

Section 2 – Our activities

Wāhaka 2 – Ō kā mahi

Details of the activities and services we provide on behalf of the community, including how we measure performance, how much the activities costs to deliver and how they are funded.

Community services and facilities

Kā Ratoka me kā whare ā-hapori

COMMUNITY PARTNERSHIPS

LIBRARIES

SPORT & RECREATION

PARKS & RESERVES

Community Partnerships

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Living Te Ao Māori - Whakatinana i te ao Māori



Disaster-defying resilience - He Hapori Aumangea



Pride in sharing our places - Kia noho tahi tātou katoa

What we do

Build thriving, safe and resilient communities through a variety of **community development approaches** and **community-centred initiatives**.

- » Relationship management and engagement support for council and the community in the delivery of community-led projects.
- » Support teams within council to successfully engage and establish trusted relationships with communities, social services, schools, business and central government agencies.
- » Empowering communities and strengthening partnerships to increase social cohesion, with a focus on diversity, equity and inclusion. Deliver community events and programmes to improve social, cultural and community wellbeing outcomes.
- » Advocacy and engagement on key social issues such as social infrastructure, creative sector, migrants/newcomers, housing, disability, health & access to community services.
- » Deliver a responsible camping programme that supports community expectations, positive visitor experiences and social license for tourism.
- » Funding, events, resources and training to help support local initiatives, enhance connection, accessibility, sustainability and community wellbeing.

Why we do it

Our goal is to achieve **sustainable** and **intergenerational wellbeing outcomes** for Queenstown Lakes communities.

- » **Strengthen the cultural ecosystem**
Support artists, creative organisations, heritage groups, and cultural practitioners
- » **Celebrate and protect heritage and identity**
Preserve and share the district's stories, heritage places, and cultural identity
- » **Enable collaboration and partnerships**
Build stronger partnerships between council, iwi, cultural groups, support services, business sector and the wider community.
- » **Support establishment of a coordinated approach to migrant orientation and settlement; easing pathways to employment, housing and services.**
Fair access for migrants and newcomers to the workforce and community.
- » **Improve access and participation in arts and culture**
Ensure locals and visitors can engage with creative and cultural experiences.

» **Support sustainable cultural and community infrastructure**

Develop and maintain spaces and resources that support community and cultural activities.

» **Support visitors (campers) to be guardians of the environment; provide a positive visitor experience; communities shape outcomes; effectively and efficiently manage resources.**

What we have planned

COMMUNITY ASSOCIATIONS (CA):

- » Supporting elected member and staff engagement with place-based community groups, including delivery of community-led projects.
- » Support CA governance and capability/capacity, to act as key advocates for their communities, and support community resilience.
- » Delivering enhanced CA support model to improve connection, collaboration and communication with growing communities.

COMMUNITY INVESTMENT:

- » Grants fund administration, enhanced management of strategic community partnerships, community capability building (including via huddl partnership), and reporting/measuring impact (social ROI).
- » Relationship management with key regional and government funders.
- » Refining policy and processes to improve how council and community collaborate on the development of social infrastructure (managing community requests for facility land and buildings).

RESPONSIBLE CAMPING:

- » Continued enhancement of the management of responsible camping in the district, through enhancement in technology, site development and behaviour change initiatives. Future management of poor camper behaviour will be the operational responsibility of QLDC Enforcement.

COMMUNITY WELLBEING:

- » Delivering the Summerdaze event series, including supporting governance engagement opportunities for elected members.
- » Facilitation, delivery support and monitoring of a cross-organisational accessibility work programme (aligned with Disability Policy goals).
- » Supporting wellbeing outcomes for older people, whanau and rangatahi.

WELCOMING COMMUNITIES:

- » Working with community partners, council staff and elected members to implement the Welcoming Plan; to support social cohesion and enhance the district as a welcoming and inclusive place for newcomers.

CREATIVITY, CULTURE AND HERITAGE:

- » Working with community partners to implement Te Muka Toi, Te Muka Tākata | The Creativity, Culture and Heritage Strategy; protecting what makes this place special, creating spaces of belonging, continue to enhance our cultural ecosystem and creative economy, and protecting and promoting our heritage.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
The display of some negative public attitudes and agitation towards QLDC and other members of the community e.g. LGBTQ+ and ethnic groups.	Working with staff and the community on leveraging the Welcoming Communities programme and advocating for social cohesion, diversity, equity and inclusion.
Increasing visitor numbers, including freedom campers, creating situations of conflict with, and complaints from, community members.	Educating visitors about where freedom camping is prohibited in the district, and reminders of other camping options and expected behaviours.
Increasing financial pressures on community groups, likely resulting in more groups seeking more community funding from QLDC.	Communication, capability building and advice on funding options available to community groups from QLDC and other community funders.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

COMMUNITY PARTNERSHIPS						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council provides effective education and proportionate enforcement to freedom campers to manage impacts on the community and natural environment within the district.	Percentage of RFS about Freedom Camping resolved within specified timeframes	98%	95%	95%	95%	95%
Our Council supports strong, connected and resilient communities through partnerships, advocacy and community development.	Community organisations satisfied with Council support and partnerships	New measure	>85% satisfied	>85% satisfied	>90% satisfied	>90% satisfied

Libraries

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Living Te Ao Māori - Whakatinana i te ao Māori



Breathtaking creativity - Whakaohooho Auahataka

What we do

Our Council provides eight public library facilities, that support equitable, inclusive access to professionally curated information, Mātauranga Māori, recreational and cultural resources. We provide high quality, pertinent collections in all formats for reading, learning, recreation, information, research and literacy.

- » Provision of free online and cloud-based educational and literacy resources that reflect the district's diverse communities.
- » Community hubs that provide reading, work and study spaces, digital access, and a range of literacy and learning programmes for children and adults.
- » Provide sustainable and equitable access to library services across the district, responsive to community needs and available resources.
- » In partnership with CODC, provide shared resources and access to Alexandra, Clyde, Cromwell, Maniototo, Millers's Flat, Omakau, and Roxburgh libraries.

Why we do it

LITERACY AND LANGUAGE

- » Support reading, literacy development, and access to information resources for all ages.

LEARNING FOR LIFE

- » Provide opportunities for lifelong learning through programmes, resources, and technology access.

CONNECTED, VIBRANT COMMUNITIES

- » Use libraries as community hubs that bring people together and support engagement and creativity.

WELLBEING AND EQUITY

- » Ensure equitable access to information, digital tools, and community services, supporting community resilience and wellbeing.

WELCOMING SPACES

- » Provide modern, well-located, vibrant and appropriately sized facilities.

What we have planned

- » Implement the QLDC Library Strategy Refresh (2026)
- » Plan for the future of Frankton and Wānaka Library services
- » Manage growth and demand across Hāwea and rural libraries, including extended access opportunities
- » Strengthen digital collections and equitable access to information
- » Preserve local heritage collections
- » Support literacy, learning, inclusion, and community resilience through diverse collections and programmes
- » Promote reading for enjoyment, discovery and lifelong learning
- » Broaden awareness and use of library services across the district
- » Expand sustainable community sharing initiatives, including the Library of Things

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
There is significant growth pressure on our library services and physical facilities.	Developing incorporated partnerships with local organisations, such as Kāi Tahu, Festival of Colour, Altrusa and Otago Museum. Gather usable data by completing an annual user survey to use innovative approaches to improve our user experience.
Some deferred social infrastructure projects due to external constraints.	Obtaining funding and grants from external sources, such as LIANZA (Library and Information Association of New Zealand Aotearoa), National Library of NZ, Philanthropic Foundations and Funding Trusts such as Central Lakes and Otago Community Trusts.
The display of some negative public attitudes and agitation towards QLDC and other members of the community, e.g. LGBTQ+ and ethnic groups.	Continuing and improving collection support for marginalised groups, and the provision of additional staff training.
Increasing misinformation and disinformation.	Providing additional staff training, educational promotional material and public workshops in libraries.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

LIBRARIES						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council provides library services and resources that support learning, literacy and access to information.	Use of library resources: Total library borrowing (including physical books, items and magazines, and eBooks, eAudio and ePress)	768,150	Increase 2% on prior year	Increase 2% on prior year	Increase 2% on prior year	Increase 2% on prior year
Our Council provides libraries as welcoming community hubs that enable connection, creativity and lifelong learning.	Use of library spaces and services: Tracking annual physical library visits	New measure	Establish baseline	Establish baseline	Establish baseline	Increase 2% on prior year
Our Council provides accessible, inclusive and fit-for-purpose library facilities that meet the needs of our growing communities.	Facility satisfaction: overall satisfaction with libraries	New measure	>80% satisfied	>80% satisfied	>80% satisfied	>85% satisfied

Sport & Recreation

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Opportunities for all - He ōhaka taurikura



Zero carbon communities - Parakore hapori

What we do

The Council provides a range of community facilities, including large multi-purpose sport, recreation, aquatic facilities, and community/event venues.

Our facilities are home to many community programmes, including provision of learn to swim classes, sports leagues, school holiday programmes, climbing instruction, introductory golf, fitness and wellbeing initiatives.

- » Programming of outdoor sports fields, outdoor courts and multi-sport artificial turfs across the District to enable community to participate in sport, recreation and events
- » Management of Alpine Health and Fitness Centre at Queenstown Events Centre, and Driving range, 9-hole Golf Course, and Putting Green at Frankton Golf Centre
- » Management of Queenstown Events Centre, Wānaka Recreation Centre, Paetara Aspiring Central, and 8 Community Venues across the District
- » Provision of 3 Aquatic Facilities – Alpine Aqualand, Wānaka Pool and Arrowtown Memorial Pool and support for Glenorchy and Hāwea community pools.

Why we do it

ACCESSIBLE AND INCLUSIVE SPACES FOR ALL

- » Ensure facilities and services are inclusive, affordable and accessible for people of all ages, cultures, abilities and communities.

COMMUNITY WELLBEING AND SOCIAL CONNECTION

- » Provide places and opportunities that strengthen community wellbeing, social connection and quality of life.

ENSURE SUSTAINABLE AND RESILIENT INFRASTRUCTURE AND INVESTMENT

- » Through specific planning, investment and management that considers future growth and community needs.

PROTECT AND ENHANCE NATURAL ENVIRONMENTS

- » Through the planning and management of parks, open spaces and recreation areas.

