Planning Staffing Levels and Titles	It is also recommended that the Planner-Urban Designer role (which is 0.5 FTE Urban Designer and 0.5 FTE Policy Analyst) is disestablished and specialist urban design resource is contracted in when required.	Building & Development	Marc Bretherton	Complete
13	Interrelationship between Planning Policy and Service Delivery Activities	Service Delivery	Appoint GM, Planning and Development	13 - Appoint GM, Planning and Development	It is recommended that the resource management functions currently conducted by Lakes Environmental Limited on behalf of the Council be assimilated back into the Council structure. This organisational structure is based upon the appointment of a General Manager, Planning & Development who reports directly to the Chief Executive of the Council and would be a member of the senior management team. The regulatory functions to be fulfilled in terms of the Resource Management Act and the Policy and Planning Division would both fall under the management of this General Manager, Planning & Development	People and Capability	Beth Bundy	Complete
14.1	Performance and Organisational Structure	Service Delivery	Appoint GM, Planning and Development	14.1 - Appoint GM, Planning and Development	Council has resolved to transfer the activities of Lakes Environmental Limited into Council. As a corollary it is recommended that a General Manager, Planning & Development position be created that oversees both the policy planning activities and the resource consenting activities. This position should be properly resourced in order to attract a highly experienced planning practitioner who has ready capability to operate at a senior management level in the overall Council structure.	People and Capability	Beth Bundy	Complete

14.2	Performance and Organisational Structure	Service Delivery	Appoint Manager, Resource Consenting	14.2 - Appoint Manager, Resource Consenting	The resource consent processing team should also be headed by a qualified planner and experienced manager. It is recommended that the resource consent processing team would have a relatively flat structure beneath the manager. The current approach to having team leaders head a team of three or four professionals seems to create an unnecessary division of tasks (for example vetting is separate from the actual processing), whereby consents being processed are handled in components which is not efficient. This is not to say that more experienced members of the team should not continue to contribute to mentoring more junior staff members. However, it is not considered that the Principal Planning, Team Leader Planning, nor Team Leader, Monitoring roles add significantly to the process and therefore it is proposed that these positions should be disestablished.	Building & Development	Marc Bretherton	Complete		
14.3	Performance and Organisational Structure	Service Delivery	Rationalize Resource Consenting Staffing Levels	14.3 - Rationalize Resource Consenting Staffing Levels	The number of processing Planners should be reduced to 11 FTEs in the interim, until such time as the General Manager, Planning & Development and Manager, Resource Consenting come to grips with necessary staff resources for the longer term. It is recommended that the 11 FTE planners should be made up of 2 FTE Senior Planners and 9 FTE Planners. There are currently 3 FTE Planners based in Wanaka and 8 FTE Planners based in Queenstown. In addition, there are 3 FTE Team Leaders and 0.6 FTE Principal Planner. It is proposed to change this resourcing to 3 FTE based in Wanaka and 8 FTE based in Queenstown (including two Senior Planners) to better reflect the geographic dispersion of resource consent applications processed. With 3 FTE Planners based in Wanaka, there will need to be some flexibility as to how work moves between the Queenstown and Wanaka offices so as to ensure the most effective use of resources	Building & Development	Marc Bretherton	Complete		
14.4	Performance and Organisational Structure	Service Delivery	Change grouping of Resource Management Engineers to Infrastructure & Assets	14.4 - Change grouping of Resource Management Engineers to Infrastructure & Assets	It is considered that the Engineering team currently located within the Resource Management Services Division would be better aligned with the engineering resource in the Infrastructure team and therefore it is recommended that this team reports through to the General Manager, Infrastructure & Assets, but is utilised by the resource consents team as required	People and Capability	Beth Bundy	Complete		
14.5	Performance and Organisational Structure	Contract Management	Define Landscape Architect Contractor List and Scope of Engagement	14.5 - Define Landscape Architect Contractor List and Scope of Engagement	It is recommended that landscape architect resource is reduced to 1 FTE, with additional resource contracted in if and when required, and that the Council assemble an appropriate list of service providers who are on hand to provide input on an as required basis and subject to commercial competition imperatives. The need for such external input would be made on a case by case basis but triggered primarily by the District Plan assessment matters that apply to a given resource consent application.	Building & Development	Marc Bretherton	Complete		RFP - outsourced to contractor due to market forces and calibre of applicant
14.6	Performance and Organisational Structure	Systems & Processes	Re-establish Resource Management Working Group	14.6 - Re-establish Resource Management Working Group	Staff have noted the previous work of the Resource Management Working Group (which had not been raised with the Review Team previously) and recommend that this be re-established.	Building & Development	Marc Bretherton	Complete		
15	Delegations and Decision Making – Resource Management	Systems & Processes	Review Non-notified application delegations	15 - Review Non-notified application delegations	That delegations, as they relate to notification decisions and merits decisions on non-notified applications, are reviewed. Most councils have such delegations held by senior officers. If such officers are operating within the council fold, then we see no difficulty in having such a delegations conferred to them.	Building & Development	Marc Bretherton	Complete	1/07/2013	1/02/2014
16	Notified Consent Hearings	Systems & Processes	Develop Commissioner Selection Process considering specialist knowledge	16 - Develop Commissioner Selection Process considering specialist knowledge	Some consideration should be given to selecting Commissioners based on specialisation and experience, rather than on rotation, particularly for larger, more complex hearings. Most other councils, the Environmental Protection Authority and the Environment Court have all adopted this approach in order to improve the quality of decisions	Building & Development	Marc Bretherton	Complete		1/11/2013 RFP
