Item 1: Long Term Plan Steering Group 8

SESSION TYPE: Workshop

PURPOSE/DESIRED OUTCOME:

This workshop will support Councillor understanding and feedback on three key inputs to the Long Term Plan: the Revenue and Financing Policy Review, the Growth Infrastructure Funding and Financing Review, and draft Activity Plans. Councillors will be asked to consider the information provided, test the proposed approaches and principles, and provide feedback to inform the next stage of Long Term Plan development.

Revenue and Financing Policy

The purpose of this component is to:

- Provide Councillors with an overview of the purpose of rates, the rating mechanisms available to Council, and the current Revenue and Financing Policy framework.

- Review the current funding rationale for each activity and consider future funding approaches, including community outcomes, the distribution and period of benefits, exacerbator effects, and the costs and practical implications of alternative funding options.

- Provide additional background information in preparation for the session, including an introduction to the external contractor leading the review, his rating expertise, and the proposed Revenue and Financing Review approach (R&F Workshop Cover Sheet – LTP Steering Group 8 16 July).

Growth Infrastructure Funding and Financing

The purpose of this component is to:

- Provide an overview of the review approach, including whether the current model remains fit for purpose and aligned with the principle that growth pays for growth.

- Test and refine the key principles that should guide how growth infrastructure is funded and financed, including for out-of-sequence and fast-track development.

- Explore the role and mix of funding tools and implications for how costs are shared between growth and existing ratepayers.

- Inform the development of updated policies that support timely infrastructure delivery while maintaining affordability, transparency and equity.

Activity Plans

The purpose of this component is to enable discussion and seek Councillor feedback on the draft Activity Plans for:

- Community Partnerships
- Resource Consenting
- Building Consents
- District Plan - Planning Policy
- Corporate Services
- Corporate Services - Knowledge Management
- Corporate Services - Democracy Services, Elections, Elected Representatives and Committees

DATE/START TIME:

Thursday, 16 July 2026, 9.00am

TIME BREAKDOWN:

Presentation: 3.5 hours
Discussion and questions: 3 hours

PRESENTERS:

Revenue and Financing Policy

Katherine Harbrow (General Manager, Assurance, Finance and Risk)
Vanessa Fauth (Financial Controller)
Philip Jones (Rating Consultant)

Growth Infrastructure Funding and Financing

Natalie McClew (Infrastructure Funding Consultant)

Activity Plans

Fiona Blight (Resource Consents Manager)
Chris English (Building Services Manager)
Alyson Hutton (Planning Policy Manager)
Jon Winterbottom (Democracy Services Manager)
Katie Church (People & Capability Director)
Suzanne McColl (Customer Services Manager)
Ian Dunbar (Organisation Performance Manager)
Naell Crosby-Roe (Democracy Services Director)
Rebecca Pitts (Engagement and Communications Team Leader)
Ryan Clements (Chief Information Officer)
Pennie Pearce (General Manager, Strategy and Policy)
James Mulcahy (Senior Economic Development Advisor)

ATTACHMENTS:

A	LTP Workshop 16 July PowerPoint Presentation **(page 5)**
B	Revenue & Financing Review **(page 68)**
C	Activity Plans **(page 71)**

Long Term Plan Council Steering Group

Workshop 8 – Revenue and Financing, Growth Infrastructure Funding & Activity Plans

16 July 2026

QUEENSTOWN LAKES DISTRICT COUNCIL

Agenda

Item	Owner	Time
1. Revenue and Financing Policy Review Step 1	Vanessa Fauth	4hrs
Break		1hr
2. Growth Infrastructure Funding Review	Pennie Pearce	30mins
3. Activity Plans • Community Partnerships • Resource Consents • Building Services • Planning Policy • Democracy Services, Elections, Elected Representatives & Committees • Corporate Services • Knowledge Management	AP owners	85mins
4. Steering Group Work Plan	Ian Dunbar	5mins

Revenue and Financing Policy Review
Step 1

QUEENSTOWN
LAKES DISTRICT
COUNCIL

Outcomes of Today

- Understanding of what are Rates and the legislative requirements in setting rates and other fees & charges
- Common understanding of current need to change rates and other fees & charges
- Agreement as to direction and next steps

Agenda

- Rates – What are they?
- Revenue and financing policy requirements
- Types of rates and options
- Current issues
- When to from here?

Rates – What are they?

- All Rates are a Tax – Woolworths case *and now the Auckland Council*
- Set to recover the services provided by a Council to the community.
- Tools provided by Central Government imply that rates are a ***gross*** wealth tax

The beginning of a rating process

- All Councils must have a Revenue & Financing Policy
  - Developed/reviewed as part of the LTP process
  - Details how activities are to be funded – not just rates
    - Council's view on how council's activities should be paid for!
  - Must include details (including the rationale) of the type of rates that are to be used
- Leads other policies (required)
  - Develop (financial) contributions
  - Treasury policy – how it manages debt & investments
  - Remission and postponement of rates on Māori freehold land
  - A Council **may** have General land rates remission & postponement policies

Revenue and Financing Policy

Required under section 102(1) Local Government Act 2002 (LGA) and must meet the requirements of S103 including how it has complied with section 101 (3)

Section 101(3) LGA requires the following to be considered in relation to each activity funded:

(a)

1. Community outcomes to which the activity primarily contributes
2. Distribution of benefits – who gets the benefit whole/part of community or individuals?
3. Period the benefits are expected to occur
4. Extent actions or inactions contribute to need to undertake the activity (exacerbators)
5. Costs and benefits of funding the activity separately from other activities

(b)

Overall impact of the allocation of liability for revenue needs on the current and future social, economic, environmental and cultural well-being of the community

Revenue and Financing Principles

- ***Transparency*** – the over-riding purpose is to show who pays for what and why. The content of your policy should be tailored in such away as to meet the legislative requirements and this test. A policy that does not do this cannot provide the predictability and certainty described in section 102

- ***Easy to understand*** – avoid the use of terminology if you can. If you need to use terms such as 'marginal cost pricing' define these in everyday language. Thresholds and percentages may also be useful to make the policy concrete

- ***Robust*** – the policy should be based on a clean set of funding/financial principles and sound underpinning analysis and documentation. Policies that can demonstrate this are more likely to withstand legal and ratepayer scrutiny.

Revenue and Financing Principles

- **Fair and equitable** – linked to realism. The policy is your opportunity to explain what Council considers is ‘fair and equitable’. Without this fairness and equity remain a concept that is ‘ in the eye of the individual ratepayer’

- **Durable** – the policy should retain relevance in spite of day to day changes in the environment

- **Realism** - like the remainder of the LTP, the revenue and financing represents a commitment to the community by your local authority and in particular elected members. It affects the rates.

Legal requirements

Summary of key requirements of Local Government Act (Rating) 2002 (LGRA)

1. All land is rateable except if it non rateable as per LGRA (schedule 1) or another Act.
    - Schedule 1 (100%) includes National parks, Reserves Act 1977 land, certain schools, public hospitals, churches, cemeteries, Māori customary land, public roads, operational parts of airports, railway and wharfs
    - Schedule 1 (50%) A&P showgrounds and sporting club land
    - Can be assess for water supply, sewage disposal, or refuse collection

2. Rates are assessed per rating unit as defined by the Rating Valuations Act 1998 and associated Rate Rules issued by the Valuer- General

3. The owner is liable for the rates unless there is a registered lease in place for a period greater than 10 years

Importance of getting rates setting right

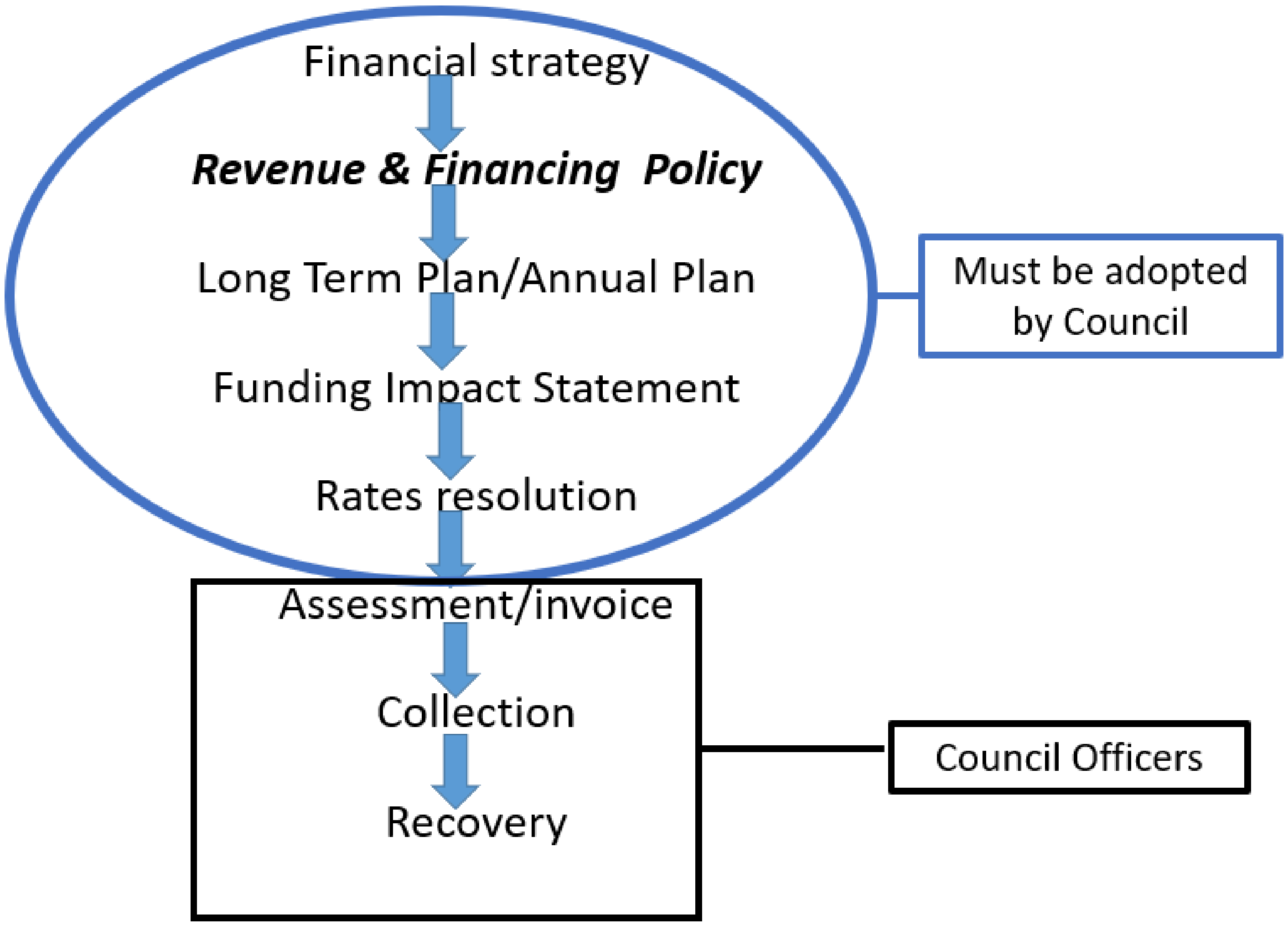
1. As rates are a tax all Councils must get the process of setting rates perfect.