What we have planned

- » Approval and implementation of the Queenstown Events Centre, Wānaka Recreation Centre and Ballantyne Road Development Plans
- » Construction of new indoor courts and wellness centre at Queenstown Events Centre
- » Provision of community facilities at 516 Ladies Mile – Eastern Corridor
- » Further planning for the location of a future community hub in the southern corridor of Queenstown, and Wānaka
- » Managing ongoing pressures on our activities, including high inflation, increasing costs, insufficient built and green space facilities, growing population and climate change.
- » Maintaining our levels of service and focus on basic level provision of programmes, utilising technology to improve and provide services the community require.
- » Partner with other community facility providers across the District to minimise impact on rates

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Carbon emissions from the LPG boilers that heat our pools.	Running maintenance schedules to minimise heating as much as possible overnight. Reducing emissions in other areas using several initiatives.
An increase in embodied carbon in the construction of community facilities.	Planning for the use of sustainable materials and look for energy efficiency models (e.g. Luggate Memorial Centre).
An influx of visitors for large events can cause increased pressure on infrastructure and minimise the time available for local community groups to hire venues.	Continuing to maximise community participation from April to September annually, including at Queenstown Events Centre's indoor courts.
Investment in community facilities does not keep pace with the growth in the population.	Undertaking planning and investment through the QLDC 30-Year Infrastructure Strategy including implementation of the Queenstown Events Centre/ Wānaka Recreation Centre/Ballantyne Road Masterplans to cater for future growth areas.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

SPORT, RECREATION AND COMMUNITY VENUES						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council provides community facilities that are clean, safe and enjoyable places to visit.	Total number of Sport & Recreation participation visits.	28,258 per 1,000 residents (measure changed in 2026/27)	1,491,054	1,565,606	1,643,887	2,313,114
Our Council provides and maintains a range of facilities and venues to meet the community need.	Percentage of capital works completed annually, including renewals, against the annual budget adopted by the Council for community facilities and property.	82%	80%-110%	80%-110%	80%-110%	80%-110%
Our Council provides and maintains a range of facilities and venues to meet the community need.	Percentage of users who are satisfied with the range of community facilities offered across the Queenstown Lakes District.	73%	75%	75%	75%	80%

Parks & Reserves

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Breathtaking creativity - Whakaohoho Auahataka



Deafening dawn chorus - Waraki



Zero carbon communities - Parakore hapori

What we do

The Council is responsible for over 2,500ha of parks and reserves, including **playgrounds, sports fields, and walking and cycle trails**.

- » Custodianship of Te Kararo Queenstown Gardens.
- » Management of cemeteries in the district.
- » Building and maintaining public amenities such as toilets, trails and playgrounds. Tree and pest management.
- » Maintenance and cleaning of streetscapes within the Queenstown, Arrowtown and Wānaka CBDs and all amenity horticulture work.
- » Supporting the implementation of the Blue Green Network plan.

Why we do it

Our work ensures the longevity and prosperity of community outdoor spaces through **strategic management, maintenance and conservation**.

MANAGE GROWTH SUSTAINABLY

- » Ensure the appropriate provision of different park types and experiences
- » Advocate for and require high quality open space outcomes in new development
- » Ensure adequate cemeteries capacity for the growing population

SUPPORT COMMUNITY WELLBEING AND RECREATION

- » Invest in the open space network, and recreational infrastructure such as playgrounds
- » Expand and maintain tracks and trails networks

COORDINATE PLANNING AND MANAGEMENT TOOLS

- » Implementation occurs directed by reserve management plans, development plans and asset management plans.

PROTECT THE ENVIRONMENT & BIODIVERSITY

- » Support biodiversity restoration and revegetation
- » Implement the Blue Green Network Plan to strengthen ecological corridors.

TRANSITION TOWARD LOW-CARBON SYSTEMS

- » Reducing emissions through sustainable land management and efficient parks operations

What we have planned

- » Delivering Project Tohu – continuing to replant the former Coronet Forest site with indigenous beech forest and shrubland. Development of a trail network at the site to create a multi-use recreational space for the community.
- » Managing wildfire risk in reserves through actions such as vegetation change, improved signage and education.
- » Supporting the implementation of the Blue Green Network Plan working with mana whenua, community and developers, informing future development.
- » Planning and delivery of capital projects e.g. the Wānaka Lakefront Development Plan, new sports fields, playgrounds and public toilets.
- » Implementing tree succession plans at Te Kararo Queenstown Gardens, Eely Point and Te Tapanui Queenstown Hill to remove wilding conifers and replant with appropriate species over the coming decades.
- » Developing a Cemeteries Masterplan to ensure there is appropriate future provision for burials and considering alternative methodologies such as natural burials.
- » Maintaining current levels of service in existing reserves, while acknowledging significant pressures such as population growth and climate change.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Carbon emissions generated by maintenance operations	Conducting annual planting programmes to offset emissions. Encouraging alternative techniques and practices when tendering for maintenance works.
The use of agrichemicals in our parks and reserves.	Undertaking work to better understand our use of agrichemicals and investigate alternative means of vegetation management. Applying, wherever practical, alternative means of vegetation management, including mowing, low-mow and alternative site management. Complying with legislation and standards around advertising, signage and safety equipment when using agrichemicals.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

PARKS & RECREATION						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council provides well maintained green space, trails and cycle ways for the community to enjoy sports and leisure activities.	Percentage of RFS resolved within specified timeframe for parks, reserves, trails, gardens and playgrounds.	92%	95%	95%	95%	95%

Environmental management

Whakahaeretaka ā-taiao

STRATEGIC GROWTH

DISTRICT PLAN – PLANNING POLICY

RESOURCE CONSENTS

RESILIENCE AND CLIMATE ACTION

Strategic Growth

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Opportunities for all - He ōhaka taurikura



Breathtaking creativity - Whakaohoho Auahataka



Pride in sharing our places - Kia noho tahi tātou katoa

What we do

SPATIAL PLANNING:

Lead and coordinate the development and implementation of regional spatial planning for Queenstown Lakes within the emerging national planning framework. This includes working with central government agencies, Otago councils and mana whenua to ensure Queenstown Lakes' growth pressures, infrastructure needs and community outcomes are clearly reflected in regional planning and investment decisions. This work supports readiness for resource management reform and helps align land use, infrastructure sequencing, housing delivery and investment priorities across local and central government

STRUCTURE PLANNING:

Develop and manage the delivery and implementation of Structure Plans for future development areas, priority growth locations and settlements.

HOUSING ACCESS & AFFORDABILITY:

Develop and manage delivery of the Joint Housing Action Plan (JHAP).

STRATEGIC GROWTH PLANNING, COORDINATION AND MONITORING:

Coordinate and continuously improve growth planning across Council and government partners, including growth modelling and district-wide monitoring.

Why we do it

Strategic Growth leads and coordinates how and where the district grows by setting a unified long-term vision that integrates land use, infrastructure sequencing and investment, and enables affordable housing to support community wellbeing.

QL growth has historically been developer led and uncoordinated

Strategic growth planning provides an opportunity to shape more cohesive, well-functioning and connected communities. By taking a coordinated approach to land use, infrastructure investment and housing delivery, Council can support growth in a way that improves long-term affordability, reduces pressure on rates, ensures growth pays for growth, and delivers the community outcomes identified in the Spatial Plan. This approach helps ensure development contributes to great places, not just additional housing.

In addition to community expectations of well functioning communities, Resource Management Reforms strengthen the importance of strategically planning for growth

Reforms are increasing expectations for integrated, long-term spatial planning, strengthening requirements to align land use, infrastructure and investment decisions within a regional framework and place spatial plans are the top of the statutory planning hierarchy.

Clear growth and infrastructure planning better enables us to react to unplanned development

Fast-track processes accelerate development ahead of planned sequencing, creating risks of misalignment with infrastructure, spatial outcomes and community expectations without strong strategic guidance.

What we have planned

- » Creation of a Regional Spatial Plan
- » Continue to strengthen relationship with central and local government and mana whenua as we move to Regional Spatial Planning.
- » Commence Queenstown -> Frankton, and Central and Western Wānaka, and complete Te Kirikiri Frankton structure plan
- » Continued focus on more deliberative consultation approach.
- » Implementation of refreshed Joint Housing Action Plan, including inclusionary zoning (aspirational)
- » Continued enforcement of affordable housing deeds with developers
- » Ensuring accommodation supplement boundary changes are future proofed to include all urban areas
- » Advocating for national improvements to short term letting monitoring system
- » Improve and align growth modelling and planning across Council and government
- » Support transition to the WSCCO to ensure integrated growth planning
- » Develop an in-house approach growth scenarios and modelling

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Cost and resource burden to develop and implement plans	Prioritise investment in high-impact areas
Reduced flexibility as plans can constrain responsiveness to change	Build in regular review cycles and adaptive scenarios to allow plans to evolve
Risk of incorrect assumptions (e.g. growth projections) leading to misaligned infrastructure investment	Use updated modelling, multiple scenarios, and ongoing monitoring to adjust assumptions and decisions over time

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

STRATEGIC GROWTH						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council takes a strategic approach to the long-term development of the district.	Delivery performance - percentage of Spatial Plan action delivered that had been assigned to Strategic Growth Team.	79%	≥90%	≥90%	≥90%	≥90%

District Plan – Planning Policy

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Opportunities for all - He ōhaka taurikura



Disaster-defying resilience - He Hapori Aumangea

What we do

PROPOSED DISTRICT PLAN

Create, update and monitor the District Plan.
A District Plan:

- » Controls land use (housing, business, industry, rural)
- » Sets zoning rules (residential, commercial, industrial)
- » Manages environmental effects (landscapes, heritage, natural hazards)
- » Regulates building/development (height, setbacks, density, signage)
- » Supports long-term community planning (growth areas, infrastructure)

MONITOR DISTRICT PLAN EFFECTIVENESS

OTHER POLICY SUPPORT

Contributing to wider Council policy: Spatial Plan, Future Development Strategy, Joint Housing Action Plan, Climate & Biodiversity Plan

PROCESSING PRIVATE PLAN CHANGES

Processing private plan changes within statutory timeframes.

FAST TRACK APPROVALS ACT

Planning advice on alignment with the District Plan and related documents.

HOUSING & BUSINESS ANALYSIS

A requirement of the National Policy Statement Urban Development.

Details zoned capacity of the district for residential and business land, linked to serviceability for short-, medium- and long-term needs.

Why we do it

The District Plan provides the statutory tool for what, when and how development can occur across the District.

District Plans are a core statutory responsibility of councils. Under the Resource Management Act, councils are legally required to prepare, maintain, and review District Plans.

As one of New Zealand's fastest growing district, with a resident population that continues to expand alongside significant visitor demand, the importance of a strong, well-resourced planning capacity cannot be overstated. This is especially in a time of a once in a generation change to the way planning is undertaken in NZ.

Planning safeguards natural landscapes, environmental values, heritage and amenity. In a District like ours, this is critical in maintaining both quality of life and the visitor economy.

The District Plan gives effect to national policy statements, national environmental standards and the Otago Regional Policy Statement, and assists with implementing the Queenstown Lakes Spatial Plan.

The District Plan (through its provisions) shape how communities develop, from planning for growth in green fields areas to providing a framework for the redevelopment of existing areas – by requiring development to provide for community infrastructure such as roading, provisions for public transport and reserves.

As legislation changes the Planning Policy team will ensure that the Council meets new requirements in a timely manner, considering the uniqueness of the District and its communities.

What we have planned

Respond and prepare for changes required as part the government's Resource Management reform programme:

- » Monitoring and understanding of the existing District Plan, zoning use and existing capacity
- » Assistance and support to create a Regional Spatial Plan
- » Assistance and support to create systems and guidance for Transitional consenting

If approved by the Minister for the Environment as a proposal to proceed despite the "Plan Stop" legislation, continue reviewing the following parts of the District Plan:

- » Frankton Falts
- » Gorge Road
- » Hāwea Mapping
- » "Plan Change 50" land – Queenstown
- » Remarkables Park
- » Te Tapuae Southern Corridor

Resolve all outstanding appeals to the Proposed District Plan to make the plan Formally Operative.

Resolve outstanding appeals on the Priority Landscapes Variations and the Urban Intensification Variations.

Implement as part of our workload the following QLD Policies, Bule & Green Network, Climate and Biodiversity Policy, Joint Housing Action Plan, Spatial Plan.

