Quarterly Report

Key Performance Indicators – Traffic light status report

Health & Safety Summary

Key Priorities Update

Financial Management Report

September 2026

QUARTER ONE

QUEENSTOWN LAKES DISTRICT COUNCIL

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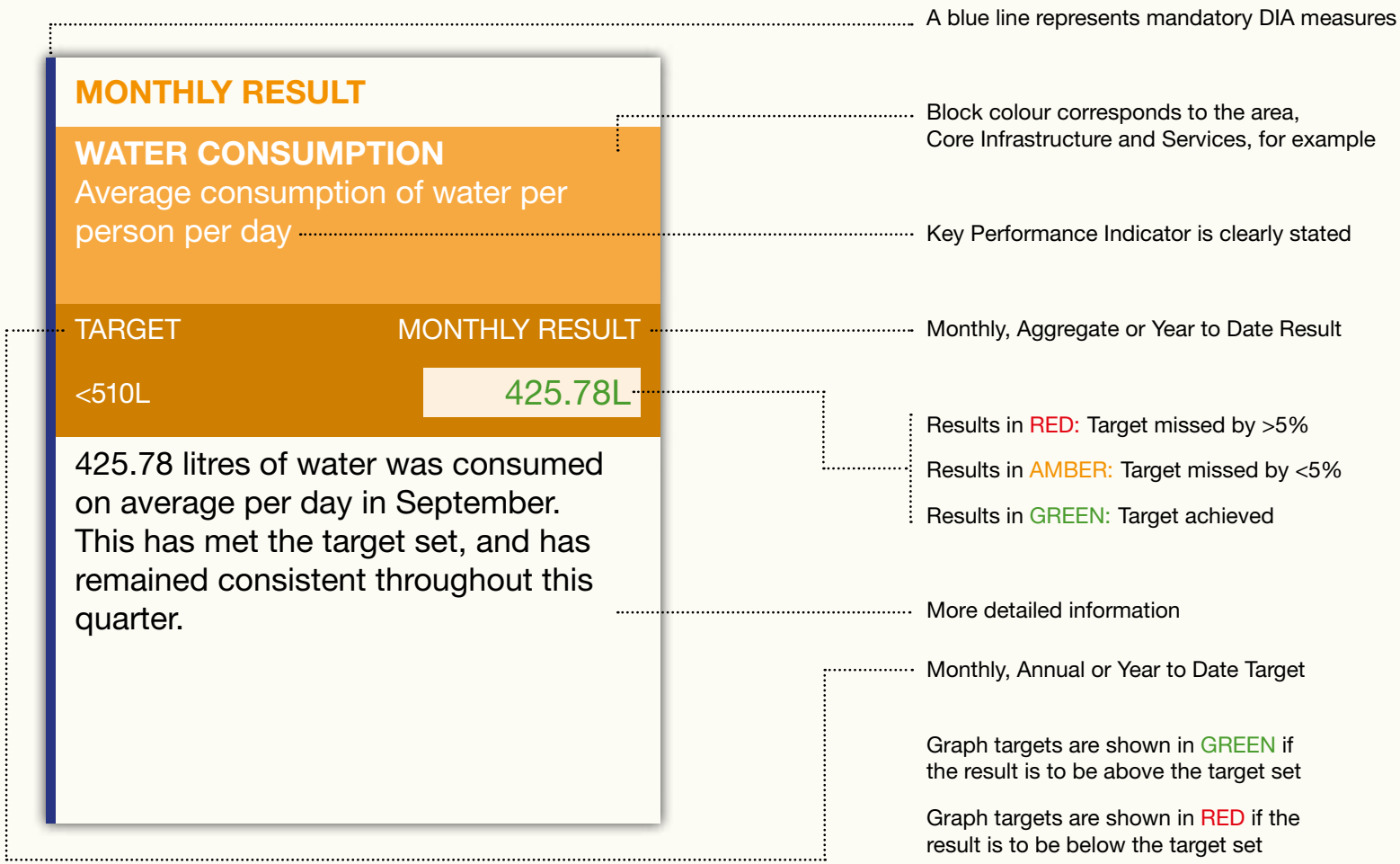
WHAT IS A KPI?

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 Long Term Plan (LTP) process. The LTP 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

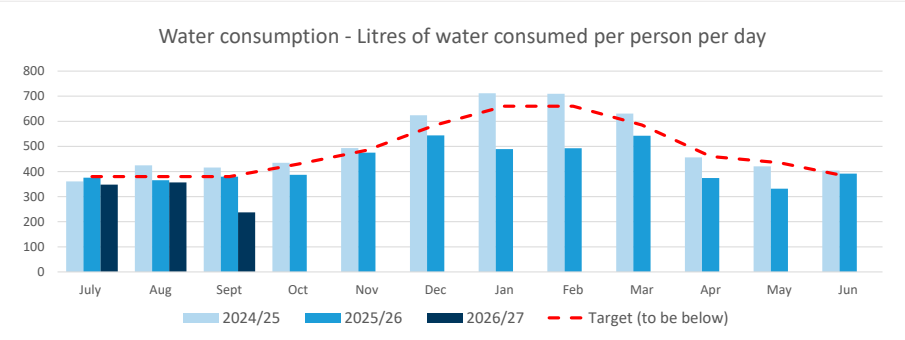


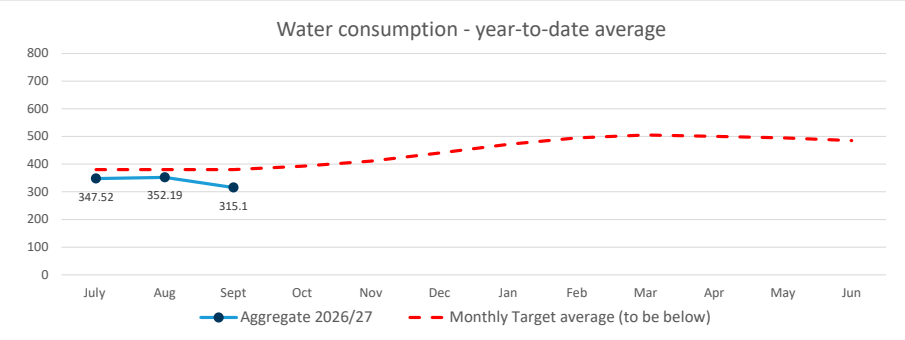
Key Performance Indicators

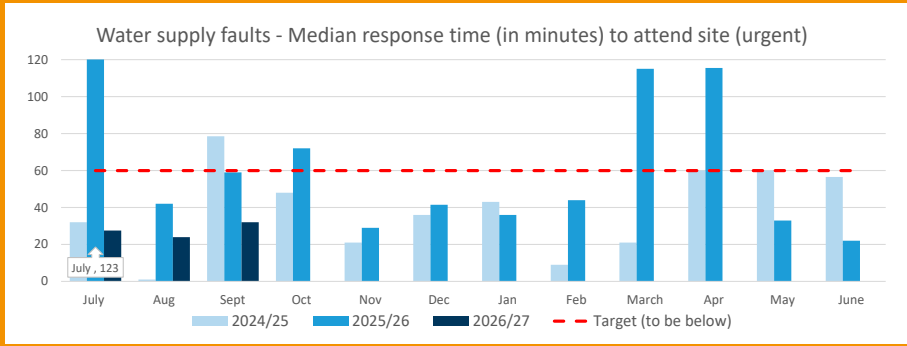
Please note: Some measures are reported annually, these can be found in the Annual Report.

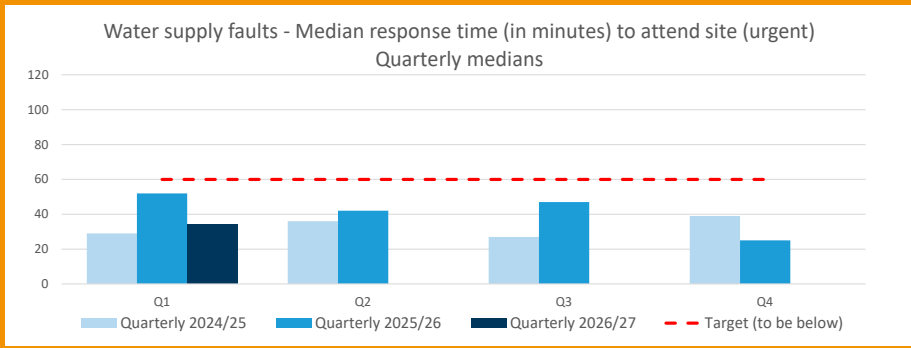
Core Infrastructure and Services

Water Supply









MONTHLY RESULT

WATER CONSUMPTION
Average consumption of water per person per day

TARGET	MONTHLY RESULT
<380L	237.14L

Target achieved for the month with consumption per person per day significantly lower than both last month and the same period last year.

AGGREGATE RESULT

WATER CONSUMPTION
Average consumption of water per person per day

TARGET	YTD RESULT
<380L	315.1L

The year-to-date result, also achieved the target and is substantially lower than the same period last year.

MONTHLY RESULT

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

TARGET	MONTHLY RESULT
<60 mins	32 mins

There were 15 urgent issues raised within September and the median response time achieved the target set.

AGGREGATE RESULT

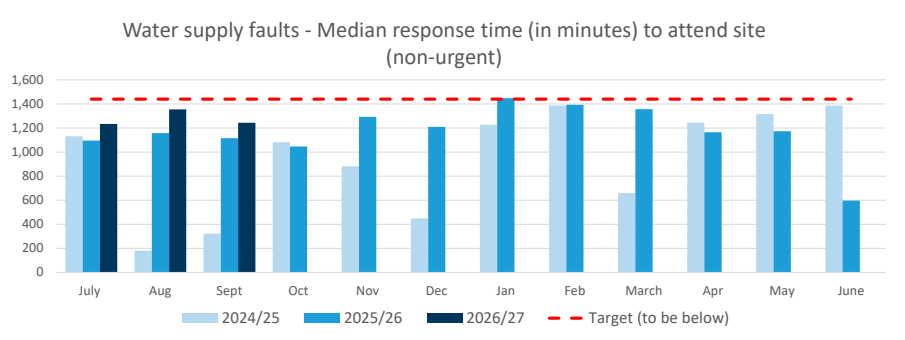
WATER SUPPLY FAULTS
Median response time to attend site (urgent)

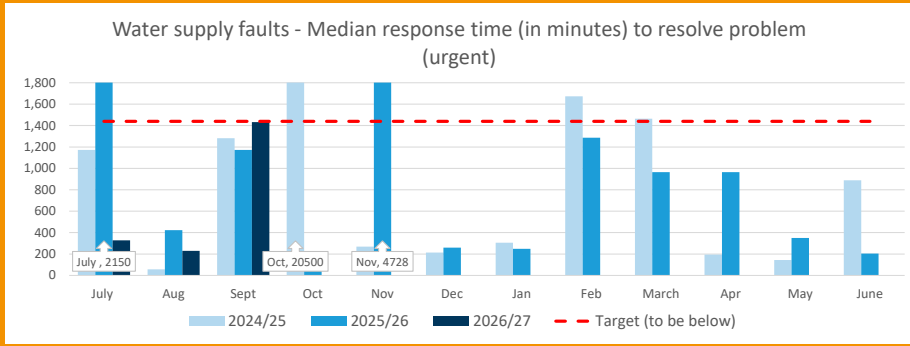
TARGET	QTR RESULT
<60 mins	34 mins

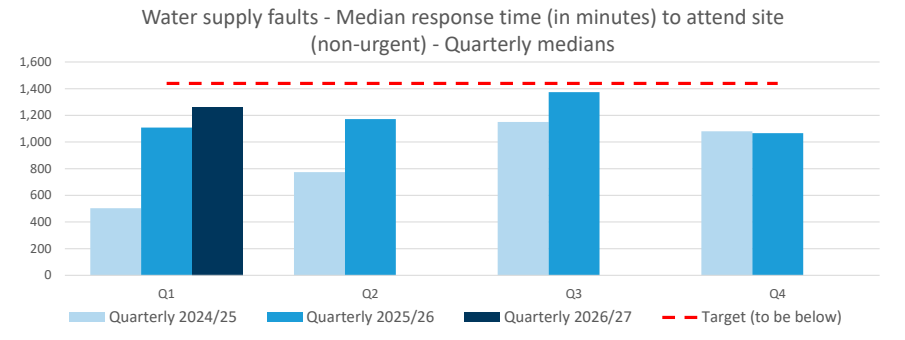
There were 23 urgent issues raised in Quarter One. This is in line with the number of urgent issues raised in the previous quarter. The median response time meets the target.

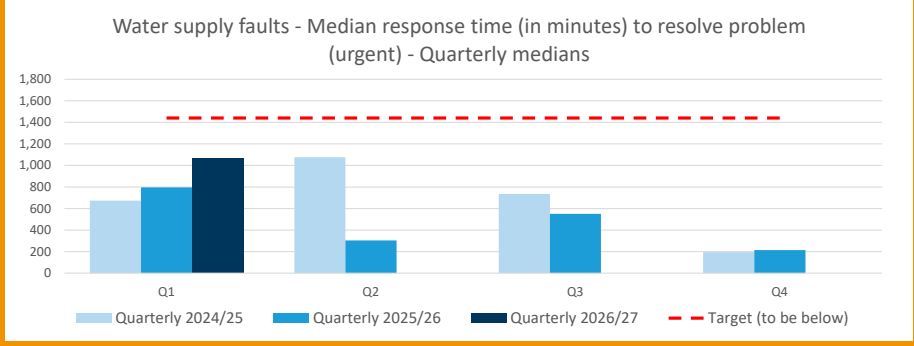
Core Infrastructure and Services

Water Supply









MONTHLY RESULT

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

TARGET	MONTHLY RESULT
<1,440 mins	1,243 mins

The target was achieved for September. There were 61 non-urgent issues raised in the month. The median response time was within the target set and consistent with recent performance.

AGGREGATE RESULT

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

TARGET	QTR RESULT
<1,440 mins	1,263 mins

There were 162 non-urgent issues raised in Quarter One. This is significantly lower than the number of issues raised in the previous quarter (227). The median response time meets the target.

MONTHLY RESULT

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

TARGET	MONTHLY RESULT
<1,440 mins	1,432 mins

The median response time to resolve urgent requests achieved the target set.

AGGREGATE RESULT

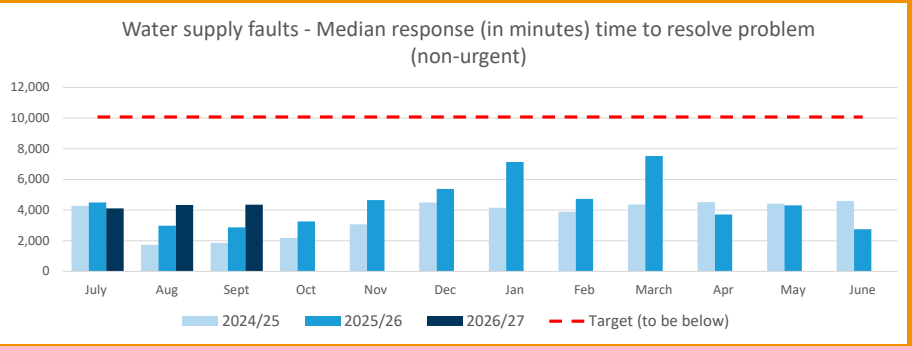
WATER SUPPLY FAULTS
Median response time to resolve problem (urgent)

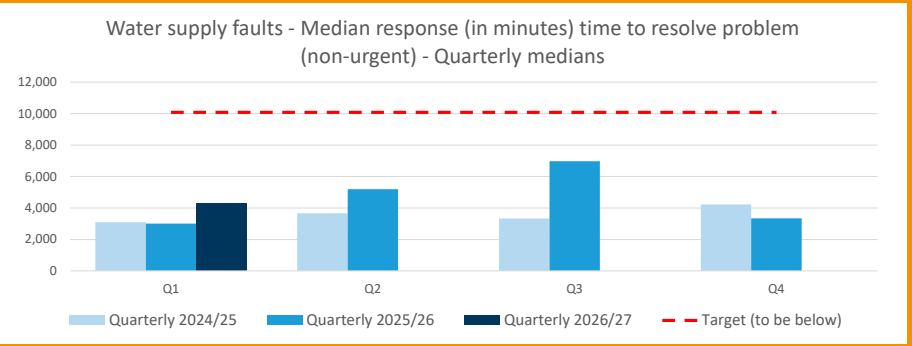
TARGET	QTR RESULT
<1,440 mins	1,065 mins

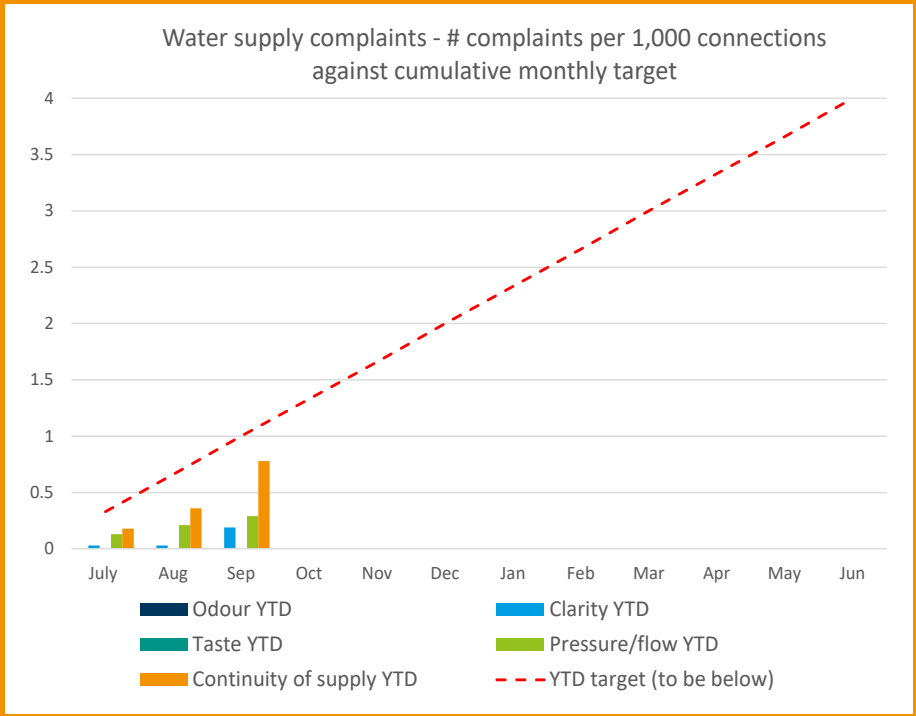
The median response time to resolve urgent problems achieved the target for Quarter One.

