

Item 2: December 2025 Quarterly Performance Report

SESSION TYPE: Briefing

PURPOSE/DESIRED OUTCOME:

The purpose of this briefing is to present the Quarterly Report for December 2025 to Councillors. The Quarterly Report has been published to the Queenstown Lakes District Council website [here](#) on Monday 16 February. Key points of the report will be highlighted. Following this there will be time for questions and comments.

DATE/START TIME:

Tuesday, 10 March 2026 at 10.45am

TIME BREAKDOWN:

Presentation: 20 minutes

Questions: 10 minutes

PRESENTER(S):

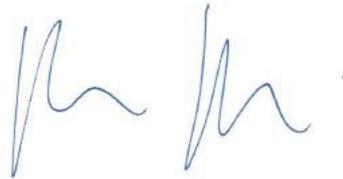
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Prepared by:



Name: Diana Pietruschke
Title: Organisation Performance Advisor
25 February 2026

Reviewed and Authorised by:



Name: Meaghan Miller
Title: General Manager, Corporate Services
25 February 2026

ATTACHMENTS:

A	December 2025 Quarterly Report
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Quarterly Report

Key Performance Indicators – Traffic light status report

Health & Safety Summary

Key Priorities Update

Financial Management Report

Consent Compliance

December 2025

QUARTER TWO

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WHAT IS A KPI?

A Key Performance Indicator (KPI) is a quantifiable measure that demonstrates how effectively an organisation is achieving key community outcomes and objectives. The KPIs and their targets are defined and consulted on every three years during the Long Term Plan (LTP) process. The LTP is comprised of monthly and annual KPIs and now includes an additional set of Department of Internal Affairs (DIA) measures.

The monthly KPIs and their targets are identified easily by the use of result boxes. These result boxes clearly state the KPI, the target and either the monthly, aggregated or year to date result. They are colour co-ordinated to relate to the different Queenstown Lakes District Council activities – Core Infrastructure and Services, Community Services and Facilities, Regulatory Functions and Services, Environment, Economy, Local Democracy, and Financial Support and Services.

HOW TO READ THIS REPORT

A blue line represents mandatory DIA measures

Block colour corresponds to the area, Core Infrastructure and Services, for example

Key Performance Indicator is clearly stated

TARGET	MONTHLY RESULT
<510L	425.78L

Monthly, Aggregate or Year to Date Result

Results in **RED**: Target missed by >5%

Results in **AMBER**: Target missed by <5%

Results in **GREEN**: Target achieved

More detailed information

Monthly, Annual or Year to Date Target

Graph targets are shown in **GREEN** if the result is to be above the target set

Graph target are shown in **RED** if the result is to be below the target set

MONTHLY RESULT

WATER CONSUMPTION
Average consumption of water per person per day

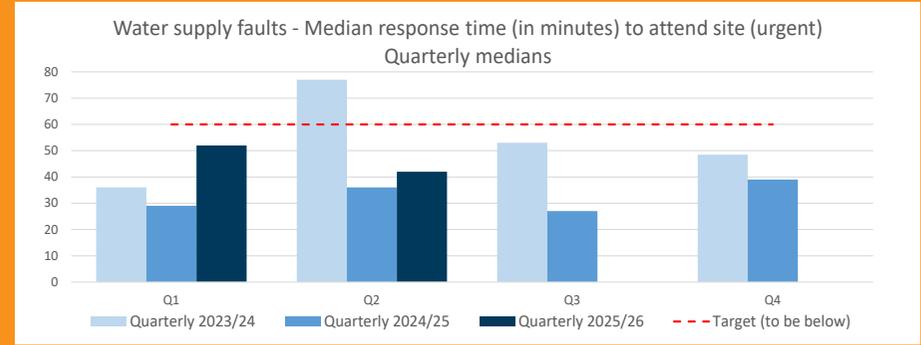
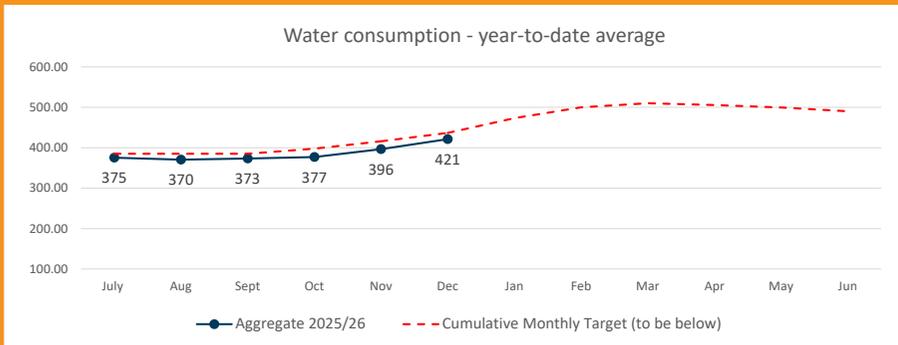
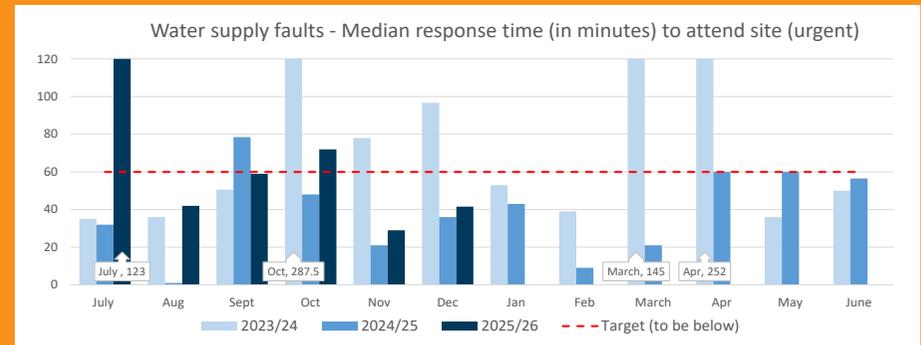
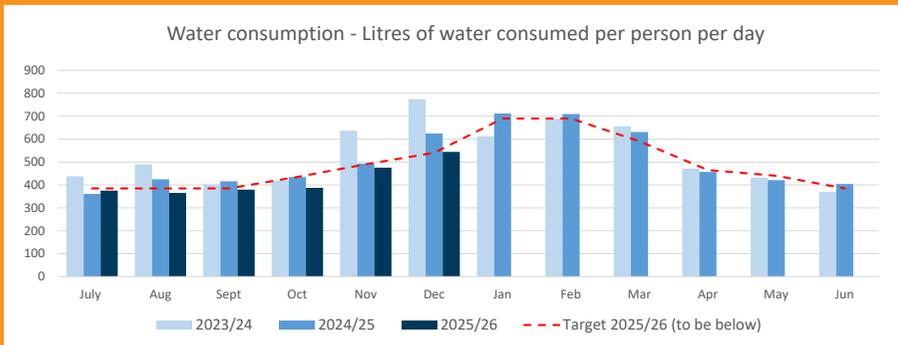
425.78 litres of water was consumed on average per day in September. This has met the target set, and has remained consistent throughout this quarter.

Key Performance Indicators



Core Infrastructure and Services

Water Supply



MONTHLY RESULT

WATER CONSUMPTION

Average consumption of water per person per day

TARGET	MONTHLY RESULT
<540L	543.86L

Water usage in December was slightly above the scaled target but reflects a significant reduction on the same period last year. Lower usage will have been supported by a relatively mild and wet summer.

AGGREGATE RESULT

WATER CONSUMPTION

Average consumption of water per person per day

TARGET	YTD RESULT
<437L	421.04L

The year to date performance achieves the target set and improves on the performance at the same period last year.

MONTHLY RESULT

WATER SUPPLY FAULTS

Median response time to attend site (urgent)

TARGET	MONTHLY RESULT
<60 mins	41 mins

There were two urgent issues raised in December. The response achieved the target set.

AGGREGATE RESULT

WATER SUPPLY FAULTS

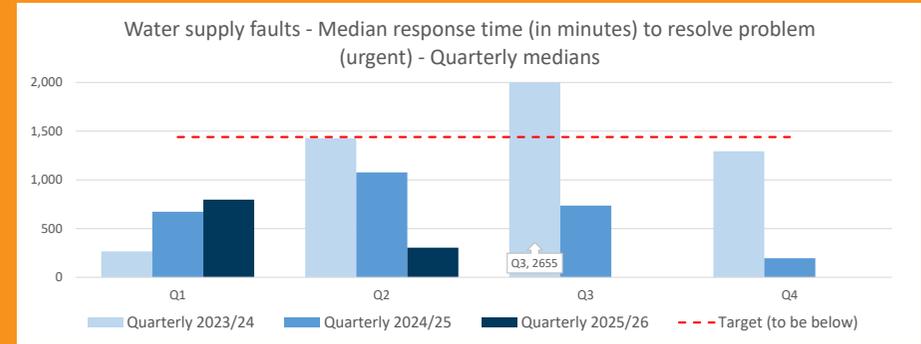
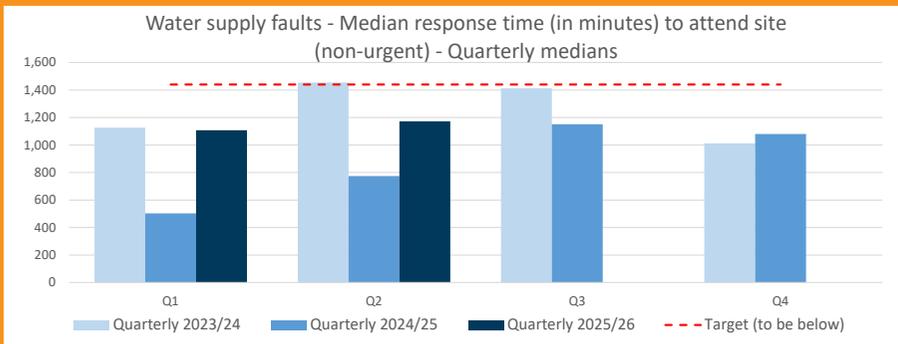
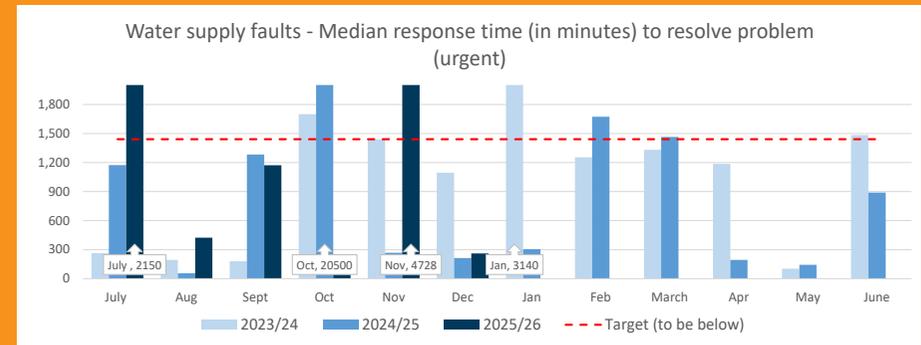
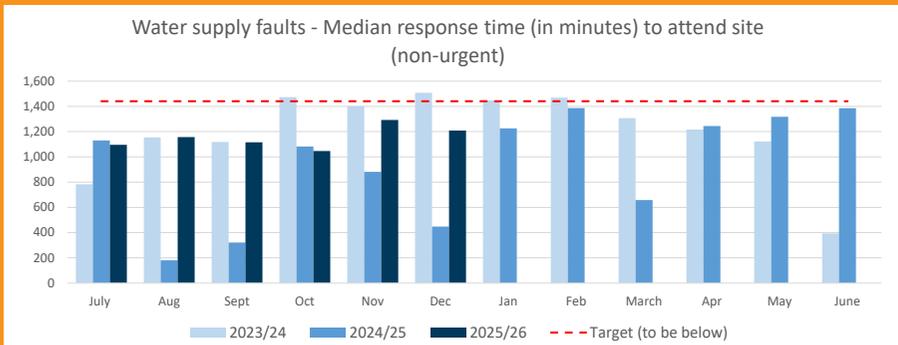
Median response time to attend site (urgent)

TARGET	QTR RESULT
<60 mins	42 mins

There were 21 urgent issues raised in Quarter Two. This represents an increase on the number of issues raised in the previous quarter. The median response time was 42 minutes which meets the target.

Core Infrastructure and Services

Water Supply



MONTHLY RESULT

WATER SUPPLY FAULTS

Median response time to attend site (non-urgent)

TARGET	MONTHLY RESULT
<1,440 mins	1,209 mins

There were 130 non-urgent issues raised within December and the median response time achieved the target set.

AGGREGATE RESULT

WATER SUPPLY FAULTS

Median response time to attend site (non-urgent)

TARGET	QTR RESULT
<1,440 mins	1,172 mins

There were 306 non-urgent issues raised in Quarter Two. This is an increase on the number of issues raised in the previous quarter. The median response time was 1,172 minutes which meets the target.

MONTHLY RESULT

WATER SUPPLY FAULTS

Median response time to resolve problem (urgent)

TARGET	MONTHLY RESULT
<1,440 mins	260 mins

The median response time to resolve urgent requests was well within the target set.

AGGREGATE RESULT

WATER SUPPLY FAULTS

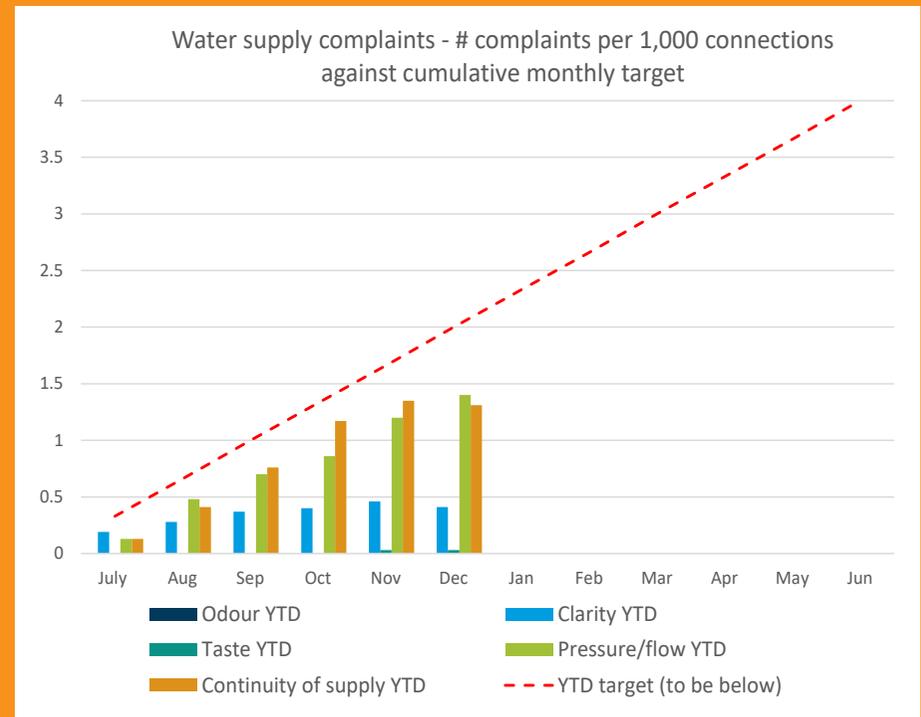
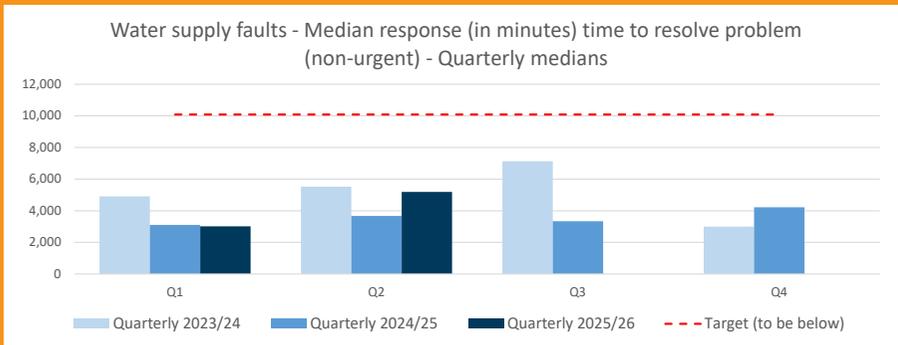
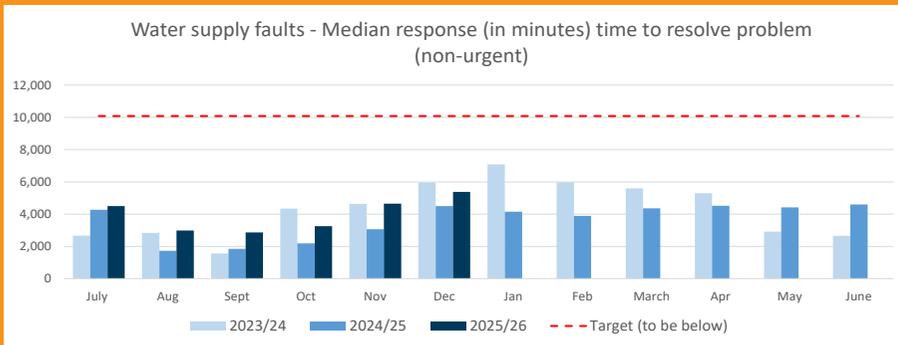
Median response time to resolve problem (urgent)

TARGET	QTR RESULT
<1,440 mins	304 mins

The median response time to resolve urgent problems was 304 minutes and achieved the target for Quarter Two.