Process Private Plan Changes within the statutory timeframes in the RMA.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
District Plan changes can create uncertainty for landowners, developers and communities about what can be built, where, and when.	Provide clear advice, accessible information and timely communication on plan changes, appeals and implementation so people understand what is changing and how to participate.
Planning processes can be complex, technical and time-consuming, which may make it difficult for some people to engage effectively.	Use plain-language material, targeted engagement and early conversations with affected communities, mana whenua and stakeholders to support meaningful participation.
Rules that protect landscapes, heritage, natural hazards, infrastructure capacity and amenity may limit development options or increase costs for some landowners and applicants.	Base policy decisions on robust evidence, statutory obligations and clear section 32 analysis, and explain trade-offs so decisions are transparent and defensible.
Delays caused by appeals, legislative reform or national direction can slow the delivery of updated planning provisions and create ongoing uncertainty.	Prioritise high-impact work, resolve appeals efficiently where possible, monitor legislative change, and keep Council and the community informed about timing, risks and constraints.
If District Plan provisions do not keep pace with growth, infrastructure capacity, housing demand or environmental pressures, poor community and environmental outcomes may result.	Monitor District Plan effectiveness, support the Spatial Plan and Housing and Business Capacity assessment work, and align planning provisions with infrastructure, growth and resilience planning.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

PLANNING POLICY						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council takes a strategic approach to the long-term development of the district.	Compliance with two year timeframe of notification to decision, in accordance with clause 10 of Section 1 of the RMA.	Not achieved	100%	100%	100%	100%
	Percentage of private plan changes processed within statutory timeframes.	New measure	100%	100%	100%	100%

Resource Consents

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Opportunities for all - He ōhaka taurikura



Disaster-defying resilience - He Hapori Aumangea

What we do

RESOURCE CONSENT PROCESSING

- » Assess RMA applications under the District Plan and national legislation
- » Issue timely, legally robust decisions within statutory timeframes
- » Manage objections, cost disputes, Court appeals and judicial reviews
- » Provide Duty Planner advice and pre-application meetings to support early understanding and compliance

Outcome: Certainty for applicants, confidence for the community, and defensible decisions for Council.

FAST TRACK APPROVALS ACT – LEADING COUNCIL'S COORDINATION

Coordinate QLDC's input into these applications:

- » Particularly alignment with Spatial/District/Infrastructure Plans

Desired outcome: Development that aligns with QLDC Plans

DEVELOPMENT ENGINEERING

- » Assess infrastructure feasibility and servicing capacity at consent stage
- » Ensure drainage, transport, earthworks and hazard risks are appropriately managed

- » Approve detailed engineering designs and variations
- » Oversee inspections and compliance during construction
- » Finalise subdivisions and vest high value public infrastructure

Outcome: Infrastructure is delivered once, delivered right, and fit for long term ownership.

SUBDIVISION & LAND ENABLEMENT

- » Process RMA subdivision approvals and certification
- » Unlock new titles for housing and development
- » Ensure legal, servicing and infrastructure requirements are met
- » Protect future ratepayers from unplanned infrastructure liabilities

Outcome: Growth is enabled in a way that is orderly, serviced and sustainable.

DEVELOPMENT CONTRIBUTIONS

- » Assess, calculate and notify development contributions in accordance with the DC Policy
- » Responding to customer enquires relating to the DC notification.

Outcome: Development funding for growth infrastructure is collected at the right time.

ROAD CORRIDOR APPROVALS

- » Approve Corridor Access Requests and Traffic Management Plans
- » Manage temporary road closures and licenses to occupy
- » Audit safety and reinstatement during works

Outcome: Public safety, network reliability and asset protection during intense construction activity.

PLANNING & DEVELOPMENT TECHNICAL SUPPORT (ADMINISTRATION SUPPORT)

- » End to end processing support for consents and engineering approvals
- » Financial management, invoicing and debt recovery
- » Appeals coordination and hearings support
- » Statutory reporting, systems improvement and process optimization

Outcome: A fast, fair and transparent service backed by strong governance and controls.

Why we do it

Growth pressure in Queenstown Lakes is among the highest in New Zealand, with significant scale, complexity and public interest.

Resource Consenting ensures development:

- » Is legally compliant
- » Aligns with community endorsed plans (District Plan, Spatial Plan, Infrastructure Strategies)
- » Protects public safety, infrastructure assets, landscapes and environmental values

Strong consenting performance reduces legal risk, protects Council finances, and provides certainty to the community and developers.

What we have planned

To ensure our resource consenting service remains effective, responsive, and ready for future changes, we will:

- » Deliver approximately 1200 resource consent applications annually. This work provides one of the authorisations for development in the district.
- » Implement changes required through amendments to resource management legislation and update our consenting processes, guidance, and internal procedures accordingly.
- » Monitor service performance and customer feedback to identify opportunities for further improvement and ensure the consenting service continues to meet community needs.
- » Prepare for the Government's new planning system reforms (as introduced by the Planning Act 2026 on 30 September 2026) as they progress through future phases of implementation, ensuring Council is ready to adapt to new legislative and regulatory requirements.
- » Prepare for the establishment of the new Planning Tribunal and the transition of resource management objection functions from councils to the Tribunal.
- » We also lead Council's involvement in Fast Track Approvals Act 2024 applications, with around 10-12 projects typically progressing through the process at any one time.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
High levels of development activity can result in increased consent application volumes and pressures on processing timeframes.	Continue to improve efficiency, prioritise resources, and invest in systems and processes to manage demand.
Statutory processing timeframes limit Council's ability to adjust service levels during periods of exceptionally high demand.	Monitor workloads, adapt resourcing where possible, and continue to improve process efficiency to support statutory performance.
Failure to meet statutory resource consent timeframes can result in fee discounts, reduced cost recovery, and reputational impacts.	Focus on timely processing, workload management, and continuous improvement to minimise delays and maintain performance.
Changes to national planning legislation and ongoing planning system reform can create uncertainty for applicants and the community and may change how people interact with Council and the consenting process.	Provide clear information, update our processes and guidance, and support customers through legislative changes and future planning system reforms.
Planning processes can be difficult for customers to understand.	Continue to improve forms, guidance, and communications using plain language.
Customer expectations for accessible and efficient services continue to increase.	Continue to improve our consenting processes and customer experience.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

RESOURCE CONSENTS						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council provides efficient and cost effective resource consenting services for the community.	Percentage of resource consents processed within statutory timeframes.	93%	100%	100%	100%	100%

Resilience and Climate Action

Introduction

This activity supports the following community outcomes:



Deafening dawn chorus - Waraki



Zero carbon communities - Parakore hapori



Disaster-defying resilience - He Hapori Aumangea

What we do

Resilience & Climate Action provides strategic leadership, cross-council coordination and partnership management to strengthen district resilience, reduce emissions, drive energy system transition, protect biodiversity and integrate natural hazard and climate adaptation into planning and decision-making.

- » Lead long-term climate risk and adaptation planning.
- » Strategically coordinate natural hazard resilience across land use, infrastructure, risk, insurance, community resilience, and emergency management.
- » Lead organisational and district-wide greenhouse gas measurement, reporting, and certification.
- » Strategically coordinate energy transition initiatives and emissions reduction projects.
- » Strategically coordinate catchment restoration, ecological partnerships, and major environmental initiatives.
- » Lead the integration of climate, biodiversity, and resilience considerations across Council planning, policy, and investment.
- » Coordinate the Climate Reference Group to support the provision of independent strategic advice to Council.

Why we do it

THE MAURI OF OUR NATURAL ENVIRONMENT IS PROTECTED AND REGENERATED (11 PROJECTS)

- » We will deliver major environmental projects.
- » We will enable improved predator and pest plant control.
- » We will increase the impact of our local conservation organisations.

QLDC DEMONSTRATES AMBITIOUS CLIMATE AND BIODIVERSITY LEADERSHIP (9 PROJECTS)

- » Climate and biodiversity action is in our organisational DNA.
- » We commit to proactive climate governance.

OUR COMMUNITIES ARE READY AND PREPARED FOR A CHANGING CLIMATE (7 PROJECTS)

- » We will prepare for the long-term impacts of climate change.
- » We will strengthen our community resilience.
- » We will help grow a resilient, low-carbon local food system.

OUR ENERGY SYSTEM IS RESILIENT, RENEWABLE, AND RESPONSIVE (4 PROJECTS)

- » We will accelerate the transformation of our local energy system.
- » We will help create a more enabling regulatory environment.

OUR BUILT ENVIRONMENT IS RESILIENT WITH LOW ENVIRONMENTAL IMPACT (8 PROJECTS)

- » We adopt best practice environmental standards.
- » We will accelerate the green build transition.
- » We will work together to protect and manage our water.

OUR TRANSPORT SYSTEM IS LOW-EMISSION AND BETTER CONNECTED (6 PROJECTS)

- » We work together to change the way we travel.
- » We will help accelerate transport decarbonisation.

OUR ECONOMY LEADS THE TRANSITION TO A LOW EMISSION FUTURE (5 PROJECTS)

- » We support the transition to regenerative tourism.
- » We enable a more sustainable local economy.

What we have planned

- » Continue delivery of the core Resilience & Climate Action work programme, including reporting, partnerships, advice and cross-council coordination
- » Establish a stronger cross-council natural hazards governance and coordination approach across planning, infrastructure, risk, insurance, community resilience and emergency management.
- » Lead the next phase of climate risk, adaptation and resilience integration into long-term planning, infrastructure planning, activity management planning and major investment decisions.
- » Embed climate risk, resilience and adaptation more strongly into long-term planning, infrastructure planning, activity management planning and major decision-making.
- » Coordinate climate scenario, risk and policy alignment work with Otago Regional Council and other partners, including support for natural hazard and climate risk assessment frameworks and the interface between regional and national policy requirements.
- » Progress strategic energy system initiatives through the Energy Steering Group, including support for major clean energy transition projects, battery storage opportunities and the broader shift toward coordinated energy system leadership.
- » Coordinate Council's role in priority catchment, biodiversity and restoration partnerships, turning endorsed strategies into delivery plans and implementation.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Fragmented natural hazard responsibilities may lead to inconsistent risk treatment, missed integration and weaker long-term resilience outcomes.	Establish a coordinated resilience work programme, clarify roles, and embed natural hazard considerations into planning, infrastructure, growth and emergency management.
Energy transition costs may create equity challenges for some households and community organisations.	Work with partners to support equitable access to electrification, energy efficiency and resilience solutions, and promote practical tools that reduce cost barriers.
Failure to meet emissions targets may create reputational risk and reduce confidence in Council leadership.	Maintain transparent reporting, strengthen data and communicate progress, constraints and trade-offs clearly.
Nature-based solutions may require trade-offs with development, infrastructure design or land use expectations.	Use evidence-based planning and best-practice design to optimise long-term community, environmental and resilience outcomes.
Embedding change across the organisation may create delivery pressure, competing priorities and change fatigue.	Integrate climate and biodiversity action into core business processes, leadership expectations and day-to-day service delivery.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