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	4,348 mins

The median response time to resolve urgent requests achieved the target set.

AGGREGATE RESULT

WATER SUPPLY FAULTS

Median response time to resolve problem (non-urgent)

TARGET	QTR RESULT
<10,080 mins	4,274 mins

The median response time to resolve urgent problems achieved the target for Quarter Four.

WATER SUPPLY COMPLAINTS

of complaints per 1,000 connections

TARGET <4 PER ANNUM (0.33 per month, 0.99 YTD)

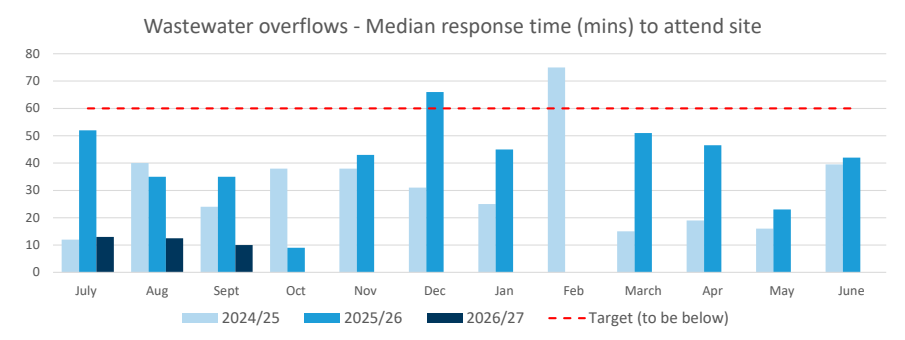
	MONTHLY RESULT	YTD RESULT
Odour	0	0
Clarity	0.16	0.19
Taste	0	0
Pressure/flow	0.08	0.29
Continuity of supply	0.47	0.78
TARGET <2 PER ANNUM		
QLDC response to issues	0	0

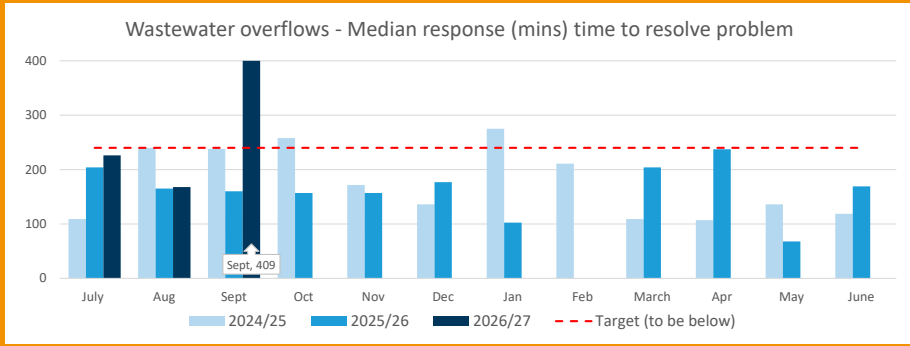
The clarity, taste, odour and pressure categories are all within target for the month of September. The target for continuity was missed in September due to issues affecting the water supply, including the disruptions at the Two Mile water treatment plant associated with significant inclement weather and shutdowns.
The year-to-date target was achieved across all measures for Quarter One.

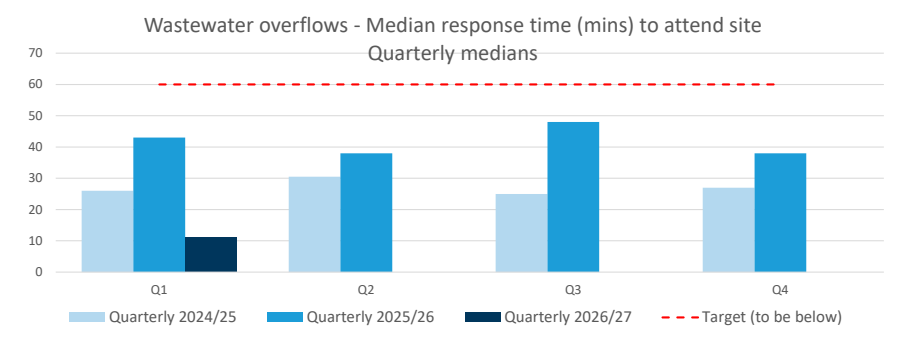
There were no complaints regarding council's response to issues in the month of September or year-to-date in the 2026/27 period.

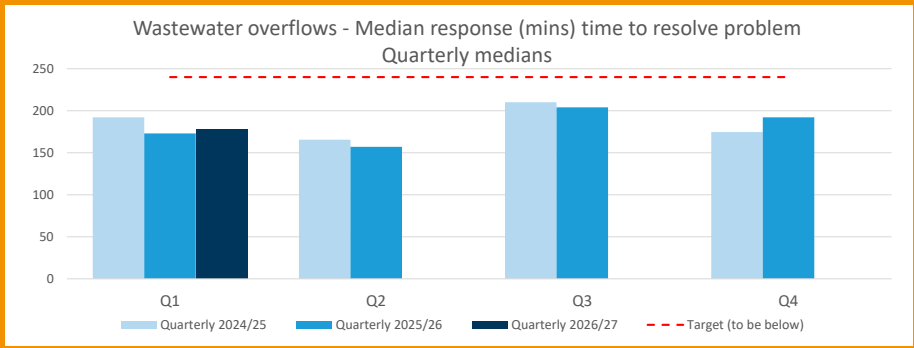
Core Infrastructure and Services

Wastewater









MONTHLY RESULT

WASTEWATER OVERFLOWS
Median response time to attend site

TARGET	MONTHLY RESULT
<60 mins	10 mins

The median response time to attend a site for wastewater overflows in September achieved the target.

AGGREGATE RESULT

WASTEWATER OVERFLOWS
Median response time to attend site

TARGET	QTR RESULT
<60 mins	11 mins

There were 16 wastewater overflows reported in the Quarter One. This represents an increase on the previous quarter but is consistent with the same time last year.

MONTHLY RESULT

WASTEWATER OVERFLOWS
Median response time to resolve problem

TARGET	MONTHLY RESULT
<240 mins	409 mins

The median time to resolve wastewater overflows exceeded the target in September. Performance was adversely affected by the response to a single RFS where wet weather delayed the resolution.

AGGREGATE RESULT

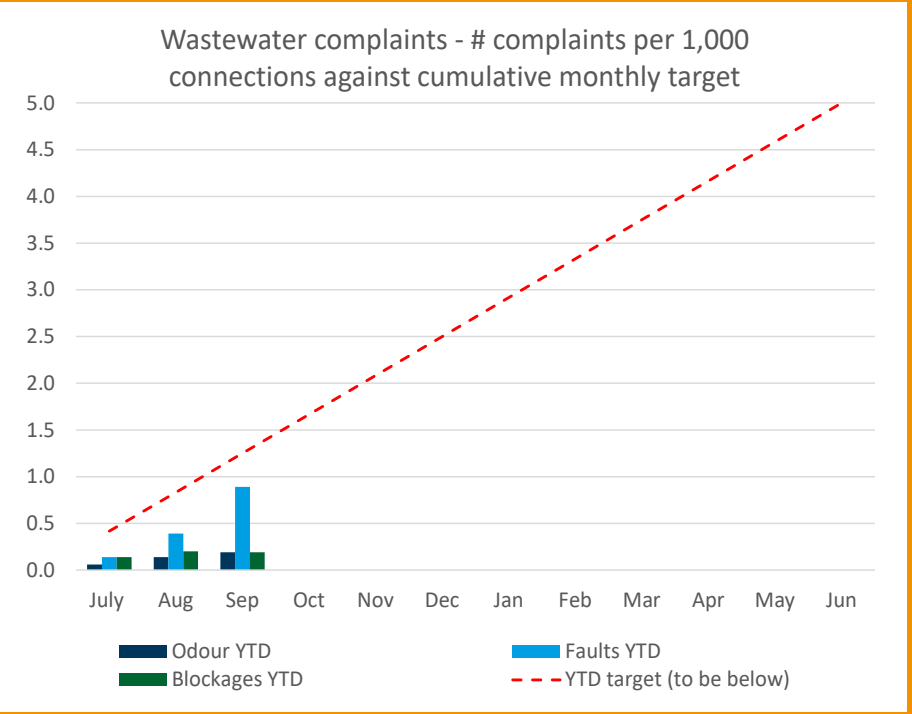
WASTEWATER OVERFLOWS
Median response time to resolve problem

TARGET	QTR RESULT
<240 mins	178 mins

The median time to resolve the wastewater overflows meets the target.

Core Infrastructure and Services

Wastewater



WASTEWATER COMPLAINTS
# of complaints per 1,000 connections

TARGET <5 PER ANNUM (0.42 per month, 1.26 YTD)

	MONTHLY RESULT	YTD RESULT
Odour	0.09	0.19
Faults	0.52	0.89
Blockages	0.04	0.19

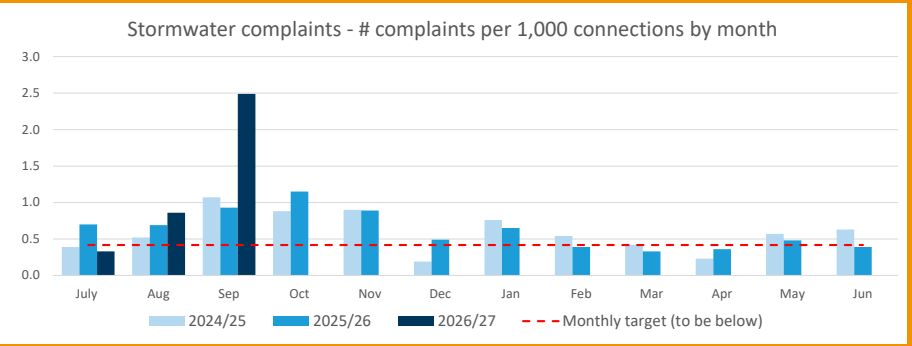
TARGET <2 PER ANNUM

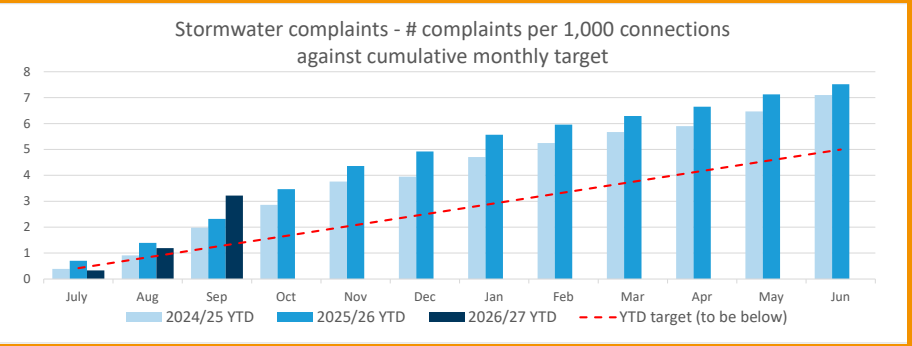
QLDC response to issues	0	0

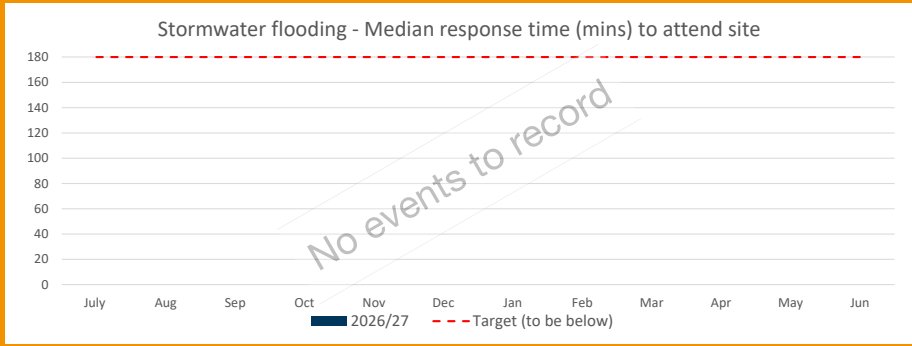
The September scaled target was achieved for odour and blockage categories. The fault category was not achieved due to issues associated with heavy rainfall in the period. Reported issues included overflows and damaged infrastructure, requiring jetting, suction, disinfection and repairs, including pipe replacement where necessary. Follow-up investigations and corrective actions are being carried out on recurring issues and areas impacted by excessive flows.
The year-to-date target was achieved across all categories.
There have been no complaints about Council's response to wastewater complaints in September or in Quarter One of the 2026/27 period.

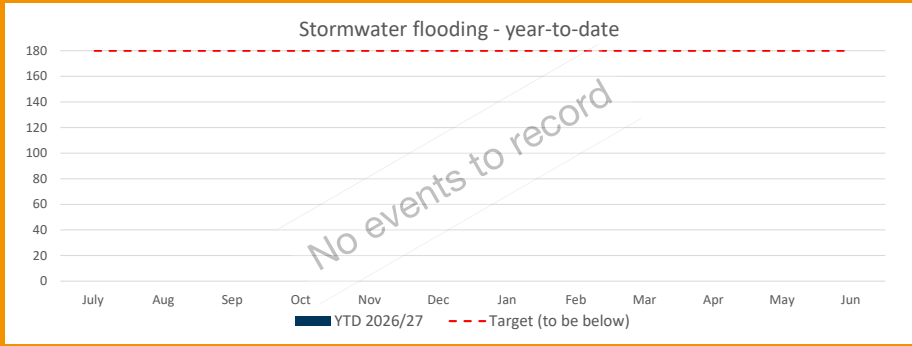
Core Infrastructure and Services

Stormwater









MONTHLY RESULT

STORMWATER COMPLAINTS

of complaints per 1,000 connections

TARGET	MONTHLY RESULT
<5 per annum (0.42 per month)	2.49

55 stormwater issues were reported in September. This represents a significant increase on the previous month and was driven by the heavy rainfall event. The rainfall led to flooding and blockages caused by mud, silt, gravel, rocks, roots and other debris, requiring jetting, suction and follow-up works.

AGGREGATE RESULT

STORMWATER COMPLAINTS

of complaints per 1,000 connections

TARGET	YTD RESULT
<5 per annum (1.26 YTD)	3.22

Additional inspections, alongside corrective actions have been programmed on the affected assets to prevent similar issues from recurring. A significant number of private asset jobs also contributed to the increased workload.

MONTHLY RESULT

STORMWATER FLOODING

Median response time to attend site

TARGET	MONTHLY RESULT
<180 mins	N/A

No stormwater flooding of habitable floors occurred in September.

AGGREGATE RESULT

STORMWATER FLOODING

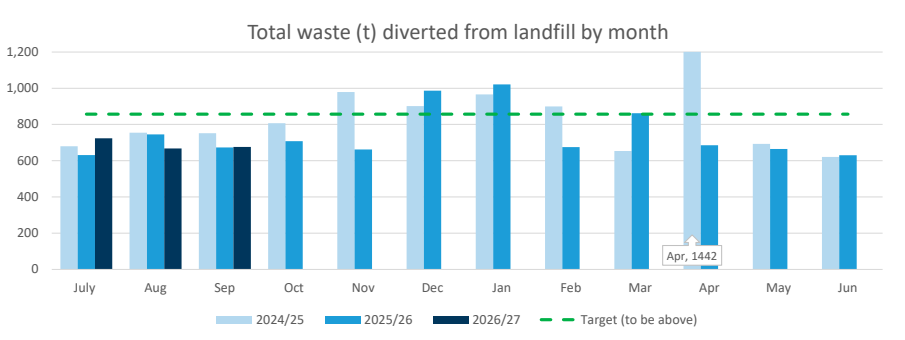
Median response time to attend site

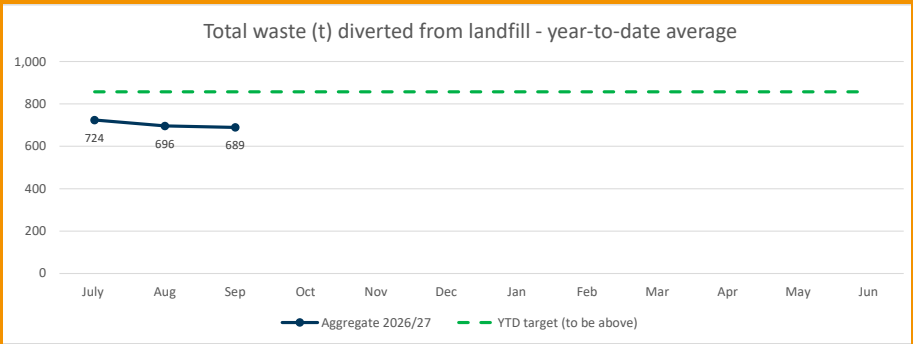
TARGET	YTD RESULT
<180 mins	N/A

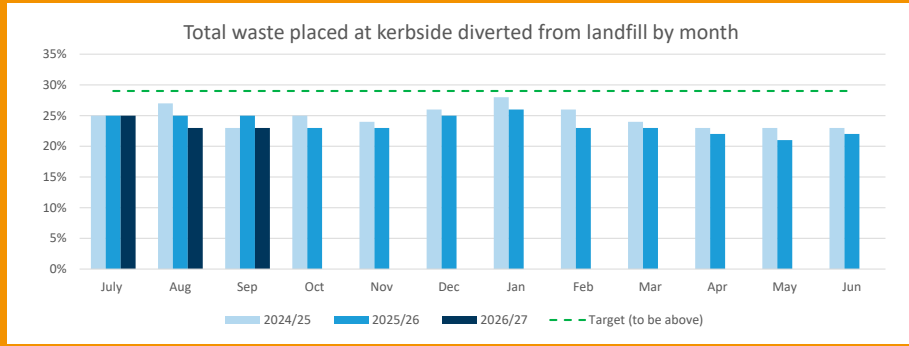
No stormwater flooding of habitable floors occurred in the reporting year.