2. The Funding Impact Statement (FIS) must comply with ALL the requirements of schedule 10 Local Government Act 2002

3. Rates resolution MUST comply with the Local Government Act 2002 and Local Government Act (Rating) 2002 (LGRA)

Failure to do so, will result in at least an additional cost to council

Rates Process



Types of rates

Local Government (Rating) Act 2002 (LGRA) provides three types of rates:

1.	General rates	Sections 13 plus 14 & 15
2.	Targeted rates *includes lump sums*	Sections 16 to 18
3.	Water by meter	Section 19

A council can have all three, or just general or just targeted.

Options for rating – general rate

Local Government (Rating) Act 2002 provides three options *(section 13 (3))* to collect the ***rateable value*** portion of the ***general rate***. These are:

- the annual value of the land; or
- the capital value of the land; or
- the land value of the land.

Can only use one type of value for a general rate

Options for rating – general rate

The General rate is payable by all rateable properties and has two potential components

- Rate value; and/or
- Uniform Annual General Charge (UAGC)
    - Which can be set either:
        - per rating unit or
        - per separately used or inhabited part of a rating unit.

General rate differentials

1. Must linked to the matters in schedule 2 LGRA
2. Must be linked the rationale in the Revenue & financing policy, either:
    1. The assessment of benefits per section 101(3) (a) and/or
    2. The assessment on the impacts on the community as per section 101(3) (b)
3. Must be:
    1. Transparent
    2. Robust
    3. Durable

Basis for differentials – schedule 2

1. The use to which the land is put.
2. The activities that are permitted, controlled, or discretionary as per an operative district plan or regional plan
3. The activities that are proposed to be permitted, controlled, or discretionary activities, of a plan for which there are no appeals on that criteria.
4. The area of land within each rating unit.
5. The provision or availability to the land of a service provided by, or on behalf of, the local authority.
6. Where the land is situated.
7. The annual value of the land.
8. The capital value of the land.
9. The land value of the land

Targeted rates

- Allows local authorities access to a wide variety of bases for making rates to fund a specified function or group of functions.

- Designed to enable local authorities to more closely tailor their allocation of rates to their judgments about who benefits, who creates the need for expenditure etc.

- The list of bases goes far wider than the more “traditional” bases of property values and area.

Targeted rates

- A Council may set a targeted rate for 1 or more activities or groups of activities
- Can be over the whole of the district, part of the district or select properties
    - Can be for an activity e.g. library
    - Can be set differentially i.e. different parts of the district may pay a different rate
- Must use the matters to identify who will pay (and unless it is a fixed charge) then the factors must be used to identify how much each individual property will pay.

Calculating targeted rates

- Can be:
  - A fixed dollar amount per rating unit
  - A fixed charge per factor, e.g. per dollar of property value
  - A differential charge per factor, e.g. different rates per dollar, per hectare, per number of connections
- If a targeted rate is levied differentially, local authorities can use different bases for charging, e.g. for stormwater and economic development rating
- Must comply with both schedule 2 and
  - (matters that may be used to define categories of rateable land)
- Schedule 3
  - (factors that may be used in calculating liability for targeted rates)

Categories of rateable land

- Defined in Schedule 2 - *Who pays*
  - Use to which land is put
  - Permitted activities or zoned land
  - Provision or availability of a service
  -
  - Area of land
  - Capital value
  - Land value
  - Annual value

Factors – Schedule 3 – how much

- Defined in Schedule 3 - *How much*
  - Value
  - Area
  - Area paved, sealed or built on
  - Number of separately used or inhabited parts
  - Extent of service provision
  - Area of floor space
  - Number of water closets

Factors – Schedule 3 – how much

1. The annual value of the rating unit.

2. The capital value of the rating unit.

3. The land value of the rating unit.

4. The value of improvements to the rating unit.

5. The area of land within the rating unit.

6. The area of land within the rating unit that is sealed, paved, or built on.

7. The number of separately used or inhabited parts of the rating unit.

Factors – how much

8. The extent of provision of any service to the rating unit by the local authority, including any limits or conditions that apply to the provision of the service.

9. The number or nature of connections from the land within each rating unit to any local authority reticulation system.

10. The area of land within the rating unit that is protected by any amenity or facility that is provided by the local authority.

11. The area of floor space of buildings within the rating unit.

12. The number of water closets and urinals within the rating unit

Examples of rates for QLDC - Residential

RATES ASSESSMENT NOTICE
Rating Period 1 July 2025 to 30 June 2026

PROPERTY DETAILS
Valuation Number: [redacted]
Property location:
[redacted]
Legal description:
[redacted]

RATEABLE VALUE

Land Value:	$985,000.00
Improvements:	$725,000.00
Capital Value:	**$1,710,000.00**
Area:	748 m2

Description of Rates	Category	Factor	Value of Factor	Rate	Total for year
Uniform Annual General Charge	District Wide	Fixed $	1.00	268.43	268.43
General Rate Residential	Land Use	Capital Value	1,710,000.00	0.00003969	67.87
Water Wanaka Residential	Connected/Land Use	Capital Value	1,710,000.00	0.00015977	273.21
Water Supply Wanaka Charge	Connected/Serviceable	Fixed $	1.00	240.00	240.00
Sewerage Wanaka	Connected	Serviceable	1.00	1149.35	1,149.35
Waste Management Charge	District Wide	Fixed $	1.00	413.93	413.93
Stormwater Residential Wanaka	Land Use	Capital Value	1,710,000.00	0.00017896	306.02
Roading Residential Wanaka	Land Use	Capital Value	1,710,000.00	0.00030138	515.36
Recreation & Events Charge	Land Use	Fixed $	1.00	125.98	125.98
Aquatic Centre Charge Wanaka	Land Use/Location	Fixed $	1.00	205.72	205.72
Governance & Regulatory Charge	District Wide	Fixed $	1.00	168.07	168.07
Sports Halls & Libraries	Land Use	Fixed $	1.00	632.67	632.67
Governance Residential	Land Use	Capital Value	1,710,000.00	0.00015114	258.45
Recreation Residential	Land Use	Capital Value	1,710,000.00	0.00025869	442.36
Regulatory Residential	Land Use	Capital Value	1,710,000.00	0.00020654	353.18

Examples of rates for QLDC - Commercial

RATES ASSESSMENT NOTICE
Rating Period 1 July 2025 to 30 June 2026

PROPERTY DETAILS

Valuation Number: [redacted]
Property location:
[redacted]
Legal description:
[redacted]

RATEABLE VALUE

Land Value:	$2,390,000.00
Improvements:	$740,000.00
Capital Value:	**$3,130,000.00**
Area:	2242 m2

Description of Rates	Category	Factor	Value of Factor	Rate	Total for year	Remission
Uniform Annual General Charge	District Wide	Fixed $	1.00	268.43	268.43	268.43CR
General Rate Other	Land Use	Capital Value	3,130,000.00	0.00003969	124.23	124.23CR
Water Supply Wanaka Charge	Connected/Serviceable	Fixed $	1.00	240.00	240.00	0.00
Sewerage Wanaka	Connected	Serviceable	1.00	1149.35	1,149.35	0.00
Waste Management Charge	District Wide	Fixed $	1.00	186.27	186.27	0.00
Stormwater Other Wanaka	Land Use	Capital Value	3,130,000.00	0.00017896	560.14	560.14CR
Water Wanaka Other	Connected/Land Use	Capital Value	3,130,000.00	0.00015977	500.08	0.00
Roading Other Wanaka	Land Use	Capital Value	3,130,000.00	0.00030138	943.32	943.32CR
Recreation & Events Charge	Land Use	Fixed $	1.00	125.98	125.98	125.98CR
Governance & Regulatory Charge	District Wide	Fixed $	1.00	168.07	168.07	168.07CR
Governance Other	Land Use	Capital Value	3,130,000.00	0.00015114	473.07	473.07CR
Recreation Other	Land Use	Capital Value	3,130,000.00	0.00025869	809.70	809.70CR
Regulatory Other	Land Use	Capital Value	3,130,000.00	0.00020654	646.47	646.47CR

Examples of rates for QLDC - Accommodation

RATES ASSESSMENT NOTICE
Rating Period 1 July 2025 to 30 June 2026

PROPERTY DETAILS
Valuation Number: [redacted]
Property location:
[redacted]
Legal description:
[redacted]

RATEABLE VALUE
Land Value: $6,000,000.00
Improvements: $10,000.00
Capital Value: $6,010,000.00
Area: 3470 m2