RESILIENCE AND CLIMATE ACTION						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Council demonstrates ambitious resilience, climate and biodiversity leadership on behalf of the Queenstown Lakes community.	Percentage of residents who are satisfied with the steps Council is taking to reduce the district's greenhouse gas emissions.	24%	Year on year improvement	Year on year improvement	Year on year improvement	Year on year improvement
	Percentage of residents who are satisfied with the steps Council is taking to prepare for and adapt to the effects of climate change.	17%	Year on year improvement	Year on year improvement	Year on year improvement	Year on year improvement
	Percentage of residents who are satisfied with the steps Council is taking to help protect and restore the district's biodiversity.	39%	Year on year improvement	Year on year improvement	Year on year improvement	Year on year improvement
	Delivery performance - percentage of Climate & Biodiversity projects delivered that had been assigned to QLDC.	100%	90% (3yr rolling average)	90% (3yr rolling average)	90% (3yr rolling average)	90% (3yr rolling average)
Our Council supports the reduction of emissions across the district.	Achieve annual carbon reduction certification through independent third party audit.	Achieved	Achieve	Achieve	Achieve	Achieve

RESILIENCE AND CLIMATE ACTION						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Council leads and supports major ecological restoration and biodiversity management across the district, including predator and pest plant control on Council land and through partnerships.	Percentage of annual QLDC commitments within priority catchment and biodiversity partnership programmes that are completed to an agreed milestone or formally rephased through approved governance.	New measure	90% (3yr rolling average)	90% (3yr rolling average)	90% (3yr rolling average)	90% (3yr rolling average)
	Hectares of Council land under active ecological restoration.	New measure	Year on year improvement	Year on year improvement	Year on year improvement	Year on year improvement
	Hectares of Council land under active predator or pest plant control programmes.	New measure	Year on year improvement	Year on year improvement	Year on year improvement	Year on year improvement

Infrastructure Tūāhaka

TRANSPORT

WASTE MANAGEMENT

PROPERTY

Transport

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Zero carbon communities - Parakore hapori



Disaster-defying resilience - He Hapori Aumangea

What we do

- » Road and corridor maintenance services, including resurfacing, pothole repairs, vegetation clearance, line marking, and related activities.
- » Delivery and maintenance of safe and accessible footpaths, cycleways, and active transport infrastructure.
- » Public transport network infrastructure, such as bus stops. (Public transport service delivery within the district is the responsibility of ORC.)
- » Day-to-day transport operations and network management to ensure safety, reliability, and efficient traffic flow, including signals and operations centre activities.
- » Proactive and reactive weather event response, including winter gritting and de-icing, flood management, slope stability, and clean-up activities.
- » Provision and support of safety and accessibility programmes, including speed management, school safety initiatives, and minor network improvements.
- » Parking, demand management, and behaviour change services through parking supply, pricing, mode-shift initiatives, and improved connectivity.
- » Collaborative planning, strategy, and growth integration to support coordinated land use and long-term transport network functionality, including initiatives such as Way to Go.

Why we do it

- » Improve transport safety outcomes
- » Improve travel choice & network connectivity
- » Enhance transport infrastructure resilience & reliability
- » Support integrated growth & place outcomes
- » Partnership, policy & behaviour change for mode shift

What we have planned

Future planning is dependent on the outcomes of the Long-Term Plan and Transport Network Plan (Regional Deal) workstreams. OPEX funding will provide facilities for Transport Planning Strategies to support these capital programmes.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Physical works may temporarily reduce access, increase congestion, and impact businesses and residents.	Optimised work programming and proactive communications to reduce reactive works.
Safety interventions may increase travel times and reduce perceived efficiency for users.	Evidence-based, targeted interventions, public consultation, and ongoing performance monitoring.
Expanding footpaths, cycleways, public transport assets, and shared spaces can reduce road widths or parking capacity in constrained corridors.	Integrated network planning with clear design principles and hierarchy, ensuring new roads are designed to support all transport users.
Construction activities can impact the environment, including stormwater, emissions, site disturbance, and noise.	Strong contractual and resource consent conditions to ensure environmental effects are kept to a minimum.
Road network expansions and efficiencies can increase vehicle usage, resulting in greater congestion and emissions.	Continued prioritisation and expansion of behaviour change programmes that reduce dependence on private vehicle use.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

TRANSPORT						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
The local roading network provides a safe and comfortable travel experience throughout the district.	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network expressed as a number.	12	To report a decrease on the prior year	To report a decrease on the prior year	To report a decrease on the prior year	To report a decrease on the prior year
	Percentage of sealed network that is resurfaced annually.	61%	5-10%	5-10%	5-10%	5-10%
	Average quality of ride on a sealed local road network, as measured by the Smooth Travel Exposure Index.	94%	>90%	>90%	>90%	>90%
Active and shared transport infrastructure provides safe, accessible, and appealing travel choices that connect communities and destinations.	Percentage of local footpath network that is part of the local road network that falls within the Level of Service (LOS) or service standards for the condition of footpaths.	98%	>95%	>95%	>95%	>95%
	Percentage of residents who are choosing to use their petrol or diesel vehicle less by using alternate modes of transport or active travel.	43%	Increase on prior year	Increase on prior year	Increase on prior year	Increase on prior year

TRANSPORT						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Streets are welcoming, accessible, people-friendly places that contribute to thriving town centres.	Percentage of town centre streets achieving a Healthy Streets Assessment score of 80% or greater.	17%	>40%	>50%	>60%	>90%
Issues reported by the community are responded to promptly within agreed service timeframes, helping keep the district moving and maintaining confidence in the transport network.	Percentage of external contractor and internal RFS resolved within specified timeframe - Roothing.	94%	95%	95%	95%	95%
The local roading network supports reliable journeys and recovers quickly from disruption as the district grows and changes.	The number of unplanned road closures (with no (or limited) detour) and the number of vehicles affected by those closures annually.	New measure	Under development	Under development	Under development	Under development
Transportation capital investment is delivered with disciplined financial stewardship to support agreed service outcomes and LTP commitments	Percentage of transport capital expenditure relative to the corresponding annual budget adopted by Council.	New measure	80%-100%	80%-100%	80%-100%	80%-100%

Waste Minimisation & Management

Introduction

This activity supports the following community outcomes:



Deafening dawn chorus - Waraki



Zero carbon communities - Parakore hapori



Disaster-defying resilience - He Hapori Aumangea

What we do

- » Residential kerbside collection services for recycling (glass and mixed recyclables) and residual waste.
- » Recycling and transfer facilities that support waste disposal and resource recovery, including green waste, scrap metal, hazardous waste, and e-waste.
- » Promotion and support of activities that prevent, reduce, and manage waste through a broad programme of community-focused initiatives.
- » Collaboration with other councils on a regional development framework and joint initiatives programme.
- » Provision and maintenance of a network of public place bins.

Why we do it

- » Prevent and reduce construction waste
- » Prevent and reduce organic waste
- » Enhance waste management and minimisation infrastructure
- » Foster circular economy behaviours
- » Regulatory, policy & advocacy for community solutions

What we have planned

QLDC's waste activity is defined largely through its' Waste Management and Minimisation Plan (WMMP) which outlines a coordinated programme of investment, infrastructure upgrades and partnerships to support Queenstown Lakes' transition towards a zero-waste, circular economy.

Council continues to invest in sector partnerships and targeted interventions through the Zero Waste District Programme. This investment strengthens the local circular economy, and reduces reliance on landfill over the long term. The programme delivers practical waste reduction, resource recovery and behaviour change initiatives with multiple community based organisations such as Wastebusters, WAO, KiwiHarvest and Sustainable Queenstown.

Other initiatives focus on capturing major diversion opportunities to reduce organic waste, construction and demolition waste, and other recoverable materials currently being disposed of to landfill. Planned investment to reduce waste includes a future kerbside food scraps and garden waste collection service and development of a replacement Materials Recovery Facility (MRF) recycling solution to ensure the district has resilient and efficient recovery infrastructure. The WMMP also seeks to investigate and strengthen

regional processing collaboration to improve resource recovery outcomes and support long-term sustainability.

To improve system resilience, Council will also invest in the Wānaka and Whakatipu transfer station redevelopments at Ballantyne Road and Glenda Drive, undertake long-term waste disposal planning, and work with regional partners to develop a regional emergency waste plan. These initiatives will help ensure the district can continue to manage this activity effectively as population growth, visitor numbers, and environmental risks increase.

The WMMP also identifies several critical enablers that underpin successful delivery. These include reconsenting of Victoria Flats Landfill, progressing closed landfill remediation plans, undertaking future waste assessments, and exploring waste bylaws and other regulatory tools to encourage waste minimisation and improve resource recovery.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Landfill emissions resulting in poor climate outcomes	Divert organic waste from landfill.
Odour, noise, traffic, and pests arising from services resulting in community dissatisfaction and degradation of amenity.	Provide clean, well-maintained, future-fit waste facilities/services that meet demand and minimise amenity impacts.
Non-compliances resulting in enforcement actions and disposal disruptions.	Robust landfill controls, enforce illegal dumping penalties, and invest in litter prevention.
User pays policy resulting in lower diversion performance and private company control of waste stream.	Focus on prevention and reduction of waste materials, and implementation of the Waste Management and Minimisation Plan.
Contamination of recycling resulting in lost material value, higher disposal costs, and accelerated landfill utilisation.	Strengthen waste reduction, reuse, recycling and recovery systems; continue community education initiatives.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

WASTE MANAGEMENT						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
The system supports waste prevention and maximises diversion to reduce the volume of material sent to landfill.	Total waste sent to landfill.	53,454t	<57,400t	<56,900t	<53,200t	<49,100t
	Total waste diverted from landfill.	8,942t	>11,400t	>14,100t	>20,000t	>39,600t
Collected recycling and recovered materials are of a quality that supports efficient processing and maximises value.	Percentage of MRF recycling contaminated.	24%	<20%	<20%	<20%	<20%
Service requests, incidents, and customer-reported issues are resolved within agreed service timeframes.	Percentage of external contractor and internal RFS resolved within specified timeframe - Solid Waste.	95%	>95%	>95%	>95%	>95%

WASTE MANAGEMENT						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Facilities and operations provide safe, compliant, and resilient service capability.	Consent compliance Compliance with resource consents for discharge to air, land, or water from waste management facilities, measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) successful prosecutions Target being no consents with any of the above noted enforcement actions (Total # of Resource Consents without an associated Enforcement Action / Total Number of Consents)	New measure	100%	100%	100%	100%
Waste minimisation & management capital investment is delivered with disciplined financial stewardship to support agreed service outcomes and LTP commitments.	Percentage of waste minimisation & management capital expenditure relative to the corresponding annual budget adopted by Council.	New measure	80%-100%	80%-100%	80%-100%	80%-100%

Property

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Opportunities for all - He ōhaka taurikura



Zero carbon communities - Parakore hapori



Disaster-defying resilience - He Hapori Aumangea

What we do

- » Management and maintenance of QLDC's vertical property portfolio.
- » Management of commercial properties, including leasing arrangements and revenue management where QLDC is the lessee or lessor.
- » Delivery of new structures and major improvements to existing assets.
- » Provision and management of QLDC offices, fleet, and associated assets, including EV chargers, furniture, fittings, and equipment.
- » Management and maintenance of waterway structures and access assets.
- » Provision and maintenance of the CCTV camera hardware network.

Why we do it

- » Maintain safe and compliant assets
- » Optimise portfolio performance, utilization, and value
- » Support efficient service delivery and customer access
- » Reduce emissions associated with QLDC properties
- » Respond to future service and growth requirements

What we have planned

Alongside the on-going compliance schedule for QLDC's Property Asset portfolio, the planned scheduled maintenance program will have a continual emphasis to ensure timely completion during the period.

