
Organisational Review

Final Report

April 2013

Contents

Organisational Review	4
1. Executive Summary.....	4
1.1 Background	4
1.2 Summary of Recommendations.....	5
1.3 New Organisational Structure.....	10
1.4 Comparison of Resourcing under Current and New Functional Responsibilities	11
2. Review Objectives and Approach	15
2.1 Background	15
2.2 Current Organisational Structure of QLDC.....	17
2.3 Rationale for the Review.....	18
2.4 Scope of the Review.....	18
2.5 Approach.....	20
3. Recommendations – Overview	21
3.1 Introduction	21
3.2 Measurement of Corporate Performance	23
3.3 Risk Management	24
3.4 Internal Communications.....	26
3.5 Customer Service Ethos	27
3.6 Transition of CCO activities	27
4. Recommendations – Governance.....	29
4.1 Introduction	29
4.2 Recommendations	30
4.3 Resourcing Implications of Recommendations.....	36
5. Recommendations – Planning & Building.....	38
5.1 Overview of Activities	38
5.2 Policy & Planning.....	38
5.3 Resource Management.....	44
5.4 Building Control	54
5.5 Resourcing Implications of Recommendations.....	56
6. Recommendations – Infrastructure.....	59
6.1 Overview of Activities	59
6.2 Recommendations	60

6.3	Resourcing Implications of Recommendations.....	68
7.	Recommendations - Community Services	71
7.1	Overview of Activities	71
7.2	Library Services	71
7.3	Parks and Recreation Facilities, Public Toilets, Cemeteries and Waterways facilities	87
7.4	Community Facilities.....	91
7.5	Community Development & Grants.....	95
7.6	Resourcing Implications of Recommendations.....	96
8.	Recommendations – Regulatory.....	99
8.1	Overview of Activities	99
8.2	Recommendations	104
8.3	Resourcing Implications of Recommendations.....	109
9.	Recommendations – Corporate and Back Office	111
9.1	Overview of Activities	111
9.2	Finance	111
9.3	Human Resources	120
9.4	Legal Services	126
9.5	Communications	128
9.6	Knowledge Management.....	134
9.7	Administrative Support	142
10.	Recommendations - Other.....	144
10.1	Economic Development Activities and Events Facilitation	144
10.2	Procurement	144
10.3	Administrative and Accounting Support for Trusts	145
10.4	Property management.....	146
10.5	Collaboration with Central Otago District Council.....	149
10.6	Heritage matters	150
11.	New Resourcing	151
11.1	Resourcing Implications of Recommendations.....	151
11.2	Comparison of Current and New Functional Responsibilities	172
	Appendix I – Current Organisational Structures	177
	Appendix II – Status of Current Roles under New Structure	183
	Appendix III – Summary of New Roles and Responsibilities under New Structure	242

Organisational Review

1. Executive Summary

1.1 Background

The Queenstown Lakes District continues to be one of the fastest growing districts in New Zealand. It has a relatively small number of resident ratepayers (approximately 22,000) and experiences high visitor numbers throughout the year (average daily population approximately 35,000; peak daily population approximately 77,000). It is estimated that by 2029 the population may grow to 68,000 (daily average) and 137,000 (daily peak).

The Queenstown Lakes District Council (QLDC) has a significant role to play in delivering a high quality experience to residents and visitors alike – ensuring the provision of good quality local infrastructure, public services and regulatory functions at the least possible cost to households and businesses.

There have been two important recent developments which will influence how QLDC delivers its outcomes in future:

- Adoption of QLDC's 10-year plan for the period 2012-2022 which sets out its goals and how it might achieve them in an affordable manner; and
- Significant changes to the Local Government Act have changed the purpose of local government and the manner in which it needs to manage its business.

Achieving the 10-Year Plan, and meeting Parliament's new expectation for local authorities, will require QLDC to have the right resources and capabilities focused on the right activities, and with a structure that can support delivery of those activities. The organisational review of QLDC's activities was undertaken with a view to identifying any gaps between current resources, capabilities, structure and focus and the best possible resources, capabilities etc for it to most successfully achieve its goals and drive the community outcomes sought.

The objective of the review was to ensure that QLDC has the right people, in the right places and right numbers, with the right skills and experiences, and supported by the right organisational structure, who are focused on the right activities.

The Council's decision on 20 March 2013, to bring the activities of two of its council-controlled organisations - Lakes Environmental Limited and Lakes Leisure Limited (the CCOs) - in-house will allow for a more efficient and effective integration of Council activities. Therefore, this document has been prepared based on the assumption that the functions of the CCOs will be transferred back to QLDC, and the report has therefore identified an organisational structure and required resources and capabilities for QLDC based on the full-integration of the CCO's activities.

1.2 Summary of Recommendations

The recommendations contained in this report span a broad range of issues. Some recommendations relate to improvements that can be made to QLDC's staffing and resourcing; some relate to the ways in which it can carry out its activities in a manner which should result in a better service being provided to its ratepayers and customers; whilst others highlight matters that QLDC may wish to consider for the future.

Some recommendations could potentially be implemented in the short term, whilst the benefits of others may take longer to come to fruition, and may depend on certain subsequent decisions being taken. All the recommendations, however, have one common theme – to improve QLDC's services to the community in terms of quality, speed and value for money.

To do this, QLDC must create a culture of performance and public service, which consistently delivers a quality service, representing value for money to the ratepayer and the community.

Culture of Performance and Public Service

- **Developing a Client Service Ethos**

QLDC is there to serve its community and therefore a customer service ethos must be central to all its activities. It is important to recognise that customer service does not stop at the front-line - a QLDC-wide culture of customer service needs to be fostered amongst all staff at all levels, and needs to be embedded within all Council documents.

Within QLDC there are many areas where client service is seen as paramount, and the front-line customer services team appears to enjoy a positive relationship with QLDC's many stakeholders. There are other areas however, where (based on Review Team observations and external stakeholder comments) customer service does not always appear to be seen as important.

It is fundamental that QLDC should be viewed as a customer-service-focused organisation and therefore, in order to achieve this, it is recommended that this expectation is more explicitly documented in the position descriptions of all QLDC staff, and the Council's key strategic documents and is consistently demonstrated at all levels of the organisation.

- **Breaking down the silos**

Feedback received from staff and external stakeholders alike indicates that currently QLDC tends to operate in internal "silos". These silos have been created over time due to a number of factors:

- The separation that has been created by having some core functions of Council delivered by a council-controlled organisation has been particularly evident in relation to the interactions between QLDC and Lakes Environmental Limited, and to a lesser extent Community Services and Lakes Leisure Limited. External stakeholders spoken to as part of the Organisational Review expressed a strong need for there to be closer alignment between the Policy Planning division within QLDC and the Resource Management Services division in Lakes Environmental Limited.

It is important that a strong and effective working relationship exists between those processing resource consent applications on a day to day basis, and those formulating resource management policy. Regular and ready feedback needs to occur in both directions so that objectives, policies and rules within the District Plan are adapted in the light of feedback from those processing resource consent applications. Moreover, it is important that there is a clear understanding held by those processing resource consent applications as to how the various District Plan provisions are intended to apply.

The bringing in-house of the activities of Lakes Environmental Limited will help ensure greater alignment of the planning and delivery functions. However, it is recommended that this alignment is further embedded by having both the planning policy team and the resource and building consenting teams reporting to a single General Manager with responsibility for Planning and Development; and

- The separation that has been created within teams and between teams due to the current organisational structure and the challenges of QLDC's physical accommodation which has meant that staff are spread across multiple sites.

Although QLDC's accommodation challenges cannot be fully addressed in the short term, there are changes that can be made to the organisational structure of the organisation that will go some way to ensuring better alignment of functions, namely:

- Integrating the Capital Works team with the balance of the Infrastructure team by reallocating staff under the Transport or 3 Waters teams;
- Integrating the engineering resource currently within Lakes Environmental Limited with the Infrastructure team, so all QLDC's engineering resource is under one Division; and
- Creating an Operations division within QLDC which will be responsible for the delivery of most non-regulatory customer-facing activities including library services, customer services, sports and recreation, campgrounds and parks and reserves.

- **Measuring performance**

There is an extensive performance measuring and reporting process in place in relation to the preparation of the Statement of Service Performance in the Annual Report. However, these measures are too numerous to be effectively managed, and are not appropriately stratified to reflect strategic organisation-wide measures on one hand, and lower level performance measures relevant in measuring the output and performance of teams and/or individuals, on the other. It is not enough to measure things, there is a need to measure the right things and to monitor and respond to them in an effective manner.

A project is currently underway to review and enhance the performance measurement system in QLDC. It is recommended that priority is given to this project with a view to implementation of a performance measurement system as soon as possible after the proposed organisational changes.

Improving Quality of Service

- **Increasing resource capability**

Essential to delivering a quality service is ensuring that QLDC has people with the right capability and the right tools to do the job.

There are several areas in the business where it has been identified that increased resource capability is required, including:

- **Planning** – there is a need for increased technical skills at a senior management level. The report proposes the creation of the positions of General Manager, Planning and Development and Manager, Resource Consenting. Both positions will require extensive technical experience to not only increase capability for major or contentious developments, but to also lead the development of technical skill and experience at all staff levels;
- **Infrastructure Services** – there is also a significant need for additional technical and commercial skills within this team. The creation of a “Chief Engineer” position in the Infrastructure & Assets team is an important step in this direction. This role will be responsible for programme development, coordination and overview of the work and contracts across all infrastructure elements. It will be lead by a person with a substantial background in commercial and local government, along with the relevant professional civil engineering qualification and extensive contractual, commercial, planning and asset management experience; and
- **Finance** – In order to cost-effectively manage the District’s budget, including its capital expenditure programme, QLDC needs to increase the capability of its financial advisory skills so that the operational managers have access to key

advisors who are focused on adding-value and enhancing the financial performance and cost-effective management of QLDC.

- **Providing a single-point of contact for Council services**

Cost-effective management and high-quality service are not mutually exclusive goals. Currently, ratepayers and residents are forced to interact with different parts of QLDC and its council-controlled organisations (CCOs) for different transactions; that is neither good quality service nor cost-effective. The disaggregated service delivery causes significant confusion and frustration to residents who simply view the service provider as “council” whatever structure it operates under.

Bringing activities in-house from the CCOs will go some way towards eliminating this customer dissatisfaction. However, it can be reinforced by adopting a Service Centre concept in Queenstown and Wanaka. These Service Centres would provide a central point where customers of the Council can make payments, enquiries, lodge application forms, and utilise library services, and would be based in the Queenstown and Wanaka libraries.

Improving Value for Money for Ratepayers & Residents

- **Streamlining of District Plan**

Opportunities have been identified to reduce the overall cost (to both QLDC (and indirectly to ratepayers), and directly to customers using the planning services) of development and implementing the District Plan.

QLDC is currently in the process of reviewing the District Plan. The process has lacked clarity of purpose and transparency of cost. The proposed changes to the Resource Management Act now cut across this project. In conducting the District Plan review there is clear opportunity to simplify the District Plan in such a way as to remove a number of regulatory layers that impose requirements for resource consents for little apparent gain. Simplifying the District Plan in this way will ultimately have a major bearing on the number of resource consents processed by QLDC and will significantly reduce the costs imposed on anyone who undertakes development at any level within the District.

- **Effective and efficient use of resourcing**

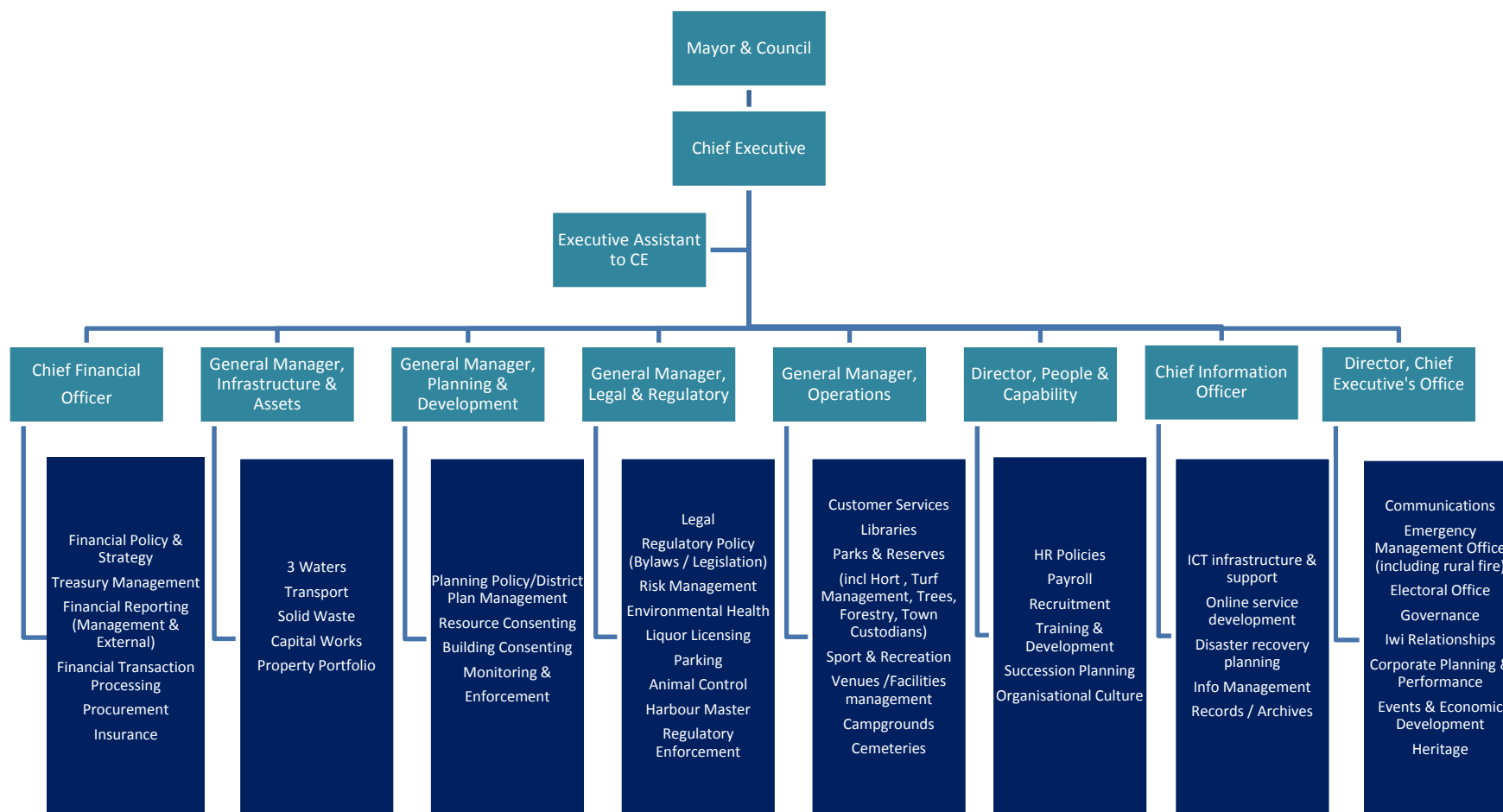
There are many areas throughout QLDC where staff resources are not used efficiently. Better multi-tasking, fewer silos, judicious use of outsourcing, and improved business processes will enable QLDC to do the same, if not greater work, with fewer resources.

It is estimated that the short to medium term reduction in cost as a result of implementing all of the recommendations in the report could be in the region of \$2 - \$3 million per annum. This is necessarily a broad estimate, as it depends on which recommendations will be adopted or not and the timing of their adoption.

Further, and greater, reductions in costs could be achieved in the medium to longer term as the impact of increased capability flows throughout QLDC and as the CCOs activities are fully integrated. Importantly, these changes can occur without any compromise to service standards. On the contrary, greater use of ICT; adopting a service centre model; and a stronger customer service ethos across the organisation will deliver greater service quality alongside these cost-efficiencies.

1.3 New Organisational Structure

The new organisational structure for QLDC is as follows. Further detail on the structure and the impact on roles within the current structure can be found in Section 11 of this document.



1.4 Comparison of Resourcing under Current and New Functional Responsibilities

1.4.1 Current Functional Responsibilities

Current Unit	Current Staff (FTEs) ¹	Reporting to	Functional Responsibilities
QLDC			
Executive Team	7	Chief Executive	• Overall management • Executive support to CE • Administration support for office
Finance	34.28	General Manager, Finance	• Financial policy & strategy • Treasury management • Financial reporting (management & external) • Financial transaction processing • Rates • Holiday Parks
Infrastructure Services	23.50	General Manager, Infrastructure Services	• 3 Waters • Roading • Capital works • Solid Waste • Emergency management office
Community Services	42.26	General Manager, Community Services	• Parks & Reserves • Cemeteries • Libraries • Arts & Events • Facilities capital works • Property portfolio management • Rural fire
Policy & Planning	10.20	General Manager, Policy & Planning	• Planning policy/district plan management
Regulatory & Corporate	24.13	General Manager, Regulatory & Corporate	• Management of LE contract • Legal • Human resources • Knowledge management • Governance
Total QLDC	141.37		

¹ FTE is full-time equivalent employee and is based on a standard working week of 40 hours.

Current Unit	Current Staff (FTEs) ¹	Reporting to	Functional Responsibilities
Lakes Environmental			
Chief Executive	2.45	Chief Executive, Lakes Environmental	• Overall management • Human resources • Office management • Information management
Resource Management	27.64	Manager, Resource Management Services	• Resource consenting • Resource consent monitoring/enforcement
Building	14.13	Manager, Building	• Building consenting
Regulatory & Corporate	22.88	Manager, Regulatory	• Environmental health and liquor licensing • Parking and animal control • Regulatory enforcement • Finance
Total Lakes Environmental	67.10		
Lakes Leisure			
Chief Executive	2.00	Chief Executive, Lakes Leisure	• Overall management • Executive support to CE
Sports & Recreation	33.25	Pool Operations Manager Health & Fitness Manager	• Pool operations Queenstown, Wanaka & Arrowtown • Swim school • Health & Fitness Operations • Community Programmes • Holiday Programmes
Support Services	6.55	Support Services Manager	• Reception services • Office management
Venues	4.25	Venues & Events Manager	• Venues management and sales • Events management
Corporate	5.75	Chief Executive, Lakes Leisure	• Communications and marketing • Finance • Human resources • Information technology
Turf	5.63	Turf Manager	• Sports turf management and maintenance
Total Lakes Leisure	57.43		
Total	265.9		

1.4.2 New Functional Responsibilities

New Unit	Staff No's (FTEs)	Reporting to	Functional Responsibilities	
Chief Executive's Office	11.20	Chief Executive Director, Chief Executive's Office	- Overall management of the organisation - Executive support to CE - Emergency management office (Including rural fire) - Electoral Office - Corporate planning and performance	- Communications - Governance - Iwi relationships - Events & economic development - Heritage
Finance	11.50	Chief Financial Officer	- Financial policy & strategy - Treasury management - Financial reporting (management & external)	- Financial transaction processing - Rates - Procurement - Insurance
Infrastructure & Assets	23.88	General Manager, Infrastructure & Assets	3 Waters - Transport - Solid Waste	- Capital works - Property portfolio
Planning & Development	37.00	General Manager, Planning & Development	- Planning Policy/District Plan Management - Resource consenting	- Building consenting - Monitoring & enforcement
Legal & Regulatory	15.75	General Manager, Legal & Regulatory	- Legal - Regulation policy - Risk management - Environmental health - Liquor licensing	- Parking - Animal control - Harbour Master - Regulatory Enforcement
Operations	115.52	General Manager, Operations	- Customer services - Libraries - Parks & reserves - Cemeteries	- Venues/Facilities management - Sport & recreation - Campgrounds
People & Capability	4.00	Director, People and Capability	- HR Policies - Payroll - Recruitment	- Training & development - Succession planning - Organisational culture
Information Management	10.80	Chief Information Officer	- Information management - Records/archives - Disaster recovery planning	- ICT infrastructure & support - Online services development
Total	229.65 FTEs			

1.4.3 Comparison of Current and New Resourcing by Functional Area

Functional Area	Actual FTE's at 28 February 2013	Actual Employees at 28 February 2013	New FTE's	New Employees	Difference in FTE's increase/(decrease)	Differences in Actual Employees increase/(decrease)
CE Office	14.20	16	11.20	13	(3.00)	(3)
Finance	14.30	15	11.50	13	(2.80)	(2)
Infrastructure & Assets	30.10	31	23.88	25	(6.22)	(6)
Planning & Development	46.86	49	37.00	38	(9.86)	(11)
Legal & Regulatory	21.13	22	15.75	16	(5.38)	(6)
Operations	125.04	187	115.52	175	(9.52)	(12)
People & Capability	4.00	4	4.00	4	-	-
Information Management	10.25	11	10.80	12	0.55	1
Total	265.87	335	229.65*	296	(36.22)	(39)

It should be noted that the actual FTE's as 28 February 2013 include all employees of QLDC, Lakes Environmental Limited and Lakes Leisure Limited. To aid comparison, current resources have been regrouped according to the new functional areas.

FTE's include all permanent, fixed term and casual staff.

* Includes 7 FTE Fixed Term resource to cover the transition to the new structure and the integration of the CCOs.

2. Review Objectives and Approach

2.1 Background

The Queenstown Lakes District continues to be one of the fastest growing districts in New Zealand. It has a relatively small number of resident ratepayers (approximately 22,000) and experiences high visitor numbers throughout the year (average daily population approximately 35,000; peak daily population approximately 77,000). It is estimated that by 2029 the population may grow to 68,000 (daily average) and 137,000 (daily peak).

The Queenstown Lakes District Council (QLDC) has a significant role to play in delivering a high quality experience to residents and visitors alike – ensuring the provision of good quality local infrastructure, public services and regulatory functions at the least possible cost to households and businesses.

There have been two important recent developments which will influence how QLDC delivers its outcomes in future:

- Adoption of QLDC's 10-year plan for the period 2012-2022 which sets out its goals and how it might achieve them in an affordable manner; and
- Significant changes to the Local Government Act have changed the purpose of local government and the manner in which it needs to change its business.

QLDC's 10-Year Plan

QLDC has recently adopted a new 10-year plan for the period through to 2022 which sets out its goals and how it might achieve them in an affordable manner. A number of community outcomes have been identified in conjunction with residents of the district, with the overarching outcome of sustainable growth management. QLDC's outcomes and goals as outlined in the 10-Year Plan are drawn from these community outcomes and include:

- An enabling forward-looking financial strategy that is sustainable in the long term;
- A balanced growth strategy that promotes employment and business opportunities and supports a strong and diverse community;
- A resilient and participating community that celebrates success, has pride in the district and its heritage and has thriving arts, cultural and sporting groups;
- Councillors and Council staff are respected for their approach, attitude, service delivery and governance; and
- A natural built environment that makes the Queenstown Lakes District a place of choice to live, work and visit.

These outcomes and goals in turn inform QLDC's activities and priorities and have been reflected in the new objectives set for the Chief Executive and organisation. In particular, these objectives include:

Actions:

- a) Complete a rationalisation and prioritisation of the organisational performance framework (ensuring the measures are compliant with the requirements of External Audit) and have this approved by the Council for implementation by 30 June 2013;
- b) Complete a zero-based budget (exclusive of personnel costs) for the Infrastructure and Community Services teams for the 2013/14 Annual Plan;
- c) Complete a first stage review of property by 31 March 2013 which enables the Council to make informed decisions on the future management of its property portfolio;
- d) A comprehensive organisation-wide risk register, with mitigation and management strategies, will be documented by 31 March 2013 for on-going implementation and review;
- e) Continue to support the Economic Futures forum and present recommendations developed to Council within the context of the 2013/14 Annual Plan;
- f) Progress the review of the District Plan (with particular regard to critical future issues for the District) to enable notification of the Plan for consultation in October 2013;
- g) Support the continuing development of “Shaping Our Future”;
- h) Complete a review of all Council camping grounds by 28 February 2013 that provides the Council with options for their future use and management;
- i) Complete a review of office accommodation and provide a report to Council no later than 28 February 2013 on future options for accommodating Council and Lakes Environmental staff;
- j) Improve the operational alignment of all CCOs, including regular Chief Executive level meetings and quarterly reporting to Council;
- k) Complete (by 30 June 2013, for ongoing implementation in 2013/14) a Communications Strategy that identifies all key stakeholders and key messages which ensures the people of the District are continuously well-informed;
- l) Implement by 30 June 2013 the agreed tasks in the Water Demand Strategy timeline that address options for tangible improvements in reduced public use (e.g. reduced pipe leakage; and a public education programme); and also provide a report to Council for additional future options for the Water Demand Strategy.

These actions span a wide range of QLDC activities, and to be delivered in the timeframe required and to the standard expected requires significant capability across the Council.

Local Government reforms and expectations on Local Authorities

On 19 March 2012 the Prime Minister announced the Government's intention to make significant changes to the legislative framework (the Local Government Act 2002) guiding how local government operates and manages its business. The proposed changes are set out in the document *Better Local Government* and include an eight point reform programme to make local government more efficient in its delivery of services to business and households.

The reforms are aimed at providing better clarity around the role of councils, stronger governance, improved efficiency and more responsible financial management. They are part of the Government's broader programme for building a more productive, competitive economy and better public services.

One of the eight point reforms, and now enacted, is an amendment to the purpose of local government. The "four well-beings" provided for in s.10 of the Local Government Act 2002 have now been replaced with:

(1) The purpose of local government is—

- (a) to enable democratic local decision-making and action by, and on behalf of, communities; and*
- (b) to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.*

(2) In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are—

- (a) efficient; and*
- (b) effective; and*
- (c) appropriate to present and anticipated future circumstances.*

The implications from this amendment are still a matter of legal conjecture. However it is clear that the new purpose will require local authorities to re-assess their current activities by reference to this provision.

2.2 Current Organisational Structure of QLDC

The organisational structures of QLDC, Lakes Environmental Limited and Lakes Leisure Limited at the commencement of this review can be found in Appendix I.

2.3 Rationale for the Review

Achieving the 10-Year Plan, and meeting Parliament's new expectation for local authorities, will require QLDC to have the right resources and capabilities focused on the right activities, and with a structure that can support delivery of those activities. The organisational review of QLDC's activities (the Review) was undertaken with a view to identifying any gaps between current resources, capabilities, structure and focus, and the best possible resources, capabilities etc for it to most successfully achieve its goals and drive the community outcomes sought.

The objective of the Review was to ensure that QLDC has the right people, in the right places and right numbers, with the right skills and experiences, and supported by the right organisational structure, who are focused on the right activities. This will enable QLDC to:

- Increase Council and residents confidence in the quality of its operational performance;
- Improve its relationships with QLDC stakeholders;
- Improve the alignment of QLDC and its CCOs;
- Deliver greater cost-effectiveness;
- Remain focused on critical performance areas as identified in the 10-Year Plan; and
- Operate effectively and lawfully within the new paradigm created by Local Government Act reforms.

2.4 Scope of the Review

The Review comprised three related components which were carried out concurrently:

- a. An organisational review of QLDC activities;
- b. An organisational review of the activities of Lakes Environmental Limited (LE); and
- c. An organisational review of the activities of Lakes Leisure Limited (LL).

Queenstown Airport Corporation Limited (in its entirety) was excluded from the Review.

On 20 March 2013, Council resolved to transfer the activities of Lakes Environmental Limited and Lakes Leisure Limited into QLDC and disestablish these council-controlled organisations. This report has therefore been prepared on the assumption that the CCOs will be disestablished and has identified an organisational structure and required resources and capabilities for the organisation based on its post-transfer activities.

a. Review of QLDC activities

An organisational review of QLDC activities was undertaken with a view to identifying the best possible organisational structure and required resources and capabilities for the organisation.

QLDC's Holiday Park activities have been the subject of a separate review by QLDC and therefore have been excluded from this organisational review.

b. Review of Lakes Environmental Limited's activities

Regulatory and resource management services for the district are provided by Lakes Environmental Limited, a council-controlled organisation (CCO). This CCO was established by the Council in 2007 following the acquisition of Civic Corporation Limited, a private company that had previously been contracted to provide regulatory and resource management services on behalf of the Council. QLDC is the sole shareholder of Lakes Environmental Limited (LE).

Given that LE has now been operational for five years, it was considered timely to review the current material operational processes of LE and the ongoing suitability (in terms of cost, efficiency and effectiveness) of the CCO model and any alternative models for service delivery.

The issue of the ongoing suitability of the council-controlled organisation model was the subject of a separate report by the Review Team, "Assessment of the council-controlled organisation model" in March 2013. As noted above, on 20 March 2013, Council resolved to transfer the activities of Lakes Environmental Limited into QLDC and disestablish the CCO.

c. Review of Lakes Leisure Limited's activities

Lakes Leisure Limited operates, manages and delivers leisure and recreation services and facilities to the community of the District. A council-controlled organisation (CCO), Lakes Leisure Limited (LL) is a not-for-profit limited liability company formed in January 2008. Its objectives are to offer physical and social opportunities to enhance the quality of lifestyle in the District.

Given that LL has now been operating for five years, it was timely to review the current material operational processes of LL and the ongoing suitability (in terms of cost, efficiency and effectiveness) of the CCO model and any alternative models for service delivery.

The issue of the ongoing suitability of the council-controlled organisation model was the subject of a separate report by the Review Team, "Assessment of the council-controlled organisation model" in March 2013. As noted above, on 20 March 2013, Council resolved to transfer the activities of Lakes Leisure Limited into Council and disestablish the CCO.

2.5 Approach

The Review was undertaken using a phased approach. The following provides an overview of the review phases:

<i>Phase 1 – Information Gathering and Analysis</i>	During Phase 1, the Review Team: • Conducted interviews with staff and key external stakeholders; • Gathered other relevant information and documentation; • Analysed the information gathered and prepared a Consultation Document outlining recommendations for consideration by QLDC.
<i>Phase 2 – Staff Consultation</i>	The Consultation Document was released to staff of QLDC, LE and LL on 2 April 2013 for their consideration and consultation. Following the release of this document, staff had the opportunity to make formal written submissions in relation to the proposals in the Consultation Document. Staff formal written submissions were considered by the Review Team and the Chief Executive and the final report (this report) revised as considered appropriate. 127 submissions were received from 118 individuals or groups.
<i>Phase 3 – Decision Making</i>	After having considered all staff feedback, the Chief Executive has made decisions as to which recommendations will be adopted. This final report outlines the recommendations that will be adopted by QLDC, either for implementation or further consideration (where noted).
<i>Phase 4 - Implementation</i>	This phase will involve the implementation of the decisions and recommendations contained in this final report. This implementation will be staged over a number of months to ensure an orderly transition to the new organisational structure.

3. Recommendations – Overview

3.1 Introduction

There is significant potential to improve the quality of service offered by QLDC by increasing internal capabilities and leveraging off efficiencies and economies that exist between different activities of the organisation.

The resolution by the Council on 20 March 2013 to bring in-house the activities of Lakes Environmental Limited and Lakes Leisure Limited has further enhanced the potential to drive greater efficiency and effectiveness of its activities, whilst also providing its ratepayers and residents with a better quality seamless service.

The new overall organisational structure for QLDC as outlined on the following page should, with the right people in the right roles, focused on the right things, allow QLDC to improve its overall service delivery whilst achieving greater cost effectiveness.

The specific recommendations for changes to the activities, processes, organisational structure and resourcing of QLDC have been outlined below grouped under the current functional areas of the organisation, namely:

- Governance;
- Planning and Building;
- Infrastructure;
- Community Services;
- Regulatory;
- Corporate and Back-Office functions; and
- Other functions.

In each section key findings and recommendations are highlighted as follows:



Key Finding

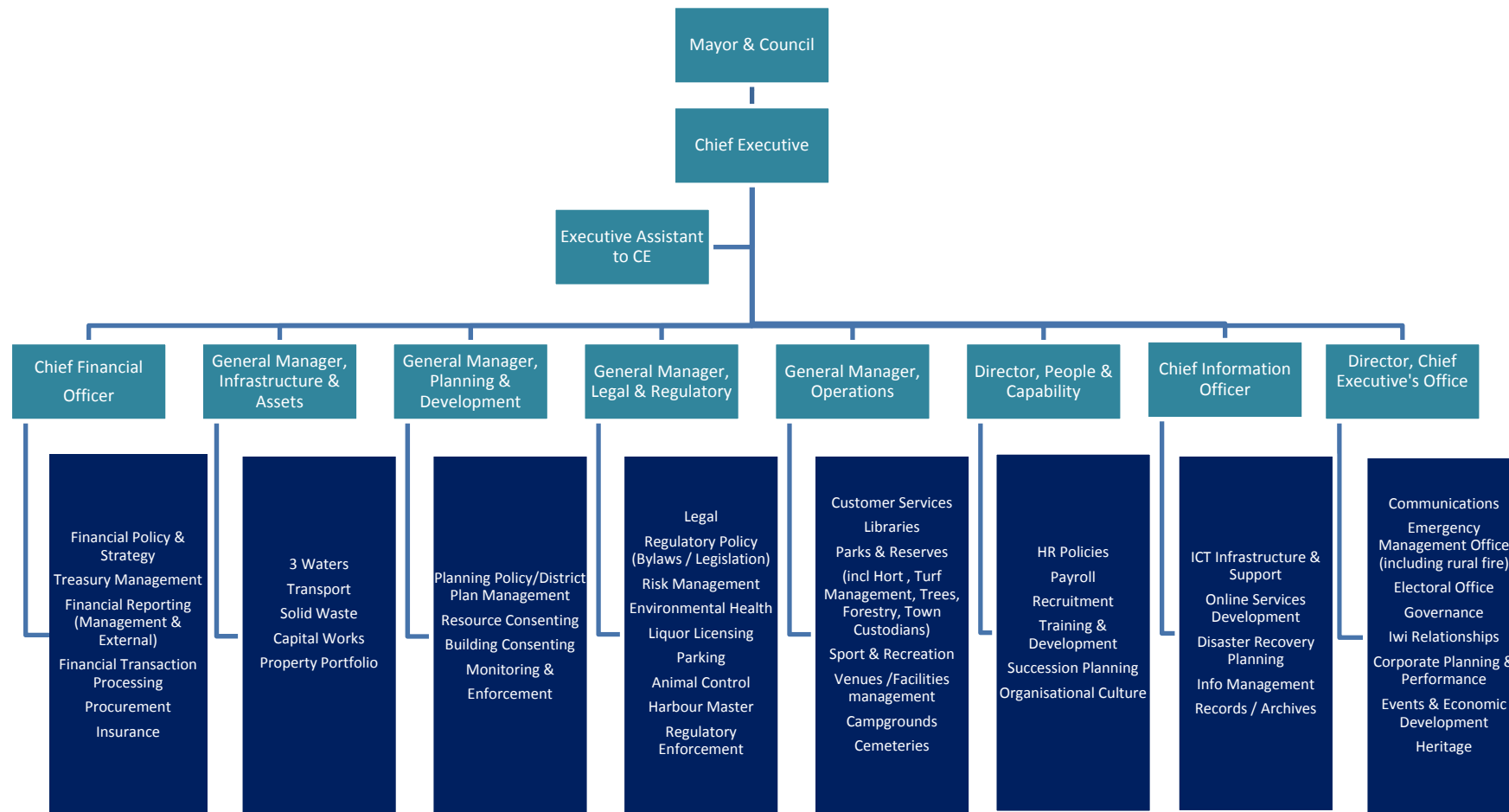


Key Recommendation

In addition to function-specific recommendations, there are several overarching organisation-wide recommendations which are outlined below.

Throughout this document, resourcing requirements are expressed as Full-time equivalents (FTE) based on a standard 40-hour working week.

New QLDC Organisational Structure



3.2 Measurement of Corporate Performance

Council has identified a number of outcomes in its Long Term Plan, and on an annual basis it outlines its plan for progressing the achievement of these outcomes for the coming year in the Annual Plan. The Annual Plan identifies a number of performance measures that relate to the outcomes identified, and achievement against these are reported each year in the Annual Report.

F 1

There is a comprehensive process in place to identify the high level performance measures and report against them in the Statement of Service Performance in the Annual Report. However, these measures are too numerous to be effectively managed, and are not appropriately stratified to reflect strategic organisation-wide measures on one hand, and lower level performance measures relevant in measuring the output and performance of teams and/or individuals, on the other.

R 1.1

It is understood that a project is underway to implement a performance measurement system in the organisation. It is recommended that priority is given to this project with a view to implementation of a performance measurement system as soon as possible after the proposed organisational changes.

The most important performance measures are those that directly reflect the measurement of the progress of the organisation against the Long Term Plan. A great deal of time and effort is spent mapping out the medium and long term direction for the Council. Measures that show how the organisation is travelling against this plan are crucial.

In addition to measuring travel towards the achievement of the Long Term Plan, there is also a need to measure the day to day delivery of the activities of the organisation – the operational excellence measures. Both are important. Once identified, both these groups of measures should be reflected in team and individual performance measures and performance agreements.

Implementing a performance measurement system that clearly links overall performance measurement (in relation to achievement of the Long Term Plan and operational excellence) to team and individuals staff performance is essential for a number of reasons:

- Measurement focuses attention and directs behaviour. It ensures that the focus is on the right things i.e. the things that will advance achievement of QLDC's strategy. This is particularly important with so many competing demands on the organisation's time and resources;
- Measurement clarifies expectations and is a primary means by which management can communicate its expectations to employees in a clear and unambiguous manner;
- Measurement improves execution and promotes consistency in how things are executed;

- Measurement facilitates feedback. Feedback in the form of timely, relevant measures is the basic navigational tool of any organisation;
- Measurement improves decision-making. One of the main causes of failure in decision-making is poor or non-existent use of data; and
- Measurement makes performance visible. If something is not being measured it makes it very difficult to manage it.

In implementing its performance measurement system, the Council must be mindful however, of balancing the cost of gathering and reporting on measures versus their benefits. Communications and resources are also important. People need to understand the importance of particular measures, and see them being used sensibly in QLDC on a consistent basis.

R 1.2

In addition, dedicated resources are required to ensure the measures are reported in a timely and transparent fashion, otherwise people will not see them as something central to the organisation. It is proposed that a new role is created – Advisor, Corporate Planning & Performance - which is responsible for the overall performance measurement system of the organisation. This role would report to the Director, Chief Executive's Office.

3.3 Risk Management

F 2

QLDC does not appear to have a formal risk management framework in place which assists it to effectively identify and monitor risks that may result from its activities. We understand that some work is currently being undertaken within QLDC to establish such a framework and an initial risk register was presented to Council in April 2013.

It is very important that QLDC has a framework in place to ensure that risk is managed effectively, efficiently and coherently across the organisation. The risk management process is not a standalone process that is separate from the main activities and processes of QLDC. It should be an integral part of all organisational processes, including strategic planning and all projects and change management.

The risk framework should:

- Articulate the overall risk appetite of the Council;
- Link with the organisation's strategic documents and processes;
- Outline the primary elements of QLDC's risk management approach – business continuity plan, disaster recovery plan, annual risk assessment etc;
- Actively encourage the use of risk management in the development of QLDC's policies and procedures;
- Outline how QLDC identifies and records new and emerging risks;
- Outlines how management ensures that risk management strategies are implemented;
- Identifies how critical risks or control failures are escalated within QLDC and to whom they are reported; and

- Assesses whether an internal audit function is required to supplement other risk management processes.

R 2

The entire Council is accountable for overseeing risk management and should be involved in the risk oversight process. Consideration should be given to establishing an Audit & Risk Committee of Council or alternatively setting up an Audit & Risk Sub-Committee of the existing Finance and Corporate Committee. However, even if the nominal responsibility for risk oversight rests with a single committee, the Council should have a framework in place that integrates the process of managing risk into QLDC's overall governance, strategy and planning, management reporting processes, policies, values and culture. Consideration also needs to be given to developing the capability of staff to engage sensibly on risk, as they play an important part in the identification and mitigation of risk.

Establishing an Audit & Risk Committee or Sub-Committee

There is no specific requirement for a local authority to have an Audit & Risk Committee. However, there are some expectations of good governance which strongly suggest that public entities should set up and operate an effective Audit & Risk Committee.

As noted above, an Audit & Risk Committee could be set up as a Committee of Council or as a Sub-Committee of the Finance & Corporate Committee.

The purpose of the Audit & Risk Committee would be to provide independent advice and observations to the Council and/or Chief Executive on the quality of:

- Risk management processes;
- Internal control mechanisms;
- Internal and external audit functions;
- Integrity of performance information;
- Governance framework and processes; and
- Policies and processes adopted to ensure compliance with legislation, policies, and procedures.

The Committee would operate within specific delegations provided by Council, and should not assume any management functions or make decisions that are the statutory responsibility of the Chief Executive or Council.

To be effective, most of the Audit & Risk Committee members would need to be independent of the management team to provide objective and impartial advice. They would also need to have relevant experience and expertise to bring valuable insights and perspectives to the areas of audit committee interest. Collectively the people on the Audit & Risk Committee need to have financial expertise, knowledge of governance, assurance and risk management best practice; and a good knowledge of the local government sector. They should be independently minded; have business acumen; and be prepared to have candid discussions at all levels within the organisation regarding the activities and areas of

responsibility of the Audit & Risk Committee. It is envisaged that at least some of the members of the Audit & Risk Committee would be external to QLDC. However, it is essential that Councillors are involved in the risk and audit process and understand these issues as they affect the business of Council.

There are four main benefits from operating an Audit & Risk Committee:

- *Increased scrutiny on aspects of a public entity's governance, risk management, assurance, and financial management practices;*
- *Increased focus on accountability.* Audit & Risk Committees can improve accountability throughout the organisation as they require the management team to report on aspects of organisational activities and to be prepared to provide the rationale for their actions in an open and transparent environment;
- *Fresh perspectives.* An Audit & Risk Committee can provide a fresh perspective at an organisational-wide level, drawing attention to possible threats, opportunities and emerging issues that the organisation might otherwise miss;
- *Range of experience and expertise.* Audit & Risk Committee members provide the organisation with a helpful range of experience and expertise. Providing free and frank advice and challenging practices and processes, including probity and assurance, in particular of contract processes.

3.4 Internal Communications

F 3

As with any organisation, effective internal communication channels are an important component in ensuring that the organisation can effectively meet its strategic objectives. Staff have noted that in the past, internal communications both vertically and horizontally within the organisation have not always been as effective as they could be. This appears to be partly due to the organisational structure not being conducive to effective horizontal communication, and partly due to the challenges of QLDC's physical accommodation which has meant that staff in the organisation are spread across multiple sites. This has consequently encouraged a more siloed approach to activities.

R 3

In order to address this issue, it is proposed that as well as implementing the changes to the organisational structure recommended in this report, QLDC:

- Continue its work to explore options for accommodating as many Queenstown-based staff as possible in one building. As an interim measure, it will be necessary to look at the current physical location of various Council functions and possibly relocate resources within the current stock of accommodation to better align related functions, for example it would be advantageous to have all customer-facing activities (customer services, libraries, regulatory and consenting) in one location so as to provide a seamless front-facing service to customers;

- Continue developing the internal communications strategy of the organisation, ensuring that the common goals of QLDC are regularly communicated, along with the contribution of each team to their achievement; and
- Strive to develop an internal culture of performance and public service. This is particularly important as QLDC focuses on integrating its activities.

3.5 Customer Service Ethos

QLDC is there to serve its community and therefore a customer service ethos must be central to all its activities. It is important to recognise that customer service does not stop at the front-line - a QLDC-wide culture of customer service needs to be fostered amongst all staff.

F 4

Within QLDC there are many areas where client service is seen as paramount, and the front-line customer services team appears to enjoy a positive relationship with QLDC's many stakeholders. There are other areas however, where (based on Review Team observations and external stakeholder comments) customer service does not always appear to be seen as important.

Often organisations, or individuals in them, think of customer service as the responsibility of one or more functions (e.g. the customer services team). However, many other functions can improve or hinder the work of the customer service operation and the experience of the customer.

R 4

It is fundamental that QLDC should be viewed as a customer-service-focused organisation and therefore, in order to achieve this, it is recommended that this expectation is more explicitly documented in the position descriptions of all QLDC staff, and the Council's key strategic documents.

3.6 Transition of CCO activities

With the transition in-house of the activities of Lakes Environmental Limited and Lakes Leisure Limited, a robust transition plan is required which will address the activities that will need to be undertaken to integrate these activities and ultimately disestablish these companies.

IT application integration will be a significant component of these transition activities, as multiple systems are merged. It is likely that this transition will need to be staged, which may mean that multiple applications will need to be run concurrently for a period of time, for example, multiple project costing applications. QLDC will need to ensure that it has sufficient resource for the short to medium term to manage and implement this transition.

We note that work is already underway to develop this transition plan and a team established to drive these activities. We also note that QLDC has recently appointed a transition manager who will oversee these activities. We endorse this approach.

4. Recommendations – Governance

4.1 Introduction

The activities included in the Governance function include:

- Supporting Councillors by providing an effective secretariat function for Council, its Committees and the Wanaka Community Board. This includes:
 - preparation of all agendas for meetings and ensuring that reports comply with Council policy;
 - Ensuring that the publication and supply of agendas complies with statutes and Council's Standing Orders and other policies;
 - Ensuring that all public notices for Council are advertised correctly; and
 - Ensuring that accurate minutes of the meetings are prepared;
- Ensuring that all public administration requirements of Council are met, and providing advice on matters relating to meeting procedure, Standing Orders, Local Government Act, Local Government Official Information and Meetings Act or other matters as required;
- Coordinating the public submission process for the Long Term Plan, Annual Plan and other matters required to be publicly consulted on;
- Coordinating public hearings e.g. liquor license hearings, dog hearings etc;
- Coordinating Civic activities e.g. Citizenship ceremonies, Civic receptions, visits by dignitaries to the district;
- Acting as the District's Electoral Officer;
- Maintaining the Delegations register;
- Coordinating Official Information requests;
- Maintaining the Council seal register;
- Keeping records of Council business; and
- Providing administrative support to Councillors as required.

The Governance functions are currently resourced as follows:

- 0.75 FTE Governance Team Leader reporting to the General Manager Corporate & Regulatory who provides secretariat services for the Community Services Committee, Finance & Corporate Committee and Property Sub-committee; maintains the delegations register and seal register for Council; coordinates public consultation processes; coordinates citizenship ceremonies;
- 1 FTE PA to Mayor/Chief Executive who undertakes all governance activities in relation to Council meetings, coordinates Civic activities and acts as the District's Electoral Officer;
- 1 FTE Wanaka Service Centre Manager, reporting to the General Manager, Regulatory & Corporate who provides secretariat support for the Wanaka Community Board;
- Support resource in both the Planning & Policy and Infrastructure Divisions who provide secretariat services for the Strategy and Infrastructure Services Committees.

4.2 Recommendations

4.2.1 Delegations

QLDC's delegations are outlined in its Delegations Register which sets out the Council's policy for making delegations, as well as its specific delegations in relation to governance, exercise of statutory powers and responsibilities, financial, management of operations, contractor delegations and Warrants issued.

The primary purpose of the Delegations Policy of the Council is to create efficient and effective decision-making within the Council environment, consistent with the general principles of local government established in section 14 of the Local Government Act 2002 and the governance provisions set out in section 39 of the Act.

The philosophy of Council in relation to delegations is outlined in the Delegations Register and states that *"Council believes that it is good management practice to encourage delegation of decision making to the lowest competent level. This will best utilise the Council's human resources (elected members, officers and service delivery contractors), minimise the cost of material, technical and financial resources, and promote the development of effective people."*

The Delegations Policy goes on to confirm that *"it is the role of the Council to lead and guide the good management of the district by determining primary goals and objectives, by setting strategies and policies for their achievement, and by encouraging their achievement through the considered use of committee and the appointment of skilled officers."*

It is reinforced in the Council's Code of Conduct which states:

*While the Council (the corporate body made up of all the elected members) is ultimately accountable, **its function is not to make detailed decisions on operational matters. The Council, committee structures and members day to day dealings with the Chief Executive Officer should recognise the statutory responsibilities of the Chief Executive Officer for the effective management of the Council.***

The responsibilities of the Chief Executive are set out in Section 42 of the Local Government Act as:

- Implementing the decisions of the Council;
- Providing advice to members of the Council;
- Ensuring that all responsibilities, duties and powers delegated to him or others are properly performed or exercised;
- Ensuring the effective and efficient management of the activities of the Council;
- Maintaining systems to enable effective planning and accurate reporting of the financial and service performance of the Council;
- Providing leadership for the staff; and

- Employing staff on behalf of the Council and negotiating their terms of employment.

In conjunction with this, Section 2.2 of the Delegations Register states that the delegations to the Chief Executive include:

- all powers duties and responsibilities other than the powers to adopt plans, strategies, policies or bylaws and the powers delegated to specific positions contained in the legislation and any associated regulations;
- all powers and functions that are of an enforcement, inspection, licensing and administrative nature contained in bylaws adopted by Council;
- The power to grant warrants to officers of Council under any of the legislation that provides for Warrants to be issued to officers.

In summary, the role of the Chief Executive (or other Council officers and service delivery contractors delegated to) is to implement and administer Council policies, contribute substantially to their formulation, to provide and manage the infrastructure of the district, and to manage the day to day activities of the Council.

Council has appointed a number of Standing Committees to assist it in its role. The Standing Committees include:

- *Strategy Committee* which has accountability for growth management planning, district plan effectiveness, making recommendations to Council on Plan changes; community plans; developing strategies to enhance community well-being (Social, Cultural, Economic and Environmental);
- *Infrastructure Services Committee* which has accountability for capital and maintenance programmes and projects to deliver effective water and road networks, solid waste, transport planning and public transport. It also has accountability for the preparation of strategic and activity management plans for each asset category set out above and monitoring the effectiveness of these plans;
- *Community Services Committee* which has accountability for the development and presentation of parks and reserves, recreation and leisure planning, development and maintenance of services that contribute to community, social well-being; and ownership of community social assets; and
- *Finance and Corporate Committee* which has accountability for financial plans and reports, CCO performance, monitoring corporate activity and investment property.

In addition, the Council has granted delegations to the Wanaka Community Board in return for the Board and the Wanaka Ward, taking financial responsibility for several functional areas (i.e. those relating to water, sewerage, roading, tourism promotion and parking.)

Several Sub-committees have also been formed:

- *Property Sub-Committee* is responsible for giving effect to the terms and conditions of any property transaction approved by Council; granting consents if the Council is an affected party under a resource consent; renewal of leases and licenses to occupy for Council property; granting of temporary road closures; and
- *Wanaka Airport Management Subcommittee* is responsible for overseeing the Council's investment in the Wanaka airport.

The Delegations Register states that each standing committee is expected to:

- Observe and pursue the goals, objectives and strategies in any strategic plan adopted from time to time by the full Council;
- Support the responsibilities of the Strategy Committee to develop strategy and policies;
- Maintain regular communications with other Committees and the full Council to ensure the widest possible good is achieved for the Community;
- Develop a work plan, set policy, and monitor performance for the functions under its jurisdiction;
- Within the financial parameters of the annual plan, approve expenditure that exceeds the delegated authority of officers;
- Prepare proposals for the Council's Long Term Plan and Annual Plan each year;
- Maintain regular consultation and communication with the community and agencies affecting activities of the committee;
- Monitor and respond to changes in legislation governing their jurisdiction; ensure that the delegations made to the Wanaka Community Board, Chief Executive, staff and agents are optimised;
- Support the council staff in the achievement of programmes and projects contained in the Long Term Plan.

F 5

A review of the matters considered by Standing Committees over the past year indicates that at times there has been a blurring of responsibilities between those which it is envisaged that the Standing Committees should have under the Delegations Register, and those responsibilities that would more appropriately lie with the Chief Executive and management.

Examples of this include:

- Resolutions being sought from Standing Committees for approval to tender or retender contracts where the total contract value falls below the delegation threshold that applies to the Chief Executive and other officers of Council;
- Approval being sought from a Standing Committee for reassignment of a contract to a new owner when, again the contract amount was below the delegation threshold for the Chief Executive;

- Approval sought for the removal of trees that met the criteria under the Council's approved tree policy. This delegation already lay with the Parks Manager; and
- Approval sought to remove Give Way signs resulting from the change to the Give Way rules. This delegation already lay with the General Manager, Infrastructure Services.

It should be noted that there is no evidence to suggest that the Standing Committees have actively sought to involve themselves in matters which would more appropriately lie with management. However, blurring of management and governance accountabilities has occurred, and it appears that this is due to:

- An overlap in the Delegations Register between financial delegations given to Standing Committees in relation to entering into contracts on the Council's behalf and delegations given to the Chief Executive and other officers for entering into the same; and
- Insufficient "vetting" of agenda items by General Managers/Chief Executive before they are put on the agendas for sub-committees to ensure that only those items that need to go to the Standing Committees are put on the agenda.

Recommendation

R 5.1

It is recommended that the Delegations Register is reviewed to ensure that it remains appropriate to the operations of the Council. In particular, where there are areas of overlap in delegations, for example entering into contracts, the Register should be revised to reinforce the Council's delegation policy that decisions should be delegated to the lowest competent level.

R 5.2

It is also recommended that a more rigorous process is put in place around the review of agenda items. All agenda items that originate from Council officers should be "signed-off" at an appropriate level within the organisation i.e. by the Chief Executive or General Manager who should ensure that the agenda item is appropriate to be considered by the Standing Committee and the supporting agenda papers meet the Council's quality standards.