Description of Rates	Category	Factor	Value of Factor	Rate	Total for year
Uniform Annual General Charge	District Wide	Fixed $	1.00	268.43	268.43
General Rate Accommodation	Land Use	Capital Value	6,010,000.00	0.00004762	286.20
Water Arrowtown Annual Charge	Connected/Serviceable	Fixed $	1.00	280.00	280.00
Sewerage Arrowtown	Connected	Serviceable	1.00	1019.16	1,019.16
Sewerage Multi Connections Atn	Connected	No.of Pans	6.00	509.58	3,057.48
Waste Management Charge	District Wide	Fixed $	1.00	186.27	186.27
Stormwater Accom Wakatipu	Land Use	Capital Value	6,010,000.00	0.00017504	1,051.99
Tourism Promotion Accom Atn	Land Use	Capital Value	6,010,000.00	0.00036124	2,171.05
Water Arrowtown Accommodation	Connected/Land Use	Capital Value	6,010,000.00	0.00031671	1,903.43
Roading Accomm Wakatipu	Land Use	Capital Value	6,010,000.00	0.00114698	6,893.35
Recreation & Events Chge Accom	Land Use	Fixed $	1.00	503.93	503.93
Governance & Reg Chg Accomm	District Wide	Fixed $	1.00	226.89	226.89
Governance Accomodation	Land Use	Capital Value	6,010,000.00	0.00015114	908.35
Recreation Accommodation	Land Use	Capital Value	6,010,000.00	0.00103475	6,218.85
Regulatory Accommodation	Land Use	Capital Value	6,010,000.00	0.00021666	1,302.13

Certain rates must not exceed 30% of total rates revenue – section 21 LGRA

Extisting rates

	All Rates	Fixed rates subject to 30%
General rates		
Capital value	392,340	
UAGC	9,811,883	9,811,883
Targeted Rates		
Capital value	94,008,190	
Fixed Targeted rates	54,038,797	54,038,797
Rates for Water supply wastewater & stormwater	71,934,521	
Sewerage	34,874,749	
Sewerage scheme loan rates	95,914	
Water	23,502,852	
Water supply scheme loan rates	8,723	
Stormwater	13,452,284	
	$230,185,731	**$ 63,850,680**
		27.74%

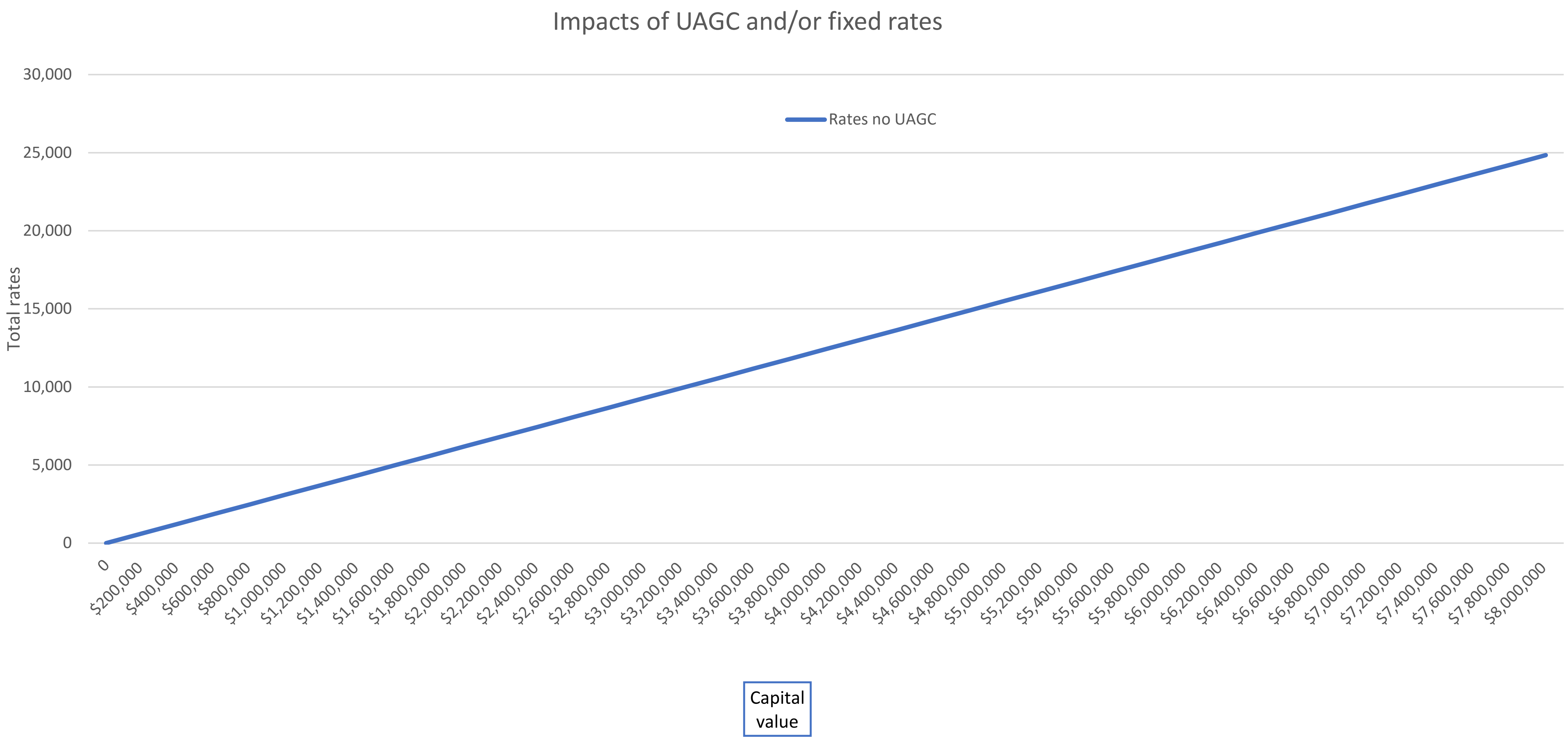
QUEENSTOWN LAKES DISTRICT COUNCIL

Certain rates must not exceed 30% of total rates revenue – section 21 LGRA

Removal of 3 Waters

	All Rates	Fixed rates subject to 30%
General rates		
Capital value	392,340	
UAGC	9,811,883	9,811,883
Targeted Rates		
Capital value	94,008,190	
Fixed Targeted rates	54,038,797	54,038,797
Rates for Water supply wastewater & stormwater	-	
Sewerage		
Sewerage scheme loan rates		
Water		
Water supply scheme loan rates		
Stormwater		
	$158,251,210	**$ 63,850,680**
		40.35%

Incidence of the Uniform Annual General Charge and other fixed rates



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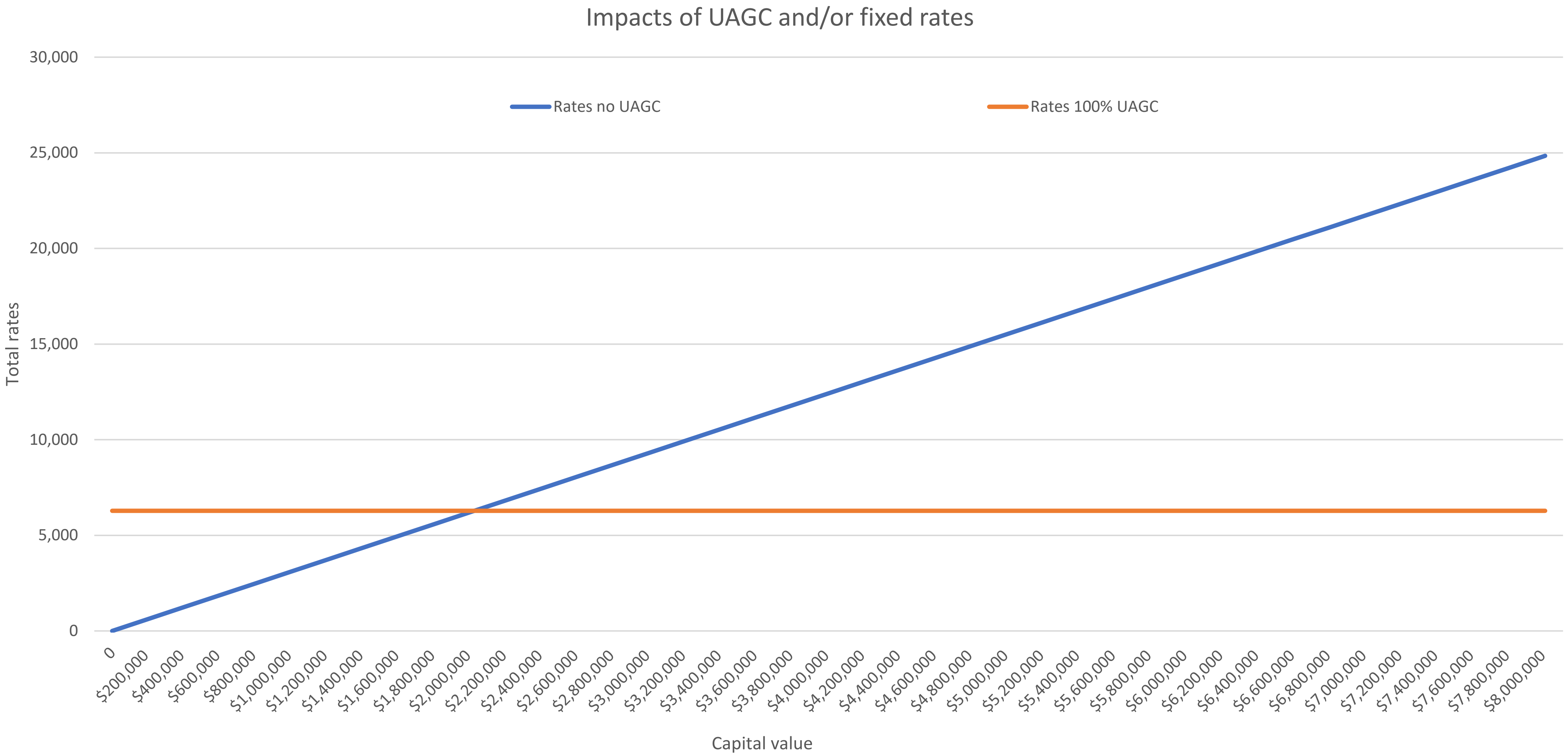
Incidence of the Uniform Annual General Charge and other fixed rates