Core Infrastructure and Services

Water Supply



MONTHLY RESULT

WATER SUPPLY FAULTS

Median response time to resolve problem (non-urgent)

TARGET	MONTHLY RESULT
<10,080 mins	5,380 mins

The median resolution time for nonurgent issues was slightly under four days and achieved the target for December.

AGGREGATE RESULT

WATER SUPPLY FAULTS

Median response time to resolve problem (non-urgent)

TARGET	QTR RESULT
<10,080 mins	5,195 mins

The median resolution time for Quarter Two was 5,195 minutes (slightly under four days) which meets the target set but is longer than the median resolution time achieved in the previous quarter.

WATER SUPPLY COMPLAINTS

of complaints per 1,000 connections

	MONTHLY RESULT	YTD RESULT
TARGET <4 PER ANNUM (0.33 per month)		
Odour	0	0
Clarity	0	0.41
Taste	0	0.03
Pressure/flow	0.34	1.40
Continuity of supply	0.25	1.31
TARGET <2 PER ANNUM		
QLDC response to issues	0	0

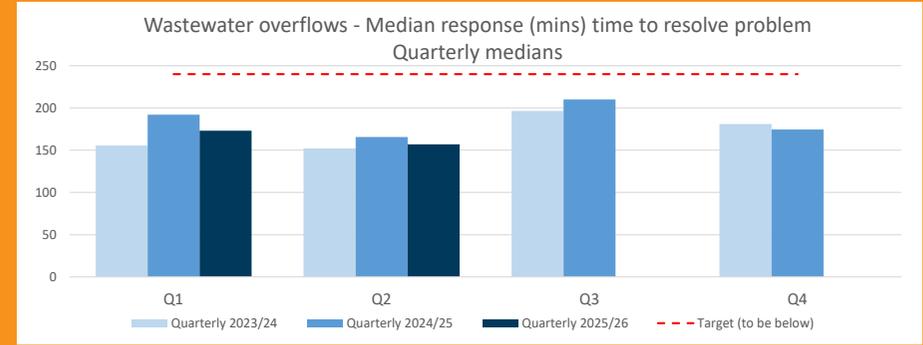
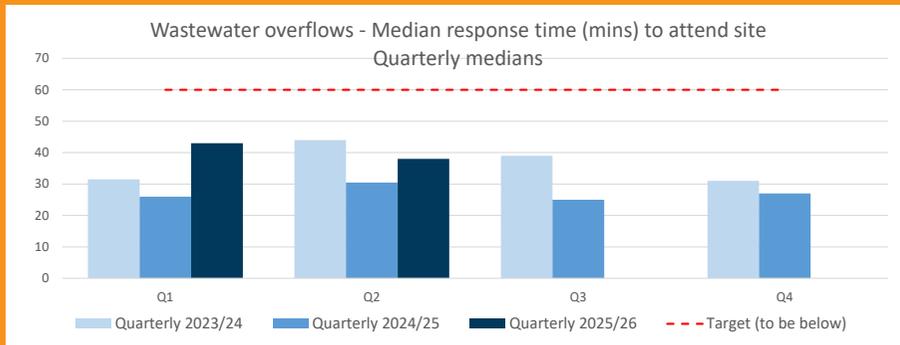
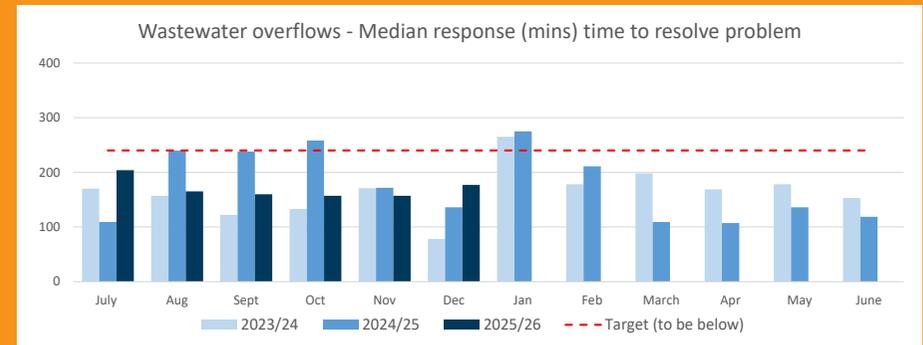
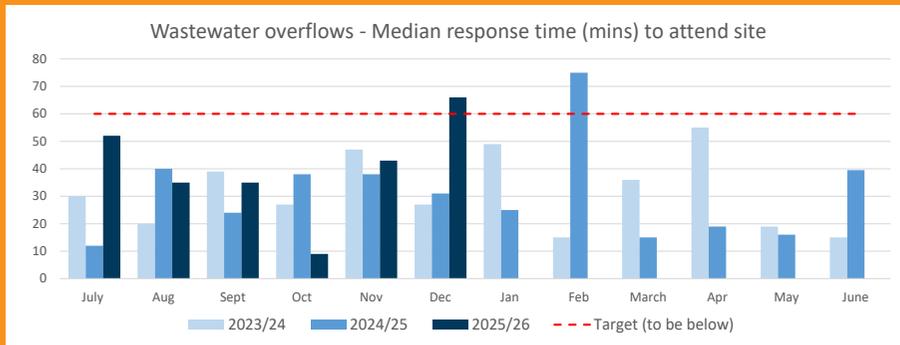
The monthly targets were achieved for all categories, except pressure complaints which was narrowly missed.

Year-to-date performance is on track to achieve the annual targets against all categories.

There were no complaints regarding council's response to issues in December or year-to-date in the 2025/26 period.

Core Infrastructure and Services

Wastewater



MONTHLY RESULT

WASTEWATER OVERFLOWS

Median response time to attend site

TARGET	MONTHLY RESULT
<60 mins	66 mins

Four overflows were attended in December and the median response timeframe exceeded the target by 6 minutes.

AGGREGATE RESULT

WASTEWATER OVERFLOWS

Median response time to attend site

TARGET	QTR RESULT
<60 mins	38 mins

There were 13 wastewater overflows reported in the second quarter. The number of overflows is consistent with the previous quarter. The median response time for the quarter was 38 minutes and achieved the target.

MONTHLY RESULT

WASTEWATER OVERFLOWS

Median response time to resolve problem

TARGET	MONTHLY RESULT
<240 mins	177 mins

The median response time to resolve problems relating to wastewater overflows achieved the target in December.

AGGREGATE RESULT

WASTEWATER OVERFLOWS

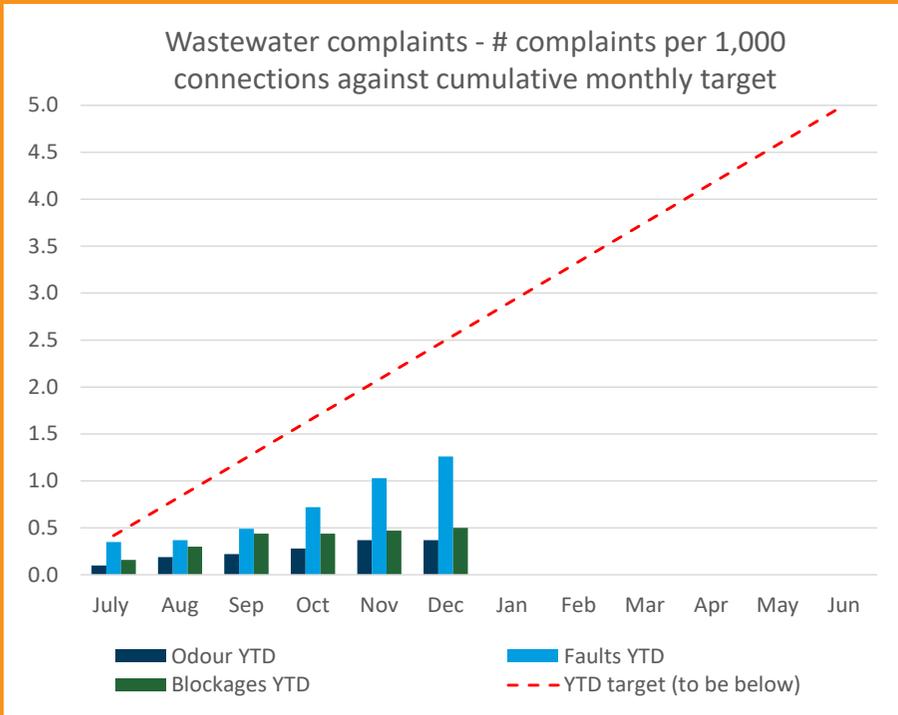
Median response time to resolve problem

TARGET	QTR RESULT
<240 mins	157 mins

The median resolution time for the second quarter was 157 minutes and meets the target.

Core Infrastructure and Services

Wastewater



WASTEWATER COMPLAINTS

of complaints per 1,000 connections

TARGET <5 PER ANNUM (0.42 per month)

	MONTHLY RESULT	YTD RESULT
Odour	0	0.37
Faults	0.23	1.26
Blockages	0.03	0.50

TARGET <2 PER ANNUM

QLDC response to issues	0	0
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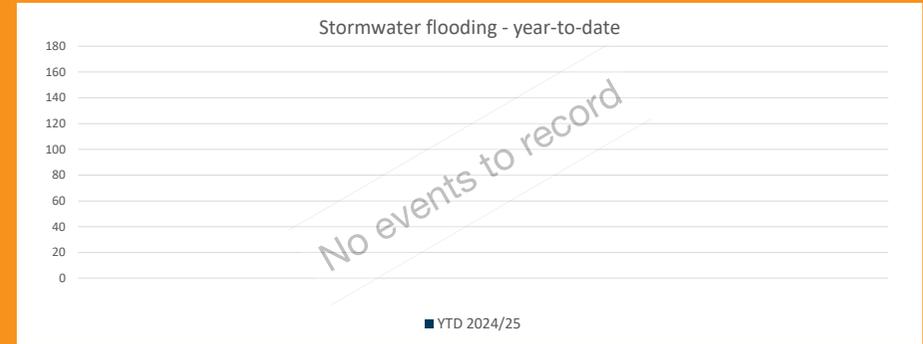
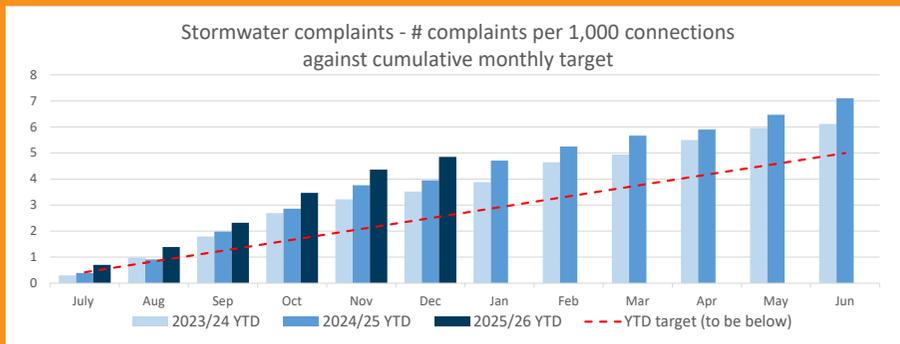
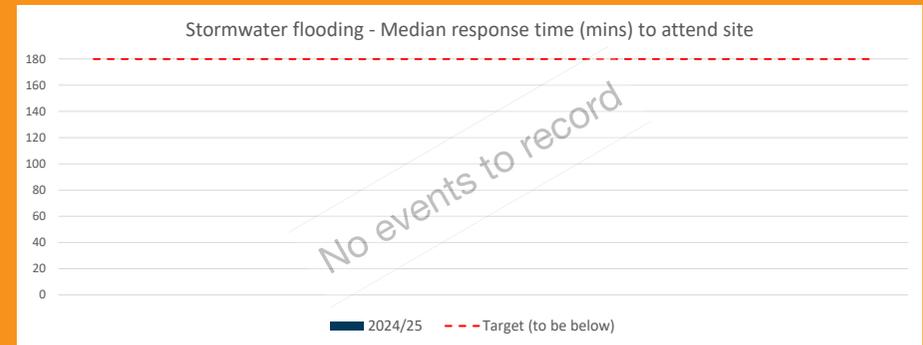
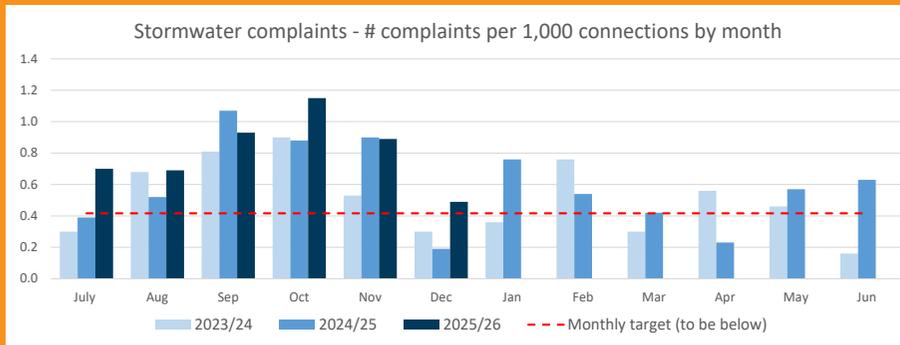
The December scaled target of less than 0.42 and the Quarter Two scaled target of less than 1.25 complaints per 1,000 connections was achieved for all categories for the number of wastewater complaints.

There have been no complaints about Council's response to wastewater complaints in December or in the second quarter of the 2025/26 period.



Core Infrastructure and Services

Stormwater



MONTHLY RESULT

STORMWATER COMPLAINTS

of complaints per 1,000 connections

TARGET MONTHLY RESULT

<5 per annum
(0.42 per month)

0.49

16 Stormwater issues were reported in December exceeding the target. These included complaints of blockages following rainfall, foreign objects lodged in pipes, and system capacity issues due to high river levels reducing discharge capacity and preventing proper outlet assessment. Several complaints were incorrectly directed to stormwater and so were reassigned to other Council departments.

AGGREGATE RESULT

STORMWATER COMPLAINTS

of complaints per 1,000 connections

TARGET YTD RESULT

<5 per annum

4.92

There were 84 issues raised in Quarter Two compared to 75 in the previous quarter. The KPI is currently tracking to exceed for the year. The performance of the contract team is currently under review.

MONTHLY RESULT

STORMWATER FLOODING

Median response time to attend site

TARGET MONTHLY RESULT

<180 mins

N/A

No stormwater flooding of habitable floors occurred in December.