R 5.3

It is recommended that in future, the General Manager, Legal & Regulatory should be the "owner" of the delegations register and have responsibility for its updating and the issuing of Warrants in accordance with statutory delegations. It is also recommended that responsibility for the Council seal register is also assigned to the General Manager, Legal & Regulatory.

4.2.2 Quality and Quantum of Council and Committee papers

F 6

A large volume of papers are considered by the Council and Committees at every meeting that is held. The quality of the content of these papers appears to vary significantly and a high proportion of the agenda items and papers are for noting only.

Below is an analysis of the Council and Committee papers for the 8-month period July 2012 – 11 March 2013:

Meetings 1 July 12 – 11 March 13	Number of Meetings	Total Agenda items	Agenda items for noting only	Total Pages in the Agendas
Council	9	87	8	1,509
Strategy	5	36	18	638
Finance & Corporate	3	29	28	401
Infrastructure	5	46	26	427
Community Services	5	27	6	350
Wanaka Community Board	5	41	26	235
Property Subcommittee	13	96	-	795
Total	45	362	112	4,355

Recommendation

A significant amount of Councillor time and staff time and effort has been involved in the preparation and consideration of the over 4,000 pages of reports that have been put forward to Council and Committee meetings over the last 8 months. Of these items, over 30% are simply for noting.

R 6.1

As noted above, consideration should be given to whether this volume of reporting is actually required to be referred to the Council and Committees, or whether operational matters could be appropriately dealt with by the Chief Executive and management. Moreover, reducing the volume of “noting” reports would free up a considerable volume of staff resources, while improving the quality of monthly reports to Council would ensure that they nonetheless remained appropriately informed of key issues affecting Council operations.

R 6.2

In addition, it is recommended that all reports should be signed off by a General Manager or Chief Executive before being submitted to Council/Committee to ensure the appropriateness of the matter for Council/Committee consideration and consistency in the quality of reporting.

R 6.3

Consideration should also be given to developing a forward-looking programme for Council and Committees, which would outline for the next 3-12 months the decisions they will need to make and therefore the papers required to assist in this decision-making. This will assist in focusing the content of Council and Committee reporting.

4.2.3 Secretariat Support for Council and Committees

Currently, secretariat support for Council and its Committees is provided from throughout the organisation:

- PA to the Mayor/Chief Executive provides support for Council Meetings;
- Governance Team Leader provides support for the Community Services and Finance & Corporate Committees and Property Sub-Committee;
- Wanaka Service Centre Manager provides support for the Wanaka Community Board;
- District Plan Administrator provides support to the Strategy Committee; and
- Infrastructure Support Team Leader provides support to the Infrastructure Services Committee.

F 7

Having secretariat support provided for Council and Committees from throughout the Council does at times lead to inconsistencies in the approach and quality of minutes and papers.

Recommendation

R 7.1

It is recommended that all servicing of Council and its Committees is undertaken from the Governance team. It is proposed that a new role is created – Advisor, Governance, which will work with the Governance Team Leader in carrying out these functions.

R 7.2

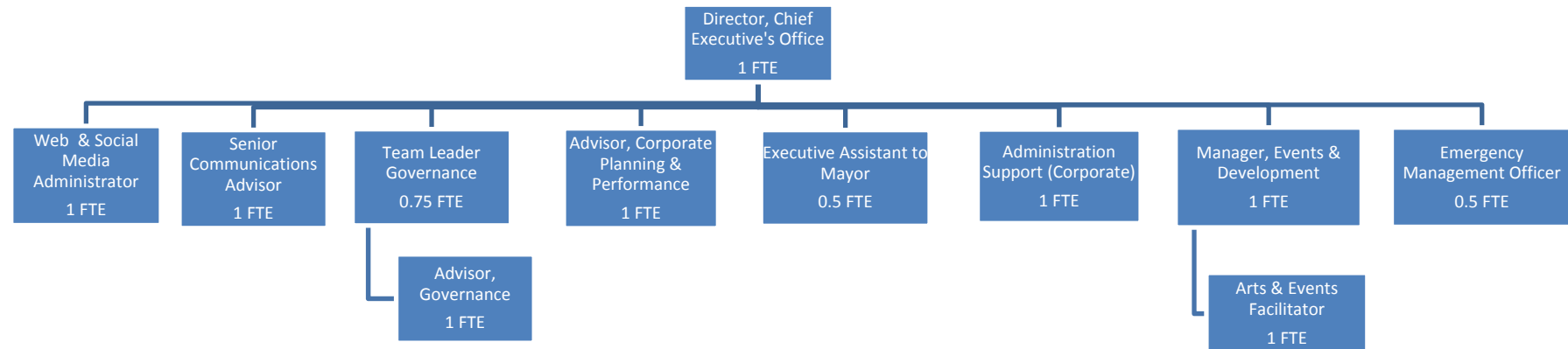
In addition, it is recommended that an additional part-time position is created – Executive Assistant to the Mayor – which is responsible for supporting the Mayor and Councillors in carrying out their duties. This assistance may include diary management for the Mayor, assisting the Mayor and Councillors with correspondence, and acting as a conduit between Council and QLDC teams.

4.3 Resourcing Implications of Recommendations

In summary, the resourcing implications of the above recommendations are as follows:

- Governance Team Leader role reports through to the Director, Chief Executive's Office;
- New role is created – Advisor, Governance (1 FTE) which assumes responsibility for providing secretariat services for Council and Committee meetings, as well as other governance activities;
- New part-time role is created - Executive Assistant to the Mayor (0.5 FTE) – which assumes responsibility for supporting the Mayor and Councillors in carrying out their duties. This role would be managed by the Director, Chief Executive's Office;
- Secretariat functions for Wanaka Community Board, Infrastructure Services Committee and Strategy Committee are transferred from the Policy & Planning and Infrastructure Services Divisions to the Governance team within the Chief Executive's Office;
- Responsibility for maintaining the Delegations Register and Council Seal Register are transferred from the Governance Team Leader to the Legal & Regulatory team.

The organisational structure of the Governance team is as follows:



5. Recommendations – Planning & Building

5.1 Overview of Activities

The Planning and Building Control activities of Council are currently carried out by teams within QLDC and its council-controlled organisation, Lakes Environmental Limited.

The Policy and Planning team within QLDC has primary responsibility for working with Council to develop and give effect to the District Plan. This District Plan activity includes work on the development, adoption, ongoing changes to, and monitoring of the District Plan. This activity also develops wider strategy for the Council including town centre strategies, a heritage strategy and an urban design strategy.

Council is also responsible for the administration of all aspects of the resource consenting process including receiving, assessing, considering, issuing and monitoring of consents activity within the district. The Council has contracted its CCO, Lakes Environmental Limited to undertake resource consenting on its behalf.

The Council also has responsibility for providing the necessary controls relating to building work and use of buildings. This activity primarily relates to the administration of the Building Act and Regulations and involves receiving, considering, and issuing building consents; carrying out inspections on building work; and certifying buildings on completion. Other activities include issuing Project Information Memoranda, Land Information Memoranda, Compliance Schedules and Building Warrants of Fitness. The Council has contracted its CCO, Lakes Environmental Limited to undertake building control activities on its behalf.

The provision of planning and building activities represents a significant portion of QLDC's activities. Staff resource involved in the provision of planning and building services is approximately 20% of the total staff resource (actual FTE's as at 28 February 2013) of QLDC, Lakes Environmental Limited and Lakes Leisure Limited.

5.2 Policy & Planning

5.2.1 Overview of Activities

The Policy and Planning Division within QLDC is currently involved in managing and implementing the review of the Queenstown Lakes District Plan and the management and processing of privately initiated plan changes promulgated under the Resource Management Act 1991. The Policy and Planning Division also conducts periodic monitoring of the effectiveness of the District Plan. It also fulfils a number of other functions, including the provision of advice to Council appointed Trusts (such as the Affordable Housing Trust and the Wakatipu Heritage Trust); to undertake strategic growth management, including assisting with formulating growth projections; and the preparation and implementation of

other community and strategic plans, generally as assigned by the Council's Strategy Committee.

The Division also includes a half-time urban designer who has a role in managing and advising the Council's Urban Design Panel, in providing urban design input into Council's own developments and into resource consent applications processed by Lakes Environmental Limited as required. The remainder of the Planner-Urban Designer role is spent on policy matters.

The Policy and Planning Division has been the subject of recent attrition. Three Policy Analyst staff have recently left the Division.

The Policy and Planning Division has a flat structure, with all staff reporting direct to the General Manager – Policy and Planning. The current organisational structure of the Policy & Planning Division is set out in Appendix 1.

At the time of the Review, two staff were seconded to QLDC² from Lakes Environmental Limited in order to assist with the District Plan review.

5.2.2 Recommendations

(a) District Plan Review Process

The current operative Queenstown Lakes District Plan was first promulgated in the early part of the 1990's. The Council started making parts of the Plan operative in 2003. The Plan became fully operative in 2009. The process inherent in its finalisation was highly litigious and spanned a considerable period. The Council's exposure to costs associated with this litigation was protracted and significant.

Since 2008, the District Plan has been subject to numerous private and Council-initiated plan changes. These plan changes have ranged from extensive and comprehensive proposals which provide for further urban growth opportunities in Queenstown and Wanaka in particular, to smaller plan changes intended to iron out deficiencies in the existing District Plan or improve its workability. Certainly many of the larger scale plan change proposals have been complex and have been subject to considerable public input and ultimately in a number of cases, litigation before the Environment Court and the High Court. As a result, the current operative District Plan comprises an assembly of zoning provisions, some of which date back to the origins of the first notified District Plan, whilst others are much more recent, having been promulgated via the aforementioned plan change processes. A number of plan change processes remain "live".

² One staff member on a part time basis.

The Policy and Planning Division is currently undertaking a comprehensive review of all of the sections included in the current District Plan. The current intent is to notify what effectively appears to be a complete proposed District Plan in October 2013.

It is not clear whether the Council is embarking upon a full review of all sections of the District Plan in terms of section 79(4) of the Resource Management Act 1991 (RMA), or whether it is proposing to commence a review only of those parts of the Plan that are near to their tenth year of operative life, thus necessitating the commencement of a review in terms of section 79(1) of the RMA. On its face, it appears as if the former option is being pursued.

Nor is it clear that the Council itself has a full appreciation of the costs associated with the District Plan review process. Instead, it appears that the Council has adopted an approach whereby an annual budget is allocated to the Policy & Planning Division and the District Plan review process is accommodated within that budget alongside the range of other functions the Division undertakes.

The current District Plan review process was initiated in 2010. Some elements of the District Plan review are contracted out to consultants. This occurs when there is a lack of capacity or there is a need for specialist capability to be applied to a given assignment.

F 8.1

The review process currently being undertaken has a planned notification target date of October 2013. Given the considerable legal risk that pertains to District Plan review processes in general within the District, it is suggested that the breadth of the approach should be reassessed.

In terms of section 79(1) of the RMA the Council is only required to *commence* a review of Plan provisions that have not been subject to a review during the previous ten years. If a section 79(1) course is taken it is possible to exclude certain parts of the existing Operative District Plan from the review process. It is therefore recommended that a priority based process is adopted whereby those provisions of the Operative District Plan that are in need of a mandatory review under section 79(1) are identified and a review *commenced* in October 2013. In addition any other provisions that would benefit from amendment as part of a review should be identified (i.e. those provisions that need to be simplified and those that should be reviewed to address known problems). The review of other chapters of the Operative Plan should be deferred and subsequently reviewed according to demonstrable need, which includes the ten year trigger included in section 79(1).

This will have the effect of smoothing the workload of the Division. It will also likely reduce the Council's legal exposure at any given time. Such an approach will also mean that priority areas can be rectified without being held up by the overall complexity associated with a fulsome District Plan review. Moreover, a number of the zones that

have only recently been made operative within the District Plan via private plan change processes can be left alone.

F 8.2

As a corollary, it is apparent that there is a lack of transparency as to the current cost of the District Plan review process. Staff are not required to assign time to a particular task associated with the District Plan review, nor do they keep detailed timesheets. The Council's understanding of the cost associated with the District Plan review process appears to be very low or non-existent. No benefit-cost analysis appears to have been undertaken for the purposes of informing the Council with respect to the "single package" review process.

Recommendation**R 8.1**

Review the current "single package" delivery model being applied to the District Plan review with a mind toward adopting a prioritised approach accordant with the requirements of section 79(1) of the RMA.

R 8.2

Ensure that this process is properly costed and budgeted for. We recommend that greater discipline is applied to staff and consultant resourcing in accordance with pre-set budgets.

It is suggested that a zero based budgeting approach is adopted to the District Plan review with scrutiny applied to priority setting and delivery of the review according to this established priority. Project plans need to be formulated that show priorities and a firm timetable for the preparation and notification of the various required elements of the review. Delivery of the elements of the review should be based on pre-assigned quarterly targets. Associated staff performance measures should be implemented to match.

(b) District Plan Streamlining**F 9**

In conducting the District Plan review there is a clear opportunity to simplify the District Plan in such a way as to remove a number of regulatory layers that impose requirements for resource consent for little apparent gain (e.g. Landuse required for dwellings on an already approved building platform; landuse consent requirements for sites within special zones where the environmental effects of residential development have been addressed at the time of rezoning; earthworks provisions as they relate to the construction of residential dwellings in zones otherwise approved for residential development).

Simplifying the District Plan in this way will ultimately have a bearing on the number of resource consents processed by the Council and will have an easing effect on the costs imposed on anyone who undertakes development within the District.

Advice received from both Lakes Environmental Limited planners and planners within the Policy and Planning Division indicates that there is a reasonable understanding of which areas of the Plan add an unwarranted regulatory burden to the community and which could be readily rectified via undertaking changes to the existing Plan provisions.

Recommendation

R 9

In association with the first recommendation above, establish a set of priorities for reviewing other areas of the District Plan to assist in streamlining the consenting process in areas where unnecessary complexity and regulation currently exist.

(c) Procurement of External Services

With respect to privately initiated plan changes, the current approach is to fully cost-recover processing costs. This should remain the case.

Any peaks in workload created by the inevitable receipt of privately initiated plan changes that cannot be met via the use of in-house resources will need to be managed by the commissioning of additional capacity and/or capability through the use of external consultants.

F 10

It is evident from feedback received that when this currently occurs there is a high degree of “shadowing” of the consultant with internal resources. Procurement processes employed sometimes means that even small parcels of work (e.g. a \$20,000 assignment) are often competitively tendered.

Recommendation

R 10

Procurement processes need to be reviewed such that when external consultants are employed to assist in processing and reporting on privately initiated plan changes or to contribute to the District Plan review process, that this “shadowing” is reduced and unnecessary internal resources are not committed to the day to day “management” of the consultant.

Procurement processes consistently applied, should relate to meaningful packages of work such that companies tendering for the work see appropriate risk and reward, and are clear about required deliverables, key milestones and budget obligations.

Consultant reporting functions need to ensure that internal resources need only be dedicated to ensuring that consultant performance is tracking appropriately against the prescribed performance requirements. It is important that where there is a need for input from the Policy and Planning Division as the “possessor” of the Council view, that this is appropriately channelled and understood by all participants.

Consideration should also be given to the establishment of a panel of consultants for reasonably-sized pieces of work.

(d) **Other functions performed by the Policy and Planning Division**

As indicated above, the Policy and Planning Division also provides services to a number of Council-initiated Trusts and becomes involved in a number of strategic planning exercises as directed (generally) by the Strategy Committee. The Division is also called upon from time to time to address public enquiries. It is apparent that a number of these public enquiries stem from a lack of a Council-based presence of planners involved in the process of resource consents. The transfer of the activities of Lakes Environmental Limited into QLDC should largely remedy this issue.

Urban design services are also provided by the Policy and Planning Division as described above.

F 11

It is apparent that tasks associated with the above functions (services to Trusts, public enquiries and urban design services) can divert resources away from the District Plan review process and, according to staff consulted, some of the obligations arising from servicing the various Council-initiated Trusts can be a considerable consumer of staff time.

Recommendation

R 11

It is recommended that support for the Council-initiated Trusts is transferred to the Chief Executive's Office as discussed in section 10.3 below.

The manager of the Division should undertake an assessment of the remaining activities carried out by the Policy and Planning Division with respect to these other functions and determine their respective priorities. This will need to be done in consultation with the Chairperson of the Strategy Committee. It may be that it is necessary to specifically assign staff resources to these functions within the Policy and Planning Division. It is preferable that the person or persons assigned to these function are set apart from the District Plan review team so that focus on the respective tasks is maintained. This is particularly important in the light of the recommendations that relate to the District Plan are concerned.

(e) **Staffing Levels**

F 12

As indicated earlier, there has been recent attrition in the Policy and Planning Division. If the recommendation to adopt a section 79(1) approach to the District Plan review is adopted, the Division is likely to have a significantly reduced "up-front" workload and could smooth its obligations according to manageable longer term priorities.

Peaks or capability gaps in this workload can be filled by external consultants, or secondment from the consenting team. Such secondments would be easier to manage if the planning teams are "housed" under one roof as part of the Council organisation. The need for consultant input would need to be identified at the time a particular Plan review section was budgeted for.

Recommendation

R 12.1

We recommend reducing Senior Policy Analyst/Strategic Planner staff levels in the Policy and Planning Division from 6.2 FTEs to 3 FTEs. Given that two Senior Policy Analyst/Strategic Planner roles are currently vacant; this would represent a reduction of 1.2 FTEs. In addition, it is recommended that the currently vacant Policy Analyst role (1 FTE) is disestablished.

It is also recommended that the role title of the Senior Policy Analysts/Strategic Planners is changed to Senior Planner (Policy) to better reflect the work that they undertake.

R 12.2

In addition, it is recommended the current staff within the Policy and Planning team report directly to the new role of General Manager, Planning & Development. The current General Manager Policy and Planning role would be disestablished.

R 12.3

It is also recommended that the Planner-Urban Designer role (which is 0.5 FTE Urban Designer and 0.5 FTE Policy Analyst) is disestablished and specialist urban design resource is contracted in when required.

5.3 Resource Management

5.3.1 Overview of Activities

The Lakes Environmental Limited Resource Management Services Division is currently involved in the processing of all resource consent applications filed in the District under the requirements of the Resource Management Act 1991. In the year ended June 2012, the Division processed 778 resource consent applications. These applications comprised a mix of landuse consents and subdivision consents triggered by rules in the Queenstown Lakes District Plan. This work is conducted on the basis that resource consent applicants are required to meet 100% of the processing costs incurred. It is understood that some pre-application meeting time and application vetting time is not on-charged to applicants.

The Division is also charged with attending to public enquiries with respect to the Queenstown Lakes District Plan. The Council allocates a specific budget to this function.

At the time of the Review, two staff were seconded to QLDC³ in order to assist with the District Plan review.

The Division is currently headed by a Manager, Resource Management Services, who directly reports to the CEO of Lakes Environmental Limited. The current organisational structure in terms of resource management is set out in Appendix 1.

³ One staff member on a part time basis.

A team of three resource management planners is based in Wanaka. This team is overseen by a team leader, who is based in Queenstown and makes regular visits to the Wanaka office.

The Resource Management Services Division also includes an engineering function, which is primarily directed at providing engineering input into subdivision and landuse consent applications. This part of the organisation is headed by a Principal Engineer and includes a Subdivision Inspector, engineering staff and support services.

The Resource Management Division also includes a landscape architecture team. This is headed by a Principal Landscape Architect, and currently includes two other staff members (one of which is on a half-time basis, with the other half-time undertaking activities as a Planner). This team provides input into subdivision and landuse consent applications. It is understood that additional resourcing is obtained from external consultants from time to time.

A support team also provides overriding support to the Division and facilitates the work of Commissioners engaged to hear notified and non-notified resource consent applications.

Planning staff are also required to monitor conditions on resource consents issued. This can lead to a need for follow-up or enforcement action as required.

Processing of resource consents involves receipt, review and the rejection or acceptance (as appropriate) and processing of resource consent applications. This process also involves providing advice and guidance to applicants through the consenting process. Staff prepare reports and recommendations on notification determinations and resource consent decisions for independent Commissioners. All Commissioners called upon to deal with notified and non-notified applications have delegated authority from the Council. Staff are also charged with managing files and records associated with resource consent applications as appropriate.

Support staff manage the scheduling and administration of hearings, allocation of Commissioners to hearings and the receipt and issue of decisions from Commissioners. These support staff also handle notification of applications for resource consents.

The technical team associated with the subdivision process also handles the issuance of section 223 and 224(c) (RMA) certificates, assesses and prepares development contribution notices and coordinates the signing and sealing requirements of other documents associated with the subdivision process, which generally require a signature of the CE of QLDC. An external resource (Ross Overington Surveyor) currently provides quality assurance services in relation to the signing and sealing of subdivision processes.

Administrative staff also provide agenda services to the Council's Property Sub-Committee. This Sub-Committee deals with a broad range of matters involving Council property, and in

particular, attends to applicant requests for affected party approvals, occupation of Council property including roads and reserves, and such like.

5.3.2 Recommendations

(a) Interrelationship between Planning Policy and Service Delivery Activities

F 13.1

External stakeholders and most staff spoken to as part of the Organisational Review expressed a need for there to be closer alignment between the Policy and Planning Division within QLDC and the Resource Management Services Division in Lakes Environmental Limited.

A strong preference was expressed by these external stakeholders for the Council taking the resource management function back “in-house”. Many expressed strong views about the performance of the Resource Management Division and concerns about the management structure (this is dealt with in the next section of the report). All external stakeholders expressed strong concern about the customer disorientation caused by having the resource management function set apart from the Council in the manner that it currently is.

Both staff and external stakeholders identified a number of difficulties with the ability of the Resource Management Services Division to interact with other Council departments, including Transportation, Engineering and Reserves.

F 13.2

Feedback received from Lakes Environmental Limited staff and Policy and Planning staff, as well as external stakeholders, confirmed that the relationship between the Lakes Environmental Limited Resource Management Services Division and Council Policy and Planning Division was “strained”. In our view, this is a significant difficulty.

It is important that a workable relationship exists between those processing resource consent applications on a day to day basis and those formulating resource management policy. Regular and ready feedback needs to occur in both directions so that objectives, policies and rules within the District Plan are adapted in the light of feedback received from those processing resource consent applications. Moreover, it is important that there is a clear understanding held by those processing resource consent applications as to how the various District Plan provisions are intended to apply. The current strained relationship in this regard does not assist this process.

External concern was also expressed about the fact that those filling upper management positions in Lakes Environmental Limited do not have a background in resource management planning, which tended to work against the effective resolution of issues when problems arose.

There are excellent opportunities available for improving the customer experience and the ability of those dealing with the Council’s regulatory functions under the Resource

Management Act to enjoy a closer interactive relationship with other Council departments, including in particular, the Policy and Planning Division (and vice versa).

Recommendation

R 13

It is recommended that the resource management functions currently conducted by Lakes Environmental Limited on behalf of the Council be assimilated back into the Council structure.

This organisational structure is based upon the appointment of a General Manager, Planning & Development who reports directly to the Chief Executive of the Council and would be a member of the senior management team. The regulatory functions to be fulfilled in terms of the Resource Management Act and the Policy and Planning Division would both fall under the management of this General Manager, Planning & Development.

Each team would remain separate and dedicated to their respective tasks. Opportunities for staff sharing across the two teams would be available in order to address peaks and troughs in the workload of the respective teams. In our assessment this structure would be better placed to deal with the performance parameters identified in the next section of this report.

(b) Performance and Organisational Structure

F 14

All external stakeholders spoken to expressed strong concern about the current performance of the Resource Management Services Division within Lakes Environmental Limited.

Of course, it is accepted that any organisation fulfilling a regulatory function will come in for criticism from time to time because of the interventionist nature of its business. However, the criticisms made by external stakeholders were consistent and were often made by entities doing similar business with other District and City Councils throughout New Zealand.

The issues raised include a description of the Lakes Environmental Limited resource management culture that is obstructive and excessively risk-averse in dealing with applicants. This has the effect of rendering many issues to significant ones in the eyes of the processing officers. Feedback suggested that staff lacked the appropriate judgement skills to determining which issues are truly significant and which are less so. This has resulted in many of the applicants consulted being required to provide extensive assessment and reporting to cover often a multiplicity of issues raised, which in many instances do not match up with the assessment criteria set out within the District Plan as being relevant for that particular resource consent application.

It was widely considered that there is an inappropriate approach to managing risk and that risk avoidance seemed to be paramount.

External stakeholder feedback pointed to a consistent lack of appropriate regard for the commercial ramifications of actions taken. Moreover, the role of advising disciplines such as engineering and landscape architecture was viewed by the majority of the external stakeholders consulted as being unduly dominant in the process, and often brought to bear on the processing of applications even if landscape issues, for example, were not significant in the case at hand.

External stakeholders consistently complained about the time taken to process resource consents and the costs incurred. This criticism emanated most where applications had been placed on hold, often for extended periods, whilst further assessments requested by processing officers were completed.

Evidence was also provided by external stakeholders about personal viewpoints held by processing officers clouding professional judgement with respect to the merits of a particular proposal. This too often resulted in the need for alterations to a proposal, a focus on detail that had little bearing on the ultimate outcome of a given application and in particular, the effects of the proposal and the need for additional reporting.

External stakeholders made extensive criticism of the Resource Management group for its lack of experience and planning specialisation at senior levels. Troubleshooting is generally conducted by managers without a planning background and therefore there is a general lack of experience to make sound judgement calls on technical matters which are appropriate to a given situation.

It is notable that in general terms, the key performance indicators for the team relate to a need to adhere to the achievement of the statutory time-frames that apply under the RMA. Indeed, feedback received from internal sources suggested there was a primary focus on staff productivity and processing all applications in accordance with the resource management statutory timeframes. For some staff interviewed, customer service seemed to comprise an afterthought. Moreover there is little in the way of clear public information available to guide applicants. Written guidance for applicants available at the public counter is out of date and confusing.

Evidence was produced by management and staff that suggested that for non-notified resource consent applications there was a consistent achievement of the statutory timeframes. However, this does not pay adequate regard to the fact that a high proportion of resource consent applications are not accepted as being complete at the outset and are returned to the applicant and/or once they have been received, they are stalled by extensive requests for further information (often more than once which is contrary to the requirements of the RMA). When compared on the national stage the “reject” rate in this regard is high. One example was given by an applicant of a commercial development located on a site within a commercial zone taking 22 months

to process from start to finish and incurring total costs (LE costs and required assessments and reportage) on the applicant of nearly \$200,000. This occurred despite the fact that the proposal was generally consistent with the zoning provisions and on its face, the application appeared to be a relatively straightforward one. Many other examples of excessive cost and delay were provided by external stakeholders.

The planners' processing of resource consents is undertaken in small working teams, headed by a team leader. These teams work collaboratively on these applications. The team leader is involved in vetting the application at the outset to determine if it can be accepted into the processing system and reviewing recommending reports with respect to notification issues and the ultimate merits of the application. Team members assess the applications, seek the input of various other internal experts as appropriate, and prepare notification and merits reports for the consideration of Council appointed Commissioners.

Staff turnover in this area has historically been high. This turnover has eased in recent times as the overall job market for planners has tightened. This has resulted in greater stability and more experience is able to be applied to the resource consent processing function than has been the case in some time.

Notwithstanding this, the average experience of each of the team leaders is about 8-10 years and the planners within each team (mostly) considerably less. When this is compared with comparable Councils elsewhere, the processing teams can be described as being relatively inexperienced overall.

A lack of planning experience at senior management levels, combined with this general inexperience at a processing level appear to combine to create a perfect storm, whereby risk management strategies are unduly cautious, external commercial imperatives applying to the consenting process are not properly recognised and there is insufficient ability to determine what issues are important in a given context and what is less so.

Other disciplines appear to have an unduly heavy influence on certain applications, even where the effects of the proposal do not warrant such a level of scrutiny by that particular expert. The inexperience within the planning team at a senior level means that these teams are improperly equipped to discern whether the inputs being provided are required or not.

When opportunities come about for processing planning staff to appear at Environment Court hearings it is evident that there is a general lack of an adequate professional peer support network to properly mentor these staff. Instead, reliance is placed upon Council's legal advisors to provide such mentoring. From a professional planning point of view, there is a lack of senior management capability to provide this mentoring function.

Staff understood that consultation with stakeholders during the Organisational Review was in-confidence, but have expressed some frustration in their submissions at not being able to address the specifics of feedback given. Staff have also noted the Lakes Environmental Limited customer survey which paints a more positive picture of customer satisfaction than the feedback received by the Review Team (albeit that it is no more scientific or representative than the consultation by the Review Team.)

Recommendation

R 14.1

Council has resolved to transfer the activities of Lakes Environmental Limited into Council. As a corollary it is recommended that a General Manager, Planning & Development position be created that oversees both the policy planning activities and the resource consenting activities. This position should be properly resourced in order to attract a highly experienced planning practitioner who has ready capability to operate at a senior management level in the overall Council structure.

The position requires someone who can manage the political and commercial considerations that are inevitably brought to bear on the resource management planning process, and who can provide clear and effective leadership and mentoring to planning professionals within the policy planning and resource consent processing teams.

R 14.2

The resource consent processing team should also be headed by a qualified planner and experienced manager. It is recommended that the resource consent processing team would have a relatively flat structure beneath the manager. The current approach to having team leaders head a team of three or four professionals seems to create an unnecessary division of tasks (for example vetting is separate from the actual processing), whereby consents being processed are handled in components which is not efficient. This is not to say that more experienced members of the team should not continue to contribute to mentoring more junior staff members. However, it is not considered that the Principal Planning, Team Leader Planning, nor Team Leader, Monitoring roles add significantly to the process and therefore it is proposed that these positions should be disestablished.

In terms of processing planning staff numbers (i.e. Planners) to be provided for within the resource consent processing team, this is difficult to determine at this stage. A simplified District Plan would reduce resource consent numbers. A more refined focus on what was essential to deal with for each application would reduce staff input required on a per consent application basis. However both of these changes will take time to implement. Plan changes to simplify and streamline parts of the District Plan need to proceed through the First Schedule RMA processes and adjustments to streamlining consent processing will require a change to procedures and management (and attitudes to managing risk) which will need to be led by the General Manager, Planning & Development. On the other hand, an upswing in economic activity more generally will likely give rise to an increase in consent numbers.

R 14.3

The number of processing Planners should be reduced to 11 FTEs in the interim, until such time as the General Manager, Planning & Development and Manager, Resource Consenting come to grips with necessary staff resources for the longer term. It is recommended that the 11 FTE planners should be made up of 2 FTE Senior Planners and 9 FTE Planners.

There are currently 3 FTE Planners based in Wanaka and 8 FTE Planners based in Queenstown. In addition, there are 3 FTE Team Leaders and 0.6 FTE Principal Planner. It is proposed to change this resourcing to 3 FTE based in Wanaka and 8 FTE based in Queenstown (including two Senior Planners) to better reflect the geographic dispersion of resource consent applications processed. With 3 FTE Planners based in Wanaka, there will need to be some flexibility as to how work moves between the Queenstown and Wanaka offices so as to ensure the most effective use of resources.

R 14.4

It is considered that the Engineering team currently located within the Resource Management Services Division would be better aligned with the engineering resource in the Infrastructure team and therefore it is recommended that this team reports through to the General Manager, Infrastructure & Assets, but is utilised by the resource consents team as required.

It is accepted that the District Plan requires a focus on landscape issues in many cases. However, those external stakeholders consulted considered that such issues were often given excessive weight in the assessment of applications and landscape input was sometimes required even in circumstances where landscape issues were not a specific matter for assessment in terms of the District Plan assessment criteria.

R 14.5

It is recommended that landscape architect resource is reduced to 1 FTE, with additional resource contracted in if and when required, and that the Council assemble an appropriate list of service providers who are on hand to provide input on an as required basis and subject to commercial competition imperatives. The need for such external input would be made on a case by case basis but triggered primarily by the District Plan assessment matters that apply to a given resource consent application.

R

Staff have noted the previous work of the Resource Management Working Group (which had not been raised with the Review Team previously) and recommend that this be re-established.

(c) Delegations and Decision Making – Resource Management

F 15

A determination as to whether a resource consent application should be notified or not is currently made by a Council appointed Commissioner. Where an application is not to be publically notified, a decision on the ultimate merits of that application is currently made by that same Council appointed Commissioner.

Both internal and external stakeholder feedback suggested that inefficiency and risk is created by the current method of making decisions, particularly on applications that proceed without public notification.

There is no ability for an applicant to interact with the Commissioner. The ability for planning processing staff to interact with the Commissioner is generally constrained until the end of the process when reports are submitted to the Commissioner for consideration. At this phase, there can be instances where consents are not issued because of problems with the reporting or because the Commissioner has a different view about issues around notification or the extent to which effects have been properly assessed by the applicant and subsequently by processing officers. This can cause an “eleventh hour” stop to the process causing considerable applicant angst and a failure to adhere to the statutory timeframes that apply to the processing of resource consent applications.

Whilst it is accepted that the independence of a Commissioner making such determinations is imperative for preservation, having this decision making occur in a vacuum is somewhat irregular compared with other councils. Moreover, the inability of officers and applicants to have any feedback from the Commissioner throughout the process can create last minute setbacks.

Recommendation

R 15

That delegations, as they relate to notification decisions and merits decisions on non-notified applications, are reviewed. Most councils have such delegations held by senior officers. If such officers are operating within the council fold, then we see no difficulty in having such a delegations conferred to them.

(d) Notified Consent Hearings

For notified resource consent applications, Council appointed Commissioners are also utilised for determining the merits of the application. This generally involves the appointment of an independent Commissioner and a Councillor to hear the various notified resource consent applications according to the hearing protocols set out within the RMA.

F 16

It is evident that Commissioners for notified consent hearings are largely selected on rotation, subject to availability and there being no conflicts of interest.

Recommendation

R 16

Some consideration should be given to selecting Commissioners based on specialisation and experience, rather than on rotation, particularly for larger, more complex hearings. Most other councils, the Environmental Protection Authority and the Environment Court have all adopted this approach in order to improve the quality of decisions.

(e) Property Sub-Committee

The Property Sub-Committee is delegated to deal with a broad range of “Council as property owner” issues including for example where an applicant for resource consent requires Council affected party approval or to deal with applicants who in some way require approval to occupy Council property or road. The Sub-Committee meets fortnightly.

Some matters are minor. Recent examples include:

- License to Occupy (LTO) application to locate a car park within Recreation reserve;
- LTO application to locate builders sheds on road reserve for a limited period;
- LTO application to place a rubbish skip on the footpath;
- LTO application for an existing irrigation pipe crossing a Road;
- LTO for variation to existing LTO for small retaining wall in the road reserve;
- LTO application for use of a loading zone and for scaffolding attached to a building for 8-12 weeks.

Some recent examples of LTOs and Affected Party Approvals (APA) that are more ‘major’:

- Affected party approval (APA) application for new jetty partly occupying reserve;
- LTO for private water pipeline in the road reserve;
- APA application for gravel extraction and stock piling gravel within a paper road reserve;
- APA application for a commercial building in the setback of road reserve and against the boundary of a reserve;
- APA application for pivot irrigators crossing a paper road.

F 17

Because matters at issue need to be reported and placed on an agenda for the Property Sub-Committee this can lead to delays. External stakeholder feedback expressed frustration about these delays particularly for minor matters.

Recommendation

R 17

Consistent with the recommendations earlier in this report, there is a need to devolve such matters in a manner consistent with the Council’s delegation policy, and to establish property management capability and provide senior staff with delegated authority to deal with routine minor matters to avoid the delays incurred by reporting such matters to a Sub-Committee.

(f) Certification of Documentation Associated with the Subdivision Process

Finalisation of the subdivision consent process requires Council certification of various documents such as right of way easement resolutions, certification of completion certificates and the like.

F 18

It is apparent that at the moment only the Chief Executive has delegated authority to certify right of way easement resolutions, certification of completion certificates etc. This can lead to delay which can thwart the ability of subdividing landowners to have titles issued, in a sometimes pressured situation.

Recommendation

R 18

Review the delegations associated with the subdivision completion and certification process to determine if the certification workload can be spread to other Council officers thus freeing up the Chief Executive and enabling the process to proceed more readily.

5.4 Building Control

5.4.1 Overview of Activities

The Building Services Division within Lakes Environmental Limited jointly holds with QLDC registration as a building consent authority under the Building Act 2004. It is responsible for receiving or rejecting as appropriate, reviewing for compliance and processing building consent applications. It provides services and guidance to applicants through the consenting process. The Division is responsible for the issuance of building consents. The Division is also responsible for the processing and issuing of project information memoranda, land information memoranda, codes of compliance certificates, and building warrants of fitness.

The Division also conducts monitoring and inspection of work undertaken under issued building consents, the Fencing of Swimming Pools Act, and initiation and processing of enforcement action if required.

The Division also conducts inspections of dangerous, unsanitary and earthquake risk prone buildings and the collection of any bonds, fines or fees as required by the Building Act 2004.

The Building Division is headed by a Manager, who is supported by a Building Control Supervisor. Associated processing officers and support services are housed within the team and these support services are integrally linked to many of the administrative functions associated with primary functions of the Division. The current organisation structure of the Division is as set out in Appendix I.

The Division provides assistance to other local authorities, including Selwyn District, Central Otago District and at times Dunedin City with overflow work associated with the processing of building consent applications.

The Building Services Division is a participant in a cluster of lower South Island building consent authorities, which has been assembled to share resources and intellectual property across the southern region.

5.4.2 Recommendations

(a) Performance and Organisational Structure

A broad range of external feedback was received with respect to the current service delivery and performance of the Building Division. All of the external feedback confirmed that the level of service provided by this Division is excellent. Building consent processing times are acceptable and costs are perceived as providing good value for money. The overall perception held by key external stakeholders is that the Division is well led, innovative and well-resourced with pragmatic and experienced people. The service provided is regarded as very good, and is efficient and cost effective. Inspection processes undertaken by the Division are regarded to be fair and appropriate.

It is evident that systems are regularly reviewed to find improvements in efficiency to ease processing times and lower costs. The move to electronic lodgement and processing has led to efficiency on both sides of the fence, that is for those filing applications (one regular applicant suggested that his normal consent preparation time had been cut by two thirds), and for those processing building consents. This also enables building consents to be processed off-site. As mentioned earlier, systems are in place to share work around the southern region when peaks in workload occur.

It appears that the Division is well led and staffed appropriately to meet the demands placed on it. There are some indications that the number of consents the Division is called upon to process could rise in the forthcoming calendar year.

There is some double up associated with the way that inspection reports are recorded. These reports are hand written on site and then returned to the office and typed into the record.

Recommendation

No change is suggested to the Division itself. Given the recommendations made with respect to the other elements of service provided by Lakes Environmental Limited, the building consent processing function should also be brought back in-house from a Council point of view.

The use of a tablet device to record inspection reports on site would avoid the double up associated with recording inspection reports.

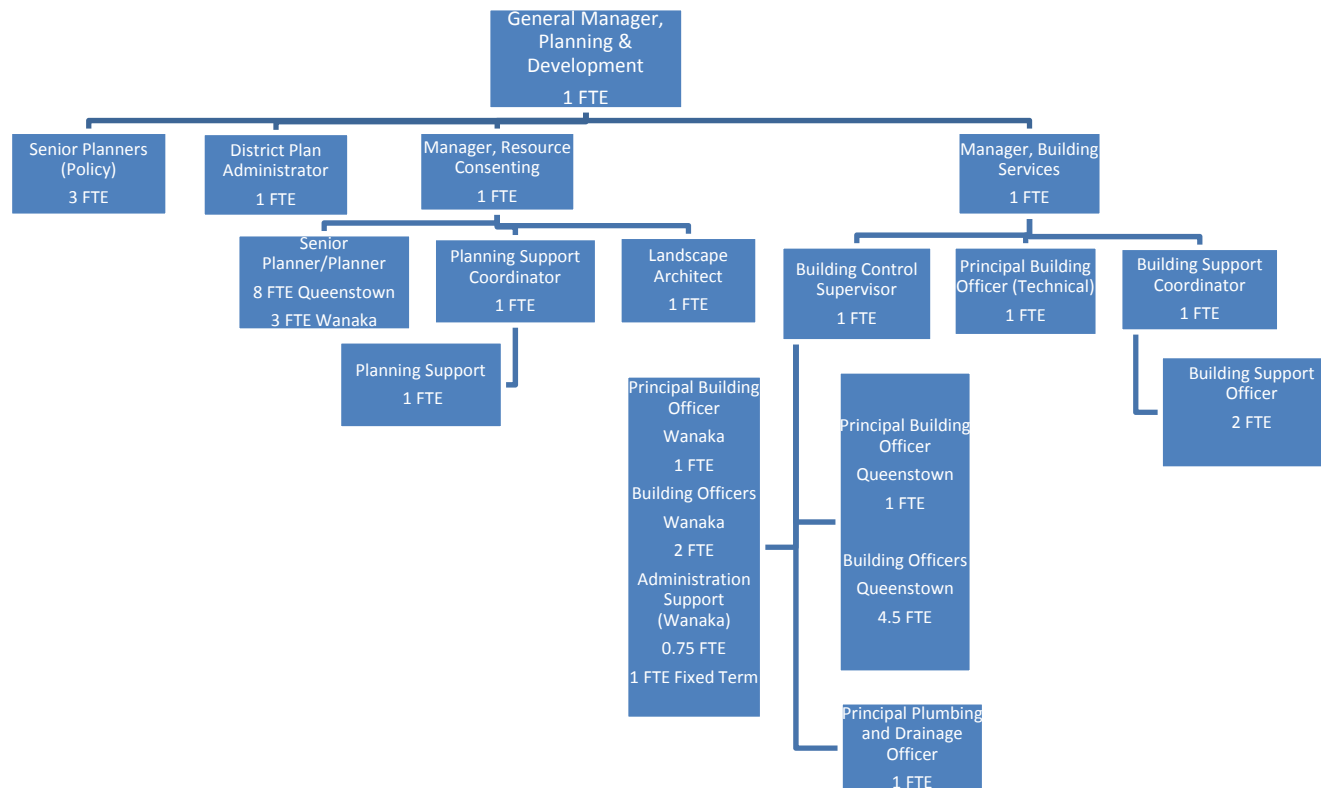
5.5 Resourcing Implications of Recommendations

The resourcing implications of the above recommendations are as follows:

- Amalgamation of the Policy & Planning Division (currently within QLDC), Resource Management Services Division (currently within Lakes Environmental Limited) and Building Services Division (also currently within Lakes Environmental Limited);
- This amalgamated division would be lead by a General Manager, Planning & Development who will report directly to the Chief Executive and will be a member of the senior management team. The General Manager, Planning & Development should be a highly experienced planning practitioner who has ready capability to operate at a senior management level in the overall Council structure; to attend appropriately to political and commercial influences that are inevitably brought to bear on the resource management planning process, and who is able to provide clear and effective leadership and mentoring to planning professionals within the policy planning and resource consent processing teams;
- The resource consent processing team would be led by a manager suitably qualified and experienced in planning and resource consenting who would manage the day-to-day operation of the team. This role, Manager, Resource Consenting would be a new role with a significantly changed focus from the current role to one of providing technical support and leadership to the team;
- The current Manager, Resource Management Services role would be disestablished and responsibilities assigned to the Manager, Resource Consenting;
- The General Manager, Policy & Planning role would be disestablished and responsibilities assigned to the General Manager, Planning & Development;
- Senior Policy Analysts/Strategic Planners would be renamed Senior Planners (Policy) and resource would be reduced from 6.2 FTEs to 3 FTEs;
- The current Planner-Urban Designer role within the Policy and Planning team (which is 0.5 FTE urban planning and 0.5 FTE policy analysis) would be disestablished and urban design services contracted in when required;
- The reporting line of the engineering sub-team within the Resource Management Services Division would be changed so this sub-team reports to the General Manager, Infrastructure & Assets;

- The Principal Planning, Team Leader Planning and Team Leader Monitoring roles within the Resource Management Services team would be disestablished and their responsibilities undertaken by the Planners and Manager, Resource Consenting;
- Senior specialist landscape input to the resource consenting process would be obtained by contracting in suitable resource when required. The Principal Landscape, Senior Landscape Architect and Landscape Planner roles would be disestablished and a new role of landscape architect established;
- Planner resource in the Resource Management Services team would be reduced to 11 FTEs, made up of 2 FTE Senior Planners and 9 FTE Planners. Wanaka-based Planners will remain at 3 FTE and Queenstown-based Senior Planners/Planners set at 8 FTEs in order to reflect the relative geographic spread of consenting activity;
- A portion (0.75 FTE) of the current Lakes Environmental Limited Reception resource located in Wanaka becomes part of the Planning & Development team and is used to support the Wanaka-based Resource Consenting, Building and Regulatory teams. In addition, a fixed term resource of 1 FTE is contracted for 12 months to support the Wanaka based resource consenting, building and regulatory teams to facilitate the transition of Lakes Environmental into QLDC.

New organisational structure for the Planning and Development Division is as follows:



6. Recommendations – Infrastructure

6.1 Overview of Activities

The Infrastructure Services division is responsible for the management of roading, 3-Waters (stormwater, wastewater and water supply) and solid waste assets. It also manages the delivery of capital works projects and provides emergency management services. Management of the assets involves planning, coordinating and delivering both routine and unplanned maintenance, as well as proactive maintenance to improve levels of service.

There are numerous Management, Operations and Maintenance (MOM) contracts currently in place, the major contracts being:

- 3 Waters MOM: Wakatipu area – Veolia Water
- 3 Waters MOM: Lake Hayes area – Fulton Hogan
- Road Maintenance Services – Downer Edi
- Road re-sealing – Fulton Hogan
- Refuse & litter bin collection services: Queenstown – Otago Southland Waste Services
- Collection, Transfer Station and Transfer of Solid Waste – Otago Southland Waste Services.

In addition there are also a number of Capital Works projects currently underway or planned in the short term, the most significant of which being Project Shotover, a new \$28m wastewater treatment facility.

At the time of the Review, there were 24 members of this team, all of which are full time employees of QLDC with the exception of one member who is employed on a part-time basis. There is currently one allocated position which remains vacant. Three members of the team are located in Wanaka with the balance of the team in Queenstown.

The Infrastructure Services division is split into five separate teams representing the different asset types, the three predominant teams being Transport, 3-Waters and Capital Works. The division is led by a General Manager who is supported by sector managers and a shared support team. The current organisation structure of the Infrastructure Services Division is set out in Appendix I.

The provision of infrastructure services represent a significant portion of QLDC's activities. Staff resource in the provision of infrastructure services is approximately 9% of the total staff resource (actual FTE's as at 28 February 2013) of QLDC, Lakes Environmental Limited and Lakes Leisure Limited.

6.2 Recommendations

(a) Organisational Structure

QLDC and specifically the Infrastructure Services team have been through numerous restructuring phases throughout the last 10 years. The current organisational structure was created in 2009 however it has typically operated as an incomplete unit since inception due to difficulties in recruitment and staff retention.

Council Controlled Organisation, Lakes Environmental Limited, also contains significant engineering resources holding similar skill-sets and qualifications.

Three of the twenty-four team infrastructure members are currently located in Wanaka. The team continues to work in the structure prescribed in 2009 and has not adapted to one that may better suit the goals and required deliverables of the infrastructure services team and wider Council body.

F 19.1

Disconnects were found to exist in the current structure resulting in uncoordinated work programmes, inconsistent procurement and management practices and poor collaboration between the teams. The individual teams were seen to act as silos, resulting in the team not working together as a single cohesive unit.

Opportunities exist to integrate the teams better by restructuring the group into fewer teams and rationalising members within these teams by clarifying roles, responsibilities and accountability.

F 19.2

It was also apparent that the services provided by both the QLDC Infrastructure Services team and Lakes Environmental Limited engineering team are complementary and overlapped in some aspects. Integrating the teams would present an opportunity to further rationalise staff numbers through role-sharing and improved coordination of work programmes.

Recommendation

R 19

Restructure and consolidate the infrastructure team into a single more cohesive unit. This would involve:

- Integrating the Capital Works team with the balance of the infrastructure team by reallocating staff under the Transport or 3 Waters teams;
- The engineering resource within Lakes Environmental Limited should be integrated with the QLDC Infrastructure team;
- Create a new position of "Chief Engineer". This new position of an experienced professionally qualified "Chief Engineer" would be responsible for programme development, coordination and overview of the work and contracts across all infrastructure elements. This person needs to have the appropriate professional

civil engineering skills and qualifications and extensive contractual, commercial, planning and asset management experience;

- Redefine the roles and responsibilities for the positions required within each team. Strengthen the contract management and asset management and planning resource within the team by creating two Contracts Manager roles, two Programme Planner roles and a Business Analysis Manager. In addition, create a new role, Transport Policy and Stakeholder Manager, which would be focused on transport policy, planning and funding and investment issues;
- Refocus the engineering resource in the team and reduce the engineering resource to a Senior Engineer in each of 3 Waters and Transport, with two Engineers in each of 3 Waters and Transport;
- Disestablish the Solid Waste Manager role. Solid Waste contracts would be managed by the Contracts Manager and other solid waste initiatives would be managed by the Senior Engineer, 3 Waters and Solid Waste; and
- All Infrastructure resource would be managed from Queenstown, with 1 FTE Transport resource and 1 FTE 3 Waters resource located in Wanaka, but would also be expected to work on district-wide projects as required. The resource to be based in Wanaka would be identified during the recruitment process.

(b) Infrastructure Planning

Significant changes occurred between the 2009 and 2012 Long Term Plan's (LTP), specifically the forecast forward works programme was reduced significantly through the deferral of works and scope reduction. The 2009 LTP was compiled by external resources whereas the 2012 LTP was compiled by the Infrastructure Services team.

F 20.1

The Infrastructure Services team have not always achieved programme over the last 3 years, therefore they are not spending the approved budgets as set by LTP and Annual Plan (AP). This appears to be the result of a combination of factors, specifically strong political pressure to reduce infrastructure spending, uncertainty surrounding the validity of projects included within the 2009 LTP and team performance.

To help address this a clear and well-defined planning process is required to ensure programmes and budgets presented through the LTP and AP's are justified and correct. This will enable clear and coordinated forward works programme to be created and shared with not only the infrastructure team but the wider QLDC team and community.

F 20.2

In addition to this, the current planning of forward works programmes and asset management regimes were seen to be completed using asset data with limited accuracy and with little consideration of other asset types. As a result these programmes were heavily influenced by personal judgement and were therefore inconsistent and poorly coordinated with the wider works programme. An opportunity exists to reduce this influence by making the programmes more asset-driven through improved asset management systems and processes.

Recommendation

R 20.1

All planning is to be asset-driven, hence it is essential to finalise and integrate the asset management support systems to ensure the quality of information being used is as accurate as possible. This information will be used to create the Activity / Asset Management Plans for each activity, from which the key asset demands will be highlighted, prioritised and coordinated with other activities into the LTP. The LTP will in turn be used to generate delivery programmes within the Annual Plans. This process is largely the procedure which occurs at the moment; however we recommend the adoption of one further step - the creation of Project Execution Plans for each project in the programme. These are to be a concise plan clarifying the “what, how, when, who and why” of the project.

In summary, the key steps in the planning process are as follows –



R 20.2

Within the above planning process, it is also critical that contingency projects are prepared in the event that a project included in the Annual Plan is delayed for any reason. Advanced design and preparation of procurement documentation will be required in readiness of such an event. Careful monitoring of the programme will be required by the Chief Engineer to assess progress and identify if a contingency project should be bought forward to utilise allocated budgets for that financial period.

The above process will be led by the Chief Engineer with support of the senior sector Engineers. It will result in the creation of a single coordinated programme which provides greater visibility of the forward work programme both internally and externally so that everyone knows what the section is doing or planning to do.

(c) Contract Consolidation

A significant number of individual contracts exist across all asset types, a number of which provided very similar and complementary services.

Some of these contracts have been inherited from previous Council structures and historical procurement methods and tend to have relatively long terms with milestones for renewal typically every third year.

A relatively low limit for allowable Capital Expenditure (Capex) works completed under long-term Operating Expenditure (Opex) contracts was seen to be typical.

F 21

The current approach for management, operations and maintenance works is very piecemeal and has resulted in a very inefficient delivery model. A number of contracts provide very similar and complementary services; however are split-up based on geography, existing very long-term contracts (i.e. BOOT) and in some cases political or community pressures. An opportunity exists for improved economies of scale through larger consolidated procurement contracts.

The current model is also highly demanding from a QLDC contract management and administration perspective. A consolidated approach will present an opportunity to reduce management demands.

Prequalification of contractors for Capex works and increasing the value threshold of Capex work completed under an Opex contract also present opportunities for streamlining and simplifying procurement processes.

It is noted that exit costs exist for the early termination of most contracts.

Recommendation

R 21

It is recommended that the Council amalgamate the numerous infrastructure management, operation, and maintenance term contracts where appropriate and revise the Capex spend limits under these contracts. Consideration should also be given to potential early-termination costs and potential saving that may result.

In order to do this, the development of an amalgamation strategy is required to clarify which term contracts can be consolidated and the process to achieve this. It is noted that for any upcoming contract extensions / renewals, the renewal periods should be set to align with other relevant contracts to allow for easy amalgamation at end of contract.

Specific recommendations include -

- Solid Waste – complete immediate assessment to clarify costs for early termination and amalgamation of contracts. Subsequent cost-benefit analysis then required to determine timeframes for amalgamation;
- Roading - combine re-sealing and operation & maintenance contracts;
- 3 Waters – combine Lakes Hayes contract with Wakatipu contract.