Our Facilities Maintenance Contractor, CityCare, will provide critical oversight with dedicated reporting on each asset, both on the current condition and reactive maintenance occurrences. This reporting will give key direction on upcoming and future renewals programs. The prior lack of timely and accurate asset data reporting has inhibited our ability to purposefully maintain the Councils vertical properties.

A strategic approach will be taken to ensure the external fabric of the buildings is maintained and weathertightness is preserved. This is of critical importance to prevent the accelerated degradation of the structures themselves.

The introduction of new legislation for evaluating the seismic strength of buildings (*EPB - Earthquake Prone Buildings*) will provide a more targeted, risk-based framework for completing new assessments. This new system will capture only buildings that pose a genuine risk to human life in medium and high seismic zones. An assessment of Councils buildings will be undertaken and specific plans put in place in response to the findings.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Construction, refurbishment, and major renewals can generate emissions and construction waste.	Low-carbon designs and materials; refurbish rather than replace where viable; minimise C&D waste in plans; improve building energy performance.
Security and safety controls can reduce ease of access and customer experience.	Smart building and access control systems; user-centric design; clear signage and wayfinding.
Portfolio optimisation and rationalisation may reduce local service presence or community access.	Service-led planning before divestment; phased transitions; co-location opportunities and flexible use of assets.
CCTV infrastructure can create privacy and trust concerns.	Clear policies and protocols; signage and communications; privacy-by-design; regular audits.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

PROPERTY						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
QLDC's property assets are safe, compliant, and fit-for-purpose.	Percentage of buildings with BWOFF.	New measure	100%	100%	100%	100%
	Average abv building category A condition rating 2.5 target.	New measure	80%	80%	80%	80%
The value of QLDC's property assets is preserved.	Percentage of planned preventative maintenance completed annually.	New measure	100%	100%	100%	100%
	Percentage of renewals expenditure relative to agreed annual budget.	New measure	>75%	>75%	>75%	>75%
Property capital investment is delivered with disciplined financial stewardship to support agreed service outcomes and LTP commitments.	Percentage of Property capital expenditure relative to the corresponding annual budget adopted by Council, for budgets under the control of the Property team.	New measure	80%-100%	80%-100%	80%-100%	80%-100%

Economic Development

New translation
needed

ECONOMIC DIVERSIFICATION

ARTS AND EVENTS

DESTINATION MANAGEMENT

Economic Diversification

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Opportunities for all - He ōhaka taurikura



Zero carbon communities - Parakore hapori



Disaster-defying resilience - He Hapori Aumangea

What we do

- » Supporting film by securing permissions for over 100 productions each year and building industry capability.
- » Helping grow niche industries where the district has a unique advantage.
- » Supporting leaders by connecting founders and key staff to training, referrals, mentoring, and capital.
- » Supporting businesses by ensuring key (non-tourism) businesses have the infrastructure they need.

Why we do it

Council plays a role in supporting locals to build a long-term future for themselves and their families in the district. Economic Futures helps by fostering a more productive, vibrant and diversified local economy that provides meaningful work and healthy incomes.

What we have planned

- » Promote training opportunities in the district to build the pool of talent (e.g. Bachelor of Entrepreneurship)
- » Systematically connect local businesses with available expertise and financial support (e.g. export and R&D)
- » Support delivery of the plan by others through coordination and prioritising funding on collaborative efforts
- » Leverage relationships with central government to create long term economic value from visitors

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it’s important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Industry growth puts pressure on housing availability and affordability.	Growth in niche industries is anticipated through spatial planning. Higher incomes support affordability.
Technology advances (e.g. AI) reduce demand for in-location filming.	Encourage productions to see the district as a key appeal rather than a backdrop.
Niche industry businesses recruit skilled staff from outside the district rather than locally.	Promote career opportunities to local people and encourage tertiary training that aligns with industry needs.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

ECONOMIC DIVERSIFICATION						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council supports a thriving and diverse economy.	Percentage of Economic Diversification projects delivered that had been assigned to Economic Futures Team.	89%	90%	90%	90%	90%

Arts and Events

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Living Te Ao Māori - Whakatinana i te ao Māori



Breathtaking creativity - Whakaohoho Auahataka

What we do

EVENT DELIVERY

- » QLDC delivers New Year's Eve and Christmas celebrations, including safety measures to protect attendees.

EVENT FUNDING GRANTS

- » Distribution and oversight of annual contestable event grants for independently run events. 18 grants distributed in 2025/26.
- » QLDC also provides funding to support Matariki and Waitangi Day celebrations.

EVENT FACILITATION

- » Liaison between event organisers and Council on permits and access to council facilities.
- » 30 event permits facilitated in 2025/26. Permits are free of charge but in 2025/26 Council received an estimated \$220,000 in events related revenue (e.g. venue hire, consents)

ARTS FACILITATION

- » Managing the (Central govt funded) Creative NZ funding round enabling public art and supporting 3 Lakes Cultural Trust. 23 grants distributed in 2025/26.

Why we do it

To encourage **events that strengthen community wellbeing** while being safe, well managed, and aligned with community expectations.

The Economic Futures team supports events delivered in the district and these are governed by the objectives in the Events Policy:

- » Maximise local economic benefit
- » Create a positive sense of community
- » Create opportunities to participate and attend
- » Respect and celebrate Mātauraka Kāi Tahu
- » Protect and celebrate our unique identity
- » Minimise adverse impacts
- » Ensure safety of participants, workers, residents and audiences
- » Respect diversity, equity and inclusion

Partnering to deliver the Creativity, Culture and Heritage Strategy, including:

- » Supporting creativity and innovation to diversify the district's economic base and enhance its attractiveness.
- » Fostering intergenerational, inclusive, and multicultural communities.
- » Supporting the growth of collaborative leadership across the district.

What we have planned

EVENT DELIVERY

- » Continued focus on safety improvements as attendance grows.

EVENT FUNDING AND FACILITATION

- » Work with venues and parks to make it easier for organisers to see what venues Council has and how to book them, and streamlining processes for staff.
- » Collect event feedback and data to see how well each event aligns with the policy.
- » Support staff and event organisers to ensure health and safety responsibilities clear, and upskill organisers to be able to align with events policy
- » Support delivery of Matariki and Waitangi celebrations across the district, including regional Ngai Tahu Waitangi celebrations if requested

ARTS FACILITATION

- » Continued support to 3 Lakes Cultural Trust, and other arts focussed groups. Support creative industries via Economic Diversification efforts including Film Queenstown Lakes

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Events within the district create unacceptable risks, congestion, or environmental impacts.	Funding support is linked to Events Policy objectives, and monitoring of events identifies any risks.
Rising costs of QLDC-run events (e.g. New Year's Eve) reduce the funding available to support other events.	Budgets are separated and linked to CPI.
Events requiring use of Council assets restrict access for local communities.	Criteria are set through venue and parks booking processes to balance event requirements and public access.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

ARTS & EVENTS						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council supports a thriving and diverse economy.	Percentage of residents who agree that the range of events contributes positively to community connection.	New measure	60%	60%	60%	60%

Destination Management

Introduction

This activity supports the following community outcomes:



Pride in sharing our places - Kia noho tahi
tātou katoa

What we do

Supports tourism related Council decision making and advocacy by compiling research, background information and advice to Council decisionmakers and to inform government advocacy.

Leads Tourism economy projects. Economic Futures leads a tourism productivity project to help streamline operations and boost margins and streamline operations. QLDC also supports the Queenstown Electrification Accelerator to help businesses reduce energy costs.

Economic Futures liaises between Council departments, Destination Queenstown/Lake Wanaka Tourism to ensure Destination Management projects and reporting is coordinated.

A number of destination management issues are led by other parts of Council (e.g. the impact of tourism on the roading network, freedom camping management).

Why we do it

Council services and infrastructure are strongly impacted by visitors and the tourism industry. The Economic Futures team helps Council balance the needs of visitors, locals, the tourism industry and the environment. These support the following pillars within the Destination Management Plan;

PILLAR 1:

Enrich communities and enhance the visitor experience.

PILLAR 2:

Restore the environment and decarbonize the visitor economy.

PILLAR 3:

Build economic resilience, capability and productivity

What we have planned

- » Advancing tourism related projects that require central government buy-in.
- » Promoting opportunities for tourism businesses to increase margins and pay rates.
- » Utilising the research capabilities within Otago University to inform tourism related issues.
- » Supporting coordinated efforts to deliver on Destination Management projects by liaising between RTOs and relevant Council departments.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Public discontent with the impact of tourism grows	Monitor and focus on addressing key public concerns
The impact of visitors on infrastructure puts a disproportionate financial burden on ratepayers.	Continue to advocate to government to allow for alternative revenue sources that allow visitors to contribute.
Carbon zero by 2030 goal is not achieved which may weaken the credibility of the DMP as a whole.	Share the challenges of achieving the carbon zero goal through clear communication. Focus on delivery of other DMP goals not as reliant on external factors.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

DESTINATION MANAGEMENT						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council supports a thriving and diverse economy.	Percentage of Tourism Destination Management projects delivered that had been assigned to the Economic Futures Team.	86%	90%	90%	90%	90%

Regulatory functions and services

Kā mahi me kā ratoka ā-waiture

REGULATORY AND ENFORCEMENT

BUILDING SERVICES

Regulatory and Enforcement

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori

What we do

Regulatory incorporates a range of functions that provide effective and proportionate enforcement and control in the following areas:

- » Resource consent monitoring in accordance with the Monitoring Prioritisation Strategy.
- » District Plan and Bylaw Enforcement and complaint response.
- » Enforcement investigations into Non-compliance with Legislation and Prosecutions undertaken when appropriate.
- » Freedom camping, undertaking camping patrols seven days a week
- » Parking, providing education and enforcement in accordance with the provisions of the Land Transport Act 1998 and the QLDC Traffic and Parking Bylaw.
- » Alcohol licensing and regular monitoring of licensed premises and events to ensure compliance with the Sale and Supply of Alcohol Act - District Licencing Committee (DLC) while being independent, supported by QLDC. Hearings regarding applications managed and organised by QLDC.
- » Animal control, responding to complaints of wandering or barking dogs and stock on roads, and providing lost and found services, registration information, patrolling and education programmes. Classifications issued when required and Hearings managed when appeals of classifications made.
- » Noise control, responding to complaints of antisocial behaviour regarding noise, most of which relate to stereo noise and associated people noise
- » Litter, including the issuing of infringements under the Litter Act.
- » Waterways Regulatory Services, providing safe recreational opportunities on our waterways through harbourmaster functions, enforcing water safety bylaws and regulations.
- » Environmental Health in accordance with various legislative requirements for premises such as food businesses, camping grounds and offensive trades.
- » Request for Service response (RFS), all functions – around 8000 per year and growing.

Why we do it

Our enforcement and control activities minimise potential harm to the public, ensuring residents are safe, improving the health of our communities and environments, and protecting the welfare of animals.