AGGREGATE RESULT

STORMWATER FLOODING

Median response time to attend site

TARGET YTD RESULT

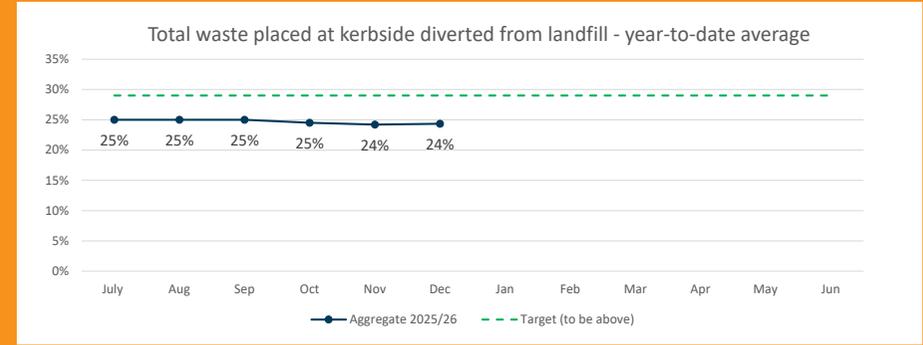
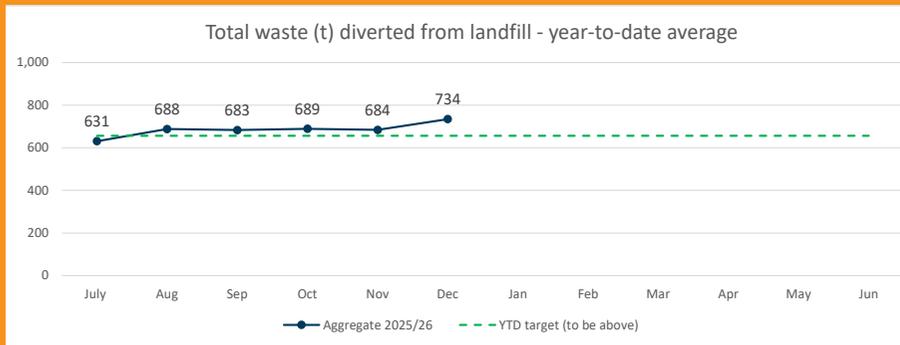
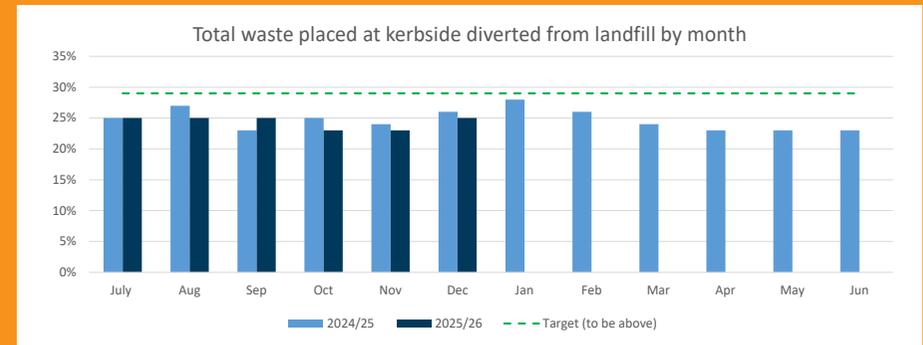
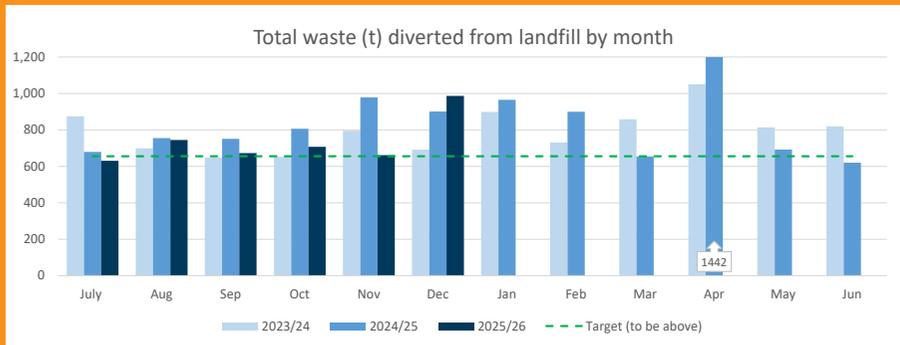
<180 mins

N/A

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

Core Infrastructure and Services

Waste Management



MONTHLY RESULT

WASTE DIVERTED FROM LANDFILL
Total waste diverted from landfill

TARGET	MONTHLY RESULT
>656t	987t

Target achieved for the month. This is largely attributable to higher than usual amounts of greenwaste being cleared from the transfer stations in Frankton and Wānaka during the month and high volumes of kerbside glass collected.

AGGREGATE RESULT

WASTE DIVERTED FROM LANDFILL
Total waste diverted from landfill

TARGET	YTD RESULT
>656t	734t

This does not achieve the target but is less than the same period the previous year where an average of 812 tonnes were diverted per month.

MONTHLY RESULT

WASTE TO LANDFILL
Total waste placed at kerbside diverted from landfill

TARGET	MONTHLY RESULT
>29%	25%

The target was not achieved for the month.

AGGREGATE RESULT

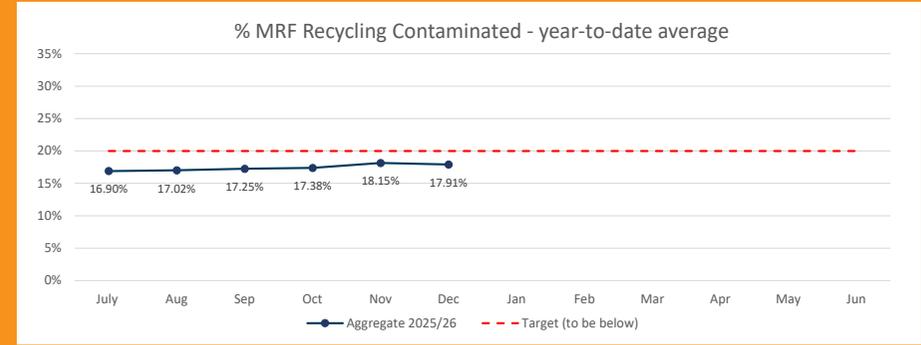
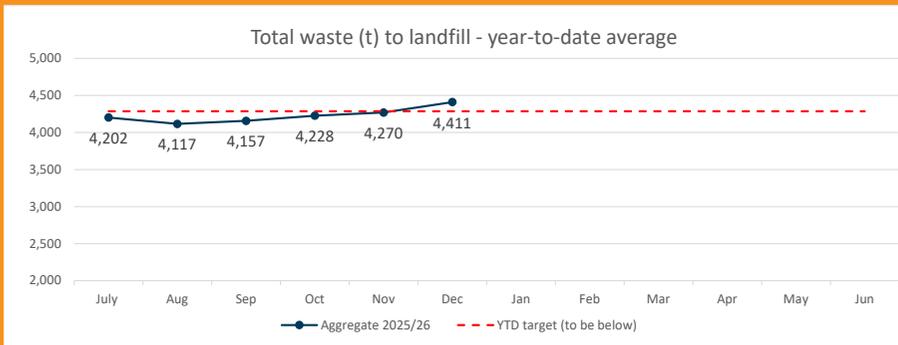
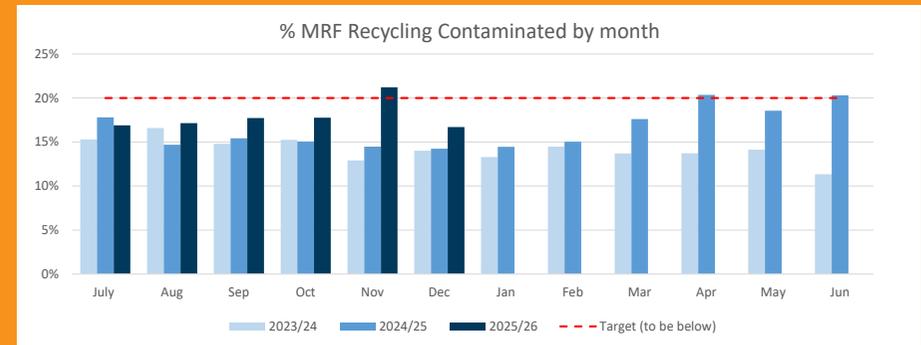
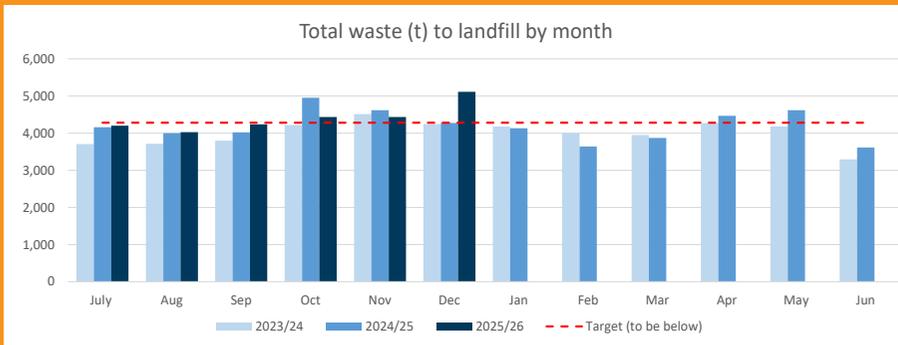
WASTE TO LANDFILL
Total waste placed at kerbside diverted from landfill

TARGET	YTD RESULT
>29%	24%

This does not meet the target. The next step change to increase kerbside diversion will be when an organic waste solution is implemented. This has now been pushed out to 2027/28 at the earliest as it is dependent on access to a processing facility.

Core Infrastructure and Services

Waste Management



MONTHLY RESULT

WASTE TO LANDFILL

Total waste to landfill

TARGET	MONTHLY RESULT
<4,286t	5,118t

Target not achieved for the month. Volumes through the facilities this month are the highest recorded, placing the facilities under immense pressure. We expect this to be attributable to summer peak population and visitors.

AGGREGATE RESULT

WASTE TO LANDFILL

Total waste to landfill

TARGET	YTD RESULT
<4,286t	4,411t

This does not achieve the target, and is higher than the average of 4,341 tonnes for the same period last year. This is likely caused by a rise in population and visitor numbers as well as construction activity.

MONTHLY RESULT

WASTE TO LANDFILL

% of MRF recycling contaminated

TARGET	MONTHLY RESULT
<20%	16.69%

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

AGGREGATE RESULT

WASTE TO LANDFILL

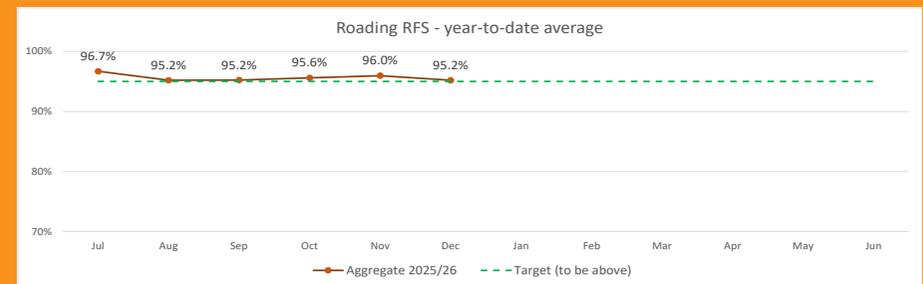
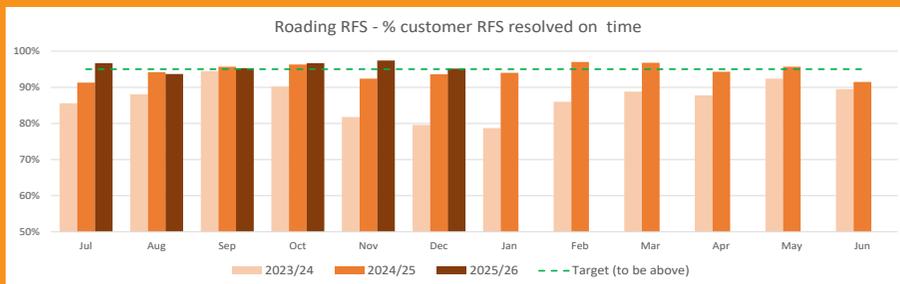
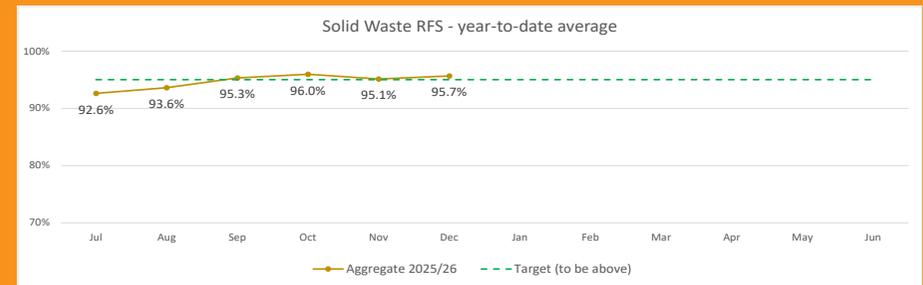
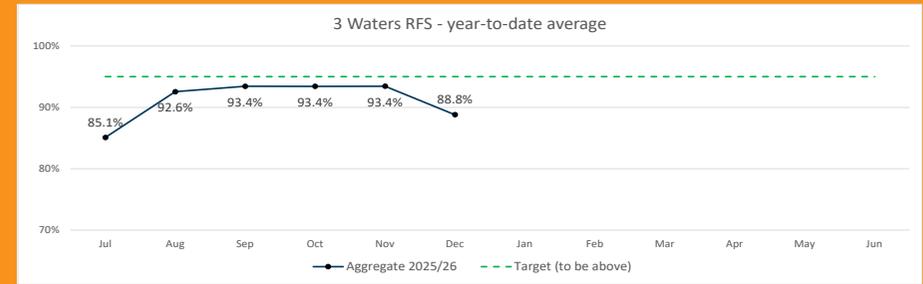
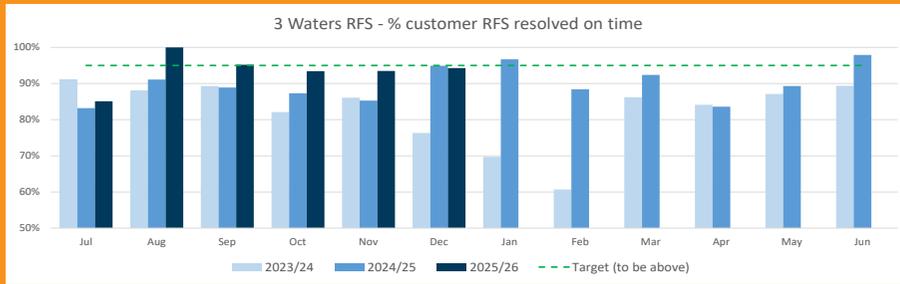
% of MRF recycling contaminated

TARGET	YTD RESULT
<20%	17.91%

This is better than the target and is attributable to processing changes that continue to achieve lower levels of contamination than previously.

Core Infrastructure and Services

Service



MONTHLY RESULT

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

TARGET >95%	MONTHLY RESULT
3 Waters	94.3%
Solid Waste	98.3%
Roading	95.2%

A seasonal increase in 3 water RFS's being received meaning the target was missed by 0.7%. An ongoing focus on achieving targets has seen continual improvements and brings performance much closer to the desired target.

The solid waste team has returned to normal performance levels achieving target.

The roading team has achieved target for the 4th consecutive month.

YTD RESULT

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

TARGET >95%	YTD RESULT
3 Waters	88.8%
Solid Waste	95.7%
Roading	95.2%

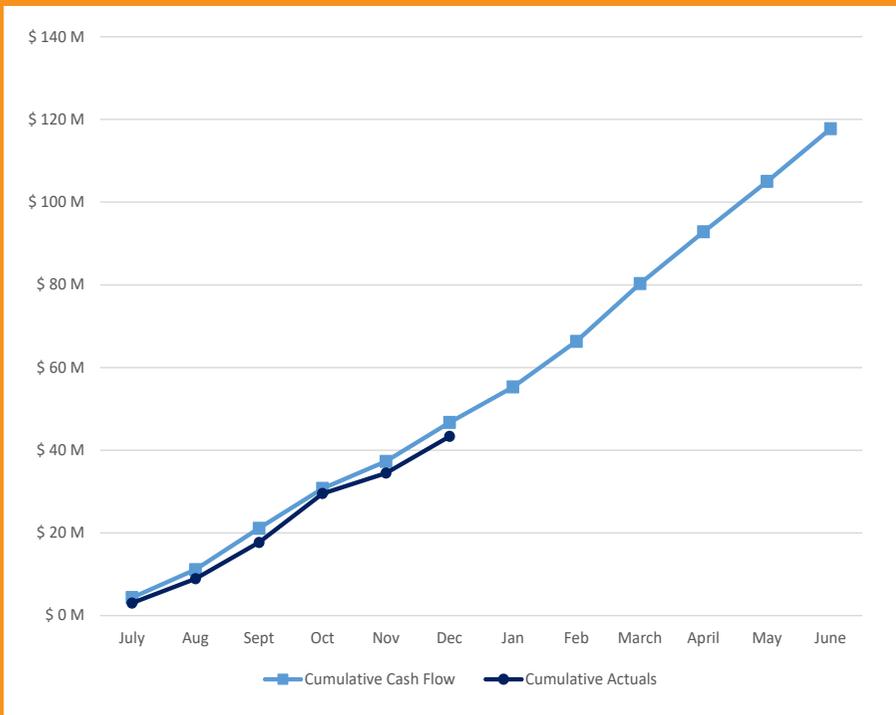
The 3 waters result shows a drop in performance, however, continuous improvements are being sought to get back on track.

The solid waste team continues to perform within expectations.

The roading team's performance has stayed consistently high since resources were increased last year.