(d) Contract review periods

F 22

Contractor performance assessments should take place regularly and on a consistent basis across all QLDC contracts. This assessment should be used to inform any decisions involving contract extensions and renewals.

A consistent and clear procedure does not exist for contractor performance assessments and contract renewals. When assessments do take place they typically occur at a high frequency (monthly) which diminishes the importance and weighting of the review.

Inconsistent review periods and contract renewal dates also limit the opportunity for the restructuring of delivery contracts to better align with the goals of QLDC.

Recommendation

R 22

All contracts to be structured so that any extension / renewal is dependent on both the performance of the contractor and appropriateness of the contract with respect to the Council goals as outlined by the LTP. This will require the date for extension / renewal to align with the 3-year review of the LTP.

Contract performance assessments should be completed on a 3-6 monthly basis in collaboration with the contractor and QLDC. QLDC is to take the lead in the assessment, not the contractor.

(e) Form of Contract

F 23

Numerous forms of contract exist across all asset types i.e. NZS3910, NEC-3, BOOT. These contracts have been inherited from previous Council structures and historical procurement methods. The proliferation of different forms of contract and contract conditions create a risk of inconsistency in project / service delivery.

Consistency with the form of contract and conditions of contract is preferable for all contracts. There is an opportunity to simplify the procurement process by using a single common form of 'General Conditions of Contract' and creating a template for standard 'Special Conditions of Contract'.

Through this approach all team members would become familiar with the conditions of contract reducing the chance of errors and streamlined management. It would also create consistency in interaction and communications with contractors which in turn will enhance the quality of delivery and mutual trust.

Recommendation

R 23

NZS3910 should be used as the standard form of contract for minor Capex works and all management and operational & maintenance term contracts. NZS3915 could also be used as the standard form of contract for low value and low complexity projects.

The form of contract for large Capex projects to be considered on a case-by-case / best for project basis.

The Chief Engineer should act as the Engineer to the Contract for all works.

Targeted training on NZS3910 and NZS3915 will be required to up-skill staff.

(f) Professional Service Providers

A panel approach is currently used for the engagement of external resources for Capex projects. This process was completed in 2012 and resulted in three separate consultants being engaged for both 3-Waters and Transport.

No formal allocation of work has been given to the panel since inception.

F 24

The consultant group are generally unhappy with the panel approach due to an unclear work programme and relatively low fees available once shared with the other consultants. Low fees limit the opportunity for service providers to provide locally based resources in a cost effective manner.

An opportunity exists to rationalise the size of the panel group through reviewing the scope of engagement and taking advantage of improved fee economies through a larger fee share.

Recommendation

The Consultant panel approach should be reviewed as it appears inappropriate considering the current and forecast workload.

R 24

Recommend the following –

- Reduce the number of core Capex service providers from six to two;
- Engagement scopes should be increased to enable assistance to be provided on operational and maintenance matters where appropriate;
- The service providers that are selected should both be capable of servicing both Roading and 3 Waters activities, with the workload evenly shared between them.

(g) Customer services

The community is the true end client to which all of QLDC staff are answerable.

F 25

Customer services is one of many elements included in role descriptions / responsibilities for Infrastructure Services team members, however little emphasis is placed on the community being the true end client and the importance of this aspect.

Recommendation

R 25

The Infrastructure Services team needs to be more responsive to the short-term Community needs whilst still maintaining a long term asset management approach. A greater emphasis should be placed on the responsibility to the community and improved communication with the community and wider QLDC team.

Key recommendations –

- All political queries are to be channelled through senior management (General Manager or Chief Engineer), not direct to team members;
- Improved delegation of community queries / Request for Service (RFS) required by the Section Managers;
- Improved communication with the community and wider QLDC team required. Ensure that the regular QLDC communications include appropriate information about upcoming infrastructure projects and recent successes.

(h) IT Support & Software Development

Recent investment in software systems has been made to assist with asset management. Current systems in use include GIS, SCADA, RAMM, Hansen and TRIMM.

F 26

The current systems are not operating effectively and do not interface with each other. Projects are monitored, managed and reported using spread sheets created by each individual.

Training of individuals on recently introduced systems appears weak.

Full consultation with the infrastructure services team regarding the “Enterprise” system does not appear to have occurred. Uncertainty exists on whether this new system will be compatible with the current asset management software.

Recommendation

R 26

The Infrastructure Services team needs dedicated short-term IT support to enable the finalisation, coordination and integration of the various Asset Management Software systems and the GIS data base. Where necessary, further investment in these systems may be required to unlock the full capabilities in order to gain the desired accuracy and coordination of information and realise the full efficiencies.

In addition but complementary to the above, further funding is also required to create an overall project database so that the team can better prioritise, manage and report on projects. Consideration should also be given to providing access to/or further training in the use of project management software tools.

(i) Monitoring of works

Construction works completed on public infrastructure and private subdivisions requires monitoring by QLDC officers to ensure compliance with the appropriate standards and codes.

F 27

It is apparent that limited monitoring of private and public works takes place. This appears due to a combination of lack of technical expertise and limited resourcing.

Poor monitoring means that the appropriate quality standards are not being achieved resulting in the continuation of problems that are common in the region e.g. leaky pipes due to incorrect backfill material.

Recommendation

R 27

Infrastructure Services team roles need to include a greater allocation of time dedicated to proactive on-site monitoring of quality, compliance with specifications / codes and contractor progress and performance.

Up-skilling of personnel required to ensure greater confidence in completing monitoring responsibilities. Suitably qualified and experienced staff to be highlighted as an important requirement in the recruitment of future staff.

(j) Training and Development

Training and development is employee initiated and requires approval from senior management.

F 28

Training and development which has occurred to date appears to have taken place with little coordination or consideration as to relevance or benefit to the individual and wider team.

Improving the technical skill levels of existing staff will present an opportunity to reduce reliance on external consultants.

Recommendation

R 28

Recommend that specific training and development of infrastructure team members takes place.

Training is to be driven by management (i.e. Chief Engineer and sector managers) by selecting individuals for targeted training.

Suggested training elements–

- NZS3910 – contract formation and management;
- Construction observation and management;
- Training on new software programmes i.e. Hansen, RAMM, TRIMM;
- Technical and professional development to the mutual benefit of the individual and Council;
- Quantity surveying skills.

(k) Staff Retention and Recruitment

The Infrastructure Services team was formed in 2009 however the team has rarely operated as a complete unit as a number of these roles have been slow to fill and there has been a high turnover of staff.

Issues relating to the recruitment and retention of staff within the infrastructure services team are typically the result of the following key elements:

- Unattractive QLDC culture / environment ;
- Low remuneration;
- Lack of career progression options.

Recommendation

R 29.1

Future recruitment should focus more on obtaining individuals with the right qualifications (specifically qualified engineers), skill levels and experience for the role. This should be reflected with appropriate remuneration for the individual.

Greater flexibility of remuneration levels should also be considered with recognition of good performance provided through salaries or other incentives.

Clear career progression paths are to be communicated with employees.

Greater emphasis should be placed on the recognition and celebration of good performance.

R 29.2

Senior QLDC management must be proactive in breaking down barriers / segregation created by the physical separation of teams by improving the integration, communication and culture of the organisation. This initiative must be led from the top.

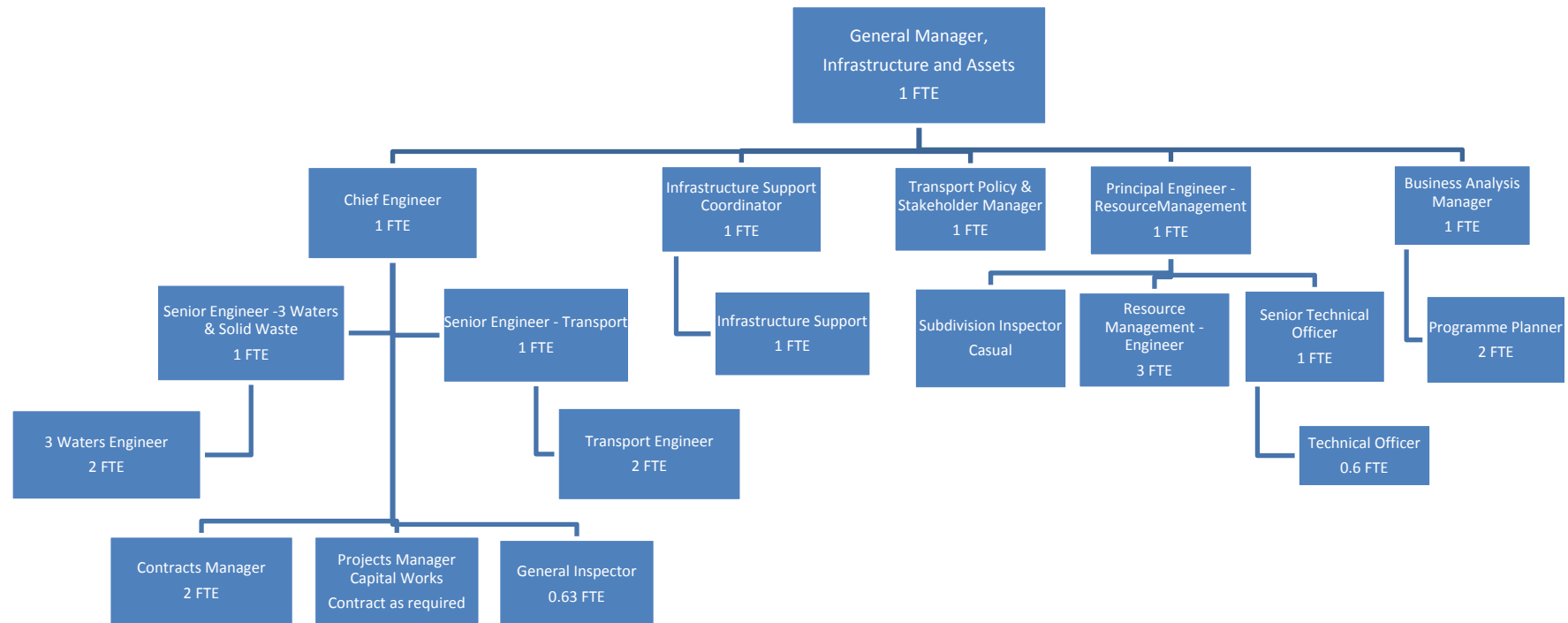
6.3 Resourcing Implications of Recommendations

The resourcing implications of the recommendations are as follows:

- Integrating the Capital Works team with the balance of the infrastructure team by reallocating staff under the Transport or 3 Waters teams;
- The engineering resource within Lakes Environmental Limited should be integrated with the QLDC Infrastructure team;
- Create a new position of "Chief Engineer". This new position of an experienced professionally qualified "Chief Engineer" would be responsible for programme development, coordination and overview of the work and contracts across all infrastructure elements. This person needs to have the appropriate professional civil engineering skills and qualifications and extensive contractual, commercial, planning and asset management experience;
- Redefine the roles and responsibilities for the positions required within each team. Strengthen the contract management and asset management and planning resource within the team by creating two Contracts Manager roles, two Programme Planner roles and a Business Analysis Manager. In addition, create a new role Transport Policy & Stakeholder Manager, which would be focused on transport policy, planning and funding/investment issues;
- Refocus the engineering resource in the team and reduce the engineering resource to a Senior Engineer in each of 3 Waters and Transport, with two Engineers in each of 3 Waters and Transport;

- Disestablish the Solid Waste Manager role. Solid Waste contracts would be managed by one of the Contracts Manager and other solid waste initiatives would be managed by the Senior Engineer, 3 Waters & Solid Waste;
- All Infrastructure resource would be managed from Queenstown, with 1 FTE Transport resource and 1 FTE 3 Waters resource located in Wanaka, but who would also be expected to work on district-wide projects as required. This resource to be based in Wanaka would be identified during the recruitment process.

The new organisational structure for the Infrastructure & Assets division is outlined below.



7. Recommendations - Community Services

7.1 Overview of Activities

Community services activities include the operation of:

- Library Services
- Parks and Recreation Facilities
- Community Facilities
- Community Development
- Community Grants
- Public Toilets
- Cemeteries
- Waterways facilities (jetties and marinas).

The provision of community services represents a significant portion of the Council's activities and the services are delivered in-house by QLDC, by Lakes Leisure Limited (a CCO) and by outsourced providers. Staff resource involved in the provision of community services is 38% of the total staff resource (actual FTE's as at 28 February 2013) of QLDC, Lakes Leisure Limited and Lakes Environmental Limited.

The current organisational structures of the Divisions within Council that provide these services are set out in Appendix I.

7.2 Library Services

7.2.1 Background

There are seven libraries in the Queenstown-Lakes District – Queenstown, Wanaka, Arrowtown, Kingston, Glenorchy, Hawea and Makarora. These libraries have been jointly managed together with the Central Otago District Libraries since 2000 under an arrangement which enables borrowers from both districts to access a wide range of resources.

As at 31 January 2013, there were 18,021 users of the library who had actively borrowed from the library in the last three years and 10,425 users who had actively borrowed from the library in the 7 months to 31 January 2013. This represents approximately 37% of the resident population of the district who had actively borrowed from the library in the 7 months to 31 January.

Of the users who have borrowed from the library in the 7 months to 31 January 2013, the breakdown of users by library branch as at 31 January is shown in below. Of these users, approximately 9.5% are new borrowers who have joined the library in the seven months to 31 January 2013.

Active borrowers by Branch

Branch	Active borrowers in 7 months to 31 Jan	% of total active borrowers in 7 months to 31 Jan
Queenstown	4,239	40.7%
Wanaka	4,448	42.7%
Arrowtown	1,207	11.6%
Glenorchy	75	0.7%
Hawea	386	3.7%
Kingston	40	0.3%
Makarora	30	0.3%
Total	10,425	100%

Source: QLDC Libraries' Stats Summary Report YTD 1213 – 1 July 2012 – 31 Jan 2013

The Queenstown-Lakes District libraries held 106,452 items as at 31 January 2013. These resources were spread across the branch libraries as noted below. New items added to the collection included 9,684 in the seven months to 31 January 2013 and 14,819 items in the 12 months to 30 June 2012.

Branch	Items held as at 31 Jan 2013	Items held as at 30 June 2012	Items Issued during year ended 30 June 2012	Ratio of issues to items held for the year ended 30 June 2012
Queenstown	30,522	24,026	143,718	5.98
Wanaka	42,486	35,022	191,548	5.47
Arrowtown	11,950	10,004	49,972	5.00
Glenorchy	3,748	3,525	2,206	0.63
Hawea	11,637	8,784	18,781	2.14
Kingston	2,439	1,105	1,591	1.44
Makarora	3,670	2,836	1,494	0.53
e-books			607	
Total	106,452	85,302	409,917	4.80

Source: Quick Facts: QLDC Libraries

Approximately 42% of the total items issued during the last financial year were Children's and Young Adult books, 50% adult books, 8% audio-visual items (including DVDs, CDs, talking books etc) and 0.1% are e-books.

As with libraries globally, QLDC's libraries have some limitations in expanding their e-books collection significantly until such time as a distribution model is agreed with publishers which is seen as viable for both libraries and publishers. Unlike physical books which are sold to libraries and available to lend for as long as the book is in lendable physical condition, e-books are sold under a use-license similar to software and therefore the publishers can determine how and when they can be used by libraries (or any other users.) Currently,

publishers have a range of distribution models for libraries ranging from limitations around the number of “lends” per e-book licence (i.e. 26 vs. average of 39 issues for a physical book); adjusting pricing upwards; making books available 6 months after first publication and then only available for one year; or not selling e-books to libraries at all.

7.2.2 Recommendations

(a) Review of arrangements for shared library service with Central Otago District Council and other collaborations

F 30

QLDC has entered into a number of collaboration arrangements with respect to the provision of its library services:

- QLDC and Central Otago District Council (CODC) have been operating a shared library service since 2000 including the 7 libraries of QLDC and the 7 libraries of Central Otago District Council;
- QLDC entered into a Memorandum of Understanding with the councils of Otago and Southland in 2009 to form a consortium for the upgrade and operation of their library management systems (SouthLib Consortium);
- South Island local authorities, including QLDC, have entered into a Memorandum of Understanding for the purchase of downloadable media through the Overdrive platform.

(i) Shared Library Service with Central Otago District Council

The Shared Library Service arrangement with Central Otago District Council was established under a Heads of Agreements entered into between the two local authorities in 2000 under which:

- Book stocks are shared between the 14 libraries in the shared service (although ownership is retained by the original purchaser);
- the relationship was facilitated by the appointment of a shared service manager; and
- a library computer system was purchased which was acceptable to both parties.

Only the cost of sharing book stock, a joint library manager, the original computer system, and costs incidental to those issues were/are shared. All other costs of the library service in each district are the sole financial responsibility of the local authority with jurisdiction over the district in which they are delivered and each district determines how the services will be funded.

At the time that the agreement was originally entered into a Joint Library Committee was established under the Local Government Act. The function of this Committee was to:

- govern all aspects of the common library service;
- adopt a collection policy and the approval of service level agreements;

- formulate budgets each year for recommendation to the respective Councils for consideration and inclusion in their annual plan;
- report to the Councils on the progress of the joint scheme; and
- resolve any disputes between the parties.

It was the intention at the time of entering into the Heads of Agreement that, should the relationship prove to be effective, the parties may, at some time in the future, jointly investigate the formation of a joint libraries trust. This has not occurred to date.

Last year the Joint Committee was disestablished and the Shared Library Service Manager now reports into the Manager, Community Services in both QLDC and Central Otago District Council. There is an arrangement between QLDC and CODC that the Shared Library Service Manager's time and costs are shared between the two councils. The Shared Library Service Manager is responsible for the day-to-day management of the shared library service, including strategy, budgeting and management of library staff. Recently an arrangement has been put in place with CODC where the Shared Library Service Manager spends 2 days per week in the CODC district and 3 days in the QLDC district. Feedback received from CODC indicates that management of CODC library staff is also undertaken by the CODC Manager, Community Services.

There is significant sharing of the book stock between the 14 libraries in the shared service with the following level of item transfers occurring during the year ended 30 June 2012:

Transit to:		CODC libraries	QLDC libraries
Transit from:			
QLDC libraries		14,116	36,143
CODC libraries		23,804	13,865

Source: Overview of Central Otago/Queenstown Lakes Libraries

Inwards transfers to QLDC from CODC represent 3.4% of total issues for the year to 30 June 2012 and the equivalent of 16% of the total items held. Similarly, outward transfers from QLDC to CODC represent 16% of the total items held.

In addition to sharing book stock, the libraries in the two districts also share a common website.

The original shared library management system has now been superseded and replaced with the system administered by the SouthLib Consortium discussed below.

(ii) SouthLib Consortium

In 2009, all eight councils in Otago and Southland signed a Memorandum of Understanding to collaborate in the delivery of public library services across the two regions. The councils that are party to the Memorandum of Understanding (MOU)

include QLDC, Dunedin City Council, Invercargill City Council, Southland District Council, Central Otago District Council, Waitaki District Council, Gore District Council and the Clutha District Council. The libraries collaborating under the MOU are collectively referred to as the SouthLib Consortium.

Since the establishment of the SouthLib Consortium, five of the councils (including QLDC) have collaboratively implemented the Symphony library management system to share costs and improve the quality of library services across the regions. Under this arrangement, QLDC has paid a share of the implementation costs for the library management system and its ongoing maintenance and support.

The SouthLib Consortium has also been informally exploring other areas where collaboration could be of mutual benefit, for example staff training, staff exchanges, collaborative purchasing, public programmes, however as yet further significant collaboration has not been formalised.

(iii) South Island Overdrive Consortium

In 2011, the South Island public libraries entered into a Memorandum of Understanding to act as one consortium for the purposes of purchasing downloadable media including e-audio and e-books. Under this consortium, each library contributes a budget amount and purchases are made centrally by committee on behalf of the consortium. The e-media is delivered to users of the consortium libraries by way of a shared website which can be accessed via each library's website.

Recommendation

Library services lend themselves to being able to take advantage of collaboration opportunities between districts across the spectrum of their activities, processes and systems, and QLDC has made some inroads in setting up beneficial arrangements.

R 30.1

However, we recommend that it would be timely to undertake a strategic review of the collaboration currently in place and opportunities for further collaboration. This is particularly important in relation to the shared library service arrangement with CODC, which although described as a "shared library", may not be taking advantage of all the benefits that a truly shared service could bring in terms of centralised purchasing, a collective approach to practical collection development, development of district-wide public programmes etc.

In addition, it would be appropriate to assess the CODC arrangements in conjunction with other collaboration opportunities to fully understand the benefits and challenges that this and other collaborations may present.

R 30.2

It is recommended that the current Shared Library Service Manager role is disestablished given that in effect each district is managing their own people and

financial library resources. CODC and QLDC will together assess who will represent the Shared Library Service at national and regional fora, and will work collaboratively to formulate strategies for the Shared Library Service.

R 30.3

It is recommended that a new role of Head Librarian is established which provides technical oversight of the library service in Queenstown Lakes District and, in conjunction with the Manager, Customer Services & Libraries, coordinates with CODC regarding the delivery of the shared library service.

(b) Centralised Acquisitions

Currently a distributed model for purchasing and cataloguing operates throughout the libraries in the Queenstown Lakes District, with Queenstown Library undertaking purchasing for itself, Glenorchy and Kingston libraries; Wanaka Library purchasing for itself, Hawea and Makarora; and Arrowtown purchasing on its own account.

During the year ended 30 June 2012, acquisitions for QLDC libraries by item were as follows:

Branch	Books	Magazines	DVDs	Audio	Total Items	% of Total Collection Items
Queenstown	3,342	520	210	139	4,211	17.5%
Glenorchy	315	63	17	-	395	11.2%
Kingston	317	3	11	-	331	29.9%
Wanaka	4,828	985	383	129	6,325	18.1%
Hawea	901	267	27	34	1,229	14.0%
Makarora	328	50	8	3	389	13.7%
Arrowtown	1,232	198	28	11	1,469	14.7%
Total	11,263	2,086	684	316	14,349	16.8%

The total annual acquisitions budget is usually in the region of \$250k - \$260k per annum.

A number of library staff have mentioned to the Review Team that as a general rule of thumb, approximately 80% of libraries collections will be the same and 20% will be different due to particular local interests. Interestingly, when we obtained the figures for acquisitions across the Queenstown Lakes District, approximately 69% of the acquisitions were unique to one library, and 31% were purchased by more than one library. Although it is acknowledged that there are differing demographic profiles across the district, it is somewhat interesting that the number of unique items in the collection is so high when compared with the "rule of thumb". It may be beneficial for library management to investigate this statistic further to ensure that they fully understand the reasoning behind it and therefore the needs of their users.

F 31

The distributed purchasing model adopted in the district effectively means that there are at least 11 staff across the district who are directly involved in making purchasing decisions, processing orders and cataloguing new items. We have been advised that decisions around acquisitions are informed by publisher representative visits which occur every couple of months, publisher newsletters, reviews, recommendations and requests from users.

Statistics provided for the Queenstown library (including Glenorchy and Kingston) indicated that 129 orders had been placed with 20 suppliers during the period 1 July 2012 – 9 February 2013, covering the purchase of 3,331 items at a total cost of approximately \$58,000. This equates to an average order quantity of 26 items at a value of \$450 per order.

The statistics provided to the Review Team in relation to duplicate collection items as noted above indicates that there is a considerable amount of duplicated effort across district branches resulting from the distributed purchasing model in researching, ordering, receiving and cataloguing items for the collection.

Recommendation

R 31

We are aware that centralised purchasing is something that library management are already considering. It is recommended that purchasing and cataloguing of new items for the district's libraries is centralised in Queenstown by category as follows:

- Children's and Young Adults (4,311 acquisitions during the year ended 30 June 2012)
- Adults Fiction; (3,674 acquisitions during the year ended 30 June 2012)
- Adults Non-Fiction & Reference (3,013 acquisitions during the year ended 30 June 2012)
- DVD and Audio (1,000 acquisitions during the year ended 30 June 2012);
- Periodicals and Magazines (2,086 acquisitions during the year ended 30 June 2012).

Centralisation of acquisitions (including ordering, receiving and cataloguing) in Queenstown would:

- Bring considerable efficiency to the operations of the library service;
- Allow the District's collection development to be managed more effectively;
- Potentially allow the District to take advantage of group subscriptions, particularly in the area of magazines and periodicals; and
- Enable the Wanaka-based library staff to fully focus all of their time on front-of-library activities and servicing the apparent high needs of the Wanaka-based library users, and not be distracted by activities that would impinge on these front-of-library activities.

Queenstown –based resource dedicated to acquisition would be approximately 0.4 FTE each for Children’s, Adult Fiction and Adult non-fiction; and 0.2 FTE each for DVD/Audio and Periodicals/Magazines) and 1 staff involved part-time (approximately 0.3 FTE) in inputting orders to suppliers, receipting items and distributing to branches.

(c) Investigation of Self-Checkout

F 32

Several public libraries throughout New Zealand have introduced technology which allows users to self-checkout their items for borrowing without staff assistance. Such a system is installed in conjunction with a security system which limits the exit of items from the library to those which have been legitimately checked-out.

The self-checkout units installed by many libraries originally relied on reading barcodes using a stationary laser line. More recent technologies utilise Radio Frequency Identification (RFID) on library cards and items which makes it easier for library users to operate, removing the difficulty of aligning barcodes. Some libraries have paired self-checkout units with shelf check-in units for a complete self-service system.

As at 30 June 2012, approximately 24 districts’ libraries throughout New Zealand had implemented self-checkout with varying degrees of uptake. The highest level of uptake at that time was Upper Hutt City’s three libraries where 82% of their approximately 600,000 issues per annum were using self-service and were unassisted by staff.

Recommendation

R 32

It is recommended that QLDC further investigate the option of self-checkout in order to undertake a feasibility study to ascertain whether the likely benefits that would accrue in terms of freeing up staff resource for other library tasks would outweigh the costs of installing and maintaining the system given the distributed library network in the district.

(d) Investigation of shelf-ready books

F 33

A number of booksellers now offer a “shelf-ready” service where books can be purchased by libraries which are covered, spine labelled, barcoded, security tagged, catalogue entry completed, and ready to go on the shelf. Although this service does cost extra, it does result in savings in library staff time in readying the book for the shelf and can benefit library patrons, as the books may be able to be put into circulation more quickly than previously.

Library staff provided us with some research that was completed by Dunedin City Libraries in November 2011 which indicated that the cost for shelf ready paperback books was approximately \$2.50 per book more than the cost of cataloguing and processing the paperbacks in-house. The additional cost for shelf-ready hardback books was approximately \$4.60 per book more than the cost of cataloguing and processing the

hardbacks in-house. It should be noted that this analysis undertaken by Dunedin City Libraries in November 2011 assumed 100% efficiency and productivity of staff which is not practically achievable. It also only took into account direct staff costs and not indirect costs associated with staff. When adjusting to a level of practical efficiency and taking into account a level of indirect staff costs, the differential would be reduced to approximately \$1.69 per book for paperbacks and \$1.10 per book for hardbacks. These differentials equate to the equivalent cost of 3-5 minutes of direct staff time per book. Based on last year's book acquisitions, the additional cost of obtaining shelf-ready books over and above the cost which would be incurred if the books were processed in-house would be in the region of \$12k - \$19k. However, purchasing shelf ready books would free up considerable staff time for other library activities.

Recommendation

R 33

Given the efficiencies that could be achieved by purchasing books that are shelf-ready, it is recommended that where possible this avenue is pursued, thereby freeing library staff for other tasks.

(e) Alignment of library practices across district

F 34

It has been noted that there are a number of differences in processes in operation across the libraries of the district. This may arise from the fact that the libraries appear to operate reasonably independently of each other.

Some examples of these differences include:

- The Wanaka Library produces a regular newsletter "Shelf Life" on behalf of the shared libraries. This newsletter is available in paper form in the libraries and online via the website. In addition, the Queenstown Library produces its own newsletter "Library Press" which is available in paper form in the Queenstown Library;
- The book check-out process in Arrowtown Library is different to the process in Wanaka and Queenstown libraries with the due date being stamped on the back of the book as well as the book being scanned;
- Events and programmes are organised across both the Queenstown and Wanaka branches. Accountability for these programmes appears to lie at the branch level and as a result coordination between the branches in terms of sharing ideas or programme materials may not always fully occur;
- Queenstown Library and Wanaka Library both have their own Facebook page. Consideration should be given to amalgamating these pages or leveraging off the existing QLDC Facebook page;
- Differing approaches appear to be taken to cataloguing, where in some instances existing catalogue entries (made by other libraries or the National Library) are deemed to be sufficient and little or no amendment is required to that entry prior to it being used as the catalogue entry for the item in the district.

In other instances, however, it is deemed that the catalogue entry is insufficient and it is amended accordingly (sometimes substantially.) It would be expected that the majority of items which would require a new or substantially updated catalogue entry would be items of local interest that may not be available more widely nationally or internationally. It is not expected that the volume of such local interest items would be large. A consistent policy may need to be developed in relation to the level of catalogue amendments in order to ensure that this time spent on cataloguing is being used effectively.

Recommendation

R 34

It is recommended that library processes across the district's libraries are reviewed to ensure there is consistency of process and elimination of duplicated effort/redundant processes which add little value to the end user. A more coordinated approach should be taken to arranging programmes and events in order to better leverage off ideas and past successful programmes across the district.

(f) Libraries as QLDC Service Centres

Library staff have emphasised the importance they place on providing excellent client service to all patrons that use the libraries. In addition, some libraries are extending this client service ethos to also act as a service centre for wider Council activities. For example:

- Arrowtown Library currently accepts rates payments on behalf of the Council. During the December 2012 rates quarter, Arrowtown Library accepted 53 rates payments over the counter. As Arrowtown Library does not have an EFTPOS machine, nor access to QLDC systems to issue receipts, these payments had to be either paid by cash or cheque and a handwritten receipt issued;
- Queenstown Library accepts parking infringement payments on behalf of QLDC on a Saturday when the main Council main reception is closed.

F 35

Many other libraries around the country have already adopted a Library-Service-Centre approach and these appear to be running successfully. Some of these Service Centres are in custom-built facilities. However, many operate within existing library facilities.

Recommendation

R 35

We recommend the Library Service Centre concept is expanded to include Wanaka Library and Queenstown Library (in addition to Saturday.) To effectively achieve this, it is recommended that the customer-facing teams within QLDC (i.e. Customer Service and Library teams) are amalgamated under one manager and this combined service is provided from the library facility in both Queenstown and Wanaka.

This facility will become the QLDC Service Centre for that region. It is also recommended that Arrowtown Library continue in its role as a QLDC Service Centre, with consideration being given to whether it would be appropriate and cost effective for an EFTPOS terminal to be installed given the current volume of payments received in this branch.

With the increasing population in the Frankton area of the district, over time consideration may also be given to establishing a QLDC Service Centre at the Queenstown Events Centre facility, leveraging off the infrastructure that the Council already has at this location.

These Library Service Centres would provide a central point where customers of the Council could make payments, enquiries, lodge application forms, and utilise library services. It is envisaged that the Library Service Centres are staffed by both Customer Services Advisors and Librarians/Library Assistants. . All staff in the Library Service Centre would be expected to have at least a base level of knowledge of all QLDC services so as to assist customers appropriately and as required.

As part of the implementation of these Library Service Centres, public telephone lines for the libraries would be amalgamated with the main QLDC telephone line, so all calls in relation to QLDC services can be handled consistently in one place.

It is recognised that full transition to a Library Service Centre approach may take some months to achieve given that training of staff will be required and some configuration of the reception and back-office areas of the libraries may be required (particularly in Queenstown). It is recommended that a staged approach to this transition is taken with the initial step being the amalgamation of the Customer Services Advisors and Library staff under one manager. This Manager, Customer Services and Libraries would then develop a transition plan to fully implement the Library Service Centre in Queenstown and Wanaka.

(g) Library Initiatives

In the course of our discussions with Library staff a number of ideas have been raised which would potentially increase the effectiveness and efficiency of the library service and therefore may warrant further investigation. These matters include:

- Assessing whether the current “hold” period for reserved items of two weeks is appropriate (i.e. where a reserved item is held off the shelf waiting for a patron to collect it for two weeks from when the patron is advised that the item is ready for collection.) A shorter hold period of one week may be more appropriate, as it would enable the item to be returned to the shelf for reissue more promptly;

- Assessing the process for advising patrons of overdue items and investigating whether better use could be made of TXT technology to remind patrons of due dates and follow up overdue;
- Many magazines are currently purchased by library staff from local newsagents. Library staff have identified potential cost savings if the library service entered into subscriptions arrangements for key magazines with publishers and agents;
- Reviewing pricing of library “add-on” services and ensure that they are consistent with the cost of providing the service; ensure there is no subsidisation of services where there are similar private providers offering a similar service e.g. DVD rental; ensuring the widest circulation of new/recent release books and magazines by potentially attaching a small charge for accessing these popular/high demand items (“hot picks” concept);
- Providing an area of “just-returned” shelving. At present, returned books are accumulated in trolleys or on the back benches and are therefore not available to patrons immediately. Providing an area of “just-returned” shelving would ensure that books are immediately available to patrons and can be shelved by library staff throughout the day as workflows permit.

(h) Strategic Review of Library Offering

During the course of the submissions process we have become aware of several unsolicited public comments and letters regarding the future of libraries in general. The general tenor of these comments has been that a fundamental review should be undertaken as to the future of library services.

It has been beyond the brief of this review to undertake a wide-ranging strategic review of any of Council’s operations. We have been primarily tasked with identifying how the current services which are funded under the Long Term and Annual Plans can be performed in the best manner for the least cost. Ceasing to provide current services; providing new services; and opening or closing offices from which services are provided has not been within our brief.

Nonetheless, we acknowledge that there may be merit in addressing these kinds of issues in the future to ensure that the types and quality of services provided by QLDC, and the level to which they are provided, are well-matched to the expectations of the community. Impetus for such a review would, however, need to come from elected representatives and would necessarily involve wider-ranging consultation that has been contemplated by this review. We do not consider that the current recommended changes would in any way prejudice such a review. On the contrary, ensuring there is a greater degree of cost transparency and efficiency to library and other operations now enables a baseline to be set against which any future changes can be better assessed.

(i) Library Resourcing

F 36

The current resourcing of the QLDC libraries is as follows:

Library/Staff Positions	Actual FTE's	Of which Qualified Librarian (FTEs)*
Shared Library Service Manager (shared with CODC)	0.50 FTE	0.5 FTE
Queenstown Library Manager	1.00 FTE	1.0 FTE
Queenstown Librarians/Library Assistants	5.89 FTE	Nil
Wanaka Library Manager	1.00 FTE	NIL
Wanaka Librarians/Library Assistants	6.25 FTE	0.5 FTE
Other branch libraries	2.38 FTE	NIL
Total	17.02 FTE	2.0 FTE

*For the purposes of this table, a qualified librarian is one who has completed a course of graduate or post graduate study in information and library studies and is a registered Librarian.

Of the 15 library staff who are not professionally qualified librarians, nor a registered Librarian, one Queenstown- based staff member is a qualified primary school teacher, which has direct relevance to providing a children's library service. The other staff come with a range of experience and educational backgrounds, not directly related to professional library and information services.

Based on the activities currently undertaken by the library staff and taking into account the likely resourcing impact of the recommendations noted above (but excluding any benefits resulting from self-checkout and shelf-ready books) the estimated required level of resourcing for the libraries is 13.18 FTEs. This represents a reduction from the current level of actual resourcing (including managers) of 3.84 FTEs in total across the Queenstown and Wanaka libraries (noting that 1 FTE role is currently vacant.)

Activity	Proposed resource	Note
Circulation/ Repair / Deletions / Shelving / Shelf tidying / Holds / Overdues / Queries (Across all branches)	10.28 FTE	Based on issues of 450k per annum and an equal number of returns (including returning to shelf). Excluding any benefits that may accrue should self check-out be implemented.
Acquisitions (to shelf)	1.9 FTE	Based on 0.4 FTE for each of Children's, Adult Fiction, Adult Non-fiction; 0.2 DVDs and Magazines, 0.3 FTE for order processing. Excluding any benefits that may accrue should shelf-ready books be purchased.
Programmes/ Events / Newsletter/ Websites and other Communications / Reviews	0.5 FTE	Across all categories (adult and children)
Other – Interloans/Systems Admin/ Statistics / Consortia / Policies / Planning	0.5 FTE	
Required FTEs	13.18 FTE	
Geographic Location:		
Queenstown - Head Librarian (1 FTE) - Librarian (1 FTE) - Library Assistants (4 FTE)	6.0 FTE	Includes 3.30 FTE circulation staff; 1.6 FTE acquisitions; 0.3 FTE order processing; 0.3 FTE Programmes & Events; 0.5 FTE Other (Policies/Planning etc)
Wanaka -Service Centre Coordinator 0.8 FTE - Librarian 1 FTE - Library Assistants 3 FTE	4.8 FTEs	Circulation staff
Arrowtown	1.45 FTE	Overdues will be managed out of Arrowtown library given that there will be some resource capacity in this branch. Management of overdues can be undertaken in "non-peak" time in the library.
Glenorchy	0.15 FTE	Resourced as is currently
Kingston	0.1 FTE	Resourced as is currently
Hawea	0.58 FTE	Resourced as is currently
Makarora	0.1 FTE	Resourced as is currently
Total Proposed FTEs	13.18 FTE	

The latest standards published by the Library and Information Association of New Zealand Aotearoa (LIANZA) which were published in 2004, state that the minimum recommended number of staff (FTEs) per 2,000 of population is 1 staff member. This would equate to 14 FTE for the Queenstown-Lakes District.

The Australian Library and Information Associations has published a set of Standards and Guidelines for Australian Public Libraries⁴ (which were published in 2012 and therefore may better reflect the changing nature of library activities over the intervening period between 2004 and 2012), which notes that the minimum recommended number of staff

⁴ Beyond a Quality Service: Strengthening the Social Fabric Standards and Guidelines for Australian Public Libraries – Second Edition 2012 – Australian Library and Information Association

(FTE) per 3,000 of population is 1 staff member. This would equate to 9.33 FTEs for the Queenstown Lakes District. Of these staff, the Australian standards states that 1 FTE per 10,000 of population should be qualified librarians. This would equate to 3 FTEs.

The libraries in Queenstown and Wanaka currently have a number of part-time staff and/or staff that do not work the standard hours that the libraries are open. In order for resourcing to be able to be managed efficiently, working hours should be standardised to meet the needs of the library workflows. Statistics on the checkouts by time of day indicate that between 3pm and 5pm is the busiest time (presumably with after-school visits by children and their caregivers), with Monday and Tuesday as the busiest days of the week. The resource cover in the libraries will need to ensure that these peak workflows can be adequately met.

We have been informed that the current hours worked by library staff are as follows:

Wanaka Library	Opening hours: Mon – Sat 10am – 5pm
Staff member 1	Mon – Fri 9am – 6pm
Staff member 2	Mon, Tues, Fri, Sat 8.30am – 7.30pm
Staff member 3	Sat 9.30 – 5.30 (3 out of 4)
Staff member 4	Mon 9am – 5.30; Tue/Wed 8.30 – 5pm
Staff member 5	Mon – Thurs 8.45am – 3.15pm
Staff member 6	Mon – Thurs 9 – 4pm
Staff member 7	Fri – Sat 8.30 – 5.30
Staff member 8	Mon – Fri 8 – 5pm
Staff member 9	Tue – Fri 8.30 – 5.30pm, Sat 9.30 – 5.30
Staff member 10	Mon – Thurs 9.30 – 5.30pm
Queenstown Library	Opening Hours Mon – Sat 10am – 5pm
Staff member 1	Mon – Fri 8.30 – 5.30pm
Staff member 2	Wed – Sat 8.30 – 5.30pm
Staff member 3	Mon – Fri 8.30 – 5pm
Staff member 4	Tues – Sat 8.30 – 5.30pm
Staff member 5	Mon – Thurs 9-5pm
Staff member 6	Mon, Thurs, Fri, Sat 9-5pm
Staff member 7	Mon 8.30 – 5 Tue – Fri 8.30 – 2
Staff member 8	Mon – Wed 20 hrs
Staff member 9	Thurs – Fri 20 hrs

In the Wanaka library, it is noted that approximately 24% of the time that library staff are paid for, are worked outside library opening hours, and in the case of one staff member, 40% of the hours paid for are worked outside library opening hours.

In the Queenstown library, approximately 17% of the time that library staff are paid for are worked outside library opening hours, with the highest proportion being 25% in the case of two staff members.

The proposed hours are:

Wanaka Library	Opening Hours Mon – Sat 10am – 5pm
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Service Centre Coordinator	Mon- Fri 8.30am – 5.30pm
Librarian	Mon – Fri 8.30 – 5.30pm
Library Assistant 1	Tue – Fri 8.30 – 5.30pm, Sat 9.30 – 5.30pm
Library Assistant 2	Mon – Fri 8.30 – 5.30pm
Library Assistant 3 & 4 etc	Part-time during library opening hours, focused on periods of highest customer demand and Saturdays.
Queenstown Library	Opening Hours Mon- Sat 10-5pm
Head Librarian	Mon – Fri 8.30 – 5.30pm
Librarian	Mon- Fri 8.30 – 5pm
Library Assistant 1	Mon- Fri 8.30am – 5.30pm
Library Assistant 2	Tue – Fri 8.30 – 5.30pm, Sat 9.30am – 5pm
Library Assistant 3, 4,5 etc	Part-time during library opening hours, focused on periods of highest customer demand and Saturdays.

Although there is some capacity for job sharing, the priority should be to ensure that the libraries are able to run efficiently and that there is sufficient cover at the peak time for users. Hours of work will be determined by the manager to meet these needs.

R 36

In summary, the resourcing implications of the recommendations are as follows:

- Creation of Service Centre in Queenstown and Wanaka which incorporates both the services currently offered by the Customer Services Team and the Library staff. These Service Centres would be based at the Queenstown and Wanaka libraries;
- Disestablishment of the management roles in the Libraries and Customer Services area. The roles to be disestablished include Shared Library Service Manager, Queenstown Library Manager, Wanaka Library Manager and Customer Services Manager;
- Creation of new management and supervisory roles including Service Centres Manager (based in Queenstown); Service Centre Coordinator (1 FTE based in Wanaka.) The Service Centre Coordinator would not have direct staff responsibility, but would play a “coordinating” role in the Wanaka Service Centre, ensuring effective rostering of staff and standards of customer service are being met. It is expected that this coordinator component of the role would be a minority portion of the role (approximately 0.2 FTE) and therefore, the Service Centre Coordinator would also be expected to assist with library activities (0.8 FTE);
- Disestablishment of the current roles of Librarian/Library Assistant and other variants of the role title in Queenstown and Wanaka libraries;
- Creation of a new Head Librarian role which provides technical library service support to the Manager, Customer Services & Libraries and the Librarian/Library Assistant role;
- Creation of a new Librarian role in Queenstown (1FTE) and Wanaka (1 FTE). This role would be filled by an individual who has a formal graduate or higher qualification in library and information studies and is a registered Librarian;

- Creation of a Library Assistant role which would focus on circulation tasks and although a tertiary formal qualification in library studies and information management would be desirable, it would not be mandatory.

7.3 Parks and Recreation Facilities, Public Toilets, Cemeteries and Waterways facilities

7.3.1 Introduction

QLDC provides, manages and maintains over 2,084 hectares of open space over approximately 230 sites from neighbourhood parks to natural areas, forests and sports parks. In addition it provides an extensive network of playgrounds, and facilitates a wide range of activity including golf, bowls, specialised mountain biking parks, skate parks, cross country skiing and other sporting activities. QLDC also provide and maintain a network of walking and cycle trails across the district including the New Zealand Cycleway and Te Araroa Walkway.

Parks, cemeteries and recreation facilities are maintained by a range of Council partners, as well as being provided in-house:

- The horticultural team within QLDC maintain planted gardens in the district. This includes 0.4 hectares of annual bedding gardens, 94% of which is located in the Queenstown Gardens; 2.9 hectares of rose gardens, 50% of which is located in the Queenstown Gardens; and 13.6 hectares of general gardens located at 213 sites throughout the district;
- Asplundh have been contracted to perform all grass maintenance, tree work, playgrounds maintenance, tracks and cycleway maintenance, and building services. They maintain approximately 34 hectares of soft surface tracks in 134 locations, 350 hectares of grass reserve at 487 sites; and 2.7 hectares of play areas and tennis courts in 50 locations;
- Lakes Leisure Limited has been contracted by QLDC to provide the maintenance of all specialist sports turf in the district. They maintain 12 sports turfs covering approximately 41 hectares, as well as maintaining the Frankton Golf Course;
- An external contractor provides the cleaning of all public toilets throughout the region; and
- The district's 10 cemeteries are maintained by Asplundh on behalf of QLDC, with internments carried out by external contractors. QLDC maintains and provides access to all cemetery records.

QLDC takes part in an annual benchmarking exercise with other New Zealand local authorities in relation to the management of parks and reserves. Parkcheck⁵ identifies a

⁵ Parkcheck – New Zealand Management Measures Report 2012 Published by the New Zealand Recreation Association.

number of key performance indicators for the provision of parkland, sports parks, playgrounds, street trees and horticultural plantings and provides comparisons with a range of local authorities in relation to these measures. As is common with most benchmarking information, the results should be interpreted with some caution given that there may be some inconsistencies in the way individual local authorities have measured and captured their information. However, they provide a useful guide as to performance against similar entities. An extract of key performance indicators are as follows:

Measures	QLDC	Median across NZ Council Districts (31 Councils)
Total area of park land provided by Council in hectares per 1,000 residents	52.7 (Ranked 4 th out of 30)	15.7
Actively managed park per 1,000 residents (hectares)	32.4 (Ranked 1 st)	7.6
Provision of sports park per 1,000 residents	3.2 (Ranked 7 th)	1.9
Provision of playgrounds per 1,000 children under 15	9.6 (Ranked 2 nd)	3.8
Provision of street trees per 1,000 residents	319 (Ranked 1 st)	124
Provision of planted beds per 1,000 residents	5,897 (Ranked 1 st)	2,382
Total direct annual operations cost per hectare	\$3,219 (Ranked 22 nd)	\$4,993

Source: Parkcheck – New Zealand Management Measures Report 2012 Published by the New Zealand Recreation Association.

QLDC has a relatively high level of parkland per population when compared with other districts in New Zealand (even districts that are of a comparable population) and although this will result in a higher cost of maintenance per capita than elsewhere in the country (due to the small population base), the cost per hectare of maintaining the parklands is below the median for the Councils surveyed.

In addition to parks and reserve land, QLDC also has an interest in three forests:

- Ben Lomond which is a 330 hectare forest;
- Queenstown Hill which is a 107 hectare forest; and
- Coronet forest (which is 75% owned by QLDC and 25% owned by Central Otago District Council) which is a 184 hectare production forest.

7.3.2 Recommendations

(a) Alignment of sports field maintenance services

F 37

Multiple contractors are at times involved in the maintenance of sports fields in the district, with the maintenance of the turf itself carried out by the Turf crew currently located within Lakes Leisure Limited, whilst the maintenance of the grass surrounding the turf is carried out by Asplundh.

Recommendation

R 37

It is recommended that the division of these maintenance arrangements between the Turf crew and Asplundh are reviewed to ensure that they are the most efficient and effective for QLDC in terms of overall cost and use of resources. Although it is acknowledged that there are instances where the nature of the terrain means that different equipment is needed for the maintenance of the turf itself and the maintenance of the surround (for example sloped grass banks surrounding a pitch), there may be other instances where the same equipment could be used and therefore it may be more efficient and cost effective for one contractor to undertake all aspects of the grass maintenance on that site.

(b) Timesheeting for Horticultural Team

F 38

Currently, the timesheeting system is used by the Horticultural team (and the rest of the QLDC) as a tool to record total hours worked, rather than a tool to capture useful management information on the resource required to maintain various aspects of the QLDC's gardens and reserves portfolio. This information, if collected, could be used as a guide for future decisions around resourcing, work scheduling, and the relative cost of different types or sizes of gardens and reserves.

Recommendation

R 38

It is recommended that consideration be given to extending the use of the timesheeting system in the Horticultural team in order to capture information on the time required (per site) to maintain the over 200 reserve sites which are the responsibility of this team, as well as travel time and work associated with town custodianship. Capture of this information should allow future scheduling of work to maximise efficiency.

(c) Plant purchasing

F 39

Currently, all plant purchasing for sites maintained by the Horticultural team is undertaken by the Parks Manager. Potentially there are some aspects of the plant purchasing process that could be delegated to members of the horticultural team.

Recommendation

R 39

It is recommended that the Parks Manager establishes a plant purchasing framework for new and rejuvenated garden areas which outlines general guidelines as to the type, quantum, source and budget for plants to be purchased and general planting guidelines. However, the design and acquisition of plants should be delegated to the Horticulture team providing both job variety and development opportunities for staff within this team.

Staff have also noted that it would be beneficial if there was a strategy developed around garden design, planting and development. Such a strategy should define the planting timeline, and planning for re-development and replanting over a 5-year period.

(d) Role of District Forester

As noted above, QLDC has an interest in three forests totalling 620 hectares. QLDC currently employs a full-time forester who is tasked with:

- Preparing and maintaining forestry management plans for each forest;
- Producing and implementing the harvest plans. Currently, 3-4 hectares per annum is being harvested. Responsibilities also include contracting arrangements for planting, spraying, thinning and logging;
- Attending joint forestry committee meetings with CODC regarding jointly owned Coronet Forest;
- Undertaking contract administration for all contractors involved in forest maintenance, harvesting and pest control and removal of noxious plants across all reserves in the District;
- Managing QLDC's emissions trading scheme obligations;
- Managing arrangements with forestry users e.g. Skyline, Police, Fire, St John's Ambulance, Department of Conservation, Queenstown Mountain Biking Club etc including road management, security, track maintenance etc;
- Coordinating the planting and removal of trees in reserves and other QLDC areas when required;
- Developing the forestry fire plan and acting as Deputy Principal Rural Fire Officer with responsibility for updating and organising all rural fire training for QLDC staff and contractors;
- Managing wood energy options for QLDC, including wood boiler in Wanaka; and
- Reviewing forestry planting resource consents on behalf of Lakes Environmental Limited, particularly to assess wilding tree risk.

F 40

In addition to these tasks, the District Forester also dedicates a significant amount of time to the work of the Wakatipu Wilding Conifer Control Group (WCCG) and holds an executive position in the Group. We have been informed that approximately 25% of the time of the District Forester is involved in supporting the WCCG, this contribution-in-kind by QLDC is in addition to an annual grant from QLDC to WCCG of \$129,000.

Currently, the prioritisation of tree cutting is managed by the Parks Manager, as is the overseeing of QLDC responsibilities in relation to heritage trees.

Recommendation

R 40.1

It is recommended that the District Forester role is disestablished and a new role Parks and Reserves Officer (Forestry) is created which the current District Forester's responsibilities will be reassigned to. In addition to these responsibilities it is proposed that all tree work responsibilities that QLDC may have are undertaken by the new Parks & Reserves Officer (Forestry) role including prioritisation of tree removal and responsibilities for heritage trees.

This will free-up the Parks Manager to focus more fully on management, oversight and strategy, as well as ensuring that Parks Strategies and Reserve Management Plans are up to date and remain appropriate. The Parks & Reserves Officer (Forestry) should also provide back-up to the Parks & Reserves Officer in the general maintenance and management of QLDC's parks and reserves.

R 40.2

It is recommended that consideration is given to the role of the Parks & Reserves Officer (Forestry) in relation to the Wilding Conifer Control Group. In the short to medium term, it is recommended that the Parks & Reserves Officer (Forestry) continues to provide technical, secretariat and accounting support to the Wilding Conifer Control Group, however QLDC may wish to review whether this is the best location from which to provide secretariat and accounting support in the longer term.

(e) Reporting lines for Parks and Reserves Team

R 41

Given the Parks and Reserves team's role in maintaining significant assets on behalf of the Council, it is recommended that it reports through to the proposed new division of Operations. This will enable all activities involved in the delivery of services or of community assets to reside in the Operations team.

7.4 Community Facilities

7.4.1 Introduction

QLDC provide a range of aquatic facilities, halls and similar multi-use indoor facilities throughout the district. Major facilities such as the Queenstown Events Centre, Queenstown Memorial Hall, Lake Hayes Pavilion, Arrowtown's Athenaeum Hall and Lake Wanaka Centre are multi-purpose recreation and community venues which are managed on behalf of QLDC by Lakes Leisure Limited.

Aquatic facilities include Alpine Aqualand, Arrowtown Memorial Pool and the Wanaka Community Pool which are managed for QLDC by Lakes Leisure Limited. In addition, Lakes

Leisure Limited operates a Health and Fitness Centre adjacent to the Aquatic Centre that caters for approximately 1,500 members.

7.4.2 Recommendations

(a) Lakes Leisure operational resourcing

When considering the integration of Lakes Leisure Limited's activities into QLDC, it is recommended that a number of changes are made to the roles that currently manage Lakes Leisure's operational activities (i.e. pools, health and fitness centre, support services, community programmes and venues and events management) in order to achieve better alignment between related activities. The activities currently undertaken by Lakes Leisure in its other functional areas (i.e. finance, human resources, communications and turf management) are considered elsewhere in this report.

It should be noted that no changes are proposed to operational roles below the management level of Lakes Leisure Limited at present, however once these activities are fully integrated into QLDC, the roles and resourcing levels in these operational roles may be reviewed and changes recommended at a later date.