17	Property Sub-Committee	Service Delivery	Define Property Management Delegations	17 - Define Property Management Delegations	Consistent with the recommendations earlier in this report, there is a need to devolve such matters in a manner consistent with the Council's delegation policy, and to establish property management capability and provide senior staff with delegated authority to deal with routine minor matters to avoid the delays incurred by reporting such matters to a Sub-Committee.	Infrastructure & Assets	Erik Barnes	Implemented and on-going		
18	Certification of Documentation Associated with the Subdivision Process	Service Delivery	Review Subdivision Completion and Certification Delegation	18 - Review Subdivision Completion and Certification Delegation	Review the delegations associated with the subdivision completion and certification process to determine if the certification workload can be spread to other Council officers thus freeing up the Chief Executive and enabling the process to proceed more readily.	Building & Development	Marc Bretherton	Complete	1/07/2013	1/02/2014

19	Organisational Structure	Service Delivery	Restructure and consolidate the infrastructure team	19 - Restructure and consolidate the infrastructure team	<p>1 Restructure and consolidate the infrastructure team into a single more cohesive unit. This would involve:</p> <ul style="list-style-type: none"> <li>• Integrating the Capital Works team with the balance of the infrastructure team by reallocating staff under the Transport or 3 Waters teams;</li> <li>• The engineering resource within Lakes Environmental Limited should be integrated with the QLDC Infrastructure team;</li> <li>• Redefine the roles and responsibilities for the positions required within each team. Strengthen the contract management and asset management and planning resource within the team by creating two Contracts Manager roles, two Programme Planner roles and a Business Analysis Manager. In addition, create a new role, Transport Policy and Stakeholder Manager, which would be focused on transport policy, planning and funding and investment issues;</li> <li>• Refocus the engineering resource in the team and reduce the engineering resource to a Senior Engineer in each of 3 Waters and Transport, with two Engineers in each of 3 Waters and Transport;</li> <li>• Disestablish the Solid Waste Manager role. Solid Waste contracts would be managed by the Contracts Manager and other solid waste initiatives would be managed by the Senior Engineer, 3 Waters and Solid Waste; and</li> <li>• All Infrastructure resource would be managed from Queenstown, with 1 FTE Transport resource and 1 FTE 3 Waters resource located in Wanaka, but would also be expected to work on district-wide projects as required. The resource to be based in Wanaka would be identified during the recruitment process.</li> </ul> <p>• Create a new position of "Chief Engineer". This new position of an experienced professionally qualified "Chief Engineer" would be responsible for programme development, coordination and overview of the work and contracts across all infrastructure elements. This person needs to have the appropriate professional civil engineering skills and qualifications and extensive contractual, commercial, planning and asset management experience;</p>	Infrastructure & Assets	Erik Barnes	Complete		
20.1	Infrastructure Planning	Systems & Processes	Addition of Project Execution Plan into the LTP Programme	20.1 - Addition of Project Execution Plan into the LTP Programme	<p>All planning is to be asset-driven, hence it is essential to finalise and integrate the asset management support systems to ensure the quality of information being used is as accurate as possible. This information will be used to create the Activity / Asset Management Plans for each activity, from which the key asset demands will be highlighted, prioritised and coordinated with other activities into the LTP. The LTP will in turn be used to generate delivery programmes within the Annual Plans. This process is largely the procedure which occurs at the moment; however we recommend the adoption of one further step - the creation of Project Execution Plans for each project in the programme. These are to be a concise plan clarifying the "what, how, when, who and why" of the project</p>	Infrastructure & Assets	Erik Barnes	Implemented and on-going	1/05/2015	
20.2	Infrastructure Planning	Systems & Processes	Preparation of Contingency Projects for delays to Annual Plan	20.2 - Preparation of Contingency Projects for delays to Annual Plan	<p>1 Within the above planning process, it is also critical that contingency projects are prepared in the event that a project included in the Annual Plan is delayed for any reason. Advanced design and preparation of procurement documentation will be required in readiness of such an event. Careful monitoring of the programme will be required by the Chief Engineer to assess progress and identify if a contingency project should be bought forward to utilise allocated budgets for that financial period</p>	Infrastructure & Assets	Erik Barnes	Complete	1/07/2014	
21	Contract Consolidation	Contract Management	Amalgamate Term Contracts and revise Capex Spend Limits	21 - Amalgamate Term Contracts and revise Capex Spend Limits	<p>1 It is recommended that the Council amalgamate the numerous infrastructure management, operation, and maintenance term contracts where appropriate and revise the Capex spend limits under these contracts. Consideration should also be given to potential early-termination costs and potential saving that may result.</p> <ul style="list-style-type: none"> <li>• Solid Waste – complete immediate assessment to clarify costs for early termination and amalgamation of contracts. Subsequent cost-benefit analysis then required to determine timeframes for amalgamation;</li> <li>• Roading - combine re-sealing and operation &amp; maintenance contracts;</li> <li>• 3 Waters – combine Lakes Hayes contract with Wakatipu contract</li> </ul>	Infrastructure & Assets	Erik Barnes	Complete	1/07/2013 30/06/2014	
22	Contract review periods	Contract Management	Align contract review and renewal with LTP cycle	22 - Align contract review and renewal with LTP cycle	<p>1 All contracts to be structured so that any extension / renewal is dependent on both the performance of the contractor and appropriateness of the contract with respect to the Council goals as outlined by the LTP. This will require the date for extension / renewal to align with the 3-year review of the LTP. Contract performance assessments should be completed on a 3-6 monthly basis in collaboration with the contractor and QLDC. QLDC is to take the lead in the assessment, not the contractor.</p>	Infrastructure & Assets	Erik Barnes	Complete	30/06/2014	