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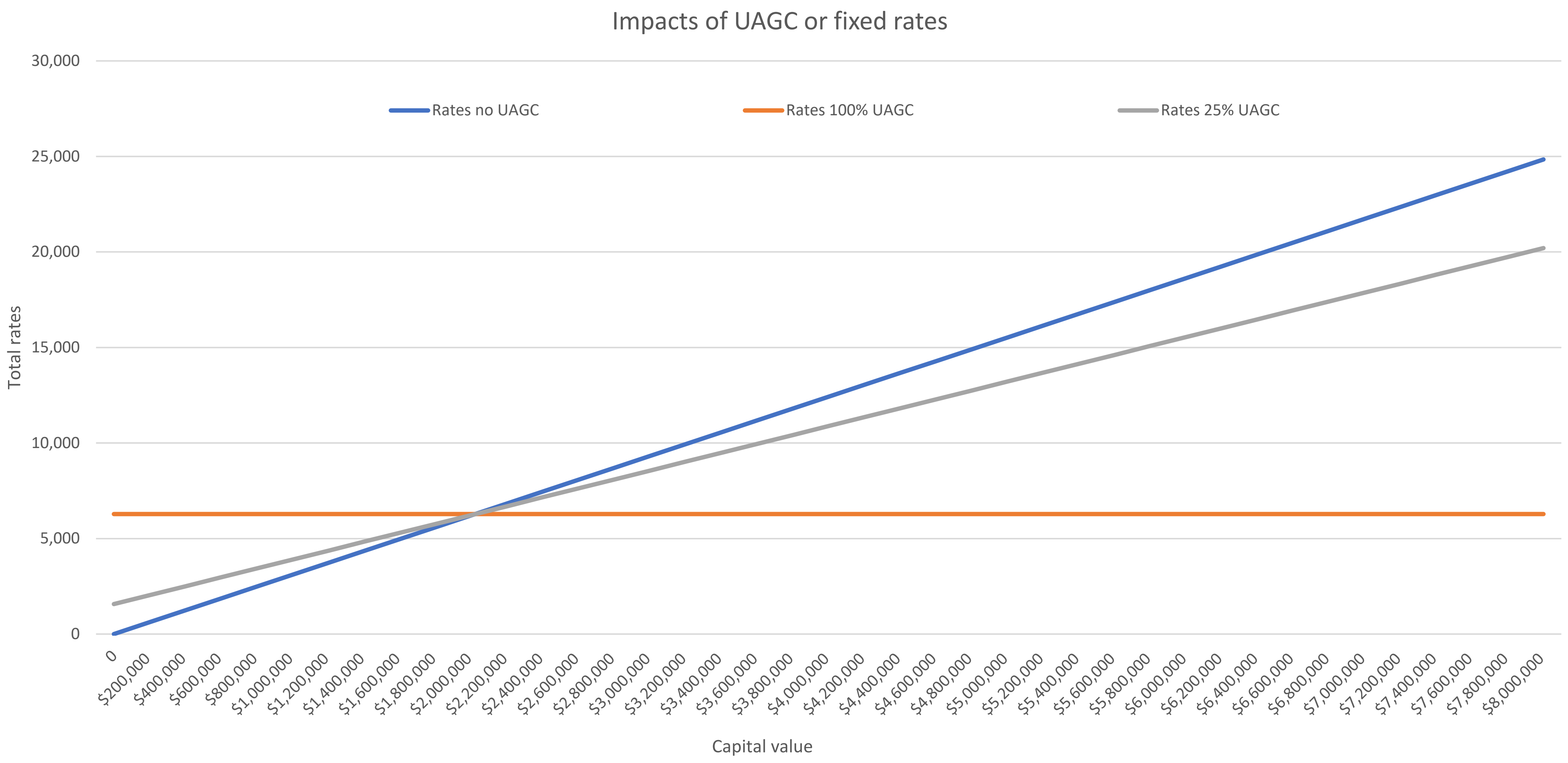
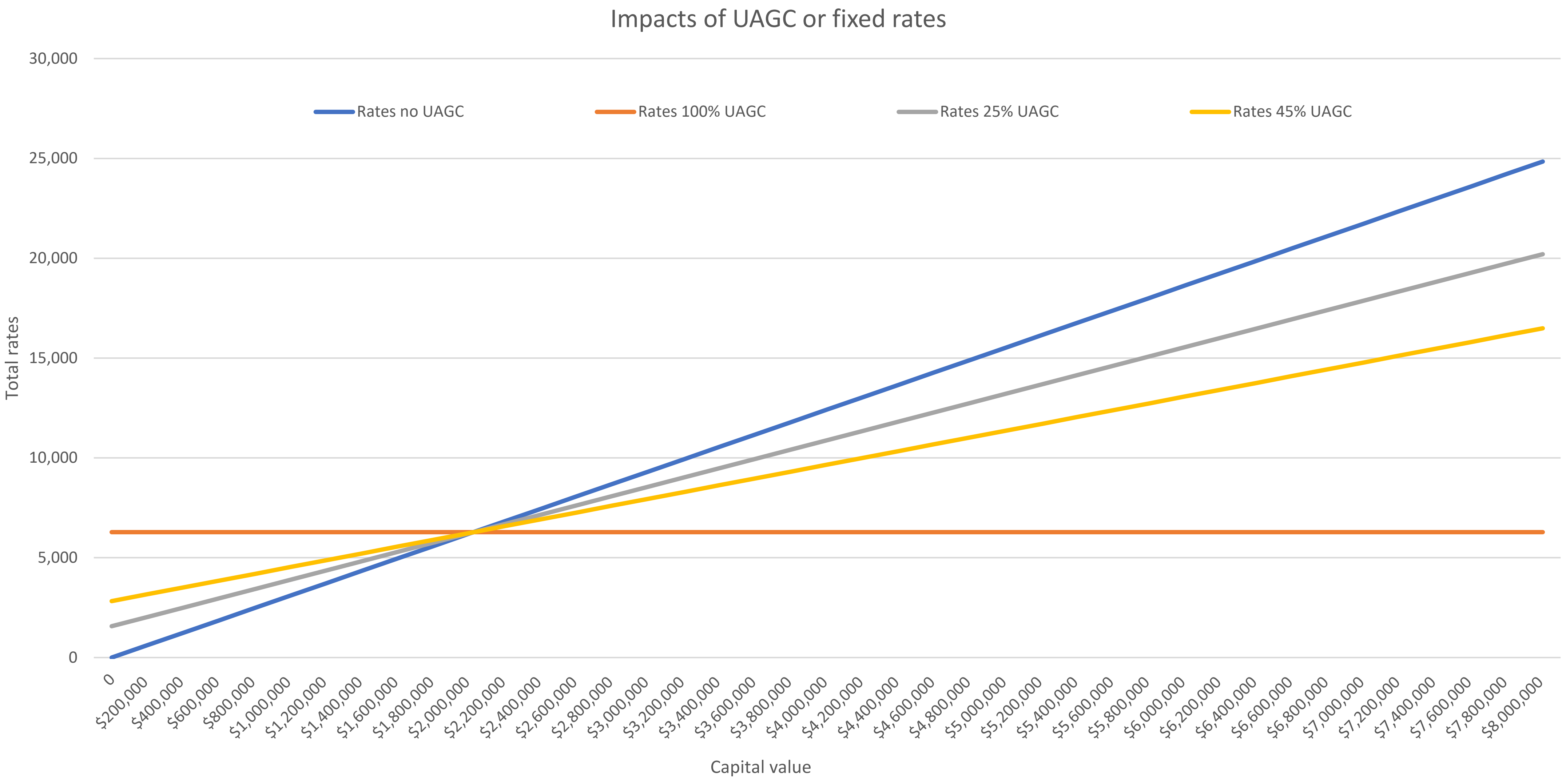
Incidence of the Uniform Annual General Charge and other fixed rates



Incidence of the Uniform Annual General Charge and other fixed rates



Process for changing / modifying rates and fees & charges

Rates review process

Do we need a review?

What is broken with the current approach?

1. **What do we need to change?**
2. **Why do we need to change?**
3. **How big is the change?**
4. **Who will it affect?**
5. **How will it change the rest of the rating system?**
6. **How is the community likely to react to the change?**

First principles

Type of review

Amendment

First principles approach (16 steps)

1. Confirm if a first principles review is needed
2. Set out the high-level principles and objectives
3. *Check the accuracy of the Rating information database (RID)*
4. Review and understand current rating methodology
5. Complete the Funding Needs Analysis (FNA) Section 101(3) (Step 1)
6. Model the rates impact on the FNA (Step 1)
7. Update the FNA (Step 2)
8. Model and confirm the preferred rates allocation option
9. Draft Revenue & financing policy and supporting rating policies
10. Draft the proposal and supporting information for consultation

First principles approach

11. Carry out community consultation
12. Hear submissions
13. Update and amend policies after considering submissions
14. Adopt new policies
15. Set the rates
16. Implement new rating system

Amendment approach (12 steps)

1. Determine the need for a review
2. Develop high-level principles and objectives
3. Check the accuracy of the RID
4. Review and understand current rating methodology
5. Model and confirm the preferred rates allocation option
6. Assess whether statutory policies need changing and determine what consultation is needed
7. Draft the proposal and supporting information for consultation
8. Consult with the community
9. Hear and consider submissions
10. Update, amend and adopt policies, if applicable
11. Set the rates
12. Implement new rating methodology

Deciding if a first principles review is needed?

What's broken with the current system?

What do we need to change?

Why do we need to change?

How big is the change?

Who will it affect?

How will it change the rest of the rating system?

How is the community likely to react to the change?

What are your issues?

Current known issues

- 3 Waters impacts – moving to CCO and impact of UAGC
- Future of Local Government
- Old terminology including Public VS Private Good and Charges instead of Fixed targeted rate
- Rates appear to be based on services to groups of properties rather benefits
- Number and categories of General differentials 13
- Large number of targeted rates using both fixed and capital value

Current known issues

- Growth and associated costs
- Parking public transport costs, and recovery
- Unrecoverable direct costs from Tourism and visitors Tourism Fees & charges
- Dividend $12M ex airport
- Impact different parts of the district – e.g. Wanaka and rural areas
- Accommodation loading

Where to from here?

- Update Funding Needs Analysis
- Selection of Funding Tool includes workshop
- Modelling of Options includes workshop
- Impact Assessment and Development of Preferred Options
- Modelling of Options
- Update policy, consultation, hearings and final adjustments

Process for changing / modifying rates and fees & charges

Growth Infrastructure Funding Review

QUEENSTOWN LAKES DISTRICT COUNCIL

QLDC Elected Member discussion – Funding and financing growth infrastructure

The intent of this work is to develop a practical, principle-based framework that supports better decision-making, improves transparency, and enables timely delivery of infrastructure while managing affordability. This will then flow through into DC (/DL) policies for both the WSCCO and QLDC.