Core Infrastructure and Services

Capital Works



MONTHLY RESULT

CAPEX

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

TARGET

80-110%

MONTHLY RESULT

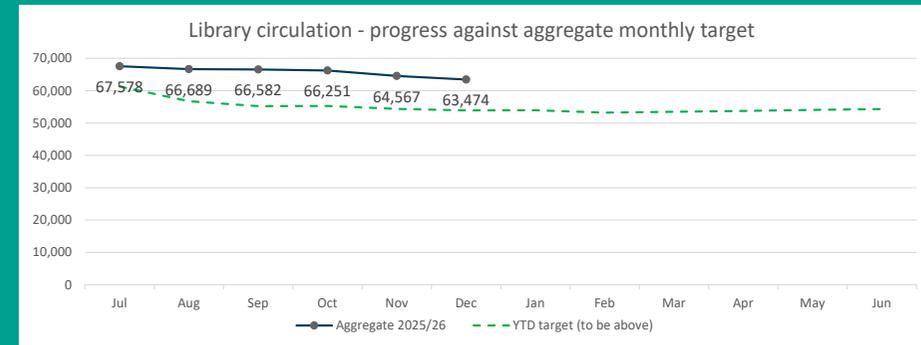
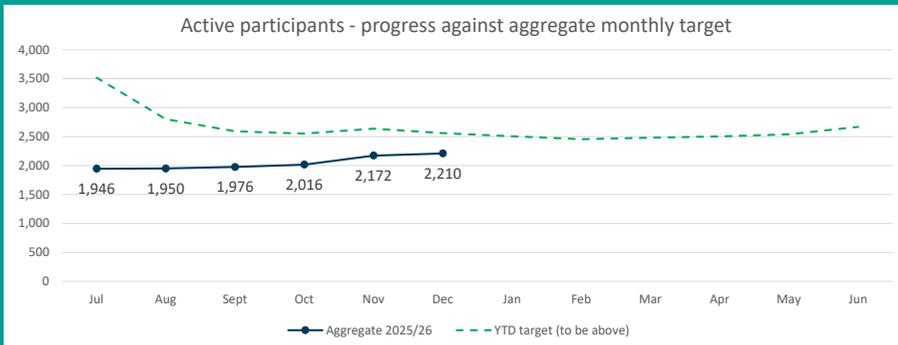
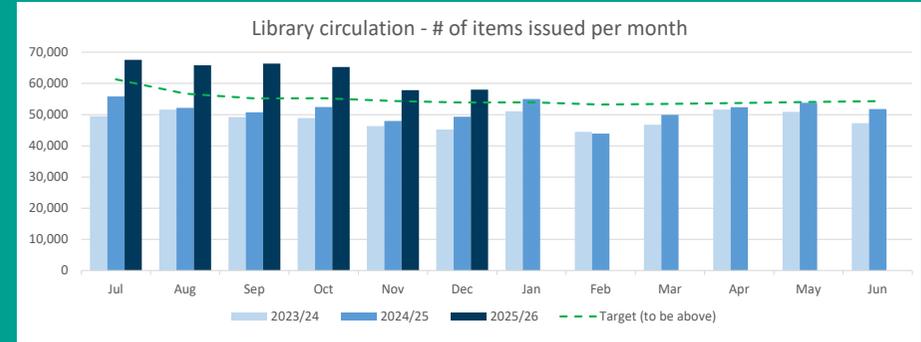
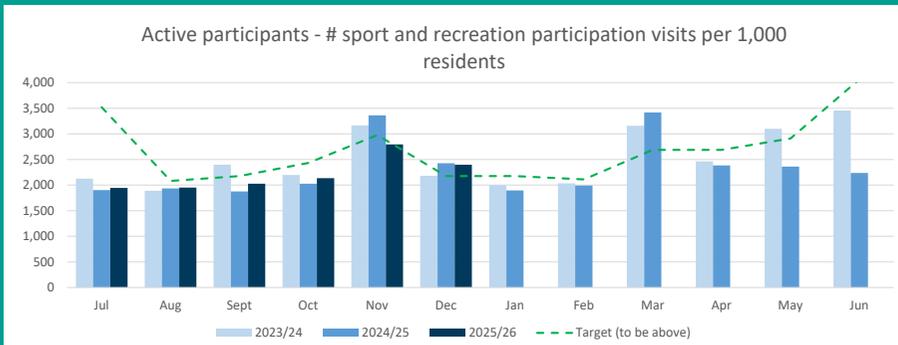
93%

\$43.3M was spend against a year-to-date budget of \$46.7M. Main projects this month included:

- Upper Clutha Waste Water Conveyance Scheme (\$2.7M)
- Sealed Resurfacing Wakatipu (\$1.0M)
- Sealed Resurfacing Wānaka (\$0.8M)
- Compliance Response UV Treatment (\$0.9M)
- Project Shotover Wastewater Treatment Plant Stage 3 (\$0.5M)



Community Services



MONTHLY RESULT

ACTIVE PARTICIPANTS

of sport & recreation participation visits per 1,000 residents (based on usually resident population)

TARGET	MONTHLY RESULT
>2,176	2,399.69

The December result exceeded the target for the month by 11%. While the fire at Frankton Golf Club house and the lack of heating at Arrowton Memorial Pool dropped participation in those areas, overall visits increased due to strong utilisation of the venues and grounds across the district.

AGGREGATE RESULT

ACTIVE PARTICIPANTS

of sport & recreation participation visits per 1,000 residents (based on usually resident population)

TARGET	YTD RESULT
>2,560	2,209.76

This measure missed target by 14%. Total visits increased across all areas of sport and recreation with the exception of Queenstown external venues, such as sports fields, which were slightly down on year-to-date 2024/25.

MONTHLY RESULT

LIBRARY CIRCULATION

of items issued per month

TARGET	MONTHLY RESULT
>51,516	58,012

The result exceeded target by 12.6% (6,496 checkouts). This is an increase of +2.5% in physical and +65.4% electronic checkouts compared to December 2024. Approximately 30,000 people visited libraries in December.

AGGREGATE RESULT

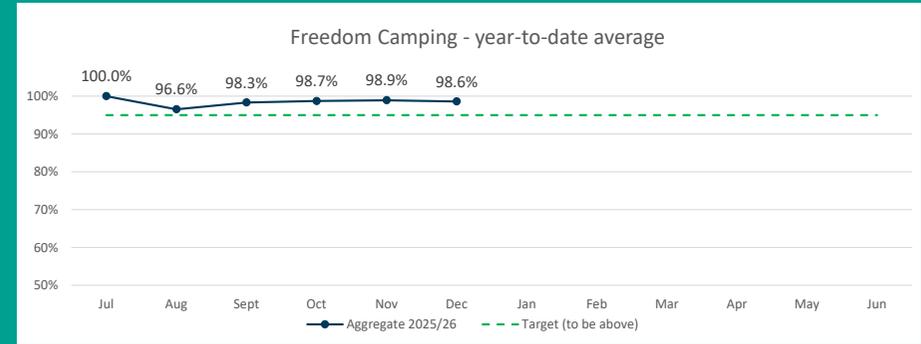
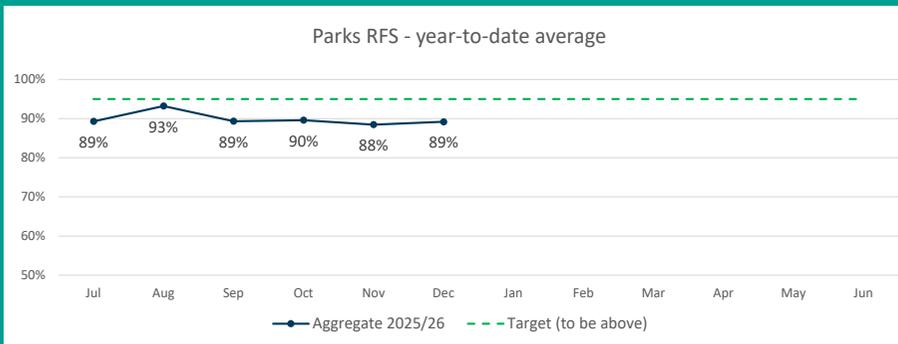
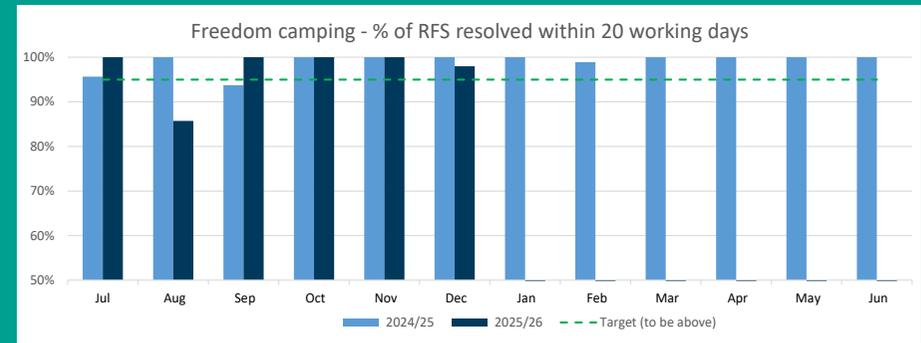
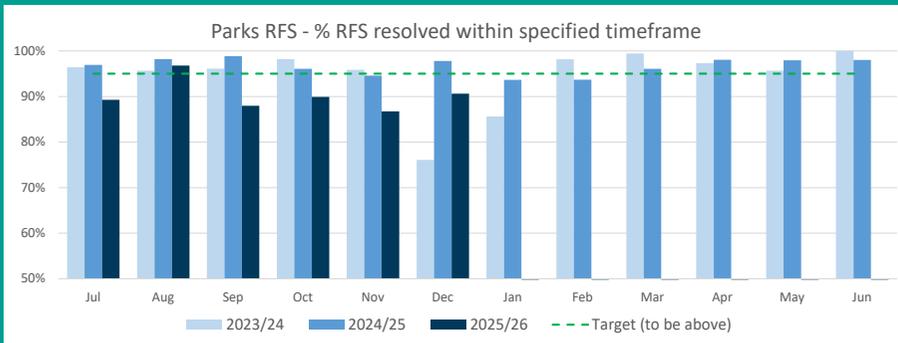
LIBRARY CIRCULATION

of items issued per month

TARGET	YTD RESULT
>53,907	63,474

The largest increase in checkouts was in Kingston library (+55%) followed by Hāwea (+14.2%) and Arrowtown (+10.7%). Approximately 200,000 people have visited libraries in the first 6 months of this year. (Includes estimates for Glenorchy, Kingston & Makarora, as no door counters at these branches.)

Community Services



MONTHLY RESULT

PARKS RFS

% RFS resolved within specified timeframe

TARGET	MONTHLY RESULT
>95%	91%

352 requests were due, 33 of those were delayed. These mainly related to cleaning and tree maintenance.

AGGREGATE RESULT

PARKS RFS

% RFS resolved within specified timeframe

TARGET	YTD RESULT
>95%	89%

1,288 request were received to date this year, with 137 resolved later than required.

MONTHLY RESULT

FREEDOM CAMPING RFS

RFS resolved within 20 days

TARGET	MONTHLY RESULT
>95%	98%

50 requests were due; 34 for enforcement, and 16 regarding signage, camper behavior or general enquiries. One request was overdue, due to complexity and input required from Council Officers. Issues included non-compliant freedom camping, safety and environmental impact concerns, bylaw enquiries, and requests for enforcement and signage. Enforcement Officers issued 223 infringements under the Bylaw and 25 under the Reserve Act.

AGGREGATE RESULT

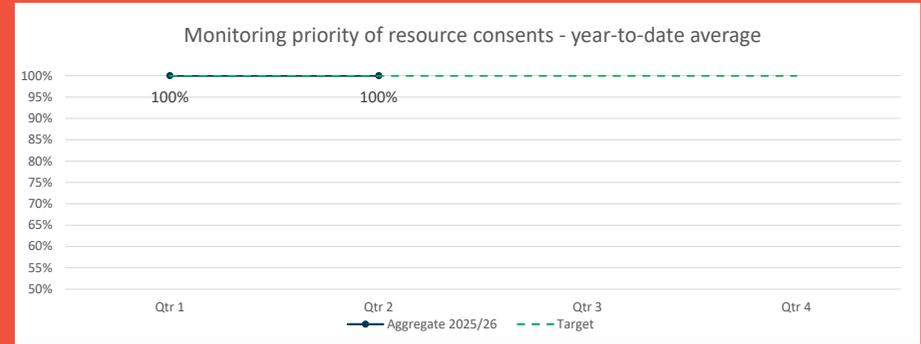
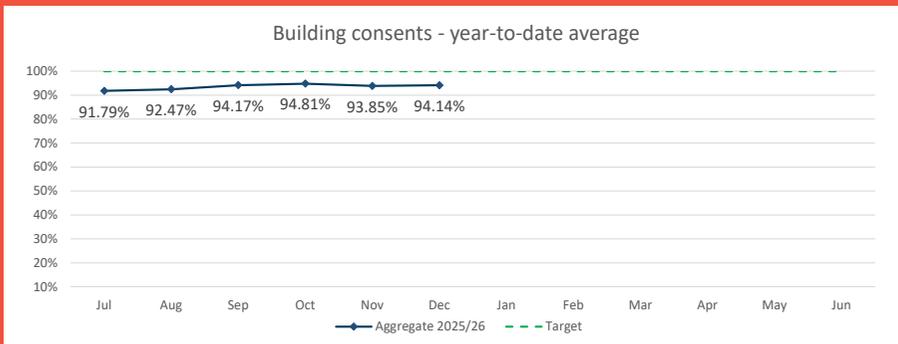
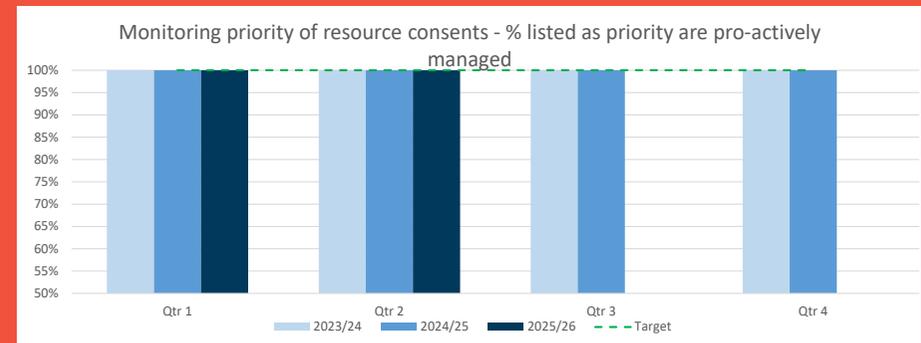
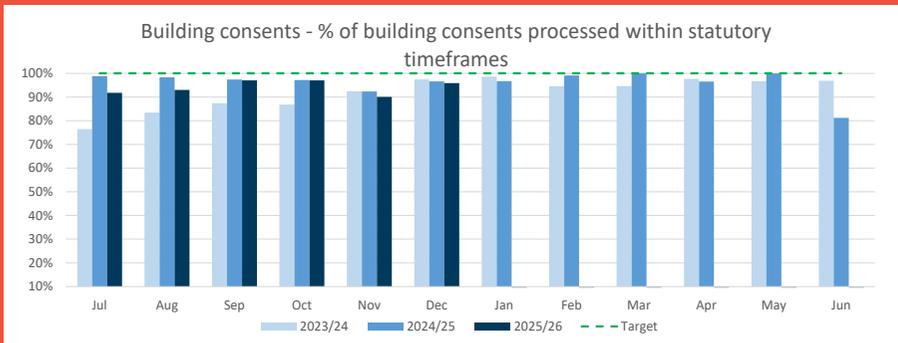
FREEDOM CAMPING RFS

RFS resolved within 20 days

TARGET	YTD RESULT
>95%	98.6%

The Freedom Camping Bylaw 2025 came into force on 1 December 2025. Summer Ambassadors are working hard to let campers know about freedom camping restrictions. They encourage campers to camp sustainably and act appropriately. There is a substantial increase in fines. This is in line with seasonal trends and reflective of the operational enforcement of the new bylaw.

Regulatory Functions & Services



MONTHLY RESULT

BUILDING CONSENT TIMES
% of building consents processed within statutory timeframes

TARGET	MONTHLY RESULT
100%	95.90%

December recorded 144 building consents received, the highest number in 6 years. This resulted in the target not being achieved. 95.9% of consents were processed within statutory timeframe which is within the 5% tolerance range.

AGGREGATE RESULT

BUILDING CONSENT TIMES
% of building consents processed within statutory timeframes

TARGET	YTD RESULT
100%	94.14%

892 building consents were received year to date, compared to 824 this time last year (8% increase). Those consents were processed within an average timeframe of 14.55 days. If the current trend continues, consent numbers will exceed those received in 2024/25 by approximately 8%.

MONTHLY RESULT

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

TARGET	QTR RESULT
100%	100%

Council's Monitoring, Enforcement & Environmental Team undertake monitoring in accordance with its Monitoring Strategy. 108 resource consents were monitored in this quarter.

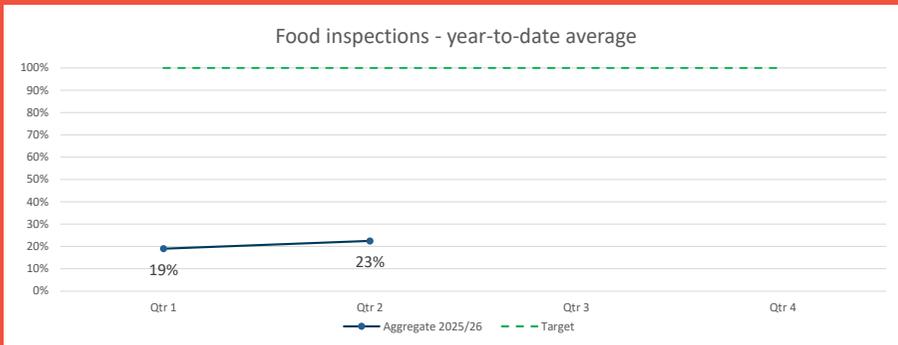
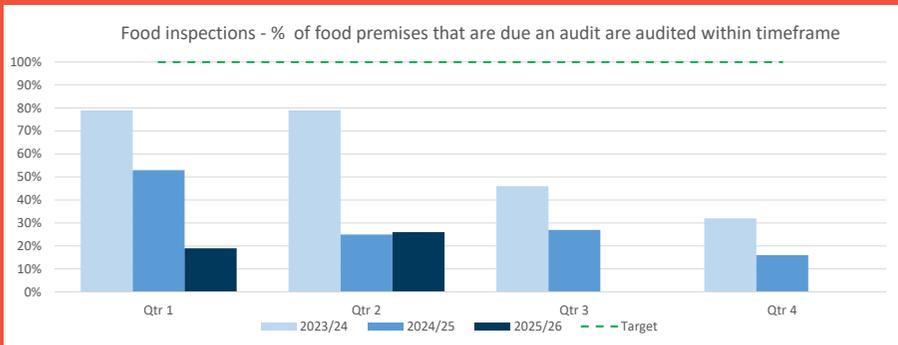
AGGREGATE RESULT

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

TARGET	YTD RESULT
100%	100%

Monitoring has been undertaken in accordance with the prioritisation strategy. The higher priority sites for monitoring include large scale and potentially high environmental impact projects such as earthworks related projects.