23	Form of Contract	Contract Management	Implementation of standard (NZS) form of contract.	23 - Implementation of standard (NZS) form of contract.	<p>NZS3910 should be used as the standard form of contract for minor Capex works and all management and operational &amp; maintenance term contracts. NZS3915 could also be used as the standard form of contract for low value and low complexity projects. The form of contract for large Capex projects to be considered on a case-by-case / best for project basis. The Chief Engineer should act as the Engineer to the Contract for all works. Targeted training on NZS3910 and NZS3915 will be required to up-skill staff.</p>	Infrastructure & Assets	Erik Barnes	Complete	30/06/2014 RFP Phase 4-6	

24	Professional Service Providers	Contract Management	Rationalise Core Capex service providers	24 - Rationalise Core Capex service providers	1 Recommend the following – Reduce the number of core Capex service providers from six to two; Engagement scopes should be increased to enable assistance to be provided on operational and maintenance matters where appropriate; The service providers that are selected should both be capable of servicing both Rooding and 3 Waters activities, with the workload evenly shared between them.  The Infrastructure Services team needs to be more responsive to the short-term Community needs whilst still maintaining a long term asset management approach. A greater emphasis should be placed on the responsibility to the community and improved communication with the community and wider QLDC team. Key recommendations – <ul style="list-style-type: none"> <li>• All political queries are to be channelled through senior management (General Manager or Chief Engineer), not direct to team members;</li> <li>• Improved delegation of community queries / Request for Service (RFS) required by the Section Managers;</li> <li>• Improved communication with the community and wider QLDC team required. Ensure that the regular QLDC communications include appropriate information about upcoming infrastructure projects and recent successes</li> </ul>	Infrastructure & Assets	Erik Barnes	Implemented and on-going	30/06/2014
25	Customer services	Service Delivery	Understand community needs and responsibilities	25 - Understand community needs and responsibilities		Infrastructure & Assets	Erik Barnes	Complete	
26	IT Support & Software Development	Systems & Processes	Realisation of Asset Management Software systems and the GIS data base	26 - Realisation of Asset Management Software systems and the GIS data base	The Infrastructure Services team needs dedicated short-term IT support to enable the finalisation, coordination and integration of the various Asset Management Software systems and the GIS data base. Where necessary, further investment in these systems may be required to unlock the full capabilities in order to gain the desired accuracy and coordination of information and realise the full efficiencies.	Infrastructure & Assets	Erik Barnes	Implemented and on-going	1/05/2015
27	Monitoring of works	Contract Management	Proactive on-site project monitoring	27 - Proactive on-site project monitoring	Infrastructure Services team roles need to include a greater allocation of time dedicated to proactive on-site monitoring of quality, compliance with specifications / codes and contractor progress and performance.	Infrastructure & Assets	Erik Barnes	Complete	
28	Training and Development	Service Delivery	Specific training and development of infrastructure team members	28 - Specific training and development of infrastructure team members	Recommend that specific training and development of infrastructure team members takes place. Training is to be driven by management (i.e. Chief Engineer and sector managers) by selecting individuals for targeted training.  Suggested training elements– <ul style="list-style-type: none"> <li>• NZS3910 – contract formation and management;</li> <li>• Construction observation and management;</li> <li>• Training on new software programmes i.e. Hansen, RAMM, TRIMM;</li> <li>• Technical and professional development to the mutual benefit of the individual and Council;</li> <li>• Quantity surveying skills</li> </ul>	Infrastructure & Assets	Erik Barnes	Complete	
29.1	Staff Retention and Recruitment	Service Delivery	Recruitment of suitably qualified engineers with skill and experience for roles.	29.1 - Recruitment of suitably qualified engineers with skill and experience for roles.	Future recruitment should focus more on obtaining individuals with the right qualifications (specifically qualified engineers), skill levels and experience for the role. This should be reflected with appropriate remuneration for the individual.	Infrastructure & Assets	Erik Barnes	Complete	
72	Property Management Systems	Systems & Processes	Investigate Options for Property Management Systems	72 - Investigate Options for Property Management Systems	1 Investigate options for linking information held by APL relating to property management with QLDC systems to improve accessibility, timeliness and accuracy of property portfolio information. Consider options for future location of this data	Infrastructure & Assets	Erik Barnes	Complete	20/02/2014
54	On-line application functionality for regulatory activity	Systems & Processes	Development of an e-business strategy	54 - Development of an e-business strategy	1 It is recommended that QLDC put in place a plan for the development of an e-business strategy, with the aim of introducing functionality that would make it easier for customers to interact with the Council on-line. The introduction of such functionality would also allow the Council to stream-line its frontline counter services and allow the advisors to focus on providing advice and information to customers. A reassessment is recommended of QLDC's stance with respect to the acceptance of credit card payments, with a whole-of-process perspective being considered and the costs of credit card transaction fees assessed against the benefits resulting from process efficiencies.	Information Management	Kirsty Martin	Complete	1/07/2013 1/07/2014 Enterprise Project - requires T1 Assessment
30.2	Shared Library Services	Systems & Processes	Select representative for shared library services	30.2 - Select representative for shared library services	It is recommended that the current Shared Library Service Manager role is disestablished given that in effect each district is managing their own people and financial library resources. CODC and QLDC will together assess who will represent the Shared Library Service at national and regional fora, and will work collaboratively to formulate strategies for the Shared Library Service	Operations	Ruth Stokes	Complete	
30.3	Shared Library Services	Service Delivery	Appoint Head Librarian	30.3 - Appoint Head Librarian	It is recommended that a new role of Head Librarian is established which provides technical oversight of the library service in Queenstown Lakes District and, in conjunction with the Manager, Customer Services & Libraries, coordinates with CODC regarding the delivery of the shared library service.	Operations	Ruth Stokes	Complete	