The changes recommended to occur in the short term are:

- Creation of a Manager, Sport & Recreation role which reports to the General Manager, Operations. This role is responsible for:
 - In conjunction with the General Manager, Operations, planning for the future delivery of sports and recreation facilities and activities in the district;
 - The operations of QLDC's aquatic facilities in Frankton, Wanaka and Arrowtown;
 - The operations of the health & fitness centre at the Queenstown Events Centre;
 - The delivery of QLDC's sports and recreation programmes, including the swim school;
 - The operations of the Frankton Golf Course; and
 - Administration of the booking system for all the district's sports grounds, the Queenstown Events Centre sport and recreation facilities, swim schools in Wanaka and Queenstown, and all QLDC venues.
- Disestablishment of the Pool Operations Manager role and Health & Fitness Manager role, and creating a new role of Health & Fitness Team Leader which has responsibility for the day-to-day operations of the Aqualand Aquatic Centre and the Health & Fitness Centre. Consideration may be given in future to further integrating the crew resourcing for the Aquatic Centre and Health & Fitness centre where the skills required for roles are complementary;

- Transfer of responsibility for the Queenstown swim school to the Community Programmes Coordinator and renaming this role Recreation Programmes Team Leader;
- Creation of a new role of Sales & Service Team Leader, which is responsible for developing (in conjunction with the Manager Sports & Recreation) and implementing strategies to market and ultimately increase usage of the pool and health & fitness centre; and increase participation in sports and recreation programmes. This role would also manage the Customer Service Officers on a day to day basis and oversee administration of the booking system for grounds and facilities and venues;
- Disestablishment of the current role of Support Services Manager and as noted above, transferring responsibility for the Customer Service Advisors to the Sales & Service Team Leader. Responsibility for the day-to-day operations of the Queenstown Events Centre facility e.g. cleaning, maintenance, utilities etc is transferred to the Venues and Facilities Manager, who is assisted in undertaking these tasks by the Facilities Booking Coordinator and Venues & Facilities Coordinator.

(b) Suitability of LINKS software solution for bookings management

Lakes Leisure currently uses a software solution called LINKS. This system manages point of sale, membership, swim school, stock management and facilities bookings. The system integrates with a swipe card systems for gym / swim members and has a reporting tool although this has had only limited use to date. This system is hosted on servers based at Lakes Leisure and a software upgrade is available, but this is yet to be installed. At present this system does not integrate with the Lakes Leisure website or with back office financial systems. License fees for the system are currently \$10k per quarter.

F 42

The LINKS system is in use throughout the country in similar operations and is seen as the de-facto standard for council run facilities. It does however have a number of limitations with the primary one being it has only limited capability for managing the bookings (i.e. sports fields and council facilities such as the Event Centre). For example the system does not allow staff to accurately record all the requirements for a function at a venue / facility and they are currently using spreadsheets and manual systems to ensure information is recorded. There is limited business intelligence available from the system so simple questions such as who is booking what and where are restricted to querying of free text fields.

In order to alleviate these issues it is proposed that an analysis is undertaken to clearly understand the functional requirements for a bookings system to meet the needs of the bookings / facilities team. A gap analysis should then be conducted to determine whether the current LINKS system is meeting the majority of requirements or whether an alternate system is required.

Recommendation**R 42**

We understand that Lakes Leisure has already commenced initial assessments of a suitable alternative application. We recommend that a requirements gathering project is undertaken using QLDC business analysis resource to determine requirements for bookings functionality to meet the needs of the Lakes Leisure bookings / facilities team. Following the requirements phase, undertake a gap analysis to determine whether the current LINKS system is fit for purpose for bookings functionality. If it is not suitable, then investigate and make recommendations for alternative solutions.

(c) Asset Management

Lakes Leisure is currently responsible for the management of a number of recreation and community assets on behalf of QLDC. While QLDC has retained ownership of the significant assets, Lakes Leisure has also invested in assets within the facilities (i.e. Gym equipment, chairs/tables for events). Lakes Leisure prepares capital plans for inclusion in Council long term plans as well as preparing asset maintenance plans.

F 43

With the bringing in-house of Lake Leisure's activities it is proposed that responsibility for capital asset planning and major maintenance transfers to the Infrastructure and Assets Division. It is anticipated that this will provide opportunities for efficiencies in the way assets are managed across the recreation, reserves and facilities areas and ensure appropriate planning and investment in these assets over time. Input from recreation and facilities operations staff will still be expected to ensure these plans are fit for purpose.

Recommendation**R 43**

Responsibility for capital asset management for assets currently managed by Lakes Leisure to become responsibility of the Infrastructure and Assets Division within QLDC.

(d) Cleaning Services

Lakes Leisure currently uses a mixture of employee and contract staff to clean the various facilities under its management. It currently spends approximately \$350k per annum on these services.

Lakes Environmental contracts out the cleaning of its offices in Queenstown and Wanaka to a third party.

QLDC contracts out the cleaning of its offices in Queenstown and Wanaka along with its various library facilities to a third party.

Queenstown Lakes Holiday Parks currently uses a mixture of employee and contract staff to clean its camp grounds. It currently spends approximately \$180k per annum on these services.

F 44

Each of the cleaning arrangements identified above has been negotiated independently. Collectively these cleaning contracts represent a significant contract for a prospective third party contractor. Given the competition that already exists for cleaning services in the region, there is the potential for costs savings if these services were contracted out collectively.

It is proposed that QLDC look to consolidate the various third party contracts in place into a single contract and take this to market. It is also proposed that a review is conducted of the current employee-based cleaning roles to determine whether it makes financial / logistical sense for these positions to remain or form part of a contracted out service.

The contract would need to be cognisant of the varying levels of cleaning services required to ensure that customer service expectations would continue to be met by the Camp Grounds and Lakes Leisure facilities.

Recommendation

R 44

Consolidate the various third party contracts in place for cleaning services across Lakes Leisure, Lakes Environmental and QLDC into a single contract and take this to market. Conduct a review of the current employee based cleaning roles to determine whether it makes financial / logistical sense for these positions to remain or form part of a contracted out service.

7.5 Community Development & Grants

QLDC has a role to play in terms of informing, involving and empowering the community by offering community support in terms of community group advocacy, promotion and publicity; maintaining relationships with community groups and working with groups to support the community. As part of this community development role, QLDC also provides financial support to community associations for the delivery of small projects and assists community groups to access funding available through other agencies. This involves providing grants to community associations to support their activities; administering other grants and the Creative Communities Fund; and providing advice and support to groups seeking to raise funds for community projects.

These activities are undertaken by the Arts and Events Facilitator within QLDC who is involved in a wide range of activities including:

- Coordinating a range of community events e.g. Summerdaze, New Year's Events, Christmas Show, Waitangi Day celebrations etc; including accessing grants from

national bodies where possible to support these events e.g. Department of Culture and Heritage;

- Administering grants on behalf of the:
 - Creative Communities Scheme (\$20k per year granted over four funding rounds per year to approximately 25 recipients);
 - Central Lakes Arts Support Scheme (\$38k per year for projects up to \$2k);
 - Aspiring Arts Trust (\$50k per annum);
 - Sport New Zealand Rural Travel Fund (\$12k per year);
- Assisting community groups to apply for funding from other agencies;
- Administering annual grants to community associations including managing accountability requirements around these grants;
- Acting as the QLDC representative on the Creative Queenstown Committee and Queenstown Alive;
- Working as part of the Youth Access to Alcohol (YATA) programme liaising with schools and liquor outlets;
- Ensuring disability access for Council.

Recommendation

It is recommended that the Arts and Events Facilitator role reports through to the proposed new role Manager, Events & Development (see section 10.1). There are strong synergies between the work of the Arts and Events Facilitator and the proposed Manager, Events & Development given the focus on facilitating interaction with QLDC.

It is also recommended that this role become the central point of contact for Heritage-related matters, acting as a facilitator for broader interaction with QLDC.

7.6 Resourcing Implications of Recommendations

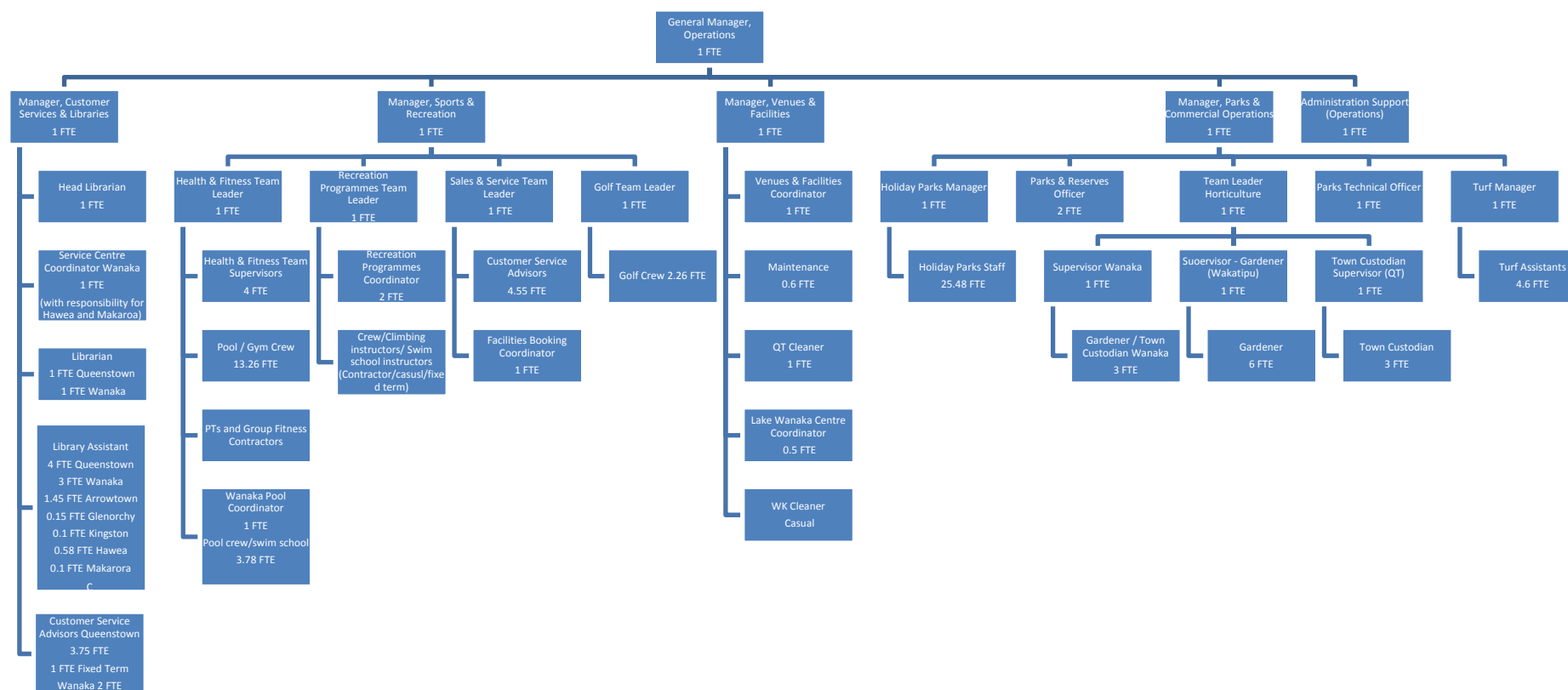
The resourcing implications of the above recommendations are as follows:

- Creation of a new Operations division which includes all customer-facing activities including those currently undertaken by Lakes Leisure. These customer-facing activities would include customer services, libraries, sport and recreation (aquatics and recreation programmes), venues operations, parks and reserves and holiday parks. This division would report through to a proposed new role of General Manager, Operations;
- Creation of Library Service Centres in Queenstown and Wanaka and amalgamation of the Customer Services and Libraries teams. This would result in the creation of a number of new roles including Manager, Customer Services & Libraries, Service Centre Coordinator (Wanaka), Head Librarian, Librarian, Library Assistant and Customer Services Advisors. It would also result in the disestablishment of a number of current roles including the Customer Services Manager, Shared Library Service

Manager, Queenstown Library Manager, Wanaka Library Manager and the currently existing variants of Librarian and Library Assistant roles;

- Centralised library acquisitions, streamlining of activities, and alignment of working hours with peak user demand will result in better use being made of library staff resources. This will result in the disestablishment of approximately 3.84 FTE of Librarian/Library Assistant resource across Queenstown and Wanaka libraries;
- Change the District Forester role to include responsibility for all tree removal/cutting prioritisation and responsibility for heritage trees. The District Forester role title would be changed to Parks & Reserves Officer (Forestry);
- Disestablishment of the current Parks Manager role and the creation of a new role, Manager, Parks & Operations, which focuses on management of Parks and Campgrounds and commercial contracts that the Operations Division may have.
- Creation of a Parks Technical Officer role which focuses on supporting the Parks & Operations group on technical matters.
- Reassignment of responsibilities in relation to tree work from the Parks Manager to the Parks and Reserves Officer (Forestry);
- Amalgamation of the current Supervisor – Gardener – Wakatipu role and Supervisor – Gardener – Queenstown Gardens role, so there is one Supervisor – Gardener (Wakatipu) role responsible for all gardening activities in the Wakatipu area;
- Disestablishment of the Town Custodian – Supervisor Arrowtown role and reassignment of the incumbent to the Town Custodian – Gardener (Arrowtown) role reporting to the Supervisor – Gardener (Wakatipu). This role would be based in Queenstown, and although they will have primary responsibility for Arrowtown, they will also be expected to work as directed in the broader Wakatipu area;
- Change in reporting lines for the Arts and Events Facilitator to the proposed role of Manager, Events & Development, which will report through to the Director, CE's Office;
- With the proposed disestablishment of the current Community Services Division, the Community Services Administrator role would also be disestablished.

The new organisational structure for the Operations division is as follows.



8. Recommendations – Regulatory

8.1 Overview of Activities

The regulatory responsibilities of QLDC include administering various statutes including the:

- Resource Management Act 1991;
- Building Act 2004;
- Local Government Act 2002;
- Food Act 1981 and Food Hygiene Regulations 1974;
- Health Act 1956;
- Sale of Liquor Act 1989;
- Dog Control Act 1996;
- Maritime Transport Act 1994 (under delegation from the Otago Regional Council);
and
- Litter Act 1979.

In addition, the Council has also made bylaws to deal with specific issues of public health and safety. There are currently 19 operative bylaws covering a range of matters including dog control, fire prevention, food safety, liquor licensing, freedom camping, navigation safety, signs, traffic and parking, brothel control, cemeteries, water supply and activities in public places.

Lakes Environmental Limited is currently responsible for administering these regulations and bylaws under contract from QLDC. Bylaws are developed by QLDC in either the Policy & Planning Division, Regulatory & Corporate Division, or Community Services Division (with input from Lakes Environmental where appropriate) depending on the subject matter of the bylaw.

Administration of regulation around waterways control in the district has been delegated to QLDC from the Otago Regional Council. The provision of these waterways control services is contracted to a third-party provider – Southern Lakes Monitoring Services Limited. The waterways control services that are provided for under this contract include:

- Harbourmaster services;
- Enforcement of bylaws, annual production of a boating guide and promotion of water safety;
- Auditing of Safe Operation Plans for commercial operators and monitoring all water based commercial activities; and
- Audit and inspection of waterways structures.

The contract with Southern Lakes Monitoring Services Limited is monitored by the General Manager, Regulatory & Corporate within QLDC.

As noted elsewhere in the report, matters relating to the issuing of consents under the Resource Management Act 1991 and the Building Act 2004 are dealt with by the Resource Management Services Division and Building Services Division of Lakes Environmental. These divisions also carry out inspections of compliance with consent conditions.

The Corporate & Regulatory Division of Lakes Environmental is responsible for the administration of the Food Act 1981, Food Hygiene Regulations 1974, Health Act 1956, Sale of Liquor Act 1989, Dog Control Act 1996 and Litter Act 1979 and associated bylaws. The Corporate and Regulatory Division is also responsible for administering enforcement activities under all of this legislation and bylaws. These activities include:

(a) Liquor licensing

Lakes Environmental is responsible for regulating the sale of liquor on behalf of Council in the Queenstown Lakes District. There are close to 400 licensed premises in the region and approximately 3,200 manager's certificates in active use at any one time.

New licensed premises are required to be inspected by a liquor licensing inspector before they can sell liquor along with a number of other requirements, including advertisement in local newspapers, police checks and payment of necessary applications fees.

Once granted, a liquor license is valid initially for one year and then subsequently renewed for 3 years. Renewals involve the payment of a fee, another police check, inspection of premises by Lakes Environmental officer and the completion of an application form.

In order to streamline the process, Lakes Environmental has looked to incorporate the liquor license annual inspections with the food premise inspection. Environmental Health Officers conduct liquor license inspections along with food premise audits / inspections where the legislative timings permit. In Wanaka, the Environmental Health Officer also conducts the liquor manager interviews on behalf of the liquor licensing inspector.

Annual liquor licence inspections typically take 15 minutes, involve an inspection sheet and verbal warnings can be issued. Like food inspections, these tend to be unannounced visits, but in future these will be booked in as part of the food audits where it makes sense to do so. Random monitoring of liquor licensed premises in conjunction with police will continue as a means of ensuring licensees are complying with regulations and conditions of the licence.

Managers of licensed premises require a manager's certificate. As a prerequisite, managers must have completed a recognised industry training course before applying for the manager's certificate. The application process involves the completion of an application form, payment of a fee and an interview with a liquor licensing staff

member who will complete a questionnaire with the applicant. A police check is then completed and once this check by police is complete a manager's certificate is issued. The certificate is issued initially for one year and then there is a renewal process similar to the application process but without the interview.

Due to the high turnover of managers in the region, Lakes Environmental receives approximately 25-30 new manager's certificate applications a month. The legislative requirements around specific renewal periods also mean that renewals tend to be clustered into certain months of the year putting pressure on resources to manage high work volume peaks. The process is predominately paper based at present which adds to the overheads in terms of processing the renewals.

The Liquor Licensing Inspector in conjunction with Manager, Corporate and Regulatory is also responsible for managing the process in relation to oppositions to liquor licenses and applications, including where these matters are referred to the Liquor Licensing Authority and other judiciary agencies.

The Liquor Licensing team is also responsible for administering temporary liquor licenses that may be granted for special events i.e. NZ PGA Golf Event.

There is 1 FTE Liquor Licensing Inspector in the district and that role currently reports to the Corporate and Regulatory Manager in Lakes Environmental.

(b) Food Premise Inspections

The Environmental Health Officers (EHOs) at Lakes Environmental are responsible for ensuring that food premises are complying with the Food Hygiene Regulations 1974. These Regulations specify the requirements for the structure, maintenance and conduct of food handlers, in addition to the general duties of an occupier of a food business, with the overall objective of ensuring safe food is produced for public consumption.

There are approximately 450 food premises across the Queenstown Lakes District of which 75% require annual inspections to be carried out and 25% require annual audits (as they have a food control plan in place).

Food premises inspections typically take 30-45 minutes to complete and the officers, in most cases, arrive on the premises with no prior warning. Premises that have elected to implement a food control plan (likely to be all premises within 12-18 months) are audited annually rather than inspected on an annual basis and this audit process takes considerably longer than an inspection. It is estimated that an audit takes approximately 2 hours to complete in the first year and then approximately 1-1.5 hours in subsequent years. Audits also require appointments to be made with the food premises representative rather than arriving unannounced as currently occurs. This is likely to increase the administrative effort required in the future and will impact on workflow and resource (e.g. vehicles to visit premises) scheduling.

A food safety bylaw was introduced in 2011 that has implemented a grading system for premises. This has allowed for a graduated pricing mechanism dependent on the level of risk associated with the premises.

Contracted services to Central Otago District Council

EHOs are currently conducting food premise inspections (200 per annum), campground inspections and following up on food complaints on behalf of the Central Otago Council (2 FTE days per month). Revenue from this activity is collected by Lake Environmental.

Other Inspections

EHOs also carry out annual inspections of camping grounds, funeral directors and hairdressers in a similar manner to food premises, to ensure compliance with the Camping Ground Regulations and Hairdresser Regulations.

Work is also underway to implement a bylaw related to Tattoo and Skin Piercing premises. Once implemented it is likely that the EHOs will also be responsible for these inspections.

Complaints / Samplings / Monitoring

EHOs are also responsible for dealing with complaints from the public in relation to such issues as bed bugs, odours from buildings or sections, food poisoning and water quality. The EHOs may also be required to conduct monitoring in relation to resource consent compliance, water sampling (private supply) or food sampling (ice-cream, sandwiches etc) to ensure there are no issues. This work sometimes needs to be carried out on weekends when events are occurring.

Food Stall Applications

EHOs are also responsible for dealing with applications for food stalls. With the increase in events in the region this has seen an increase in the food stall applications needing to be processed over the last few years. The process is very manual at present and time consuming and could benefit from the appropriate use of technology such as online forms and a case management system.

General Observations

The systems the EHO's use to do their job are limited. They have limited access to management reporting capability (i.e. has this food premise had a recent noise complaint) and in many cases are managing the information they collect in spreadsheets rather than a centralised system.

There are currently 1 FTE Environmental Health Officer based in Queenstown and 0.75 FTE Environmental Health Officer based in Wanaka. Both these roles currently report to the Manager, Corporate & Regulatory within Lakes Environmental.

(c) Parking Enforcement

Parking enforcement is carried out in accordance with the QLDC traffic and parking bylaws as well as the Land Transport Act. Lakes Environmental has 1 FTE staff member dedicated to parking enforcement in the Queenstown area, with another 3 FTEs who rotate between animal control and parking enforcement (1 FTE dedicated to animal control on a roster system). Wanaka currently has a third party contractor responsible for parking enforcement.

Electronic systems have been implemented for parking officers so that all tickets are issued via hand held systems and uploaded each night directly into the council enterprise systems. All requests for parking ticket waivers are managed via the support team at Lakes Environmental (Queenstown) to ensure separation of duties. Parking officers have allocated areas of the town to patrol and monitor over a seven-day roster. Outside of business hours, parking enforcement is contracted to a third party security firm. As well as issuing tickets for parking infringements, officers also deal with abandoned vehicles, which due to the tourist nature of Queenstown can result in a significant number of abandoned vehicles being dealt with each year.

(d) Animal Control

The majority of the animal control work in the region relates to the management of dogs. There are currently 3,710 dogs registered (increase of 13% on previous year) in the region and last year there were 610 complaints received regarding dogs. As a result of complaints or patrols by animal control officers, 160 dogs were impounded (99 Queenstown / 61 Wanaka).

As noted above, Queenstown has an animal control officer on duty each day who is responsible for dealing with animal complaints, patrolling for stray animals and feeding dogs at the pound. They also take responsibility for parking enforcement and abandoned vehicles in outlying areas (i.e. Frankton).

Animal control in the Wanaka area is currently outsourced to a third party who has similar responsibilities to the Queenstown team.

(e) HSNO (Hazardous Substances and New Organisms Act) Services

Lakes Environmental is currently contracted by the Department of Labour (now Ministry of Business, Innovation and Employment- MBIE) for the inspection of dangerous goods / new organisms in workplaces. This work equates to approximately 55 hours per month. Lakes Environmental are also contracted by QLDC, Central Otago District Council and Waitaki District Council to conduct HSNO inspections at non-workplace sites. This work is carried out by the District Inspector (Lakes Environmental) who is the only Lakes Environmental employee with the appropriate HSNO qualifications to conduct this work.

(f) Other Enforcement Activities

The Regulatory and Enforcement sub-team within the Lakes Environmental Corporate & Regulatory team is also responsible for all complaints (except liquor licensing and environmental health) and enforcement for a significant number of matters related to the following:

- RMA (non-compliance with conditions of consents where complaints are received. Including issuing of abatement notices);
- QLDC district plan rules (investigations, infringement and abatement notices);
- Issuing of infringement notices for non-compliance with bylaws such as Navigation Safety, Signs, Control of Activates and Obstructions in Public Places, Removal and Disposal of Refuse;
- Fire permitting;
- Building Act (notice to fix, infringements, red cards);
- Excessive noise directives;
- Pollution enforcement;
- Enforcement of council land and reserves;
- License to occupy;
- Amusement Devices Act; and
- Freedom Camping.

These monitoring and enforcement activities are carried out by the District Inspector (Queenstown) and the Team Leader, Regulatory Enforcement. A district inspector role was recently vacated in Wanaka so these resources now cover both Wanaka and Queenstown.

The current organisational structure of the Corporate & Regulatory group within Lakes Environmental Limited is as set out in Appendix I.

8.2 Recommendations

(a) Harbour Master Services

QLDC has been delegated responsibility for the Harbour Master function from the Otago Regional Council (ORC). It currently contracts this function to a third party (Southern Monitoring Services Limited).

There is significant history behind the decision of Council to take responsibility for the Harbourmaster function in the Queenstown-Lakes District. There are agreements in place with a third party for the provision of the Harbourmaster service and commercial arrangements in place relating to river concessions.

F 45

It may be timely for Council to consider whether it is still appropriate for QLDC to be responsible for Harbourmaster services in the region. This function is, with only a few exceptions (i.e. Lake Taupo), usually managed by regional councils.

An important consideration for Council is the anticipated legislative changes in this area. The Maritime Legislation Bill is presently before Parliament. This Bill seeks to make changes to the Maritime Transport Act 1994 and could be in force later this year. This Bill, if passed, would impose obligations on Regional Councils (or their delegatee) with respect to the appointment of Harbourmasters and will impose new duties and obligations on Harbourmasters.

If Council consider that it remains appropriate to continue with the provision of Harbourmaster services, then QLDC management should also consider whether this regulatory function should continue to be provided via a third party or brought in-house.

Recommendation

R 45

It is proposed that an assessment be carried out by QLDC officers outlining the current arrangements, identifying the benefits and risks of these arrangements (reputational, financial and regulatory) and options for the future.

(b) Liquor Licensing regime changes

The Sale and Supply of Alcohol Act 2012 gained royal assent on the 18 December 2012. It is likely that the regulations associated with this act will be in place later this year and there are also a number of other provisions that come in to force progressively. There is a considerable amount of consultation necessary to raise awareness in the community on the sale of liquor legislative changes. In addition a draft and provisional Local Alcohol Policy needs to be developed.

On 18 December 2013, the current district Licensing Agency will be replaced with a District Licensing Committee (DLC). The DLC will be responsible for making decisions on all licenses and managers certificates (contested and uncontested). The DLC is made up of a chairperson (an elected member or commissioner) and two committee members. Council will need to consider criteria for making individuals eligible for the role.

F 46

It is likely that considerable effort will be required in the next 12 months to implement the changes as a result of the enactment of the Sale and Supply of Alcohol Act 2012. This work needs to be adequately scoped and resourced to ensure a successful outcome for Council and the community.

Recommendation

R 46

Establish a formal project structure to deliver the necessary changes to the liquor licensing regime for the Queenstown Lakes region. Appoint a project manager (internal or if necessary external) to lead this project and resource appropriately. If necessary, backfill staff within QLDC in order to ensure adequate project resourcing.

The new legislation also changes the role of Councillors in relation to liquor licensing. Advice should be provided to Councillors in the near future as to the implications of the legislative changes and the impact this may have on their role.

(c) Change in reporting lines for Liquor Licensing Inspector

The Liquor Licensing Inspector at Lakes Environmental currently reports to the Manager, Corporate and Regulatory. The inspector works closely with the Environmental Health Officers who assist with liquor license inspections and manager interviews (Wanaka only).

F 47

It is proposed that in future the Liquor Licensing Inspector reports to the proposed Principal Environmental Health Officer role. This will assist with the more effective coordination of Environmental Health and Liquor Licensing activities in the future.

Recommendation

R 47

Change the reporting lines for the Liquor Licensing Officer so that the position now reports to the proposed Principal Environmental Health Officer (Queenstown).

(d) Environmental Health and Liquor Licensing Resourcing

Lakes Environmental currently provides environmental health and liquor licensing services via the Corporate and Regulatory group. With the transfer of regulatory functions back into Council, a new Division will be created in QLDC with responsibility for legal and regulatory activities.

It is proposed that Environmental health and liquor licensing services are delivered from within the proposed Legal & Regulatory Division.

Increasing workloads are predicted from the move from food inspections to food audits in the QLDC region over the next 12-18 months. Adding additional resource will ensure workloads are managed effectively as well as providing the opportunity to better coordinate the liquor licensing and food safety inspections /audits functions.

Recommendation

It is proposed that the structure of the environmental health and liquor licensing team be modified from the current Lake Environmental model to the following:

- Principal Environmental Health Officer (Queenstown) – 1 FTE. This is a new role reporting to the proposed Manager, Regulatory;
Direct reports to this role would include:
 - Senior Environmental Health Officer (Wanaka) – 0.75 FTE
 - Environmental Health Officer (Queenstown) – 1 FTE
 - Liquor Licensing Inspector (Queenstown) – 1 FTE

In addition, it is recommended that the current Senior Environmental Health Officer role is changed to reflect the fact that the Environmental Health Officer and Liquor Licensing Inspector will report to the Principal Environmental Health Officer.

(e) Contracted service for Parking, Freedom Camping and Animal Control in Wanaka

Due to a recent staff member's departure, services related to freedom camping enforcement, abandoned vehicles, parking and animal control in Wanaka have been contracted out to a third party (Cougar Security).

Freedom camping monitoring is currently performed between 5-7am with parking and animal control during business hours.

F 48

A number of the contracted services are influenced by the seasons. Freedom camping has not traditionally been requested to be enforced by Council during the winter months and animal control callouts tend to reduce significantly during the winter period. As a result of the variability of the resourcing required it would appear from initial evidence that a contracted services rather than a council employee approach may be the better mechanism for providing these services on an ongoing basis.

Recommendation

R 48

Continue with the contracted service provider until the end of the financial year. At the end of this period review the previous six month period to determine whether performance (financial, service delivery etc.) warrant a continuation of an outsourced arrangement.

(f) Role of the District Inspector

The current role of the District Inspector is twofold:

F 49

- Council enforcement and inspection activities; and
- Contract inspection of hazardous substances and new organisms (HSNO) in workplaces on behalf of the Department of Labour (now Ministry of Business, Innovation and Employment- MBIE). This work equates to approximately 55 hours per month. Lakes Environmental are also contracted by QLDC, Central Otago District Council and Waitaki District Council to conduct HSNO inspections at non-workplace sites. This work is carried out by the District Inspector (Lakes Environmental) who is the only Lakes Environmental employee with the appropriate HSNO qualifications to conduct this work.

Recommendation

R 49

With the recent departure of the Wanaka based District Inspector, it is timely to reassess the priorities and workloads of the Queenstown-based District Inspector who is now responsible for enforcement and inspection activities throughout the district. It is

recommended that this also involve reassessment of the hazardous substances and new organisms activities undertaken for external entities and how this work may be effectively managed alongside the core council activities of inspection and enforcement for the district.

(g) Fire permitting in QLDC region

There is a restricted fire status in the Queenstown Lakes District all year round (Fire and Smoke Prevention Bylaw 2008), which means individuals or organisation must apply for a fire permit before they are allowed to have a fire. Fires are not permitted in urban areas (except for BBQ's).

There are currently 300 fire permits issued within the Queenstown Lakes District each year by Lakes Environmental. These are issued free of charge.

Council is currently negotiating with the Department of Conservation (DOC) to transfer responsibility for high country area permits to DOC and for DOC to transfer responsibility for permitting closer to urban areas to QLDC. It is anticipated that this will reduce the risk profile for QLDC, but is likely to result in an increase in the number of permits that need to be processed.

F 50

Under the current regime, urban ratepayers are in effect subsidising the costs associated with fire permits for rural ratepayers. Understandably the original intent of the free nature of the fire permit was likely to encourage users to apply for a permit rather than lighting fires without one, but it is timely to review this assumption given the likely increase in volume and flow on cost to ratepayers.

Recommendation

R 50

Review the appropriateness of a nil fee for fire permits and consider whether it would be more appropriate to adopt a user pays model.

(h) Regulatory and Enforcement Team

Lakes Environmental currently provides a range of enforcement, inspection and animal control services via the Corporate and Regulatory group. Under the proposed changes these functions would be provided from the Legal & Regulatory Division.

While resourcing levels would appear appropriate in the parking / animal control areas of the team, the general enforcement / district inspection area is not currently resourced effectively. With the departure of the district inspector from Wanaka and with growth returning to the region resourcing may become an issue in this area over the next 18-24 months. As well as reassessing the best way to service the HSNO activities that QLDC has been contracted to perform for external parties, it is also recommended that the emphasis of the Team Leader – Regulatory & Enforcement is

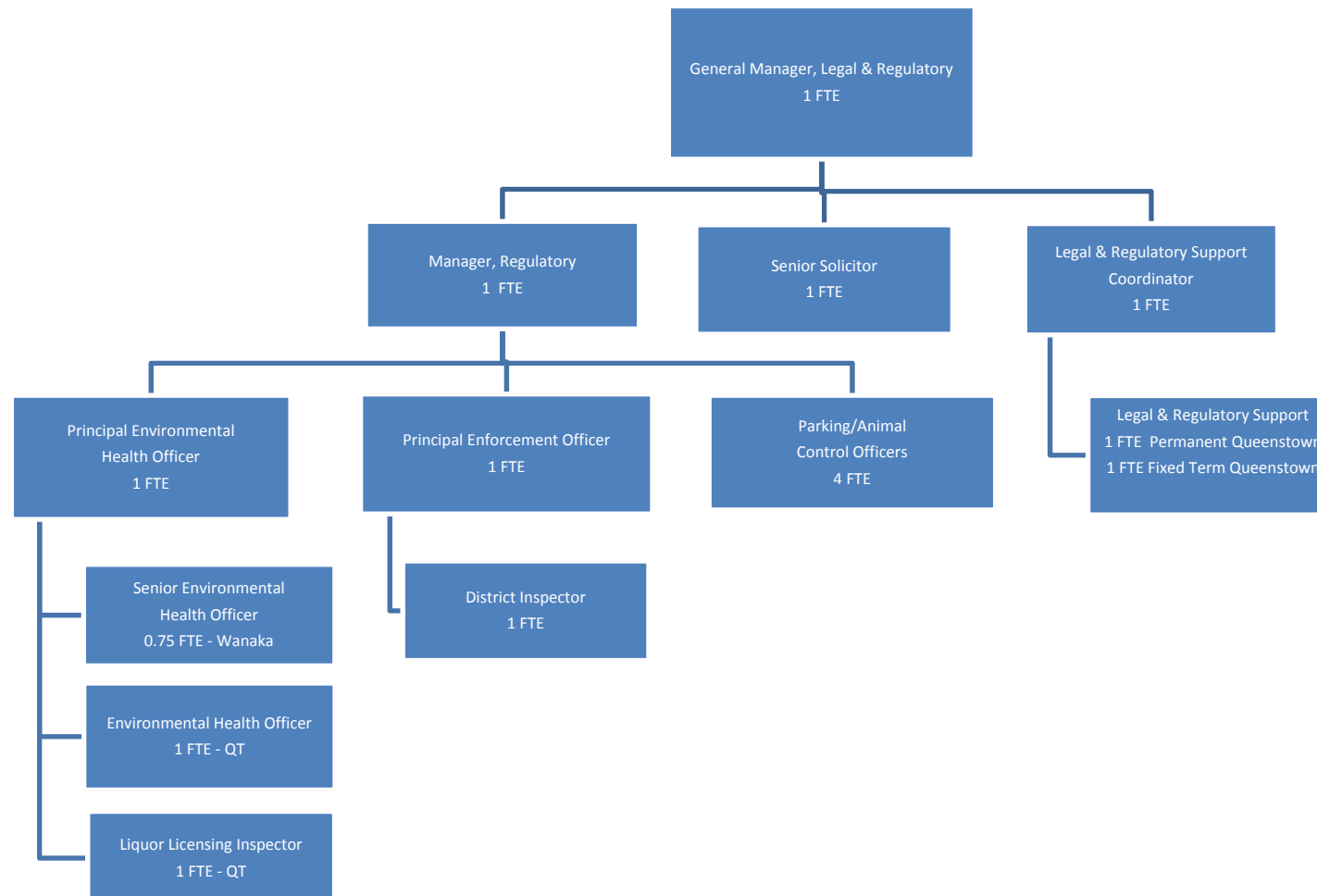
refocused on enforcement activities and its title is changed to Principal Enforcement Officer. Responsibility for the management of the parking/animal control staff would be reassigned to the Manager, Regulatory role.

8.3 Resourcing Implications of Recommendations

The resourcing implications of the recommendations are as follows:

- Integration of regulatory activities currently performed by Lakes Environmental into QLDC in the proposed Legal & Regulatory Division;
- Creation of a new Manager, Regulatory role which reports to the General Manager, Legal & Regulatory;
- Creation of a Principal Environmental Health Officer role which will manage the day-to-day environmental health and liquor licensing activities of the Council. The Environmental Health Officer and Liquor Licensing Inspector roles will report to this role;
- Creation of a Principal Enforcement Officer role which will manage the day-to-day enforcement activities of the Council. The District Inspector role will report to this role;
- Parking /Animal Control Officers will report to the Manager, Regulatory;
- Policy development around bylaws will be undertaken by the Legal & Regulatory team. The General Manager, Legal & Regulatory will have oversight of these activities , with the Senior Solicitor and Manager, Regulatory providing input as appropriate;
- The Legal & Regulatory team will also have a role to play in keeping abreast of legislative change that may impact Council activities, coordinating QLDC submissions in relation to proposed legislation change that may impact its activities; and overseeing the implementation of legislative change as it impacts QLDC's processes, activities and responsibilities.

The organisational structure for the Regulatory functions of the Council is as follows:



9. Recommendations – Corporate and Back Office

9.1 Overview of Activities

Corporate and Back Office functions include:

- Finance;
- Human Resources;
- Legal Services;
- Communications;
- Knowledge Management; and
- Administrative Services.

The provision of these activities represent a significant portion of the Council's activities. Staff resource involved in the provision of corporate and back office functions is approximately 18% of the total staff resources (actual FTE's as at 28 February 2013) of QLDC (including QLDC, Lakes Environmental Limited and Lakes Leisure Limited.)

9.2 Finance

9.2.1 Overview of Activities

The finance activities of QLDC fall into three categories:

- **Transaction processing**, including accounts receivable, accounts payables, rates, general accounting, external reporting, fixed assets, tax filing and reporting, timesheet collection and payroll processing;
- **Control and risk management**, including budgeting, financial planning, forecasting, project accounting, treasury and debt management, performance reporting, insurance risk management; and
- **Decision support**, including business performance analysis, cost analysis, pricing analysis, strategic planning support.

As is common with many finance functions, the majority of time and resource is dedicated to the transaction processing activities. This is particularly the case in QLDC given the apparent limitations in its current NCS financial management information system (FMIS) and the need this drives to undertake extensive manipulation of financial information outside of the finance system in order to be able to present meaningful financial information to management.

Accounts receivable

QLDC raises approximately 180 invoices per month for things such as private plan changes, maps, cemetery fees etc.

Lakes Environmental raises approximately 1,200 invoices per month for consents and other regulatory services. Debt collection is a significant component of the finance role in Lakes Environmental with approximately 0.5 FTE being dedicated to this function.

The majority of Lakes Leisure's income is cash, receipted through its cash tills and EFTPOS and direct debits for memberships. In addition, approximately 100 invoices are raised per month for venue and facility hire.

Accounts payable

QLDC currently processes approximately 1,000 creditors invoices to approximately 300 suppliers each month. This includes invoices from Lakes Environmental and Lakes Leisure which account for approximately 40 invoices per month.

The Financial Administrator – Accounts Payable in QLDC, as well as processing creditor invoicing, is also responsible for the daily download and matching of bank transactions and daily bank reconciliations. There are approximately 100-200 banking transactions per day. This increases to approximately 1,200 banking transactions per day around rates instalment due dates.

Lakes Environmental pays approximately 80 creditors. Lakes Leisure pays approximately 400 invoices per month.

Rates management

There are approximately 22,000 rateable properties in the Queenstown Lakes District. The Queenstown Lakes District is a high volume area for property transactions relative to rateable properties. Approximately 50 property ownership changes are processed per week and with the amount of development in the region, new rateable properties resulting from subdivisions are also regularly processed. The Senior Rates Officer is responsible for processing and applying rating factors and issuing valuation numbers for land use changes. She also ensures that the Council's district valuation roll reconciles to that of their valuation service provider, Quotable Value, and that the rates information in the general ledger reconciles with the information in the Rates book.

A significant amount of resource is dedicated to collection of overdue rates instalments. For the latest rates instalments (Instalment 2, due 7 December 2012), approximately 5% or \$1.6 million of the amount rated was unpaid by the due date. For this instalment, late payment penalties were applied to 2,641 rateable properties (12% of the rateable properties in the district). In total, there was \$2.8 million of rates overdue (including penalty charges) as at 31 December 2012.

The rates team within QLDC comprises 2 FTE and in addition to the above, they are also responsible for processing rates penalties and penalties adjustments refunds, administering

direct debits arrangements for ratepayers, processing applications for rates rebates, administering abandoned land and remissions, and rates enquiries referred from the Customer Services Team

Other transaction processing

Payroll processing has traditionally been undertaken in the Finance section and usually requires resource in the region of 3 days per fortnight. Recently, payroll processing has been temporarily transferred to the Human Resource section whilst the Accounting Assistant is on parental leave. Lakes Environmental and Lakes Leisure outsource their payroll processing to a local accounting firm.

General accounting in QLDC is undertaken by the Accounting Manager, Financial Accountant and two Management Accountants. These individuals also undertake reporting. Fixed asset processing and tax compliance is undertaken by the Financial Accountant. In addition to undertaking general accounting for QLDC, several trusts are also administered by Council for which the finance team undertake the financial processing.

In Lakes Environmental, general accounting is undertaken by the Team Leader Finance, supplemented by an external accounting resource at month end. In Lakes Leisure, general accounting is undertaken by the Financial Controller and Finance Assistant.

Control and Risk Management

In QLDC, budgeting and forecasting is undertaken by the Accounting Manager with support from the Financial and Management Accountants. Project accounting is undertaken by the Financial Accountant and Management Accountants, supplemented in the Infrastructure area by an external resource one day a week. Treasury and debt management is undertaken by the General Manager, Finance with external support from treasury risk management specialists.

Control and risk management in Lakes Environmental is undertaken by the Team Leader, Finance and the external accounting resource. In Lakes Leisure Limited, it is undertaken by the Financial Controller.

Decision Support

In QLDC, strategic planning support is undertaken by the General Manager, Finance who is also responsible for the Long Term Plan and Annual Planning process. Some decision support is provided to the business when required by the Financial Accountant and Management Accountants.

Decision Support is provided in Lakes Leisure by the Financial Controller and by external financial resource in Lakes Environmental.

9.2.2 Recommendations

(a) Implementation of new FMIS

Currently, QLDC use a financial management information system (FMIS) developed by Napier Computer Systems (NCS). This FMIS is due to be replaced as part of the broader enterprise application that is currently being scoped.

F 51

The current FMIS presents some challenges for the business with respect to extracting information from the system in a useable and meaningful format. A significant amount of time and effort is currently spent by the Finance team, extracting information from the system and manipulating it in excel spreadsheets so as to provide information in the format required by QLDC.

Given the considerable time and effort involved in the extraction and manipulation of data, the accountants in the Finance team have reduced time available to spend interpreting the financial results and working with the business managers to understand and improve their financial results.

Lakes Environmental currently uses an MYOB product, Exonet as its FMIS. Lakes Leisure currently uses Quickbooks.

Recommendation

R 51

An enhanced FMIS is greatly needed in QLDC and if specified and implemented well, should considerably reduce the processing time required for core finance functions.

Given the complexity of a council entity and the requirement to “cut” the financial information in many different ways in order to provide information in the format required for the long-term-plan, annual plan, annual financial statements, management reports etc, it is imperative that considerable thought be given at an early stage in the FMIS replacement project to the “structure” of how financial data might be captured in the general ledger in order to allow flexible reporting in future.

(b) Increased Decision Support

F 52

As noted above, the decision support component of the work of the Finance team in QLDC is less that would be desirable and this is partly driven by short-comings in the FMIS.

QLDC needs a finance function that works closely with the broader organisation and is:

- Analytical, strategic and value-add oriented;
- A consultative business partner and advisor;
- A participant and leader in decision-making; and
- Focused on performance enhancement.

In order to achieve this, they need to undertake the traditional financial transaction processing efficiently and well, but also provide dedicated financial analyst resource to work actively with the broader business.

Recommendation

R 52

It is recommended that the resourcing in the Finance team is reorganised into two streams:

- One stream focusing on the transaction processing components of the finance function; and
- The other stream focusing on control, risk management and decision support.

Transaction processing

It is proposed that the transaction processing stream would be headed by an experienced Financial Services Manager who is responsible for the overall integrity of the general ledger. This includes the management of all financial transaction processing such as accounts payable, accounts receivable, rates, bank, fixed assets, interfaces with all subsidiary ledgers and systems e.g. project accounting, rates book etc; approving journals and reconciliations; and preparing monthly accounts to trial balance stage and external annual financial statements.

The Financial Services Manager would be supported by the following team which would undertake all financial transaction processing for QLDC (and any trusts that it provides support for), including the integrated functions from Lakes Environmental and Lakes Leisure:

- *Finance Administrator – Accounts Payable* (1.5 FTE) who would be responsible for processing payments for all creditor invoices, as well as doing the daily download, matching and follow up of bank transactions;
- *Senior Rates Officer* (1 FTE) who would be responsible for maintaining the integrity of the rates system including applying all rates factors and processing new rateable properties, changes of ownership etc; coordinating the quarterly rates instalment process; collection of overdue rates etc;
- *Finance Administrator – Receivables* (2 FTE) who will be responsible for raising all invoices (including establishing new accounts for customers) and follow up debt collection. This role will also assist in the rates management process during times of peak activity e.g. quarterly rates instalment runs, as well as processing rates change of ownership advices and assisting with rates debt collection. It is recommended that an additional 1 FTE is employed on a fixed term basis for 12

months until such time as the receivables systems of QLDC and Lakes Environmental can be fully integrated;

- *Accountant* (1 FTE) – this role will work closely with the Financial Services Manager in ensuring the integrity of the general ledger. They will be responsible for all general journal processing, fixed asset register, preparing month-end reconciliations and accruals, and assisting with the preparation of month-end accounts to trial balance stage and year-end financial statements.

Control, risk management and decision support

It is proposed that the control, risk management and decision stream would be headed by an experienced Financial Advisory Manager who would be responsible for budgeting, forecasting, preparation of the monthly management accounts, and assisting the Chief Financial Officer with the Long Term Plan and Annual Plan. They would also be responsible for working with managers throughout the organisation in interpreting their financial results and supporting them in their financial-related decisions. A Financial Analyst would assist the Financial Advisory Manager with a particular focus on supporting the Infrastructure & Assets team in the financial aspects of their contract and project management. It is also proposed, that an additional 2 FTE Financial Analysts are employed on a fixed term basis for 12 months to assist with the integration of activities of Lakes Environmental and Lakes Leisure.

(c) Rates Collection

There are currently 22,000 rateable properties in the Queenstown Lakes District. Approximately 37% of these ratepayers pay their rates by direct debit or automatic payment, with an additional 3% paying by credit card on-line. The remaining 13,000 ratepayers pay via other methods including cash or cheque either in person or post, or internet/telephone banking.

F 53

The rates collection process is still predominately a paper-based process and considerable resource is involved every quarterly instalment in distributing paper-based rates invoices and dealing with the subsequent returned mail resulting from the high proportion of absentee-ratepayers in the district.

For the latest rates instalments (Instalment 2, due 7 December 2012), approximately 5% or \$1.6 million of the amount rated was unpaid by the due date. For this instalment, late payment penalties were applied to 2,641 rateable properties (12% of rateable properties in the district.)

In total, there was \$2.8 million of rates overdue (including penalty charges) as at 31 December 2012. Rates debt collection also requires considerable ongoing effort in terms of following up payments, arranging payment plans and liaising with mortgagees regarding payment.

Recommendation

R 53.1

A communications strategy should be implemented with the aim of increasing the number of ratepayers who pay by direct debit. This would result in a reduction in the processing effort and cost required to transact the approximately 50,000 plus manual cash, cheque and internet banking payments received each year and could also result in a reduction in the amount of arrears resulting from inadvertent missed payment dates. This would free up Customer Service Advisor resource and finance team resource to focus on other productive activities.

(d) On-line application functionality for regulatory activity

F 54

Lakes Environmental has made some progress in developing on-line functionality for customers to pay renewal fees for various regulatory services and rates. However, there is scope to extend these online services further to include on-line submission of application forms and payment of application fees. This would increase the convenience for customers, reducing the need for them to visit the Council office to lodge an application or use the postal service. It would also result in processing savings in QLDC with a reduced volume of over-the-counter transactions, incoming physical mail, costs associated with handling cheques and cash, and follow-up of dishonoured payments. If integrated with the financial system, this would reduce the number of debtors invoices that have to be raised manually.

Recommendation

R 54

It is recommended that QLDC put in place a plan for the development of an e-business strategy, with the aim of introducing functionality that would make it easier for customers to interact with the Council on-line. The introduction of such functionality would also allow the Council to stream-line its frontline counter services and allow the advisors to focus on providing advice and information to customers.

A reassessment is recommended of QLDC's stance with respect to the acceptance of credit card payments, with a whole-of-process perspective being considered and the costs of credit card transaction fees assessed against the benefits resulting from process efficiencies.

(e) Registration of Visitor Accommodation

QLDC is required to regulate visitor accommodation in the district to meet the requirements of its rating policy. Visitor accommodation offered in the district is required to be registered if there is more than one let of 1-2 nights per year. In certain situations a resource consent is required and this is currently applied for through Lakes Environmental. In the case of a homestay or a holiday home that does not require a

resource consent, these must still be registered with QLDC and if your letting amounts to more than one let per annum of no more than 28 days, the property will be assessed as mixed use/accommodation for the purposes of property rates and be assessed in the Mixed Use/Apportioned rates category based on the level of guest. Rates apportionments for mixed/use accommodation are approximately 25% more than residential rates.

It does not appear that there is clear accountability for the follow-up and enforcement of registration for home stays and holiday accommodation that fall below the threshold for requiring a resource consent. As a result, appropriate enforcement action may not be being initiated and correct rates apportionments may not be paid.

Recommendation

Clear accountability needs to be assigned for the follow up and enforcement of compliance with the registration requirements for all visitor accommodation (including that which does not require a resource consent) to ensure that the Council is meeting its obligations in this regard and correctly applying its rating policy.

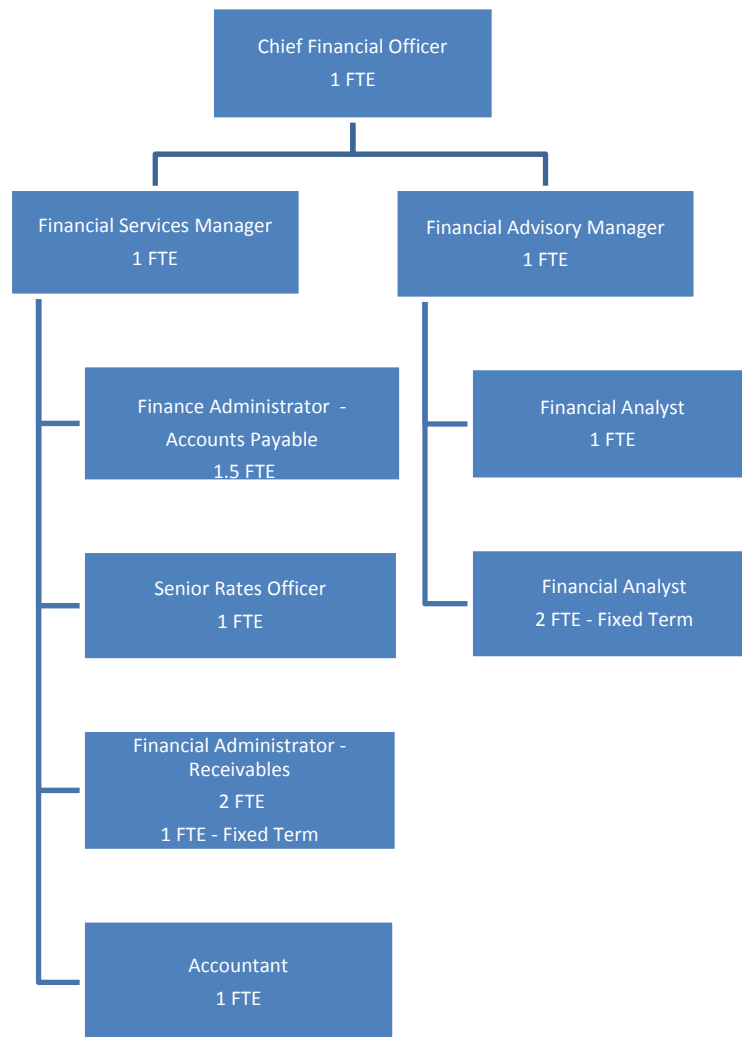
9.2.3 Resourcing Implications of Recommendations

The resourcing implications of the above recommendations are:

QLDC

- Disestablishment of the current QLDC roles of Accounting Manager, Financial Accountant, Management Accountant (x2), and Rates Officer;
- Creation of a number of new roles – Financial Services Manager, Accountant, Finance Administrator – Receivables (x2), Finance Administrator – Accounts Payable (0.5 FTE), Financial Advisory Manager, Financial Analyst;
- Creation of a fixed term role of Financial Analyst (2 FTE) and Finance Administrator – Accounts Receivable (1 FTE) to cover the transition of Lakes Environmental and Lakes Leisure to QLDC. It is expected that these fixed term roles could be for a period of 12 months.