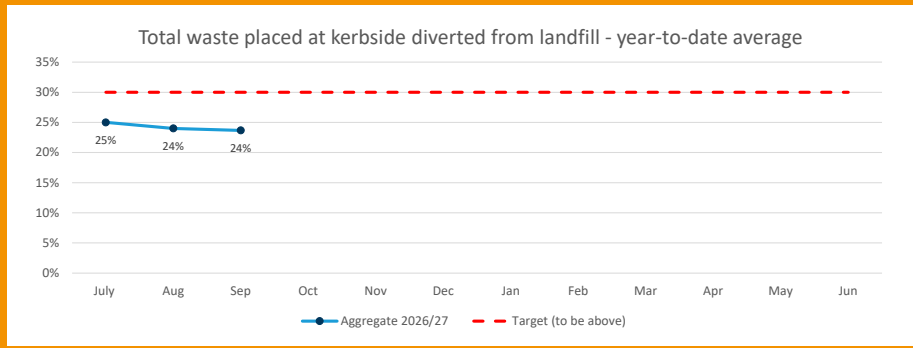
Core Infrastructure and Services

Waste Management









MONTHLY RESULT

WASTE DIVERTED FROM LANDFILL

Total waste diverted from landfill

TARGET	MONTHLY RESULT
>857t	676t

The target was not achieved for the month. The result is similar to last month and the same month last year.

AGGREGATE RESULT

WASTE DIVERTED FROM LANDFILL

Total waste diverted from landfill

TARGET	YTD RESULT
>857t	689t

The year-to-date average does not meet the target, however, it is more than the same period last year (683 tonnes). This reflects the ongoing challenges associated with rapid population growth, high visitor numbers and waste generation trends.

MONTHLY RESULT

WASTE TO LANDFILL

Total waste placed at kerbside diverted from landfill

TARGET	MONTHLY RESULT
>30%	23%

The target was not achieved for the month. The result is consistent with last month, but worse than the same month last year.

AGGREGATE RESULT

WASTE TO LANDFILL

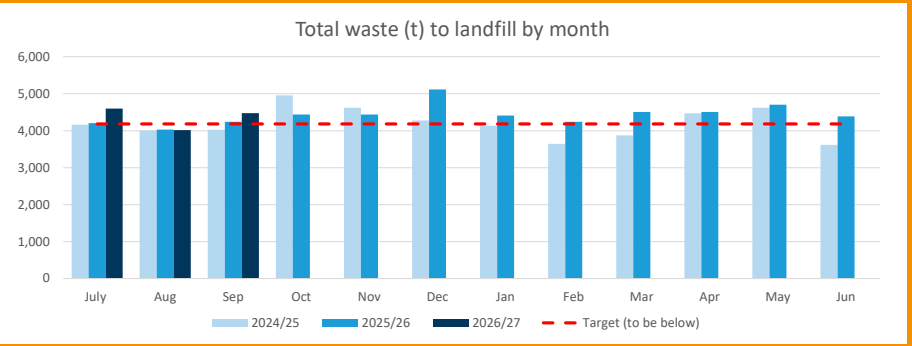
Total waste placed at kerbside diverted from landfill

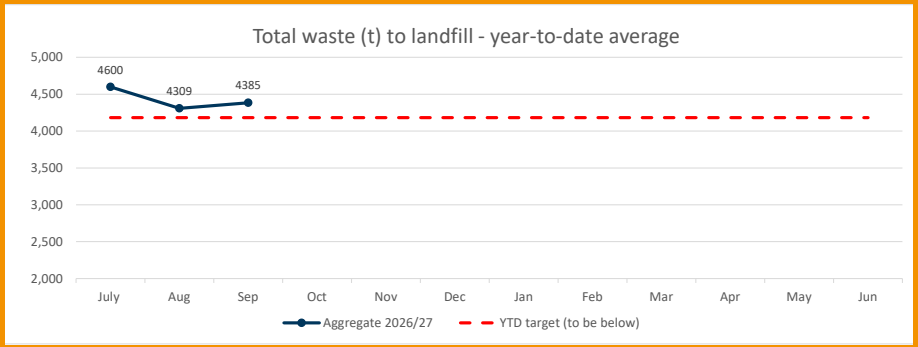
TARGET	YTD RESULT
>30%	24%

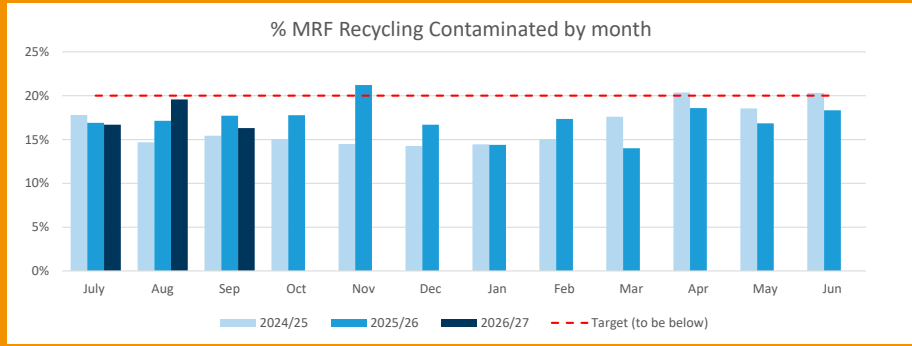
The year-to-date average does not meet target. Achieving a significant increase in kerbside diversion is likely to remain challenging under the current service model, with a substantial step change required to unlock additional diversion, such as the introduction of a kerbside organics collection service.

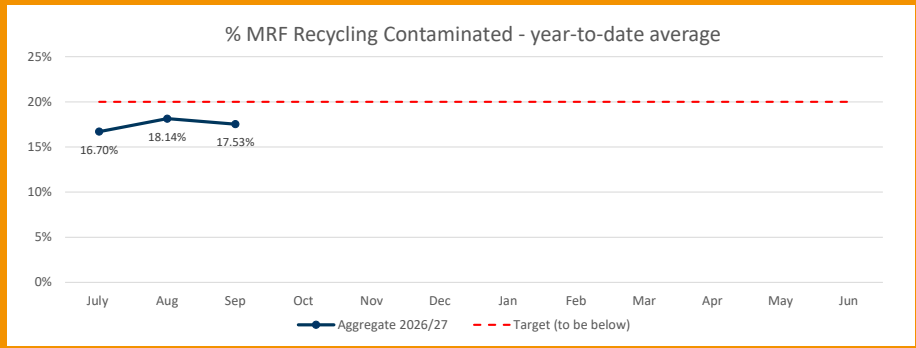
Core Infrastructure and Services

Waste Management









MONTHLY RESULT

WASTE TO LANDFILL

Total waste to landfill

TARGET	MONTHLY RESULT
<4,183t	4,475t

The target was not achieved for the month. The result is worse than last month and the same month last year.

AGGREGATE RESULT

WASTE TO LANDFILL

Total waste to landfill

TARGET	YTD RESULT
<4,183t	4,385t

The year-to-date average does not achieve the target, and is higher than the average for the same period last year. High volumes of commercial waste have impacted the results.

MONTHLY RESULT

WASTE TO LANDFILL

% of MRF recycling contaminated

TARGET	MONTHLY RESULT
<20%	16.31%

The target was met for the month. Education campaigns and processing changes continue to support lower contamination levels.

AGGREGATE RESULT

WASTE TO LANDFILL

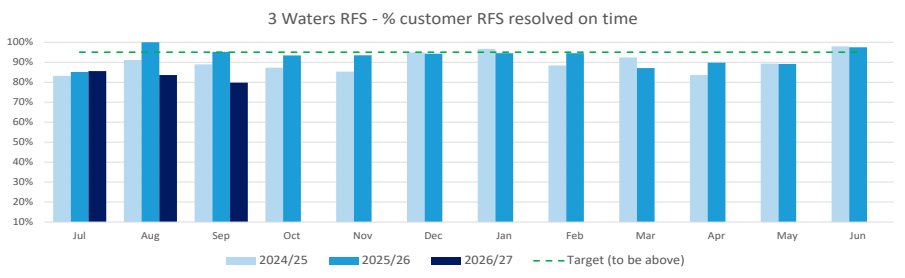
% of MRF recycling contaminated

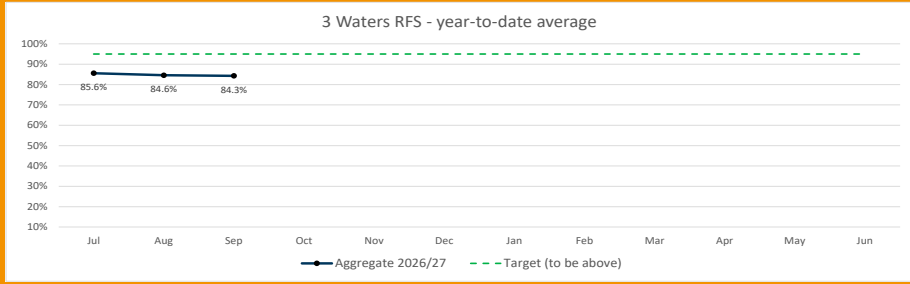
TARGET	YTD RESULT
<20%	17.53%

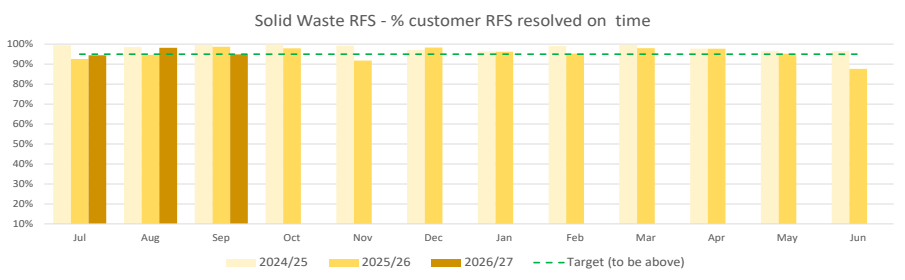
The average contamination rate per month for the year-to-date meets the target. The facility is achieving contamination rates consistent with expectations and recent performance.

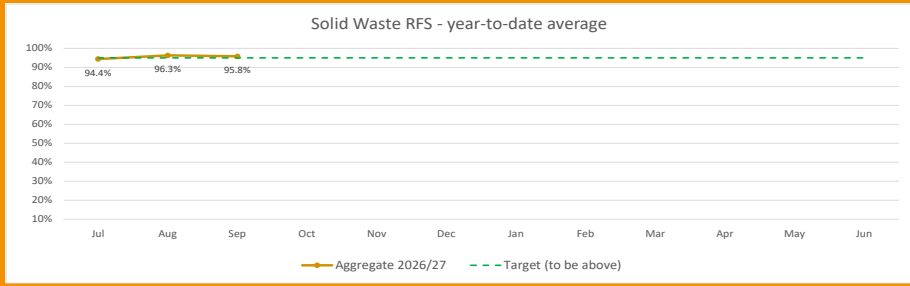
Core Infrastructure and Services

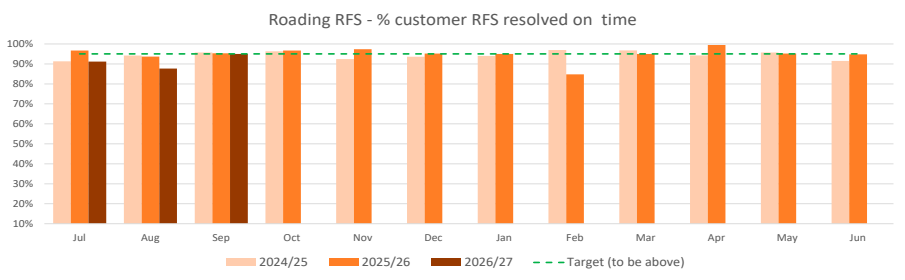
Service

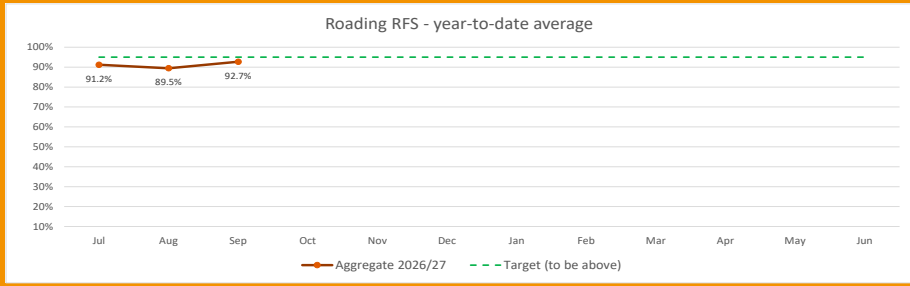












MONTHLY RESULT

REQUESTS FOR SERVICE (RFS)

% customer RFS resolved on time

TARGET >95%	MONTHLY RESULT
3 Waters	79.8%
Solid Waste	94.9%
Roading	95%

3 Waters performance was affected by the significant number of requests received during the wet weather event in August/ September. Re-prioritisation of lower risk requests was required to support the effective response to high-risk flooding and damage related matters.

Performance of the waste contractor dropped compared to last month. Increasing demand for bin deliveries and staff resource issues put pressure on the team. The target was narrowly missed.

YTD RESULT

REQUESTS FOR SERVICE (RFS)

% customer RFS resolved on time

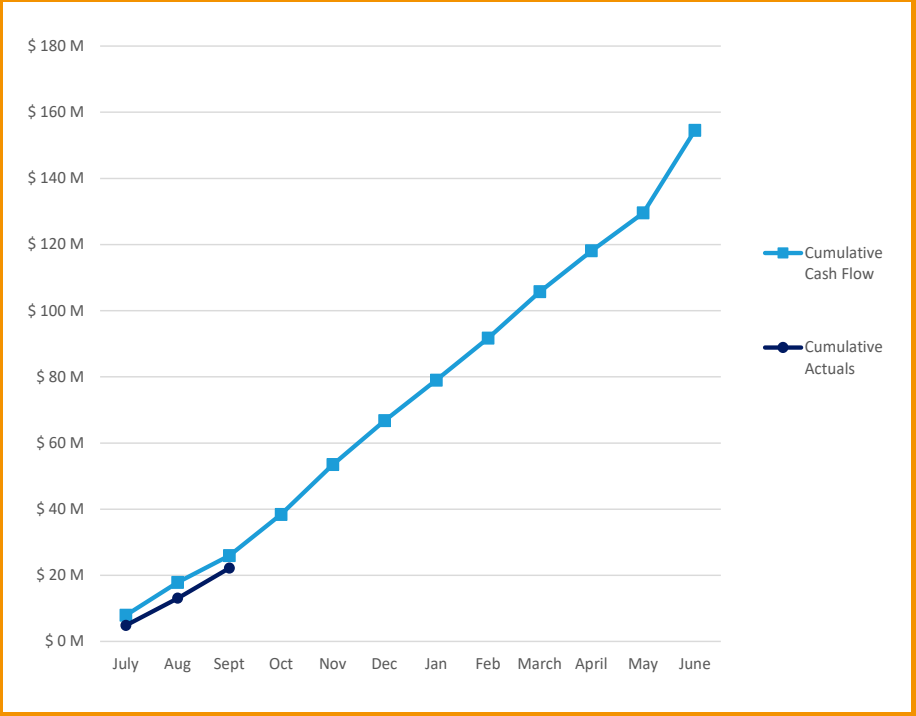
TARGET >95%	YTD RESULT
3 Waters	84.3%
Solid Waste	95.8%
Roading	92.7%

The 3 Waters target was not met due to the wet weather event in August/ September.

Roading did not meet target, however, the result steadily increased month by month this year as the team increased responsiveness.