31	Centralised Acquisitions	Systems & Processes	Centralise Purchasing and Cataloguing in Queenstown	31 - Centralise Purchasing and Cataloguing in Queenstown	We are aware that centralised purchasing is something that library management are already considering. It is recommended that purchasing and cataloguing of new items for the district's libraries is centralised in Queenstown by category as follows: <ul style="list-style-type: none"> <li>• Children's and Young Adults (4,311 acquisitions during the year ended 30 June 2012)</li> <li>• Adults Fiction; (3,674 acquisitions during the year ended 30 June 2012)</li> <li>• Adults Non-Fiction &amp; Reference (3,013 acquisitions during the year ended 30 June 2012)</li> <li>• DVD and Audio (1,000 acquisitions during the year ended 30 June 2012);</li> <li>• Periodicals</li> </ul>	Operations	Ruth Stokes	Complete		
32	Investigation of Self-Checkout	Systems & Processes	Investigate the option of self-checkout	32 - Investigate the option of self-checkout	It is recommended that QLDC further investigate the option of self-checkout in order to undertake a feasibility study to ascertain whether the likely benefits that would accrue in terms of freeing up staff resource for other library tasks would outweigh the costs of installing and maintaining the system given the distributed library network in the district	Operations	Ruth Stokes	Complete		
35	Libraries as QLDC Service Centres	Systems & Processes	Expand Library Service Centre Concept	35 - Expand Library Service Centre Concept	1 We recommend the Library Service Centre concept is expanded to include Wanaka Library and Queenstown Library (in addition to Saturday.) To effectively achieve this, it is recommended that the customer-facing teams within QLDC (i.e. Customer Service and Library teams) are amalgamated under one manager and this combined service is provided from the library facility in both Queenstown and Wanaka.	Operations	Ruth Stokes	Hold	TBA	Linked to 30.1
34	Alignment of library practices across district	Systems & Processes	Review District wide Library Processes and Programmes	34 - Review District wide Library Processes and Programmes	1 It is recommended that library processes across the district's libraries are reviewed to ensure there is consistency of process and elimination of duplicated effort/redundant processes which add little value to the end user. A more coordinated approach should be taken to arranging programmes and events in order to better leverage off ideas and past successful programmes across the district	Operations	Ruth Stokes	Complete		
39	Plant purchasing	Systems & Processes	Develop Plant Purchasing Framework and Garden Design Strategy	39 - Develop Plant Purchasing Framework and Garden Design Strategy	It is recommended that the Parks Manager establishes a plant purchasing framework for new and rejuvenated garden areas which outlines general guidelines as to the type, quantum, source and budget for plants to be purchased and general planting guidelines. However, the design and acquisition of plants should be delegated to the Horticulture team providing both job variety and development opportunities for staff within this team. Staff have also noted that it would be beneficial if there was a strategy developed around garden design, planting and development. Such a strategy should define the planting timeline, and planning for re-development and replanting over a 5-year period.	Operations	Ruth Stokes	Hold		1/05/2015
36	Library Resourcing	Service Delivery	Rationalisation of library staffing levels and titles	36 - Rationalisation of library staffing levels and titles	In summary, the resourcing implications of the recommendations are as follows: <ul style="list-style-type: none"> <li>• Creation of Service Centre in Queenstown and Wanaka which incorporates both the services currently offered by the Customer Services Team and the Library staff. These Service Centres would be based at the Queenstown and Wanaka libraries;</li> <li>• Disestablishment of the management roles in the Libraries and Customer Services area. The roles to be disestablished include Shared Library Service Manager, Queenstown Library Manager, Wanaka Library Manager and Customer Services Manager;</li> <li>• Creation of new management and supervisory roles including Service Centres Manager (based in Queenstown); Service Centre Coordinator (1 FTE based in Wanaka.) The Service Centre Coordinator would not have direct staff responsibility, but would play a "coordinating" role in the Wanaka Service Centre, ensuring effective rostering of staff and standards of customer service are being met. It is expected that this coordinator component of the role would be a minority portion of the role (approximately 0.2 FTE) and therefore, the Service Centre Coordinator would also be expected to assist with library activities (0.8 FTE);</li> <li>• Disestablishment of the current roles of Librarian/Library Assistant and other variants of the role title in Queenstown and Wanaka libraries;</li> <li>• Creation of a new Head Librarian role which provides technical library service support to the Manager, Customer Services &amp; Libraries and the Librarian/Library Assistant role;</li> <li>• Creation of a new Librarian role in Queenstown (1FTE) and Wanaka (1 FTE). This role would be filled by an individual who has a formal graduate or higher qualification in library and information studies and is a registered Librarian;</li> <li>• Creation of a Library Assistant role which would focus on circulation tasks and although a tertiary formal qualification in library studies and information management would be desirable, it would not be mandatory</li> </ul>	People and Capability	Beth Bundy	Complete		
65	All of Government Contract (Infrastructure as a service).	Systems & Processes	Feasibility Study for implementation of IaaS model	65 - Feasibility Study for implementation of IaaS model	Set aside funding in the 2012/13 financial year to conduct a feasibility study for the migration of QLDC ICT infrastructure to the IaaS service model. This small project is likely to require assistance from consultants with familiarity of the IaaS service model who can advise QLDC on likely risks and benefits of a migration.	Information Management	Kirsty Martin	Progressing	1/09/2013	1/07/2014 1st Milestone to access and develop a PEP (Simon and MM)



66.3	Channel strategy	Systems & Processes	Website management and online service adoption (channel strategy).	66.3 - Website management and online service adoption (channel strategy).	Incorporating transition project #95 Telephony - Assess current state of phone systems across LL/LE/QLDC and make recommendations on future state. Included helpdesk services.		Kirsty Martin	Complete		