The new organisational structure of the Finance division is:



9.3 Human Resources

9.3.1 Overview of Activities

The Human Resource (HR) team within QLDC consists of two staff – Human Resource Manager and Human Resource Advisor. They are accountable for delivering the full range of human resource services to the Council including:

- Recruitment;
- Staff Induction;
- Training and development;
- Remuneration;
- Performance management;
- Health and Safety;
- Organisational development and HR strategy;
- Payroll processing (including timesheet processing).

QLDC currently have 156 staff, equating to 140.8 full-time-equivalent employees.

Feedback received from staff throughout QLDC indicates that there is a desire to receive increased senior HR support and a need for HR to position itself as a trusted advisor to both managers and staff.

Lakes Environmental has one staff member responsible for human resources, as well as providing various office management and executive support to the organisation. Payroll processing for Lakes Environmental is currently outsourced to WHK. Lakes Environmental currently has 71 staff, equating to 67.7 full-time-equivalent employees.

Lakes Leisure has one staff member responsible for human resources. Given the nature of its activities, it undertakes considerable recruitment for staff including part-time, casual and temporary staff and external agencies are at time engaged to assist with this. Lakes Leisure also outsources its payroll processing to WHK. Lakes Leisure currently has 107 staff, equating to 57.4 FTEs.

9.3.2 Recommendations

(a) Human Resource Transformation

With the activities of Lakes Environmental and Lakes Leisure being brought in-house, it will be important that a unified culture is created throughout the organisation. Some work has already been initiated in QLDC (such as the staff engagement group) to identify some of the characteristics that staff would like to see in the culture of the organisation going forward. These activities now need to be extended to the broader organisation in order to achieve a common positive culture.

F 55

The Human Resource team will play an integral part in supporting the Chief Executive and General Managers in leading this change. This sort of cultural transformation will take considerable effort, time and commitment to successfully embed.

An important question that QLDC will need to ask itself is do its leaders, managers and staff view HR strictly as an administrative function or as a credible strategic partner? In our view, the current HR function in QLDC is what could be described as a more traditional HR function, focused on HR's traditional administrative and compliance role. To meet the needs of QLDC going forward, the HR function will need to substantially change its traditional administrative, compliance, and service focus and adopt a more strategic role concerned with developing the organisation and the capabilities of its managers and staff. Of course, the administrative and compliance activities are still important and still need to be carried out, however they should not be the sole focus of the HR function going forward.

In order for the HR function to transform from an administrative function to a strategic role it will need to have personnel with the necessary skills and experience to achieve this.

Recommendation

It is recommended that the Human Resource team is appropriately resourced with personnel highly experienced in the development of positive organisational culture and the transformation of multiple cultures into a single cohesive culture. It is recommended that the Human Resource function is renamed the People & Capability team in order to emphasise the broader organisational role that it will have.

R 55

It is proposed that the current role of Human Resource Manager is disestablished and a new role created with a significantly changed focus on being a strategic advisor to management and the business. This Director, People and Capability role will require a highly experienced manager in organisational transformation. This role should be looked to by managers in the organisation as a credible strategic partner who will work with them to build their team's capacity and capability in order to support the achievement of the Council's strategy.

Given the importance of the People & Capability function in the transformation phase, it is recommended that this role reports directly to the Chief Executive.

(b) Payroll Processing

Traditionally, payroll processing in QLDC has been undertaken by the Finance area. However, more recently this has been temporarily transferred to the Human Resource area during a period of staff absence. QLDC currently uses the Honey payroll system to process the pay for its 156 staff. This payroll system was implemented in 2010 and

there remain some issues in relation to its ability to interface reliably with the General Ledger.

The Honey payroll system does have employee self-service functionality available which would allow staff to view their own payroll information, apply for leave on-line, use electronic timesheets etc, however to date QLDC has been unable to obtain this functionality in working form. Therefore, a manual system currently exists for inputting part-time and casual work hours and all leave.

In addition to processing the payroll for Councillors and Council staff, the Human Resources area also processes payroll for two trusts administered by the Council – Wakatipu Trails Trust and Wakatipu Youth Trust.

Lakes Environmental and Lakes Leisure both outsource their payroll processing to the local branch of business advisors WHK.

Recommendation

With the amalgamation of the activities of Lakes Environmental and Lakes Leisure, the combined payroll responsibilities will potentially cover approximately 260 staff and Councillors.

Although the majority of staff are salaried employees, there are areas of the business that necessitate the employment of larger numbers of part-time and casual employee working variable hours i.e. aquatics and health and fitness centre, sports and recreation programmes and campgrounds.

F 56

Large numbers of staff working variable hours adds significantly to the complexity and effort required for payroll processing. Coupled with this, the frequently changing legislative requirements around employment law, tax, KiwiSaver and other legislation mean that it is essential that QLDC has payroll staff who are well versed in the legislative requirements and the impacts of any changes.

Given the fact that there will be a large number of additional employees joining QLDC's payroll, it would be timely to assess the most appropriate way to service payroll processing going forward. There appear to be a number of options available:

- *Add the additional employees to the existing QLDC Honey payroll system.*
However, before doing this it would be prudent to ensure that the current issues with the system have been rectified and the employee self-service functionality is fully operative. If this option was to be pursued, at least two people in the organisation would need to be fully cognisant of the myriad of employment law, tax, Kiwisaver and other legislative requirements so as to be able to provide continuity of payroll service during staff absences and resource

to allow for implementation of appropriate internal controls around approvals and segregation of duties;

- *Outsource payroll to a suitable payroll management service.*

Given that all interaction with a payroll service can be done electronically, this payroll management service does not necessarily need to be locally based in the district. The advantage of this option is that it would not require QLDC to invest further in payroll software; it would allow QLDC to leverage off specialist expertise in payroll related legislation; it would allow the QLDC's internal HR Advisors to focus on supporting business managers in managing their people capability; and some solutions also provide employee self service functionality that would allow for online leave applications to be completed, employee online access to their payroll information etc. With this option QLDC would still require suitably experienced resource in-house to undertake masterfile maintenance (i.e. new employees, salary changes etc), as well as overseeing the input of processing data from timesheets, leave requests etc.

- *Invest as part of the Enterprise project in another in-house payroll solution that would provide the business with the benefits and functionality that it requires.*

R 56

Given the size of the staff complement of the Council and the nature of the workforce (in terms of those on variable hours) it is recommended that serious consideration is given to outsourcing payroll to a suitable payroll management service, subject to the completion of a feasibility study by QLDC. Given that the amalgamated payroll would still fall into the small-medium range in terms of size, it would likely be challenging for QLDC to justify the human resource resourcing that would be required to provide the breadth of specialist payroll knowledge and depth of back-up resource that would be required to carry out the payroll function and assure continuity of service delivery.

If it is decided that the payroll processing is to remain in-house, it is recommended that the main responsibility for payroll processing remains with the People & Capability team, with responsibility for journaling payroll entries to the general ledger and physical bank transactions undertaken by Finance.

(c) Consistency of Application of Human Resource Policies

F 57

Feedback received from some staff indicates that there is a perception that some HR policies are being applied inconsistently throughout the organisation.

In particular in relation to:

- *Flexible hours* – there is a perception that some managers apply the concept of flexible hours more liberally than others. This may apply both to flexibility in start and finish times on any given day, but also to changes in standard hours of work. Whilst some flexibility is encouraged, the policy needs to be applied consistently throughout the organisation and the Council's operational requirements still need

to be met. For example, it would be difficult to justify someone who is in primarily a customer-facing role working a significant amount of time outside of “business” hours as is the case in the Wanaka library. Similarly, it may not always be possible to meet a staff member’s request to reduce or increase their standard working hours, if this does not allow the business to meet its operational needs;

- *Time in lieu* – related to the issue of flexible hours, there is also a perception that time-in-lieu is being treated differently across the organisation with some sections purportedly maintaining their own time-in-lieu “ledgers”.

Recommendation

R 57

It is recommended that human resource policies are reviewed and new or amended policies developed where necessary. Once finalised, these policies should be communicated to all staff and their consistent operation reinforced with all managers.

(d) Workplace Health & Safety

F 58

Workplace Health & Safety is important for any business, but it is particularly important for QLDC given the nature of the activities that it is engaged in. QLDC’s responsibility for Health and Safety not only applies to its own staff, but it also has an obligation to inform contractors of hazards and understand the hazards that contractors may bring in to the workplace.

QLDC has a Health and Safety Committee which is chaired by the HR Manager and is made up of largely administrative representatives from each of the divisions of QLDC.

There are currently no senior managers on the committee, nor those directly involved in the supervision of contractors.

Health & safety is paramount at Lakes Leisure due to the nature of its activities and they have an active health and safety programme in place. Lakes Leisure has informed us that they intend to undergo an ACC audit later this year under the Accident Compensation Corporation (ACC) Accredited Employer Programme. If the audit and other eligibility criteria is met, this could result in a reduction in ACC levies for the entity.

At Lakes Environmental and Lakes Leisure, health & safety is coordinated by the HR Manager.

Recommendation

R 58

Having a positive safety culture should be paramount for QLDC. With the transfer of the activities from Lakes Environmental and Lakes Leisure this presents an opportunity to look at the way health & safety is approached across QLDC. Careful consideration should be given to the make-up of the Health & Safety Committee to ensure that there

is an appropriate mix of representatives from throughout the organisation at all levels, including managers and those involved in the oversight of contractors. It is important that health & safety is seen as pervasive in everything that QLDC undertakes and be something that every staff member and contractor is conscious of in carrying out their work.

Consideration may also wish to be given by Council to whether there would be benefits in the Council seeking to become part of the ACC Accredited Employer Programme which can provide substantial levy discounts for employers who take responsibility for their own workplace health and safety and work-related injuries.

The coordination of health and safety activities across the business should be the specific responsibility of a member of the Human Resource team with high level and visible support for the programme from all senior managers.

9.3.3 Resourcing Implications of Recommendations

The resourcing implications of the recommendations are:

- Disestablishment of the Human Resource Manager role;
- Creation of a new role Director, People and Capability reporting to the Chief Executive;
- Creation of a new role Senior Human Resource Advisor (1 FTE);
- Creation of a fixed term Senior HR Advisor role (1 FTE) to assist with the transition of the activities of Lakes Environmental and Lakes Leisure.

9.4 Legal Services

9.4.1 Overview of Activities

F 59.1

All legal service for the Council are provided by external advisors. The Council has no in-house legal resource. QLDC has three-year contracts to provide these services with MacTodd (“Local Advisor”) and Simpson Grierson (“Strategic Advisor”) ending in March 2015. QLDC also uses Heaney & Co for specialist insurance and leaky building advice. QLDC’s annual legal spend based on the last five years amounts to approximately \$1.5 million.

The approximate proportion of legal expenditure is set out below:

Work area	Proportion (%)
Environmental, RMA, local government and public law advice	55%
General litigation (including RMA and enforcement)	35%
Commercial, contract, property	10%

Each business unit (and managers with appropriate delegations) has responsibility for instructing and managing legal services within their group budget.

A comparison with other local authorities indicates that there is no standard approach to managing legal services. It is dependent on a number of influencing factors both internal and external. Some local authorities have in-house capacity, while others do not. To that extent, QLDC can take an organisational and strategic view on how it can position the provision of legal services to best support the business needs.

F 59.2

It is not considered that QLDC is receiving value for money in the provision of its legal services. This is largely due to the quality of instructions and management of external legal services being inadequate

Legal inexperience within QLDC has meant that the ability to clearly identify legal risks and the scope of legal advice required is inadequate. Of particular concern is that instructions to providers are often vague and unclear. There appears to be considerable reliance on providers to identify the legal issues and set out the scope of legal instructions. This legal inexperience has also impacted how legal advisors are managed, resulting in situations where advisors have not always adequately matched the skill level of their resource with the problem at hand and therefore QLDC has unnecessarily incurred the cost of a more expensive resource than required. A siloed approach to managing legal services and spend has resulted in inconsistencies in the way legal services are managed.

The best outcome for QLDC is to ensure that it sources the right legal expertise to provide trusted and reliable advice in a manner that is cost effective and adds value. QLDC is not currently structured to manage the provision of legal services in this manner.

9.4.2 Recommendation

R 59.1

The priority for QLDC is to control its legal expenditure. QLDC should introduce tight fiscal budgetary constraints. Centralising the function and introducing in-house legal capacity will promote active management of legal services.

Based on current legal activity, it is recommended that QLDC appoint a:

- *Legal Manager* who is an experienced practitioner (10 year +). This manager would have accountability for:
 - strategic, operational and financial management of legal services for QLDC;
 - providing strategic and operational legal advice and support in relation to local government, public law, resource management and governance functions;
 - overall management of external legal relationships; and
 - proactively identifying and managing legal risk.
- *Senior Solicitor* who is also an experienced practitioner (7 years +). This solicitor would:
 - Provide legal research, advice and submissions as required by the Legal Manager, or other QLDC managers in the areas of environmental and resource management (including planning, building and development); public law; commercial, property and leasing;
 - Daily management of external legal services.

R 59.2

It is estimated that by appointing a Legal Manager, QLDC could reduce its legal spend by 30% by the better management of legal services. If a senior solicitor is also appointed, it is estimated that QLDC could reduce its legal spend by 50 – 60%. This could mean an overall net reduction in legal spend of approximately \$300k - \$350k per annum.

9.4.3 Resourcing Implications of Recommendations

The resourcing implications of the recommendations are:

- Creation of a new role – General Manager, Legal & Regulatory which will have responsibility for QLDC's legal activities, regulatory delivery function and regulatory policy;
- Creation of a new role – Senior Solicitor which will be accountable, with the General Manager, Legal & Regulatory for the provision of legal services to QLDC;
- Creation of Legal & Regulatory Support Coordinator role and Legal & Regulatory Support role to support the legal and regulatory team in the delivery of their functions. The Legal & Regulatory Support Coordinator role would have an element of paralegal work and therefore previous experience in this area should be a prerequisite for this role;
- Creation of a Legal & Regulatory Support role based in Queenstown to cover the period of transition of Lakes Environmental's activities to QLDC.

9.5 Communications

9.5.1 Overview of Activities

The communications team at QLDC is comprised of three distinct areas:

- *Communications*

Responsible for communications activities including:

- Strategic communications advice;
- Media advisor to Office of Mayor;
- Media management;
- Corporate brand management;
- Community engagement;
- Iwi relationship management;
- Reputational management;
- Statutory engagement (OIA management);
- Social media management; and
- Website management

- *General Inspector*

The General Inspector carries out a range of activities including:

- Inspecting council infrastructure to identify damage or issues i.e. potholes, footpath issues, water leaks;
- Data collection for water meters installed throughout Queenstown (38 read fortnightly) and Luggate;
- General maintenance around office (changing light bulbs, painting, desk moves, general handyman);
- Vehicle management (washing vehicles, tyres, changing oil etc.);
- Rubbish / recycling;
- Site visits to other towns (Hawea, Arrowtown etc.) to identify issues such as overgrown vegetation, pot holes, water leaks etc. and raise in Request for Service system;
- Customer site visits to take photos, discuss issues with customers on behalf of customer service team.

- *Customer Services Team*

The customer services team provides reception services in Wanaka and Queenstown along with management of phone, email and fax channels for QLDC during business hours. A reduced after hours service is provided under contract by Palmerston North City Council's helpdesk.

On average the Wanaka reception receives 20-30 visitors per day while the Queenstown reception receives 40-50 visitors per day. The customer services

advisors can process payments over the counter, but have limited facilities to process credit cards or scan barcodes for rates.

The customer services team is responsible for the accurate entry of information into the Request for Service system and the follow up of resolution with Council teams or contractors. The customer services team owns the relationship with the customer and ensure the issue is resolved on their behalf.

The customer services team has also taken on additional responsibilities such as processing of direct debit authorities, processing of incoming mail (to cover leave), banking, rate requests from solicitors, vehicle bookings and general office administration.

The current organisational structure of the Communications team is as set out in Appendix I.

9.5.2 Recommendations

(a) Creation of Chief Executive's Office

It is recommended that an Office of the Chief Executive is created which has primary responsibility for strategic planning, communications and governance activities within QLDC. It is envisaged that the Director, Chief Executive's Office would be an experienced manager who will work closely with the Chief Executive in ensuring that the public, Council and QLDC staff are kept fully informed through both formal planning processes and informal day-to-day communications.

(b) Customer Service team transfer to Operations Group

The customer services team at QLDC is currently resourced as follows:

- Customer Services Manager (Queenstown) – 1 FTE;
- Customer Services Advisors (Wanaka) – 2 FTE (1 FTE currently vacant);
- Customer Services Advisors (Queenstown) 3.75 FTE.

As a result of the proposed delivery of customer services / library services via a single channel (See Section 7.2.2), it is proposed that the Customer Services Manager role is disestablished and a new Manager, Customer Services & Libraries role is created which has responsibility for the QLDC's service centres (incorporating libraries and general enquiries). It is proposed that the Customer Service Advisors resourcing levels are increased to 3.75 FTE in Queenstown and 2 FTE in Wanaka, with an additional 1 FTE fixed term resource in Queenstown to assist with the transition of Lakes Environmental's activities. The Customer Services Advisors will be based in the libraries and will be required to deal with the existing QLDC enquiries and also deal with enquiries related to regulatory matters previously administered by Lakes Environmental e.g. parking infringements, dog registrations, building and resource consent application receipting etc. The Queenstown based Customer Service Advisors

will also process incoming correspondence as identified in the ICT (Knowledge management) recommendations.

(c) Transfer General Inspector Role to Infrastructure & Assets team

The General Inspector (Queenstown) 0.63 FTE role carries out a range of activities including:

- Inspecting council infrastructure to identify damage or issues i.e. potholes, footpath issues, water leaks;
- Data collection for water meters installed throughout Queenstown (38 read fortnightly) and Luggate;
- General maintenance around office (changing light bulbs, painting, desk moves, general handyman);
- Vehicle management (washing vehicles, tyres, changing oil etc.);
- Rubbish / recycling;
- Site visits to other towns (Hawea, Arrowtown etc.) to identify issues such as overgrown vegetation, pot holes, water leaks etc. and raise in RFS system;
- Customer site visits to take photos, discuss issues with customers on behalf of customer service team.

Historically a large part of the General Inspectors role has been to patrol the area identifying issues with council property such as damage to roads, footpaths, and central township assets. The customer services team has also requested the General Inspector to conduct site visits to collect further information or take photos of a problem.

Recommendation

Change the reporting line for the General Inspector (Queenstown) – 1 FTE role to the Chief Engineer in the Infrastructure & Assets Division. Responsibility for general office activities such as management of vehicle cleaning, office maintenance would transfer to the proposed Administration Support (Corporate) – 1 FTE role. Other current responsibilities of the General Inspector would remain as part of the role including:

- Responsibility for collection of data associated with water meters would continue to be carried out by the General Inspector;
- Responsibility for identifying issues with council assets and management of maintenance (via third party contractors) of these assets would transfer to the Infrastructure and Assets Group;
- Responsibility for monitoring of issues in townships (Wanaka, Lake Hawea etc.);
- Ad-hoc requests to visit sites to collect photos, liaise with customers would become the joint responsibility of the General Inspectors and District Inspector depending on the issue identified i.e. whether it relates to a potential breach of regulation or bylaw, or relates to an infrastructure issue e.g. water leak.

(d) New role – Senior Communication Advisor

The communications component of the QLDC Communications team currently consists of a Communications Manager (Queenstown) – 1 FTE and a Communications Officer (Queenstown) – 1 FTE. These two resources are responsible for communications activities.

These include:

- Strategic communications advice;
- Media advisor to Office of Mayor;
- Media management;
- Corporate brand management;
- Community engagement;
- Iwi relationship management;
- Reputational management;
- Statutory engagement (OIA management);
- Social media management;
- Website management.

Communications and marketing at Lakes Leisure is managed by the Marketing and Communications manager with assistance from a Communications Advisor who takes responsibility for social media, website management and email communications.

There is no specific communication role at Lakes Environmental with communications managed via senior management and the Chief Executive.

F 60

With the proposed disestablishment of Lakes Environmental and Lakes Leisure it is anticipated that there will be additional activities that the QLDC Communications team will need to perform. It is also anticipated that there will a significant amount of project based work over the next 12-36 months that will need communications input in order to be successful.

Recommendation

R 60

To ensure appropriate levels of communication support are provided to other groups within Council it is proposed that a new role Senior Communications Advisor (Queenstown) – 1 FTE is established.

It is envisaged that this role would take responsibility for the following:

- Assisting the Manager, CE's Office with statutory document management;
- Public information management;
- Assisting the Manager, CE's Office with media enquiries and press releases;
- Social media strategy management;
- Monitoring;
- Internal communications;
- Advertising;
- Project management.

It is proposed that the Communications Advisor role with QLDC would be disestablished, as would the Lakes Leisure role of Marketing and Communications Manager and the Lakes Leisure role of Communication Assistant.

A new role of Web & Social Media Administrator would be established which would manage all QLDC websites (See separate recommendation).

(e) New role – Web & Social Media Administrator

QLDC delivers content and online transactions to its stakeholders via the www.qldc.govt.nz website. The content for this site is managed via the QLDC communications team with assistance from subject matter experts from the organisation. The communication team also takes responsibility for the management of the website software and infrastructure vendors.

Lakes Leisure delivers content to its stakeholders via the www.lakesleisure.co.nz website. The content for this site is managed via the Marketing and Communications Manager and the Communications Assistant. This team is also responsible for the management of the software and infrastructure vendors. The site is currently being redeveloped with a new site due in the next few months.

Lakes Environmental delivers content and online transactions to its stakeholders via the www.lakesenvironmental.co.nz website. The content and enhancements programme for this site is managed via the management team and CEO at Lakes Environmental.

As highlighted in the ICT (Knowledge management) section of this report there are a number of ICT related aspects of websites that are best managed by the ICT team. It is proposed that the communications resources focus on the management of brand and content on council websites and the remaining responsibilities transfer to ICT.

F 61

With the proposed disestablishment of Lakes Leisure and Lakes Environmental there is an opportunity to consolidate the management of website content into one resource.

Recommendation

R 61

It is proposed that a Web & Social Media Administrator role is created which would take primary responsibility for the management of content on council websites with support from the Senior Communication Advisor. They will also take responsibility for the management of content on the Council intranet along with the Council email marketing tools, survey tools, e-texting database, facebook page and other social media.

It is anticipated that QLDC will transition over time to providing content via one site rather than the three current sites, but in the interim there will be considerable content to maintain across the three sites.

(f) Integrated Customer Relationship Management System

F 62

QLDC currently uses a request for service (RFS) system (Hindem Solutions) to manage customer complaints / requests. This system was originally implemented to manage requests sent to third party contractors (roading, refuse etc.). More recently it has been used to track requests / complaints to Council teams (community services, Lakes Environmental regulatory etc.) The system does not integrate with the enterprise (NCS system) in use by Council and has limited reporting capabilities. Put simply the RFS system is no longer fit for purpose.

With the bringing in-house of Lakes Leisure and Lakes Environmental all complaints / requests for information / queries will be directed through one channel (The QLDC customer services team). This provides an opportunity to rethink the way that QLDC collects information from its customers / stakeholders and channels these requests / complaints through its business and to third party contractors.

It is proposed that QLDC consider replacing the current RFS system with an integrated customer relationship management system. It is envisaged that this system would be able to integrate with the Council phone system and proposed enterprise system to accurately record information related to all incoming complaints and requests for service (phone/fax/email). This would enable QLDC to provide a better level of service to its customers and also get a clearer picture of where problems exist and manage these risks better over time.

Recommendation

R 62

Initiate a review of the current RFS system with a view to replacing this with an integrated customer relationship management system. Ensure that this integrates with the proposed enterprise replacement system and the QLDC phone system.

9.5.3 Resourcing Implications of Recommendations

The resourcing implications of the above recommendations are as follows:

- Creation of a Chief Executive's Office which is responsible for strategic planning/reporting; communications; and governance activities. The Director, CE's Office would work closely with the Chief Executive in ensuring that the public, Council and QLDC staff are kept fully informed through both formal planning processes and informal day-to-day communication;
- Creation of new roles of Senior Communications Advisor (1 FTE) and Web & Social Media Administrator (1 FTE);
- Transfer of Customer Services activities to the Operations team and the creation of Service Centres which also incorporate the library activities;
- Creation of an additional 1 FTE permanent Customer Services Advisor role based in Queenstown; and
- Transfer of the General Inspector's role to the Infrastructure and Assets team.

9.6 Knowledge Management

9.6.1 Overview of Activities

The knowledge management (ICT) group within QLDC is responsible for the following:

- Desktop, network and server management across QLDC's 14 sites;
- GIS services including management of GIS software, collection of aerial photography and LiDAR data, cadastral information, emergency management / rural fire support, assistance with management of asset management systems, cartography;
- Records management including compliance with Records Act, training and oversight of TRIMM document management system, collation / scanning and filing of incoming correspondence, back capture of paper based files; and
- Business and system analysis services for organisation and the management of software upgrades and new implementations.

QLDC has implemented a HP SAN cluster which is housed in QLDC and Lakes Environmental offices. It supports approximately 260 workstations and 8TB of data. QLDC is predominately a Microsoft shop with windows 7 / exchange 2010 implementations. Robust tape backup processes are in place but full disaster recovery testing is still to be completed.

Lakes Environmental shares this infrastructure for its operations but outsources desktop support to a third party. Lakes Leisure is completely separate from QLDC for all ICT services and also utilises a third party for server / network and desktop support.

The current resourcing of Knowledge Management in QLDC is as follows:

- Chief Information Officer (Queenstown) – 1 FTE
- GIS Manager (Queenstown) - 1 FTE
- GIS Analyst (Queenstown) – 1 FTE
- GIS Data Technician (Queenstown) – 1 FTE
- ICT Support Engineer (Queenstown) – 1 FTE
- Senior Systems Engineer (Queenstown) – 1 FTE
- Systems Analyst (Queenstown) – 1 FTE
- Business Analyst (Queenstown) – 1 FTE
- Records Team Leader (Queenstown) – 1 FTE (Vacant Position)
- Records Officer (Queenstown) – 0.45 FTE

Neither Lakes Environmental nor Lakes Leisure have their own in-house IT resource.

9.6.2 Recommendations

(a) Change in reporting lines of Knowledge Management

The Knowledge Management team within QLDC currently reports to the General Manager, Regulatory & Corporate.

R 63

Given the importance of information management activities to the successful transformation of QLDC, it is recommended that this division reports directly to the Chief Executive through the Chief Information Officer.

(b) New Role – ICT Operations Manager

The knowledge management (ICT) team currently provides a range of services including desktop / server / network management, helpdesk services, GIS services, security management, records management, business / systems analysis and application implementation. These services are provided to 14 locations across the Queenstown Lakes district.

The desktop / server support, helpdesk services, security management and software support services are currently provided predominately by the ICT Support Engineer, Senior Systems Engineer with support from the Chief Information Officer when resourcing is an issue.

Lakes Environmental utilises a number of the QLDC (knowledge management) services but currently contracts desktop support to a third party.

Lakes Leisure currently outsources its server / desktop support to a third party and manages all other ICT related activities from its finance team.

With the disestablishment of Lakes Leisure and Lakes Environmental there is an opportunity to consolidate the delivery of ICT services across Council. It is proposed that the third party contracts in place for desktop / server support at Lakes Leisure / Lakes Environmental be discontinued and that desktop / server support be provided to these additional staff by the QLDC ICT (Knowledge Management) team.

This is likely to involve an increase in FTE effort required to support these additional staff and as a result it is proposed that a new role ICT Operations Manager (Queenstown) – 1 FTE is created. This new role will have responsibility for delivering the services identified above, and in the short to medium term, the considerable number of projects likely as a result of the proposed organisational changes. For example there will be considerable work to be done in the migration of staff between buildings, standardisation of software applications in use across the organisation, renegotiation of contracts with vendors as well as likely increases in helpdesk volumes with additional staffing levels.

It is also anticipated that this role will take on the overflow support activities currently being performed by the Chief Information Officer freeing that resource to focus on strategic issues and project governance.

Recommendation

It is proposed that the third party contracts in place for desktop / server support at Lakes Leisure / Lakes Environmental be discontinued and that desktop / server support be provided to these additional staff by the QLDC ICT (Knowledge Management) team.

It is proposed the structure of the knowledge management (ICT) group be modified to the following:

- New position – ICT Operations Manager (Queenstown) – 1 FTE reporting to the Chief Information Officer.
Direct reports would include:
 - ICT Support Engineer (Queenstown) – 1 FTE
 - Senior Systems Engineer (Queenstown) – 1 FTE

(c) New Role – ICT Capability Manager and project management responsibility

The knowledge management (ICT) team currently provides a range of services including desktop / server / network management, helpdesk services, GIS services, security management, records management, business / systems analysis and application implementation. These services are provided to 14 locations across the Queenstown Lakes district.

The knowledge management (ICT) team also has responsibility for the implementation of new software solutions across the organisation such as the enterprise project.

QLDC could benefit across the board from taking a more formalised approach to project management. It is clear from interviews with staff that there is no formal methodology in place or sufficient governance from management to ensure that projects are delivered on time, to budget and to the level of quality expected. A number of examples were given to demonstrate this point and it is clear that a lack of accountability exists for failed projects.

Excluding infrastructure projects, QLDC still has a number of projects that it needs to successfully deliver over the next 18-36 months. These will include ICT and non-ICT projects with an impact on both internal and external stakeholders. These projects need to be appropriately scoped and resourced to ensure they are delivered effectively.

Recommendation

In order to ensure these projects are successfully delivered in the future it is proposed that the ICT team is resourced up to provide QLDC with the project management support

necessary to deliver these projects. It is proposed a new role – ICT Capability Manager (Queenstown) – 1 FTE is created reporting to the Chief Information Officer. This manager would be responsible for the following:

- Implementation of an appropriate project management methodology;
- Project manage various projects;
- Implementation of project governance framework and committee;
- Training / mentoring of project managers and council staff in project management disciplines;
- Lead business / system analysis within organisation; and
- Project reporting.

Direct reports to this role would include:

- Systems Analyst (Queenstown) – 1 FTE
- Business Analyst (Queenstown) – 1 FTE
- Contract Project Managers / Business Analysts (as required)

(d) Records Management

QLDC is still predominately a paper-based organisation with a significant volume of paper correspondence incoming and outgoing from the organisation. A part time records officer is employed who, with the assistance of the customer services team, scans and imports incoming correspondence into the QLDC document management system called TRIMM. The TRIMM system is not used consistently throughout the organisation and training across the organisation is an issue.

A major back capture project is nearing completion which has captured consenting documentation, but still further scanning work is necessary to capture documents associated with other subject areas in preparation for migration to the new enterprise system.

Recommendation

While the proposed IT system enhancements are likely to go some way to reducing the volume of paper, it will also be necessary to implement other changes to facilitate the reduction in the volume of paper.

A first step would be to reduce the flow of paper into the organisation. There is a significant volume of correspondence at present that relates to creditor invoices. Given that council has some control over when and how it pays its creditors and in most cases contracts are in place that specify the payment process, it would be an easy win to require suppliers to email invoices to QLDC rather than post them. A special email address i.e. invoices@qldc.govt.nz could be set up where these invoices would need to be sent which will help streamline the process of accounts payable along with a significant reduction in paper correspondence.

It is proposed that the remaining incoming mail correspondence would become the responsibility of the customer service advisors team who would take responsibility for receipting, scanning, upload into TRIMM, document disposal / filing etc.

This would free up records resource to focus on projects such as the back capturing of documents for the new enterprise system, training of staff in the use of TRIMM, management of TRIMM taxonomies, the development of retention and disposal schedules in consultation with Archives NZ and other general records matters.

It is proposed that the appropriate FTE level for records management at QLDC is 1 FTE and a new role of Advisor, Records would be created. It is proposed that the current positions of Records Officer (Queenstown) – 0.45 FTE and Records Team Leader – 1 FTE are disestablished.

(e) Enterprise project

In early 2012 Council completed a review of its Enterprise System platform that supports the delivery of the core Council functions and services in the district. The review identified some gaps in capability and performance of the current system that needed to be addressed within the horizon of the next Long Term Plan (LTP). Council decided to seek expressions of interest for a new or upgraded system to support the achievement of its business strategies and goals. In late 2012 it identified a preferred vendor to deliver a replacement system. It is expected that this replacement system will be in place by the end of 2014.

A consistent message from interviews with staff within QLDC and Lakes Environmental is that the current enterprise system is a limiting factor in the ability of Council to streamline its business processes supporting its service offerings to customers. Expectations from staff are high in terms of the new system delivery although many staff are unclear what will be in and out of scope for the new system.

F 64

Currently the enterprise project is seen by many in QLDC as an ICT replacement project, rather than as a business transformation opportunity. There is a risk that if this assumption is not challenged then QLDC and its customers will not realise the benefits that this once in a decade opportunity presents.

It is therefore proposed that the enterprise project is converted into a business transformation project. In undertaking the business transformation project, Council should put value to the customer / ratepayer at the heart of the transformation. The project should also encompass the major change driver facing the organisation.

Some existing processes have been examined and mapped, which is commendable. The “future state” is, however, the priority. The project should start with a detailed bottom up approach to delivering the future state to ensure it delivers for the customer (internal and external).

The project needs to be structured with an appropriate level of resourcing who are dedicated 100% to the project. Backfilling of existing staff may be necessary to ensure this. It is important from a governance perspective that there are appropriate levels of experience on the project board to ensure success. It may be appropriate to consider representation from other councils who have implemented similar change programmes to assist with this.

It would also be prudent to ensure robust change management processes are implemented. It is imperative that changes to existing processes are captured so that they can be accommodated by the new system implementations. This will also help improve communication of change across the organisation which is poor at present.

Recommendation

R 64

Convert the Enterprise project from an IT implementation project to a business transformation project. This project should:

- cover all the major change management drivers facing the organisation;
- be run with a small project team dedicated to overseeing the change;
- be clearly separated from business as usual;
- branded externally / internally as a change management project; and
- start with a detailed bottom up design using best practice principles of the desired future state for QLDC in terms of processes and services offerings.

Implement a robust change management process across the organisation to help manage risks associated with practice changes during system implementation and improve communication of change to staff within the organisation.

(f) All of Government Contract (Infrastructure as a service)

Government Infrastructure as a Service (IaaS) is a vendor-hosted and managed solution. It enables agencies to buy their computing infrastructure, on demand, from Datacom CSG Limited, Revera Limited or IBM Limited. This means that agencies will no longer need to purchase and maintain their own infrastructure.

Many central government agencies have already migrated their infrastructures to these solutions and a number of local government organisations are also looking to implement solutions using IaaS.

The advantage of the IaaS approach is that agencies can remove the 4-5 year asset replacement programme necessary to maintain infrastructure themselves and replace this with a service that provides the required infrastructure for a monthly fee. A number of agencies have found that by actively managing this virtual pool of capability that over the long term they can reduce costs considerably. The IaaS approach also provides a cost effective approach to disaster recovery with services hosted in multiple locations.

F 65

QLDC currently owns its computing infrastructure and as a result needs to have a capital asset replacement plan in place to manage the obsolescence of this equipment. It has also set up additional infrastructure to manage the risk associated with disaster recovery and availability. Capacity planning tends to be done at the start of each asset replacement cycle and results in under and over capacity outcomes.

With the emergence of the IaaS service offerings QLDC now has an opportunity to migrate to a solution that would:

- remove the need for cyclical capital investment for ICT equipment;
- provide a cost effective disaster recovery solution;
- provide flexibility to scale infrastructure according to demand; and
- further reduce the physical footprint of ICT in the limited office space available.

Recommendation

R 65

Set aside funding in the 2012/13 financial year to conduct a feasibility study for the migration of QLDC ICT infrastructure to the IaaS service model. This small project is likely to require assistance from consultants with familiarity of the IaaS service model who can advise QLDC on likely risks and benefits of a migration.

(g) Website management and online service adoption (channel strategy)

F 66

Websites management across QLDC, Lakes Leisure and Lakes Environmental is currently a very mixed bag. Some sites are managed by the respective communications teams, while others are managed by individuals. The websites are hosted externally with multiple vendors with varying service level agreements in place. It is unclear what disaster recovery capability exists with these external vendors or the approach taken to security / patching.

Monitoring performed on the www.qldc.govt.nz website during the months of Jan – Feb 2013 returned an uptime percentage of 99.73% which is below expected central government minimums of 99.99%.

A number of the websites are now offering online services (including payment) for the various council services.

QLDC ICT has traditionally had little to do with the management of website within QLDC, Lakes Leisure and Lakes Environmental. With the disestablishment of Lakes Leisure and Lakes Environmental and continued migration to online services it is imperative that ICT takes a more active role in the delivery of websites for council.

It is proposed that moving forward, ICT takes responsibility for vendor management, hosting, integration, content management systems, security and information architecture.

It is proposed that ICT look to migrate websites hosted externally back in-house to ensure risks associated with continuity and performance are managed effectively.

The Communication team would continue to be responsible for content and design / brand.

As part of the transition to a single entity it is also likely that there will be a consolidation of the number of websites that QLDC provides. This consolidation work should be managed under a project management framework to ensure risks and timeframes are managed appropriately.

There does not currently appear to be a channel strategy or any service capability planning in place to ensure the current and proposed online service offerings to clients / stakeholders will be fit for purpose. It is imperative that this is done to ensure the websites, enterprise project and business process changes initiatives within the organisation all align and deliver the appropriate services to Council customers.

Recommendation

R 66

ICT should take responsibility for vendor management, hosting, integration, content management systems, security, and information architecture for all websites. The Communication team would continue to be responsible for content and design / brand.

The ICT team should lead the development of a channel strategy (online service adoption) which will identify the steps and components necessary to deliver the capability for QLDC to provide online services effectively to its customers.

(h) Software architecture review

F 67

A wide variety of software applications are currently used at Lakes Leisure, Lakes Environmental and QLDC by staff in performing their duties. In many cases different applications are used at each organisation for the same function i.e. payroll, finance or time-sheeting.

With the disestablishment of Lakes Leisure and Lakes Environmental there will need to be a consolidation of the software applications used for performing common tasks such as payroll, time sheeting etc.

It is recommended that QLDC conduct an investigation/ gap analysis to identify the current functionality provided by the various applications across the three entities to establish the best migration course for the future. This analysis should take into consideration any QLDC strategic architecture planning already in place.

Given current workloads it might be necessary to contract a resource to complete this work.

Recommendation

R 67

As a matter of priority conduct an investigation / gap analysis to identify the current functionality provided by the various applications across the three entities and establish the best migration course for the future to ensure consolidation of software applications across council.

9.6.3 Resourcing Implications of Recommendations

- New position – ICT Operations Manager (Queenstown) – 1 FTE reporting to the Chief Information Officer.
Direct reports would include:
 - ICT Support Engineer (Queenstown) – 1 FTE
 - Senior Systems Engineer (Queenstown) – 1 FTE
- New position – ICT Capability Manager (Queenstown) – 1 FTE reporting to the Chief Information Officer.
Direct reports would include:
 - Systems Analyst (Queenstown) – 1 FTE
 - Business Analyst (Queenstown) – 1 FTE
 - Contract Project Managers / Business Analysts (as required)
- Disestablish the position Records Officer (Queenstown) - 0.45 FTE.
- Rename Records Team Leader role to Senior Advisor, Records and resize role accordingly.
- GIS team and reporting lines to continue as current structure.

9.7 Administrative Support

9.7.1 Overview of Activities

Office administrative support is currently provided from throughout the organisation:

- PA to the CE and Mayor provides administrative support and diary management to the CE and Mayor, as well as providing Secretariat support to Council;
- Customer Services Advisors provide general administrative support when required; and
- General Inspector arranges rubbish and recycling, servicing of vehicles; general office maintenance.

9.7.2 Recommendations

It is recommended that two new positions are created that would provide office administrative support to QLDC:

- Executive Assistant to the Chief Executive who would be responsible for providing all support to the Chief Executive and overseeing general office management;
- Administration Support (Corporate) who would report to the Director, CE's Office and provide general office administrative services to QLDC.

10. Recommendations - Other

10.1 Economic Development Activities and Events Facilitation

The Council is in the process of developing a strategy for an Events Office within Council. It is anticipated that a decision will be made by Council in the near future as to the proposed form of this office.

We are aware that work is also being undertaken by the Economic Futures Taskforce (which is part of the Shaping our Futures group) to develop a vision for the economic future of the region and ascertain the most effective way to achieve this vision. Until such time as the work of this group is developed further, it is difficult for Council to confirm the nature of the role it should play in supporting economic development in the region.

R 68

In the interim, and until the Council's Events Strategy is confirmed and the Economic Futures Taskforce has completed its initial strategy, the Council will continue to play a facilitation role through Council process for new businesses or events in the region. In addition, Council continues to support Film Otago Southland in facilitating the film industry in the lower South Island. It is proposed that oversight of these event and business facilitation activities will be undertaken in the Chief Executive's Office of QLDC and a role of Manager, Events and Development is created that will undertake these activities, as well as overseeing the role of the Arts & Events Facilitator.

10.2 Procurement

QLDC's procurement policy is outlined in its Delegations Register and specifies the process to be followed and the appropriate level of delegations that apply when entering into contracts.

F 69.1

QLDC is not currently taking full advantage of whole-of-government contracts that are currently in place nationally which could result in considerable savings in the purchase of goods and services.

F 69.2

A number of staff have identified that there is no standard form contract available that can be used for lower value contracts. As a result, each time QLDC wishes to enter into a contract, a new contract form is developed in conjunction with QLDC's legal advisors. This can result in inconsistency in contract terms and the incurring of unnecessary legal costs.

Recommendation

R 69.1

QLDC should investigate whether there are whole-of-government contracts in place that it could take advantage of in its purchasing.

R 69.2

it would be beneficial for QLDC to develop a standard form contract which could be used for lower value contracts. Whilst it is recommended that a policy is put in place to ensure

adequate legal review of all contracts before they are entered into, the legal review required should be considerably less if the standard terms and conditions are used.

R 69.3

It is recommended that oversight of the procurement policy is undertaken by the Chief Financial Officer going forward.

10.3 Administrative and Accounting Support for Trusts

F 70

A considerable amount of time and resource from throughout the Council is dedicated to the administrative, accounting or technical support of various Trusts and other entities that the Council has an interest. In many cases, this support-in-kind is in addition to financial grant support that the Council also provides to the entity.

The Review Team has identified the following Trusts that are currently supported by QLDC:

Trust/Entity	Support Offered by QLDC	Provided by
Wakatipu Wilding Conifer Control Group (WWCCG)	QLDC staff member is an officer of the WWCCG and provides secretariat, accounting and technical support.	District Forester, Community Services Division
Affordable Housing Trust	Provides policy and accounting support	Policy and Planning Division Management Accountant, Finance Division
Heritage Incentive Fund	Administers grants scheme	Policy & Planning Division
Southern Lakes Liquor Trust	Provides secretariat and administrative support	Manager Corporate and Regulatory, Lakes Environmental Limited
Film Otago Southland	Provides payroll support	HR Advisor, Regulatory & Corporate Division
Trails Walkways Trust	Provides accounting support	Management Accountant, Finance Division
Aspiring Arts Trust	Provides administrative and accounting support	Arts & Events Facilitator, Community Services Division Management Accountant, Finance Division
Memorial Hall Trust This is a limited life trust established to coordinate the fundraising effort for the hall renovations. This trust will be wound up in the short term.	Provides secretariat and accounting support	Various as Trustees. Management Accountant, Finance
Wakatipu Youth Trust	Provides secretariat, accounting and payroll services.	Arts & Events Facilitator, Community Services Division Management Accountant, Finance Division HR Advisor, HR division

Recommendation

R 70.1

It is recommended that consideration is given to coordinating secretariat support and basic accounting support to these Trusts from one central point in the organisation. This will allow greater transparency of the in-kind support that the Council is providing to these trusts and will also allow some efficiencies to be gained around their common administration.

Where required, specialist technical skills from elsewhere in the organisation e.g. accounting, forestry etc may be utilised as required.

R 70.2

A register is currently maintained of community organisations and non-Council bodies on which Council has representation by Councillors or members of the community board. It is recommended that this register is extended to also include Council officers who hold positions as trustees or officers of an entity on behalf of the Council. It is important that QLDC maintain this register in order to understand the full range of responsibilities that it has, including those held by its staff on its behalf.

10.4 Property management

10.4.1 Overview of Activities

QLDC owns and controls a significant number of commercial and other property (700 properties). The portfolio includes leased, unleased and unleaseable properties, and both rural and urban properties. Properties may be with or without improvements. Council also takes responsibility for non-Council land where it is strategic to do so.

This property portfolio (700 properties) encompasses:

- Community Building (community centres, halls, libraries, boat ramps, the Civic Centre);
- Infrastructure / Utilities (cemeteries, carparks, fire stations, landfill sites, forestry property, Wanaka airport);
- Reserves (esplanade reserves, gravel reserves, memorials, local purpose reserves, motor park reserves, undeveloped freehold land etc.);
- Legal Roads (closed roads, table and chair licenses);
- Commercial Leases (all leases with commercial organisations);
- Community Leases (leases where the tenants are non-profit community orientated i.e. Rugby Club); and
- Subdivisions (The Commonage, Scurr Heights, Anderson Heights and Weaver Street.)

In 2000, QLDC made the decision to outsource the management of its property portfolio to a private entity Abel Properties Limited (APL). The intent of the agreement was to ensure that going forward Council maximised the return from its commercial assets, maintained its community assets to an acceptable level to maintain services to the community, maintained accurate records of its portfolio and leveraged off the commercial experience of the private firm which did not exist at the time within QLDC.

APL is responsible for collecting rents, inspecting properties, preparing assets, management plans for Council approval, property maintenance, acquisition / disposal of property, cleaning and caretaking etc. Note although APL has presented proposed asset management plans to council officers for a number of properties, there are currently a number that have been awaiting QLDC signoff for some time.

APL has continued to manage the property portfolio on behalf of QLDC although the contract put in place in 2000 expired in 2007. The contract put in place a number of performance measures to ensure Council could measure the performance of APL over the life of the contract but to date no performance reviews have been carried out by QLDC officers. It would appear that senior QLDC officers have been reluctant to take responsibility for engaging with APL in relation to contractual matters and as a result the contractual matters have not been resolved.

Approximately 70 properties currently have regular income collected by APL on behalf of QLDC and there are 300 regular tenants and another 100 irregular tenants (e.g. one off users) APL receives a flat fee of \$325k per annum for managing the property portfolio as well as approximately \$15k-60k per annum of additional fees for project based work.

At present APL is not responsible for property management of any assets which are controlled by Lakes Leisure or Lakes Environmental.

10.4.2 Recommendations

(a) Contractual Matters

In 2000, QLDC made the decision to outsource the management of its property portfolio to a private entity Abel Properties Limited (APL). The intent of the agreement was to ensure that going forward Council maximised the return from its commercial assets, maintained its community assets to an acceptable level to maintain services to the community, maintained accurate records of its portfolio and leveraged off the commercial experience of the private firm which did not exist at the time within QLDC.

F 71

The contract between APL and QLDC expired in 2007 and despite this APL continues to provide property management services to QLDC. There is considerable risk to both parties from these contractual matters not being resolved. It is also very concerning that QLDC officers have not utilised the provisions in the contract to date to assess the performance of APL in delivering property management services to QLDC.

It is difficult to determine whether the current outsourced model and supplier is optimal when competent contract management has not occurred in the past. Given the issues raised above it is proposed that QLDC do the following:

- Negotiate with APL a one-year term of contract on the terms contained in the original agreement. This ensures continuity while QLDC focuses on the considerable change process it will be undertaking as part of the wider organisational review recommendations;
- Responsibility for the property management portfolio and the contract with APL should move to the General Manager, Infrastructure and Assets;
- Task the General Manager, Infrastructure and Assets with completing a review of property management across the wider Lakes Leisure, Lakes Environmental, QLDC portfolio. This review should review the appropriateness of the current outsourced model, assess performance of incumbent and consider long term approach to property management in light of additional properties and scope with Lakes Environmental and Lakes Leisure amalgamation back into QLDC. This review should also reference the separate review of the property portfolio and strategy which is being conducted currently.

Recommendation

R 71

- Negotiate with APL a one-year term of contract on the terms contained in the original agreement. This ensures continuity while QLDC focuses on the considerable change process it will be undertaking as part of the wider organisational review recommendations;
- Responsibility for the property management portfolio and the contract with APL should move to the General Manager, Infrastructure and Assets;
- Task the General Manager, Infrastructure and Assets with completing a review of property management across the wider Lakes Leisure, Lakes Environmental, and QLDC portfolio. This review should review the appropriateness of the current outsourced model, assess performance of the incumbent and consider the long-term approach to property management in light of additional properties and scope with Lakes Environmental and Lakes Leisure amalgamation back into QLDC.

(b) Property Management Systems

As part of the contracted services APL is responsible for maintaining a property management database and property filing system to ensure accurate information on all transactions and discussions relating to the property portfolio. These systems are maintained on APL's IT infrastructure and offices.

F 72

As a result of the outsourcing arrangements mentioned above QLDC staff are now totally reliant on APL for information relating to the property portfolio. There are currently no linkages between QLDC systems and the APL systems so any queries need to be made through an APL account manager. Given the significant investment QLDC has made in document management systems and GIS systems there could be considerable benefit to be had from linking the systems the council has with the property information APL maintains on behalf of council. It might also be appropriate to consider whether there is value in QLDC storing the property information on its own infrastructure with APL maintaining it.

This reduces risk should QLDC decide to change contractual arrangements in the future and would also ensure QLDC is complying with its obligations under the Records Act in relation to physical files.

Recommendation

R 72

Investigate options for linking information held by APL relating to property management with QLDC systems to improve accessibility, timeliness and accuracy of property portfolio information. Consider options for future location of this data.

10.5 Collaboration with Central Otago District Council

Collaboration arrangements are already in place with Central Otago District Council (CODC) in some areas, namely the shared library service, the provision of environmental health services, a shared arrangement on landfills, aspects of the electoral process, and building control services

There are potentially other areas where collaboration opportunities could also exist. For example, the following opportunities have been identified in discussions with CODC:

- Development of single waste minimisation plan;
- Collaboration with respect to the provision and maintenance of roading and the roading asset management planning;
- Opportunities to collaborate in the provision of GIS resource;
- Shared policy development in the area of regulation;
- Possibility of having a Principal Rural Fire Officer across the two districts;
- Shared Emergency Management resource; and
- Information Technology – leveraging off the same technology or sharing help desk support.

Two potential barriers to collaboration have been identified:

- The non-alignment of contract end dates on infrastructure contracts. Consideration may need to be given well in advance to aligning contract end dates in future in order to facilitate new collaboration arrangements;
- Cross council liability issues. Although there is potential to collaborate with respect to policy matters, collaboration in regulatory areas is seen as more challenging given that potential liability issues will need to be worked through before the commencement of any arrangements.

10.6 Heritage matters

F 73

Until recently, QLDC had a single point of contact within Council for matters related to Heritage. Since the departure of this individual, no one person has been identified as the point of contact for heritage matters in the district.

These heritage matters can cover a wide span of activities including the administration of the heritage incentive grants scheme, queries relating to heritage trees or buildings, or queries about the general history of the area. This single point of contact within Council needs to act as a facilitator, directing heritage queries from the public to the most appropriate person within Council.

Recommendation

R 73

It is recommended that a QLDC staff member is identified as a single point of contact in relation to heritage matters. It is proposed that this role is undertaken by the Arts & Events Facilitator given synergies with this role around grants administration and facilitation within Council.