Regulatory Functions & Services



QUARTERLY RESULT

FOOD INSPECTIONS

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

TARGET

100%

QTR RESULT

26%

The team have continued to work hard prioritising new businesses and higher risk operators on a reduced verification frequency. Enforcement work has also been prioritised as well as other inspections under the Health Act which have fallen due within the quarter. During this reporting period, the total number of overdue verifications has reduced.

AGGREGATE RESULT

FOOD INSPECTIONS

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

TARGET

100%

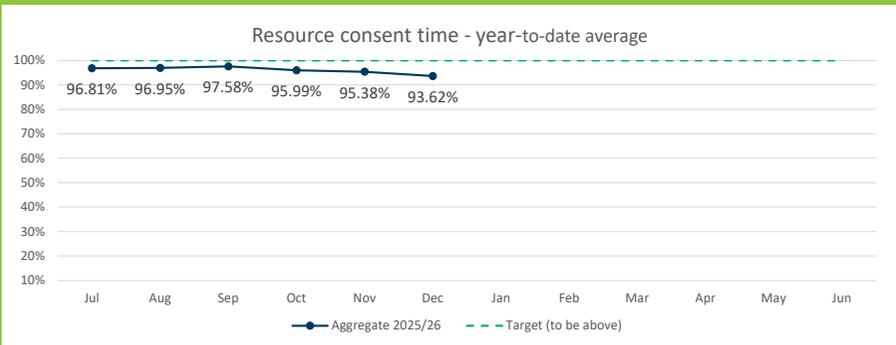
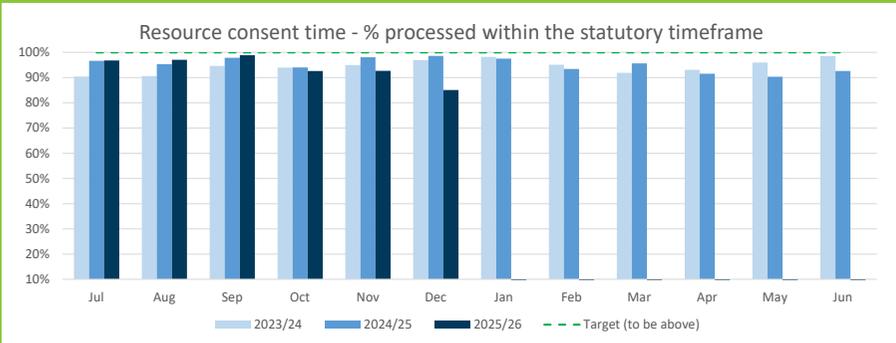
YTD RESULT

23%

With the team fully staffed and new team members onboarded, it is positive to see an increase in the percentage as the team works to reduce the backlog and prioritise new and higher risk verifications. We predict this trend will continue into the next quarter.



Environment



MONTHLY RESULT

RESOURCE CONSENT TIME
% processed within the statutory timeframe

TARGET	MONTHLY RESULT
100%	85.05%

Processing performance fell outside the 5% tolerance in November and December. This was driven primarily by resourcing constraints in supporting teams, which is addressed through new hires and targeted upskilling. Activity levels remained steady, with 107 applications received and 107 decisions issued in December.

AGGREGATE RESULT

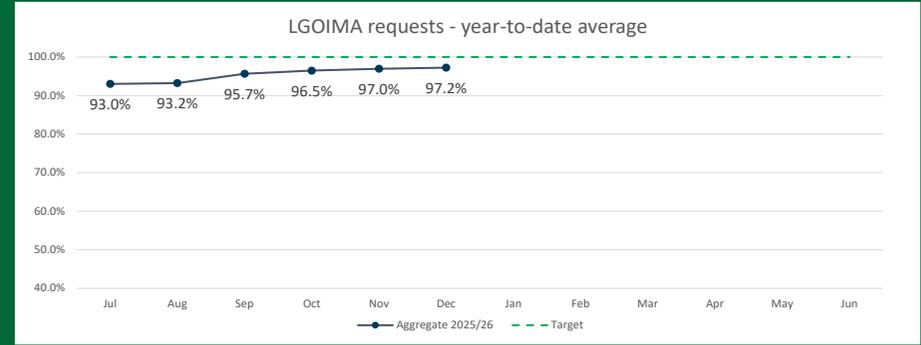
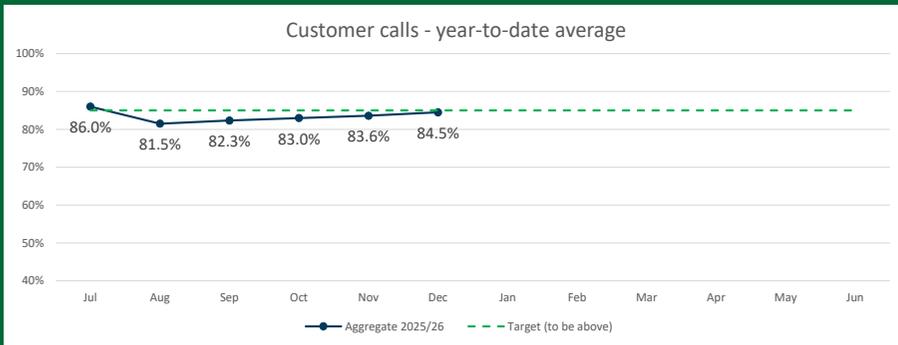
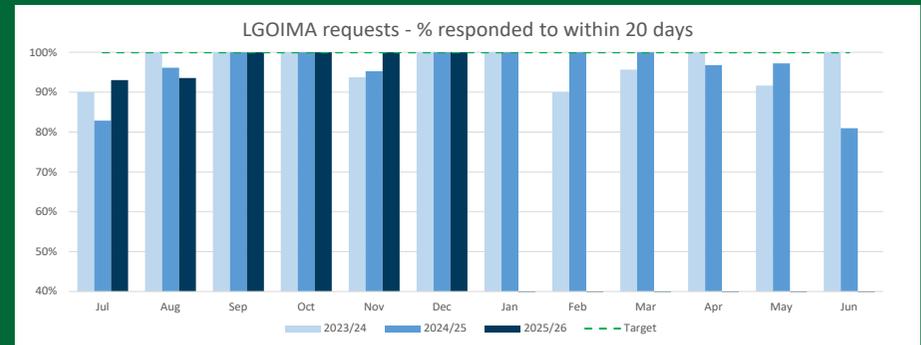
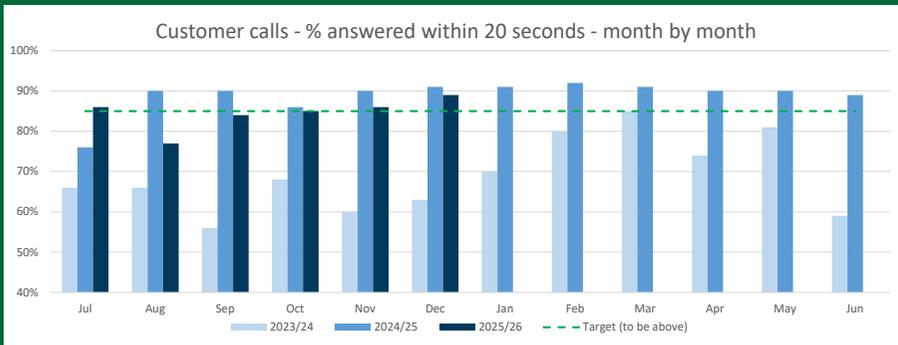
RESOURCE CONSENT TIME
% processed within the statutory timeframe

TARGET	YTD RESULT
100%	93.62%

For the first six months of the financial year, processing performance remains strong. Application volumes for the period are up 13% on the same period last year, and decisions issued are up 11%, indicating continued development growth.



Corporate Services



MONTHLY RESULT

CUSTOMER CALLS % answered within 20 seconds

TARGET	MONTHLY RESULT
85%	89%

2,437 customer calls were received into customer service in December with 98% of calls answered and 89% of calls answered within 20 seconds, surpassing the international call centre standard by 9%. Call volumes were up slightly from previous year but reduced from the previous month.

AGGREGATE RESULT

CUSTOMER CALLS % answered within 20 seconds

TARGET	YTD RESULT
85%	84.5%

In this quarter, 8,350 calls were made to Council with 98% answered and addressed. This is 1,400 less calls than the previous quarter and 600 less than this time the previous year. Phone calls remain the most used channel into the QLDC. The team continues to focus on answering calls from our community as a priority.

MONTHLY RESULT

LGOIMA REQUESTS % responded to within 20 days

TARGET	MONTHLY RESULT
100%	100%

17 requests due a response (down from 22 requests in November 2025 and down from 20 requests in December 2024). The average time to complete was 11.2 days (down from 11.9 in November 2025 and down from 15.2 in November 2024). Responses that are or may be of interest to the general public are published on the [QLDC website](#).

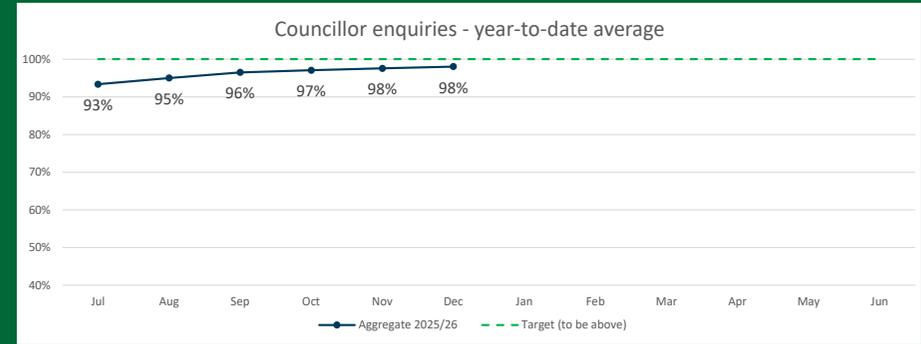
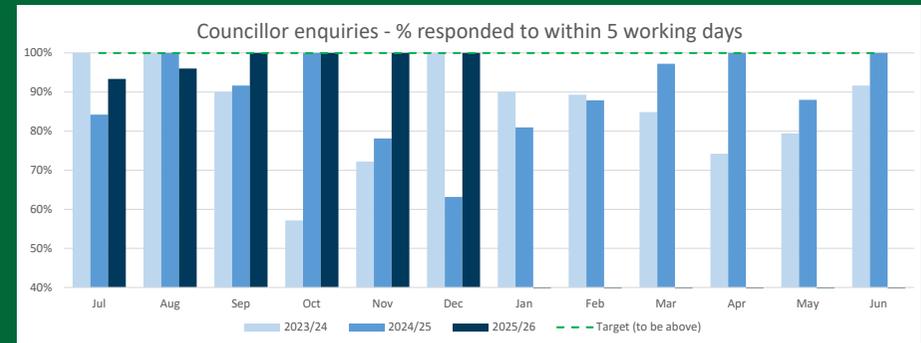
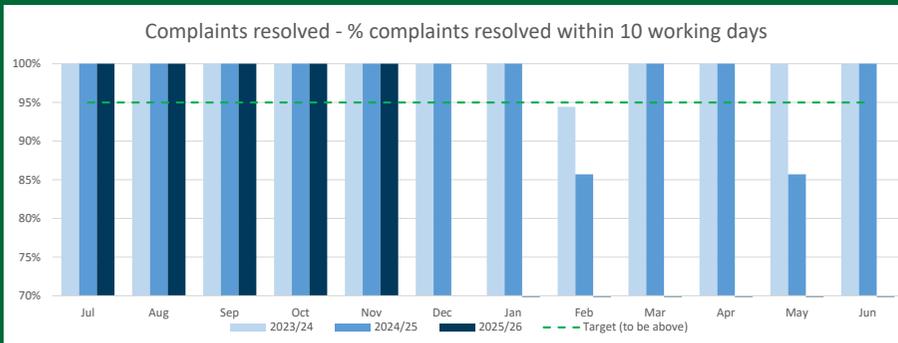
AGGREGATE RESULT

LGOIMA REQUESTS % responded to within 20 days

TARGET	YTD RESULT
100%	97.75%

66 requests required a response this quarter, eight more than the same period last year. The average monthly volume is 30; compared to 24 in 2024/25. Average completion time is 14.6 days (down from 14.9 last quarter and 15.6 in December 2024). To date 20 responses have been proactively published; additional releases will be made following further review.

Corporate Services



MONTHLY RESULT

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET	MONTHLY RESULT
>95%	N/A

No formal complaints were received in December.

AGGREGATE RESULT

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET	YTD RESULT
>95%	100%

10 formal complaints were received this quarter, a decrease on the previous quarter and prior year. Complaints centred around staff conduct, building consent and parking issues. All complaints were resolved on time.

MONTHLY RESULT

COUNCILLOR ENQUIRIES
% responded to within 5 working days

TARGET	MONTHLY RESULT
100%	100%

19 Councillor enquiries were received for December. Most issues raised related to the Freedom Camping Bylaw, enforcement, parks and reserves concerns, and infrastructure projects. All were responded to on time.

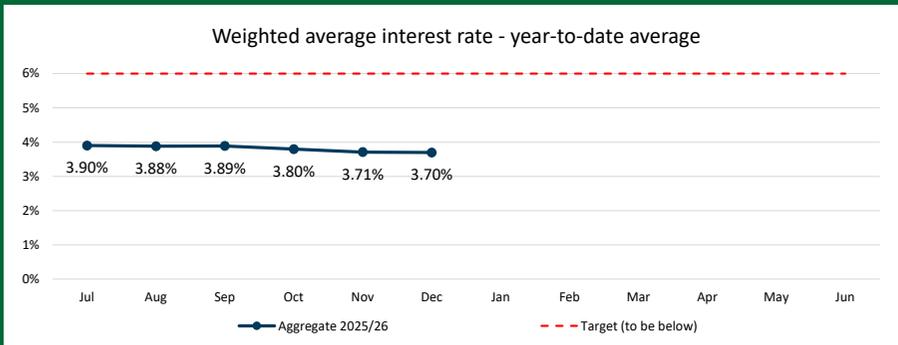
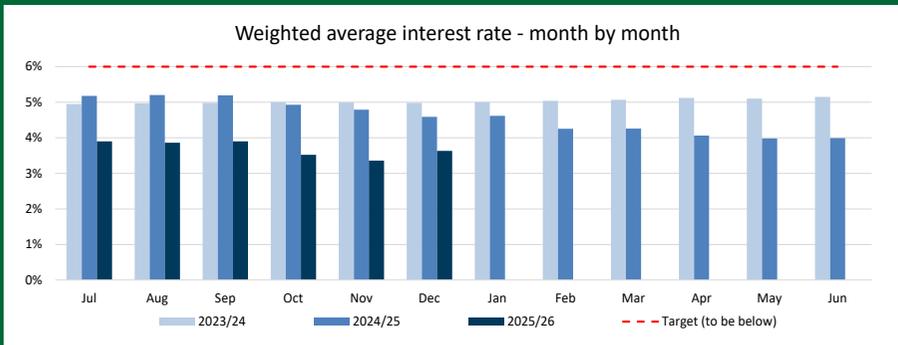
AGGREGATE RESULT

COUNCILLOR ENQUIRIES
% responded to within 5 working days

TARGET	YTD RESULT
100%	98%

44 Councillor enquiries were raised this quarter (compared to 68 this time last year). Subjects included infrastructure projects (roading and pathways), freedom camping enforcement, and parking concerns. All were responded to on time.

Corporate Services



MONTHLY RESULT

INTEREST RATES

Weighted average interest rate per month

TARGET	MONTHLY RESULT
<6%	3.63%

The target was achieved as actual interest, including the Housing Infrastructure Fund, is less than budgeted.

AGGREGATE RESULT

INTEREST RATES

Weighted average interest rate per month

TARGET	YTD RESULT
<6%	3.70%

The aggregate result year-to-date is 3.7%. The interest rate remains below the target of less than 6%.