Core Infrastructure and Services

Capital Works



MONTHLY RESULT

CAPEX

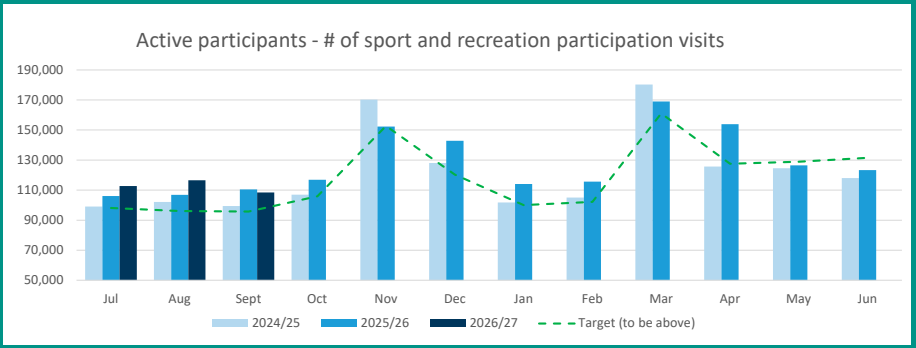
% of capital works completed annually, including renewals (against the annual budget adopted by Council for Three Waters, Waste Management and Roading)

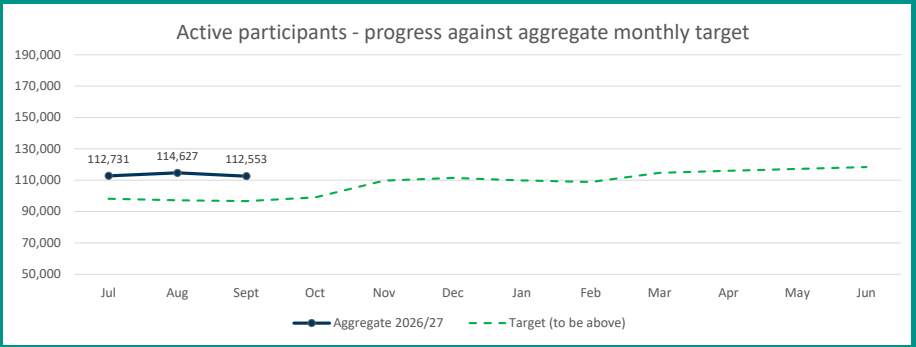
TARGET	MONTHLY RESULT
80-110%	85%

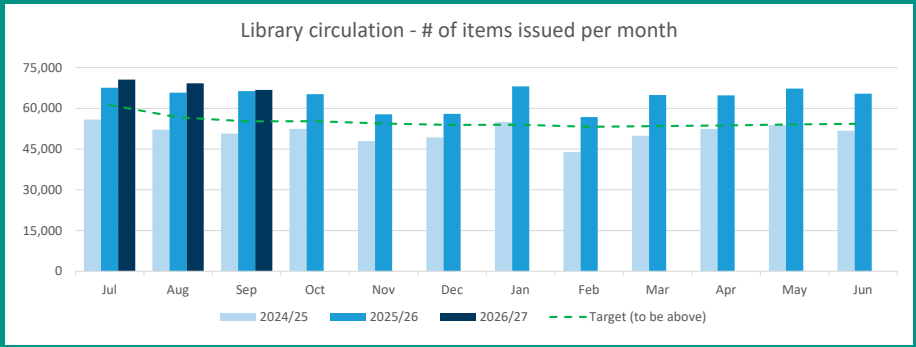
$22.2M was spent against a year-to-date budget of $26.0M. Main projects this month include:

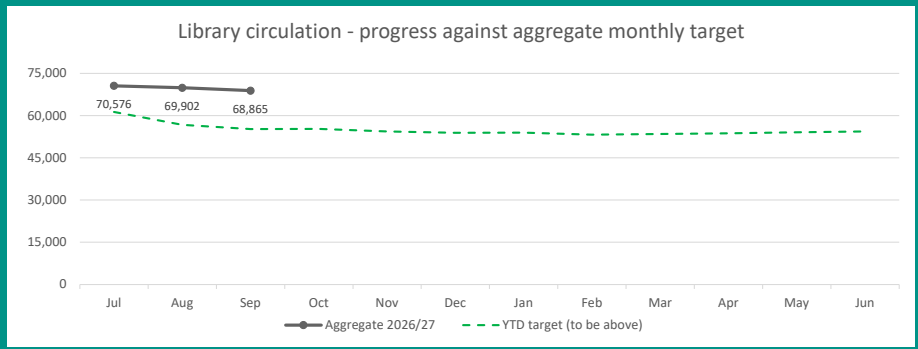
- Upper Clutha Wastewater Conveyance Scheme ($3.0M)
- CBD to Frankton Wastewater Conveyance ($1.6M)
- Robins Road Conveyance Upgrade ($0.4M)
- Existing Waste Facilities Wakatipu ($0.4M)
- Frankton Watermain Renewal ($0.4M)
- Shotover Disposal Field ($0.4M)
- Kingston New Stormwater Scheme ($0.3M)

Community Services









MONTHLY RESULT

ACTIVE PARTICIPANTS
of sport & recreation participation visits

TARGET	MONTHLY RESULT
>95,709	108,405

Visits were 13% above target in September, driven by strong usage of community facilities across Queenstown and Wānaka. Events and facility bookings contributed a 3% increase. For example, Remarkables Theatre booked the Arrowtown Hall for two weeks for their annual show with a total of 2,940 participants.

AGGREGATE RESULT

ACTIVE PARTICIPANTS
of sport & recreation participation visits

TARGET	YTD RESULT
>96,657	112,553

Sport & Recreation participation exceeded target throughout the quarter by 16%, driven by strong community use of facilities, including pools, venues, and sports grounds across Queenstown and Wānaka, with several key facilities continuing to record significant demand.

MONTHLY RESULT

LIBRARY CIRCULATION
of items issued per month

TARGET	MONTHLY RESULT
>55,470	66,792

Library checkouts for September are above target by 13.8% (8,086). Combined physical item checkouts at all 8 branches have increased by 3%, with the highest at Frankton and Wānaka branches. E-Item checkouts have increased by 4.5%. Visits to the main libraries increased by 4.8%.

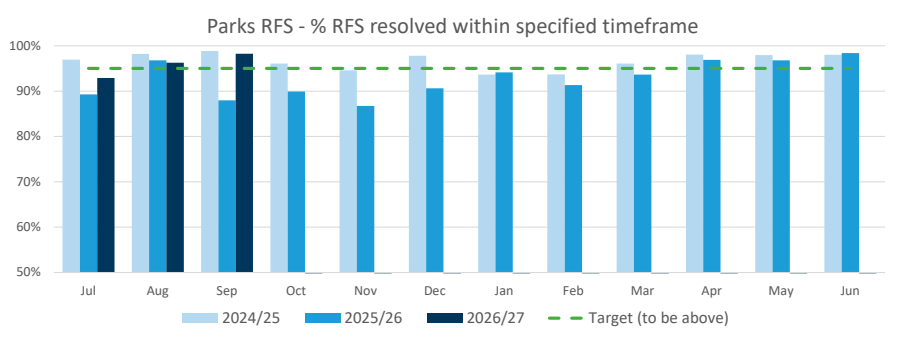
AGGREGATE RESULT

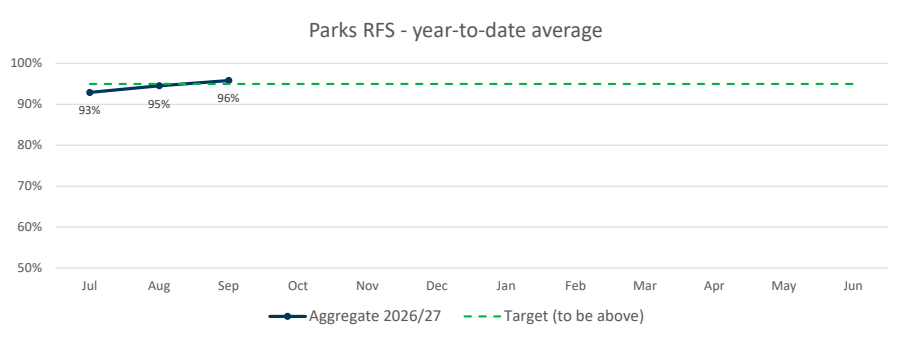
LIBRARY CIRCULATION
of items issued per month

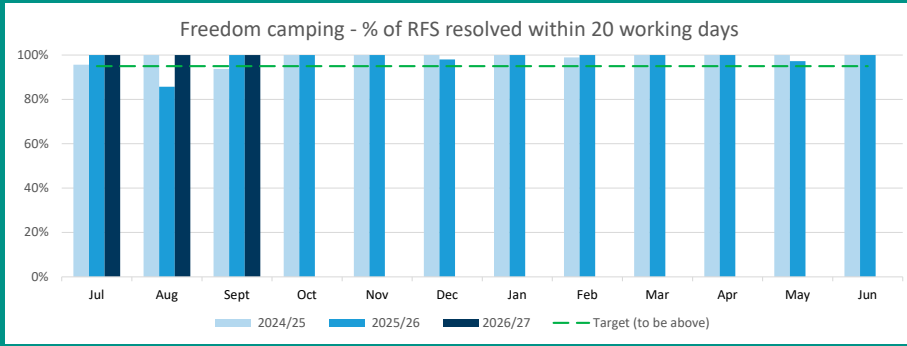
TARGET	YTD RESULT
>58,706	68,865

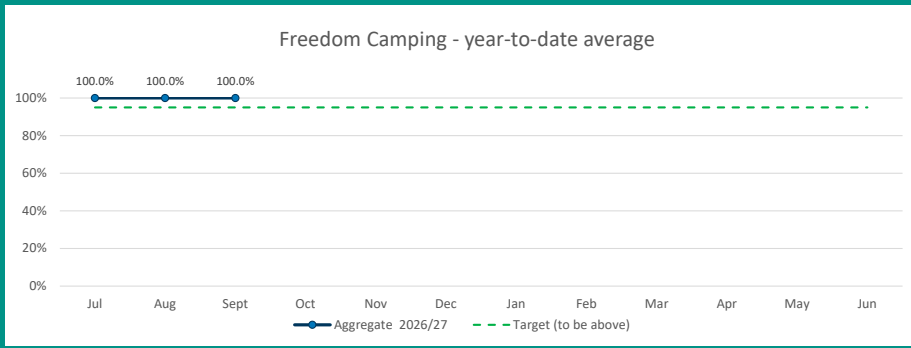
Physical checkouts increased by 3% and e-items by 4.5% compared to last year, with audio books representing a larger portion of e-items. Visits increased by 4.9% and 972 new borrowers signed up. 1,320 books were returned through the outreach bins at QEC, WRC and Paetara, demonstrating community demand for convenient, non-library return locations.

Community Services









MONTHLY RESULT

PARKS RFS
% RFS resolved within specified timeframe

TARGET	MONTHLY RESULT
>95%	98%

In September 2026, 172 requests were due to be resolved. This is a slight increase from the previous two months and September the previous year. Three requests for internal staff took longer than the specified timeframe. Requests for contractors were all resolved in time.

AGGREGATE RESULT

PARKS RFS
% RFS resolved within specified timeframe

TARGET	YTD RESULT
>95%	96%

Year-to-date, 496 requests were resolved. 21 of those did not meet the specified timeframes. Overdue requests related to cleaning, cemetery enquiries, trees, and general maintenance.

MONTHLY RESULT

FREEDOM CAMPING RFS
RFS resolved within 20 days

TARGET	MONTHLY RESULT
>95%	100%

35 requests were due for completion in September; 33 for enforcement and 2 regarding camper behavior. 235 infringements were issued under the Freedom Camping Bylaw and 15 under the Reserve Act. This is consistent with seasonal trends, but also signals the continued popularity of freedom camping for visitors to the district.

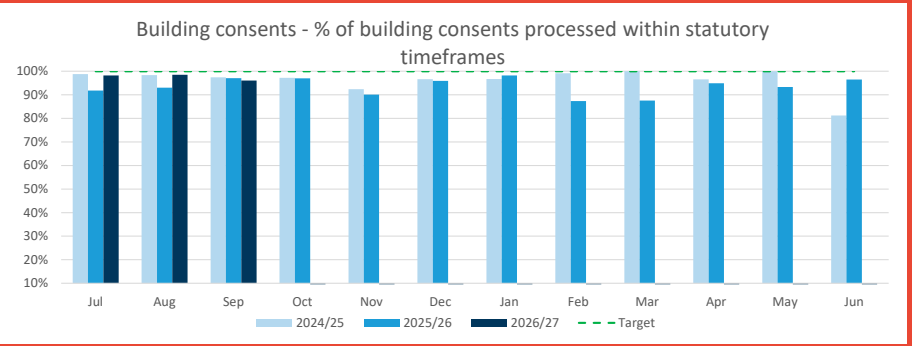
AGGREGATE RESULT

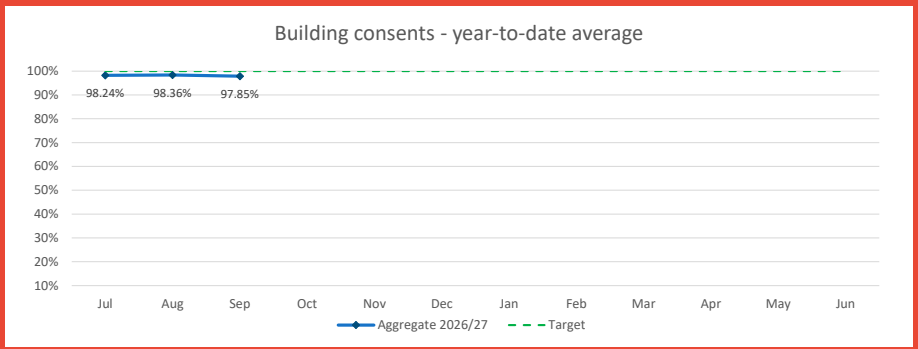
FREEDOM CAMPING RFS
RFS resolved within 20 days

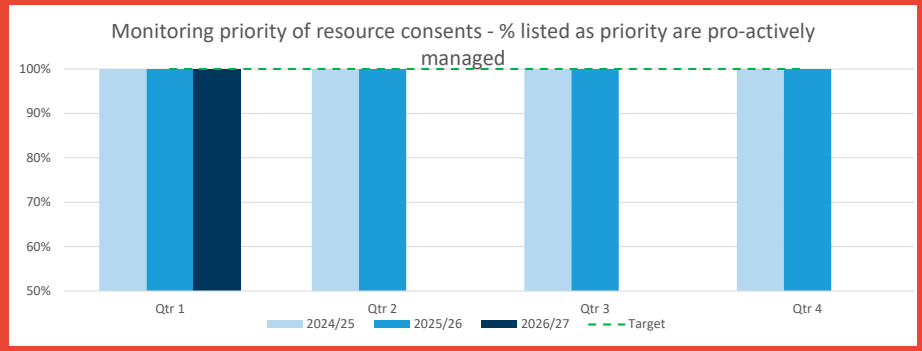
TARGET	YTD RESULT
>95%	100%

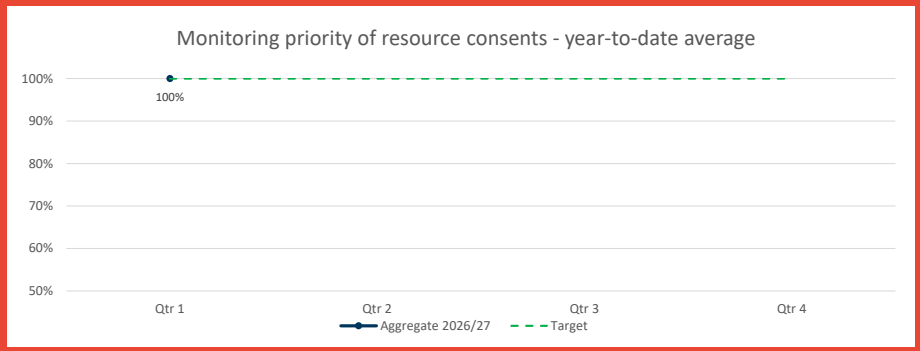
Teams continue regular patrols and respond to community requests. Since December 2025, 3,141 infringements were issued under the Bylaw and 203 under the Reserve Act. Key aspects of this operational service will be transitioned to the Enforcement Team, Council Contractors and Front-Line Staff for the 2026/27 summer season.

Regulatory Functions & Services









MONTHLY RESULT

BUILDING CONSENT TIMES
% of building consents processed within statutory timeframes

TARGET	MONTHLY RESULT
100%	96.05%

Although the result did not meet the target it is within a 5% tolerance range. 131 applications were received this month and 152 decisions issued. 6 decisions took longer than the required timeframe. The average processing time was 14.61 working days.

AGGREGATE RESULT

BUILDING CONSENT TIMES
% of building consents processed within statutory timeframes

TARGET	YTD RESULT
100%	97.85%

Both the September and year-to-date results are excellent considering the high number of applications received in the first quarter. 439 applications were received to date and 457 decisions issued. 11 decisions took longer than the required timeframe and the average processing time for the quarter is 13 days.

MONTHLY RESULT

MONITORING PRIORITY OF RESOURCE CONSENTS
% listed as a priority are proactively monitored

TARGET	QTR RESULT
100%	100%

Monitoring has been undertaken in accordance with the prioritisation strategy.
74 resource consents were monitored in this quarter.

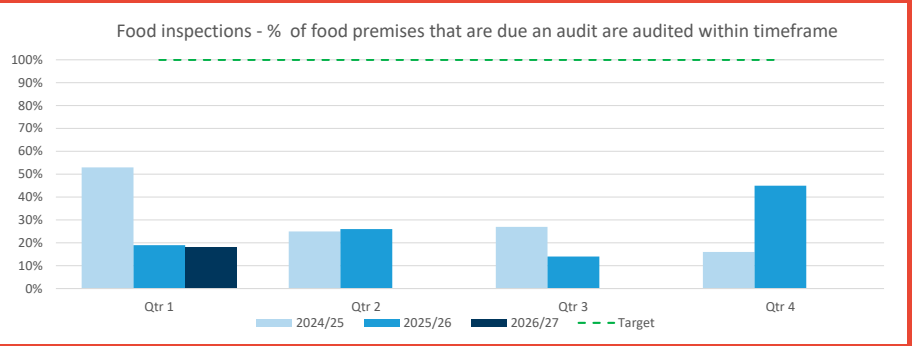
AGGREGATE RESULT

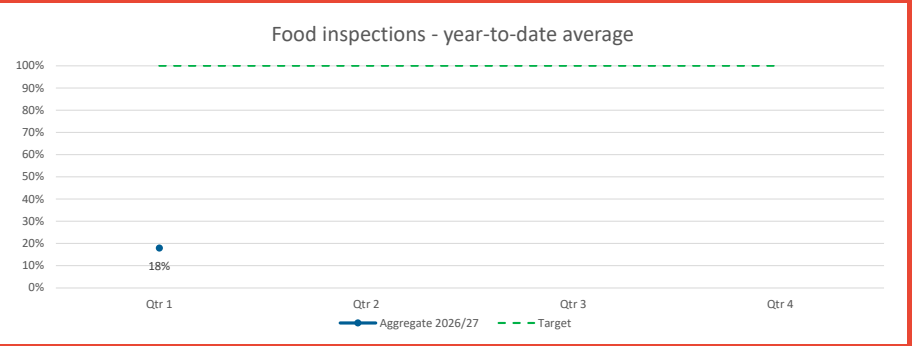
MONITORING PRIORITY OF RESOURCE CONSENTS
% listed as a priority are proactively monitored

TARGET	YTD RESULT
100%	100%

Monitoring has been undertaken in accordance with the prioritisation strategy.
326 resource consents have been monitored between January 2026 and September 2026.