66	Website management and online service adoption (channel strategy).	Systems & Processes	Website management and online service adoption (channel strategy).	66 - Website management and online service adoption (channel strategy).	1 ICT should take responsibility for vendor management, hosting, integration, content management systems, security, and information architecture for all websites. The Communication team would continue to be responsible for content and design / brand. The ICT team should lead the development of a channel strategy (online service adoption) which will identify the steps and components necessary to deliver the capability for QLDC to provide online services effectively to its customers.	Information Management	Kirsty Martin	Progressing	1/07/2013	31/6/2015 Mike west reports
40.1	Role of District Forester	Service Delivery	Create New Role of Parks and Reserves Officer (Forestry).	40.1 - Create New Role of Parks and Reserves Officer (Forestry).	It is recommended that the District Forester role is disestablished and a new role Parks and Reserves Officer (Forestry) is created which the current District Forester's responsibilities will be reassigned to. In addition to these responsibilities it is proposed that all tree work responsibilities that QLDC may have are undertaken by the new Parks & Reserves Officer (Forestry) role including prioritisation of tree removal and responsibilities for heritage trees	People and Capability	Beth Bundy	Complete		
30.1	Shared Library Services	Systems & Processes	Strategic review of the collaboration of shared library services	30.1 - Strategic review of the collaboration of shared library services	1 However, we recommend that it would be timely to undertake a strategic review of the collaboration currently in place and opportunities for further collaboration. This is particularly important in relation to the shared library service arrangement with CODC, which although described as a "shared library", may not be taking advantage of all the benefits that a truly shared service could bring in terms of centralised purchasing, a collective approach to practical collection development, development of district-wide public programmes etc.	Operations	Ruth Stokes	Complete		
41	Reporting lines for Parks and Reserves Team	Service Delivery	Parks & Reserves to report to Operations Group	41 - Parks & Reserves to report to Operations Group	Given the Parks and Reserves team's role in maintaining significant assets on behalf of the Council, it is recommended that it reports through to the proposed new division of Operations. This will enable all activities involved in the delivery of services or of community assets to reside in the Operations team	People and Capability	Beth Bundy	Complete		
33	Investigation of shelf-ready books	Systems & Processes	Establish shelf-ready procurement	33 - Establish shelf-ready procurement	Given the efficiencies that could be achieved by purchasing books that are shelf-ready, it is recommended that where possible this avenue is pursued, thereby freeing library staff for other tasks.	Operations	Ruth Stokes	Complete		
43	Asset Management	Service Delivery	LL Capital Assets Management to Infrastructure & Assets Group	43 - LL Capital Assets Management to Infrastructure & Assets Group	Responsibility for capital asset management for assets currently managed by Lakes Leisure to become responsibility of the Infrastructure and Assets Division within QLDC	Operations	Ruth Stokes	Complete		Management to stay under the operations division with Infrastructure to provide necessary technical input.
44	Cleaning Services	Contract Management	Review Cleaning Services Contracts	44 - Review Cleaning Services Contracts	1 Consolidate the various third party contracts in place for cleaning services across Lakes Leisure, Lakes Environmental and QLDC into a single contract and take this to market. Conduct a review of the current employee based cleaning roles to determine whether it makes financial / logistical sense for these positions to remain or form part of a contracted out service.	Legal & Regulatory	Erik Barnes	Complete		
45	Harbour Master Services	Contract Management	Assessment of Harbour Master Arrangements	45 - Assessment of Harbour Master Arrangements	It is proposed that an assessment be carried out by QLDC officers outlining the current arrangements, identifying the benefits and risks of these arrangements (reputational, financial and regulatory) and options for the future	Legal & Regulatory	Scott Carran	Complete		Lee Webster
46	Liquor Licensing regime changes	Service Delivery	Deliver Changes to the Liquor Licensing Regime	46 - Deliver Changes to the Liquor Licensing Regime	1 Establish a formal project structure to deliver the necessary changes to the liquor licensing regime for the Queenstown Lakes region. Appoint a project manager (internal or if necessary external) to lead this project and resource appropriately. If necessary, backfill staff within QLDC in order to ensure adequate project resourcing. The new legislation also changes the role of Councillors in relation to liquor licensing. Advice should be provided to Councillors in the near future as to the implications of the legislative changes and the impact this may have on their role.	Legal & Regulatory	Scott Carran	Complete	1/07/2013	18/12/2013
47	Change in reporting lines for Liquor Licensing Inspector	Service Delivery	Change Reporting Lines of Liquor Licensing Officer	47 - Change Reporting Lines of Liquor Licensing Officer	Change the reporting lines for the Liquor Licensing Officer so that the position now reports to the proposed Principal Environmental Health Officer (Queenstown).	People and Capability	Beth Bundy	Complete		
48	Contracted service for Parking, Freedom Camping and Animal Control in Wanaka	Contract Management	Review Contracted Service for Regulatory Enforcement in Wanaka	48 - Review Contracted Service for Regulatory Enforcement in Wanaka	Continue with the contracted service provider until the end of the financial year. At the end of this period review the previous six month period to determine whether performance (financial, service delivery etc.) warrant a continuation of an outsourced arrangement	Legal & Regulatory	Scott Carran	Complete		Lee Webster



49	Role of the District Inspector	Service Delivery	District Inspector scope of work assessment	49 - District Inspector scope of work assessment	With the recent departure of the Wanaka based District Inspector, it is timely to reassess the priorities and workloads of the Queenstown-based District Inspector who is now responsible for enforcement and inspection activities throughout the district. It is recommended that this also involve reassessment of the hazardous substances and new organisms activities undertaken for external entities and how this work may be effectively managed alongside the core council activities of inspection and enforcement for the district.	Legal & Regulatory	Scott Carran	Complete		Lee Webster