What we have planned

- » Continue to review and adjust resources to meet demand and legislative requirements while undertaking a proportional approach in accordance with the QLDC Enforcement Strategy and Prosecution Policy.
- » Continue to ensure consistent decision-making regarding Regulatory activities in accordance with the QLDC Enforcement Strategy and Prosecution Policy.
- » Assist Policy team with Bylaw Reviews
 - Provide expert advice and operational knowledge as necessary.
- » Assist Policy team with Policy Reviews
 - Provide expert advice and operational knowledge as necessary - QLDC Enforcement Strategy and Prosecution Policy will commence review in 2026/2027

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Barking and roaming dogs, and dog attacks on people and other animals.	Using owner education initiatives, proactive patrolling and implementing both the Dog Control Act and our Dog Control Bylaw.
Alcohol licence decisions, delivery of information about the Alcohol Legislation and management of licenced operators can have a significant effect on alcohol-related harm.	Ensuring relevant staff are appropriately qualified, resourced, trained and have adequate access to relevant information. Ensuing the team operates in a proactive, educational manner.
Registration and Verification of food businesses, delivery of information about the Food Act and associated legislation can have a significant effect on public health.	Ensuring relevant staff are appropriately qualified, resourced, trained and have adequate access to relevant information. Ensuing the team operates in a proactive, educational manner.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

REGULATORY AND ENFORCEMENT						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council provides effective and appropriate education, enforcement and control of activities to minimise the potential harm to the public.	Resource Consents listed as 'priority' in the Monitoring Strategy are pro-actively monitored.	100%	100%	100%	100%	100%
	Food businesses that are due an audit are audited within 3 months of the expected timeframe.	Changed measure	90%	90%	90%	90%

Building Services

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Deafening dawn chorus - Waraki



Pride in sharing our places - Kia noho tahi tātou katoa

What we do

BUILDING CONSENT PROCESSING

- » Process building consent applications within the statutory timeframe to ensure compliance with the New Zealand Building Code

Outcome: Certainty for applicants that their build plans comply with the New Zealand Building Code. This provides confidence for the community, and defensible decisions for Council.

BUILDING INSPECTIONS

- » Inspect each building that has been consented to ensure the build is undertaken as per the consented plans

Outcome: Buildings are built to ensure compliance with the consented plans and New Zealand Building Code.

ISSUE CODE COMPLIANCE CERTIFICATE (CCC)

- » Ensure CCC's are issued within statutory timeframe

Outcome: When QLDC issues the CCC owners of buildings have confidence that Council has determined their build plans comply with the New Zealand Building Code and the structure is built as per the consented plans

ISSUE LAND INFORMATION AND PROJECT INFORMATION MEMORANDUMS

- » Process and issue LIM and PIM within statutory timeframes

Outcome: Building services customers have confidence that all relevant information held by Council relevant to their land or project is made available.

UNDERTAKE TERRITORIAL AUTHORITY REGULATORY FUNCTIONS

- » Administer the Building Warrant of Fitness scheme (BWOF)
- » Ensure all swimming pools are compliant with legislative requirements
- » Identify and ensure remediation of earthquake prone buildings
- » Identify dangerous and insanitary buildings

Outcome: All buildings and swimming pools in the District are compliant with Building Act (2004) and safe for the public to use.

Why we do it

To ensure the District's built environment is safe, durable and of compliant quality. This is achieved through two work streams:

- » Building Consent Authority - ensures new buildings are compliant with the New Zealand Building.
- » Territorial Authority functions - ensures identification of dangerous and insanitary buildings, earthquake prone buildings, non complaint swimming pools and administers the Building Warrant of Fitness scheme

Growth pressure in Queenstown Lakes is among the highest in New Zealand.

The Building Services team ensures a safe, quality and durable built environment:

- » Ensures buildings are built that are compliant with the New Zealand Building Code
- » Ensures commercial buildings with public access are compliant with the building Warrant of Fitness scheme
- » Ensuring dangerous and insanitary and earthquake prone buildings are identified and remediated
- » Ensure swimming pools are safe for vulnerable children (under 5) by following the compliance process

Strong consenting performance reduces legal risk, protects Council finances, and provides certainty to the community and developers.

What we have planned

Annually, we deliver across approximately 1,700 building consents applications and 20,000 inspections and numerous associated deliverables:

- » In excess of 2000 Land Information Memorandums (LIMs)
- » In excess of 1600 Project Information Memorandums (PIMs)
- » Code Compliance Certificates (CCC)
- » Building Warrant of Fitness regime for over 700 buildings
- » Ensuring compliance with New Zealand Building Act (2004) including dangerous and insanitary buildings, earthquake prone buildings and swimming pools
- » End to end administrative, financial and legal support

This work directly enables quality, durable, residential housing and commercial and industrial buildings which are vital for the ongoing growth and success of the District.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Building services at times operates in a high risk build environment with complex builds and difficult topography. This increases risk to Council through defective builds and Council liability to contribute to remediation costs.	Ensure adequate staff are qualified, trained and experienced to ensure any risk to the community is mitigated. Learnings from previous defective buildings have been incorporated into training

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

BUILDING SERVICES						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council provides efficient and cost effective processing of building applications.	Percentage of building consents processed within statutory timeframes.	94%	100%	100%	100%	100%
	Percentage of building inspections completed within 3 working days of being requested.	New measure	>80%	>80%	>80%	>80%
Our Council provides timely processing of Land Information Memorandum (LIM) applications.	Percentage of Land Information Memorandum (LIM) applications processed within the statutory 10 working day timeframe.	New measure	100%	100%	100%	100%

Local Democracy and Emergency Management

**New translation
needed**

CORPORATE SERVICES – DEMOCRACY SERVICES, ELECTIONS, ELECTED REPRESENTATIVES AND COMMITTEES

EMERGENCY MANAGEMENT

Corporate Services – Democracy Services, Elections, Elected Representatives and Committees

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori

What we do

The Democracy Services, Elections, Elected Representatives & Committee set of activities covers governance, electoral services, local representation and decision-making. It supports a wide-range of activities to facilitate effective decision-making to promote a thriving community.

- » Supports transparent and informed decision-making by ensuring that Council, Committee and Wānaka-Upper Clutha Community Board meetings are held consistent with QLDC Standing Orders and relevant legislation.
- » The committee structure in the 2025-2028 triennium includes the following standing committees: the Smart Growth Committee (6 weekly), the Community & Environment Committee (6 weekly), the Smart Finance Committee (quarterly), the Risk & Assurance Committee (quarterly), the Assets & Infrastructure Committee (quarterly), and the Organisational Excellence Committee (quarterly). In addition, there is a Chief Executive Relationship & Recruitment Committee that meets as needed.
- » Facilitates public engagement with Council and Wānaka-Upper Clutha Community Board processes by promoting public attendance at meetings, workshops & hearings, and posting public agendas and minutes on QLDC's website. Council meetings are livestreamed where possible, while committee meetings, workshops and hearings are recorded and put on QLDC's website and the Council's YouTube channel.
- » Working alongside QLDC's Electoral Officer (from Electionz.com), facilitates fair and inclusive elections for one Mayor, 11 Councillors and 4 elected Wānaka-Upper Clutha Community Board members. Conducts representation reviews, byelections, and polls under the Local Electoral Act.
- » Promotes transparency and accountability by providing responses to official information requests consistent with the Local Government Official Information and Meetings Act 1987 (LGOIMA) and privacy requests consistent with the Privacy Act 2020.
- » Supports the Wānaka-Upper Clutha Community Board with dedicated advisory support, dedicated planning meetings, allocated budget, regular reporting and a variety of venues

Why we do it

Council leads and represents the Queenstown Lakes communities ensuring transparent, informed decision-making and active public engagement. It aims to improve the district, respond to community need, and comply with legislation, while maintaining affordable services. Council delivers infrastructure and facilities that reflect population growth and supports democratic local governance through inclusive and accountable processes.

What we have planned

- » Completing a Representation Review under the Local Electoral Act 2001 for both Council and Community Board representation within 2026-2027, to be applicable from the 2028 local body election.
- » Continuing the implementation of recommendations from the Ombudsman’s June 2025 report regarding best practices for processes related to meetings, workshops and information requests (see the Final Opinion of the Chief Ombudsman Local Government Official Information and Meetings Act compliance and practice in Queenstown Lakes District Council (June 2025)).
- » Continuing support for and promotion of elected member professional development opportunities, with a primary focus on LGNZ programmes
- » Organisational focus on consistent and comprehensive use of Privacy Impact Assessments

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it’s important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Low-level community participation in local democratic and governance processes has negative effects, because democracy is a core principle of local government.	Tailoring, communicating and sizing engagement and consultation in ways that are appropriate for the matter under consideration and its significance. Ensuring we have the right conversations with the right people about the right issues (in alignment with our Significance and Engagement Policy), and do not take a ‘blanket’ approach that disengages the community.
Some decisions made for the benefit of the wider community may not align with the wishes of – and/ or may potentially negatively affect the wellbeing of – some individuals and groups within the community.	Seeking to ensure council adequately weighs up the demands of the different interest groups and makes decisions that will be in the best interests of the community as a whole. Continuing to follow the guidance provided by the Local Government Act 2002 on conducting transparent consultation. Engaging and consulting with affected groups and individuals where possible, in accordance with the Significance and Engagement Policy.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

CORPORATE SERVICES - DEMOCRACY SERVICES, ELECTIONS, ELECTED REPRESENTATIVES & COMMITTEES						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our processes ensure informed decisions and underpin responsive, transparent community services.	Percentage of LGOIMA requests responded to within 20 working days or agreed extension.	99%	100%	100%	100%	100%

Emergency Management

Introduction

This activity supports the following community outcomes:



Disaster-defying resilience - He Hapori Aumangea

What we do

Emergency Management enables Queenstown Lakes District to anticipate, prepare for, respond to, and recover from emergencies. It provides the leadership, planning, systems, trained personnel, and partnerships needed to protect people, support essential services, and coordinate an effective local response to events ranging from severe weather to a major Alpine Fault earthquake. It strengthens recovery capability and community resilience, helping the district to better withstand disruption and recover more quickly.

EMERGENCY OPERATIONS CENTRE CAPABILITY

Including trained personnel, rosters, operational platforms, communications systems, and response coordination.

DISTRICT EMERGENCY PLANNING AND READINESS

Including response and recovery process frameworks, Alpine Fault planning, district level governance reporting.

COMMUNITY RESILIENCE AND LOCAL READINESS

Including Community Resilience Groups & Community Emergency Hubs, training, exercises and education.

SECTOR COORDINATION AND PARTNER INTEGRATION

Including coordination across emergency services, health, lifeline utilities, tourism, accommodation, and other critical sectors to strengthen integrated emergency response.

Why we do it

To protect people and communities, support continuity of essential services, strengthen readiness and response across Council and partner agencies, and enable faster and more coordinated recovery after emergencies.

Embed Emergency Management as a core council service through strengthening governance, operational capability, interagency coordination, community resilience, and sector coordination to enable Council to effectively respond to and recover from major emergency events, including an Alpine Fault earthquake.

EM GOVERNANCE & STRATEGY

Position Emergency Management as a core council service through clear strategy, governance, and investment alignment.

EM TRAINING & CAPABILITY

Build a trained and capable EOC workforce with the capacity to sustain two-shift operations.

EOC FACILITIES & EQUIPMENT INVESTMENT

Maintain fit-for-purpose EOC facilities, systems, and equipment for reliable emergency operations.

RESPONSE SYSTEM DEVELOPMENT

Strengthen response systems and protocols for timely, coordinated, and effective emergency operations.