KPI Data Disclaimers

KPI	DATA DISCLAIMER
CORE INFRASTRUCTURE AND SERVICES	
Average consumption of water per person per day	Calculation is inclusive of visitor numbers to the district. Visitor numbers are extracted from the Ministry of Business, Innovation and Employment funded Accommodation Data Programme, which is not available in time of the reporting period, so the previous year's numbers are used. The resident population is derived from our Demand Projection which can be found here on our website. The medium scenario is used and the percentage of projected growth over 5 years is added to calculate this year's number of 54,440.
Percentage of Material Recovery Facility (MRF) recycling contaminated	Does not include contamination of public litter bins.
Percentage of total household waste placed at kerbside diverted from landfill	Contaminated recycling and organic waste, which is subtracted from diverted household waste, is estimated.
Total waste diverted from landfill	Calculations of totals only include waste taken to QLDC landfills.
Total waste sent to landfill	Calculations of totals only include waste taken to QLDC landfills.
COMMUNITY SERVICES	
Total library borrowing (including books, e-books, e-audio and magazines)	The e-materials are shared between Queenstown Lakes District and Central Otago District. The result includes total checkouts of electronic items from all members across both districts.
Total number of Sport & Recreation participation visits per 1000 residents	a) Some figures are estimated where a precise count is not possible. b) A mixture of automated and manually collected data is used. For example, pool/gym entries recorded by the gates vs. casual (free) court play or pool spectators recorded by the reception team and gym programme attendance recorded by instructors. c) The resident population is derived from our Demand Projection which can be found here on our website. The medium scenario is used and the percentage of projected growth over 5 years is added to calculate this year's number of 54,440.
Percentage of Freedom Camping RFS resolved within 20 working days	Freedom Camping RFS are categorised between enforcement requests and signage / bylaw enquiries. The KPI result is calculated using 20 working days for all RFS, however requests for enforcement are mostly resolved within five working days.
REGULATORY FUNCTIONS & SERVICES	
Percentage of building consents processed within statutory timeframes	Quality Assurance of data for Ministry of Environment reporting can result in updated figures.
Percentage of resource consents processed within statutory timeframes	Quality Assurance of data for Ministry of Environment reporting can result in updated figures.
HEALTH & SAFETY	
TRIFR (Total Recordable Injury Frequency Rate)	The Total Recordable Injury Frequency Rate (TRIFR) KPI target was incorrectly published as <8 in the Long Term Plan 2024-2034 adopted by Council on 19 September 2024. The KPI target for TRIFR is <9. The KPI target is therefore shown as intended in these reports, with the published error clearly acknowledged.

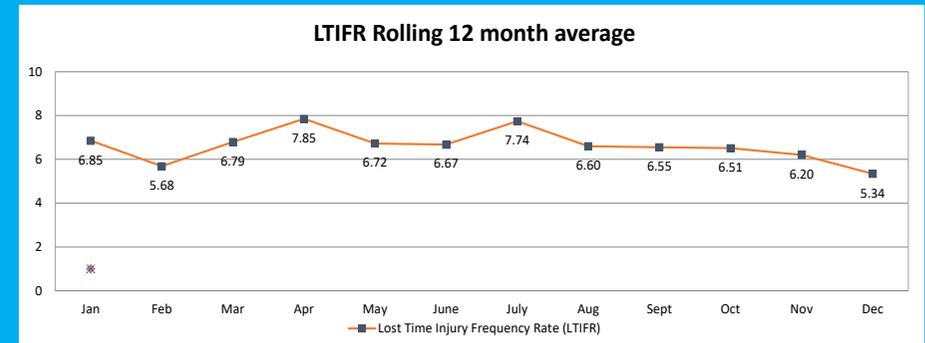
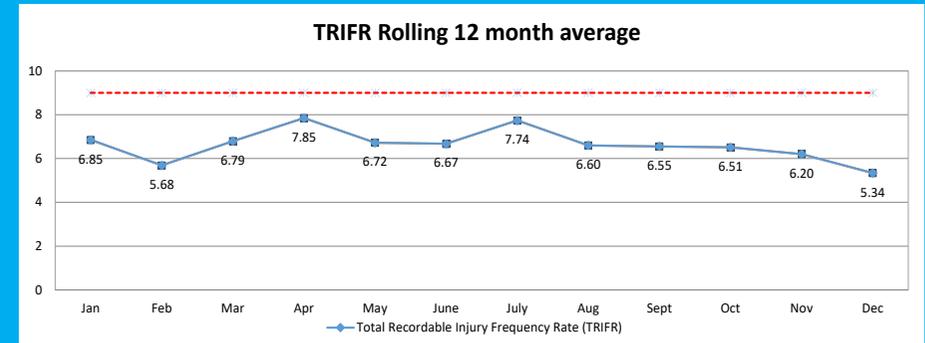
Health & Safety Summary



Health and Safety Committee

Chair's Summary

- One lost time incident was recorded this quarter (October 2025). Frequency rates for TRIFR and LTIFR for the quarter and 2025/26 are within target range (9 or below), i.e. a positive trend.
- One "A" self-assessment score was recorded in this quarter, which shows an opportunity to improve safety recognised and implemented.
- There were no Notifiable Events to WorkSafe in this quarter and no Notifiable Events recorded for 2025.



UNSAFE EVENTS

Frequency rates

	TARGET	RESULT
TRIFR	<9	5.34
LTIFR	<9	5.34

TRIFR = Total Recordable Injury Frequency Rate
(see disclaimer page 23)

LTIFR = Lost Time Injury Frequency Rate

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

No Lost Time Injuries were recorded this month which has seen the LTIFR reduce for the second consecutive month.

NOTIFIABLE EVENTS

Notifiable to Worksafe

EVENT TYPE	RESULT
N/A	0

EVENT DETAILS

N/A

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

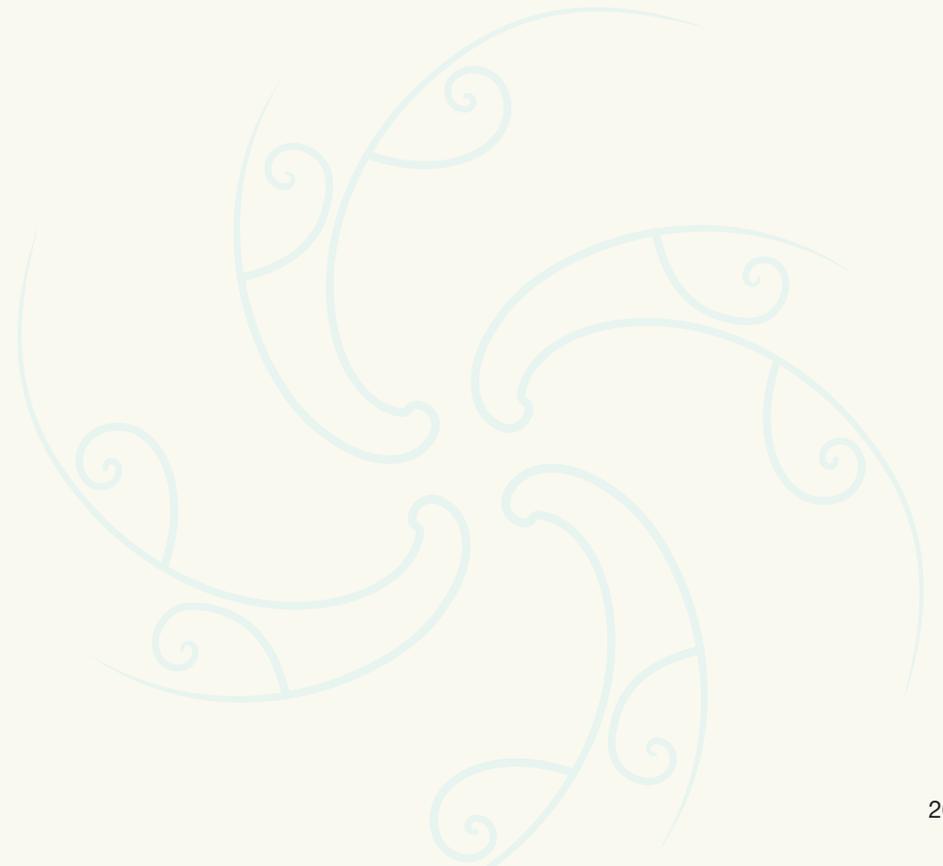
There were no notifiable events in December, and no workplace incidents were significant.

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

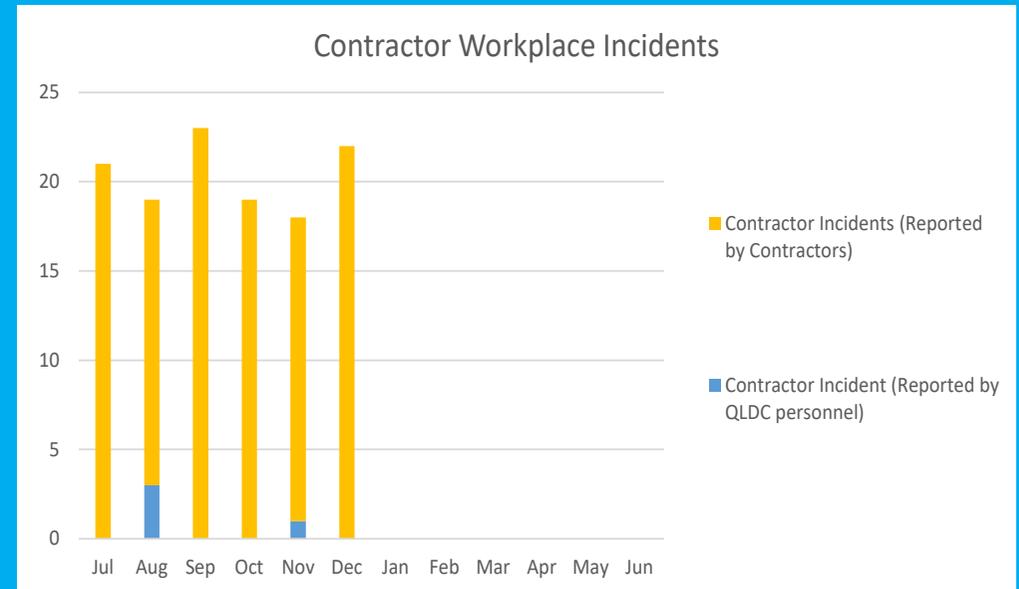
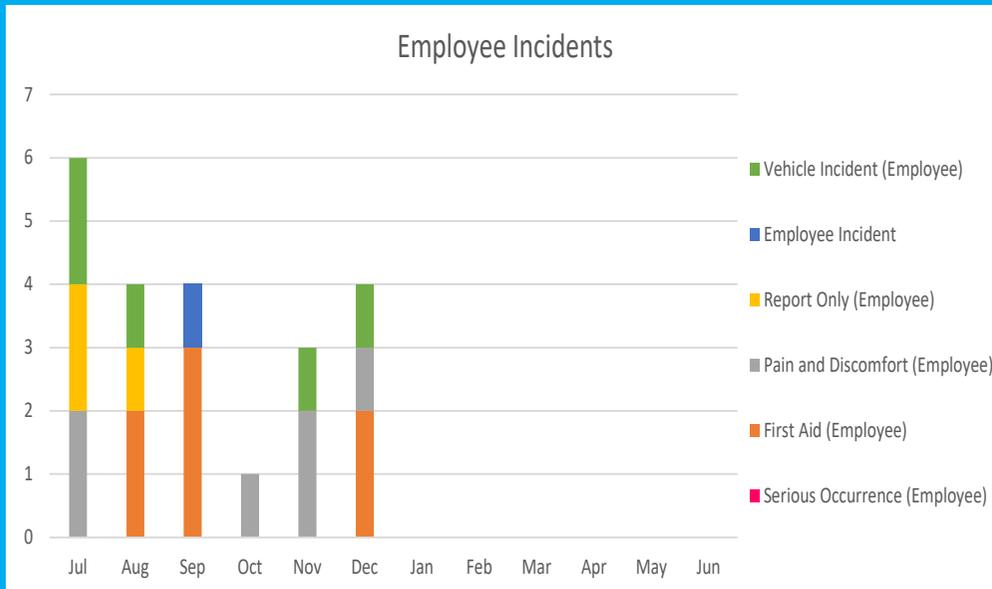
Health and Safety Committee

Queenstown Lakes District Council has set a range of measurable indicators that demonstrate progress across a range of Health, Safety and Wellbeing areas. These indicators are shown below and are referenced throughout this section.

2025/26	
Compliance	<ul style="list-style-type: none"> No breaches of the Health and Safety at Work Act 2015
Incidents	<ul style="list-style-type: none"> Total Recordable Injury Frequency Rate - 9 or below for the year 90% of all incidents reported are closed within allocated time-frame 90% of all employee incidents reported into My Safety within 24 hours
Prevention	<ul style="list-style-type: none"> Representatives and departments constituents to undertake an office/facility inspection at least every three months. Any actions, by whom and by when, allocated within two days of the inspection and recorded on the inspection sheet Each department to conduct an annual review of their hazards to ensure that they are identified, recorded, appropriately risk assessed and have control measures in place A minimum of 18,000 Take 5's to be undertaken throughout the year across the organisation
Improvement	<ul style="list-style-type: none"> 90% of Health and Safety Committee actions completed on time H&S Improvement focus for 2026: Contractor Safety video induction
Behaviour	<ul style="list-style-type: none"> Behavioural self assessment - Twice the amount of A scores to be reported over the year compared to C scores (A C-score is a significant accident or incident with insufficient action taken to remedy)
Wellbeing	<ul style="list-style-type: none"> At least 80% department participation across wellbeing activities that take place in the Upper Clutha and Queenstown area Each team participate in two team activities per year that are not part of the wellbeing calendar



Unsafe Events and Frequency Rates



UNSAFE EVENTS

Incidents and accidents across all groups

	MONTHLY	YTD
Employees	2	21
Contractors	22	122
Volunteers	0	1
Public	4	23

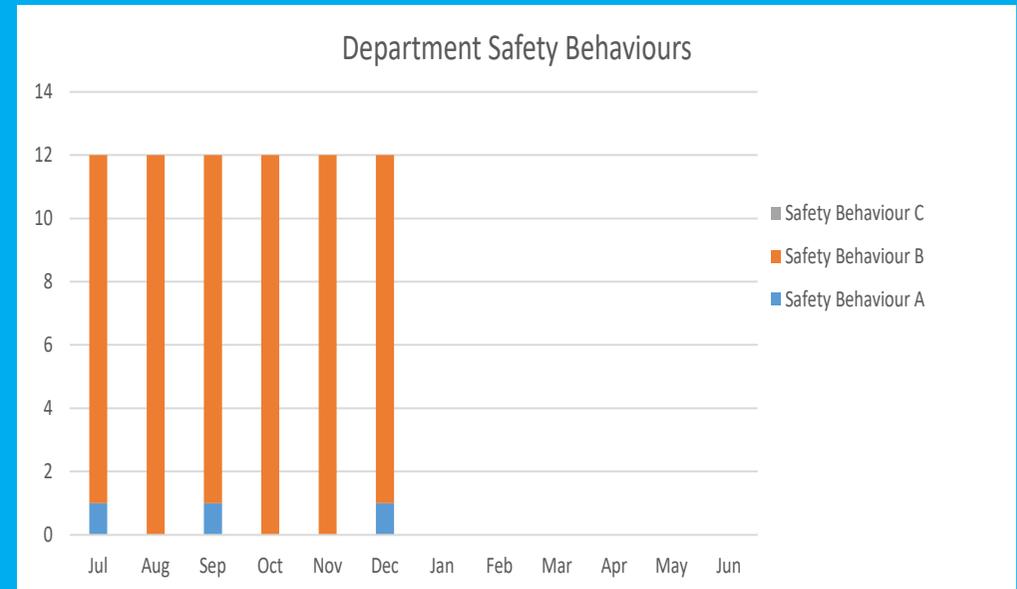
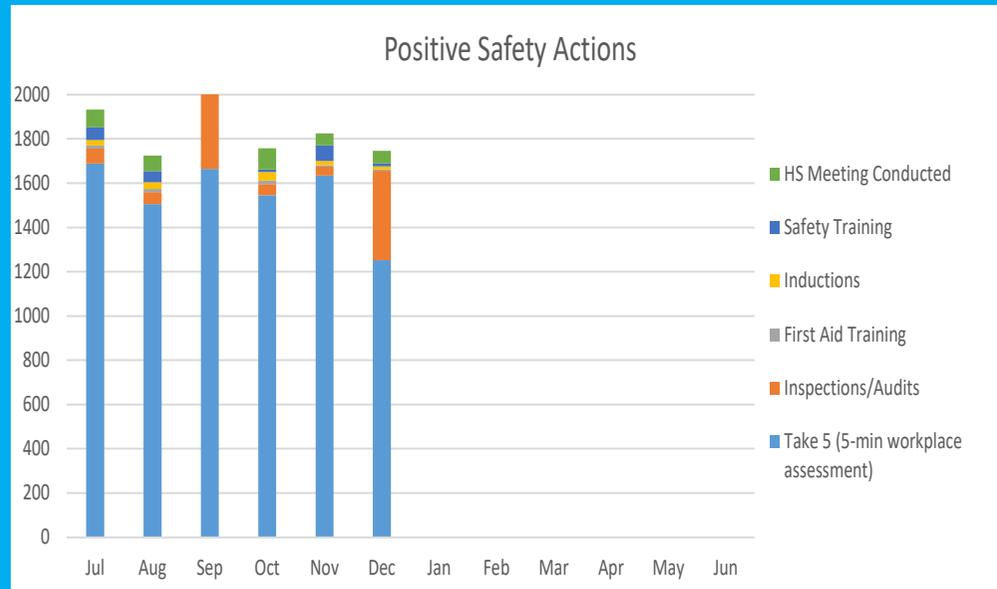
Employees incidents included First Aid, Pain and Discomfort and one Vehicle incident.