Regulatory Functions & Services





QUARTERLY RESULT

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

TARGET	QTR RESULT
100%	18%

The team is currently operating with two vacant positions while recruitment efforts continue. Attracting suitably qualified Environmental Health Officers remains a significant challenge and has impacted overall capacity to complete verifications.

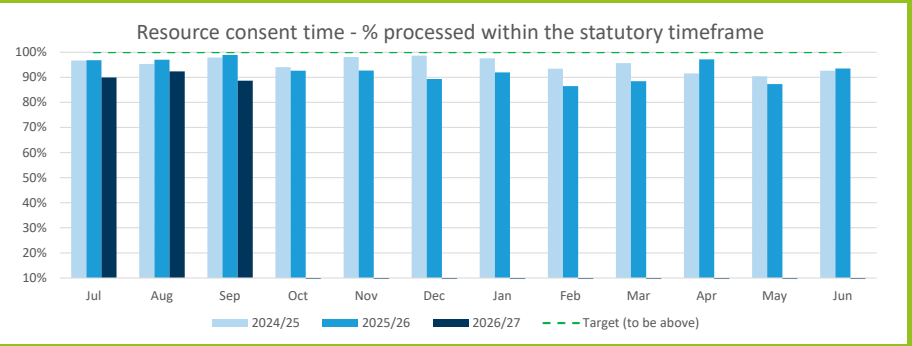
AGGREGATE RESULT

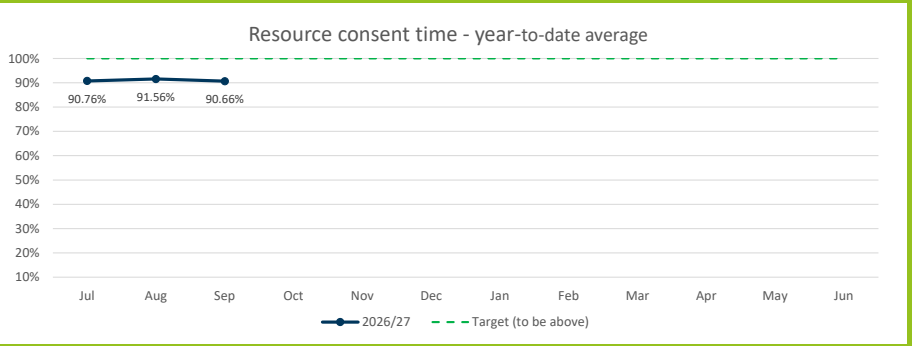
FOOD INSPECTIONS
% of food premises that are due an audit are audited within timeframe

TARGET	YTD RESULT
100%	18%

The number of verifications completed reflects both the ongoing recruitment difficulties and the need to prioritise enforcement and compliance activities. Despite these constraints, the team continues to undertake verifications using a risk-based approach, ensuring that higher-risk businesses and matters are appropriately prioritised.

Environment





MONTHLY RESULT

RESOURCE CONSENT TIME
% processed within the statutory timeframe

TARGET	MONTHLY RESULT
100%	88.62%

September continued to reflect continuing development activity, with 117 applications received and 123 decisions issued. Performance remained strong, although this was a decrease from August.

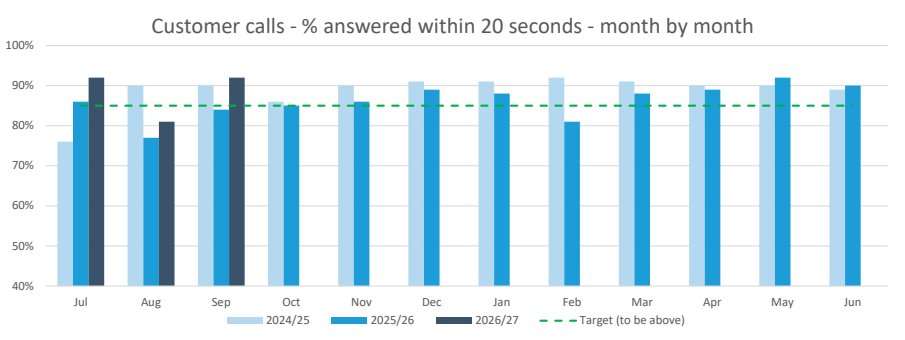
AGGREGATE RESULT

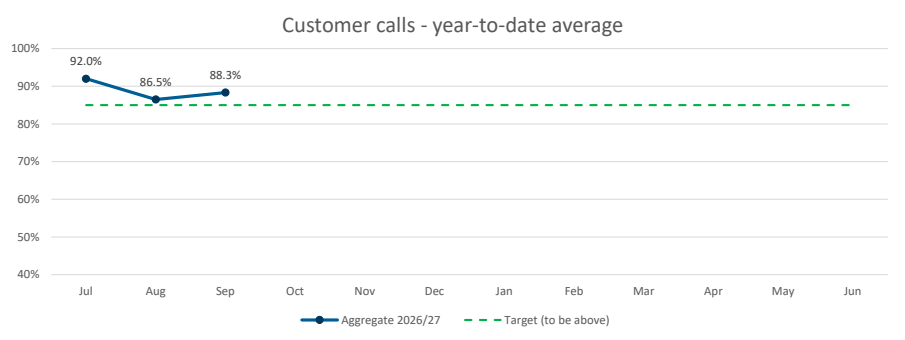
RESOURCE CONSENT TIME
% processed within the statutory timeframe

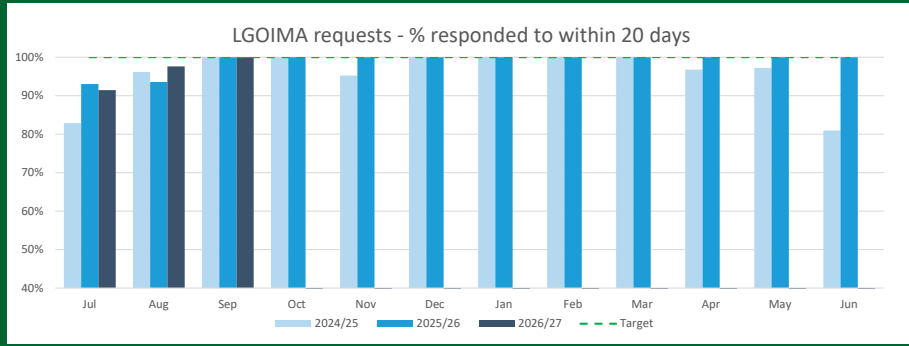
TARGET	YTD RESULT
100%	90.66%

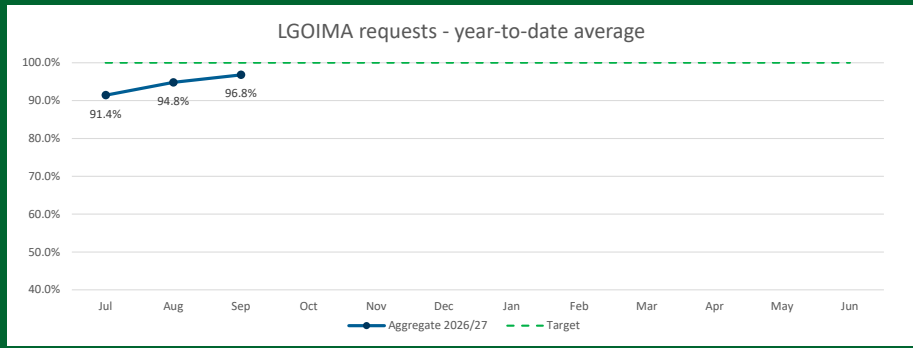
Application numbers continue to track higher than in the 2025/26 financial year. Delays were primarily attributable to capacity constraints affecting allocation, availability of resources, review and decision-making timeframes. Recruitment and workflow improvement initiatives are underway to support performance.

Corporate Services









MONTHLY RESULT

CUSTOMER CALLS
% answered within 20 seconds

TARGET	MONTHLY RESULT
85%	92%

2,629 customer calls were received into customer service in September with 99% of calls answered and 92% answered within 20 seconds, surpassing the international call centre standard by 12%. Call volumes decreased from the previous year and the previous month.

AGGREGATE RESULT

CUSTOMER CALLS
% answered within 20 seconds

TARGET	YTD RESULT
85%	88.3%

In this quarter, 8,808 calls were made to customer service with 99% answered and addressed. The volume of calls decreased from Quarter One last year but is similar to the previous quarter. Phone calls remain the most used channel into QLDC. The team continues to focus on answering calls from our community as a priority.

MONTHLY RESULT

LGOIMA REQUESTS
% responded to within 20 days

TARGET	MONTHLY RESULT
100%	100%

48 requests were due a decision in October; 6 more than last month and 7 more than September last year.
19 of those were released in full, 22 partially released, 6 withheld/ refused, and 1 cancelled. The average time to complete was 13.4 days.

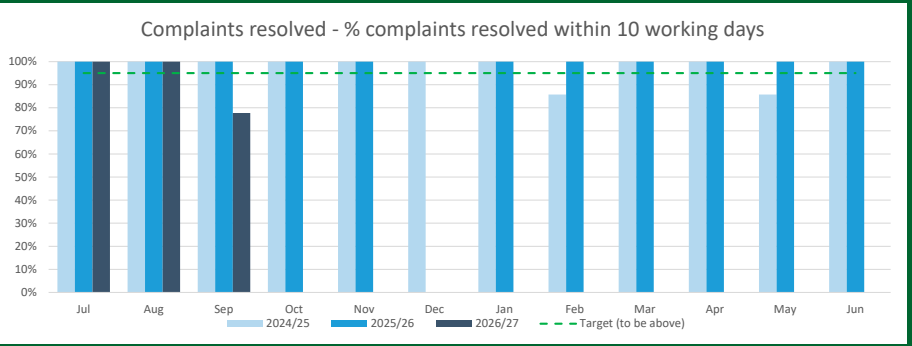
AGGREGATE RESULT

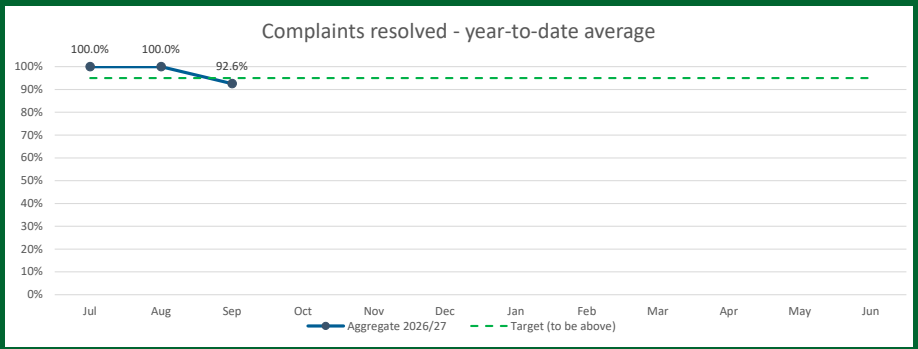
LGOIMA REQUESTS
% responded to within 20 days

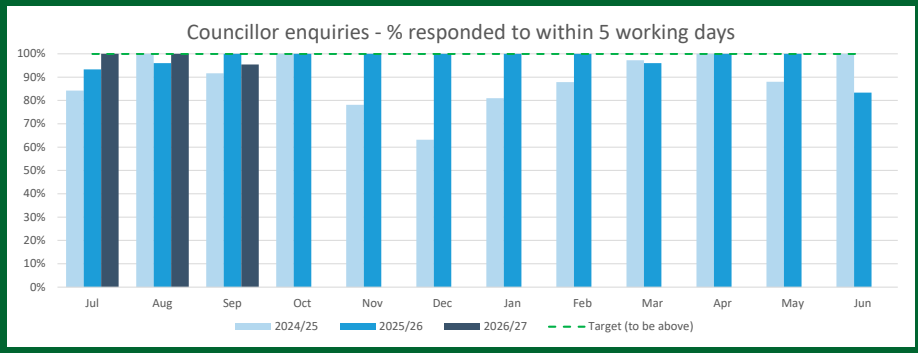
TARGET	YTD RESULT
100%	96.8%

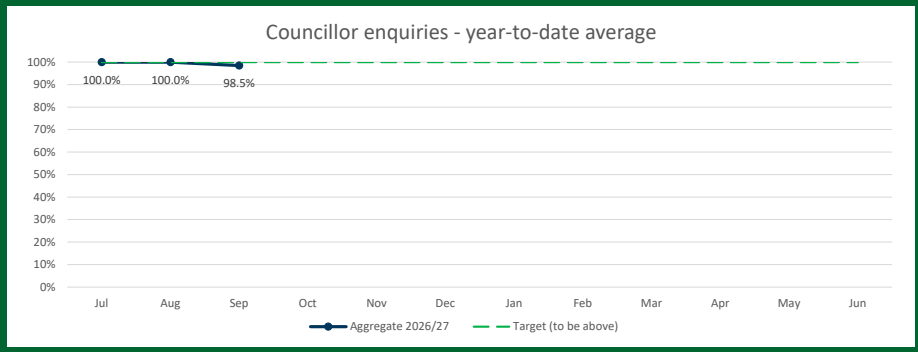
Year-to-date, 125 requests were responded to; 10 more than the same quarter last year. The average time to complete was 12.6 days. Delays were caused by an administrative error, which has been identified and rectified.
LGOIMA decisions
are proactively disclosed on our website here: QLDC - Proactive releases to LGOIMA.

Corporate Services









MONTHLY RESULT

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET	MONTHLY RESULT
>95%	78%

Nine formal complaints were received in September, two of those took longer than 10 working days to resolve, due to collation of information. This is an increase in the number of complaints from the previous month and the previous year.

AGGREGATE RESULT

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET	YTD RESULT
>95%	92.6%

19 formal complaints were received this quarter, a slight decrease on the previous quarter but an increase from the previous year. Complaints centred around roading, parking, monitoring and enforcement, and flooding concerns. All complaints were responded to on time, except two that required more time for collation of information.

MONTHLY RESULT

ELECTED MEMBER ENQUIRIES
% responded to within 5 working days

TARGET	MONTHLY RESULT
100%	95%

22 Elected Member enquiries were received in September. This was on par with the previous month and an increase from the previous year. Most issues raised related to water supply and flooding issues, roads, transport and parking. One was overdue with all others responded to on time.

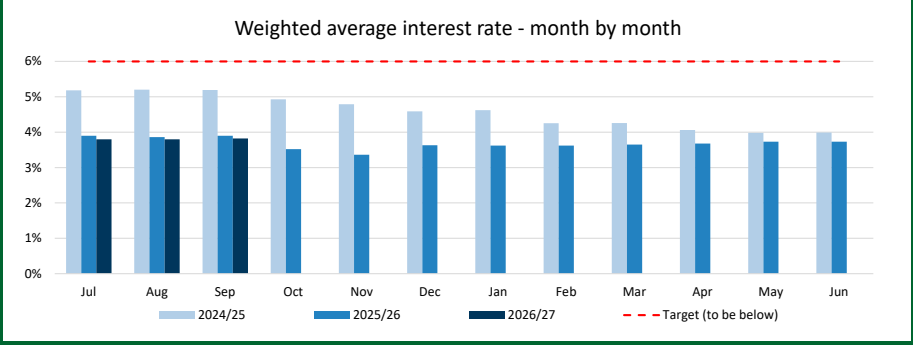
AGGREGATE RESULT

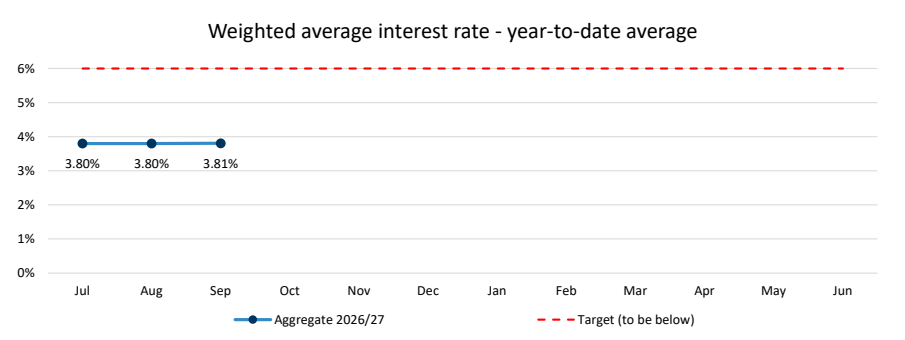
ELECTED MEMBER ENQUIRIES
% responded to within 5 working days

TARGET	YTD RESULT
100%	98.5%

74 Elected Member enquiries were raised this quarter (compared to 57 last year). Subjects included flooding, roading and parking concerns. One was overdue with all others responded to on time.