Illustrative only

Why now: The growth funding system is changing

The funding landscape is evolving. With a change in funding tools and users, along with a potential regulator, QLDC is using this opportunity to consider how to optimise its approach to funding growth infrastructure, including who pays, when, and through which tool

This work is about giving elected members and the community confidence that growth-related infrastructure costs are visible, fairly allocated, and funded through the right mix of tools — enabling elected members to provide guidance on the trade-off's and options available before these are inputted into policy.

Local Water Done Well / CCO

- Growth, renewal, compliance and resilience related water costs are all charged for by the Water CCO. This includes the ability for the CCO to use tools such as IFFA.
- Council and the future water entity will need aligned charging and investment decisions.

RMA/ growth reforms/ Head Start

- Central direction is shifting toward growth paying for growth, user pays and beneficiary pays.
- Spatial planning, infrastructure sequencing and funding tools need to be joined up.
- Out-of-sequence growth should not leave ratepayers carrying timing risk.

Development levies + IFF

- Development levies will replace development contributions in 2028.
- High-cost overlays, targeted rates and IFF may allow more tailored charging.
- IFF could be annual, one-off, or triggered by development milestones.
- Both Council and developers need clarity and certainty on approach.

Fast-track, affordability + rates pressure

- Fast-track may accelerate approvals without resolving funding, capacity or affordable housing.
- Rates cap & "back to basics" settings sharpen pressure on general rates.
- Visitor demand and private IFF proposals, including transport, add to the total bill stack.

Elected Member framing: the question is not just "can we charge?" — it is "which costs should sit with growth, existing users, visitors, developers, the water entity or the Crown?"

Sources: HUD, DIA, MfE, Beehive, QLDC material

The key questions this work is trying to answer

This work provides a high-level review of the current landscape, with a look-forward focus as to how growth funding principles and tools can be used going forward.

How should QLDC ensure growth pays for growth, while protecting affordability and enabling well-sequenced development?

1 **What costs are truly growth-related?**
QLDC has a range of cost categories: Growth, renewal, compliance, resilience, level of service, existing users and visitor demand.

2 **Who should pay and when?**
Developers, future owners, existing ratepayers, water customers, visitors, Crown / NZTA or a combination.

3 **Which tool is fit for purpose?**
Development levy, high-cost overlay, IFF, targeted rate, water charge, user fee or development agreement.

4 **What opportunities and challenges are there with the current system?**
Cost allocation, demand assumptions, timing, collections, bespoke development agreements, systems, or governance.

5 **How do we manage new pressures?**
Fast-track, private IFF proposals such as the gondola, affordability capacity and non-contiguous beneficiary areas.

6 **Are there any questions elected members would like to note as the work progresses?**

Output: a practical set of principles and decision tests for applying growth funding tools consistently, transparently and early.

Approach

A high-level baseline approach using selected examples, followed by a forward-looking funding framework

1. Diagnose current practice

Use targeted interviews and workshop notes to identify the opportunities and challenges relating to funding growth infrastructure.

2. Test 1–2 case studies

Walk through examples to test cost drivers, assumptions and recovery.

3. Map future tools, test against case studies

Assess how development levies, high-cost overlays, IFF, targeted rates, water charges, visitor tools and agreements could be applied.

Elected member workshop

4 Framework

Set tool-selection principles, decision rights, governance triggers, minimum information requirements and elected member reporting.

What this is

A practical diagnostic of the growth funding system.
A way to surface the key judgment points for elected members.
A forward-looking framework for using the new toolkit.
A tool to support DC/DL policy development and LTP planning

What this is not

Not a forensic audit of every development contribution calculation.
Not a full affordability review or LTP reprioritisation exercise.
Not a substitute for later detailed policy design.

End point: a framework that supports consistent decisions, protects ratepayers, enables growth, and is ready for the new levy / IFF / water CCO environment.

Activity Plans Part 3

QUEENSTOWN LAKES DISTRICT COUNCIL

Activity Plans

A3's templates for the following Activity Plans have been included as attachments:

- Community Partnerships
- Resource Consents
- Building Services
- Planning Policy
- Democracy Services, Elections, Elected Representatives & Committees
- Corporate Services
- Knowledge Management

Activity Plan - Financials

QUEENSTOWN LAKES DISTRICT COUNCIL

Activity Plan financials - scope

The following pages provide context financial information for each Activity Plan on the agenda (based on 2026/27 draft annual plan). The explanation of revenue, expenditure and adjustment items is set out below and on the next page.

REVENUE	
Sub-Category	**Examples**
Rates	General Rates, Targeted Rates, Council Owned QLDC Rates
Finance Income	Interest Income
Investment Income	Revenue from Investment Properties & Campgrounds
Revenue from Operating Activities	User Fees & Charges – Landfill / Transfer Station Recovery Fees, Gym–Swim Memberships, Parking Fees, Venue Hire
Regulatory & Consents	Fines & Penalties, Regulatory Revenue – Traffic & Campervan Infringement, Dog Control, Court Recovery Fees, Labour Recoveries, Permits, Building Income, Premises Registration
Grants & Subsidies	Operational Grants & Subsidies – Landfill Levy, NZTA Subsidy
Other Income	Other Opex Income – Concession Fees, Lease Income (Other)

Activity Plan financials – scope (cont)

EXPENDITURE & ADJUSTMENTS	
Sub-Category	**Examples**
Personnel Costs & General Operating Expenditure	Salaries & Wages, Elected Members, Other Employee Benefits – Wages, Southern Cross, Health & Safety, Travel, Training & Development, Kiwisaver, Audit Services, Insurance, Legal Fees, Operating Leases, Grants & Funding, Utility Costs, General Costs – Rent (Council Offices), Electricity, Destination QT, Arrowtown Promotion, Wānaka Promotion
Depreciation and Amortisation	Total Depreciation
Depreciation and Amortisation (Unfunded)	Portion of depreciation that is unfunded via rates
Interest – Borrowings	Total QLDC Interest
Interest – Growth	Portion of interest related to growth and funded via DCs (not rates)
Direct Costs of Activities	Contracts, Consultants, Management Fees & Maintenance, IT Contracts – Parks & Reserves, Roading (mainly Downer), Water (mainly Veolia), All Consultants (District Plan, Planning Commissioner & General Consultants), Build & Ground Maintenance, Landfill Costs, TechOne, Microsoft
Other Expenditure	Appeals & Settlements
Internal Recharging	Overhead Allocation
Labour Costing and Recoveries	Internal Time Recovery – Capital Projects & NZTA Time Recovery
Reserves	Transport Improvement Fund, Renewals Asset Reserve

2026/27 Financials – Community Partnerships

		Profit & Loss							
Cost Centre	**Description**	Rates Revenue	Grants & subsidies	Total Revenue	Personnel & General operating expenditure	Direct costs of activities	Total Expenditure	Total Surplus / (Deficit)
102	Grants & Levies	2,648,811	62,304	2,711,115	2,211,115	500,000	2,711,115	-
Communiuty Partnerships		2,648,811	62,304	2,711,115	2,211,115	500,000	2,711,115	-

2026/27 Financials – Resource Consents

Cost Centre	Description	Profit & Loss: Rates Revenue	Revenue from operating activities	Regulatory and consents	Other Income	Total Revenue	Personnel & General operating expenditure	Direct costs of activities	Other Expenditure	Internal recharging	Total Expenditure	Total Surplus / (Deficit)
151	Eng Consents	1,744,941	36,812	3,936,151	-	5,717,904	3,918,796	209,775	-	1,589,335	5,717,906	-
154	ResourceConsent	1,148,137	-	7,651,820	26,189	8,826,146	5,517,513	1,007,791	450,000	1,850,841	8,826,145	-
Resource Consent		2,893,078	36,812	11,587,971	26,189	14,544,050	9,436,309	1,217,566	450,000	3,440,176	14,544,051	-

2026/27 Financials – Building Services

		Profit & Loss										
Cost Centre	**Description**	Rates Revenue	Revenue from operating activities	Regulatory and consents	Other Income	Total Revenue	Personnel & General operating expenditure	Direct costs of activities	Other Expenditure	Internal recharging	Total Expenditure	Total Surplus / (Deficit)
153	Building Servic	1,881,867	3,273	8,552,115	82,917	10,520,172	7,836,235	32,730	83,910	2,567,295	10,520,170	-
Building Services		1,881,867	3,273	8,552,115	82,917	10,520,172	7,836,235	32,730	83,910	2,567,295	10,520,170	-

2026/27 Financials – Planning Policy

Cost Centre	Description	Profit & Loss Rates Revenue	Regulatory and consents	Grants & subsidies	Total Revenue	Personnel & General operating expenditure	Interest - Total	Direct costs of activities	Internal Changes	Internal recharging	Total Expenditure	Total Surplus / (Deficit)
152	P&D Admin	-	172,845	-	172,845	1,541,097	-	-	-	(1,368,252)	172,845	-
155	District Plan	5,366,613	54,550	178,261	5,599,424	3,154,659	397,809	1,329,730	(5,197)	722,425	5,599,426	-
Planning Policy		5,366,613	227,395	178,261	5,772,269	4,695,756	397,809	1,329,730	(5,197)	(645,827)	5,772,271	-

QUEENSTOWN LAKES DISTRICT COUNCIL

2026/27 Financials – Democracy Services, Elections, Elected Representatives & Committees

		Profit & Loss						
Cost Centre	**Description**	Rates Revenue	Other Income	Total Revenue	Personnel & General operating expenditure	Internal recharging	Total Expenditure	Total Surplus / (Deficit)
101	Governance	2,747,027	5,000	2,752,027	1,946,933	805,095	2,752,028	-
Corporate Services - Democracy Services, Elections, Elected Representatives & Committees		2,747,027	5,000	2,752,027	1,946,933	805,095	2,752,028	-

2026/27 Financials – Corporate Services

Cost Centre	Description	Profit & Loss Rates Revenue	Revenue from operating activities	Total Revenue	Personnel & General operating expenditure	Direct costs of activities	Internal recharging	Total Expenditure	Total Surplus / (Deficit)
100	CEO Admin	-	-	-	1,351,743	413,255	(1,764,997)	1	-
192	Customer Serv	-	-	-	1,486,175	118,230	(1,604,404)	1	-
204	HR	-	-	-	6,236,689	117,848	(6,354,535)	2	-
206	Communications	3,719,806	20,000	3,739,806	1,807,578	-	1,932,228	3,739,806	-
239	Organisational	1,625,255	-	1,625,255	1,374,705	250,550	-	1,625,255	-
Corporate Services		5,345,061	20,000	5,365,061	12,256,890	899,883	(7,791,708)	5,365,065	-