RECOVERY SYSTEM DEVELOPMENT

Build a scalable recovery framework that supports an effective transition and coordinated recovery outcomes.

AF8 PLANNING

Prepare QLDC for prolonged major disruption through coordinated AF8 planning and readiness arrangements.

SECTOR GROUP PROGRAMME

Strengthen sector coordination to support integrated response, service restoration, and infrastructure resilience.

COMMUNITY RESILIENCE PROGRAMME

Strengthen community readiness through local networks, capability building, and clear emergency system links.

What we have planned

- » Strengthen governance, reporting, financial management, and delegations for Emergency Management.
- » Build the capability of our EOC staff through improved training, exercises, and improved reporting systems.
- » Develop temporary and long-term investment plans for an EOC facility.
- » Develop investment plans for back up power for key Council sites and Community Emergency Hubs.
- » Upgrade IT systems and communications equipment so they are ready to support EOC response.
- » Continue to improve response systems, initial action plans (IAPs) and operating procedures.
- » Strengthen recovery planning, structures, and governance frameworks.
- » Progress priority Alpine Fault planning and readiness projects.
- » Strengthen coordination with emergency services, lifelines, and key partners.
- » Support tourism and accommodation sector emergency preparedness.
- » Continue to build the capability of our Community Resilience Group network, through shared communications, knowledge hubs, training and exercises.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Community welfare and economy is impacted by an ineffective emergency response and recovery.	Maintain capable staff, robust plans, and coordinated response and recovery arrangements to reduce disruption and support community wellbeing.
Major emergencies create significant unbudgeted response and recovery costs, placing sudden pressure on Council finances and planned work.	Maintain readiness, strengthen financial planning and recovery processes, seek external support where available, and invest in preparedness to reduce future costs.
Preparedness and resilience activities may unintentionally trigger community anxiety and apprehension.	Council works with a wide range of response partners to provide supportive dialogue, empathy, practical information, and reassurance.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

EMERGENCY MANAGEMENT						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council works to build resilience and coordinate effective response and recovery to emergency events in the district.	Percentage of QLDC staff (that are part of the emergency response structure) who have participated in a response or training throughout the year.	90%	100%	100%	100%	100%
	Percentage of residents who consider themselves resilient and prepared in the event of an emergency.	53%	60%	60%	60%	60%
	Percentage of core EOC functional roles with sufficient trained personnel available to staff the EOC roster.	New measure	100%	100%	100%	100%

Enabling Services

New translation needed

CORPORATE SERVICES – COMMUNICATIONS, CUSTOMER SERVICES, PEOPLE & CAPABILITY,
ORGANISATION PERFORMANCE, STRATEGIC PROJECTS & SUPPORT

CORPORATE SERVICES – KNOWLEDGE MANAGEMENT

ASSURANCE, FINANCE AND RISK

STRATEGIC FUNCTIONS

Corporate Services – Communications, Customer Services, People & Capability, Organisation Performance, Strategic Projects & Support

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori

What we do

This activity delivers organisational planning and performance reporting to ensure Council meets statutory requirements and monitors delivery of its plans, along with workforce capability and leadership to enable effective service delivery, and communication and customer services that provide accessible information and connect people with Council services.

COMMUNICATIONS

Communications ensures clear, timely and accessible information is provided across traditional, digital and community channels to help people understand and engage with Council services, decisions, and projects. Best-practice engagement and consultation activities are designed and delivered to ensure communities can meaningfully participate in shaping Council's plans and direction.

CUSTOMER SERVICES

Customer Services is the main point of contact for residents, visitors and businesses, providing support online, by phone and in person. The team strives to provide customers with easy, engaging interactions, and efficient, empathetic assistance, targeting issue/enquiry resolution on first contact.

PEOPLE AND CAPABILITY

People and Capability attracts, retains supports and develops the workforce Council needs to deliver for the district, including recruitment, learning, leadership, culture, health and safety and employment relations. The focus is to build capability and resilience across the organisation so staff can perform at their best in a safe, inclusive and high-performing environment.

ORGANISATION PERFORMANCE

Organisation Performance ensures Council meets its statutory planning and reporting obligations by developing Long Term Plans, Annual Plans, performance reports and organisational planning frameworks. Continuous improvement and process optimisation is delivered across systems, processes and people, enabling consistent delivery, and greater organisational efficiency.

STRATEGIC PROJECTS AND SUPPORT

Strategic Projects and Support is a small Corporate Services function that delivers priority initiatives requiring cross organisational coordination, clear accountability, structured decisions, and delivery confidence.

Why we do it

COMMUNICATIONS

Provide clear, consistent messaging on Council decisions, services, and changes, and strengthen engagement practices so communities can easily contribute to strategy and policy development.

CUSTOMER SERVICES

Ensure all customer interactions are easy, engaging, and empathetic—simple and accessible, responsive to needs, and delivered with genuine care and respect.

PEOPLE & CAPABILITY

Strengthen recruitment, leadership, and learning and development, to build capability, ensuring the right people are in the right roles, supported by strong workforce and culture initiatives.

ORGANISATION PERFORMANCE

Deliver high-quality statutory planning and reporting that meets legislative requirements and supports transparency. Strengthen processes and project delivery to ensure consistent, efficient and well-governed services and project delivery.

STRATEGIC PROJECTS AND SUPPORT

Improve asset performance and manage delivery risk through deliberate, structured and evidence-based decision-making.

What we have planned

COMMUNICATIONS

Continue improving the QLDC website as a trusted, transparent source of information that is easy to access and understand. Strengthen how we connect with the community and support meaningful input into decision-making and clearly show how community feedback has influenced Council decisions.

CUSTOMER SERVICES

Embed the Customer Complaint Policy to provide clearer, more flexible ways for customers to raise concerns. Improve payment options and service processes to enhance the customer experience, while progressing a modern, fit-for-purpose customer strategy.

PEOPLE & CAPABILITY

Continue strategic workforce planning, digitising and optimising processes (e.g. LMS) and systems for efficiencies and enhancing the safety practices to further support the proactive safety culture.

ORGANISATIONAL PERFORMANCE

Strengthen business processes and project delivery capability. Achieve 'P3M3' project delivery maturity level 3, and ensure planning and reporting continue to meet statutory requirements and provide clear accountability to the community.

STRATEGIC PROJECTS AND SUPPORT

Continue to apply a consistent system lens across key initiatives by asking: how land is used, what value is created, and how this contributes to community outcomes over time.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Unclear or inconsistent communications may reduce trust and limit community participation.	Provide clear, timely and accessible information, supported by strengthened engagement planning and delivery.
Delays or inconsistency in resolving enquiries may reduce satisfaction and confidence in service quality.	Maintain responsive, consistent customer support and improve access through better processes, resourcing and digital pathways.
Ineffective workforce strategy could result in duplication or gaps in service provision.	Strengthen recruitment, learning, leadership and workforce planning to retain capability and sustain service levels.
Weak or delayed statutory planning and reporting may risk non-compliance and reduce transparency.	Maintain high-quality statutory planning and reporting
Inefficient or inconsistent processes limit organisational performance & reduce confidence in Council's delivery.	Embed consistent processes and continuous improvement to strengthen delivery.
Disconnected decisions and open loops increase risk and leave value unrealised.	Align early, decide deliberately & close the loop to lock in outcomes.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

CORPORATE SERVICES						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council engages with the community appropriately and effectively.	Percentage of residents who are satisfied with the information they receive from Council.	40%	70%	70%	70%	70%
	Percentage of residents who are satisfied with the opportunities to have to their say.	31%	70%	70%	70%	70%
Our organisation is responsive and provides a positive customer experience.	Percentage of complaints that are resolved within 10 working days.	100%	>95%	>95%	>95%	>95%
	Percentage of customer calls that meet the service level (answered within 20 seconds).	86%	80%	80%	80%	80%
	Percentage of Elected Member enquiries responded to within 5 working days.	97%	100%	100%	100%	100%
	Percentage of residents who interact with customer services (or its contractors) were satisfied with their overall experience.	66%	60%	60%	60%	60%
Our Council provides a safe working environment.	Reduction in the Total Recordable Injury Frequency Rate.	3	<9	<9	<9	<9

CORPORATE SERVICES						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council ensures that statutory planning and reporting obligations are fulfilled.	LTPs, Annual Plans and Annual Reports are delivered within statutory timeframes and with unmodified audit opinions where relevant.	New measure	100%	100%	100%	100%
Our Council applies strong project management practices.	% of Projects consistently meeting standards – Y1+2 (Status Reporting, Forecasting, Milestone management); - Y3 (Status Reporting, Forecasting, Milestone management, Risk & Issues management)	New measure	80%	90%	90%	90%

Corporate Services – Knowledge Management

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Living Te Ao Māori - Whakatinana i te ao Māori



Opportunities for all - He ōhaka taurikura



Zero carbon communities - Parakore hapori



Disaster-defying resilience - He Hapori Aumangea



Pride in sharing our places - Kia noho tahi tātou katoa

What we do

We manage Council's digital infrastructure, business systems, data and information to enable secure, reliable, compliant and efficient operations. By improving digital capability, streamlining processes and strengthening data insights, a better customer experience is supported, and evidence-based decision-making is enabled across the organisation.

ICT

The team is responsible for enabling, securing, and supporting the technology that underpins Queenstown Lakes District Council's operations and services. The team provides end to end ownership of Council's digital environment, including core infrastructure, cybersecurity, and user support. This ensures staff and elected members can work safely, reliably, and efficiently, while Council information and systems remain secure and resilient.

BUSINESS SYSTEMS

The team delivers and supports technology solutions that enable organisational operations and strategy. Acting as an internal solution provider, the team designs, implements, and maintains systems aligned with both current needs and future direction.

BUSINESS PROJECTS

The team provides an interface from business units into Knowledge Management technical teams for all their future and existing software needs. Providing end to end solution delivery from needs assessment, requirements gathering, vendor selection and management, solution design, project management and reporting, change management, training and support.

INFORMATION AND RECORDS MANAGEMENT

The team oversees governance, systems and practices, providing training and support to ensure Council's information and records are created, managed, protected, and disposed of in line with legislative requirements, supporting accountability, transparency, and compliance. This enables effective decision-making, efficient service delivery, and organisational knowledge by ensuring information is reliable, accessible, and usable as evidence of business activities and outcomes.

GEOSPATIAL

The team turns location-based data into practical insight. Management of QLDC's spatial systems, tools, and corporate datasets, helping teams across Council understand where things are, how they relate, and what that means for planning, operations, reporting, and decision-making.

Why we do it

We enable staff to deliver on the community aspirations, wellbeing outcomes and strategic priorities we work to achieve for our community. We do that through delivering digital capabilities that ensure our people can work collaboratively in line with “The Way We Work”.

DATA AND INSIGHTS DRIVE SERVICES AND DECISION MAKING

Intelligent systems enable data-driven services and insights to be used to improve services, operations, policy and decision-making.

ONLINE SERVICES ARE TRUSTED SIMPLE AND INTUITIVE

Residents, visitors and businesses can access fast, modern, convenient channels to interact with Council. Digital channels are customer-centric, connected, automated, consistent and easy to use.