Corporate Services





MONTHLY RESULT

INTEREST RATES
Weighted average interest rate per month

TARGET	MONTHLY RESULT
<6%	3.82%

With a weighted average interest rate of 3.82% for September 2026 the target of less than 6% has been met.

AGGREGATE RESULT

INTEREST RATES
Weighted average interest rate per month

TARGET	YTD RESULT
<6%	3.81%

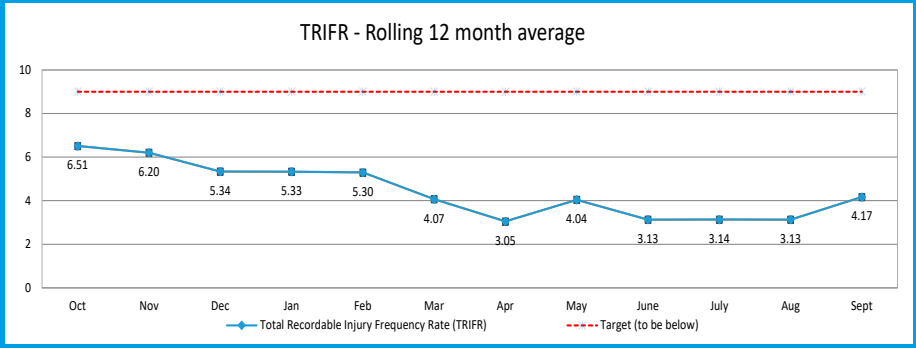
The aggregate result year-to-date is 3.81%. The interest rate remains below target of less than 6%.

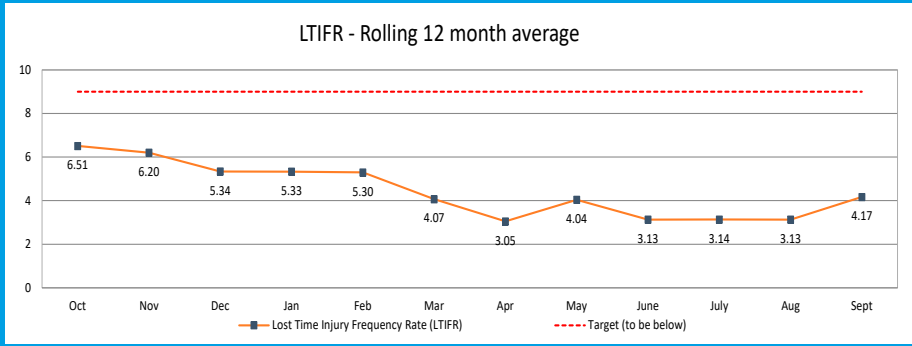
Health & Safety Summary

Health and Safety Committee

Chair's Summary

- The Executive Leadership Team (ELT) has approved the 2026/27 organisational Health, Safety and Wellbeing KPIs.
- Since the start of the financial year, the organisation has achieved four 'A' scores, with an 'A' recorded where an opportunity to improve safety has been identified.
- There were no notifiable events during the reporting period.
- Two Lost Time Injuries (LTIs) were recorded, resulting in an increase in the Total Recordable Injury Frequency Rate (TRIFR). The current rate remains within the target of 9 or below. Both employees received appropriate medical care and have returned to work.





UNSAFE EVENTS
Frequency rates

	TARGET	RESULT
TRIFR	<9	4.17
LTIFR	<9	4.17

TRIFR = Total Recordable Injury Frequency Rate
(see disclaimer here)

LTIFR = Lost Time Injury Frequency Rate

(The result shows the average over the past 12 months.)

A lost time injury has seen an increase in the total recordable incident frequency rate. This is still well within the target range of 9 or below. Two lost time injuries were recorded this financial year.

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.

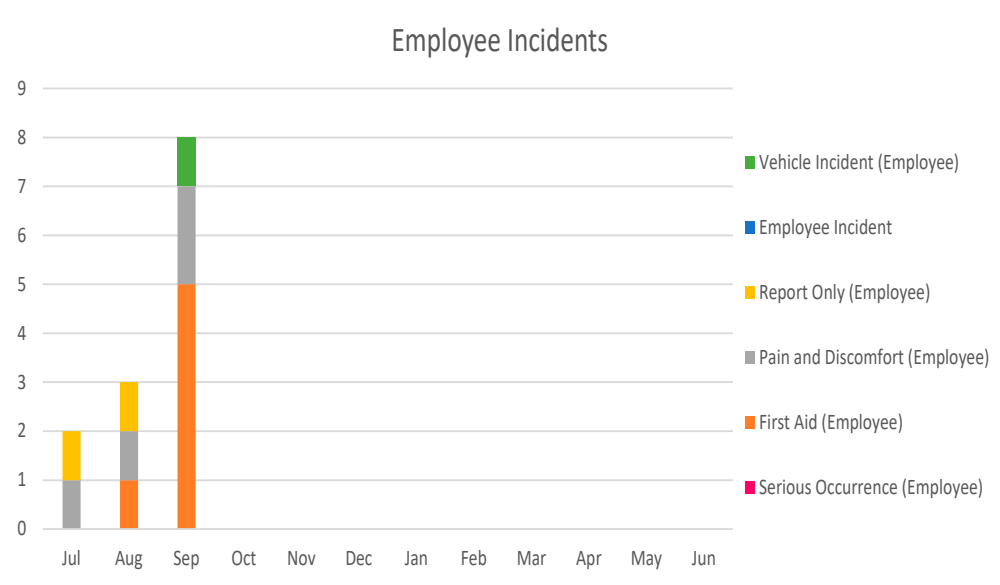
No notifiable events were recorded for the year-to-date.

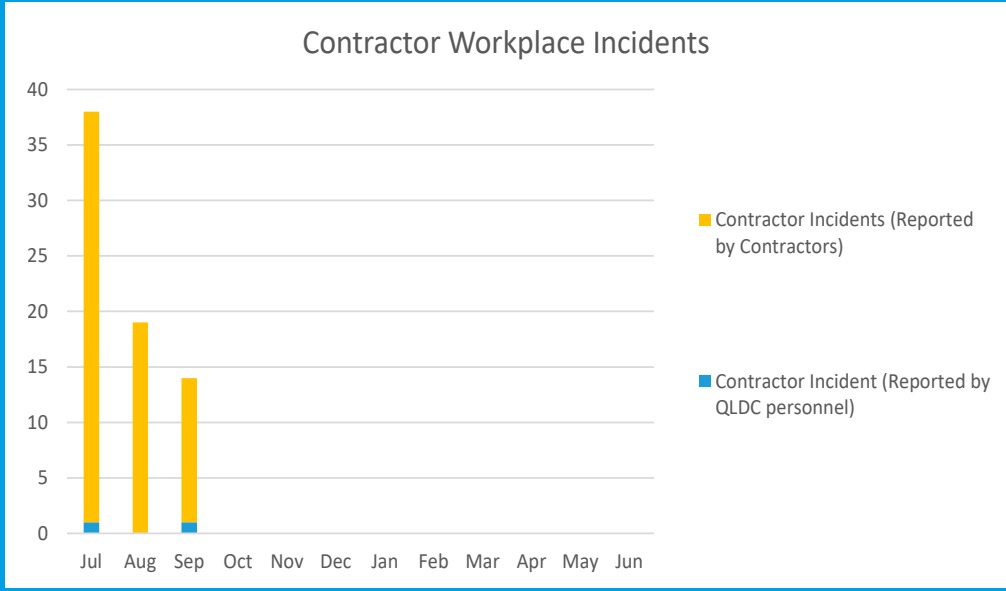
Health and Safety Committee

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.

2026/27	
Compliance	• No breaches of the Health and Safety at Work Act 2015
Incidents	• Total Recordable Injury Frequency Rate - 9 or below for the year • 90% of all incidents reported are closed within allocated timeframe. • 90% of all employee incidents reported into My Safety within 24 hours.
Prevention	• Representatives and department constituents to undertake an office/facility inspection at least every three months. Any actions, by whom and by when, allocated within two days of the inspection and recorded on the inspection sheet. GM's to accompany the HS rep on at least one office/facility inspection per year. • Each department to conduct an annual review of their hazards to ensure that they are identified, recorded, appropriately risk assessed and have control measures in place. • Targeted Security Lockdown Training/Practice is delivered to identified high-risk frontline workgroups.
Improvement	• 90% of Health and Safety Committee actions completed on time. • H&S Improvement focus for 2027: Roll out Contractor Induction: Welcome to QLDC • The organisation identifies and implements a minimum of four health and safety improvement initiatives annually.
Behaviour	• CE and ELT members attend at least two quarterly site visits per year. • Deliver targeted leadership and governance training to the ELT and Leadership Group
Wellbeing	• At least 70% of departments participate in QLDC wellbeing activities held in the Upper Clutha and Queenstown areas each year. • Each team participates in two team activities per year that are not part of the wellbeing calendar.

Unsafe Events and Frequency Rates





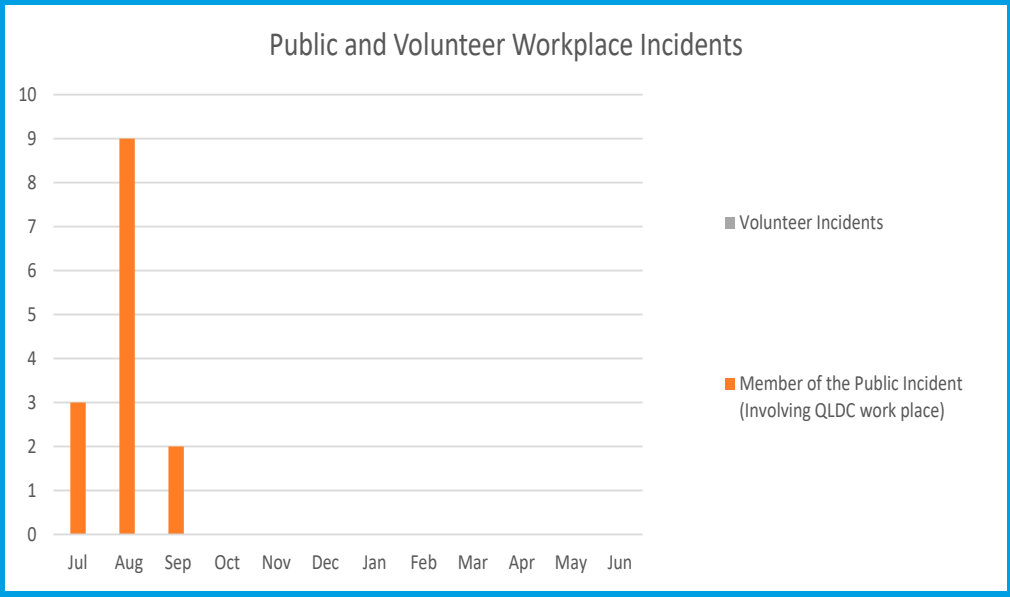
UNSAFE EVENTS
Incidents and accidents across all groups

	MONTHLY	YTD
Employees	9	17
Contractors	14	35
Volunteers	0	0
Public	2	14

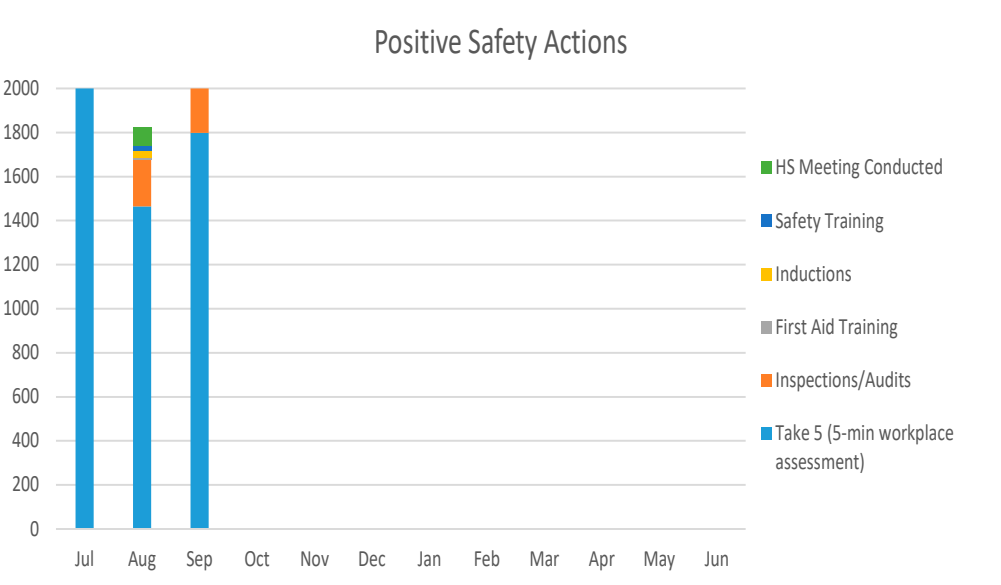
Employee incidents included one Lost Time Injury, five requiring first aid, two causing pain and discomfort, and one vehicle incident.

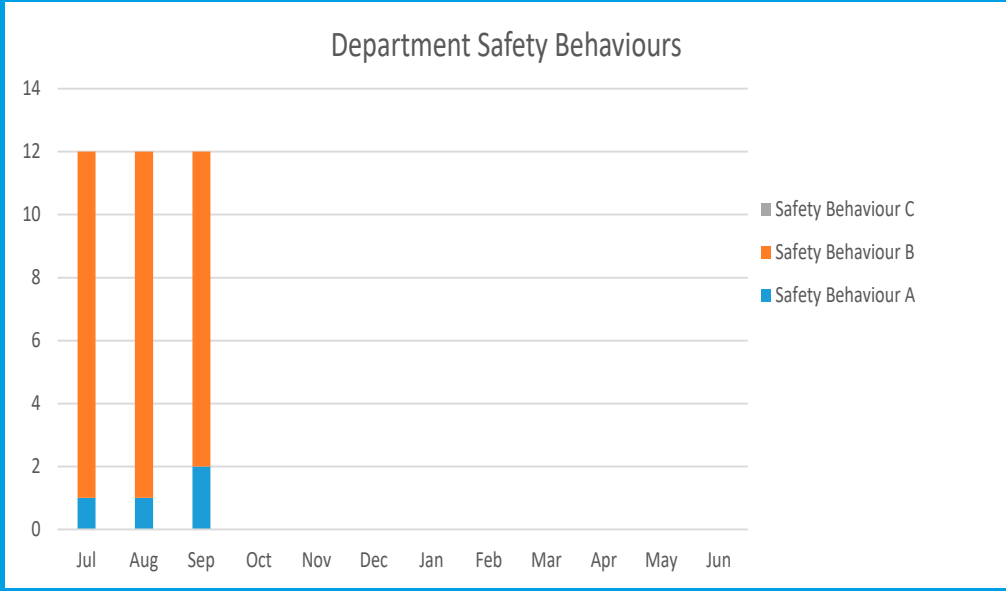
Contractor incidents included one WorkSafe Notifiable Event where a worker tripped and fell onto a broken sledgehammer handle, sustaining cuts that required stitches. WorkSafe was notified and chose not to investigate.

Both public incidents were of a minor nature.



Unsafe Events and Frequency Rates





POSITIVE SAFETY ACTIONS

	MONTHLY	YTD
Take 5s	1,798	5404
Inspection/Audits	228	652
Safety & Wellbeing Training	38	104
H&S Meetings	61	212
First Aid Training	3	25

Take5 pre-task risk assessments are at good levels. This shows that our employees are proactive in their approach to risks in the workplace.

Inspections and audits, both of contractors and QLDC facilities, are providing good feedback to maintain or improve safety.

Training included Emergency Operations Centre (EOC) training, sweeper training, wheels endorsement, Fire Extinguisher Training, De-escalation training, Site Safe refresher and foundation courses.

Health & Safety meetings remain at good levels demonstrating the priority that workers place on sharing safety information.

DEPARTMENT SAFETY BEHAVIOURS

	MONTHLY	YTD
Type A	2	4
Type B	10	32
Type C	0	0
Target Achieved	Yes	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 – You have improved safety.
B – It has been Business as usual (BAU).
C – There has been a significant accident or incident where insufficient (or no) action was taken to remedy.

The objective set is to have twice the number of A's to C's annually.

With zero C scores and two A scores this quarter the objective has been achieved.

Key Priorities Summary

Legend for Key Priorities

Tracking of flow of projects in/out of reporting

New inclusion

Continued reporting

Reporting ended
Triggered by practical completion (capital projects), or plan, strategy, policy adopted.