11. New Resourcing

11.1 Resourcing Implications of Recommendations

The charts on the following pages reflect the new organisational structure for QLDC. The resulting outcomes of the changes are summarised as follows. Further detail on the impact of the changes on each role in the organisation can be found in Appendix II and a summary of new roles can be found in Appendix III.

a) Queenstown-Lakes District Council

Reconfirm the following roles	Management - Deputy Chief Executive/General Manager, Finance (1 FTE) (with role title change to Chief Financial Officer) - General Manager, Infrastructure Services (1 FTE) (with role title change to General Manager, Infrastructure & Assets) Policy & Planning - Senior Policy Analyst/Strategic Planner (3 FTE) (with role title change to Senior Planner (Policy)) - District Plan Administrator (1 FTE) Community Services - Library Assistants (Arrowtown 1.45 FTE; Glenorchy 0.15 FTE; Kingston 0.1 FTE; Hawea 0.58 FTE; Makarora 0.1 FTE) - Parks Officer (1 FTE) (with role title change to Parks & Reserves Officer) - Team Leader – Horticulture (1 FTE) - Supervisor – Town Custodian/Gardener Wanaka (1 FTE) - Gardener/Town Custodian Wanaka (3 FTE) - Gardener Wakatipu (2 FTE) - Gardener Queenstown Gardens (2 FTE) (with role title change to Gardener Wakatipu) - Town Custodian Supervisor (1 FTE) - Town Custodian Queenstown (3 FTE) - Events Facilitator (0.5 FTE Fixed Term) - Arts & Events Facilitator (1 FTE)
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Reconfirm the following roles (continued)	<i>Regulatory & Corporate</i> • Governance Team Leader (0.75 FTE) • Human Resource Advisor (1 FTE) • Chief Information Officer (1 FTE) • ICT Support Engineer (1 FTE) • Senior Systems Engineer (1 FTE) • Systems Analyst (1 FTE) • Business Analyst (1 FTE) • GIS Manager (1 FTE) • GIS Analyst (1 FTE) • GIS Data Technician (0.8 FTE) • General Inspector (0.63 FTE) • Customer Services Advisors (Queenstown 2.75 FTE; Wanaka 1 FTE) <i>Infrastructure</i> • Infrastructure Support Team Leader (1 FTE) (with role title change to Infrastructure Support Coordinator) • Infrastructure Support Assistant (1 FTE) • Strategic Project Manager (1 FTE Fixed Term) • Emergency Management Officer (0.5 FTE) <i>Finance</i> • Senior Rates Officer (1 FTE) • Finance Administrator- Accounts Payable (1 FTE) • Holiday Park Staff (all current staff reconfirmed pending review of Holiday Parks activities)
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Disestablish the following roles	Management • General Manager, Policy & Planning (1 FTE) • General Manager, Community Services (1 FTE) • General Manager, Regulatory & Corporate Services (1 FTE) • PA to Mayor & CE (1 FTE) Policy & Planning • Senior Policy Analyst/Strategic Planner (3.2 FTE - 2 FTE currently vacant) • Policy Analyst (1 FTE - currently vacant) • Planner – Urban Designer (1 FTE) Community Services • Shared Library Services Manager (1 FTE) • Queenstown Library Manager (1 FTE) • Wanaka Library Manager (1 FTE) • Librarian/Library Assistant / Queenstown Children & Young Adults Librarian / Reference Librarian (Queenstown and Wanaka) (13.14 FTE – 1 FTE currently vacant) • Parks Manager (1 FTE) (incumbent offered reassignment to Parks Technical Officer role) • District Forester (1 FTE) (incumbent offered reassignment to Parks & Reserves Officer (Forestry) role) • Community Services Administrator (1 FTE) • Town Custodian Supervisor – Arrowtown (1 FTE) (incumbent offered reassignment to Town Custodian Arrowtown role) • Supervisor – Gardener Wakatipu (1 FTE) • Supervisor – Gardener Queenstown Gardens (1 FTE) Regulatory & Corporate • Wanaka Service Centre Manager (1 FTE) • Human Resources Manager (1 FTE) • Records Officer (0.45 FTE) • Communications Manager (1 FTE) • Communications Officer (1 FTE)
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Disestablish the following roles (continued)	• Customer Services Manager (1 FTE) • Customer Services Advisor (1 FTE Fixed Term) Finance • Accounting Manager (1 FTE) (incumbent offered reassignment to Financial Services Manager role) • Financial Accountant (1 FTE) • Management Accountant (1 FTE) • Management Accountant Infrastructure (0.8 FTE) • Rates Officer (1 FTE) (incumbent offered reassignment to Finance Administrator – Receivables role) • Accounting Officer (1 FTE) Infrastructure • Transport Manager (1 FTE) • Network Operations Engineer (1 FTE) • Transport Service Engineer (2 FTE) • Road Corridor Engineer (1 FTE) • Asset Management Engineer (1 FTE) • Transport Safety Assistant (1 FTE) • 3 Waters Manager (1 FTE) • Senior 3 Waters Service Engineer (1 FTE) • 3 Waters Service Engineer (1 FTE) • 3 Waters Asset Engineer (1 FTE) • 3 Waters Operations Engineer (1 FTE) • 3 Waters Planning Engineer (1 FTE) • Capital Works Manager (1 FTE currently vacant) • Project Manager (3 FTE) • Programme Analyst (1 FTE) • Solid Waste Manager (1 FTE) • Infrastructure Support Assistant (1 FTE currently vacant)
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Offer reassignment to the following roles	Parks Technical Officer (1 FTE – reassigned from Parks Manager role) Parks & Reserves Officer (Forestry) (1 FTE – reassigned from District Forester role) Town Custodian Arrowtown (1 FTE – reassigned from Town Custodian Supervisor Arrowtown) Financial Services Manager (1 FTE – reassigned from Accounting Manager role) Finance Administrator – Receivables (1 FTE – reassigned from Rates Officer role)
Contestable selection process for the following roles	<i>Contestable selection process open to current permanent employees of QLDC, Lakes Environmental Limited and Lakes Leisure Limited only</i> <i>Finance</i> Finance Administrator – Accounts Payable (0.5 FTE) Finance Administrator – Receivables (1 FTE) Finance Administrator – Receivables (1 FTE Fixed Term) Accountant (1 FTE) <i>CE's Office</i> Advisor, Governance (1 FTE) Web & Social Media Administrator (1 FTE) Senior Communications Advisor (1 FTE) Administration Support (Corporate) (1 FTE) <i>Operations</i> Manager, Customer Services & Libraries (1 FTE) Service Centre Coordinator Wanaka (1 FTE) Librarian (1 FTE Wanaka, 1 FTE Queenstown) (<i>Open to incumbents in Librarian / Library Assistant / Queenstown Children's & Young Adult Librarian / Reference Librarian, Queenstown Library Manager and Wanaka Library Manager roles only</i>) Library Assistant (3 FTE Wanaka, 4 FTE Queenstown) (<i>Open to incumbents in Librarian / Library Assistant / Queenstown Children's & Young Adult Librarian / Reference Librarian, Queenstown Library Manager and Wanaka Library Manager roles only</i>)

Contestable selection process for the following roles (continued)	<i>(Open to incumbents in Librarian / Library Assistant / Queenstown Children's & Young Adult Librarian / Reference Librarian, Queenstown Library Manager and Wanaka Library Manager roles only)</i> Customer Services Advisor (1 FTE Queenstown, 1 FTE Wanaka, 1 FTE Fixed Term Queenstown) Health & Fitness Team Leader (1 FTE) Administration Support (Operations) (1 FTE) Supervisor – Gardener Wakatipu (1 FTE) <i>(Open to incumbents in Supervisor – Gardener Wakatipu and Supervisor – Gardener Queenstown Gardens only)</i> Gardener Wakatipu (1 FTE) <i>(Open to incumbents in Supervisor – Gardener Wakatipu and Supervisor – Gardener Queenstown Gardens only)</i> Infrastructure Transport Policy & Stakeholder Manager (1 FTE) Planning & Development Building Support (1 FTE) Planner (6 FTE Queenstown, 3 FTE Wanaka) Senior Planner (2 FTE) Landscape Architect (1 FTE) <i>(Open to incumbents in Principal Landscape, Senior Landscape Architect and Landscape Planner roles only)</i> Senior Planner (Policy) (3 FTE) <i>(Open to incumbents in Senior Policy Analyst/Strategic Planner role and Planner – Urban Designer roles only)</i> Legal & Regulatory Legal & Regulatory Support (1 FTE) Administration Support Wanaka (0.75 FTE, 1 FTE Fixed Term)
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Contestable selection process for the following roles (continued)	<i>Contestable selection process open to internal and external candidates</i> <i>Management</i> General Manager, Planning & Development (1 FTE) General Manager, Legal & Regulatory (1 FTE) General Manager, Operations (1 FTE) Director, Chief Executive's Office (1 FTE) Director, People & Capability (1 FTE) Executive Assistant to Chief Executive (1 FTE) <i>People & Capability</i> Senior Human Resource Advisor (1 FTE and 1 FTE Fixed Term) <i>ICT</i> Manager, ICT Operations (1 FTE) Manager, ICT Capability (1 FTE) Advisor, Records (1 FTE) <i>Finance</i> Financial Advisory Manager (1 FTE) Financial Analyst (1 FTE) Financial Analyst (2 FTE Fixed Term) <i>Operations</i> Manager, Parks & Commercial Operations (1 FTE) Manager, Events & Development (1 FTE) Manager, Sport & Recreation (1 FTE) Sales & Service Team Leader (1 FTE) Head Librarian (1 FTE) <i>Chief Executive's Office</i> Advisor, Corporate Planning & Performance (1 FTE) Executive Assistant to Mayor (0.5 FTE)
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Contestable selection process for the following roles (continued)	<i>Legal & Regulatory</i> Senior Solicitor (1 FTE) Principal Environmental Health Officer (1 FTE) Legal & Regulatory Support Coordinator (1 FTE) <i>Planning & Development</i> Manager, Resource Consenting (1 FTE) Building Officer Wanaka (1 FTE) <i>Infrastructure</i> Chief Engineer (1 FTE) Contracts Manager (2 FTE) Programme Planner (2 FTE) Business Analysis Manager (1 FTE) Senior Engineer 3 Waters & Solid Waste (1 FTE) 3 Waters Engineer (2 FTE) Senior Engineer Transport (1 FTE) Transport Engineer (2 FTE)
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b) Lakes Environmental Limited

Roles offered in QLDC in the same or similar capacity	<i>Building Services (roles offered in QLDC Planning & Development Division)</i> Manager, Building Services (1 FTE) Principal Building Officer (Technical) (1 FTE) Building Control Administrator (1 FTE) Building Support (1 FTE) Building Control Supervisor (1 FTE) Principal Building Officer Queenstown (1 FTE) Principal Building Officer Wanaka (1 FTE) Principal Plumbing and Drainage Officer (1 FTE) Building Officer Queenstown (4.5 FTE) Building Officer Wanaka (1 FTE) <i>Regulatory (roles offered in QLDC Legal & Regulatory Division)</i> Manager, Corporate & Regulatory (1 FTE) (role offered is Manager Regulatory) Senior Environmental Health Officer Wanaka (0.75 FTE) Environmental Health Officer (1 FTE) Liquor Licensing Inspector (1 FTE) Team Leader Regulatory & Enforcement (1 FTE) (role offered is Principal Enforcement Officer) District Inspector (1 FTE) Parking/Animal Control Officers (3 FTE) Parking Officer (1 FTE) <i>Resource Management</i> Principal Engineering (1 FTE) (role offered in QLDC Infrastructure & Assets Division) Subdivision Inspector (casual) (role offered in QLDC Infrastructure & Assets Division) Engineer (3 FTE) (role offered in QLDC Infrastructure & Assets Division) Team Leader Engineering Technical Support (1 FTE) (role offered in QLDC Infrastructure & Assets Division. Role offered is Senior Technical Officer) Engineering Technical Support (0.6 FTE) (role offered in QLDC Infrastructure & Assets Division. Role offered is Technical Officer) Planner (6 FTE Queenstown; 3 FTE Wanaka) (internally contestable selection process to fill)
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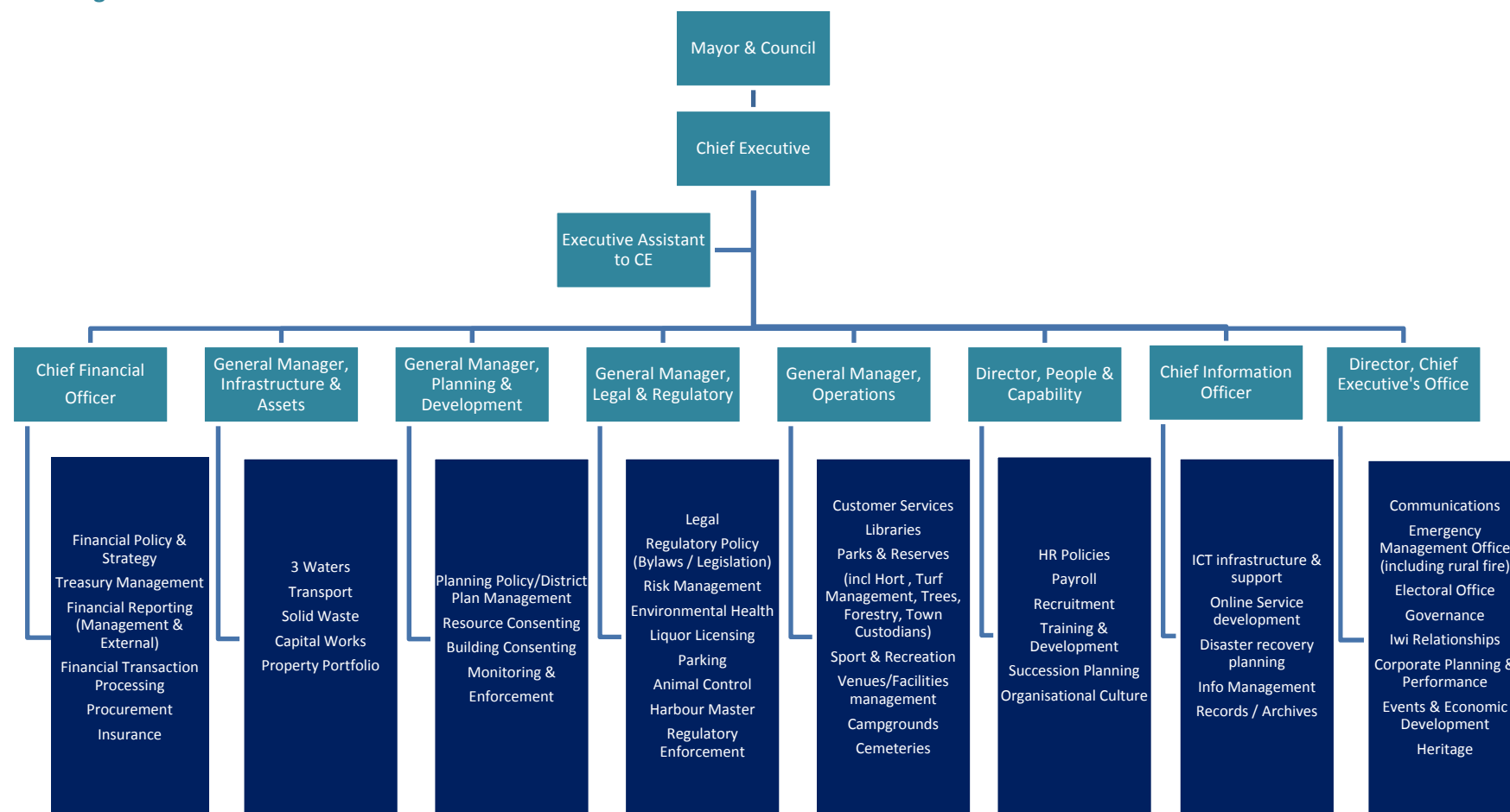
	available positions) Team Leader Planning Support (1 FTE) (role offered in QLDC Planning & Development Division; role offered is Planning Support Coordinator) Consents Officer/Administration Support (1 FTE) (role offered in QLDC Planning & Development; role offered is Planning Support)
Roles not transferring to QLDC in the same or similar capacity Incumbents may take part in contestable selection process for roles in QLDC listed above in section 11.1 (a)	Chief Executive (1 FTE) Project Administrator (0.45 FTE) Manager, Human Resources (1 FTE) Resource Management Services Manager, Resource Management Services (1 FTE) Principal Planning (0.6 FTE) Team Leader Planning (2 FTE) Team Leader Monitoring (1 FTE) Planner (2 FTE Queenstown) Principal Landscape (1 FTE) Senior Landscape Architect (1 FTE) Landscape Planner (1 FTE) Corporate & Regulatory Corporate & Regulatory Team Leader Support (1 FTE) Reception/Admin Support Queenstown (1.69 FTE) Reception/Admin Support Wanaka (1.75 FTE) Corporate & Regulatory Administration Support (2.69 FTE) Team Leader Finance (1 FTE) Finance Assistant (Fixed Term 1 FTE) Finance Assistant (0.75 FTE)

c) Lakes Leisure Limited

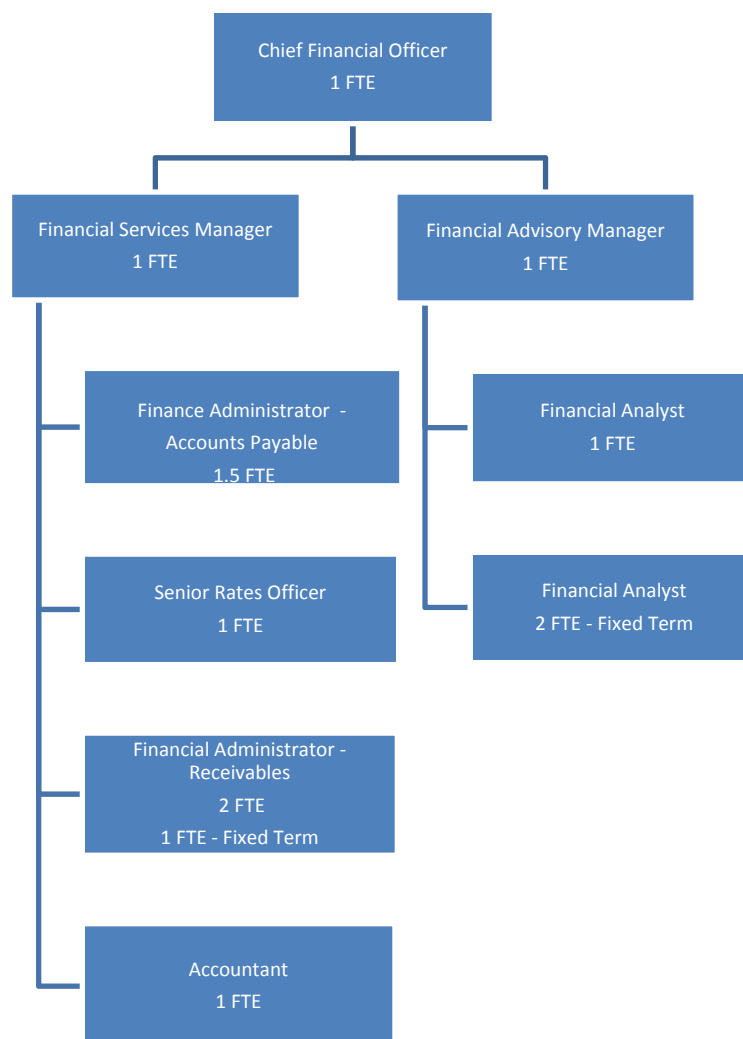
Roles offered in QLDC in the same or similar capacity	<i>Aquatics (roles offered in Operations Division)</i> Aquatics Supervisor (3 FTE) Pool Crew/Junior Supervisor (4 FTE) Pool Crew (Permanent 3 FTE; Fixed Term 1 FTE; Casuals) Swim School Coordinator 1 FTE (role offered Recreation Programmes Assistant) Swim School Instructors (Permanent 0.75 FTE; Fixed Term 0.96 FTE; Casuals) Wanaka Pool Team Leader (1 FTE) Wanaka Swim Instructors/Pool Crew (Permanent 2.4 FTE; Fixed Term 0.3 FTE; Casuals) Wanaka Pool Maintenance Assistant (0.5 FTE) <i>Health & Fitness (roles offered in Operations Division)</i> Assistant to Health & Fitness Manager (1 FTE) (role offered Health & Fitness Supervisor) Health & Fitness Crew (Permanent 3.4 FTE; Casual) Customer Services Officer (4.5 FTE) Facilities Cleaner (1 FTE) Community Programmes Coordinator (1 FTE) (role offered Recreation Programmes Coordinator) Programmes Assistant (1 FTE) (role offered Recreation Programmes Assistant) Climbing Wall Instructor (0.5 FTE) <i>Venues & Events (roles offered in Operations Division)</i> Venues & Events Manager (1 FTE) (role offered is Venues & Facilities Manager) Events & Venues Coordinator (1 FTE) (role offered is Venues & Facilities Coordinator) Facilities Bookings Coordinator (1 FTE) Facility Maintenance (0.6 FTE) Lake Wanaka Centre Coordinator (0.5 FTE) Lake Wanaka Centre Cleaner (casual hours) <i>Turf Management (roles offered in Infrastructure & Assets Division)</i> Turf Manager (1 FTE) Turf Assistant Manager (2IC) (1 FTE) Turf Crew (3 FTE Queenstown; 1 FTE Summer/0.25 FTE Winter Wanaka)
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	Golf Frankton Golf Centre Manager (1 FTE) Ball Boys (casual)
Roles not transferring to QLDC in the same or similar capacity Incumbents may take part in contestable selection process for roles in QLDC listed above in section 11.1 (a)	Chief Executive 1 FTE Executive Assistant 1 FTE Pool Operations Manager (1 FTE) Health & Fitness Manager (1 FTE) Sports and Recreation Administrator (1 FTE) (currently vacant) Support Services Manager (1 FTE) Financial Controller (1 FTE) Finance Assistant (1 FTE) Accounts Administrator (0.75 FTE) Human Resources Officer (1 FTE) Communications & Business Development Manager (1 FTE) Communications & Website Coordinator (1 FTE)

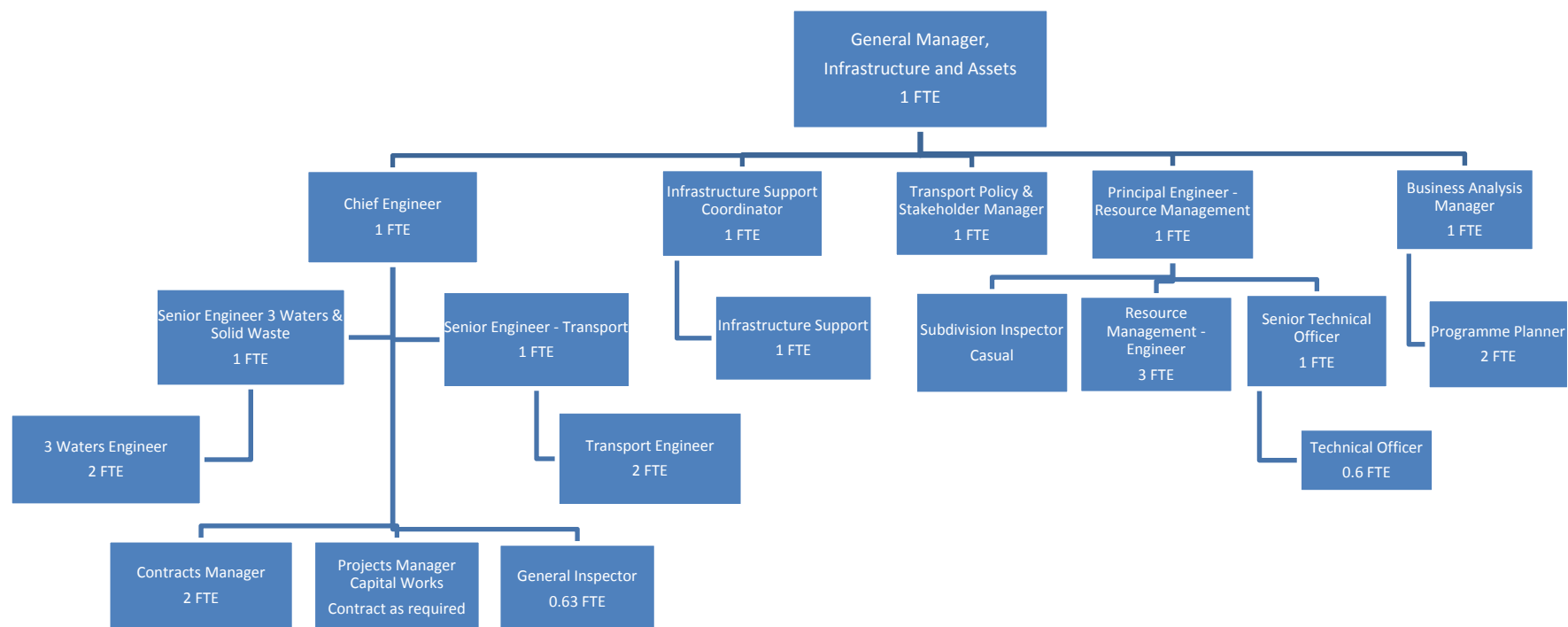
New Organisational Structure



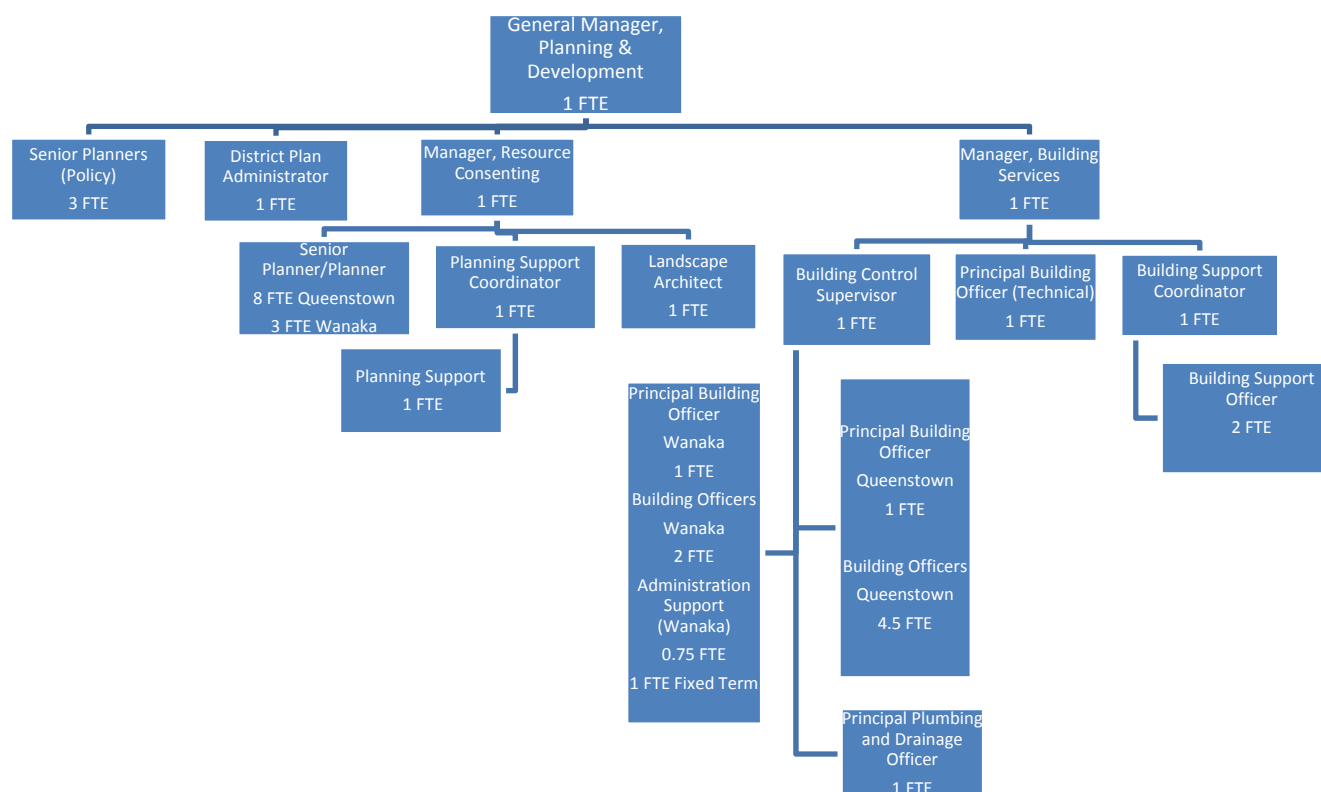
Finance Division



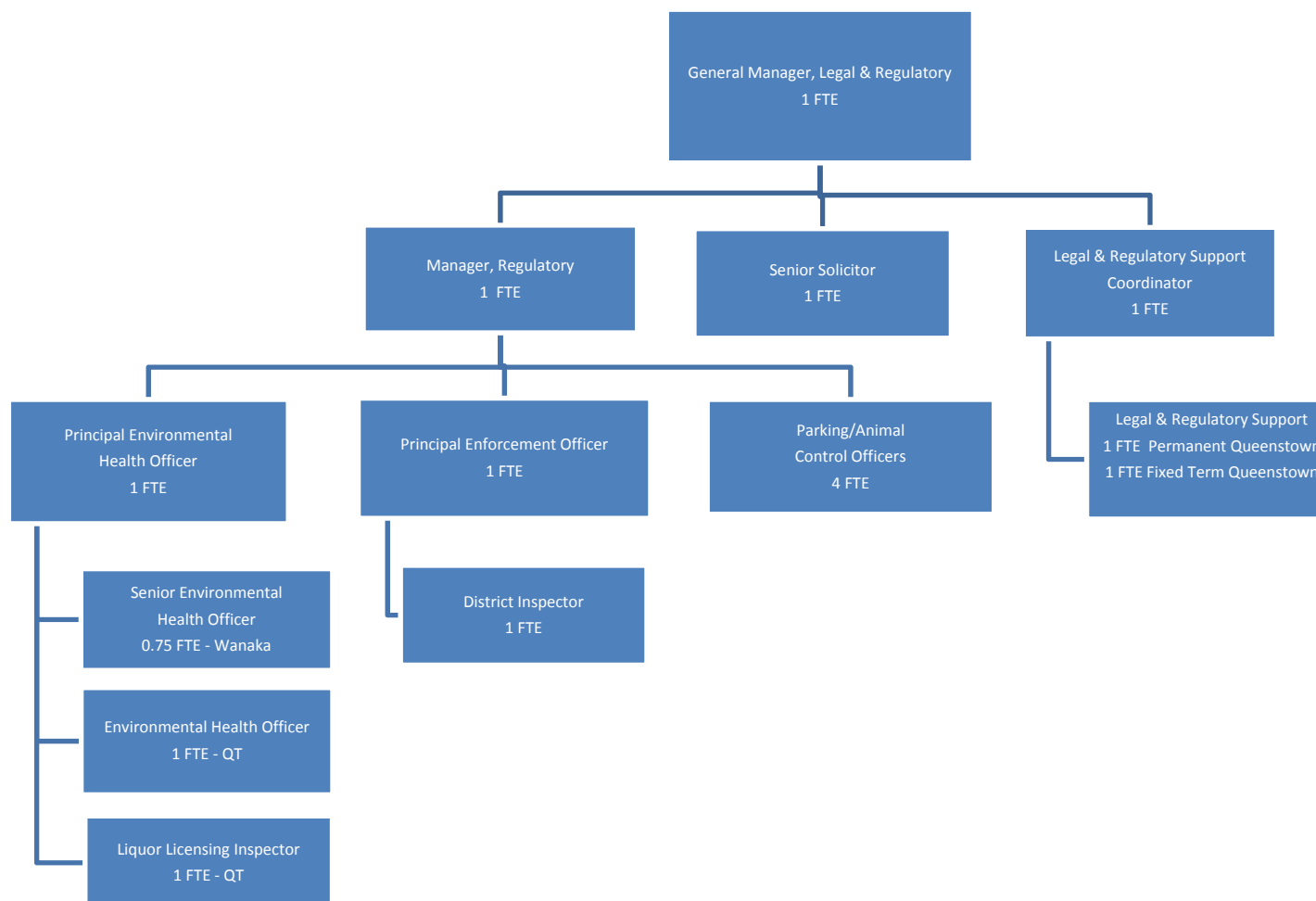
Infrastructure & Assets Division



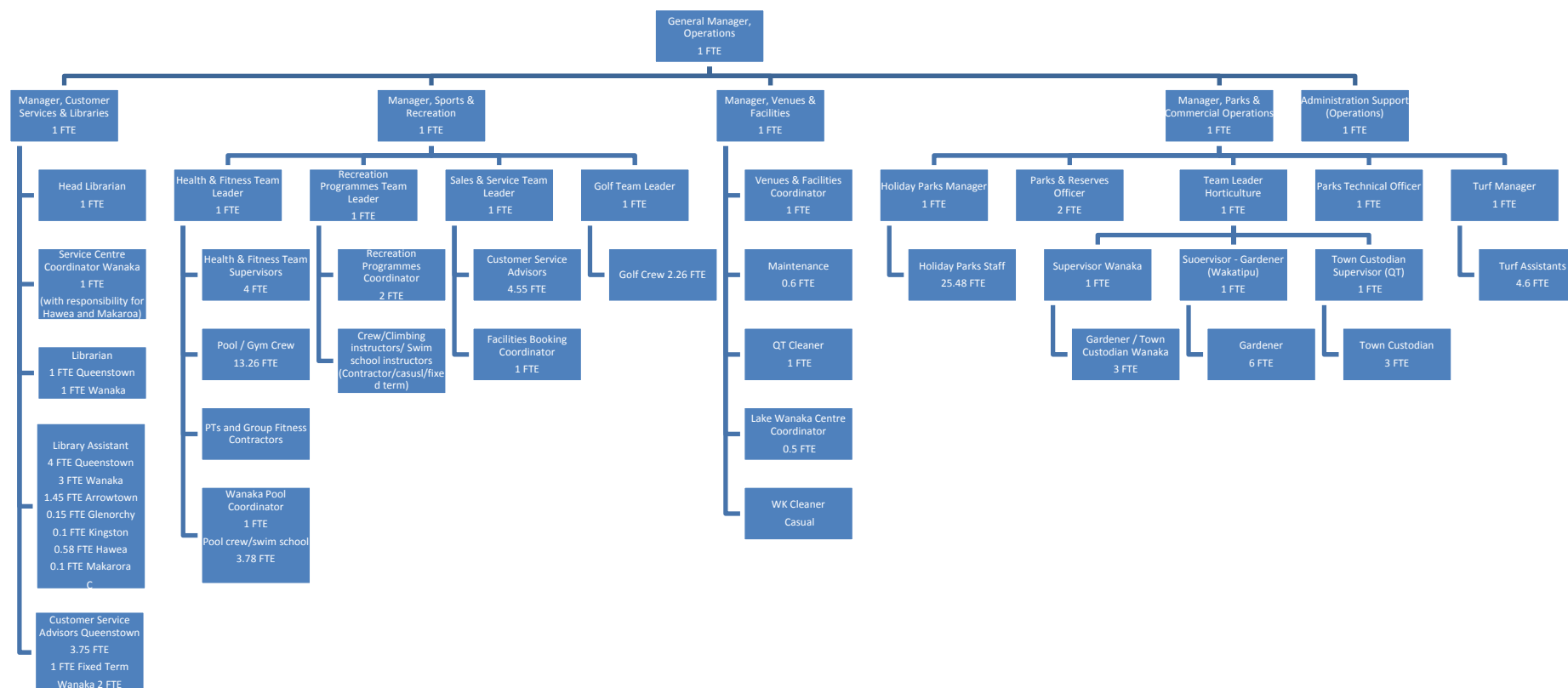
Planning & Development Division



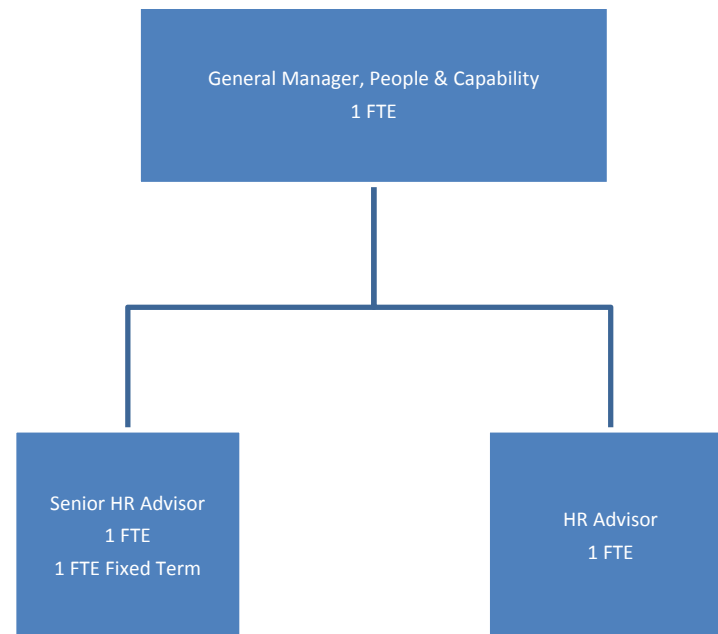
Legal & Regulatory Division



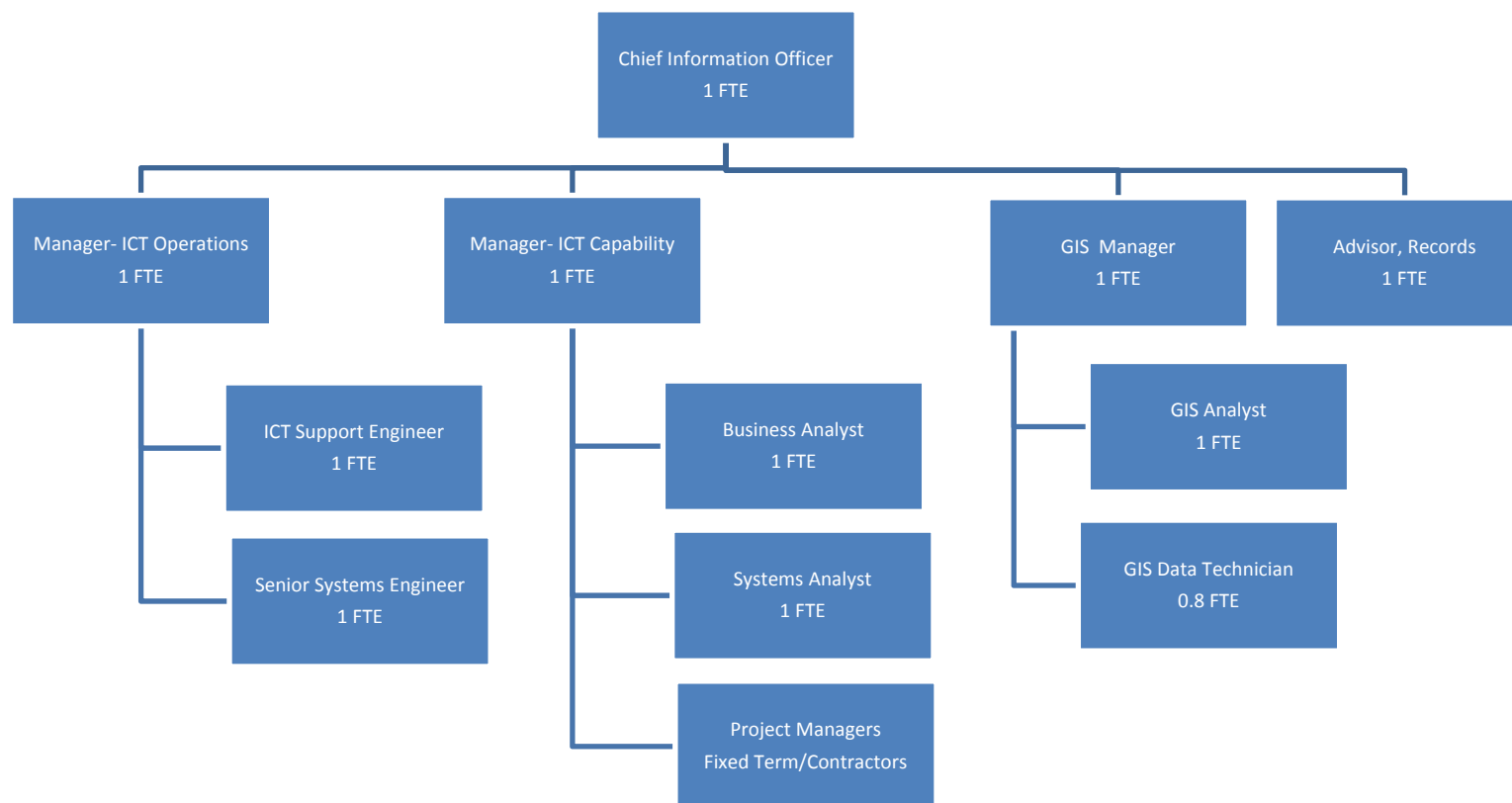
Operations Division



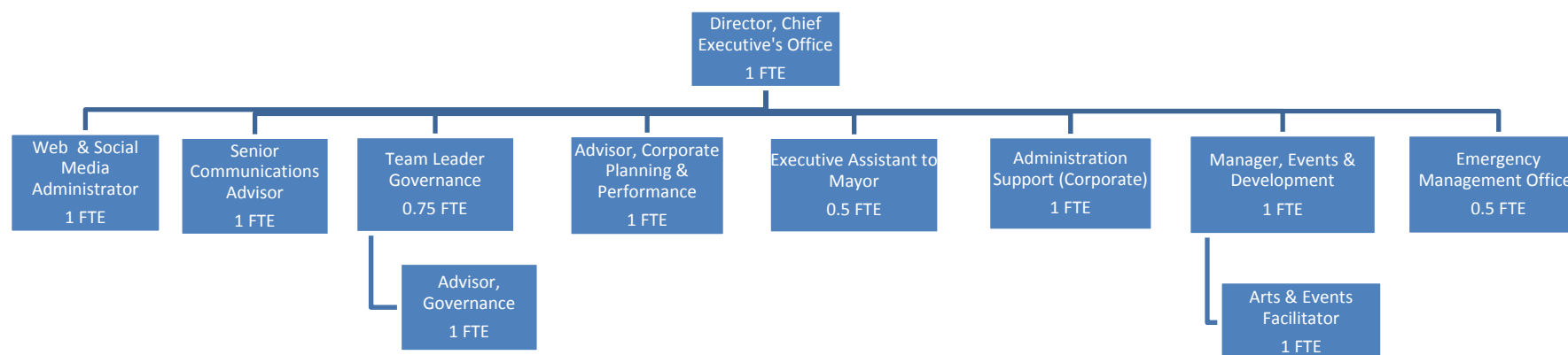
People & Capability Division



Information Management Division



Chief Executive's Office



11.2 Comparison of Current and New Functional Responsibilities

11.2.1 Current Functional Responsibilities

Current Unit	Current Staff (FTEs)	Reporting to	Functional Responsibilities
QLDC			
Executive Team	7	Chief Executive	• Overall management • Executive support to CE • Administration support for office
Finance	34.28	Chief Financial Officer	• Financial policy & strategy • Treasury management • Financial reporting (management & external) • Financial transaction processing • Rates • Holiday Parks
Infrastructure Services	23.50	General Manager, Infrastructure Services	• 3 Waters • Roading • Capital works • Solid Waste • Emergency management office
Community Services	42.26	General Manager, Community Services	• Parks & Reserves • Cemeteries • Libraries • Arts & Events • Facilities capital works • Property portfolio management • Rural fire
Policy & Planning	10.20	General Manager, Policy & Planning	• Planning policy/district plan management
Regulatory & Corporate	24.13	General Manager, Regulatory & Corporate	• Management of LE contract • Legal • Human resources • Knowledge management • Governance
Total QLDC	141.37		

Current Unit	Current Staff (FTEs)	Reporting to	Functional Responsibilities
Lakes Environmental			
Chief Executive	2.45	Chief Executive, Lakes Environmental	• Overall management • Human resources • Office management • Information management
Resource Management	27.64	Manager, Resource Management Services	• Resource consenting • Resource consent monitoring/enforcement
Building	14.13	Manager, Building	• Building consenting
Regulatory & Corporate	22.88	Manager, Regulatory	• Environmental health and liquor licensing • Parking and animal control • Regulatory enforcement • Finance
Total Lakes Environmental	67.10		
Lakes Leisure			
Chief Executive	2.00	Chief Executive, Lakes Leisure	• Overall management • Executive support to CE
Sports & Recreation	33.25	Pool Operations Manager Health & Fitness Manager	• Pool operations Queenstown, Wanaka & Arrowtown • Swim school • Health & Fitness Operations • Community Programmes • Holiday Programmes
Support Services	6.55	Support Services Manager	• Reception services • Office management
Venues	4.25	Venues & Events Manager	• Venues management and sales • Events management
Corporate	5.75	Chief Executive, Lakes Leisure	• Communications and marketing • Finance • Human resources • Information technology
Turf	5.63	Turf Manager	• Sports turf management and maintenance
Total Lakes Leisure	57.43		
Total	265.9 FTEs		

11.2.2 New Functional Responsibilities

Unit	Staff No's (FTEs)	Reporting to	Functional Responsibilities
Chief Executive's Office	11.2	Chief Executive Director, Chief Executive's Officer	• Overall management of the organisation • Executive support to CE • Corporate planning and performance • Communications • Governance • Iwi Relationships • Events & Economic Development • Heritage
Finance	11.5	General Manager, Finance	• Financial policy & strategy • Treasury management • Financial reporting (management & external) • Financial transaction processing • Rates • Procurement
Infrastructure & Assets	23.88	General Manager, Infrastructure & Assets	• 3 Waters • Transport • Solid Waste • Capital works • Property portfolio
Planning & Development	37	General Manager, Planning & Development	• Planning Policy/District Plan Management • Resource consenting • Building consenting • Monitoring & enforcement
Legal & Regulatory	15.75	General Manager, Legal & Regulatory	• Legal • Regulation policy • Risk Management • Environmental health • Liquor licensing • Parking • Animal control

Unit	Staff No's (FTEs)	Reporting to	Functional Responsibilities
			• Harbourmaster • Regulatory Enforcement
Operations	115.52	General Manager, Operations	• Customer services • Libraries • Parks & Reserves • Sport & recreation • Venues/Facilities management • Campgrounds • Cemeteries
People & Capability	4	Director, People and Capability	• HR Policies • Payroll • Recruitment • Training & Development • Succession Planning • Organisational Culture
Information Management	10.8	Chief Information Officer	• ICT infrastructure & support • Online Services development • Disaster recovery planning • Information management • Records/archives
Total	229.65 FTEs		

11.2.3 Comparison of Current and New Resourcing by Functional Area

Functional Area	Actual FTE's at 28 February 2013	Actual Employees at 28 February 2013	New FTE's	New Employees	Difference in FTE's increase/(decrease)	Differences in Actual Employees increase/(decrease)
CE Office	14.20	16	11.20	13	(3.00)	(3)
Finance	14.30	15	11.50	13	(2.80)	(2)
Infrastructure & Assets	30.10	31	23.88	25	(6.22)	(6)
Planning & Development	46.86	49	37.00	38	(9.86)	(11)
Legal & Regulatory	21.13	22	15.75	16	(5.38)	(6)
Operations	125.06	187	115.52	175	(9.52)	(12)
People & Capability	4.00	4	4.00	4	-	-
Information Management	10.25	11	10.80	12	0.55	1
Total	265.9	335	229.65*	296	(36.22)	(39)

It should be noted that the actual FTE's as 28 February 2013 include all employees of QLDC, Lakes Environmental Limited and Lakes Leisure Limited. To aid comparison, current resources have been regroup according to the proposed functional areas.

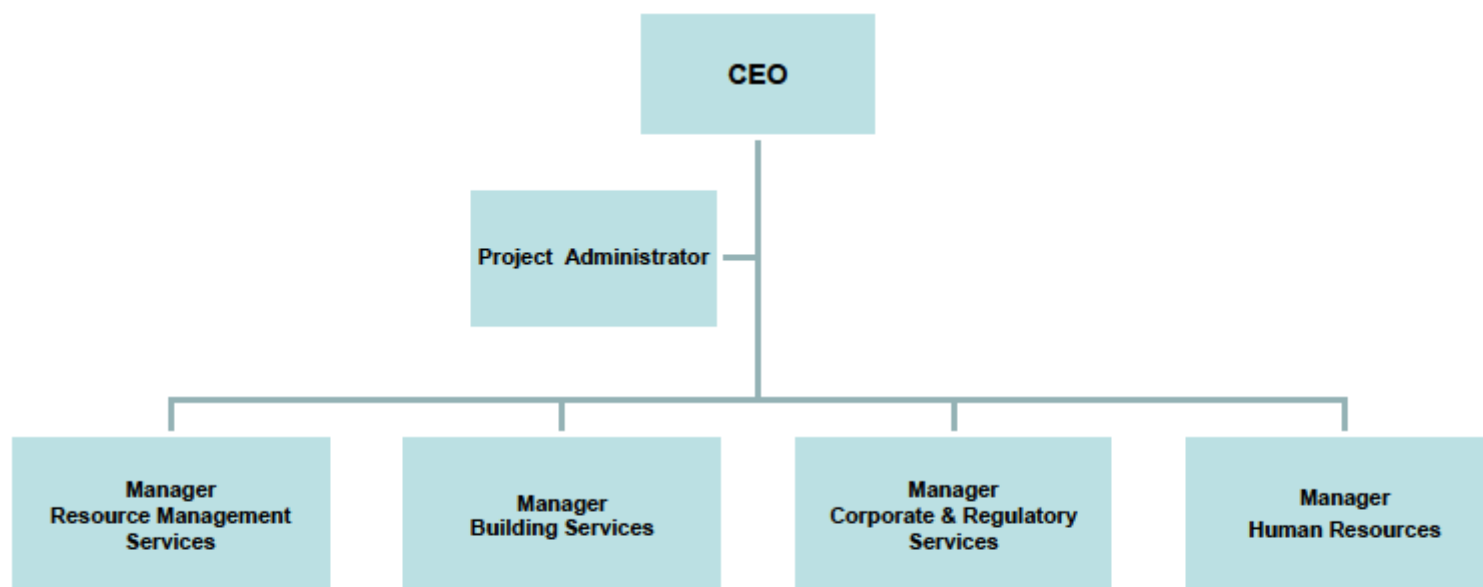
FTE's include all permanent, fixed term and casual staff.