50	Fire permitting in QLDC region	Service Delivery	Review fee structure for fire permits	50 - Review fee structure for fire permits	Review the appropriateness of a nil fee for fire permits and consider whether it would be more appropriate to adopt a user pays model.	Legal & Regulatory	Scott Carran	Complete		ORFA
66.1	Website platform	Systems & Processes	Website management and online service adoption (channel strategy).	66.1 - Website management and online service adoption (channel strategy).			Kirsty Martin	Progressing	1/04/2014	David Sherwin
52	Increased Decision Support	Service Delivery	Reorganise the finance team group into two streams	52 - Reorganise the finance team group into two streams	It is recommended that the resourcing in the Finance team is reorganised into two streams: • One stream focusing on the transaction processing components of the finance function; and • The other stream focusing on control, risk management and decision support.	People and Capability	Beth Bundy	Complete		
37	Alignment of sports field maintenance services	Contract Management	Review Turf Maintenance Arrangements	37 - Review Turf Maintenance Arrangements	It is recommended that the division of these maintenance arrangements between the Turf crew and Asplundh are reviewed to ensure that they are the most efficient and effective for QLDC in terms of overall cost and use of resources. Although it is acknowledged that there are instances where the nature of the terrain means that different equipment is needed for the maintenance of the turf itself and the maintenance of the surround (for example sloped grass banks surrounding a pitch), there may be other instances where the same equipment could be used and therefore it may be more efficient and cost effective for one contractor to undertake all aspects of the grass maintenance on that site.	Operations	Ruth Stokes	Complete		1/05/2015
3.11	Internal Communications	Accommodation	Develop Business Case for New Queenstown Offices	3.11 - Develop Business Case for New Queenstown Offices	2 Develop Business Case for new office accommodation in QTN.	Infrastructure & Assets	Marc Bretherton	Progressing		1/06/2015
54.1	Registration of Visitor Accommodation	Systems & Processes	Compliance with the Registration Requirements for all Visitor Accommodation	54.1 - Compliance with the Registration Requirements for all Visitor Accommodation	Clear accountability needs to be assigned for the follow up and enforcement of compliance with the registration requirements for all visitor accommodation (including that which does not require a resource consent) to ensure that the Council is meeting its obligations in this regard and correctly applying its rating policy	Legal & Regulatory	Scott Carran	Implemented and on-going		1/05/2015 Added as part of consents review X-over with Finance Stewart Burns
55	Human Resource Transformation	Service Delivery	Appoint Director People and Capability	55 - Appoint Director People and Capability	It is proposed that the current role of Human Resource Manager is disestablished and a new role created with a significantly changed focus on being a strategic advisor to management and the business. This Director, People and Capability role will require a highly experienced manager in organisational transformation. This role should be looked to by managers in the organisation as a credible strategic partner who will work with them to build their team's capacity and capability in order to support the achievement of the Council's strategy. Given the importance of the People & Capability function in the transformation phase, it is recommended that this role reports directly to the Chief Executive.	People and Capability	Beth Bundy	Complete		
56	Human Resource Transformation	Systems & Processes	Outsource Payroll System	56 - Outsource Payroll System	1 Given the size of the staff complement of the Council and the nature of the workforce (in terms of those on variable hours) it is recommended that serious consideration is given to outsourcing payroll to a suitable payroll management service, subject to the completion of a feasibility study by QLDC. Given that the amalgamated payroll would still fall into the small-medium range in terms of size, it would likely be challenging for QLDC to justify the human resource resourcing that would be required to provide the breadth of specialist payroll knowledge and depth of back-up resource that would be required to carry out the payroll function and assure continuity of service delivery.	People and Capability	Stewart Burns	Complete		1/07/2014 Enterprise Project - requires T1 Assessment
57	Consistency of Application of Human Resource Policies	Service Delivery	Application of Human Resource Policies	57 - Application of Human Resource Policies	It is recommended that human resource policies are reviewed and new or amended policies developed where necessary. Once finalised, these policies should be communicated to all staff and their consistent operation reinforced with all managers	People and Capability	Beth Bundy	Complete		1/10/2013 HR Steering Committee has been formed and will review all policies over the coming 12 months.

58	Workplace Health & Safety	Service Delivery	Health and Safety Committee Representatives	58 - Health and Safety Committee Representatives	1 Having a positive safety culture should be paramount for QLDC. With the transfer of the activities from Lakes Environmental and Lakes Leisure this presents an opportunity to look at the way health & safety is approached across QLDC. Careful consideration should be given to the make-up of the Health & Safety Committee to ensure that there is an appropriate mix of representatives from throughout the organisation at all levels, including managers and those involved in the oversight of contractors. It is important that health & safety is seen as pervasive in everything that QLDC undertakes and be something that every staff member and contractor is conscious of in carrying out their work.	People and Capability	Beth Bundy	Complete	1/10/2013	H&S Committee confirmed and meeting monthly. All policies will be reviewed initially
58.1	Workplace Health & Safety	Service Delivery	Workplace Safety Management Practices (WSMP) Audit	58.1 - Workplace Safety Management Practices (WSMP) Audit	Consideration may also wish to be given by Council to whether there would be benefits in the Council seeking to become part of the ACC Accredited Employer Programme which can provide substantial levy discounts for employers who take responsibility for their own workplace health and safety and work-related injuries	People and Capability	Beth Bundy	Complete	30/06/2014	Following formation of the H&S Committee, all policies should be reviewed and a highlevel analysis of WSMP requirements completed. A consultant will be engaged to achieve tertiary status at the point that high level requirements are achieved.