Contractor incidents included one Notifiable Event to WorkSafe.

Public incidents were all of a minor nature.



Unsafe Events and Frequency Rates



POSITIVE SAFETY ACTIONS

	MONTHLY	YTD
Take 5's	1,251	9,289
Inspection/Audits	405	1,022
Safety & Wellbeing Training	13	335
H&S Meetings	57	433
First Aid Training	5	64

Take 5 pre task risk assessments remain at good levels. This shows that our employees are proactive in their approach to risks in the workplace.

Inspections and audits, both of contractors and our own facilities, are providing good feedback to maintain or improve safety. The Parks Team conducted 400 inspections on trees across the district.

Training has included Grow Safe Training, E-Bike Training, My Safety Super User Refresher Training, and SiteSafe Passport Training.

DEPARTMENT SAFETY BEHAVIOURS

	MONTHLY	YTD
Type A	1	3
Type B	11	69
Type C	0	0
Target Achieved	Yes	Yes

Queenstown Lakes District Council departments are required to rate their monthly safety performance based on a simple question; have they improved safety (A score) or has it been business as usual (B score)?

A – You have improved safety.
 B – It has been Business as usual (BAU).
 C – There has been a significant accident or incident where insufficient (or no) action was taken to remedy.

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

Key Priorities Summary





Legend for Key Priorities

Tracking of flow of projects in/out of reporting

-  **New inclusion**
-  **Continued reporting**
-  **Reporting ended**
Triggered by practical completion (capital projects), or plan, strategy, policy adopted.

RAG Status

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

-  **Status improved**
from last month
-  **Status maintained**
from last month
-  **Status worsened**
from last month

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
INFRASTRUCTURE – WATER SUPPLY WASTEWATER STORMWATER TRANSPORT WASTE MINIMISATION AND MANAGEMENT			
<p>Kingston Three Waters Scheme</p> <p>Project page</p>	<p> • Background: The Kingston HIF Three Waters Scheme Project aims to deliver (in stages) community supply, collection and treatment infrastructure to service the Kingston Village Development (KVL) of 750 new dwellings and provide future connections to the existing Kingston Township. The three projects involve a new water treatment plant and bulk supply main, new wastewater treatment plant, pump station and reticulation, and a large diameter stormwater main. Outcomes include improved housing affordability, and reduction in environmental impacts. The Project has been enabled through the “Housing Infrastructure Fund” with an interest free loan.</p> <p>• Wastewater: Further work completed in the land transfer process. The draft Valuation was received from LINZ, which will allow discussions with LINZ and the Lessee in January to conclude the compensation process. Tender evaluation of the Oxford Street Waste Water Pump Station contract was completed. Contract negotiations are underway with the preferred Tenderer.</p> <p>• Water: Separable portion 1 commissioning activities have been successfully completed, with minor remedial works required to address issues that arose during commissioning. Chemical commissioning is scheduled to commence 26 January 2026, before the plant is placed into a hibernated status awaiting completion of the KVL stage 1A development.</p> <p>• Stormwater: The large diameter stormwater main has now progressed through the Lakefield Close intersection and there remains approx. 50m of the main left to be installed. Lower Oxford Street chip sealing completed and footpaths scheduled for concrete pour 19 January. The outlet gallery at the lake front is now complete, with final planting/ landscaping due for completion end of January. No issues raised by the public over the Christmas break.</p> <p>• The overall project status remains Red due to the ongoing uncertainty related to Wastewater Treatment Plant land acquisition and easement applications with LINZ resulting in delays in the programme.</p>	<ul style="list-style-type: none"> • Wastewater: Milestones continue to be delayed due to ongoing property works with LINZ. February 2026 - Formal approval of Detailed Design gateway by Project Control Group once property acquisition pathway is confirmed; Procurement process to commence following the approval. June 2026 - Progression of acquisition process expected to allow early access for construction; construction contract awarded. • Water: January 2026 – Completion of all stage 1 commissioning including chemical treatment. Late 2026 - final commissioning undertaken once the Kingston Village development is completed. • Stormwater: Project completion has been delayed due to several unforeseen issues with ground conditions and contractor delays. Completion of stormwater works remains anticipated in April 2026. • Project wide: Overall project completion is driven by the Wastewater Treatment Plant completion which is not yet defined due to land tenure delays. 	<p>Red </p>

Key Priorities - Capital Projects

December 2025

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
<p>Project Shotover Stage Three</p> <p>Project page</p>	<ul style="list-style-type: none"> • Background: The delivery of the Stage Three Upgrade to the Shotover Waste Water Treatment Plant that will double the capacity of the plant, and continue to provide service through to a forecasted date of 2048. The project will provide a duplicate treatment stream to that currently in operation, and enhanced emergency flow and stormwater management through the repurposing of one of the existing oxidation ponds. The disposal field located close by the treatment plant is not included in the scope of this project. • Progress: Practical Completion for the Stage 3 Upgrade Project has been awarded to the Contractor. The Contractor is demobilising from site. 	<ul style="list-style-type: none"> • The project has been completed. No further updates. 	<p>Green</p>	
<p>Shotover Disposal Solution</p> <p>Project page</p>	<ul style="list-style-type: none"> • Background: The purpose of this project is to identify, design, consent and construct a new long-term disposal solution for treated wastewater produced from the Shotover Wastewater Treatment Plan (WWTP) to replace the existing disposal field that is not performing as designed and intended. The replacement infrastructure will cater for the treatment plant's long-term treated wastewater disposal requirements in a culturally appropriate, environmentally sustainable, and operationally effective manner. • Progress: 4 December 2025 – Council Workshop - Project history, process and shortlist options assessment. • National Water Environmental Protection Standards (WEPS) review underway with the project team. Public drop-in sessions held end of 2025. Consenting Strategy nearing completion for long term solutions and short list options. Working with iwi to arrange mana-to-mana session and further engagement on the long-term solution. Short term solution s274 period underway which closes late January 2026. Initial report and conditions received from ORC and review currently underway. Monitoring ongoing and fencing completed to the existing discharge channel and monitoring locations within the Shotover delta. 	<ul style="list-style-type: none"> • 19 February 2026 - Council Workshop to update on Options and impact of WEPS. • 19 March 2026 - Planned formal council approval of Preferred Option. This is dependent on Council feedback from workshop, internal QLDC reviews and Council meeting schedule. • 31 May 2026 – Current date for Resource Consent to be submitted (as required by Environment Court Enforcement Order). 	<p>Green</p>	

Key Priorities - Capital Projects

December 2025

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
<p>Robins Road Conveyance Scheme</p> <p>Project page</p>	<ul style="list-style-type: none"> • Background: The project will provide additional wastewater capacity to the currently constrained Gorge Road and Arthurs Point catchments. The existing sewer main is undersized and runs through private properties. A new gravity sewer main is to be installed along Robins Road from the Horn Creek Bridge to a new connection point within the Recreation Ground. • Progress: New water main testing and livening is now complete including temporary footpath reinstatement. Contractor demobilised from site on 19 December 2025, with the intention to remobilise after Christmas break on 5 January 2026. 	<ul style="list-style-type: none"> • 5 January 2026 – Contractor to remobilise on site including traffic management and implementation of planned road closure. • 12 January 2026 – Excavation works for launch pits to commence at southern end of new wastewater main alignment and continue through the period. 	Green	
<p>Frankton Track Wastewater Upgrades</p> <p>Project page</p>	<ul style="list-style-type: none"> • Background: The existing gravity sewer main along Frankton track is nearing capacity and carries a risk of untreated wastewater overflowing to the receiving natural environment (including Lake Whakatipu) in heavy rainfall events or natural disaster. Additional wastewater conveyance capacity between Queenstown CBD and Frankton Beach Pump Station is required to maintain levels of service and support projected demand growth in the area. A new pressure sewer main to run adjacent to the existing pipeline has been identified as the preferred solution. Improvements to the track will be made as part of the wastewater pipeline installation (e.g., strategic widening, stormwater management, pause-points etc.) • Progress: All contractual processes are completed, such as insurance documents, health and safety plans and quality plans. The traffic management and detour plan has been approved by QLDC and NZTA. 	<ul style="list-style-type: none"> • Week of 19 January 2026 - The removal of fibre optic cables will commence, and trenching starting immediately after. • Public consultation meetings are ongoing. • 14 November 2026 – Temporary re-opening of the track to accommodate Queenstown Marathon. • Late 2026 – Construction due for completion. 	Green	
<p>Upper Clutha Conveyance Scheme</p> <p>Project page</p>	<ul style="list-style-type: none"> • Background: This project is intended to provide a long term solution to Hāwea wastewater management needs and increase capacity and resilience in the Wānaka network. The Hāwea upgrade scope includes decommissioning the Hāwea Waste Water Treatment Plant (WWTP), construction of a new wastewater pump station on Domain Road, and a new pipeline from Hāwea to Albert Town. The Wānaka scope includes upgrade of the Riverbank Road wastewater pump station and construction of a new pipeline to the Project Pure WWTP. • Progress: Pipework installation continues on the two open work fronts along State Highway 6, working towards Wanaka from both the Airport and from Hawea. To date, over 4km of pipe has been installed. Work continues at the Domain Road Pump Station site. All storage tanks are installed, and connecting pipeworks has progressed. The Contractor has established site at the Riverbank Road Pump Station site. Enabling works are underway in preparation for a new upgraded power supply to the site. 	<ul style="list-style-type: none"> • January 2026: Further construction work fronts will open up on the pipeline. Overall construction activities will increase. • January / February - Installation of a new water main connection to Corebridge will be completed by this project Contractor. This is to support the Compliance Response – UV Treatment project. • Ongoing through construction period - Targeted engagement with community associations and other parties that may experience temporary disruption during the works. 	Green	

Key Priorities - Capital Projects

December 2025

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
<p>Compliance Response - UV Treatment</p> <p>Luggate project page</p>	<p></p> <ul style="list-style-type: none"> • Background: The UV Compliance project was initiated in response to the October 2023 Cryptosporidium outbreak in Queenstown. The project will improve the quality of key water supplies through a range of treatment measures including installation of UV water treatment plants at 6 locations, bore head upgrades, installation of compliance monitoring equipment and other related pipeworks. • Progress: <ul style="list-style-type: none"> » Fernhill UV Plant (temporary container) – Completed December 2023 » Western Intake UV Plant (container) – Completed December 2023 » Beacon Point UV Plant (within existing building) – Completed February 2024 » Wānaka Airport (UV container, bore upgrades and compliance monitoring) – Completed November 2024 » Glenorchy (UV Container, bore upgrades and compliance monitoring) – completed December 2024 » Two Mile (UV equipment) - Completed April 2025 • Luggate (& Corbridge): Completed all equipment installation works at the bore site and water treatment plant, and pressure testing of all pipeworks. Commenced commissioning of the bores, water treatment plant, and the reservoir site. Water supplied from the bores to the reservoir site. • The project is Amber due to a slight delay in achieving the original compliance timeframe anticipated for Luggate and Corbridge schemes, now forecast for early-2026; this has been communicated to Taumata Arowai. 	<ul style="list-style-type: none"> • January 2026 - Complete commissioning of bores, reservoir and water treatment plant. Commence pipework connection to Corbridge under the Upper Clutha Waste Water Conveyance Scheme project. 	<p>Amber</p>	<p></p>

Key Priorities - Capital Projects

December 2025

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
Wānaka Waste Facilities	 <ul style="list-style-type: none"> • Background: The existing Wānaka Waste Facility on the corner of Ballantyne and Riverbank Roads (beside Wastebusters) is facing capacity challenges as well as health and safety concerns. The existing layout does not maximise diversion opportunities, nor encourages behaviour change to minimise waste sent to landfill. The facility requires redesign including layout reconfiguration and capacity upgrades to enhance the user experience and maximise diversion opportunities. Once completed, this project will improve waste minimisation and management in the Wānaka-Upper Clutha Ward. • Progress: Resource Consent for Detailed Site Investigations received, with test pits scheduled for early February. • The project status has been re-baselined to Green following the Business Case approval in December. 	<ul style="list-style-type: none"> • Early February - Test pits scheduled. • June 2026 - Detailed Design complete. 	Green	
Rockabilly Gully Erosion Protection	 <ul style="list-style-type: none"> • Background: Rockabilly Gully is located on Department of Conservation (DOC) land in North Wānaka. The project was initiated in response to an abatement notice issued by the Otago Regional Council (ORC) in October 2021. Stormwater flows from upstream developments are causing significant erosion in the gully, resulting in sediment discharge into the Clutha River. To mitigate risk of further erosion of the gully there is a need to implement a solution to manage stormwater flows. • Progress: Modelling works underway to include the latest Overland Flow Path and Floodplain mapping. • Procurement of Ecological Assessment services to support resource consent applications and DOC concessions is underway. 	<ul style="list-style-type: none"> • Mid-January 2026 - Draft constructability report scheduled for completion, and for QLDC review and comment. • Mid-February 2026 - Basin Earthworks Consent lodgement. • April 2026 - DOC Concessions application. • Late May 2026 - Construction of Basin anticipated to commence. • November 2026 to January 2027 - Remediation of Gully anticipated to commence. 	Green	

Key Priorities - Capital Projects

December 2025

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
COMMUNITY SERVICES – PARKS AND RESERVES, SPORT, RECREATION, COMMUNITY FACILITIES AND VENUES, LIBRARIES				
Project Tohu - Coronet Revegetation programme Project Page	 <ul style="list-style-type: none"> • Background: Project Tohu is one of the largest revegetation programmes currently being undertaken in Aotearoa, transitioning 200ha on the south facing slope of Coronet Peak from an ex-Douglas fir plantation (exotic species) into indigenous vegetation. The successful harvest of the Coronet Forest was completed in May 2023. • Progress: Ongoing work to construct the first stage of mountain bike trails. • General spring maintenance completed - Aerial grass seed operation above 750 meters sea level and spot spraying of weeds around existing plantings. 	<ul style="list-style-type: none"> • March 2026 – Completion of first stage of mountain bike trail construction. Date has been adjusted from November/ December 2025 completion due to trail alignment changes and potential consenting impacts. • March/April 2026 – Autumn planting. 	Green	
Ballantyne Road Site remediation works 101 Ballantyne Road Masterplan	 <ul style="list-style-type: none"> • Background: The Ballantyne Road project is to convert a 20ha site into a flat grassed area for future recreational and community facilities/needs. • Progress: Continuation of contracted ground works 	<ul style="list-style-type: none"> • Throughout 2026 (completion December 2026) – continuation of committed ground works as scheduled. • All other activities are on hold. 	Green	
QEC Upgrades	 <ul style="list-style-type: none"> • Background: The Queenstown Events Centre (QEC) is the premier recreation & sport hub for the District. A continual plan of upgrades and renewals is required to meet the ongoing needs of the community. This is delivered through a strategic programme of work outlined in the 2024-34 Long Term Plan. • Progress: Ongoing development of the Business Case to support the project requirements. 	<ul style="list-style-type: none"> • January/February 2026 - Preparation of design requirements and early sizing, function and location for estimation purposes. 	Green	
Energy Renewals - Swimming pools	 <ul style="list-style-type: none"> • Background: The objective of the Energy project/s is to transition from the use of LPG to other sources that best reduce operational costs and reduce Council’s carbon emissions. These projects are reflected in the 2024-34 Long Term Plan and include QEC indoor pools, Wānaka indoor pool, and Arrowtown outdoor pool. • Progress: High-level options analysis and initial Business Case development ongoing. 	<ul style="list-style-type: none"> • January/February 2026 – High-level options analysis and initial Business Case. 	Green	

Key Priorities - Strategies, Policies and Plans

December 2025

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
CORPORATE SERVICES				
Annual Plan 2026-2027	 <ul style="list-style-type: none"> • Background: The Annual Report provides a clear account of the performance and activity of the Council in the preceding public sector financial year. Producing and publishing the report each year is a requirement of the Local Government Act. • Progress: 9 December 2025 - Early view of Annual Plan work presented at Full Council Workshop. 	<ul style="list-style-type: none"> • 29 Jan 2026 - Progress of Annual Plan work to be presented to at Full Council Workshop. • 19 March 2026 – Full Council Meeting to adopt draft Annual Plan and Consultation Document. • 25 June 2026 - Annual Plan 2026-2027 to be adopted at the Full Council Meeting. 	Green	
Wānaka Airport Future Review Wānaka Airport Future Review Queenstown Lakes District Council	 <ul style="list-style-type: none"> • Background: QLDC signalled in the Long Term Plan its intent to enable the development of a long-term plan for Wānaka airport, and an assurance that the Upper Clutha community will be part of shaping it, noting this is a district asset and engagement will be open to the wider community and stakeholders. • Progress: Work is ongoing to progress to the next milestone, independent consultant (Egis) preparing report based on two completed phases of community engagement. 	<ul style="list-style-type: none"> • 10 February 2026 - Combined workshop with Wānaka Upper Clutha Community Board with Egis to outline its findings. • 19 March 2026 - The Egis report and recommended scenario will be considered by Full Council. 	Green	
PARKS & RESERVES				
Blue-Green Network Plan Project Page	 <ul style="list-style-type: none"> • Background: The Blue Green Network (BGN) Plan will provide a strategic, long-term framework that identifies opportunities for protecting and integrating natural systems and open spaces into the planning and development of Queenstown Lakes District's urban areas and settlements. It is being prepared in partnership with Kāi Tahu. • Progress: 12 December 2025 - Submissions closed on the BGN Plan. 	<ul style="list-style-type: none"> • March 2026 – Review of submissions and proposed changes to the BGN Plan complete. • April 2026 – Review of final BGN Plan by Wānaka Upper Clutha Community Board and Community & Environment Committee. 	Green	