2026/27 Financials – Knowledge Management

		Profit & Loss								Adjustments		
Cost Centre	**Description**	Personnel & General operating expenditure	Depreciation & Amortisation Total	Interest - Total	Direct costs of activities	Internal recharging	Labour costing and recoveries	Total Expenditure	Total Surplus / (Deficit)	Depreciation & Amortisation not Funded	Interest - Growth Paid via DC's	Balance
196	Knowledge Mgt	5,315,561	1,031,883	150,035	4,598,320	(9,707,353)	(354,816)	1,033,630	(1,033,630)	1,031,883	1,748	-
Corporate Services - Knowledge Management		5,315,561	1,031,883	150,035	4,598,320	(9,707,353)	(354,816)	1,033,630	(1,033,630)	1,031,883	1,748	-

LTP27 Steering Group Work Programme – 3 Jul 2026

30 Jun

Steering Group 6 – Infrastructure Strategy
- Growth scenarios
- Infrastructure challenges & options for managing the challenges: Asset management & renewals, Climate adaptation & resilience, Environment & natural infrastructure
- High level cost implications
- Preferred options to feed capex prioritisation

9 Jul

Steering Group 7 – Infrastructure Strategy
- Infrastructure challenges & options for managing the challenges: Waste minimisation & management, Social infrastructure
- High level cost implications
- Preferred options to feed capex prioritisation

14 Jul

14 July Full Council workshop –
- Infrastructure Strategy – Transport

16 Jul

Steering Group 8 – Activity Plans, LoS and KPIs
- Community Partnerships
- Resource Consenting
- Building Consents
- District Plan – Planning Policy
- Democracy Services, Elections, Elected Representatives & Committees
- Organisational Excellence
- Knowledge Management

Revenue and Financing –
- Policy Review Step 1- Seek Direction For each activity consideration of: Community Outcomes, Benefit Distribution, Exacerbator Effects
- RTO Funding options
- Growth pays for Growth

18 Aug

Steering Group 9 – Revenue and Financing
- Policy Review Step 2: Selection of funding tools and options
- Visitor Economy
- Growth pays for Growth
- Developer Agreements Policy/Guidelines

19 Aug

Steering Group 10 – CapEx Programme
- Long List Capital Programme
- Prioritised CapEx Programme options
- Growth vs Level of Service attribution
- Key Capital Projects
- Key financial metrics from capex

1 Sep

1 Sept Full Council workshop –
- Community Investment policy and process

3 Sep

Steering Group 11 – Revenue and Expenditure
- Significant forecasting assumptions
- Operating Expenditure
- Policy review: Officer update
- Draft financial metrics

17 Sep

Steering Group 12 – Capex and OpEx
- Updated Activity Plans/LoS and OpEx – post feedback
- Final draft of KPIs
- Updated Capex Programme post feedback
- Policy review Step 3: Modelling results and feedback
- Financial Update –Key Financial Metrics
- Development Contributions / Levies policy
- Stanley St land swap

13 Oct

Steering Group 13 – Refinement
- Further updates to Activity Plans/LoS and OpEx
- Further updates to CapEx
- Update Key Financial Metrics
- Significance and Engagement Policy
- Rating Policies and Treasury Policies
- Potential Consultation Topics
- Community Investment Policy and Process

19 Nov

Steering Group 14 – Landing (final reviews)
- Financial Strategy
- Infrastructure Strategy
- Revenue and Financing Policy: preferred options
- Fees and Charges
- Development Contributions / Levies policy
- Key Financial Metrics

Introduction of Philip Jones, expert leading us through our Revenue & Financing Review

Philip Jones is one of New Zealand's most experienced local government financial advisors, with extensive expertise in council funding, financing, rating policy, long-term financial planning, and financial sustainability. Through his consultancy, PJ and Associates, he has advised numerous local authorities on matters relating to the Revenue and Financing Policy, rating structures, funding allocation methodologies, prudent financial management, and long-term funding strategies.

Over more than two decades working with local government organisations, Mr Jones has developed a strong reputation for helping councils navigate complex funding challenges, balancing legislative requirements, community affordability considerations, growth pressures, and infrastructure investment needs. His work regularly involves assessment of how costs are allocated across different sectors of the community and whether existing funding arrangements remain equitable and fit for purpose.

A significant component of Mr Jones' work has been assisting councils to review and modernise their Revenue and Financing Policies under the Local Government Act 2002. This includes reviewing funding principles, evaluating rating differentials, assessing targeted rates, examining beneficiary-pays approaches, and providing advice on the most appropriate allocation of costs across residential, business, rural, and other rating groups.

In addition to his advisory work, Mr Jones has served in several independent audit, risk and finance leadership roles for councils throughout New Zealand. These appointments have provided him with direct insight into emerging challenges facing the sector, including increasing rates affordability concerns, infrastructure funding constraints, changing legislative expectations, and growing scrutiny of how councils allocate costs across their communities.

His combination of technical funding expertise, practical experience with rating reviews, and extensive knowledge of local government financial sustainability provides QLDC with access to independent specialist advice that is both strategically informed and grounded in current sector best practice.

Why His Experience Matters for QLDC

The rating review will require Council to consider difficult questions which are precisely the types of issues Mr Jones has spent much of his professional career assisting councils to address. His independent perspective and deep understanding of local government funding frameworks will help ensure Council's review is robust, evidence-based, and consistent with both legislative requirements and contemporary local government practice.
This review is therefore not simply a review of rating mechanisms; it is an opportunity to test whether QLDC's overall funding model remains fair, transparent, sustainable and capable of supporting one of New Zealand's fastest-growing districts over the coming decades.

Overview of what we will cover in our Revenue & Financing Review

The review will provide a comprehensive assessment of Council's Revenue and Financing Policy, and the funding mechanisms used to support Council activities. This would include consideration of:

Funding Principles

Sources of Funding, Including:

- General rates
- Targeted rates
- Fees and charges

Allocation of Costs

- Whether costs are being allocated fairly between different groups of ratepayers and service users.
- The extent to which activities are funded by those who receive the primary benefit.
- The relationship between service delivery and funding responsibility.

Rating Structure

- Review of the current rating framework.
- Assessment of the balance between fixed and variable rating components.
- Review of rating differentials and their ongoing rationale.
- Consideration of whether existing rating categories remain appropriate.
- Evaluation of targeted rates and whether they continue to achieve their intended purpose.

Equity and Affordability

- Consideration of affordability impacts across different sectors of the community.
- Evaluation of whether funding approaches are creating unintended outcomes or inequities.

Transparency and Simplicity

- Improving transparency around the costs of services and how those costs are recovered.

Alignment with Future Financial Strategy

- Confirmation that the Revenue and Financing Policy supports Council's long-term financial objectives.
- Assessment of the sustainability and resilience of current funding arrangements.

Importance of the Review

A Revenue and Financing Review is one of the most significant financial policies reviews a council can undertake. It provides the foundation for future funding decisions and ensures that Council can clearly demonstrate that its funding arrangements are fair, transparent, defensible, and aligned with statutory requirements.

By undertaking an independent review, QLDC will be better positioned to ensure that its funding framework continues to reflect the principles of good local government, maintains community confidence, and provides a sound basis for future decision-making.

Activity Plans Part 3

QUEENSTOWN LAKES DISTRICT COUNCIL

Community Partnerships

QUEENSTOWN LAKES DISTRICT COUNCIL

WHAT WE DELIVER

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

- Relationships 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.

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

WHY WE DO IT (See LTP24 pages 27-121)

COMMUNITY OUTCOMES (QLDC)	STRATEGY (specific to your Activity)	OBJECTIVE (specific to your Activity)
Thriving People Whakapuawai Hapori	Te Muka Toi, Te Muka Tākata - The Creativity, Culture and Heritage Strategy	**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.
Living Te Ao Māori Whakatinana i te ao Maori	Welcoming Communities - Welcoming Plan	**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.
Disaster-defying resilience He Hapori Aumangea	Recreation, Sports, Community Arts and Events Activity Plan	**Improve access and participation in arts and culture** Ensure locals and visitors can engage with creative and cultural experiences.
	A Regenerative Tourism Plan Te Mahere Whakahaumanu Tāpo	**Support sustainable cultural and community infrastructure** Develop and maintain spaces and resources that support community and cultural activities.
Pride in sharing our spaces Kia noho tahi tātou katoa	Responsible Camping Strategy	Support visitors (campers) to be **guardians of the environment; provide a positive visitor experience; communities shape outcomes; effectively and efficiently manage resources.**

WHAT LEVEL OF SERVICE IS PROVIDED?

Level of Service (LoS)	KEY PERFORMANCE INDICATORS (KPIs)	KPI TARGET (Y1-3, Y10)
Our Council provides effective education and proportionate enforcement to freedom campers to manage impact on the community and natural environment within the district.	> Percentage of RFS about Freedom Camping resolved within specified timeframes	> 95% for all years
Our Council provides capability building, financial support, in-kind services and general guidance to community groups and community development initiatives	> Percentage of community investment programmes in scope meeting QLDC minimum administration and accountability standards	> Y1 – 85% > All other years – 90%

HOW ITS DELIVERED

QLDC's Community Partnerships asset portfolio includes:

- Summerdaze event series and partnership/support for Queenstown Multicultural Festival.

Grants management of and support for QLDC and partner funds, including:

- Community Fund, Events Fund, Heritage Incentive Grant, Creative Communities Scheme, Central Lakes Arts Support Scheme, Waste Minimisation Community Fund, Economic Diversification Fund, Get Active Community Grant, Local Community Support Fund, Sport NZ Rural Travel Fund.
- Include funding allocations once confirmed by Finance

Public art and cultural assets:

- Investment in public art installations and heritage sites.

Community connection resources

- Newcomers Guide to the Queenstown Lakes District (online resource)
- Monthly Senior events and activity calendar for Whakatipu & Wānaka

Community Capability

- Key partner in entity ***huddl***; strengthens and supports for-purpose community organisations and networks in the region; provides tools, mentoring, resources and connection with support.