59.1	Overview of Activities	Service Delivery	Control Legal Expenditure	59.1 - Control Legal Expenditure	1 The priority for QLDC is to control its legal expenditure. QLDC should introduce tight fiscal budgetary constraints. Centralising the function and introducing in-house legal capacity will promote active management of legal services	Legal & Regulatory	Scott Carran	Complete		
59.2	Overview of Activities	Service Delivery	Appoint Legal Manager	59.2 - Appoint Legal Manager	It is estimated that by appointing a Legal Manager, QLDC could reduce its legal spend by 30% by the better management of legal services. If a senior solicitor is also appointed, it is estimated that QLDC could reduce its legal spend by 50 – 60%. This could mean an overall net reduction in legal spend of approximately \$300k - \$350k per annum.	People and Capability	Beth Bundy	Complete		
60	New role – Senior Communication Advisor	Service Delivery	Appoint Senior Communication Advisor	60 - Appoint Senior Communication Advisor	To ensure appropriate levels of communication support are provided to other groups within Council it is proposed that a new role Senior Communications Advisor (Queenstown) – 1 FTE is established.	People and Capability	Beth Bundy	Complete		
61	New role – Web & Social Media Administrator	Service Delivery	Appoint Web & Social Media Administrator	61 - Appoint Web & Social Media Administrator	It is proposed that a Web & Social Media Administrator role is created which would take primary responsibility for the management of content on council websites with support from the Senior Communication Advisor. They will also take responsibility for the management of content on the Council intranet along with the Council email marketing tools, survey tools, e-texting database, Facebook page and other social media.	People and Capability	Beth Bundy	Complete		
62	Integrated Customer Relationship Management System	Systems & Processes	Review RFS System	62 - Review RFS System	1 Initiate a review of the current RFS system with a view to replacing this with an integrated customer relationship management system. Ensure that this integrates with the proposed enterprise replacement system and the QLDC phone system.	Operations	Ruth Stokes	Complete		
63	Change in reporting lines of Knowledge Management	Service Delivery	Chief Information Officer to report directly to the CE	63 - Chief Information Officer to report directly to the CE	Given the importance of information management activities to the successful transformation of QLDC, it is recommended that this division reports directly to the Chief Executive through the Chief Information Officer	People and Capability	Beth Bundy	Complete		
64	Enterprise project	Service Delivery	Convert the Enterprise Project into Business Transformation Project	64 - Convert the Enterprise Project into Business Transformation Project	1 Convert the Enterprise project from an IT implementation project to a business transformation project. This project should: - cover all the major change management drivers facing the organisation; - be run with a small project team dedicated to overseeing the change; - be clearly separated from business as usual; - branded externally / internally as a change management project; and - start with a detailed bottom up design using best practice principles of the desired future state for QLDC in terms of processes and services offerings.	Information Management	Kirsty Martin	Implemented and on-going		Enterprise Project - requires T1 Assessment
64.2	Business continuity plan developed	Service Delivery	Convert the Enterprise Project into Business Transformation Project	64.2 - Convert the Enterprise Project into Business Transformation Project	Transition task # 70 -Justine working with Finance team, - exonet to NCS; reconciliation of cash receipting to banking; accepting credit cards over the phone; online payments; dog registration. Also payrole and finance systems		Kirsty Martin	Complete		flagg
38	Time sheeting for Horticultural Team	Systems & Processes	Implement Timesheet System for Horticulture Team	38 - Implement Timesheet System for Horticulture Team	It is recommended that consideration be given to extending the use of the time sheeting system in the Horticultural team in order to capture information on the time required (per site) to maintain the over 200 reserve sites which are the responsibility of this team, as well as travel time and work associated with town custodianship. Capture of this information should allow future scheduling of work to maximise efficiency	Operations	Ruth Stokes	Progressing	1/07/2013	30/06/2014 End of Financial Year 2014.