Key Priorities - Strategies, Policies and Plans

December 2025

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS	
SPORT & RECREATION				
516 Ladies Mile	 <ul style="list-style-type: none"> • Background: In 2019, Council purchased a 14ha site at 516 Ladies Mile for future development of open space and facilities for the community. Council approved budget of \$6.8M in the 24/34 LTP starting in July 2025. Pre-work is currently underway. • Progress: Appointment of consenting planner to undertake early options review. 	<ul style="list-style-type: none"> • February 2026 – High-level options paper for internal consideration. 	Green	
BYLAW DEVELOPMENT				
Bylaw Development work programme	 <ul style="list-style-type: none"> • Background: The purpose of this work programme is to ensure that QLDC's bylaws are reviewed and developed to meet statutory requirements and timeframes. • Progress: 1 December 2025 - The Freedom Camping Bylaw 2025 came into effect. • 8 December 2025 – The Traffic and Parking Bylaw 2025 came into effect. 	<ul style="list-style-type: none"> • 28 April 2026 – Workshop with Councillors on findings and options for a draft Dog Control Bylaw. • Early engagement on the Shotover River Bylaw, initially intended for November, has been deferred to 2026. 	Green	

Financial Management Report



Operating Expenditure and Revenue

Financial Management Report

% of the year completed: 50%

DESCRIPTION	December 2025 Actual	December 2025 Adjusted Budget	Variance to Budget	Year to date Actual	Year to date Adjusted Budget	Year to Date Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget	*
REVENUE									
Operating Revenue									
Income - Rates	14,700,214	14,879,010	-178,796	88,934,376	88,574,060	360,316	176,700,120	50.3%	*1
Income - Grants & Subsidies	923,467	646,297	277,169	4,912,450	4,671,399	241,052	8,621,612	57.0%	*2
Income - Consents	1,336,915	1,617,165	-280,250	9,461,881	9,750,580	-288,699	18,443,758	51.3%	*3
Income - External Cost Recovery	-14,035	290	-14,325	-28,227	1,739	-29,965	3,478	-811.7%	
Income - Regulatory	1,109,758	1,062,036	47,721	6,594,179	5,588,215	1,005,964	10,810,434	61.0%	*4
Income - Operational	3,126,844	2,758,040	368,804	18,657,400	16,579,184	2,078,216	33,493,658	55.7%	*5
Total Operating Revenue	21,183,162	20,962,838	220,324	128,532,059	125,165,176	3,366,883	248,073,059	51.8%	
EXPENDITURE									
Personnel Expenditure									
Expenditure - Salaries and Wages	4,267,613	4,227,835	-39,777	26,877,796	26,604,518	-273,279	53,124,242	50.6%	*6
Expenditure - Salaries and Wages Contract	615,229	503,264	-111,965	2,460,490	2,837,672	377,182	5,783,258	42.5%	*7
Expenditure - Elected Member Expenses	37,732	82,491	44,759	775,707	677,887	-97,820	1,172,834	66.1%	
Expenditure - Personnel Other	178,912	230,373	51,461	1,136,072	1,383,285	247,214	2,764,949	41.1%	*8
Total Personnel Expenditure	5,099,486	5,043,964	-55,522	31,250,065	31,503,362	253,297	62,845,282	49.7%	
Operating Expenditure									
Expenditure - Professional Services	553,524	569,053	15,529	2,671,872	4,476,811	1,804,939	8,345,072	32.0%	*9
Expenditure - Strategic Initiatives	63,947	129,041	65,094	661,734	811,502	149,768	1,585,749	41.7%	*10
Expenditure - Legal	373,635	358,359	-15,276	1,958,847	2,150,153	191,306	4,300,306	45.6%	*11
Expenditure - Office Expenses	58,956	45,899	-13,057	326,636	275,469	-51,166	549,020	59.5%	
Expenditure - IT	474,844	462,758	-12,086	2,715,883	2,776,549	60,667	5,553,099	48.9%	
Expenditure - Property costs	1,336,168	1,301,191	-34,977	7,909,285	8,052,175	142,891	16,081,875	49.2%	*12
Expenditure - Infrastructure Maintenance	3,846,670	3,756,909	-89,761	26,273,704	23,506,366	-2,767,339	47,363,120	55.5%	*13
Expenditure - Parks & Reserves Maintenance	2,685,166	1,236,737	-1,448,430	7,393,470	7,423,100	29,630	15,440,971	47.9%	

Operating Expenditure and Revenue

Financial Management Report

% of the year completed: 50%

DESCRIPTION	December 2025 Actual	December 2025 Adjusted Budget	Variance to Budget	Year to date Actual	Year to date Adjusted Budget	Year to Date Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget	*
EXPENDITURE									
Operating Expenditure continued									
Expenditure - Grants & Events	909,045	1,043,902	134,857	6,438,686	6,780,739	342,053	11,565,342	55.7%	*14
Expenditure - Travel & Accom	11,369	25,007	13,638	162,665	150,040	-12,625	300,080	54.2%	
Expenditure - Regulatory	175,531	151,881	-23,650	972,989	911,287	-61,701	1,822,575	53.4%	
Expenditure - Other	298,459	318,794	20,335	2,148,360	1,929,278	-219,082	3,850,695	55.8%	*15
Total Operating Expenditure	10,787,314	9,399,531	-1,387,783	59,634,130	59,243,469	-390,661	116,757,903	51.1%	
Interest and Depreciation									
Expenditure - Depreciation	5,861,009	5,856,948	-4,061	35,145,757	35,141,685	-4,072	70,283,370	50.0%	
Expenditure - Interest	1,989,578	2,274,169	284,591	13,413,710	13,530,614	116,904	26,889,625	49.9%	
Total Interest and Depreciation	7,850,587	8,131,117	280,530	48,559,468	48,672,299	112,831	97,172,995	50.0%	
TOTAL EXPENDITURE	23,737,387	22,574,612	-1,162,775	139,443,663	139,419,130	-24,533	276,776,179	50.4%	
NET OPERATING SURPLUS (DEFECIT)	-2,554,225	-1,611,774	-942,451	-10,911,604	-14,253,954	3,342,350	-28,703,120	38.0%	

*Commentary

*1 Income - Rates- \$0.4M favourable

The variance mainly relates to penalties for late receipt of rates payments.

*2 Income - Grants & Subsidies - \$0.2M favourable

Unfavourable income for Grants General (\$0.2M) re Freedom Camping, offset by higher income from NZTA mainly re roadmarking work being ahead of schedule & prior year emergency claims.

*3 Income - Consents - \$0.3M unfavourable

Unfavourable variance in Labour Recoveries

*4 Income - Regulatory - \$1.0M favourable

Favourable variance of \$0.4M in Traffic & Parking Infringements due to 40% increase introduced by Central Govt. This trend is forecast to continue for the financial year, particularly in January & February.

*5 Income - Operational - \$2.1M favourable

Compensation for Ballarat Street \$377K; NZTA Melbourne Road \$285K; Cardrona Recovery \$267K; Cleanfill royalty from CODC \$200K.

*6 Expenditure - Salaries & Wages - \$0.3M overspent

Overspend relates to budgeted discount factor in teams that have no vacancies.

*Commentary

*7 Expenditure - Salaries & Wages Contract - \$0.4M underspent

Underspend due to lower than budgeted contract staff for the year, which offsets the overspend in permanent staff.

*8 Expenditure - Personnel Other - \$0.2M underspent

Underspend is mainly re Recruitment Fees due to more inhouse direct recruitment being undertaken. This is expected to be a temporary variance.

*9 Expenditure - Professional Services - \$1.8M underspent

\$0.7M underspend re Structure Planning delays caused by regional deal & RMA changes. Likely to be \$0.5M underspent by year end; Infrastructure \$0.2M underspend re 3Waters; Commissioner Costs for District Plan \$0.2M; Network Investigations underspend of \$0.3M re hydraulic modelling & network management, all of which are expected to be temporary variances.

*10 Strategic Initiatives \$0.1M underspent

Programme Initiatives underspent by \$0.3M. Some Economic Development programmes have fallen behind, but a pipeline of further initiatives is underway. Overspend in Climate & Biodiversity plan of \$0.1M is forecast to remain by year end.

*11 Expenditure - Legal - \$0.2M underspent

An underspend in general legal fees due to work being completed in-house.

*12 Expenditure - Property Costs - \$0.1M underspent

Mostly relates to underspends in insurance costs & Council office lease payments.

*13 Expenditure - Infrastructure Maintenance - \$2.8M overspent

\$1.5M is in roading maintenance due to Spring weather event. This will be partially offset by income received from NZTA. Water maintenance \$0.4M due to water supply leakage; \$0.6M in Landfill costs due to higher sludge volumes relating to the upgraded Shotover waste water treatment plant, and in waste management (transfer stations, rubbish collection landfill) mostly due to volume increases.

*14 Expenditure - Grants & Events - \$0.3M underspent

Events \$0.1M underspent; Community Grants \$0.1M underspent, both expected to be temporary variances.

*15 Expenditure - Other - \$0.2M overspent

Relates to bad debt expense re Parking Infringements (offset by favourable revenue).

*16 Expenditure - Interest - \$0.1M overspent

Relates to higher loan balances than anticipated in the Long Term Plan. It is expected that interest expenditure will remain overspent for the year.

*17 Income - Development Contributions - \$2.8M favourable

Development Contributions are ahead of budget YTD. The timing of this income is difficult to estimate.

Capital Expenditure and Revenue

Financial Management Report

% of the year completed: 50%

DESCRIPTION	December 2025 Actual	December 2025 Adjusted Budget	Variance to Budget	Year to date Actual	Year to date Adjusted Budget	Year to Date Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget	*
Capital Revenue									
Income - Development Contributions	1,647,836	2,712,566	-1,064,730	19,085,583	16,275,396	2,810,187	32,550,792	58.6%	*17
Income - Vested Assets	2,296,894	2,296,894	0	21,857,465	13,781,366	8,076,100	30,941,658	70.6%	*18
Income - Grants & Subsidies Capex	968,942	1,696,424	-727,482	2,461,550	6,097,974	-3,636,423	12,736,333	19.3%	*19
Income - Dividends received	0	0	0	8,830,927	7,505,395	1,325,532	13,015,000	67.9%	*20
Income - Gain/(loss) on diposal of property, plant & equipment	-234,491	0	-234,491	1,851,121	0	1,851,121	1,427,670	129.7%	*21
Total Capital Revenue	4,679,182	6,705,885	-2,026,703	54,086,647	43,660,130	10,426,517	90,671,453	59.7%	
Capital Expenditure									
Projects/Asset Purchases	10,119,085	11,298,997	1,179,913	51,332,818	56,650,895	5,318,076	146,392,546	35.1%	*22
Total Capital Expenditure	10,119,085	11,298,997	1,179,913	51,332,818	56,650,895	5,318,076	146,392,546		
NET CAPITAL FUNDING REQUIRED	5,439,903	4,593,113	3,206,615	-2,753,829	12,990,764	-5,108,441	55,721,093		
External Borrowing									
Loans	0			728,735,000			740,201,000		
Total Borrowing	0			728,735,000			740,201,000		

*Commentary

*18 Income - Vested Assets - \$8.1M favourable
Vested Assets are ahead of budget YTD, and is expected to remain favourable at year end.

*19 Income - Grants & Subsidies Capex \$3.6M unfavourable
Includes unfavourable variances of \$1.0M within NZTA Subsidised capex (due to timing of delivery of subsidised work programme) and \$3.0M for Other Capital Grants (\$5.7M of the full year budget was assumed third party funding for Upper Clutha Conveyance Wastewater Scheme which is now unlikely to be received due to the reduction in the total capital budget required). This is offset with \$0.3M favourable for Arterial CIP subsidy income (final \$0.5M of total \$50M invoiced to Crown Infrastructure Partners in October 2025).

*20 Income - Dividends received \$1.3M favourable
The dividend received from Queenstown Airport Corporation was higher than anticipated in Year 2 of the Long Term Plan.

*21 Gain/Loss on Sale of Property, Plant & Equipment - \$1.9M favourable
Relates to sale of 6 Merioneth Street in November 2025, offset by 300k of 3Waters disposals re privately owned assets.

*22 Expenditure - Capital Projects \$5.3M underspent
December YTD actuals of \$51.3M vs budget of \$56.7M. Main project spend this month includes \$2.7M for Upper Clutha waste water conveyance scheme, \$1.0M for Sealed Road Resurfacing Wakatipu, \$0.8M for Sealed Road Resurfacing Wānaka, \$0.9M for Compliance Response UV Treatment and \$0.5M for Project Shotover WWTP stage 3.

Compliance with Consents



ITEM	CONSENT NUMBER	DESCRIPTION	STATUS
WASTEWATER (discharge to land/air)			
Shotover Waste Water Treatment Plant - Non Compliance with Discharge to Land Consent	RM13.215.03	Disposal field is not performing in accordance with design or consent, with ponding and surface discharge beyond designated site. Effluent is currently fully compliant, but some parameters not achieved on the 12-month rolling 95th percentile due to plant performance issues last year.	Emergency works undertaken in March 2025 to revert to a direct river discharge in response to the challenges with the drainage field and risk to aviation safety. Enforcement order has been agreed between ORC, Queenstown Airport and QLDC. QLDC is carrying out actions identified in this order and are providing monthly progress reports. A Resource Consent application has been submitted to authorise the direct discharge to the Shotover River of treated effluent for a period of up to 5 years (until Dec 2030). This allows time for a long-term solution to be designed, consented, constructed and commissioned.
Glendhu Bay Campground Wastewater Treatment Plant	RM2010.239	Abatement Notice has been issued by ORC on 16 August 2023 due to breaches associated with wastewater discharge.	QLDC are working with the lease holder for the campground, Hampshire Group, to ensure action is taken to achieve compliance. Improvements are underway and full compliance is expected by the end of summer.
Hāwea Wastewater Treatment Plant – Discharge to Land Consent	RM22.178.02	Abatement Notice has been issued by ORC on 18 March 2025 due to breaches associated with the mean Total Nitrogen concentration in the treated wastewater and the total mass of Nitrogen discharged from the plant.	QLDC has taken steps to limit additional loading on the existing plant as well as to optimise its treatment performance. In support of a permanent resolution of this matter works have commenced on the connection of the Hāwea wastewater scheme to the Wānaka treatment facility, with completion expected in early 2027.
Project Pure/Wānaka Wastewater Treatment Plant - Non Compliance with Discharge to Land Consent	2005.484	Disposal field is not performing in accordance with design or consent, with effluent ponding as a result of device failures. The result for Total Nitrogen (TN) for some recent compliance samples has breached the 80th percentile limit of 12 mg/L. Two abatement notices have been issued in this quarter.	The treatment plant is now running normally and achieving effluent quality consistent with the requirements of the Resource Consent. However, due to the consent being based on a rolling 12-month 80th percentile, full compliance will not be achieved until approx. October 2026. Temporary soakage trenches have been constructed within the disposal field to enable management of peak flows over the summer period and support remediation efforts. Permanent remediation works will commence in early 2026 progressing towards the required compliance date of 12 March 2026. Longer term planning for the expansion of the disposal fields is required to keep pace with forecast growth and the connection of the Hāwea township in early 2027.

ITEM	DESCRIPTION	STATUS
STORMWATER (discharge)		
Shotover Country Wetlands - Discharge to a regionally significant wetland	RM15.277.01	Historical issues associated with the construction of the stormwater management system deviating from consent (by developer). Non-compliance notice to rectify these issues was sent by ORC in 2023.
Rockabilly Gully Stormwater Discharge – Non-Compliance with Permitted Activity Rule	N/A	Abatement notice received associated with the erosion caused in the gully and discolouration of Clutha River.
Alpha Series Storm Water Discharge – Non-Compliance with Permitted Activity Rule	N/A	Abatement notice received associated with causing flooding on the downstream property (recreational area owned by Otago Fish & Game).
WASTE (discharge to land)		
Tucker Beach closed landfill	2004.29	Exposed waste has been identified on the northern slope of the site suggesting that the cover over the historic landfill is insufficient and requires remediation.
Remediation works to commence in January to improve capping of the closed landfill. Completion expected May 2027.		

Disclaimer: The non-compliances outlined may not be exhaustive and situations where compliance is restored in the short term may not be captured.