QLDC's Community Partnerships' service delivery includes:

Internal Delivery

- 5.8 FTE

External Delivery

- Multiple external partners – i.e. Central govt agencies, funders, community partner organisations

WHAT IT COSTS

Cost of the Activity in draft Annual Plan 26-27

Capex: $0

Opex: $2,711,115

STRATEGIES/POLICIES/PLANS/BYLAWS

Strategies, Policies and Plans

- Creativity, Culture and Heritage Strategy
- Disability Policy
- Events Policy
- Libraries Strategy
- Welcoming Plan
- Recreation, Sports, Community Arts and Events Activity Plan
- Destination Management Plan
- Climate & Biodiversity Plan
- Responsible Camping Strategy

Bylaws

- Freedom Camping Bylaw 2025

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.

NEGATIVE IMPACTS AND RESPONSES

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 permitted 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.

Planning & Development | Resource Consenting

QUEENSTOWN LAKES DISTRICT COUNCIL

ACTIVITY PURPOSE

ACTIVITY PURPOSE

To enable well-designed, safe and sustainable development across the district by providing fair, timely and technically robust statutory approvals that protect community outcomes, infrastructure investment, and environmental values. Resource Consenting is a critical gateway activity—it translates community plans, policies and elected member decisions into real-world outcomes on the ground.

WHY THIS MATTERS

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 DELIVER

Statutory decision-making and approvals that enable development while managing effects and risks.

Annually, we deliver across approximately 1,200 resource consent applications, and numerous follow-on approvals:
- Resource consent assessment and decisions
- Engineering feasibility and infrastructure assurance
- Subdivision approvals unlocking over 1000 lots for our community
- Development contributions assessments and revenue collection
- Road Corridor Authority approvals for safe construction activity
- End-to-end administrative, financial and legal support

This work directly enables housing delivery, business investment, infrastructure provision and community growth.

HOW WE DELIVER

The Resource Consenting, Development Engineering, and Technical Support Teams are made up of:
- Professionally qualified planners
- engineers and technical specialists
- Professional administration staff

Who use:
- Clear statutory processes and legislated timeframes
- Strong internal coordination across planning, engineering, transport, parks and infrastructure
- Cost recovery models that minimise impacts on rates
- Continuous improvement driven by customer experience, legal feedback and system reform

KEY FUNCTIONS & SERVICES

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.

COMMUNITY & STRATEGIC OUTCOMES SUPPORTED

Resource Consenting directly enables:
- Well-functioning urban environments
- Affordable and serviced housing supply
- Infrastructure resilience and fiscal sustainability
- Protection of landscapes, hazards and environmental values
- Economic investment and employment

Without a strong consenting system, plans cannot be delivered and growth cannot be managed.

Level of Service (LoS)	KEY PERFORMANCE INDICATORS (KPIs)	KPI target
Our Council provides efficient and cost-effective resource consenting services for the community	Percentage of resource consents processed within statutory timeframes	100% for all years

RISK IF THIS ACTIVITY IS UNDER-RESOURCED

OUTCOMES
Poor quality or unsafe development outcomes

GROWTH
Delayed housing and infrastructure delivery

COMPLIANCE
Increased legal exposure and financial risk to ratepayers

COMMUNITY
Loss of public confidence in Council decision-making

TENSIONS WE MANAGE

Speed vs quality and legal robustness
Growth enablement vs infrastructure capacity and risk
Customer experience vs statutory requirements
Applicant outcomes vs community expectations

These are expected tensions within a balanced decision-making process

THE BOTTOM LINE

Resource Consenting is where development aspirations becomes approved reality.
It ensures growth happens:
- In the right places
- With the right infrastructure
- And with risks appropriately managed for current and future communities

Total OpEx cost for Resource Consenting in 26/27 is $11.1M

DIRECTLY CONTRIBUTES TO…

COMMUNITY OUTCOMES: Thriving people | Opportunities for all | Disaster defying resilience

WELLBEING OUTCOMES: An enabling built environment | Connected Communities | Resilience | Sustainability

KEY NUMBERS | >1200 parcels unlocked per year, expecting >10000 in next decade (excluding FastTrack) | High-volume resource consents, 94% processed within statutory timeframe | Recovered $250m Development Contributions over 21 years - top 5 Councils for DC collection | FTE count (RC = 30, DE =26, TS = 13) | Consultant Support 30%

Planning & Development | Building Services

QUEENSTOWN LAKES DISTRICT COUNCIL

ACTIVITY PURPOSE

ACTIVITY PURPOSE

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

WHY THIS MATTERS

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 DELIVER

Statutory decision-making and approvals that enable development while managing effects and risks.

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

HOW WE DELIVER

The Building Services team is made up of:

- Professionally qualified building control officers - 25 FTE
- Compliance officers – 4 FTE
- Professional administration staff -13 FTE
- Principal Building Advisor – 1 FTE
- Quality Control Manager – 1 FTE
- Up to 10 FTE contractors to deliver 20-30% of work

Who use:

- Clear statutory processes and legislated timeframes
- Cost recovery models that minimise impacts on rates
- Continuous improvement and quality management systems driven by customer experience, system reform and legal requirements.

KEY FUNCTIONS & SERVICES

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 builds 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.

COMMUNITY & STRATEGIC OUTCOMES SUPPORTED

Building Services directly enables:

- Safe and durable built environment
- Community safety following a hazardous event where properties need to be assessed for safety
- Ensuring buildings which the public access are safe and compliant via the Building Warrant of Fitness scheme.

Without a strong and effective building consenting system, the built environment would not have checks and balances to ensure buildings in the District meet the Building Code and are safe to occupy and are durable to retain building owners value .

Level of Service (LoS)	KEY PERFORMANCE INDICATORS (KPIs)	KPI target
Our Council provides efficient and cost-effective processing of building applications that are considered for environmental impact.	Percentage of building consents processed within statutory timeframes	100% for all years
	Percentage of building inspections completed within 3 working days of being requested	>80% for all years
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	100% for all years

RISK IF THIS ACTIVITY IS UNDER-RESOURCED

OUTCOMES
Potentially unable to meet statutory timeframes and risk International Accreditation of New Zealand rescinding accreditation to issue building consents

GROWTH
Delayed housing and commercial build times resulting in a direct cost to residential and commercial property owners

COMPLIANCE
Increased legal exposure and financial risk to ratepayers

COMMUNITY
Loss of public confidence in Council decision-making

TENSIONS WE MANAGE

Speed vs quality and legal robustness
Growth enablement vs infrastructure capacity and risk
Customer experience vs statutory requirements
Applicant outcomes vs community expectations

These are expected tensions within a balanced decision-making process

THE BOTTOM LINE

Financial Impact (26/27 Financial Year as indicator):

- We meet financing and Revenue Policy with 80% of cost covered by user pays fees and 20% of costs covered by rates
- Total operating cost for building services is approx.$8m with rates contribution for these functions equating to approx. $2m
- Fees and Charges reviewed annually to ensure 80/20 split is met

DIRECTLY CONTRIBUTES TO...

COMMUNITY OUTCOMES: Thriving people | Safe and durable built environment | Disaster defying resilience

WELLBEING OUTCOMES: An enabling built environment | Connected Communities | Resilience | Sustainability

KEY NUMBERS | 1,700 Building Consents processed annually: 20,000 Building Inspections undertaken annually: $1.2Bn of consented building activity: 3rd busiest Building Consent Authority in New Zealand: In the top 2 Metro Building Consent Authorities in New Zealand for processing and issuing building consents and Code Compliance Certificates as benchmarked by Ministry of Building innovation and Employment

Planning & Development | Planning Policy

QUEENSTOWN LAKES DISTRICT COUNCIL

ACTIVITY PURPOSE

ACTIVITY PURPOSE

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.

WHY THIS MATTERS

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 in undertaken in NZ.

Planning safeguards natural landscapes, environmental values, herniate 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 (though 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.

HOW WE DELIVER

Internal staff resources:
1 Manager Planning Policy
7 Fulltime qualified planners
3 Part time qualified planners
1 GIS Specialist

Consultants & Commissioner Costs:
All changes to the District Plan need to be supported by expert advice, from specialists such as traffic engineers, landscape architects, economists, ecologists, urban designers etc.

If we do not present robust analysis in Council hearings or Court processes, we will be unable to create and defend a District Plan for the community.

Commissioner costs are a necessary cost in the policy cycle.

KEY FUNCTIONS & SERVICES

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.

CASE STUDY

Urban Intensification Variation

The National Policy Statement – Urban Development required Tier 2 Councils to undertake changes to the District Plan to give effect to Policy 5. – to enable greater heights and densities in accessible areas.

PDP Zones affected: 10
Submissions received: 1274
Further Submissions Received: 108
Submission Points: Over 7000
Hearing Time: 3 weeks across 3 locations
Costs to Date (excluding the cost to resolve appeals): Approx $850k (including staff salaries)

What do the costs include?

Expert reports and evidence from experts we do not have on staff (economics, urban designers), additional planning expertise, temp staff to help summarize the volume of submissions received, venue hire, IT hire for hearings, advertising, NZ Post charges, commissioners' fees to pre-read submissions, prepare for hearings, attend site visits and draft the recommendation for Council.

COMPREHENSIVE PLANNING EXPERTISE

A highly engaged and experienced team:

- Planning Policy Manager and Principal Planner involved in Central Government working groups (under NDA) to provide comments and insight into the workability of proposed changes under the RM Reform
- Principal Planner and Senior Planner on a 6-month secondment to Ministry for the Environment to work on Standardized Plan Content - 2 days each per week
- Current stable team (10 FTE) has a broad range of relevant experience – in planning consultancy services, local, regional and central government.