RAG Status

GREEN	AMBER	RED
The project is **being delivered in alignment with the Business Case** and within all set tolerances.	The project is **marginally out of tolerance** but there are control(s) in place to manage the project back within tolerance.	The project is **significantly out of tolerance**.
All project metrics* are green.	There is at least 1 amber project metric.	There is at least 1 red project metric **OR** There are more amber than green criteria.
*6 individual project criteria metrics and tolerances scored against **schedule, costs (3), scope** and **quality/benefits.**		

Status improved
from last month

Status maintained
from last month

Status worsened
from last month

Key Priorities - Capital Projects

September 2026

ITEM		COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
INFRASTRUCTURE – WATER SUPPLY | WASTEWATER | STORMWATER | TRANSPORT | WASTE MINIMISATION AND MANAGEMENT					
Kingston Three Waters Scheme Project page		• **Background:** The Kingston HIF Three Waters Scheme Project aims to deliver (in stages) community supply, collection and treatment infrastructure to service the Kingston Village Development (KVL) of 750 new dwellings and provide future connections to the existing Kingston Township. The three projects involve a new Water Treatment Plant (WTP) and bulk supply main, new Wastewater Treatment Plant (WWTP), pump station and reticulation, and a large diameter stormwater main. Outcomes include improved housing affordability, and reduction in environmental impacts. The project has been enabled through the "Housing Infrastructure Fund" with an interest-free loan. • **Wastewater:** Physical works at Oxford Street Wastewater Pump Station (WWPS) are progressing in line with revised programme. Contractor procurement for WWTP remains on hold. • **Water**: Kingston WTP brought out of hibernation ahead of commissioning for Stage 1 KVL development. • **Stormwater**: Practical Completion achieved August 2026. Planning to complete deferred works to rail crossing and upper Oxford Street carriageway underway. Project closeout activities underway. • The overall project status remains **Red** due to ongoing uncertainty related to the WWTP.	• **Wastewater**: Milestones on the WWTP works continue to be delayed while the land acquisition process is completed and the impact of the fast-track consent application is understood. WWTP Construction Contract Award - On hold; Early 2027 - WWPS Construction to be complete. • **Water**: November 2026 - Water Treatment Plant recommissioning • **Stormwater**: November 2026 - Deferred sealing works to be complete. • **Project-wide**: Overall project completion is driven by the WWTP completion which is not yet defined.	**Red** Last status change January 2025	
Robins Road Conveyance Scheme Project page		• **Background**: The project will provide additional wastewater capacity to the currently constrained Gorge Road and Arthurs Point catchments. The existing sewer main is undersized and runs through private properties. A new gravity sewer main is to be installed along Robins Road from the Horn Creek Bridge to a new connection point within the Recreation Ground. • **Progress**: Pipe successfully installed over seven sections with one section remaining. Traffic management revised on site with a single lane of traffic open from 30 September. Works are substantively complete on the open cut section of works at the northern end of the site. Construction remains forecast for completion December 2026. Some risk remains around this completion date but has reduced over the last month. • The project status has changed to **Amber** due to work now progressing in line with the revised programme, giving greater confidence in achieving the December 2026 completion date.	• December 2026 - Project to be completed.	**Amber** Last status change September 2026	

Key Priorities - Capital Projects

September 2026

ITEM		COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
Shotover Disposal Solution Project page		• **Background:** The purpose of this project is to identify, design, consent and construct a new long-term disposal solution for treated wastewater produced from the Shotover Wastewater Treatment Plant (WWTP) to replace the existing disposal field that is not performing as designed and intended. The replacement infrastructure needs to account for the long-term treated wastewater disposal requirements in a culturally appropriate, environmentally sustainable, and operationally effective manner. • **Progress**: Additional expert evidence received from ORC regarding the short-term consent in response to QLDC's submission. Detailed technical assessments have continued across hydrology, geomorphology, water quality, wastewater engineering and ecology to inform the next stage of legal proceedings. • Section 92 information requests regarding long-term consent received from ORC and responses are being prepared. The proposed wastewater discharge pipe is being reviewed to make sure it can be built practically and efficiently. • The project status remains **Amber** due to the uncertainty that surrounds the scope of the alternative hybrid and land disposal options assessment as part of the March 2026 Council resolution, which resolved to apply for resource consent for a land flow path and discharge to the Kawarau River, while continuing investigation into both options. There is also risk surrounding the March 2027 implementation date and achieving the remaining enforcement order deadlines.	• 8 October 2026 - Full Council Meeting (items 2 and 3) to approve the recommendations outlined in two papers, to: 1. Seek approval from ORC for the direct referral to the Environment Court for the long-term consent. 2. Commence the design and implementation of chemical dosing to address elevated phosphorus. 3. Proceed with a discharge pipe to the Kawarau River. 4. Proceed with progressing two concurrent UV designs whilst the virus monitoring is completed. • 23 November 2026 - Short-term consent Environment Court hearing • March 2027 - Council decision on implementation of long-term discharge solution • 31 December 2027 - Detailed Design (long-term solution) to be completed as required by Enforcement Order. • December 2028 - Chemical Dosing and UV upgrades (if required) to be completed. • Construction to be completed within three years of consent approval, or no later than December 2030 as required by Enforcement Order.	Amber Last status change March 2026	
Upper Clutha Conveyance Scheme Project page		• **Background**: This project is intended to provide a long-term solution to Hāwea wastewater management needs and increase capacity and resilience in the Wānaka network. The Hāwea upgrade scope includes decommissioning the Hāwea Wastewater Treatment Plant (WWTP), construction of a new wastewater pump station on Domain Road, and a new pipeline from Hāwea to Albert Town. The Wānaka scope includes upgrade of the Riverbank Road wastewater pump station and construction of a new pipeline to the Project Pure WWTP. • **Progress**: Construction of the pipeline is now complete. A huge milestone with a total of 20km of pipeline installed over the last 12 months. Works continue to progress well on the Domain Road and Riverbank Road wastewater pump stations.	• February 2027 - Construction complete for conveyance elements (including pump stations). • Late 2028 - Completion of the full project, following decommissioning of the existing Hāwea WWTP.	Green	

Key Priorities - Capital Projects

September 2026

ITEM		COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
Frankton Track Wastewater Upgrades Project page		• **Background**: The existing gravity sewer main along Frankton Track is nearing capacity and carries a risk of untreated wastewater overflowing to the receiving natural environment (including Lake Whakatipu) in heavy rainfall events or natural disaster. Additional wastewater conveyance capacity between Queenstown CBD and Frankton Beach Pump Station is required to maintain levels of service and support projected demand growth in the area. A new pressure sewer main to run adjacent to the existing pipeline has been identified as the preferred solution. Improvements to the track will be made as part of the wastewater pipeline installation (e.g., strategic widening, stormwater management, pause-points etc.) • **Progress**: Works on track to temporarily open Frankton Track for the Queenstown Marathon. Seven construction crews currently operating, including pipelaying, retaining wall and trail surface contractors. Fibre installation continues. Scaffolding from the Harbour Master building to Frankton Road in place allowing pipe construction in this area to progress. One of four retaining walls constructed, with construction on remaining walls progressing. Trail reinstatement begun on Frankton Track. • Frankton Track - Over 2km of new pipe installed. 200m of pipe construction remaining. • Frankton Beach - Pipe installation is now complete from the Frankton Beach wastewater pumpstation (WWPS) to within 100m of the Marina. WWPS upgrade works are underway and progressing in accordance with programme.	• 14 November 2026 – Temporary re-opening of the track to accommodate Queenstown Marathon. • Late 2026 – Construction to be completed.	Green	
Rockabilly Gully Erosion Protection		• **Background:** Rockabilly Gully is located on Department of Conservation (DOC) land in North Wānaka. The project was initiated in response to an abatement notice issued by the Otago Regional Council (ORC) in October 2021. Stormwater flows from upstream developments are causing significant erosion in the gully, resulting in sediment discharge into the Clutha River. To mitigate risk of further erosion of the gully there is a need to implement a solution to manage stormwater flows. • **Progress**: Contractor tender documents being finalised. • The project status remains **Amber** due to cost and programme uncertainties. It is expected to shift to **Green** once a contractor is engaged and resource consents are formalised.	• October 2026 - Contract tender released to market. • December 2026 - Basin construction commences. This is a month later than previously reported due to delays going to market for a contractor. • March 2027 - Gully remediation commences. • July 2027 - Project to be completed.	Amber Last status change Feb 2026	

Key Priorities - Capital Projects

September 2026

ITEM		COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
Wānaka Waste Facilities Project Page		• **Background**: The existing Wānaka Waste Facility on the corner of Ballantyne and Riverbank Roads (beside Wastebusters) is facing capacity challenges as well as health and safety concerns. The existing layout does not maximise diversion opportunities, nor encourages behaviour change to minimise waste sent to landfill. The facility requires redesign including layout reconfiguration and capacity upgrades to enhance the user experience and maximise diversion opportunities. Once completed, this project will improve waste minimisation and management in the Wānaka-Upper Clutha Ward. • **Progress**: Detailed design complete. Procurement plan and tender documents drafted. Council approval required to go to market. • The project status remains **Amber** due to potential programme delays related to procurement approvals.	• November 2026 - Council approval to go to market • November 2026 - Construction Tender to market • December 2027 - Project to be completed.	**Amber** Last status change August 2026	
Material Recovery Facility (MRF) Solution		• **Background**: The project will provide a new Material Recovery Facility (MRF)/ Recycling Processing solution for mixed recyclables collected from residents and businesses throughout the district. It will support selection of the most effective and reliable MRF solution, capable of adapting to future needs, and managing the risks associated with the continued operation of the existing MRF located at Frankton. • **Progress**: Ongoing engagement to clarify post tender matters, confirm key commercial and operational details. • The project status has moved to **Green** now that the recommendation report is on the December Council agenda.	• 8 December - Report to Full Council with preferred option and budgetary implications. • Early 2027 – Award contract.	**Green**	

Key Priorities - Capital Projects

September 2026

ITEM		COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
COMMUNITY SERVICES – PARKS AND RESERVES, SPORT, RECREATION, COMMUNITY FACILITIES AND VENUES, LIBRARIES					
Project Tohu - Coronet Revegetation programme Project Page		• **Background**: Project Tohu is one of the largest revegetation programmes currently being undertaken in Aotearoa, transitioning 200ha on the south facing slope of Coronet Peak from an ex-Douglas fir plantation (exotic species) into indigenous vegetation. The successful harvest of the Coronet Forest was completed in May 2023. • **Progress**: Construction of the second stage of mountain bike trails. • 120,000 trees planted in Spring planting.	• January 2027 - Completion of the stage two trail network. • Spring 2027 - Last planting to occur. • 2030 - Project to be completed.	Green	
Ballantyne Road Site remediation works Project Page		• **Background**: The Ballantyne Road project is to convert a 20ha site into a flat grassed area for future recreational and community facilities/ needs. • **Progress**: Minor site management and remediation activities continued, while the wider development programme remains on hold. Future development remains dependent on resolution of the outstanding legal matters. • Monitoring of remaining remediation works, expenditure and contractor remobilisation requirements continued. • The project remains **Amber** due to the ongoing hold on wider development activities and uncertainty regarding future programme timing.	• Through 2026 - Continue minor site management and monitoring of remediation requirements. • Pending legal resolution - Confirm future development pathway and remaining remediation programme. • 2027 - Re-establish project milestones following Council direction and resolution of outstanding matters.	Amber Last status change August 2026	

Key Priorities - Capital Projects

September 2026

ITEM		COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
QEC Upgrades		• **Background**: The Queenstown Events Centre (QEC) is the premier recreation & sport hub for the District. A continual plan of upgrades and renewals is required to meet the ongoing needs of the community. This is delivered through a strategic programme of work outlined in the Long-Term Plan 2024-34. • **Progress**: 29 September - Full Council Workshop (item 2) presented the Concept Design and discussed the four- versus six-court options. Direction received to continue with the Business Case development and report writing for the November 2026 Council Meeting to seek final approval to progress into the next phase. • Development of the Detailed Business Case continued, incorporating cost, economic, financial and procurement assessments to support Council decision-making. • Preparation of the Full Council report, seeking endorsement of the preferred Concept Design, Detailed Business Case and approval to progress the project into the next delivery phase. • The project remains **Amber** due to cost and programme pressures and pending Council endorsement of the proposed scope and delivery pathway.	• October 2026 - Finalise Detailed Business Case, supporting assessments and procurement strategy. • 22 October 2026 - Full Council Workshop briefing on the Detailed Business Case. • 12 November 2026 - Full Council Meeting to consider the Detailed Business Case, Concept Design and proposed delivery pathway. • November 2026 - Progress preliminary design, subject to Council approval.	**Amber** Last status change February 2026	
Energy Renewals - Swimming pools Project page		• **Background**: The objective of the Energy project/s is to transition from the use of LPG to other sources that best reduce operational costs and reduce Council's carbon emissions. These projects are reflected in the Long-Term Plan 2024-34 and include QEC indoor pools, Wānaka indoor pool, and Arrowtown outdoor pool. • **Progress**: Arrowtown Pool: Construction progressed, with heat pumps delivered to site and installation works underway. The project remains on track for completion ahead of the summer pool opening. • QEC Pool: Funding and procurement approvals progressed through Council reporting. Council has subsequently approved the revised funding allocations and procurement plan, enabling equipment procurement and design close-out. • Wānaka Pool: Council approved the revised funding allocations and procurement plan, allowing the project to progress into equipment procurement and design close-out. Planning continues for construction sequencing and operational shutdown requirements. • The overall programme remains **Amber**, with funding approvals now secured and focus shifting to procurement, delivery scheduling and operational planning.	• 8 October 2026 - Full Council Meeting (item 8) seeking approval for financial adjustments in the LTP to enable the procurement of equipment and main contractor for QEC and Wānaka pool sites. • Arrowtown: 22 October 2026 - Councillor site visit. Complete installation and commissioning ahead of the summer pool opening. • QEC Pool: October to December 2026 - Progress long-lead equipment procurement, design close-out and detailed delivery programme. • Wānaka Pool: October to December 2026 - Progress long-lead equipment procurement, design close-out and operational shutdown planning.	**Amber** Last status change August 2026	

Key Priorities - Strategies, Policies and Plans

September 2026

ITEM		COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
CORPORATE SERVICES					
Annual Report 2025-26		• **Background:** The Annual Report provides a clear account of the performance and activity of the Council in the preceding public sector financial year. Producing and publishing the report each year is a requirement of the Local Government Act. • **Progress**: Late August to late September 2026 - External Audit Period	• 1 October 2026 - Risk and Assurance Committee (item 4) receives draft Annual Report. • 8 October 2026 - Full Council Meeting (item 1) to adopt the Annual Report.	Green	
Long-Term Plan 2027-37		• **Background:** The Long-Term Plan (LTP) 2027-2037 sets out QLDC's intentions for its activities and investments over the ten-year period commencing 1 July 2027. It is the major statutory planning document which Local Government authorities are required to prepare and adopt under the Local Government Act. • **Progress**: 3 September - The eleventh LTP Steering Group with Councillors addressed the draft year 1 controllable OpEx budget (i.e. the direct costs of Council's planned activities in the 2027/28 financial year). Councillor direction was provided on options to reduce the budget for the year in order to manage affordability pressures. • 10 September - A full Council workshop included an LTP item on the Community Facilities, Parks and Reserves and Libraries capital programme (Steering Group session 11B). This sought key directions from Councillors on the wide range of possible capital investments in these areas over the coming ten years. This direction has helped to focus investment planning, providing a clearer scope. • 17 September - The twelfth LTP Steering Group continued through Step 2 of the Revenue and Financing policy review, focussing on the Funding Needs Analysis and beginning the review of QLDC's rates system. Councillor direction was provided on the split of revenue for activities through either fees and charges or rates (the funding needs analysis) and to inform areas of focus for possible rates system changes, such as a desire for a more progressive rates system. • 29 September - The thirteenth LTP Steering Group considered an early draft of the LTP capital investment programme. Councillor direction supported a 'core capital programme' of $475M across the next ten years, consisting of highly prioritised projects (based on their ranking against Councillors' directed prioritisation framework). Councillor direction was also received on high budget projects (infrastructure projects >$30M in capital cost, community projects >$6.5M in capital cost). This helped prioritise the projects for inclusion in the programme, recognising that not all projects can be funded or delivered.	• October-December 2026 - LTP development will take place throughout the 2026 calendar year. • January-February 2027 - Audit of the Consultation Document and draft Long-Term Plan supporting information. • March-April 2027 - LTP public consultation • June 2027 - Adoption of the LTP at Full Council Meeting.	Green	

Key Priorities - Strategies, Policies and Plans

September 2026

ITEM		COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
Wānaka Airport Future Review Wānaka Airport Future Review | Queenstown Lakes District Council		• **Background**: Council is progressing a Master Plan for Wānaka Airport to give effect to the adopted Scenario 3. The programme is intended to establish an affordable, serviceable and practical spatial and operating arrangement for the airport, while accommodating the requirements for Part 139 certification. • **Progress**: Master planning progressed through the requirements, baseline and discovery phase, establishing the information needed to develop the Draft Master Plan. Financial work progressed to inform future operating, investment and funding considerations for the airport. • The Wānaka Airport Liaison Committee (WALC) Steering Group provided input on the programme, including the future financial position of the airport. • Technical and planning work continued across Scenario 3, Part 139 requirements, existing airport users and future financial sustainability.	• October 2026 - Further develop the requirements and parameters to guide preparation of the Draft Master Plan. • 16 November 2026 - WALC Steering Group consideration of the proposed approach to developing the Draft Master Plan and future stakeholder and community engagement. • 24 November 2026 - Initial governance workshop with the Wānaka-Upper Clutha Community Board and Full Council to consider the parameters and approach for developing the Draft Master Plan.	Green	
Lakeview Development		• **Background**: The Lakeview Development Programme is a staged, mixed-use development being delivered through the Lakeview Development Agreement. Council's role includes administering the Development Agreement, monitoring settlement and delivery milestones, coordinating Council approvals and landowner matters, and managing related Council infrastructure, reserve and property workstreams. • **Progress**: Stage 1 works continued, including upper-slope scaling, commencement of rock-anchor drilling, geotechnical investigations and construction of access to the drilling benches. Design development progressed for Buildings A, B and C. • Council and the developer continued working through approvals and property interfaces supporting construction, including the stormwater swale, retaining works, easements, reserve-land interfaces, Hammy's Track and upper-slope stabilisation. • Stage 2 development documentation continued to progress, including design development for Buildings D and E, toward the 18 October 2026 submission milestone. • Council-controlled property and reserve workstreams within the wider Lakeview precinct also progressed during the period, including the Lynch Block future-use work, the Hot Pools proposal and Lot 10 (Well Smart) arrangements. • The programme remains **Amber** while Council-controlled land, reserve, infrastructure and approval interfaces are resolved and coordinated with the developer's construction programme.	• 1 October 2026 - Lakeview report to the Risk & Assurance Committee and subsequent Council and Committee Workshop on programme objectives, risks and assurance arrangements. • 18 October 2026 - Stage 2 Development Documentation submission to preliminary design stage. • 12 November 2026 - Target Council consideration of a temporary easement over part of Ben Lomond Reserve to enable a debris fence protecting workers on the adjacent Lakeview construction site from shallow slope debris. • 18 December 2027 - Scheduled satisfaction of the Stage 2 settlement conditions under the current programme. • 18 April 2028 - Current programmed completion date for Stage 1.	Amber	