OUR WORKFORCE IS INNOVATIVE AND FLEXIBLE

Our staff embrace learning, innovation and continuous improvement so that they are digitally adept, agile and collaborative

SYSTEMS EMPOWER STAFF TO COLLABORATE AND IMPROVE EFFICIENCY

Technology enables efficiency gains and seamless collaboration through automated and streamlined processes.

What we have planned

INFORMATION AND DATA MANAGEMENT

- » Leverage AI powered searching and summaries
- » Organisational information asset register for all business functions and activities
- » Organisational retention & disposal schedule with lifecycle management
- » Data governance across all platforms including Māori data governance
- » Clear roles and responsibilities for data owners and content creators/managers
- » Information / data quality surfaced, managed by owners
- » Organisation wide capability development – data literacy and responsible use
- » Data management tools aligned with roles and responsibilities

INFORMATION SECURITY

- » Identity management systems and processes – ‘The right people have the right access to the right information’
- » Information security maturity – awareness training, policy development and auditing
- » Cybersecurity capability development - External eyes on security logs 24/7
- » Knowledge Management involvement in all technology solutions procurement
- » Critical systems are resilient and recoverable to ensure business continuity
- » Document classification and access

COMMON CORE PLATFORMS AND INFRASTRUCTURE

- » Common platform to join up processes and remove data silos where possible (e.g. TechOne transition to CiA, EAM, ECM, ESRI)
- » Core systems integrated with complementary systems using modern resilient integration toolsets
- » Remove remaining platform/infrastructure barriers to work anywhere
- » Business Continuity policy and plans at the directorate/team level
- » Microsoft Azure platform leveraged

DATA ANALYTICS AND BUSINESS INTELLIGENCE

- » AI tools to support digitisation programme, classification and retention/disposal decision-making
- » Resilient data warehouse and integration platform
- » Services catalogue includes Visualisation and analytical tools
- » Advanced analytics (including AI and machine learning) imbedded into processes
- » Specific business led data insight products developed
- » Targeted AI “decision support” embedded
- » Capability development – analytics and insights from analytics

ENABLING PRODUCTIVITY

- » AI tools to support digitisation programme, classification and retention/disposal decision-making
- » Productivity tools seamlessly integrating sharing, communicating
- » Generative AI (Copilot) to power up staff. Plan how to enable, scale use while managing responsible use of information

- » Call Centre – CRM (TechOne) integration
- » Remove any remaining barriers to work anywhere flexibility
- » Implemented the full capability of the Microsoft Cloud Platform
- » Integration between MS Teams and Tech1 ECM
- » Enable staff to automate, minute taking, meeting summaries and actions

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Business continuity may be compromised, minimum service standards may not be met, and service disruptions or failures may occur	The Digital Strategic Plan (DSP) is the primary response framework. The DSP guides investment in and strengthening of core digital systems, with a focus on reliability, cybersecurity, and business continuity, including ongoing upgrades such as cloud services and network redundancy to mitigate system inadequacy or failure.
Information loss, misuse of information, privacy breaches, inconsistent information quality, inefficient information discovery, undocumented decisions, liability, loss of institutional intellectual property and organisational memory, and non-compliance with legislation and standards.	QLDC's response is to strengthen information and data management through an organisational information asset register, retention and disposal schedules, data governance across all platforms, clear owner roles and responsibilities, information/data quality management, and completion of IM strategy and policies.
Cyber attacks may result in significant business system outages and loss of key Council service functions.	QLDC's response includes a baseline cybersecurity assessment under the ALGIM Local Government Cybersecurity Programme, development of cybersecurity capability, identity management, 24/7 external eyes on security logs, and a dedicated cybersecurity work programme that includes vulnerability management, incident response planning, awareness training, and MFA deployment.

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

CORPORATE SERVICES - KNOWLEDGE MANAGEMENT						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Digital services are accessible and enhance community interaction with Council.	% of interactions with Council using digital platforms (Online payments, Online applications (e.g. Resource and Building Consents, Dogs, Change of address etc.))	New measure	Establish baseline	2% year-on year increase	2% year-on year increase	2% year-on year increase
Digital services are reliable, resilient, and minimise disruption.	Availability (uptime) of critical business systems and infrastructure.	New measure	≥99.5%	≥99.5%	≥99.5%	≥99.5%

Assurance, Finance and Risk

Introduction

This activity supports the following community outcomes:

	Thriving People - Whakapuawai Hapori
	Living Te Ao Māori - Whakatinana i te ao Māori
	Opportunities for all - He ōhaka taurikura
	Zero carbon communities - Parakore hapori
	Disaster-defying resilience - He Hapori Aumangea
	Pride in sharing our places - Kia noho tahi tātou katoa

What we do

The Assurance, Finance & Risk Activity Group provides core organisational functions that ensure Council operates legally, transparently, prudently, and in the best interests of the community. Key services include:

FINANCE

Delivery of statutory financial reporting including Rates Setting, treasury management, budgeting, forecasting, LTP and Annual Plan financials, Annual Report and organisational financial advice.

PROCUREMENT

Provision of procurement strategy, commercial advice, contract development, and support for consistent, fair, and value for money procurement across Council.

ASSURANCE & RISK

Provision of foresight, insight and oversight to support informed organisational decision-making through risk, compliance and assurance frameworks. This includes internal audit and assurance insight, and insurance and risk transfer advice to support effective governance, control effectiveness and organisational maturity.

LEGAL SERVICES

Provision of in-house legal advice, oversight of external legal providers, contract review, regulatory support, and management of legal risk.

These services support the entire organisation, sustainable financial stewardship, and high-quality decision-making.

Why we do it

Our role is to ensure QLDC operates responsibly, transparently and in a way that supports long term community wellbeing. The Assurance, Finance & Risk activity helps Council make sound, defensible decisions by safeguarding financial sustainability, strengthening organisational resilience, and ensuring legal, procurement and risk obligations are well managed.

Our work ensures compliance with key statutory and regulatory requirements, including the Local Government Act, Local Government (Rating) Act, Government Procurement Rules, and national/ international accounting standards. Through this, we provide confidence that QLDC's decisions are lawful, financially sustainable and aligned to community outcomes.

What we have planned

- » Implement the updated QLDC wide risk framework and associated risk appetite statement, strengthening the management, visibility and escalation of asset specific, programme and project risks managed outside the enterprise Risk Register, and improving reporting to ELT and the Audit & Risk Committee.
- » Strengthen financial planning and performance, including enhancements to forecasting processes, improved financial insights dashboards, and capability building across budget holders as well as ensuring statutory compliance.
- » Embedding revised Procurement Strategy, focusing on contract performance, supplier relationship management, and improving consistency across Council.
- » Consolidating legal risk management, including standardised contract templates, streamlining legal review processes, and oversight of external legal spend.
- » Support for Long Term Plan and Annual Plan development, including financial modelling, cost allocation updates, and supporting the organisation to shape financially sustainable levels of service.

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
Financial parameters may restrict Council's ability to meet all community expectations	Provide transparent financial modelling and trade-off analyses through LTP/Annual Plan; long-term focus on affordability and sustainability
Procurement rules and compliance requirements may slow project delivery	Develop Centralised Team, streamlined templates, improved training, early procurement planning, and proactive commercial advice
Increased cost of borrowing and inflationary pressures may result in higher rates impacts	Active treasury management; hedging strategy; long-term financial planning to smooth impacts
Limited assurance over control effectiveness may increase exposure to risks affecting organisational objectives and operational performance.	Provide internal assurance, risk and compliance programmes, including control testing and targeted improvement initiatives, to strengthen control effectiveness.
Legal constraints may limit community outcomes or slow consenting/regulatory decisions	Early involvement of legal advisors, improved templates, and consistent advice to minimise delays

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

ASSURANCE, FINANCE AND RISK						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Our Council follows a prudent financial strategy that balances the need for affordability, growth and debt servicing.	Weighted average interest rate.	4%	<6%	<6%	<6%	<6%
	Debt servicing to rates revenue.	15%	<30%	<30%	<30%	<30%
	Percentage of debt owing 90 days plus.	5%	<30%	<30%	<30%	<30%
	Renewals capex to depreciation ratio.	0.44	>0.5	>0.6	>0.7	>1
	Rates per rating unit.	\$4,692	Under development	Under development	Under development	Under development
Our processes ensure informed decisions and underpin responsive, transparent community services to the community.	Percentage of legislatively required and high-risk Council policies reviewed by their due date.	New measure	70%	80%	90%	100%

Strategic Functions

Introduction

This activity supports the following community outcomes:



Thriving People - Whakapuawai Hapori



Living Te Ao Māori - Whakatinana i te ao Māori



Opportunities for all - He ōhaka taurikura



Deafening dawn chorus - Waraki



Disaster-defying resilience - He Hapori Aumangea

What we do

Integration of QLDC's **strategic planning** system by aligning long-term direction, priorities, and investment across the organisation to deliver integrated outcomes for the district.

Generation and delivery of **data-driven insights** to support informed decision-making, identify trends, and improve outcomes.

Provision of strategy and evidence-based analysis to inform long-term **policy** direction, guide investment priorities, and support system level decision-making.

Coordination of QLDC's response to the Government's **reform programme**, positioning the organisation for long term success. Advocating for Council's position on government reform.

Strengthening of **partnerships with kāi tahu and māori**, embedding of māori perspectives into Council decision making and strategic planning, and building internal capability on te ao māori perspectives.

Review of Council **bylaws**, ensuring they remain fit for purpose, are underpinned by robust evidence, informed by effective community engagement and clear, timely advice to decision-makers.

Why we do it

QLDC works in a complex **STRATEGIC PLANNING SYSTEM** where each part of the system is interrelated with other parts...

... where outcomes are delivered through a wide range of more focused strategies and action plans.

The system is integrated through common outcomes and priorities that are captured in our **STRATEGIC FRAMEWORK**...

...which guides how we **INVEST** to deliver on the district's needs and priorities.

What we have planned

- » Mature investment approach to align funding decisions with priorities and supports evidence-based prioritisation.
- » Quality of Life & Community Insights surveys
- » Demand projection updates
- » Monitor and evaluate policy and bylaw decisions
- » Expand use of participatory democracy
- » Advance advocacy priorities
- » Implement Local Government simplification
- » Implement Regional Deal and work towards next iteration
- » Build cultural capability
- » Strengthen internal Māori leadership and specialist skills
- » Improve understanding of Māori capability through data
- » Align integrated 3W bylaw with new Act and WSCCO
- » Shotover River bylaw
- » Activities in Public Places Bylaw

Effects on the community

We strive to ensure that we operate in a way that provides the most positive outcomes for our communities, but it's important we acknowledge that complex challenges require difficult decisions and sometimes there are trade-offs. This table summarises significant potential negative effects and what we are doing in response.

POTENTIAL NEGATIVE IMPACT	OUR RESPONSE
High costs to develop QLDC bylaws due to increasing legal challenges	Ensure robust processes advice to inform Council decision making
Pace of central government reform precludes robust response	???

Measuring our performance

We use the following measures (Key Performance Indicators) to determine our success against the level of service we aim to provide for the community.

STRATEGIC FUNCTIONS						
Level of Service	Key Performance Indicator (KPI)	2025-2026 Result	Targets			
			Year 1	Year 2	Year 3	Year 4 – 10
Council proactively partners with iwi as represented by Papatipu Rūnaka.	Iwi engagement (Rūnaka representatives) is successfully conducted through an agreed schedule of hui.	Achieved	100%	100%	100%	100%