*Includes 7 FTE Fixed Term resource to cover the transition to the new structure and the integration of the activities of Lakes Environmental and Lakes Leisure

Appendix I – Current Organisational Structures

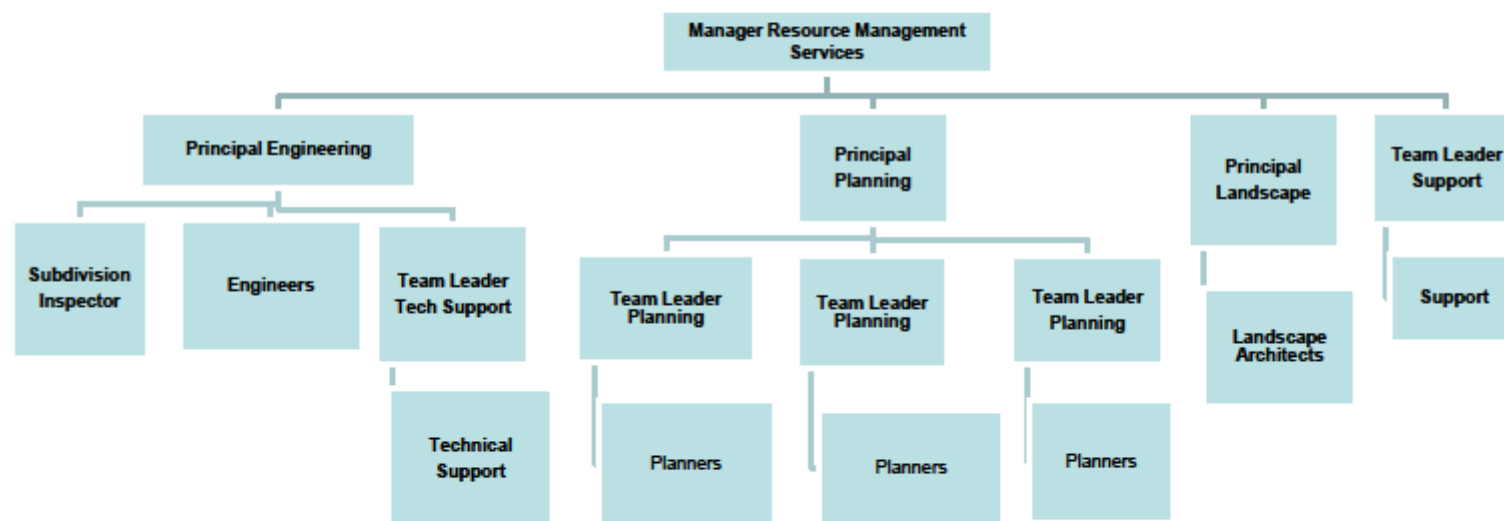


Management



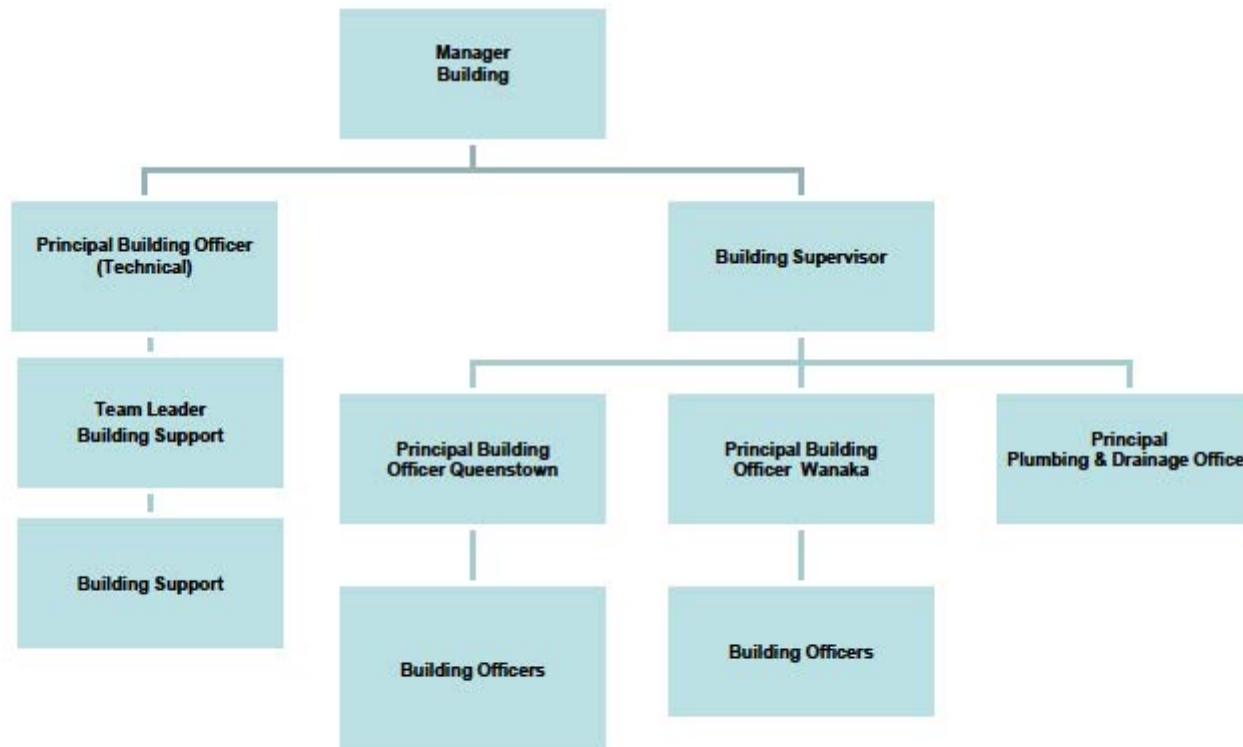


Resource Management



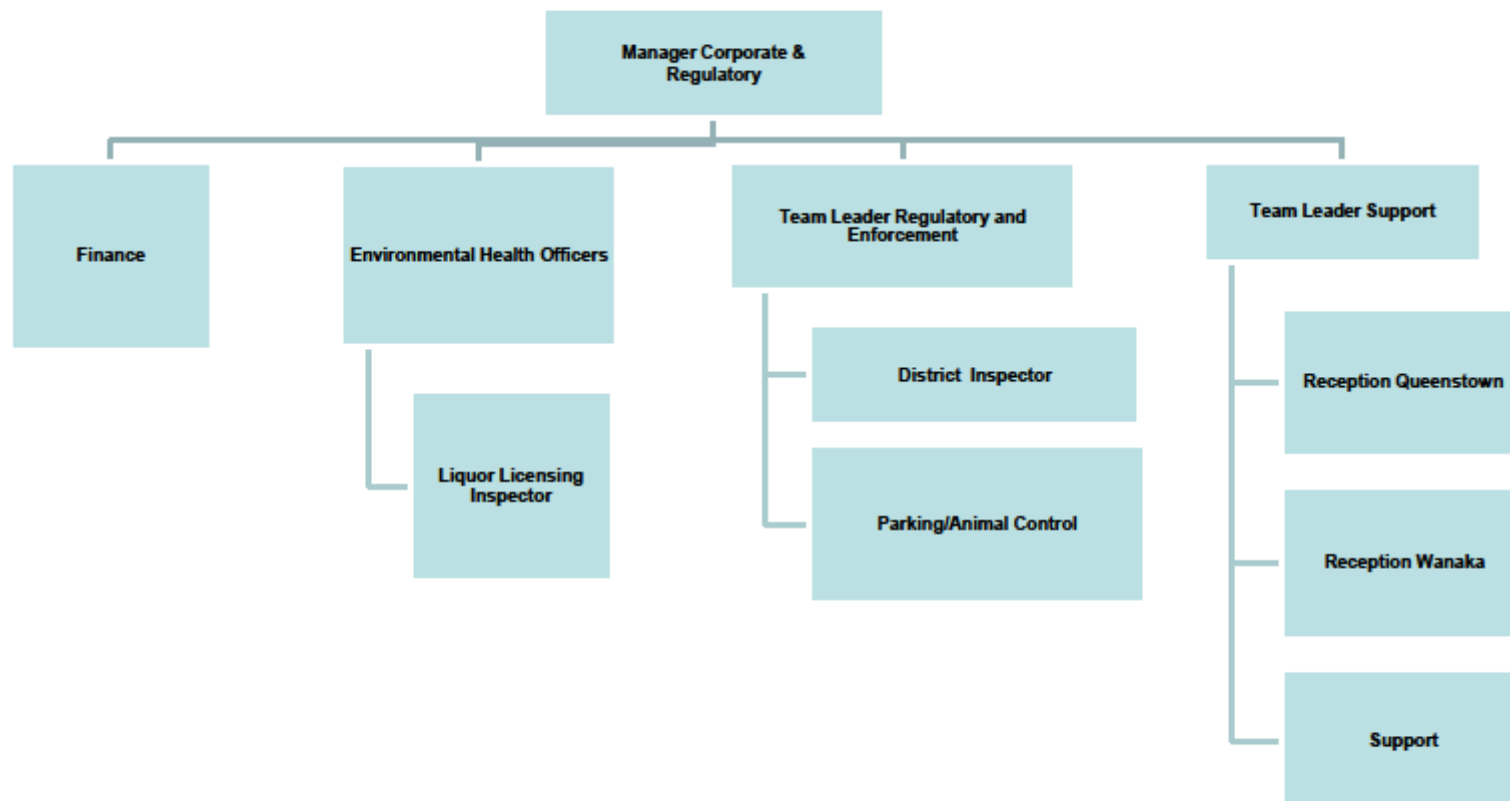


Building

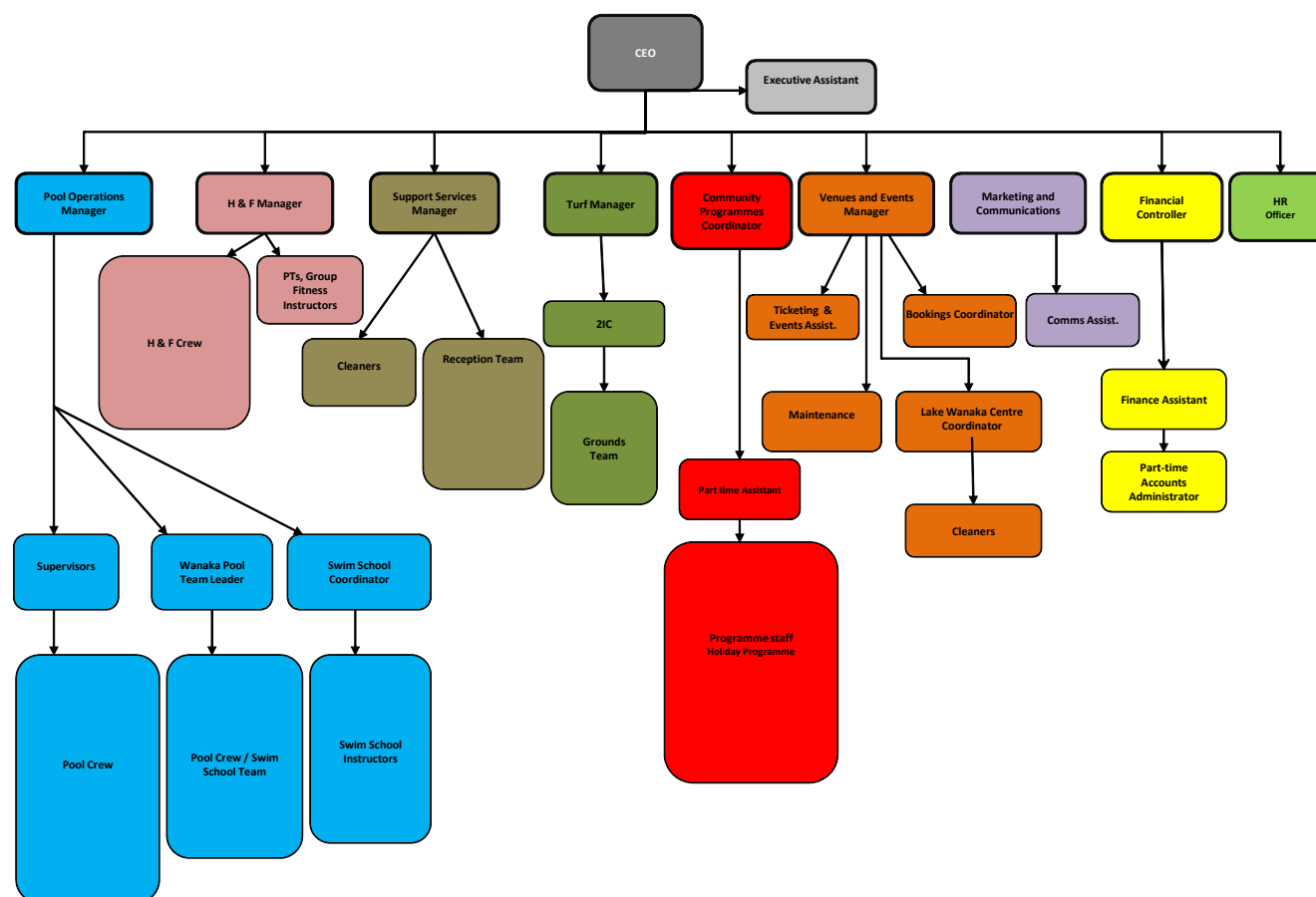




Corporate & Regulatory

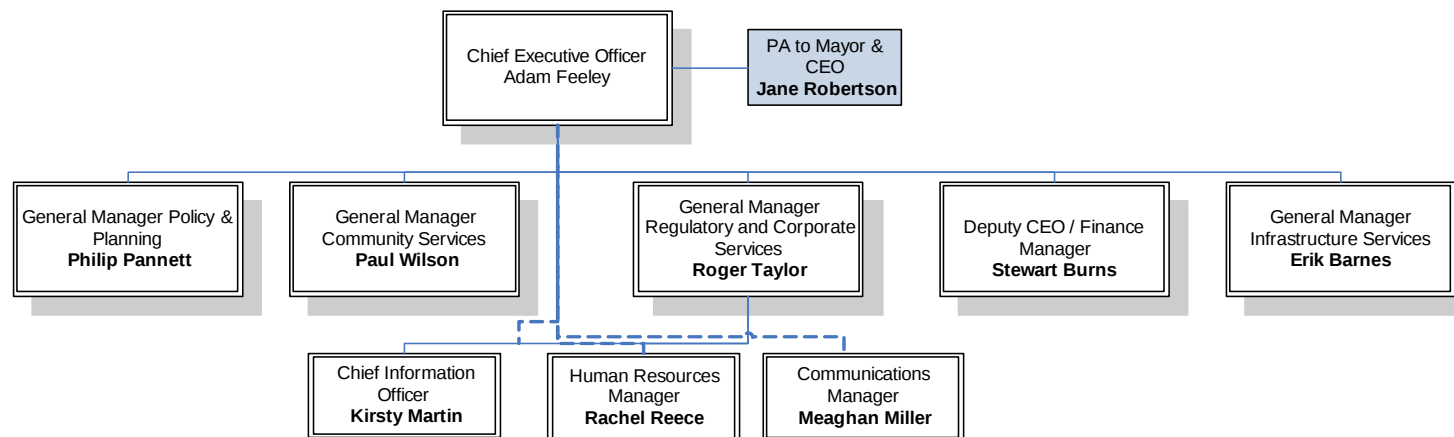


Lakes Leisure – Organisational Structure (as at January 2013)



QLDC Management Team

December 2012



Appendix II – Status of Current Roles under New Structure

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
QLDC				
Executive Team				
Deputy Chief Executive/ General Manager Finance	Permanent Position 1 FTE	Reconfirmed	- Contributes to and provides support to the leadership team and Council. - Leads and manages the finance team. - Leads financial aspects of business planning process (including the Council's long term plan and annual plan) and ongoing monitoring and reporting to management, CE and Council. - Provides advice to the CE on strategic financial, accounting and commercial issues. - Oversees the financial management processes and internal controls within QLDC. - Oversees QLDC's treasury and debt management activities. - Oversees QLDC's campground operations.	Role is the same or substantially the same. Title change to Chief Financial Officer. Oversight of campground operations will be assigned to General Manager, Operations.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
General Manager, Policy & Planning	Permanent Position 1 FTE	Disestablished	• Contributes to and provides support to the leadership team and Council. • Leads and manages the Policy and Planning team. • Manages the development, production, reviewing and maintenance of the District Plan. • Manages the development of some bylaws. • Manages future growth assessments for the district and develops and assesses alternative strategies for managing issues associated with growth.	• Responsibility assigned to the General Manager, Planning & Development. • Responsibility for the leadership and management of members of the Policy and Planning team assigned to the General Manager, Planning & Development. • Development and management of the district plan assigned to the General Manager, Planning & Development. • Development and management of Bylaws assigned to General Manager, Legal & Regulatory. • Future growth assessments and the management of strategies associated with growth assigned to the General Manager, Planning & Development.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
General Manager, Community Services	Permanent Position 1 FTE	Disestablished	- Contributes to and provides support to the leadership team and Council. - Leads and manages the Community Services team. - Overall responsibility for the planning, development, oversight and implementation of recreation, reserves, forests and public land. - Overall responsibility for the planning, development, oversight and implementation of community services and facilities including pools, cemeteries, libraries, venues and facilities. - Manages current and emerging community projects e.g. events, trails, film. - Manages the presentation and maintenance of town centre public amenity and safety. - Manages emergency preparedness in relation to rural fire.	- Responsibility assigned to the General Manager, Operations and General Manager, Infrastructure & Assets. - Responsibility for the leadership and management of members of the Community Services team assigned to the General Manager, Operations, General Manager, Infrastructure & Assets and Director, Chief Executive's Office. - Recreation, reserves, forest and public land responsibilities assigned to General Manager, Operations. - Libraries, pools, venues and facilities responsibilities assigned to General Manager, Operations. Cemeteries responsibilities assigned to General Manager, Infrastructure & Assets. - Arts, events and film responsibilities assigned to Director, Chief Executive's Office. - Town centre amenity and safety responsibility assigned to General Manager, Operations. - Rural fire responsibilities assigned to General Manager, Infrastructure & Assets.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			- Manages relationships with Lakes Leisure. - Manages relationships with QLDC's property manager.	- Not required once Lakes Leisure's activities are brought in-house. - Property manager oversight assigned to General Manager, Infrastructure & Assets.
General Manager, Regulatory & Corporate	Permanent Position 1 FTE	Disestablished	- Contributes to and provides support to the leadership team and Council. - Leads and manages the Regulatory & Corporate team. - Ensures the Council's suite of adopted regulatory tools (excluding the district plan) are up to date, complete, legally compliant and effective in achieving community outcomes (e.g. bylaws, policies etc). - Manages the relationship and contract for the delivery of services by Lakes Environmental Limited.	- Responsibility assigned to the General Manager, Legal & Regulatory, CIO, Director, People & Capability and Director, CE's Office. - Responsibility for the leadership and management of members of the Regulatory & Corporate team assigned to the Director, CE's Office (governance and communications), CIO (knowledge management), Director, People & Capability (HR) and General Manager, Operations (Customer Services). - Responsibility for bylaws and other regulatory tools (excluding district plan) assigned to General Manager, Legal & Regulatory. - Not required once activities of Lakes Environmental are brought in-house. Building and consenting services currently delivered by Lakes

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			• Oversight of QLDC's risk management and performance measurement framework. • Manages the contract with QLDC's legal services providers. • Manages the contract for the provision of Harbourmaster services.	Environmental will be managed by the General Manager, Planning & Development and regulatory services will be managed by General Manager, Legal & Regulatory. • Responsibility for risk assigned to General Manager, Legal & Regulatory and performance management assigned to Director, CE's Office. • Responsibility for legal services assigned to General Manager, Legal & Regulatory. • Responsibility for harbourmaster services assigned to General Manager, Legal & Regulatory.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
General Manager, Infrastructure Services	Permanent Position 1 FTE	Reconfirmed	• Contributes to and provides support to the leadership team and Council. • Leads and manages the Infrastructure Services team. • Manages the development, implementation, management and review of QLDC's maintenance contracts for transport, 3 waters and solid waste. • Manages activity and asset management planning for infrastructure services and assets. • Manages QLDC's capital works programme for transport, 3 waters and solid waste including the development, implementation, management and review of contractual arrangements. • Manages emergency preparedness in relation to the emergency management office.	Role is the same or substantially the same. Title change to General Manager, Infrastructure & Assets.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
PA to Mayor & Chief Executive	Permanent Position 1 FTE	Disestablished	- Day-to-day assistance to the Mayor and Chief Executive including correspondence, and telephone and visitor management. - Diary management for the Chief Executive and Mayor. - Secretariat for Council meetings including organisation of meeting, agenda preparation, minute taking etc. - Designated Electoral Officer. - General administrative duties.	- Responsibilities assigned to Executive Assistant to CE and Executive Assistant to Mayor. - Responsibilities assigned to Executive Assistant to CE. - Responsibilities assigned to Advisor, Governance and Team Leader, Governance. - Electoral Officer responsibilities assigned to Advisor, Governance. - Responsibilities assigned to Executive Assistant to CE and Administration Support (Corporate).

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Policy & Planning				
Senior Policy Analyst/Strategic Planner	Permanent Position 6.2 FTE (includes 2 FTE vacant positions)	Reconfirmed 3 FTE Disestablish 3.2 FTE (2 FTE currently vacant) Internally contestable selection process for available positions open to current incumbents in Senior Policy Analysts/Strategic Planner role and Planner – Urban Design role only.	- Manages projects to amend the District Plan. - Manages projects and develops strategies for managing growth in the district. - Provides advice to Council on policy & RMA matters. - Monitors outcomes under the District Plan. - Responds to District Plan enquiries and undertakes community consultation.	Role is the same or substantially the same. Change in role title to Senior Planner (Policy). Change in reporting line to General Manager, Planning & Development..
Policy Analyst	Permanent Position 1 FTE (1 FTE vacant)	Disestablished	- Manages projects to amend the District Plan. - Manages projects and develops strategies for managing growth in the district. - Provides advice to Council on policy & RMA matters. - Monitors outcomes under the District Plan. - Responds to District Plan enquiries and undertakes community consultation.	Responsibilities assigned to Senior Planner (Policy).

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Planner – Urban Design	Permanent Position 1 FTE	Disestablished Incumbent will take part in internally contestable selection process for Senior Planner (Policy) positions.	- Manages the urban design panels for Queenstown and Wanaka. - Provides urban design input into Council policy and plan changes. - Keeps QLDC up to date with best practice and new initiatives relating to urban design. - Responds to District Plan enquiries and undertakes community consultation.	- Responsibilities assigned to Senior Planner (Policy). - Resource contracted in as and when required. - Resource contracted in as and when required. - Responsibilities assigned to Senior Planner (Policy).
District Plan Administrator	Permanent Position 1 FTE	Reconfirmed	- Makes accurate changes to the District Plan to reflect Environment Court decisions, Plan changes etc. - Ensures Plan Changes are notified in accordance with statutory requirements and assists with public consultation, summarising public submissions and compiling and filing documentation. - Manages publication and distribution of the District Plan. - Project manages the District Plan Review Project. - Provides support to the urban design panels. Liaising with applicants, arranging meetings, preparing agendas, maintaining records. - Provides administration support to the Policy and Planning team. - Provides Secretariat support for Strategy Committee of Council preparing agendas, collating papers, minute taking and follow-up on action points.	Role is the same or substantially the same with the exception that secretariat responsibilities for the Strategy Committee will be assigned to the Team Leader, Governance. Change in reporting line to General Manager, Planning & Development.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Community Services				
Shared Library Services Manager	Permanent Position 1 FTE (Shared resource with Central Otago District Council)	Disestablished	- Provides leadership and management to all staff of Queenstown Lakes and Central Otago Libraries. - Strategically plans and manages the ongoing operations of the library service in Queenstown Lakes and Central Otago districts, including reviewing services, processes, technology requirements, and trends in best library practices. - Manages the annual library budget. - Develops and pursues collaboration opportunities within Central Otago (Shared Library), lower South Island (Southlib) and other consortia arrangements.	- Responsibility for management of Queenstown Lakes library staff assigned to Manager, Customer Services & Libraries. Responsibility for management of Central Otago library staff will be assumed by Central Otago District Council. - Responsibilities assigned to Manager, Customer Services & Libraries with technical input from the Head Librarian. - Responsibilities assigned to the Manager, Customer Services & Libraries for Queenstown Lakes District. Responsibility for management of the Central Otago library budget will be assumed by Central Otago District Council. - Responsibilities assigned to Manager, Customer Services & Libraries with technical input from the Head Librarian.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Queenstown Library Manager	Permanent Position 1 FTE	Disestablished Incumbents will take part in internally contestable selection process for Librarian and Library Assistant roles in Queenstown and Wanaka. This selection process will be open to incumbents in Librarian / Library Assistant / Queenstown Children's and Young Adult's Librarian / Reference Librarian, Queenstown Library Manager and Wanaka Library Manager roles only.	- Manages the Queenstown library team. Coordinates rosters, approves timesheets and manages workloads. - Acts as local administrator for SouthLib consortium library management system. - Circulation, acquisition, cataloguing, and other library related customer service activities.	- Responsibilities assigned to Manager, Customer Services & Libraries. - Responsibilities assigned to Head Librarian. - Responsibilities assigned to Librarian and Library Assistant roles.
Wanaka Library Manager	Permanent Position 1 FTE	Disestablished Incumbents will take part in internally contestable selection process for Librarian and Library Assistant roles in Queenstown and Wanaka. This selection process will be open to incumbents in Librarian / Library Assistant / Queenstown Children's and Young Adult's Librarian / Reference Librarian,	- Manages the Wanaka library team. Coordinates rosters, approves timesheets and manages workloads. - Circulation, acquisition, cataloguing, and other library related customer service activities.	- Responsibilities assigned to Service Centre Coordinator (Wanaka). - Responsibilities assigned to Librarian and Library Assistant roles.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
		Queenstown Library Manager and Wanaka Library Manager roles only.		
Librarian / Library Assistant / Queenstown Children's and Young Adult's Librarian / Reference Librarian - Queenstown - Wanaka	Permanent Positions - 5.89 FTE - 7.25 FTE (1 FTE currently vacant)	Disestablished Incumbents will take part in internally contestable selection process for Librarian and Library Assistant roles in Queenstown and Wanaka. This selection process will be open to incumbents in Librarian / Library Assistant / Queenstown Children's and Young Adult's Librarian / Reference Librarian, Queenstown Library Manager and Wanaka Library Manager roles only.	- Provides advice to customers, in person or by phone or email. - Joins up new members and advises on library services. - Processes the issue and return of books and other material. - Coordinates and supports outreach activities. - Identifies material for acquisition and catalogues and prepares acquisitions for shelves.	Responsibilities assigned to Librarian and Library Assistant roles.
Library Assistant / Librarian - Arrowtown - Glenorchy - Kingston - Hawea - Makarora	Permanent Position 1.45 FTE 0.15 FTE 0.1 FTE 0.58 FTE 0.1 FTE	Reconfirmed	- Provides advice to customers, in person or by phone or email. - Joins up new members and advises on library services. - Processes the issue and return of books and other material. - Coordinates and supports outreach activities.	Role is the same or substantially the same. Change in reporting line to Manager, Customer Services & Libraries.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Parks Manager	Permanent Position 1 FTE	Disestablished Incumbent offered reassignment to Parks Technical Officer role.	- Leads and manages the Parks and Reserves Team. - Prepares asset management plans and activity management plans for parks and reserve assets. - Prepares Reserve Management Plans for relevant reserves. - Manages parks and reserves contracts for parks maintenance, building, cleaning and tree work. - Maintains up to date asset registers for all parks and reserves assets. - Reviews subdivision and development landscape plans and inspects reserves prior to vesting. - Sets horticultural standards for district parks and reserves. - Implements parks improvement plan within budget to a high standard. - Holds position of District Rural Fire Officer.	Responsibilities assigned to Manager, Parks & Commercial Operations role and Parks Technical Officer role,, except day-to-day liaison over tree work and monitoring of heritage trees is undertaken by the Parks & Reserves Officer (Forestry).

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
District Forester	Permanent Position 1 FTE	Disestablished Incumbent will be offered reassignment to the Parks & Reserves Officer (Forestry) role	• Prepares and maintains forest management plans for the Council's forest interests. • Prepares and implements harvest plans, replanting and pest control programmes. • Manages contract involved in forestry and pest control activities. • Acts as the Council's representative on the Wakatipu Wilding Conifer Control Group.	Responsibilities assigned to the Parks & Reserves Officer (Forestry).
Parks Officer	Permanent Position 1 FTE	Reconfirmed	• Undertake special projects such as minor works upgrades, research projects, sign developments. • Manages the reserve naming process. • Monitors, manages and audits the performance of parks and reserves contractors. • Administers parks and reserves data within databases and geographic information systems e.g. asset register, contract maintenance maps, cemetery records etc. • Receives Requests for Service actions for the team and resolves or assigns actions and monitors completion of actions by team or contractors.	Role is the same or substantially the same. Change in role title to Parks & Reserves Officer. Change in reporting line to Manager, Parks & Commercial Operations.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Team Leader, Horticulture	Permanent Position 1 FTE	Reconfirmed	- Manages the Horticulture team, including the programming and rostering of work details. - Responsible for all maintenance work required to maintain the Town Centre areas of Queenstown, Wanaka, and Arrowtown. - Responsible for all maintenance work associated with gardens and shrubberies owned or administered by the Council. - Ensures Requests for Service are appropriately responded to and resolved.	Role is the same or substantially the same. Change in reporting line to Manager, Parks & Commercial Operations.
Supervisor – Town Custodian/Gardener Wanaka	Permanent Position 1 FTE	Reconfirmed	- Supervises Wanaka-based town custodians/gardeners to ensure town centre is clean and tidy and garden areas are well maintained. - Maintains Wanaka gardens and town centre to a high standard. - Liaises with the public and responds to queries as appropriate.	Role is the same or substantially the same.
Town Custodian / Gardener Wanaka	Permanent Position 3 FTE	Reconfirmed	- Maintains Wanaka gardens and town centre to a high standard. - Liaises with the public and responds to queries as appropriate.	Role is the same or substantially the same.
Supervisor - Gardener Wakatipu	Permanent Position 1 FTE	Disestablished Incumbent will take part in internally contestable selection process for new Supervisor - Gardener (Wakatipu) role. If unsuccessful in securing this role, individual will be offered reassignment to Gardener Wakatipu role.	- Supervises Queenstown based gardeners to ensure garden areas are well maintained. - Maintains gardens in the Queenstown district to a high standard. - Liaises with the public and responds to queries as appropriate.	Responsibilities assigned to new role of Supervisor - Gardener (Wakatipu).

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Gardeners	Permanent Position 3 FTE (1 FTE role currently vacant)	Reconfirmed 3 FTE	- Maintains gardens in the Queenstown district to a high standard. - Liaises with the public and responds to queries as appropriate.	Role is the same or substantially the same. Change in reporting line to Supervisor - Gardener(Wakatipu)
Supervisor – Gardener - Queenstown Gardens	Permanent Position 1 FTE	Disestablished Incumbent will take part in internally contestable selection process for new Supervisor - Gardener (Wakatipu) role. If unsuccessful in securing this role, individual will be offered reassignment to Gardener Wakatipu role.	- Supervises Queenstown Gardens based gardeners to ensure garden areas are well maintained. - Maintains Queenstown gardens to a high standard. - Liaises with the public and responds to queries as appropriate.	Responsibilities assigned to Supervisor - Gardener(Wakatipu) role.
Gardener Queenstown Gardens	Permanent Position 2 FTE	Reconfirmed	- Maintains Queenstown gardens to a high standard. - Liaises with the public and responds to queries as appropriate.	Role is the same or substantially the same. Change in role title to Gardener Wakatipu. Change in reporting line to Supervisor - Gardener (Wakatipu).

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Supervisor - Town Custodian/Gardener – Arrowtown	Permanent Position 1 FTE	Disestablished Incumbent will be offered reassignment to Town Custodian/Gardener Arrowtown role.	Maintains Arrowtown town centre and garden areas.	Responsibilities assigned to Town Custodian/Gardener Arrowtown role. Change in reporting line to Supervisor – Gardener (Wakatipu).
Supervisor - Town Custodian	Permanent Position 1 FTE	Reconfirmed	- Supervises Queenstown based town custodians to ensure town centre is clean and tidy. - Maintains Queenstown town centre to a high standard of cleanliness and tidiness. - Liaises with visitors and responds to queries as appropriate.	Role is the same or substantially the same.
Town Custodian Queenstown	Permanent Position 3 FTE	Reconfirmed	- Maintains Queenstown town centre to a high standard of cleanliness and tidiness. - Liaises with visitors and responds to queries as appropriate.	Role is the same or substantially the same.
Community Services Administrator	Permanent Position 1 FTE	Disestablished	- Administration Support for Community Services Division. - Diary management for General Manager, Community Services.	With the proposed disbanding of the Community Services team, responsibilities will be assigned to various administrative roles in Operations and Infrastructure & Assets divisions.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Events Facilitator	Fixed Term 0.5 FTE	Reconfirmed	- Developing Events Strategy for the region. - Setting up processes and procedures for an events office in the district. - Creating and maintaining a centralised events calendar. - Coordinates infrastructure and support services for events.	Fixed term role to complete development and implementation of Events Strategy. Change in reporting line to Director, CE's Office.
Arts & Events Facilitator	Permanent Position 1 FTE	Reconfirmed	- Increases awareness and access to advice about arts, heritage, social and cultural issues. - Administers grants scheme on behalf of Council and other external agencies and provides funding advice to the community groups. - Develops and manages Council-led projects and events, and facilitates private sector events and initiatives in the community. - Works with the community on community-led initiatives.	Role is the same or substantially the same with the additional responsibility of coordinating and facilitating heritage matters across the Council. Change in reporting line to Manager, Events & Development.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Regulatory & Corporate Services				
Wanaka Service Centre Manager	Permanent Position 1 FTE	Disestablished	- Deals with issues from the public (particularly those that relate to the Wanaka district) and facilitates the resolution of these issues with the accountable managers. - Provides administration support to the Wanaka Community Board including agenda preparation, meeting arrangements, minute preparation and action point follow-up. - Writing of reports for the Wanaka Community Board. - Provides assistance with maintaining the records management system within QLDC.	- Responsibilities assigned to Service Centre Coordinator Wanaka. - Responsibilities assigned to Advisor, Governance. - Responsibilities assigned to functional area to which report relates e.g. infrastructure, operations, governance etc. - Responsibilities assigned to Advisor, Records.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Governance Team Leader	Permanent Position 0.75 FTE	Reconfirmed	• Manages the governance team. • Coordinates the preparation of agendas for committee meetings and ensures reports comply with Council policy. • Ensures the publication and supply of agendas and minutes are in accordance with statute and Council's Standing Orders and other policies. • Ensures Council and Committee meetings are advertised in accordance with legislation • Establishes and maintains effective working relationships with Elected Members. • Liaises with Elected Member chairpersons to ensure all Council Committee agendas are correct. • Ensures that all Council legal documents have the correct seal and maintains the seal register. • Ensures QLDC complies with Local Government Official Information & Meeting Act requirements.	Role is the same or substantially the same. Change in reporting line to Director, CE's Office.
Finance & Corporate Services Administrator	Permanent Position 1 FTE currently vacant	Reconfirmed 1 FTE currently vacant	• Provides administrative support including: travel arrangements, coordinating and booking meetings, photocopying, filing, maintaining stationery and cafeteria supplies, maintaining Council contact database etc.	Role is the same or substantially the same. Change in role title to Administration Support (Corporate). Change in reporting line to Director, CE's Office.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Human Resources Manager	Permanent Position 1 FTE	Disestablished	- Provides professional and timely generalist HR advice. - Establishes and maintains HR policies, processes and systems. - Assists the CE in leading organisational development initiatives. - Leads and manages the HR Advisor.	Responsibilities assigned to Director, People & Capability.
Human Resource Advisor	Permanent Position 1 FTE	Reconfirmed	- Provides generalist HR advice. - Manages recruitment and induction process. - Promotes and models good health and safety practices by active participation as Health & Safety Coordinator. - Assists with the implementation of core HR programmes. - Ensures training needs assessments are undertaken and coordinates training requirements. - Coordinates payroll processing.	Role is the same or substantially the same. Change in reporting lines to Director, People & Capability.
Chief Information Officer	Permanent Position 1 FTE	Reconfirmed	- Leads and manages the Knowledge Management team. - Defines and implements QLDC's management information systems strategy. - Manages QLDC's enterprise infrastructure and applications. - Manages the electronic document management systems and promotes effective use throughout QLDC. - Ensures Council owned records are managed to meet the Public Records Act. Develops, implements and maintains the Business Continuity Plan.	Role is the same or substantially the same. Change in reporting line to Chief Executive.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
ICT Support Engineer	Permanent Position 1 FTE	Reconfirmed	• Manages the help desk function. • Manages the user environment such that adds and changes happen in a secure and timely manner, internal data security is maintained and user policies are clear. • Assists with providing software and application support, including user education. • Assists with managing system administration for the servers and network on the QLDC domain. • Maintains the IS procedures and documentation manual. • Responsible for effective ICT management, both hardware and software.	Role is the same or substantially the same. Change in reporting line to Manager, ICT Operations.
Senior Systems Engineer	Permanent Position 1 FTE	Reconfirmed	• Provides effective day-to-day computer support to all users, including but not limited to responding to logged faults in the help desk. • Provides Microsoft system and network administration support. • Administers the security of all systems.	Role is the same or substantially the same. Change in reporting line to Manager, ICT Operations.
Systems Analyst	Permanent Position 1 FTE	Reconfirmed	• Develops business intelligence and supports the businesses reporting requirements by the use of SQL and other query tools. • Provides application support for Hansen and TRIMM. • Provides SQL database administration.	Role is the same or substantially the same. Change in reporting line to Manager, ICT Capability.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Business Analyst	Permanent Position 1 FTE	Reconfirmed	- Proactively identifies opportunities and solutions for process improvement and drives business process and workflow reviews or redesign. - Provides business process, requirements collection, functional definition and analysis. - Supports business with technology change. - Delivers projects through the provision of system solutions, project management and business analysis services.	Role is the same or substantially the same. Change in reporting line to Manager, ICT Capability.
GIS Manager	Permanent Position 1 FTE	Reconfirmed	- Defines and implements GIS strategy in alignment with the management information system strategy. - Leads and manages an effective GIS team. - Provides GIS technical leadership and has ultimate responsibility for solving technical problems. - Supervises maintenance of all GIS data ensuring the integrity and accuracy of the data is preserved.	Role is the same or substantially the same.
GIS Analyst	Permanent Position 1 FTE	Reconfirmed	- Provides GIS services to Council business units, the public and contractors. - Assists with the maintenance of GIS data ensuring the integrity and accuracy of the data is preserved.	Role is the same or substantially the same.
GIS Data Technician	Permanent Position 0.8 FTE	Reconfirmed	- Provides GIS technical support and has responsibility for solving technical problems. - Supervises maintenance of all GIS data ensuring the integrity and accuracy of the data is preserved.	Role is the same or substantially the same.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Records Team Leader	Permanent Position 1 FTE currently vacant	Reconfirmed	- Assist the Chief Information Officer in establishing and implementing coordinated information management (IM) systems to support QLDC. - Oversees day to day operations of the QLDC records management systems. - Leads and coordinates a range of project, activities and plans in relation to records management retention and disposal, offsite storage and other duties. - Work collaboratively to ensure delivery of an efficient records service to QLDC, including service desk enquiries, file creations, file searches and retrievals. - Education of staff in records management responsibilities and use of EDRMS system.	Role is the same or substantially the same. Change in role title to Advisor, Records.
Records Officer	Permanent Position 0.45 FTE	Disestablished	Undertakes day to day operation of QLDC records management system.	Responsibilities assigned to Advisor Records
Communications Manager	Permanent Position 1 FTE	Disestablished	- Manages Council's communications in relation to its strategic communications plan. - Delivery of the non-financial content of the Long-term Plan, Annual Plan and Annual Report. - Proactively manage issues that have the potential to have a negative "public perception" impact on Council. - Manages Council's community consultation programme including adherence to the consultation strategy and statutory consultation requirements.	Responsibilities assigned to Director, CE's Office and Senior Communications Advisor with the exception of management of customer services advisors which is assigned to the Manager, Customer Services & Libraries.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			- Provides accurate, timely and factual media releases and oversees the public and media relations activities of Council's operational departments. - Manages the contents on QLDC's websites. - Produces newsletters and other community information material. - Manages customer services team.	
Communications Officer	Permanent Position 1 FTE	Disestablished	- Manages QLDC website including the writing, editing and publishing of content. - Undertakes writing, document production, document design and contract management as required.	- Responsibilities assigned to Web & Social Media Administrator. - Responsibilities assigned to Communications Advisor.
Customer Services Manager	Permanent Position 1 FTE	Disestablished	- Manages and leads the Customer Service team in both Queenstown and Wanaka. - Monitors the call centre systems and Request for Services responses and provides reports to appropriate managers. - Investigates and resolves customer complaints. - Ensures After Hours Service is providing required level of customer service. - Manages customer services systems and telephone system.	Responsibilities assigned to Manager, Customer Services & Libraries role.
General Inspector	Permanent Position 0.63 FTE	Reconfirmed	- Performs regular checks of the district to identify and investigate issues related to water and sewerage, culverts, damage to roads, vandalism, street lights, overhanging vegetation, litter. - Reports issues and raises Request for	Role is the same or substantially the same. Change in reporting line to Chief Engineer.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			Service as appropriate. Undertakes general office maintenance tasks as required such as changing light bulbs, workstation relocations, maintaining pool vehicles.	
Customer Service Advisors - Queenstown - Wanaka	Permanent Position -2.75 FTE Fixed Term – 1 FTE Permanent Position - 2 FTE (includes 1 FTE vacant)	Reconfirmed Permanent – 2.75 FTE	- Receives queries from customers via telephone, email and in-person. Ensures customer enquiry resolution at first point of contact where possible. - Monitors Request for Service responses and provide reports to appropriate managers. - Investigates and resolves customer complaints.	Role is the same or substantially the same. Change in reporting line to Manager, Customer Services & Libraries.
Infrastructure Services				
Transport Manager	Permanent Position 1 FTE	Disestablished	- Manages the transport team. - Manages the operation and maintenance of the transport network. - Manages the Council's roading and parking assets. - Manages the financial performance of the Transport Team; identifying strategies for maximising revenue from NZTA, parking etc; manages transport expenditure. - Manages external funding contracts e.g. NZTA. - Procures and manages external consultants and contractors. - Undertakes planning for future transport infrastructure requirements.	- Responsibilities assigned to Senior Engineer Transport. - Responsibilities assigned to Senior Engineer Transport. - Responsibilities assigned to Chief Engineer. - Responsibilities assigned to Senior Engineer Transport. - Responsibilities assigned to Transport Policy & Stakeholder Manager. - Responsibilities assigned to Senior Engineer Transport. - Responsibilities assigned to Transport Policy & Stakeholder Manager.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Network Operations Engineer	Permanent Position 1 FTE	Disestablished	• Manages Council's transport and parking assets. • Reviews and updates RAMM data; • Manages roading contracts. • Administers NZTA funding process. • Provides feedback to Capital Works team on transport scope reports.	Responsibilities assigned to the Transport Engineer role.
Transport Service Engineer				
- Queenstown	Permanent - 1 FTE	Disestablished	• Undertakes contract performance review. • Provides minor transport and traffic engineering advice and design solutions. • Implement minor capital works under the direction of Project Manager. • Manage parking revenue contract. • Assists with auditing open road notices and traffic management plans.	Responsibilities assigned to Transport Engineer role.
- Wanaka	Permanent – 1 FTE	Disestablished		
Road Corridor Engineer	Permanent Position 1 FTE	Disestablished	• Authorises and audits traffic management plans. • Processes and approves road opening notices. • Processes and approves utility connection applications. • Processes and approves overweight permits. • Processes street frontage bond assessment and reimbursement. • Manage license to occupy responses.	Responsibilities assigned to Transport Engineer role.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Asset Management Engineer	Permanent Position 1 FTE	Disestablished	- Manages Land Transport Programme funding requests and claims. - Monitors and reports on network trends and transport performance. - Maintains activity management plans. - Inputs to regional and district transport strategies.	Responsibilities assigned to Transport Engineer role.
Transport Safety Assistant	Permanent Position 1 FTE	Disestablished	- Supports the administration needs of the infrastructure team. - Assist with coordination of Council's Road User Safety Programme.	Responsibilities assigned to Infrastructure Support Coordinator and Assistant.
3 Waters Manager	Permanent Position 1 FTE	Disestablished	- Manages the 3 waters team. - Manages the operation and maintenance of the Water Services network. - Manages the Council's 3 Water assets. - Manages the financial performance of the 3 Waters team. - Procures and manages external consultants and contractors. - Undertakes planning for future 3 waters infrastructure requirements.	- Responsibilities assigned to Senior Engineer 3 Waters & Solid Waste. - Responsibilities assigned to Senior Engineer 3 Waters & Solid Waste. - Responsibilities assigned to Chief Engineer. - Responsibilities assigned to Senior Engineer 3 Waters & Solid Waste. - Responsibilities assigned to Senior Engineer 3 Waters & Solid Waste. - Responsibilities assigned to Senior Engineer 3 Waters & Solid Waste.
Senior 3 Waters Service Engineer	Permanent Position 1 FTE	Disestablished	- Manages the 3 Waters Service Engineer team. - Manages 3 waters contracts and contractors. - Ensures maintenance data transfer and	Responsibilities assigned to the new role of 3 Waters Engineer.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			integrity of asset management systems. • Monitors the operation of the network and identify ways to optimise network operations. • Undertakes management of allocated projects.	
3 Waters Service Engineer - Wanaka	Permanent Position 1 FTE	Disestablished	• Manages 3 waters contracts and contractors. • Ensures maintenance data transfer and integrity of asset management systems. • Monitors the operation of the network and identify ways to optimise network operations. • Undertakes management of allocated projects.	Responsibilities assigned to the new role 3 Waters Engineer.
3 Waters Asset Engineer	Permanent Position 1 FTE	Disestablished	• Provides private consent monitoring to Otago Regional Council. • Process new assets to ensure that they are correctly valued and incorporated into maintenance contracts. • Maintains Hansen assets management system.	Responsibilities assigned to the new role 3 Waters Engineer.
3 Waters Operations Engineer	Permanent Position 1 FTE	Disestablished	• Ensures Hansen asset management system has current, complete information. • Implements physical measures to enhance 3 waters operational efficiency e.g. flow monitors etc. • Identifies and publishes network trends.	Responsibilities assigned to the new role 3 Waters Engineer.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			• 3 Waters revenue is collected as appropriate. • Ensures Scada infrastructure monitoring and control system operating. • Develops efficiency improvement strategies.	
3 Waters Planning Engineer	Permanent Position 1 FTE	Disestablished	• Develops and implements 3 Waters Strategy and Policy. • Updates catchment management plans. • Develops and maintains PHRMP. • Assists with the development of the 3 Waters Activity Management Plans. • Liaises with Developers, Policy & Planning and Lakes Environmental on 3 Water Services. • Develops strategies for decreasing excessive water demand.	Responsibilities assigned to the new role 3 Waters Engineer.
Capital Works Manager	Permanent Position 1 FTE Currently vacant	Disestablished	• Ensures the delivery of the agreed annual and 3 year infrastructure capital programme. • Manages the Capital Works Team. • Manages the financial performance of the Capital Works team. • Contributes to activity management planning. • Procures and manages consultants and contractors. • Monitors and reports on capital works programme.	Responsibilities assigned to Chief Engineer.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Project Manager - Queenstown - Wanaka	Permanent Position 2 FTE 1 FTE	Disestablished	• Manages capital projects. • Undertakes capital projects feasibility studies. • Undertakes project planning to meet requirements of Long Term Plan. • Manages contractors.	Responsibilities assigned to 3 Waters Engineer for 3 Waters capital projects and Transport Engineer for roading capital projects.
Strategic Project Manager	Fixed Term 1 FTE	Reconfirmed	• Project planning for major CAPEX. • Project management of major CAPEX projects. • Construction and contractors management. • Manages project finances.	Role is the same or substantially the same. Change in reporting line to Chief Engineer.
Programme Analyst	Permanent Position 1 FTE Currently vacant	Disestablished	• Systems administrator for the Project Financial Control system. • Manages budgets for capex projects. • Processes invoices and payment claims. • Responsible for the monthly allocation of financial transactions to the General Ledger system. • Prepares project status reporting and programme reports.	• Responsibilities assigned to Financial Analyst. • Responsibilities assigned to Financial Analyst. • Responsibilities assigned to Infrastructure Support. • Responsibility assigned to Financial Analyst. • Responsibility assigned to Infrastructure Support.
Solid Waste Manager	Permanent Position 1 FTE	Disestablished	• Identifies and plans for current and future solid waste minimisation strategies. • Manages solid waste contracts. • Manages solid waste assets. • Procure and manage consultants and contractors.	Solid Waste contract management responsibilities assigned to Contracts Manager. Other Solid Waste initiatives assigned to Senior Engineer 3 Waters & Solid Waste.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Infrastructure Support Team Leader	Permanent Position 1 FTE	Reconfirmed	- Processes invoices and claims. - Prepares time and cost reports. - Manages Request for Service Responses. - Supervises the support team. - Assists with tender administration. - Supports the infrastructure team as required.	Role is the same or substantially the same. Change in reporting line to General Manager, Infrastructure Services. Change in role title to Infrastructure Support Coordinator.
Infrastructure Support Assistant	Permanent Position 2 FTE (1 FTE vacant)	Reconfirmed 1 FTE Disestablished 1 FTE (currently vacant)	- Compiles reports for team. - Processes invoices and claims. - Undertakes administration of the Capital Works and maintenance contracts. - Undertakes general office administration.	Role is the same or substantially the same.
Emergency Management Officer	Permanent Position 0.5 FTE	Reconfirmed	- Develops, implements and updates district-wide civil defence/emergency management plans/strategies. - Manages relationships with partner organisations and communities. - Implements and maintains communication systems. - Oversees QLDC's rural fire response - Educates and trains personnel and volunteers.	Role is the same or substantially the same. Change in reporting line to Director, Chief Executive's Office

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Finance				
Accounting Manager	Permanent Position 1 FTE	Disestablished Incumbent offered reassigned to Financial Services Manager role	- Provides management with financial reports, statistics and forecasts. - Prepares financial reports for the Finance Committee. - Manages management accounting activities and provision of financial advice to Council managers. - Management of service delivery of accounts payable, accounts receivable and rates administration. - Ensures a robust internal control system is in place. - Maintains the integrity of the general ledger, ensures appropriate reconciliations are performed on a regular basis. - Ensure tax obligations of Council are met.	- Responsibilities assigned to the Financial Advisory Manager. - Responsibilities assigned to the Financial Advisory Manager. - Responsibilities assigned to the Financial Advisory Manager. - Responsibilities assigned to the Financial Services Manager - Responsibilities assigned to the Financial Services Manager - Responsibilities assigned to the Financial Services Manager - Responsibilities assigned to the Financial Services Manager
Financial Accountant	Permanent 1 FTE	Disestablished	- Assists with the preparation of the financial reports for the Finance Committee. - Provides management accounting support to the Community Services division. - Ensures tax obligations of Council are met. - Assists with the production of financial reporting aspects of the Annual Report. - Responsible for management and integrity of fixed asset system. - Manages insurance and claims management.	Responsibilities assigned to the Financial Services Manager and Accountant with the exception of management accounting support to the Community Services team which will be undertaken by the Financial Advisory Manager/Financial Analyst.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Management Accountant	Permanent Position 1 FTE	Disestablished	• Manages vehicle fleet management. • Oversees accounts payable and accounts receivable functions. • Reviews and approves reconciliations. • Preparation of monthly management reports, including variance analysis. • Acts as Treasurer for Council trusts and provides advice where necessary. Prepares trusts financial statements.	Responsibilities assigned to the Financial Service Manager.
Management Accountant – Infrastructure Services	Permanent Position 0.8 FTE	Disestablished	• Provides management account support to the infrastructure services department. • Manages infrastructure services project cost control system. • Manages infrastructure revenue including NZTA claims. • Supports the infrastructure manager in developing and managing infrastructure budgets. • Provides input to the Long Term and Annual Plan in relation to infrastructure activities.	Responsibilities assigned to Financial Analyst role.
Senior Rates Officer	Permanent Position 1 FTE	Reconfirmed	• Maintains the Council's rating database. • Collects rate arrears. • Prints and distributes rates notices. • Administers electronic rates payments.	Role is the same or substantially the same. Change in reporting line to Financial Services Manager.
Rates Officer	Permanent Position 1 FTE	Disestablished Incumbent offered reassignment to Finance Administrator – Receivables role.	• Assists in the maintenance of the rating database. • Assists with the distribution of rates notices. • Assists with rate arrears processing. • Processes change of ownership and	Responsibilities assigned to the Senior Rates Officer and Finance Administrator – Receivables.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Accounting Officer	Permanent Position 1 FTE	Disestablished	changes of addresses. • Debtor invoicing and reconciliation. • Debt collection. • Maintains and reconciles debtors ledger. • Assists with general accounting. • Undertakes payroll processing for all staff and Councillors.	Responsibilities assigned to Finance Administrator – Receivables except payroll processing which is assigned to the HR Advisor and general accounting which is assigned to Accountant role.
Finance Administrator – Accounts Payable	Permanent Position 1 FTE	Reconfirmed 1 FTE	• Maintains purchase order system and processing of supplier invoices. • Daily download and reconciliation of bank transactions. • Administers petty cash. • Manages and reconciles the creditors ledger.	Role is the same or substantially the same. Change in reporting line to Financial Services Manager.
Holiday Park General Manager Holiday Park Staff	Subject to separate review and therefore not addressed in this report			

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Lakes Environmental				
Management Team				
Chief Executive	Permanent Position 1 FTE	Disestablished	• Develops and recommends an annual and long-term strategic business plan. • Manages and controls the activities of the company. • Develops an effective management team. • Ensures the financial targets met. • Liaises with the Board. • Relationship management with key stakeholders.	Activities of Lakes Environmental Limited transferred into QLDC and company will be disestablished.
Manager, Resource Management Services	Permanent Position 1 FTE	Disestablished	• Plans for and manages the operational activities of the resource management group. • Manages the resource management team. • Ensures performance and financial targets are met. • Manages relationships with customer groups.	Responsibilities assigned to the Manager, Resource Consenting role in QLDC.
Manager, Building Services	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Plans for and manages the operational activities of the building group. • Manages the building team. • Ensures performance and financial targets are met. • Manages relationships with customer groups.	Responsibilities assigned to Manager, Building Services in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Manager Corporate & Regulatory Services	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Manage the corporate and regulatory team. - Coordinates the operational activities of the group and monitors operational performance. - Reports to the CE monthly on finance, budgets and variances.	Responsibilities assigned to Manager, Regulatory role in QLDC with the exception of the finance activities which will be subsumed within the Finance area of QLDC.
Manager, Human Resources	Permanent Position 1 FTE	Disestablished	- Manages recruitment ,training and development, performance management, remuneration, payroll and employment relations. - Maintains Company and Board records. - Executive Assistant to the CE as required. - Manages company contracts, insurance, motor vehicles and lease arrangements.	- Responsibilities assigned to Director, People & Capability and HR Advisor roles in QLDC. - Will not be required when LE disestablished. - Will not be required when LE disestablished. - Responsibilities assign to various administrative roles in QLDC.
Project Administrator	Permanent Position 0.45 FTE	Disestablished	- Undertake projects as required. - Administers LE website and social media pages. - Collate company's quality management system.	Responsibilities assigned to various administration roles in QLDC.
Resource Management				
Commissioner	Permanent Position Variable hours	Disestablished	Approves non-notified resource consent decisions	Responsibilities will be assigned to QLDC officer to be determined.
Principal Engineering	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Supervises the engineering section. - Provides technical engineering evaluation for resource consent applications and ensures that subdivision/engineering requirements are specified.	Responsibilities assigned to Principal, Engineering role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			- Reviews infrastructure designs for new subdivision and developments. - Provides quality and compliance inspections of physical engineering works. - Prepares reports on particular planning and engineering issues as directed.	
Subdivision Inspector	Permanent Position Casual hours	Offer of employment with QLDC in substantially similar role.	- Undertakes physical inspections and witness physical testing of construction work. - Processes and accesses engineering drawings for compliance with Council standards. - Prepares reports on particular planning and engineering issues as directed.	Responsibilities assigned to Subdivision Inspector role in QLDC.
Engineers	Permanent Position 3 FTE	Offer of employment with QLDC in substantially similar role.	- Provides technical engineering evaluation for resource consent applications and ensures that subdivision/engineering requirements are specified. - Reviews infrastructure designs for new subdivision and developments. - Provides quality and compliance inspections of physical engineering works. - Prepares reports on particular planning and engineering issues as directed.	Responsibilities assigned to Engineers role in QLDC.
Senior Technical Officer	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Supervises the technical support team. - Supervises and assist in the administration of subdivision, cross lease and unit title plan certificates. - Administers Flat Plan and Unit Title Plan certificates. - Assess consents against applicable	Responsibilities assigned to Team Leader Engineering Technical Support role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			policy and prepare development contribution notices and related activities. Processes and assesses bond and other legal documents.	
Technical Officer	Permanent Position 0.6 FTE	Offer of employment with QLDC in substantially similar role.	- Receives and administers public enquiries relating to street numbering, road naming, temporary road closures; landowner consents, licenses to occupy road reserve and general road legislation matters. - Daily processing of all applications and licenses received. - Prepares and assess development contribution notices. - Prepares monthly statistical reports	Responsibilities assigned to Engineering Technical Support role in QLDC.
Principal Planning	Permanent Position 0.6 FTE	Disestablished	- Manages and mentors consents planning staff. - Prepares and presents evidence for Environment Court Hearings. - Prepares reports on various planning issues that arise. - Deals with public enquiries.	Responsibilities assigned to Manager, Resource Consenting role and Senior Planner/Planner role in QLDC.
Team Leader Planning	Permanent Position 2 FTE	Disestablished Incumbent will take part in internally contestable selection process for available Senior Planner/Planner positions in QLDC.	- Processes resource consents applications and drafts decisions. - Establishes and maintains systems for ensuring consistency of advice. - Manages team workflow. - Mentors planning team.	- Responsibilities assigned to Senior Planners/Planners. - Responsibilities assigned to Manager, Resource Consenting. - Responsibilities assigned to Manager, Resource Consenting. - Responsibilities assigned to Manager, Resource Consenting