Key Priorities - Strategies, Policies and Plans

September 2026

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
PARKS & RESERVES			
Frankton Arm and Sunshine Bay Reserve Management Plan	• **Background:** The Sunshine Bay to Frankton and Kelvin Heights Foreshore Reserve Management Plan (RMP) from 1991 is being reviewed. The RMP will update the vision and policies for how these reserves are managed, protected and enhanced by QLDC for the community. • **Progress:** 8 September 2026 - Direction received on key policy areas for the draft RMP at Community & Environment Committee Workshop.	• 1 December 2026 - Community & Environment Committee Meeting to recommend to Council to approve notification of the draft RMP. • 17 December 2026 - Full Council Meeting to approve notification of the draft RMP.	Green
SPORT & RECREATION			
516 Ladies Mile	• **Background**: In 2019, Council purchased a 14ha site at 516 Ladies Mile for future development of open space and facilities for the community. Council approved budget of $6.8M in the Long-Term Plan 2024-34 starting in July 2025. Pre-work is currently underway. • **Progress**: The project remains on hold pending further Council direction on the future use and development pathway for the site. • Council has approved the repurposing of available 516 Ladies Mile project funding to support the QEC Pool Energy Upgrade. • Future funding requirements for 516 Ladies Mile will be reconsidered through subsequent Council budget and Long-Term Plan processes. • The project remains **Red**, with no further substantive development progressing until Council direction and future funding are confirmed.	• 2026/27 - Implement approved budget transfer to QEC Pool Energy Upgrade. • 2027 to 2037 - Long-Term Plan process - Review future project funding requirements and priorities. • Subject to Council direction - Confirm future scope, programme timing and development pathway.	Red Last status change August 2026
BYLAW DEVELOPMENT			
Bylaw Development work programme	• **Background**: The purpose of this work programme is to ensure that QLDC's bylaws are reviewed and developed to meet statutory requirements and timeframes. • **Progress**: Work progressing to timelines, no milestone updates for September.	Freedom Camping Bylaw • 27/28 October 2026 - Hearings to take place with a final decision expected by Council at its 8 December 2026 Full Council Meeting. Dog Control Bylaw • 8 October 2026 - Full Council Meeting (item 6) to make statutory determinations to adopt a statement of proposal for consultation with the community during October and November 2026, hearings scheduled for 9 and 12 December 2026 in Wānaka and Queenstown.	Green

Key Priorities - Strategies, Policies and Plans

September 2026

ITEM		COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	

Reform Programme		• **Background**: Coordinates QLDC's response to significant government reforms, including establishment of a Water Services CCO, local government system improvements, resource management reform, and associated organisational change. The programme brings these reforms together through QLDC of the Future, ensuring the organisation is fit for the future.
		• **Progress**:
		  • Integrated Programme: Programme design and resourcing approved.
		  • Alpine Waters Transition: Alpine Waters Board provided with overview of strategic growth planning context. Feedback on Statement of Expectations received. Transition Interface Model and QLDC workstream structure agreed.
		  • Local Government (LG) Simplification: Status of Head Start proposals confirmed.
			Integrated Programme:
			• October 2026 - Programme approach resourced and implemented.
			QLDC of the Future (Phase 1):
			• October 2026 - Executive leadership team (ELT) review design options and test outcomes.
			• November 2026 - ELT approval of operating model and Governance engagement.
			• End of January 2027 / February 2027 onwards - Staff consultation.
			• March 2027 to June 2027 - Implementation
				Green	

COUNCIL CONTROLLED ORGANISATION					
Water Services Council Controlled Organisation (WSCCO)		• **Background:** This programme has been established to implement Council's resolution to form a single shareholding council WSCCO to successfully deliver three waters services for the district, to comply with new and reformed legislation and regulatory requirements (LG Water Services Act 2025, RMA, Commerce Commission and Taumata Arowai requirements). • **Progress:** 3 September 2026 - Name of water services company announced: Alpine Waters. (Media release here.) • 18 September 2026 - Board meeting: Stakeholder Engagement Plan presented. Programme resource plan and budget approved. • September 2026 - Further advice on the Statement of Expectations is required by the Board before feedback can be provided to Council. • Board meetings are held every 3-4 weeks. All agendas can be found here.	• 7 October 2026 - Executive leadership structure of five General Managers announced. Applications open between 12 - 29 October 2026. • 12 October 2026 - Board approves staff transition pathways. Public Service Association trade union and QLDC advised. • October 2026 - How QLDC and Alpine Waters will work together through the transition is agreed, with the people and resources now in place. • 26 October 2026 - Chief Executive Maseina Koneferenisi takes office.	Green	

Financial Management Report

Operating Expenditure and Revenue

Financial Management Report

% of the year completed: 25%

DESCRIPTION	September 2026 Actual	September 2026 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	17,172,037	16,809,465	362,572	51,232,185	50,428,395	803,790	201,713,504	25%	*1
Income - Grants & Subsidies	760,769	669,053	91,716	2,391,423	1,794,173	597,250	7,680,520	31%	*2
Income - Consents	1,565,498	1,738,708	-173,211	5,228,208	5,216,125	12,083	19,106,614	27%	
Income - External Cost Recovery	-8,658	22	-8,680	-43,998	66	-44,064	267	-16479%	
Income - Regulatory	1,315,819	937,159	378,660	4,372,691	3,485,567	887,124	12,557,647	35%	*3
Income - Operational	5,133,498	2,965,911	2,167,587	12,512,925	8,941,926	3,571,000	36,209,788	35%	*4
Total Operating Revenue	25,938,963	23,120,319	2,818,645	75,693,434	69,866,252	5,827,183	277,268,340	27%	
EXPENDITURE									
Personnel Expenditure									
Expenditure - Salaries and Wages	6,158,236	4,961,126	-1,197,110	15,308,034	14,883,377	-424,657	58,281,333	26%	*5
Expenditure - Salaries and Wages Contract	566,799	485,196	-81,603	1,680,133	1,457,610	-222,524	5,814,814	29%	*6
Expenditure - Elected Member Expenses	86,948	89,717	2,769	272,620	269,151	-3,469	1,076,593	25%	
Expenditure - Personnel Other	121,339	244,445	123,106	523,087	733,334	210,247	2,624,322	20%	
Total Personnel Expenditure	6,933,321	5,780,484	-1,152,838	17,783,875	17,343,471	-440,404	67,797,062	26%	
Operating Expenditure									
Expenditure - Professional Services	538,234	650,118	111,884	1,303,310	1,900,125	596,815	10,621,274	12%	*7
Expenditure - Strategic Initiatives	75,105	188,843	113,738	416,253	522,275	106,022	2,180,601	19%	*8
Expenditure - Legal	195,210	355,375	160,165	516,287	1,106,355	590,068	4,505,822	11%	*9
Expenditure - Office Expenses	84,256	40,715	-43,541	186,286	141,623	-44,662	539,236	35%	
Expenditure - IT	381,068	518,359	137,291	1,454,958	1,556,596	101,638	6,238,934	23%	*10
Expenditure - Property costs	1,521,533	1,410,695	-110,837	4,672,889	4,181,305	-491,584	16,722,089	28%	*11
Expenditure - Infrastructure Maintenance	5,870,702	4,282,517	-1,588,185	15,269,377	11,824,651	-3,444,726	50,377,902	30%	*12
Expenditure - Parks & Reserves Maintenance	1,359,018	1,288,587	-70,430	2,965,736	3,661,950	696,214	16,300,530	18%	*13

Operating Expenditure and Revenue

Financial Management Report

% of the year completed: 25%

DESCRIPTION	September 2026 Actual	September 2026 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 - Grants & Events	962,700	1,238,939	276,239	2,928,125	3,609,668	681,543	11,473,866	26%	*14
Expenditure - Travel & Accom	32,143	26,930	-5,213	74,963	80,790	5,827	323,095	23%	
Expenditure - Regulatory	234,425	163,825	-70,600	505,775	516,978	11,203	2,439,679	21%	
Expenditure - Other	429,695	461,050	31,355	1,158,814	1,106,282	-52,532	3,793,396	31%	*15
Total Operating Expenditure	11,684,087	10,625,954	-1,058,133	31,452,774	30,208,599	-1,244,175	125,516,424	25%	
Interest and Depreciation									
Expenditure - Depreciation	5,830,696	5,830,696	0	17,492,088	17,492,088	0	69,968,340	25%	
Expenditure - Interest	2,145,330	2,448,572	303,242	6,494,039	7,345,716	851,677	29,382,847	22%	*16
Total Interest and Depreciation	7,976,026	8,279,268	303,242	23,986,127	24,837,804	851,677	99,351,187	24%	
TOTAL EXPENDITURE	26,593,435	24,685,706	-1,907,729	73,222,775	72,389,874	-832,901	292,664,672	25%	
NET OPERATING SURPLUS (DEFICIT)	**-654,472**	**-1,565,387**	**910,916**	**2,470,659**	**-2,523,622**	**4,994,281**	**-15,396,332**	**-16%**	

*Commentary

*1 Income - Rates - $0.4M favourable
Rates take higher than budgeted due to increase in rateable properties in the district when rates were struck.

*2 Income - Grants & Subsidies - $0.6M favourable
Mainly due to a favourable income from NZTA of $0.5M due to higher level of roading activities and delivery during Spring.

*3 Income - Regulatory - $0.9M favourable
Main variances are $0.3M in Traffic & Parking Infringements; $0.4M in Parking Fees & Permits due to higher volumes than anticipated in these areas.

*4 Income - Operational - $3.5M favourable
$1.4M favourable variance relates to a one-off prior year recovery for a water scheme; $0.5M favourable variance re transfer station revenue due to higher gate volumes, offset by related costs; $1.1M additional revenue re turnover rents.

*5 Expenditure - Salaries & Wages - $0.5M overspent
An underspend of $1M in salaries and wages due to vacancies across the organisation is offset by an unfavourable variance in time oncharged to capital of $1.1M due to change in methodology regarding this.

*6 Expenditure - Salaries & Wages Contract - $0.2M overspent
Overspend in Building Services in revenue generating contractor roles is offset by higher Labour Recoveries and other Income Consents.

*Commentary

*7 Expenditure - Professional Services - $0.6M underspent
Main underspend is in Other Consultants $0.3M, Network Investigations $0.1M and Audit fees $0.1M, which are temporary variances.

*8 Strategic Initiatives - $0.1M underspent
Main variance is an underspend in Programme Inititative of $0.1M but remains on track for the year.

*9 Expenditure - Legal - $0.6M underspent
Underspend mainly relates to spend on Fast Track applications, which is expected to be a temporary variance.

*10 Expenditure - IT - $0.1M underspent
Underspend in Service Contracts is expected to be a temporary variance.

*11 Expenditure - Property Costs - $0.5M overspent
Mostly relates to overspend in electricity & gas costs of $0.4M, which is expected to be a temporary variance.

*12 Expenditure - Infrastructure Maintenance - $3.4M overspent
The overspend is mainly to maintenance costs related to the August weather event ($2.0m) and to higher than expected landfill costs $0.5M due to higher than planned waste volumes, which is offset by increased revenue.

*13 Expenditure - Parks & Reserves Maintenance - $0.7M underspent
Underspend in Parks & Reserves Maintenance of $0.3M and in Cleaning of $0.3M, which are both temporary variances.

*14 Expenditure - Grants & Events - $0.7M underspent
Main underspend is re Wilding Pine Grant, which is expected to be paid out by December.

*15 Expenditure - Other - $0.05M overspent
Main overspend relates to bad debt expense re Traffic & Freedom Camping Infringements, which is offset by favourable revenue.

*16 Expenditure - Interest - $0.9M underspent
Favourable variance due to LGFA borrowers interest, lower loan interest rates than anticipated, and favourable term deposit interest income.

*17 Income - Development Contributions - $3.6M unfavourable
Development Contributions unfavourable variance is related to timing of receipt of income, which is difficult to anticipate.

Capital Expenditure and Revenue

Financial Management Report

% of the year completed: 25%

DESCRIPTION	September 2026 Actual	September 2026 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	1,237,867	2,902,680	(1,664,813)	5,125,897	8,708,040	(3,582,143)	34,832,135	15%	*17
Income - Vested Assets	0	2,014,825	(2,014,825)	0	7,171,769	(7,171,769)	30,941,657	0%	*18
Income - Grants & Subsidies Capex	816,162	109,033	707,129	760,412	327,099	433,313	11,492,630	7%	*19
Income - Dividends received	9,884,818	1,062,648	8,822,170	9,884,818	3,187,944	6,696,874	12,751,777	78%	*20
Income - Gain/(loss) on disposal of property, plant & equipment	0	66,210	(66,210)	(659,476)	198,630	(858,106)	2,239,555	-29%	*21
Total Capital Revenue	11,938,847	6,155,396	5,783,451	15,111,651	19,593,482	(4,481,831)	92,257,754	16%	
Capital Expenditure									
Projects/Asset Purchases	10,805,132	10,247,486	(557,646)	27,035,760	32,898,033	5,862,273	198,789,946	14%	*22
Total Capital Expenditure	10,805,132	10,247,486	(557,646)	27,035,760	32,898,033	5,862,273	198,789,946		
NET CAPITAL FUNDING REQUIRED	(1,133,715)	4,092,090	5,225,805	11,924,109	13,304,551	1,380,442	106,532,192		
External Borrowing									
Loans	(15,000,000)			716,983,000			780,000,000		
Total Borrowing	(15,000,000)			716,983,000			780,000,000		

*Commentary

*18 Income - Vested Assets - $7.2M below budget
Due to its nature, it is difficult to phase the receipt of this income.

*19 Income - Grants & Subsidies Capex $0.4M favourable
NZTA Capital Subsidy income $0.4M favourable year to date.

*20 Income - Dividends received $6.7M favourable
Favourable dividend received from Queenstown Airport Corporation.

*21 Gain/Loss on Sale of Property, Plant & Equipment - $0.9M unfavourable
Relates to Macetown Road asset disposal.

*22 Expenditure - Capital Projects $11.5M underspent
$27.0M YTD spend against a budget of $32.9M (82%). Main project spend this month includes $3.0M for Upper Clutha Wastewater Conveyance Scheme, $1.6M for CBD to Frankton Wastewater Conveyance, $0.5M QEC Events Equipment and Fit Out Renewals, $0.4M for Robins Road Conveyance Upgrade, $0.4M for Existing Waste Facilities Wakatipu, $0.4M for Frankton Watermain Renewal, $0.4M for Shotover Disposal Field, WRC Replacement Flooring and $0.3M for Kingston New SW Scheme.

KPI Data Disclaimers

KPI	DATA DISCLAIMER
CORE INFRASTRUCTURE AND SERVICES	
Average consumption of water per person per day	Calculation is inclusive of visitor numbers to the district. Visitor numbers are extracted from the Ministry of Business, Innovation and Employment funded Accommodation Data Programme, which is not available in time of the reporting period, so the previous year's numbers are used. The resident population is derived from our Demand Projection which can be found here on our website. The medium scenario is used and the percentage of projected growth over 5 years is added to calculate this year`s number of 58,700.
Requests for service - 3 Waters, Roading, Solid waste	Monthly stats provide a snapshot of performance and only include completed RFSs at time of reporting. The final result is subject to change as some requests will be closed following month end.
Percentage of Material Recovery Facility (MRF) recycling contaminated	Does not include contamination of public litter bins.
Percentage of total household waste placed at kerbside diverted from landfill	Contaminated recycling and organic waste, which is subtracted from diverted household waste, is estimated.
Total waste diverted from landfill	Calculations of totals only include waste taken to QLDC landfills.
Total waste sent to landfill	Calculations of totals only include waste taken to QLDC landfills.
COMMUNITY SERVICES	
Total library borrowing (including books, e-books, e-audio and magazines)	The e-materials are shared between Queenstown Lakes District and Central Otago District. The result includes total checkouts of electronic items from all members across both districts.
Total number of Sport & Recreation participation visits per 1,000 residents	a) Some figures are estimated where a precise count is not possible. b) A mixture of automated and manually collected data is used. For example, pool/gym entries recorded by the gates vs. casual (free) court play or pool spectators recorded by the reception team and gym programme attendance recorded by instructors.
Percentage of Freedom Camping RFS resolved within 20 working days	Freedom Camping RFS are categorised between enforcement requests and signage / bylaw enquiries. The KPI result is calculated using 20 working days for all RFS, however requests for enforcement are mostly resolved within five working days.
REGULATORY FUNCTIONS & SERVICES	
Percentage of building consents processed within statutory timeframes	Quality Assurance of data for Ministry of Environment reporting can result in updated figures.
Percentage of resource consents processed within statutory timeframes	Quality Assurance of data for Ministry of Environment reporting can result in updated figures.
HEALTH & SAFETY	
TRIFR (Total Recordable Injury Frequency Rate)	The Total Recordable Injury Frequency Rate (TRIFR) KPI target was incorrectly published as <8 in the Long Term Plan 2024-2034 adopted by Council on 19 September 2024. The KPI target for TRIFR is <9. The KPI target is therefore shown as intended in these reports, with the published error clearly acknowledged.