Level of Service (LoS)	KEY PERFORMANCE INDICATORS (KPIs)	KPI target
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	100% for all years
	Percentage of private plan changes processed within statutory timeframes	100% for all years

RISK IF THIS ACTIVITY IS UNDER-RESOURCED

OUTCOMES
A District Plan that is static and does not reflect the changing community outcomes or statutory requirements

GROWTH
We don't provide for zoning in line with population growth and community need

COMPLIANCE
Non-compliance with legislation

COMMUNITY
Loss of trust, loss of opportunity to feel part of a process

THE BOTTOM LINE

Financial Impact (26/27 Financial Year as indicator):

- The Planning Policy team and its functions are rates funded
- The Planning Policy team can only charge time to process Private Plan Changes and our assistance to other parts of P&D – PIMS and Fast Track consenting – we are also sub-contracting our expertise to MfE
- Our budget (excluding legal costs) are Opex: $6.4M in 26/27. The amount required depends on where we are in a policy cycle (rolling District Plan review) and government requirements or changes in legislation. The budget is not a target.
- It is uncertain the costs that will be required to change to a new way of planning through the RM legislation changes – we do know that we need to have a robust base of information from monitoring and understanding our current and future plan effectiveness.

DIRECTLY CONTRIBUTES TO...

COMMUNITY OUTCOMES: Thriving people | Opportunities for all | Disaster defying resilience
WELLBEING OUTCOMES: An enabling built environment | Connected Communities | Resilience | Sustainability

Corporate Services - Democracy Services, Elections, Elected Representatives & Committees

QUEENSTOWN LAKES DISTRICT COUNCIL

WHAT WE DELIVER

The Democracy Services, Elections, Elected Representatives & Committees set of activities covers governance, electoral services, local representation and decision-making.

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 Wanaka-Upper Clutha Community Board with dedicated advisory support, dedicated planning meetings, allocated budget, regular reporting and a variety of venues.

Supports a wide-range of activities to facilitate effective decision-making to promote a thriving community.

WHY WE DO IT

COMMUNITY OUTCOMES	OBJECTIVE
Thriving people | Whakapuāwai Hapori	Council's 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 LEVEL OF SERVICE IS PROVIDED?

Level of Service (LoS)	KEY PERFORMANCE INDICATORS (KPIs)	KPI TARGET (Y1-3, Y10)
Our processes ensure informed decisions and underpin responsive, transparent community services	> Percentage of LGOIMA requests responded to within 20 working days or agreed extension	> 100%
Our processes ensure informed decisions and underpin responsive, transparent community services	> Percentage of agendas for notified meetings available at least two working days before every meeting	> 100%
Our processes ensure informed decisions and underpin responsive, transparent community services	> Percentage of workshops and meetings that exclude the public adhere to the requirements of LGOIMA Schedule 2A and section 48	> 100%

HOW ITS DELIVERED

The Democracy Services, Elections, Elected Representatives & Committees' service delivery includes:

Assets
This activity is not capex asset driven.

Internal Delivery
- 8 FTE

External Delivery
- Contract: Electionz.com for the delivery of election services and the role of the Electoral Officer

WHAT IT COSTS

Cost of the Activity in 2026/27 per draft Annual Plan budget

Capex: $0 Opex: $1.9M

STRATEGIES/POLICIES/PLANS/BYLAWS

- QLDC Standing Orders
- Sensitive Expenditure Policy
- Elected Member Reimbursement of Expenses & Payment of Allowance Policy
- Official Information Proactive Release Policy
- Decision Making for Official Information Requests Policy
- Local Governance Statement
- Policy on the Appointments and Remuneration of Directors
- Significance and Engagement Policy
- LGOIMA
- Local Electoral Act
- Local Authorities (Members' Interest) Act
- Privacy Act

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

NEGATIVE IMPACTS AND RESPONSES

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.

Corporate Services

QUEENSTOWN LAKES DISTRICT COUNCIL

WHAT WE DELIVER

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

HOW ITS DELIVERED

Activity plan is primarily delivered by internal teams:

- Communications – 13
- Customer Services - 12
- People and Capability - 15
- Organisation Performance - 12
- CEO Administration – 4
- Strategic Projects – 1

Key external enabling contracts are:

- **Key Research** – delivers independent customer satisfaction surveys to provide insights on community experiences and expectations, supporting performance reporting and service improvement.
- **Leva Advisory** – provides independent P3M3 maturity assessments and improvement support to strengthen enterprise-wide delivery capability.
- **Palmerston North City Council** – provides out-of-hours customer service for calls and emails outside business hours.
- **Snap Send Solve** – mobile and web app enabling easy service requests **Sentient PPM** – project management and reporting tool
- **Future of QLDC** - supporting with the response to local government reforms.
- **Learning Management System (LMS)** – centralising, automating and standardising knowledge delivery systematically. This is a tool that fast-tracks productivity.

- OpEx is $13.156m (see financial slides)

WHY WE DO IT

STRATEGY	OBJECTIVE
Communications - provide timely, accurate and accessible information that supports public understanding of Council services and enables meaningful participation in decision-making	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 - deliver responsive, professional and empathetic customer service that connects people quickly with the support, information or services they need.	Ensure all customer interactions are easy, engaging, and empathetic—simple and accessible, responsive to needs, and delivered with genuine care and respect.
People & Capability - build a skilled, capable and resilient workforce that can deliver Council's services and major programmes effectively and sustainably.	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 - provide strong planning, reporting, continuous improvement and ensure QLDC delivers effectively, meets statutory obligations and maintains public trust.	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 - connect land, partnerships and decision-making through an integrated delivery approach to enable community outcomes over time.	Improve asset performance and manage delivery risk through deliberate, structured and evidence-based decision-making.

WHAT LEVEL OF SERVICE IS PROVIDED?

Level of Service (LoS)	KEY PERFORMANCE INDICATORS (KPIs)	KPI TARGET (Y1-3, Y10)
Our Council engages with the community appropriately and effectively	Percentage of residents who are satisfied with the information they receive from Council Percentage of residents who are satisfied with the opportunities to have to their say	> 70% for all years for both KPIs
Our organisation is responsive and provides a positive customer experience	Percentage of residents who interact with customer services were satisfied with their overall experience Percentage of complaints that are resolved within 10 working days Percentage of customer calls that meet the service level (answered within 20 seconds) Percentage of Elected Member enquiries responded to within 5 working days Customer satisfaction with a) speed of response and final resolution; b) clarity of process and timeframes; c) staff knowledge and professionalism; d) fairness and consistency	> 80% for all years > 95% for all years > 80% for all years > 100% for all years > Y1 60%, Y2 65%, Y3 70%
Our Council provides a safe working environment	Reduction in the Total Recordable Injury Frequency Rate	> <9 rolling 12 months average
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	> 100% for all years
Our Council improves business processes to enhance Council`s performance and deliver measurable outcomes	2 improvement projects delivered per year, with agreed benefits on track to be realised	> 2 per year
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)	> Y1 80% > Y2 90% > Y3 90%

STRATEGIES/POLICIES/PLANS/BYLAWS

Relevant to overall activity delivery:

- Significance and Engagement Policy
- Risk Management Policy
- Customer Complaints Policy
- Privacy Policy
- LGOIMA
- Strategic Framework
- Local Government Act – specifically purpose i.e. effective and efficient.

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.

NEGATIVE IMPACTS AND RESPONSES

POTENTIAL NEGATIVE IMPACT	MITIGATION
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.

Corporate Services - Knowledge Management

QUEENSTOWN LAKES DISTRICT COUNCIL

WHAT WE DELIVER

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".

COMMUNITY OUTCOMES

Thriving people | Whakapuāwai Hapori — enabling safe, reliable and financially sustainable services across the district.

Living Te Ao Māori | Whakatinana i te ao Māori — supporting lawful, respectful engagement and governance practices.

Opportunities for all | He ōhaka taurukura — ensuring equitable, transparent and prudent use of Council resources.

Zero carbon communities | Parakore hapori — influencing sustainable procurement and financial decisions that reduce emissions**.**

Disaster defying resilience | He Hapori Aumangea — strengthening organisational risk management, assurance maturity and business continuity.

Pride in sharing our places | Kia noho tahi tātou katoa — supporting legal clarity, commercial integrity and stewardship of community assets.

STRATEGY

Our vision: Secure, trusted, and intelligent systems enable our work.

Guiding principles:

- Use our ERP (TechnologyOne) to remove complexity and speed up delivery
- Deliver value for money solutions
- Cloud-first technology delivers resilience, security and flexibility
- Grow in-house skills and partner strategically
- Leverage AI to reduce admin and support better decisions, while maintaining human oversight, accountability, and public trust

OBJECTIVE

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 LEVEL OF SERVICE IS PROVIDED?

Level of Service (LoS)	KEY PERFORMANCE INDICATORS (KPIs)	KPI TARGET (Y1-3, Y10)
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.))	Y1 Establish benchmark, Y2-10 2% Year-on-year increase
Digital services are reliable, resilient, and minimise disruption	Availability (uptime) of critical business systems and infrastructure	≥99.5% for all LTP years (measured annually)
	Cybersecurity maturity assessment	≥ 75% Compliant for all LTP years
Council information is trusted, accessible, and compliant.	Information management maturity assessment (Archives NZ)	≥ 60% compliance status for all LTP years
Technology investment delivers measurable improvements to Council systems and tools	New or enhanced digital solutions meet the functional requirements of internal stakeholders	≥ 80% requirements met for all LTP years

HOW ITS DELIVERED

35 FTE, structured across five teams: ICT, Business Systems, Business Projects, Information & Records Management and Geospatial (including approximately 7 FTE offset by Enterprise System CAPEX budget)

Atlassian Jira supported agile programme management

ManageEngine supported IT service desk

Microsoft 365 Copilot supporting safe AI driven productivity gains

Centrally managed technology budgeting and road mapping

External Delivery contracts

- **TechnologyOne** – Council Enterprise Resource Planning (ERP) platform
- **Spark** – Infrastructure, Cybersecurity – Security Operations Centre (SOC)
- **ArcGIS (Esri)** – Geospatial Platform
- **Sentient** – Project and portfolio management software
- **IBIS** – Financial Modelling toolset
- **Attekus** - Venues booking and events permitting

WHAT IT COSTS

Cost of the Activity in 2026/27 per draft Annual Plan budget

Capex: $1.7M Opex: $11M

STRATEGIES/POLICIES/PLANS/BYLAWS

Relevant to activity delivery:

- QLDC Digital Strategic Plan
- Public Records Act and associated standards
- LGOIMA
- Privacy Act
- Contract and Commercial Law Act
- Local Government Act

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 modem 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

NEGATIVE IMPACTS AND RESPONSES

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 leglisation 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