40.2	Role of District Forester	Systems & Processes	Review Support for Wilding Conifer Control Group	40.2 - Review Support for Wilding Conifer Control Group	It is recommended that consideration is given to the role of the Parks & Reserves Officer (Forestry) in relation to the Wilding Conifer Control Group. In the short to medium term, it is recommended that the Parks & Reserves Officer (Forestry) continues to provide technical, secretariat and accounting support to the Wilding Conifer Control Group, however QLDC may wish to review whether this is the best location from which to provide secretariat and accounting support in the longer term.	Operations	Ruth Stokes	Complete			
42	Suitability of LINKS software solution for bookings management	Systems & Processes	Review Bookings System Functionality and Explore Alternatives	42 - Review Bookings System Functionality and Explore Alternatives	We understand that Lakes Leisure has already commenced initial assessments of a suitable alternative application. We recommend that a requirements gathering project is undertaken using QLDC business analysis resource to determine requirements for bookings functionality to meet the needs of the Lakes Leisure bookings / facilities team. Following the requirements phase, undertake a gap analysis to determine whether the current LINKS system is fit for purpose for bookings functionality. If it is not suitable, then investigate and make recommendations for alternative solutions	Operations	Ruth Stokes	Progressing	1/07/2013	20/12/2014	On hold and under consideration
66.2	Website content	Systems & Processes	Website management and online service adoption (channel strategy).	66.2 - Website management and online service adoption (channel strategy).			Meaghan Millar	Complete			
51	Implementation of new FMIS	Systems & Processes	Enhanced Financial Management Information System	51 - Enhanced Financial Management Information System	1 An enhanced FMIS is greatly needed in QLDC and if specified and implemented well, should considerably reduce the processing time required for core finance functions.	Finance	Stewart Burns	Complete	1/07/2013	1/07/2014	Enterprise Project - requires T1 Assessment
67	Software architecture review	Systems & Processes	Gap analysis of software applications and functionally	67 - Gap analysis of software applications and functionally	As a matter of priority conduct an investigation / gap analysis to identify the current functionality provided by the various applications across the three entities and establish the best migration course for the future to ensure consolidation of software applications across council	Information Management	Kirsty Martin	Complete			
68	Economic Development Activities and Events Facilitation	Service Delivery	Oversight of Event's and Business Facilitation Activities	68 - Oversight of Event's and Business Facilitation Activities	In the interim, and until the Council's Events Strategy is confirmed and the Economic Futures Taskforce has completed its initial strategy, the Council will continue to play a facilitation role through Council process for new businesses or events in the region. In addition, Council continues to support Film Otago Southland in facilitating the film industry in the lower South Island. It is proposed that oversight of these event and business facilitation activities will be undertaken in the Chief Executive's Office of QLDC and a role of Manager, Events and Development is created that will undertake these activities, as well as overseeing the role of the Arts & Events Facilitator.	CEO's Office	Meaghan Millar	Complete			
69.1	Procurement	Contract Management	Investigate whole-of-government contracts	69.1 - Investigate whole-of-government contracts	1 QLDC should investigate whether there are whole-of-government contracts in place that it could take advantage of in its purchasing	Legal & Regulatory	Scott Carran	Complete	1/07/2013	1/10/2013	
69.2	Procurement	Contract Management	Develop Standard form of Contract for lower value contracts	69.2 - Develop Standard form of Contract for lower value contracts	1 It would be beneficial for QLDC to develop a standard form contract which could be used for lower value contracts. Whilst it is recommended that a policy is put in place to ensure adequate legal review of all contracts before they are entered into, the legal review required should be considerably less if the standard terms and conditions are used	Legal & Regulatory	Scott Carran	Complete			
53.1	Rates Collection	Systems & Processes	Increase the number of direct debit rates payments	53.1 - Increase the number of direct debit rates payments	A communications strategy should be implemented with the aim of increasing the number of ratepayers who pay by direct debit. This would result in a reduction in the processing effort and cost required to transact the approximately 50,000 plus manual cash, cheque and internet banking payments received each year and could also result in a reduction in the amount of arrears resulting from inadvertent missed payment dates. This would free up Customer Service Advisor resource and finance team resource to focus on other productive activities	Finance	Stewart Burns	Complete	1/07/2013	1/07/2014	Enterprise Project - requires T1 Assessment
70.1	Administrative and Accounting Support for Trusts	Service Delivery	Coordinating Support for Trusts	70.1 - Coordinating Support for Trusts	It is recommended that consideration is given to coordinating secretariat support and basic accounting support to these Trusts from one central point in the organisation. This will allow greater transparency of the in-kind support that the Council is providing to these trusts and will also allow some efficiencies to be gained around their common administration. Where required, specialist technical skills from elsewhere in the organisation e.g. accounting, forestry etc. may be utilised as required.	CEO's Office	Meaghan Millar	Complete			
70.2	Administrative and Accounting Support for Trusts	Service Delivery	Extend Register of representation to council officers who hold positions as trustees or officers of an entity on behalf of council	70.2 - Extend Register of representation to council officers who hold positions as trustees or officers of an entity on behalf of council	A register is currently maintained of community organisations and non-Council bodies on which Council has representation by Councillors or members of the community board. It is recommended that this register is extended to also include Council officers who hold positions as trustees or officers of an entity on behalf of the Council. It is important that QLDC maintain this register in order to understand the full range of responsibilities that it has, including those held by its staff on its behalf.	CEO's Office	Meaghan Millar	Complete			

71	Contractual Matters	Contract Management	Review of Property Management	71 - Review of Property Management	1 Negotiate with APL a one-year term of contract on the terms contained in the original agreement. This ensures continuity while QLDC focuses on the considerable change process it will be undertaking as part of the wider organisational review recommendations; · Responsibility for the property management portfolio and the contract with APL should move to the General Manager, Infrastructure and Assets; Task the General Manager, Infrastructure and Assets with completing a review of property management across the wider Lakes Leisure, Lakes Environmental, and QLDC portfolio. This review should review the appropriateness of the current outsourced model, assess performance of the incumbent and consider the long-term approach to property management in light of additional properties and scope with Lakes Environmental and Lakes Leisure amalgamation back into QLDC.	Infrastructure & Assets	Erik Barnes	Implemented and on-going	RFP 1 year contract negotiated
69.3	Procurement	Contract Management	Oversight of Procurement Policy	69.3 - Oversight of Procurement Policy	It is recommended that oversight of the procurement policy is undertaken by the Chief Financial Officer going forward.	Finance	Stewart Burns	Progressing	
73	Heritage matters	Service Delivery	Single point of contact for Heritage to Art's and Facilities Manager	73 - Single point of contact for Heritage to Art's and Facilities Manager	It is recommended that a QLDC staff member is identified as a single point of contact in relation to heritage matters. It is proposed that this role is undertaken by the Arts & Events Facilitator given synergies with this role around grants administration and facilitation within Council.	CEO's Office	Meaghan Millar	Complete	