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			- Deals with public enquiries. - Prepares reports on particular planning issues as directed.	- Responsibilities assigned to Senior Planners/Planners. - Responsibilities assigned to Senior Planners/Planners.
Team Leader Monitoring	Permanent Position 1 FTE	Disestablished Incumbent will take part in internally contestable selection process for available Senior Planner/Planner positions in QLDC.	- Processes resource consents applications and drafts decisions. - Establishes and maintains systems for ensuring consistency of advice. - Manages team workflow. - Mentors planning team. - Deals with public enquiries. - Prepares reports on particular planning issues as directed.	- Responsibilities assigned to Senior Planners/Planners. - Responsibilities assigned to Manager, Resource Consenting. - Responsibilities assigned to Manager, Resource Consenting. - Responsibilities assigned to Manager, Resource Consenting. - Responsibilities assigned to Senior Planners/Planners. - Responsibilities assigned to Senior Planners/Planners.
Planners - Queenstown - Wanaka	Permanent Position 8 FTE 3 FTE	Offer of employment with QLDC in substantially similar role 6 FTE Queenstown 3 FTE Wanaka Disestablished 2 FTE Queenstown Internally contestable selection process for available positions open to incumbents in Team	- Processes resource consents applications and drafts decisions. - Prepares reports on particular planning issues as required. - Deals with public enquiries.	Responsibilities assigned to Senior Planner/Planner role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
		Leader, Planning; Team Leader, Monitoring and Planner roles.		
Principal Landscape	Permanent Position 0.94 FTE	Disestablished Incumbent will take part in internally contestable selection process for available Landscape Architect role.	- Manages the landscape team. - Prepares landscape assessments. - Prepares reports on various landscape issues for clients.	Responsibilities assigned to Landscape Architect role. Specialist landscape planning advice will be contracted from external providers when required.
Senior Landscape Architect	Permanent Position 1 FTE	Disestablished Incumbent will take part in internally contestable selection process for available Landscape Architect role.	- Prepares reports on particular landscape issues as directed. - Provides mentoring to less experienced staff.	Responsibilities assigned to Landscape Architect role. Specialist landscape planning advice will be contracted from external providers when required.
Landscape Planner	Permanent Position 1 FTE	Disestablished Incumbent will take part in internally contestable selection process for available Landscape Architect role.	Prepares reports on particular landscape issues as directed.	Responsibilities assigned to Landscape Architect role. Specialist landscape planning advice will be contracted from external providers when required.
Team Leader Planning Support	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Deals with public enquiries. - Assist with training of other administration support roles. - Daily processing of consent applications	Responsibilities assigned to Planning Support Coordinator role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			- and licenses received by team. • Prepares monthly statistical reports. • Processes time and cost recovery and invoicing.	
Consents Officer/Admin Support	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Deals with public enquiries. • Assist with training of other administration support roles. • Daily processing of consent applications and licenses received by team. • Prepares monthly statistical reports; • Processes time and cost recovery and invoicing.	Responsibilities assigned to Planning Support role in QLDC.
Building Services				
Principal Building Officer (Technical)	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Receives and processes applications for building consents. • Coordinates the issue of LIMS. • Administers the provisions of the Local Government Act , Building Act and other legislation associated with building work under delegation from QLDC. • Liaise with professional building and construction personnel in the effective implementation and interpretation of the Building Act.	Responsibilities assigned to Principal Building Officer (Technical) role in QLDC.
Building Control Administrator	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Receives and administers public enquiries. • Provides administration support to the Building team. • Undertakes PIM research and compilation. • Sets-up and prepares building consent files, • Tracks consent processing.	Responsibilities assigned to Building Control Administrator role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Building Support	Permanent Position 2 FTE (1 FTE vacant)	Offer of employment with QLDC in substantially similar role.	• Undertakes LIM research, investigation and compilations. • Receives and administers public enquiries, including making inspection bookings. • Provides administrative support to Building section. • Processes Building Control Process Manual updates. • Tracks consent processing.	Responsibilities assigned to Building Support role in QLDC.
Building Control Supervisor	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Coordinates the operational activities of all building control staff. • Manages building officers. • Maintains the quality control processes. • Maintains BCA accreditation status.	Responsibilities assigned to Building Control Supervisor role in QLDC.
Principal Building Officer - Queenstown - Wanaka	Permanent Position 1 FTE 1 FTE	Offer of employment with QLDC in substantially similar role.	• Receives and processes applications for building consents. • Carry out regular inspections of building construction, plumbing and drainage work. • Trains new Building Officers.	Responsibilities assigned to Principal Building Officer roles in QLDC.
Principal Plumbing & Drainage Officer	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Receives and processes applications for building consents. • Carry out regular inspections of building construction, plumbing and drainage work. • Trains new Building Officers. • Administers Local Authority requirements of the Plumbers Gasfitters and Drainlayers Act.	Responsibilities assigned to Principal Plumbing & Drainage role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Building Officers - Queenstown - Wanaka	Permanent Position 4.5 FTE 2 FTE (1 FTE vacant)	Offer of employment with QLDC in substantially similar role.	- Receives and processes applications for building consents. - Carry out regular inspections of building construction, plumbing and drainage work.	Responsibilities assigned to Building Officer role in QLDC
Regulatory & Corporate				
Senior Environmental Health Officer - Wanaka	Permanent Position 0.75 FTE	Offer of employment with QLDC in similar role, except supervision of Environmental Health Officer and Liquor Licensing Inspector will be undertaken by Principal Environmental Health Officer.	- Supervises the Environmental Health Officer and Liquor Licensing functions. - Carries out duties of an Environmental Health Officer with respect to noise, food safety, health Act, etc, including inspections, investigations, licensing, monitoring, enforcement and administration. - Provides advice and assistance to Environmental Health and Liquor Licensing Inspectors as required.	- Responsibilities assigned to Principal Environmental Health Officer role in QLDC. - Responsibilities assigned to Senior Environmental Health Officer role in QLDC. - Responsibilities assigned to Senior Environmental Health Officer role in QLDC.
Environmental Health Officer - Queenstown	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Carries out duties in relation to noise assessment and control, food safety, Health Act etc. - Undertakes inspections, licensing, monitoring and enforcement as required.	Responsibilities assigned to Environmental Health Officer role in QLDC.
Liquor Licensing Inspector	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Carries out inspections and administration functions under Sale of Liquor Act 1989. - Coordinates and processes all applications received under Sale of Liquor Act. - Carries out duties of "inspector" under Sale of Liquor Act.	Responsibilities assigned to Liquor Licensing Inspector in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Team Leader, Regulatory & Enforcement	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Undertakes enforcement of any non-compliance to resource consent conditions. • Supervises Parking and Animal Control patrols. • Ensures Traffic, Parking and Dog Control Bylaws are enforced. • Prepares and supervises Abatement Notices and Enforcement Orders. • Serves documents as required.	Responsibilities assigned to Principal Enforcement Officer in QLDC, except for management of Parking and Animal Control Officers which is assigned to Manager, Regulatory in QLDC.
District Inspector	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Administer and enforce matters under RMA and Council bylaws. • Ensures new compliance legislation is implemented. • Prepares abatement Notices and Enforcement Orders. • Provides advice and issues permits under Fire Bylaws.	Responsibilities assigned to District Inspector role in QLDC.
Parking/Animal Control Officers	Permanent Position 3 FTE	Offer of employment with QLDC in substantially similar role.	• Undertakes animal control duties; Impounds stray dogs. • Undertakes patrols of parking areas to ensure compliance; issues infringement notices as required. • Issue litter infringement notices as necessary.	Responsibilities assigned to Parking/Animal Control officer roles in QLDC.
Parking Officer	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Undertakes patrols of parking areas to ensure compliance; issues infringement notices as required. • Issue litter infringement notices as necessary.	Responsibilities assigned to Parking Officer role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Corporate & Regulatory Team Leader Support	Permanent Position 1 FTE	Disestablished	• Receive and administer all public enquiries. • Provide administrative support. • Daily processing of the receipt of consent applications and licences received. • Prepares monthly statistical reports. • Trains other Administrative Support.	Responsibilities assigned to Customer Services Advisor role in QLDC.
Reception/Administration Support Queenstown	Permanent Position 1.69 FTE	Disestablished	• Receive and administer all public enquiries. • Provide administrative support. • Daily processing of the receipt of consent applications and licences received. • Receives and receipts payments, balance cash register daily. • Prepares outward mail for posting and distribute inwards mail.	Responsibilities assigned to Customer Service Advisor role in QLDC.
Reception/Administration Support Wanaka	Permanent Position 1.75 FTE	Disestablished	• Receive and administer all public enquiries. • Provide administrative support. • Daily processing of the receipt of consent applications and licences received. • Receives and receipts payments, balance cash register daily. • Prepares outward mail for posting and distribute inwards mail.	Responsibilities assigned to Customer Service Advisor role and Administration Support (Wanaka) role in QLDC.
Corporate & Regulatory Administration Support	Permanent Position 2.69 FTE	Disestablished	• Receive and administer all public enquiries. • Provide administrative support. • Daily processing of the receipt of consent applications and licences received. • Prepares monthly statistical reports.	Responsibilities assigned to various administration roles in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Team Leader Finance	Permanent Position 1 FTE	Disestablished	- Supervises the finance staff. - Oversees the processing of job costing data and production of monthly invoices. - Complete journal entries and prepare monthly financial reports for management. - Manages cashflow. - Processes GST and FBT returns. - Oversees the aged debtors and credit control.	Responsibilities assigned to Finance Administrator – Receivables role and Accountant role in QLDC.
Finance Assistant	1 FTE Fixed Term 0.75 FTE Permanent Position	Disestablished	- Processes time and cost data and assist with producing time and cost invoices. - Processes debtors invoices. - Process creditors invoices. - Undertakes debtor collection. - Undertakes word processing /data input tasks.	- Responsibilities assigned to Finance Administrator – Receivables role in QLDC. - Responsibilities assigned to Finance Administrator – Receivables role in QLDC. - Responsibilities assigned to Finance Administrator – Accounts Payable role in QLDC. - Responsibilities assigned to Finance Administrator – Receivables role in QLDC. - Responsibilities assigned to various administration roles in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Lakes Leisure				
Chief Executive	Permanent Position 1 FTE	Disestablished	• Develops and recommends an annual and long-term strategic business plan. • Manages and controls the activities of the company. • Develops an effective management team. • Ensures the financial targets met. • Liaises with the Board. • Relationship management with key stakeholders.	Activities of Lakes Leisure Limited transferred into QLDC and company will be disestablished.
Executive Assistant	Permanent Position 1 FTE	Disestablished	• Provides administrative support to Chief Executive including diary management, preparation of correspondence and reports. • Arranges Board meetings, compile agenda and Board papers. • Provides administrative support to all managers.	With the disestablishment of Lakes Leisure Ltd, support for the Board and CE will no longer be required.
Pool Operations Manager	Fixed Term 1 FTE	Disestablished	• Manages Aquatics team. • Ensures aquatic activities are run safely and smoothly. • Oversees and monitors the operation of the facility's plant to provide for the treatment of swimming pool water, • Ensures plant and machinery are well maintained. • Prepares, manages and controls budgets for the Aquatics team. • Develops business plans that grow both the use and efficiency of aquatics facilities.	Responsibilities assigned to Health & Fitness Team Leader in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Aquatics Supervisor	Permanent Position 3 FTE (1 FTE currently covered by Fixed Term contract)	Offer of employment with QLDC in substantially similar role.	• Supervises all pool crew. • Contributes to development of pool crew rosters. • Provides ongoing training of pool crew. • Provides a high level of customer service. • Ensures treatment of swimming pool water within standard. • Ensures regular monitoring of the facility's plant.	Responsibilities assigned to Aquatics Supervisor role in QLDC.
Pool Crew/Junior Supervisor	Permanent Position 4 FTE	Offer of employment with QLDC in substantially similar role.	• Supervises all pool crew. • Contributes to development of pool crew rosters. • Provides ongoing training of pool crew. • Provides a high level of customer service. • Ensures treatment of swimming pool water within standard. • Ensures regular monitoring of the facility's plant. • Undertakes functions of Pool Crew.	Responsibilities assigned to Pool Crew/Junior Supervisor role in QLDC.
Pool Crew	Permanent Position 3 FTE Fixed Term 1 FTE Casual Staff 8 staff, various hours	Offer of employment with QLDC in substantially similar role.	• Supervises and controls use of the pool facilities. • Provides a high level of customer service. • Participates in and contributes towards regular training and practice of essential pool crew skills. • Maintains a high level of competency in life-saving techniques and first aid. • Carries out water testing and scheduled operational plant maintenance as required.	Responsibilities assigned to Pool Crew role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Swim School Coordinator	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Oversees the effective and efficient day to day and financial management of the learn to swim services. - Manages swim school staff. - Markets and promotes Learn to Swim programmes.	Responsibilities assigned to Recreation Programmes Assistant in QLDC. Change in reporting line to Recreation Programmes Coordinator.
Swim School Instructor	Permanent Position 0.75 FTE Fixed Term 0.96 FTE Casual Staff 2 staff, various hours	Offer of employment with QLDC in substantially similar role.	- Supervises and instructs swimming and aquatic safety skills curriculum. - Ensures poolside operations are run smoothly and customers kept controlled and safe. - Provides a high level of customer service.	Responsibilities assigned to Swim School Instructor role in QLDC.
Wanaka Pool Team Leader	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Supervises and controls the use of aquatic facilities and activities. - Supervises the pool crew/swim instructors. Carries out training and monitors performance. - Manages the Wanaka Swim School. - Controls supply, reconciliation and management of retail stock at Wanaka Pool.	Responsibilities assigned to Wanaka Pool Coordinator role in QLDC.
Wanaka Pool Crew/Swim Instructors	Permanent Position 2.4 FTE Fixed Term 0.3 FTE Casual Staff 5 staff, various hours	Offer of employment with QLDC in substantially similar role.	- Supervises and controls the use of aquatic facilities and activities. - Provides a high level of customer service; - Works collaboratively as part of a team.	Responsibilities assigned to Wanaka Pool Crew/Swim Instructors in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Wanaka Pool Maintenance Assistant	Permanent Position 0.5 FTE	Offer of employment with QLDC in substantially similar role.	• Undertakes maintenance at the Wanaka Pool. • Assists with the removal of weeds and debris from walkways and fence lines. • Maintains tools, plant and equipment in serviceable and safe condition. • Provides a high level of customer services.	Responsibilities assigned to Wanaka Pool Maintenance Assistant in QLDC.
Health & Fitness Manager	Permanent Position 1 FTE	Disestablished	• Drive sales of gym memberships; Grow membership numbers and develop membership retention plans. • Manages day to day operation of health & fitness centre. • Manages health & fitness team. • Provides a high level of customer service. • Liaise with sports clubs and regional sports organisations.	• Responsibilities assigned to Manager, Sport & Recreation in QLDC. • Responsibilities assigned to Health & Fitness Team Leader. • Responsibilities assigned to Health & Fitness Team Leader. • Responsibilities assigned to Health & Fitness Team Leader. • Responsibilities assigned to Manager, Sports & Recreation.
Assistant to Health & Fitness Manager	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Answers all gym issues, emails and queries. • Manages computerised retention systems. • Coordinates personal trainers, group fitness classes and any health and fitness issues in the Gym Managers absence. • Supervise the member use of facility equipment to ensure the safety and wellbeing of members. • Processes member applications and issuing membership cards. • Provide high level of customer service.	Responsibilities assigned to Health & Fitness Supervisor.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Health & Fitness Crew	Permanent Position 3.4 FTE Casual Staff 1 staff, various hours	Offer of employment with QLDC in substantially similar role.	- Supervise the member use of facility equipment to ensure the safety and wellbeing of members. - Processes member applications and issuing membership cards. - Provide high level of customer service.	- Responsibilities assigned to Health & Fitness Crew roles in QLDC. - Responsibilities assigned to QEC Customer Service Officer role in QLDC.
Support Services Manager	Permanent Position 1 FTE	Disestablished	- Manages the reception and cleaning teams. - Delivers the smooth and safe running of day to day operations at Queenstown Events Centre including customer safety, evacuation procedure; building compliance, maintenance, cleanliness etc. - Manages agreements with cafe provider. - Oversees the retail operations.	Responsibilities assigned to Venues & Facilities Coordinator role and Facilities Booking Coordinator role in QLDC, except management of the reception team and oversight of the retail operations which is assigned to Sales and Service Team Leader.
Customer Services Officer	Permanent Position 4.06 FTE	Offer of employment with QLDC in substantially similar role.	- Receives and processes customer enquiries, activity registration and event ticketing in person, by telephone and email. - Implements and maintains reception area systems. - Maintains a register of venue bookings and assists with casual booking. - Processes daily cash sales, EFTPOS transactions, invoice payments and end of day reconciliations; Assists the centre staff in delivery of major events.	Responsibilities assigned to QEC Customer Service Officer role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Customer Services Officer and Stock Officer	Permanent Position 0.5 FTE	Offer of employment with QLDC in substantially similar role.	- Receives and processes customer enquiries, activity registration and event ticketing in person, by telephone and email. - Implements and maintains reception area systems. - Maintains a register of venue bookings and assists with casual booking. - Processes daily cash sales, EFTPOS transactions, invoice payments and end of day reconciliations; Assists the centre staff in delivery of major events. - Maintains and management retail stock.	Responsibilities assigned to QEC Customer Service Officer and Stock Officer.
Facilities Cleaner	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Ensures facilities are cleaned according to time and quality standards. - Ensures cleaning equipment is maintained; Reports to the Manager anything that is in need of repairs. - Provides a high level of customer service.	Responsibilities assigned to Facilities Cleaner role in QLDC.
Community Programmes Coordinator	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Develops, promotes and delivers programmes in order to increase community participation in sports and recreation activities. - Coordinates the maintenance, staffing, programmes and health and safety of the Rockatipu Climbing Wall. - Supervises the Community Programmes team and all contractors involved in the delivery of activities. - Coordinates child care programmes (OSCAR, holiday programmes etc).	Responsibilities assigned to Recreation Programmes Coordinator role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Programmes Assistant	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Assists with the development and delivery of sports and recreation programmes. - Supervises team leaders and children during school holiday programmes. - Provides administrative support to the Community Programmes Coordinator.	Responsibilities assigned to Recreation Programmes Coordinator role in QLDC.
Climbing Wall Instructor	Permanent Position 0.5 FTE	Offer of employment with QLDC in substantially similar role.	- Supervises and controls the use of the climbing wall. - Ensures equipment is fit for purpose and safe. - Provides a high level of customer service.	Responsibilities assigned to Climbing Wall Instructor role in QLDC.
Venues & Events Manager	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	- Manages Venues & Events team. - Ensures building servicing is complete and up to date. - Maintains asset management plans for all venues. - Ensures venues are appropriately maintained. - Contributes to CAPEX and major maintenance budgets submitted to Council by developing business cases for any improvements or replacements capital or major maintenance spend. - Manages venues budget. - Develop, coordinate, execute and market events in Lakes Leisure venues. - Coordinate QEC event resources including traffic management, ticketing, beverage, waste management, security, administration, infrastructure, finance, staffing and licences.	Responsibilities assigned to Venues & Facilities Manager role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			• Implements in house liquor controls systems, process license applications, manage staffing of venue bars. • Manages ticketing activities.	
Events & Venues Coordinator	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Assists the Events & Venues Manager in planning, operating and delivering events. • Actively seeks new clients, events and opportunities through research and networking. • Ensures client contracts entered into and invoices and deposits paid. • Responsible for the onsite management of the Memorial Centre.	Responsibilities assigned to Venues & Facilities Coordinator role in QLDC.
Facilities Bookings Coordinator	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Ensures all minor events, regular users and casual booking have Hire Agreements. • Ensures operational requirements for bookings are met i.e. set-up, catering, AV requirements, seating etc. • Ensure cleaners are aware of post event clean requirements. • Meet and greet hirers, providing them with keys, tour of venue and complete post event inspection. • Raises invoices for use of venues. • Ensures all seasonal court and field users have Hire Agreements in place.	Responsibilities assigned to Facilities Booking Coordinator role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Maintenance	Permanent Position 0.6 FTE	Offer of employment with QLDC in substantially similar role.	General facilities maintenance.	Responsibilities assigned to Maintenance role in QLDC.
Lake Wanaka Centre Coordinator	Permanent Position 0.5 FTE	Offer of employment with QLDC in substantially similar role.	- Deals with Lake Wanaka Centre enquiries, customer venue tours, issuing of keys and post hire venue checks. - Oversee maintenance and cleaning of the Lake Wanaka Centre. - Processes bookings for the Lake Wanaka Centre and Wanaka sports ground and reserves.	Responsibilities assigned to Lake Wanaka Centre role in QLDC.
Lake Wanaka Centre Cleaner	Permanent Position Casual hours	Offer of employment with QLDC in substantially similar role.	- Ensures Lake Wanaka Centre is cleaned. - Maintains cleaning equipment. - Reports any faults found.	Responsibilities assigned to Lake Wanaka Centre Cleaner role in QLDC.
Communications and Business Development Manager	Permanent Position 1 FTE	Disestablished	- Keeps local community informed of all activities and leisure and recreation services available. - Works alongside departmental managers to ensure effective communication, marketing and business development. - Manages Lakes Leisure's sponsorship and funding strategies. - Develops, manages and administers the Lakes Leisure website. - Responsible for the development, design and execution of all marketing, including collateral, press releases, print ads, radio advertising, website. - Creates an annual growth plan and prepares monthly reports on sales activities and growth in participation. - Manages communication assistant. - Manages and refreshes brand integrity.	Responsibilities assigned to Senior Communications Advisor role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
Communications and Website Coordinator	Permanent Position 1 FTE	Disestablished	• Develops and prepares copy for magazines, media releases, newsletters. • Manages client and staff newsletters. • Manages website content, maintenance and performance analysis.	Responsibilities assigned to Senior Communications Advisor and Web & Social Media Administrator roles in QLDC.
Financial Controller	Permanent Position 1 FTE	Disestablished	• Provides accurate financial information and insightful analysis to enable business decision making for directors and management. • Manages the accounting process: budgeting, reporting, cash flow management and external reporting. • Ensures all tax obligations are met. • Manages IT systems. • Manages finance team.	Responsibilities assigned to Financial Services Manager and Financial Advisory Manager roles in QLDC.
Finance Assistant	Permanent Position 1 FTE	Disestablished	• Coordinates month-end accounting processes – including processing general journals, reconciliations etc. • Prepares management accounts and other reporting.	• Responsibilities assigned to Accountant role in QLDC.
Accounts Administrator	Permanent Position 0.75 FTE	Disestablished	• Administration of accounts payable and banking. • Administration of accounts receivable. Daily sales reconciliation – takings to LINKS sales reports. • Processing of timesheet and ensuring payroll information is correct, complete and correct for processing.	• Responsibilities assigned to Finance Administrator – Accounts Payable role in QLDC. • Responsibilities assigned to Finance Administrator – Receivables role in QLDC. • Responsibilities assigned to HR Advisor role in QLDC.
HR Officer	Permanent Position 1 FTE	Disestablished	• Contributes to the development of culture of organisation. • Manages annual performance review. • Provides advice and assistance on	• Responsibilities assigned to HR Advisor role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			performance issues. • Manages HR procedures and policies for all staff. • Ensures training and development framework is in place and oversees its effective delivery. • Provides leadership and direction in matters relating to Health and Safety by implementing and improving the Health & Safety Policy.	
Head Turf Manager	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Manages turf staff and implements all aspects of operational maintenance of turf areas under our control. • Works with managers to achieve the necessary outcomes of turf use and efficient management practices.	Responsibilities assigned to Head Turf Manager role in QLDC.
Assistant Turf Manager (2IC)	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	• Works with the turf manager to assist in the day to day running of the Turf department and management of staff. • Responsible for managing the budget for grass seed and fertiliser and administers spray programme. • In conjunction with manager, implements machinery replacement programme. • Checks bookings and delivers ground on time in good condition for all uses. • Assist with preparations and maintenance of sports field surfaces. • Assists with the preparation and maintenance of all grounds and landscaped areas. • Assist with the removal of weeds and debris from walkways, outside courts	Responsibilities assigned to Assistant Turf Manager role in QLDC.

Role	Current Status	New Status	Current Key Responsibilities	New Allocation of Responsibilities
			- and fence lines. - Assists with the uplifting of loose rubbish and clear rubbish receptacles regularly. - Assists with the undertaking of landscape and field renovation work in conjunction with Turf Manager. - Mows greens, fairways and related areas of golf course; application of fertilizers; general turf maintenance.	
Turf & Maintenance Assistant - Queenstown - Wanaka	Permanent Position 3 FTE 1 FTE summer; 0.25 FTE winter	Offer of employment with QLDC in substantially similar role.	- Assist with preparations and maintenance of sports field surfaces. - Assists with the preparation and maintenance of all grounds and landscaped areas. - Assist with the removal of weeds and debris from walkways, outside courts and fence lines. - Assists with the uplifting of loose rubbish and clear rubbish receptacles regularly. - Assists with the undertaking of landscape and field renovation work in conjunction with Turf Manager. - Mows greens, fairways and related areas of golf course; application of fertilizers; general turf maintenance.	Responsibilities assigned to Turf & Maintenance Assistant role in QLDC.
Sports & Recreation Administrator	Permanent Position 1 FTE (currently vacant)	Disestablished	New role created in last two months. No details available.	
Frankton Golf Centre Manager	Permanent Position 1 FTE	Offer of employment with QLDC in substantially similar role.	New role taken over in March 2013. No details available.	

Appendix III – Summary of New Roles and Responsibilities under New Structure

Role	Main Functions	Skills & Experience
General Manager, Planning & Development	- Leads and manages the work of the Planning & Development team. - Works with the Council, CE and leadership team to implement the strategy of Council. - Ensure a strong team structure, capable of delivering on strategic outcomes. Develop team capability through fostering collaborative sharing of knowledge and providing opportunities for learning and development. - Oversees the planning, development and implementation of the District Plan in accordance with Council policies and directives. - Leads QLDC's work in relation to understanding growth in the District, including identification of emerging issues and alternative strategies for growth management. Ensures that relevant trends are communicated to other parts of QLDC to support strategic planning and service delivery. - Ensures efficient, effective and customer service-focused delivery of consenting activities (building and resource management) in compliance with legislation and the District Plan. - Continually monitors the allocation and performance of people resources and the achievement of agreed targets and quality standards. Provide appropriate reporting to the Chief Executive and Council on performance of business area.	- Shall hold a suitable planning/resource management tertiary or post graduate qualification. - Either a full member or eligible to become a full member of the New Zealand Planning Institute or a similar international counterpart organisation. 15 years plus planning/resource management experience. - Preferably a mix of experience in central or local government, the consultancy sector and the private sector. - Comprehensive appreciation of the planning process, resource consenting, District Plan preparation and administration. - Sound business acumen, including budgeting, project management, procurement management. - An innovative strategic thinker with the ability to equitably manage the interests of a broad range of stakeholders in the planning process, including the Queenstown Lakes community, the business and development community, other territorial local authorities and government agencies, and the Council itself. - A proven leader, capable of building, mentoring and retaining an effective planning team. - Team player with highly developed interpersonal skills, capable of making a positive contribution to the Council's senior management team. - Ability to instigate and manage change to deliver excellence in customer service in the delivery of planning services to the Queenstown Lakes community.

Role	Main Functions	Skills & Experience
General Manager, Legal & Regulatory	- Provides strategic, operational and financial management of legal and regulatory services for QLDC. - Provides strategic and operational legal advice and support in relation to local government, public law, resource management and governance functions. - Has overall accountability for managing external legal relationships ensuring quality advice is received which represents value for money to QLDC. - Proactively identifies and manages legal risk of QLDC. - Ensures QLDC suite of regulatory tools (e.g. bylaws, but excluding the district plan) are up to date, legally compliant and effective in achieving community outcomes. - Manages the delivery of QLDC's regulatory services, ensuring that appropriate systems and processes are put in place, and enforcement action is appropriate. - Manages the Legal & Regulatory team. - Monitors and respond on behalf of Council to proposed changes in the legislative environment which will affect Council and its activities. Ensures that these proposed changes and their implications are understood by the wider business.	- Tertiary qualification in law and holder of a current practising certificate. - Extensive legal experience (10 + years) in the areas of local government, public law and resource management. - Excellent interpersonal and relationship management skills. Proven track record in developing and maintaining relationships across a broad network of sector and stakeholder groups. - Strong political awareness and business acumen. Has strategic agility and can articulately paint credible pictures and visions of possibilities and likelihoods. - Excellent communication skills – both written and verbal. - Experience managing and leading a team including all aspects of staff and resource management. - Broad general management skills in budgeting, HR, performance monitoring and management. - Proven track record in driving and managing business process and cultural change within an organisation.

Role	Main Functions	Skills & Experience
General Manager, Operations	- Leads and manages the work of the Operations team. - Works with the Council, CE and leadership team to implement the strategy of Council. - Ensure a strong team structure, capable of delivering on strategic outcomes. Develop team capability through fostering collaborative sharing of knowledge and providing opportunities for learning and development. - Oversees the planning, development and delivery of strategic plans and policies to ensure that community use of assets is optimised and the current and future asset and service delivery needs of the District and ratepayers are met. - Ensures efficient and effective operations of community facilities that meet the need of the community in accordance with the Council's plans and strategies. - Continually monitors the allocation and performance of resources (both people and facilities) and the achievement of agreed targets and quality standards. Provide appropriate reporting to the Chief Executive and Council on performance of business area. - Ensures procurement processes deliver best value for money. Has oversight of the arrangements with contractors and ensures that these contracts are being appropriately implemented, managed and reviewed. - Ensures compliance with all legal/ statutory and QLDC requirements for health and safety.	- Tertiary qualification in business or relevant discipline. - Extensive experience (10+ years) in a senior operations manager role. - Experience in leading and managing local government provision of community services would be desirable. - Proven track record in developing and maintaining relationships across a broad range of stakeholders. - Experience managing and leading a team including all aspects of staff and resource management. - Broad general management skills in budgeting, HR, performance monitoring and management. - Proven track record in driving and managing business process and cultural change within an organisation.

Role	Main Functions	Skills & Experience
Director, People & Capability	- Supports the Chief Executive through effective change management and organisational development strategies to deliver on QLDC's vision and objectives. - Drives the change process supporting the integration and alignment of QLDC activities. - Oversees the implementation of Organisational Development (OD)/HR initiatives and programmes that support QLDC strategies. - Actively participates in and contributes to business decisions to ensure that immediate and longer term implications, opportunities and risks are fully considered and consistent with organisational development / HR strategy. - Provides leadership and guidance to the People & Capability team. Coaches, mentors and supports direct reports in their roles to develop skills and capabilities. - Provides strategic OD/HR advice, including workplace planning. - Leads the promotion and delivery of sound HR management and learning and development. - Provides expert technical advice and interpretation on HR management related matters such as recruitment, employment relations, Health and safety, remuneration, performance management and learning and development.	- Tertiary qualification in human resources or related disciplines. - Substantial experience (10+ years) in leading and managing strategic human resource functions. - Demonstrated strategic thinking skills and experience in leading significant organisational change initiatives. - Significant experience in HR and organisational strategy development. - Demonstrated experience in handling complex HR matters independently and with limited guidance. - Excellent interpersonal and relationship management skills. Proven track record in developing and maintaining relationships across a broad network of stakeholders. - Strong political awareness and business acumen. Has strategic agility and can articulately paint credible pictures and visions of possibilities and likelihoods. - Excellent communication skills – both written and verbal. - Experience managing and leading a team including all aspects of staff and resource management. - Broad general management skills in budgeting, HR, performance monitoring and management. - Proven track record in driving and managing business process and cultural change within an organisation.

Role	Main Functions	Skills & Experience
Director, Chief Executive's Office	- Lead strategic planning process and development of Long Term Plans and Annual Plans. - Lead annual communications planning and development of QLDC's Communications and Public Relations Strategy. - Plan and implement proactive communications strategies and reactive activities (where necessary). - Manages delivery of statutory documents including the Annual Plans, Annual Report, community plans and works with the CFO in the delivery of the long term plan. - Develop and ensure application of relevant policies and procedures to ensure consistency and compliance, including brand strategy and guidelines, media policy, style guides. - Develop and sustain positive relationships with key stakeholders, including media. - Manages the governance activities of Council, ensuring that the Mayor and Council are appropriately supported and effective public consultation processes are run. - Ensures QLDC meets its obligations in relation to emergency management and rural fire.	- Tertiary qualification in communication, business or related disciplines is desirable. - Substantial experience (10+ years) in communications or related discipline. - Broad experience in strategic and business planning. - Excellent interpersonal and relationship management skills. Proven track record in developing and maintaining relationships across a broad network of sector and stakeholder groups. - Strong political awareness and business acumen. Has strategic agility and can articulately paint credible pictures and visions of possibilities and likelihoods. - Excellent communication skills – both written and verbal. Ability to write quality material for a range of audiences and channels. - Experience managing and leading a team including all aspects of staff and resource management. - Broad general management skills in budgeting, HR, performance monitoring and management. - Proven track record in driving and managing business process and cultural change within an organisation. - Experienced practitioner in Public Information Management (PIM) with experience in both crisis and reputational management is desirable.

Role	Main Functions	Skills & Experience
Executive Assistant to Chief Executive	▪ Providing executive assistance to support the Chief Executive to meet their priorities and accountabilities including – dealing with high level, urgent and confidential issues; diary management and bring up system; monitoring and screening of telephone calls, emails and other communication; preparation of documents and correspondence; and follow up action. ▪ Providing administrative support including arranging travel, organising external and internal engagements and appointments. ▪ Liaises across QLDC to ensure that the CE has appropriate information and support. ▪ Maintaining effective internal and external relationships and enhancing information sharing.	▪ A proven track record of experience and achievement in a senior executive support role. ▪ Wide ranging knowledge of administration systems and processes. ▪ Knowledge and understanding of working within local government would be desirable. ▪ Good planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. ▪ Has the ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. ▪ Excellent relationship management skills. ▪ Proven ability to develop trust and credibility at the executive level. ▪ Strong communication, influencing and interpersonal skills. ▪ Willingness to work in a flexible and dynamic environment.
Financial Services Manager	▪ Manages the financial processes of QLDC including accounts payable, account receivable (including rates), fixed asset recording, general ledger integrity, bank transaction processing and day-to-day cash flow management, rates administration. ▪ Manages the financial services team. ▪ Ensures QLDC's rates revenue is efficiently collected. ▪ Ensures an effective and appropriate system of internal control is in place. ▪ In conjunction with the CFO, develops and maintains accounting policies and procedures. ▪ Has overall responsibility for the Financial Management Information System (FMIS). ▪ Prepares the financial reporting aspects of QLDC's Annual Report including coordination with the External Auditors.	▪ Tertiary qualification in accounting. ▪ Chartered Accountant, member of the Institute of Chartered Accountants of NZ or equivalent qualification. ▪ Extensive experience (7+ years) in a financial accounting role. ▪ Demonstrated understanding of creating and maintaining an effective internal control environment. ▪ Proven ability to manage a team. ▪ Experience designing and implementing efficient and effective financial processes. ▪ Experience in managing and developing FMIS. ▪ Excellent relationship management skills. Ability to build effective constructive and effective relationships. ▪ Proven problem solving ability.

Role	Main Functions	Skills & Experience
Finance Administrator – Accounts Payable	- Process supplier invoices in an accurate and timely manner. - Reconciles subsidiary creditors ledger to General ledger. - Regularly review vendor statements and ensure unreconciled items are investigated and cleared. - Performs payment runs by cheque and direct credit as scheduled and ad hoc payments as necessary. - Maintain the purchase order system ensuring outstanding orders are cleared. - Performs daily bank transaction downloads and matches transactions. Ensures outstanding/unidentified items are followed up and resolved. - Maintains petty cash system, ensuring that petty cash is reconciled on a monthly basis and receipts supporting expenditure are filed.	- At least 2 years of general clerical experience, preferably in an accounts payable environment, including experience in usage of computerised accounting system and databases. - Ability to establish and maintain effective relationships with managers, staff and suppliers and gains their trust and respect. Relates well to all kinds of people; builds rapport quickly, is easy to approach and talk to. - Excellent written and oral communication skills. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines.
Finance Administrator – Receivables	- Maintains the Council's debtors ledger generating invoices and credit notes as required. - Ensures debtors receipts are allocated correctly. - Performs monthly reconciliations of the debtors and parking ledger. - Compiles monthly aged debtor's reports and other detailed debtors reports. - Manages process for the collection of overdue debts, including sending out reminder letters, phone follow-up etc. Negotiate payment programmes where appropriate. - Assists with rates arrears processing and collection of overdue amount. - Assists with financial processing of adjustments. - Process and administer changes of address.	- At least 2 years of general clerical experience, preferably in a receivables environment, including experience in usage of computerised accounting system and databases. - Ability to establish and maintain effective relationships with managers, staff, debtors and ratepayers and gains their trust and respect. Relates well to all kinds of people; builds rapport quickly, is easy to approach and talk to. - Excellent written and oral communication skills. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines.

Role	Main Functions	Skills & Experience
Accountant	- Assists the Financial Services Manager in the preparation of monthly accounts and financial reports for Council. - Prepares and files GST, FBT, PAYE and other returns as required. - Prepares balance sheet and subsidiary ledger reconciliations on a monthly basis, including month-end bank reconciliations. - Prepares general journals, month end accruals and overhead allocations. - Maintains fixed asset register for QLDC. - Assists with the preparation of the Annual Financial Statements. - Assists the Financial Services Manager with financial analysis as required. - Provides accounting assistance with respect to Council-related Trusts.	- Tertiary qualification in Accounting or equivalent practical experience. - Membership of the New Zealand Institute of Chartered Accountant as an Accounting Technician is desirable. - Ability to establish and maintain effective relationships with managers and staff and gains their trust and respect. Relates well to all kinds of people; builds rapport quickly, is easy to approach and talk to. - Excellent written and oral communication skills. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines.
Financial Advisory Manager	- Provides forward-looking, activity-based and value-adding financial analysis with insights into QLDC's operations and business plans. - Work with business managers to increase their understanding of their Business Units financial operations. - Work with the Chief Financial Officer in undertaking the annual budgeting process and Long term planning process. - Provides scenario planning and financial modelling as required. - Works with business unit managers to prepare the financial aspects of business cases and review financial aspects of contracts with major contractors. - In conjunction with the CFO, report to senior management on strategic finance issues, including providing advice on cost drivers, and investment and funding models. - Participates actively in relevant business unit meetings, ensuring financial issues are highlighted, addressed or escalated as appropriate.	- Tertiary qualification in accounting. - Chartered Accountant, member of the Institute of Chartered Accountants of NZ or equivalent qualification. - Extensive experience (10+ years) in management accounting, modelling and forecasting. - Significant experience in a commercial accounting environment with exposure to business planning processes. Experience in capital intensive industries would be desirable. - Proven ability to manage a team. - Proven spreadsheeting and modelling skills. - Excellent relationship management skills. Ability to build constructive and effective relationships. - Proven problem solving ability. A strategic thinker who is able to make the connections between various aspects of the organisation and implications for business units.

Role	Main Functions	Skills & Experience
Financial Analyst	- Provides management accounting support to business units including, assisting with the preparation of monthly management reports, including variance analysis. - Reviews expenditure and revenue trends and projections and advising senior management of any issues which may have significant implications. - Assists management in the preparation of budgets and forecasts. - Provides adhoc financial reports to management as required. - Manages infrastructure services project cost and control system, ensuring that projects are set up properly, interfaces between Project Cost System and General Ledger operates correctly, overheads are allocated correctly. - Manages NZTA claims and other revenue.	- Tertiary qualification in accounting. - Chartered Accountant, member of the Institute of Chartered Accountants of NZ or equivalent qualification. - Proven experience (5+ years) in a management accounting role. - Practical experience in the application of activity based accounting and project accounting. - Advanced spreadsheeting and modelling skills. - Demonstrated experience of providing excellent client service by meeting the expectations of internal customers. - Excellent relationship management skills. Ability to build constructive and effective relationships. - Proven problem solving ability.
Senior Human Resource Advisor	- Manages recruitment and induction process, providing professional advice to managers to ensure the best outcome. - Provides managers with sound HR advice, so they can make appropriate decisions. - Assisting managers in developing training and development plans for staff and working with managers to source appropriating training opportunities. - Works with managers to implement performance management systems. - Takes an active role in working with managers to ensure appropriate health and safety practices are implemented throughout the organisation. - Promoting QLDC's vision and values and supporting organisation objectives for a positive culture and high levels of staff engagement. - Assists with the development and updating of HR and Health and Safety policies.	- Tertiary qualification in business or human resources management or equivalent. - Proven HR experience (7 + years) in a professional office environment. - Ability to establish and maintain effective relationships with managers and staff and gains their trust and respect. Relates well to all kinds of people; builds rapport quickly, is easy to approach and talk to. - Excellent written and oral communication skills. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines.

Role	Main Functions	Skills & Experience
Manager, ICT Operations	▪ Lead the maintenance and support of QLDC ICT operational environment, including application, core infrastructure, business intelligence services and web-based systems. ▪ Ensures that QLDC ICT infrastructure and systems operate at agreed levels and meet customer service level targets. ▪ Manages QLDC operational supplier relationships. ▪ Ensures appropriate operational support is provided including disaster recovery and system security. ▪ Manages the ICT Operations team.	▪ Tertiary qualification, preferably in information systems or extensive and comparable relevant experience. ▪ Significant experience in CT systems management and integration activities. ▪ Excellent demonstrated relationship management, communications and collaboration skills and a proven ability to facilitate outcomes across the organisation. ▪ Strong customer focus with the ability to tailor ICT services with flexibility and innovation to meet customer needs. ▪ Demonstrated ability to lead, manage and motivate teams through organisational and systems change processes whilst retaining focus on service delivery.
Manager, ICT Capability	▪ Leads the design, development and deployment of integrated ICT systems that actively support and contribute to the achievement of QLDC outcomes and delivers ICT services and products that meet the needs of internal and external stakeholders. ▪ Manages the ICT Capability team (internal and external resources) that provide project management services, business analysis, system development and other technology experts as required. ▪ Oversees the management of the QLDC projects portfolio. ▪ Works with senior QLDC managers, sponsors and stakeholders to ensure the effective delivery of cross-QLDC ICT-enabled business change initiatives.	▪ Tertiary qualification, preferably in programme and project management or information systems or extensive and comparable relevant experience. ▪ A proven track record in strategic ICT capability development and deployment in a complex organisation. ▪ Expertise in project and programme management, governance and management frameworks. ▪ Excellent demonstrated relationship management, communications and collaboration skills and a proven ability to facilitate outcomes across the organisation. ▪ Strong customer focus with the ability to tailor ICT services with flexibility and innovation to meet customer needs. ▪ Demonstrated ability to lead, manage and motivate teams through organisational and systems change processes whilst retaining focus on service delivery.

Role	Main Functions	Skills & Experience
Advisor, Records	- Assist the Chief Information Officer in establishing and implementing coordinated information management (IM) systems to support QLDCs commitment to building a strong knowledge sharing and information management culture; - Oversee (but also lead by example) day to day operations of the QLDC records management systems; - Liaise with stakeholders to review requirements, coordinate service delivery and resolve issues; - Lead and coordinate a range of project, activities and plans to achieve goals and outcomes set in line with the Knowledge Management (ICT) team with records management retention and disposal, offsite storage and other duties; - Work collaboratively to ensure delivery of an efficient records service to QLDC, including service desk enquiries, file creations, file searches and retrievals; - Education of staff in records management responsibilities and use of EDRMS system.	- Proven experience (5+ years) in a similar records role. - Sound working knowledge of the Public Records Act (2005). - Knowledge in records, TRIMM or other EDRMS and information management solutions, and proven experience in a similar role within the central/local government sector; - Ability to work successfully as part of a team and work with multiple stakeholders at all levels; - Strong communication skills, with the ability to engage and influence others; - Flexibility to be able to work hands on when necessary.
Administration Support (Corporate)	- Maintains office supplies - paper, stationery, cafeteria supplies etc. - Liaises with and manages contract with office contractor and suppliers e.g. cleaning, recycling, security etc. Ensures that best value for money services are achieved and advantage is taken of economies across QLDC. - Manages vehicle fleet, ensuring all vehicles are registered, serviced, have WOF etc; - Coordinates travel arrangements and coordinates and books meetings. - Maintains QLDC contact database. - Compiles reports/word processing/correspondence. - Provides assistance to the Executive Assistant and members of CE's office when requested. - Undertakes other office administration tasks as required.	- Proven experience in a customer service and/or administration role. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Ability to establish and maintain effective relationships with customers and gain their trust and respect. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Demonstrated experience in process/system improvement. - Experience in effectively managing supplier contracts. - Well developed communication skills, both written and verbal.

Role	Main Functions	Skills & Experience
		▪ Excellent interpersonal skills. Relates well to all kinds of people. ▪ Demonstrated experience in a range of desktop applications including Microsoft Office.
Advisor, Governance	▪ Manages the preparation of meeting agendas and ensure their timely distribution along with associated reports and background material. ▪ Prepares advice and reports on matters relating to meeting procedure, Standing Orders or other matters as required. ▪ Ensures adherence to appropriate administrative statutory and council processes. ▪ Records accurate and comprehensive minutes of Council and Council Committee meetings. ▪ Ensures that the publication and supply of agenda and minutes are in accordance with statute and Council's Standing Orders and other policies. ▪ Acts as the district's Electoral Officer. ▪ Establishes and maintains effective and efficient working relationships with Elected members.	▪ A proven track record of experience and achievement in a senior support role. ▪ Wide ranging knowledge of administration systems and processes. ▪ Knowledge and understanding of working within local government would be desirable. ▪ Good planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. ▪ Has the ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. ▪ Excellent relationship management skills. ▪ Proven ability to develop trust and credibility at the executive level. ▪ Strong communication, influencing and interpersonal skills. ▪ Willingness to work in a flexible and dynamic environment.
Web & Social Media Administrator	▪ Manages the day-to-day availability of QLDC's websites. Ensures the security and availability of the web hosting service. ▪ Manages QLDC social media. ▪ Writes, edits and publishes web content. Prepares documents to be web-friendly. ▪ Ensures web and social media content is current and relevant to users. ▪ Monitors ongoing development of accessibility standards, website usability, and website statistics. Continually looks for ways to improve website usage and usability. ▪ Monitor and evaluate trends and developments in internet	▪ Tertiary qualification in relevant discipline, preferably communications, public relations or journalism. ▪ Highly skilled knowledge of Microsoft Office, Adobe Creative Suite and content management systems. ▪ Demonstrated working knowledge of website administration and website management. ▪ A good understanding of social media within the commercial environment. ▪ Experience in database management. ▪ Proven attention to detail with exceptional accuracy, writing, editing and communication skills. ▪ Demonstrated planning and organisational skills with an

Role	Main Functions	Skills & Experience
	technology and makes appropriate recommendations for the development of QLDC's web presence. ▪ Responds to complaints/feedback/enquiries via the website and social media. ▪ Administers and coordinates surveys online. ▪ Maintains and updates the events calendar. ▪ Project manages web and social media projects. ▪ Assists the Senior Communications Advisor as required.	excellent eye for detail. Ability to effectively multitask. ▪ Ability to establish and maintain effective relationships with internal customers and gain their trust and respect. ▪ Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines.
Senior Communications Advisor	▪ Demonstrates a high degree of competence in terms of writing, document production, document design and contract management. ▪ Assists in the preparation of the Annual Plan, Long Term Plan and other Council documents. ▪ Assists with the preparation and editing of publications as directed. ▪ Provides accurate, timely and factual media releases. ▪ Ensures an open, transparent and functional relationship between Council spokespeople and target media. ▪ Produces newsletters and other community information. ▪ Prepares internal staff communications as required. ▪ Manages all advertising contracts and oversees all advertising. ▪ Develops and implements marketing plans and promotional campaigns.	▪ Tertiary qualification in relevant discipline, preferable communications, public relations or journalism. ▪ Substantial experience (7+ years) in a communications or public relations environment. ▪ Experience in either local government or central government communications or detailed understanding of government processes, particularly around community engagement and consultation. ▪ Proven attention to detail with exceptional accuracy, writing, editing and communication skills. ▪ Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. ▪ Ability to establish and maintain effective relationships with stakeholders and the media and gain their trust and respect. ▪ Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines.
Advisor, Corporate Planning & Performance	▪ In conjunction with the business, develop key performance indicators and take responsibility for the management of their monitoring. ▪ Maintain an overview of consistency between strategic direction and policy and delivery of cross-organisation programmes and projects. ▪ Ensure corporate planning and reporting tools are compatible with and reflect strategic direction and policy.	▪ Tertiary qualification in a relevant discipline preferred and/or comparable relevant experience in strategy development and planning. ▪ A strong understanding of, and experience operating in the local government environment, including the performance, reporting and financial management regime. ▪ Ability to quickly assimilate new information or areas of

Role	Main Functions	Skills & Experience
	- Develop and implement appropriate accountability systems across QLDC. - Deliver (in partnership with the Director, CE's Office and Finance) the Long Term Plan and Annual Plan ensuring appropriate linkages between all corporate documents.	work and come to an understanding of unfamiliar and complex issues. - Proven ability to think strategically at a high level, develop frameworks and manage organisation-wide systems and processes. - Is able to quickly identify ways of thinking about a problem or issues and possible pathways forward. - A strategic thinker who is able to make the connections between various aspects of the organisation and identify implications. - Good communication skills, both written and oral. - Proven track record of developing and maintaining relationships across a broad range of sectors at a senior level. - Highly motivated, achievement-oriented and innovative professional.
Executive Assistant to Mayor	- Providing executive assistance to support the Mayor to meet her priorities and accountabilities including – dealing with high level, urgent and confidential issues; diary management and bring up system; monitoring and screening of telephone calls, emails and other communication; preparation of documents and correspondence; and follow up action. - Providing administrative support including arranging travel, organising external and internal engagements and appointments, photocopying, word processing. - Provides administrative support to Councillors when required. - Liaises across QLDC to ensure that the Mayor has appropriate information and support. - Maintaining effective internal and external relationships and enhancing information sharing. - Providing assistance to the Team Leader Governance when required in supporting Council activities.	- A proven track record of experience and achievement in a senior executive support role. - Wide ranging knowledge of administration systems and processes. - Knowledge and understanding of working within local government would be desirable. - Good planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Has the ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Excellent relationship management skills. - Proven ability to develop trust and credibility at the executive level. - Strong communication, influencing and interpersonal skills. - Willingness to work in a flexible and dynamic environment.

Role	Main Functions	Skills & Experience
Manager, Customer Services & Libraries	▪ Provide strong and effective leadership and clear direction in the area of customer and library services. ▪ Develop and implement standards of practice in the provision of QLDC's customer and library services and ensure their consistent application. ▪ Coach and mentor staff and colleagues to transfer and develop knowledge and best practice. ▪ Develop a strong relationship with Central Otago District Council in relation to the Shared Library Service and work collaboratively to optimise value for the customer and Council from this service. ▪ Develop and maintain relationships with other existing and potential collaboration partners in order to identify and take advantage of collaboration opportunities where it makes sense for QLDC to do so. ▪ Continually monitor the allocation and performance of resources (both people and facilities) and the achievement of agreed targets and quality standards. ▪ Manage human resources, risk and finances of the Customer Services and Libraries team.	• Tertiary qualification in relevant discipline or experience to an equivalent level is required. • Extensive experience (10 + years) in a customer services role. • Substantial experience (7 + years) in a senior management role. • Demonstrated ability to achieve targets. • Working knowledge of QLDC's call centre telephone technology. • Proven track record of developing and maintaining relationships across a broad range of sectors at a senior level. • Extensive networks in, and credibility with the stakeholder community. • Proven track record of driving and managing business process and cultural change within an organisation. • Experience leading and managing a team including all aspects of staff and resource management. • Demonstrated ability to create a continuous improvement culture and motivating environment for staff. • Broad general management skills including budget management and people leadership. • Highly motivated, achievement-oriented and innovative professional .

Role	Main Functions	Skills & Experience
Service Centre Coordinator Wanaka	- Supervises the Wanaka Service Centre activities ensuring that rosters are prepared and adhered to; customer service is provided to required levels; and tasks are carried out by staff as directed by the Service Centres Manager. - Provides friendly and accurate advice to all customers. - Undertakes circulation activities including processing issued and returned books; processing new member registrations; processing reserved and new items; receipting of transactions and cash handling; supporting outreach activities; ensuring library shelving and facilities are tidy, presentable and functioning; identifying and processing items for repair or disposal; and other circulation tasks as directed. - Undertakes other library duties as required including following up missing books, processing interloans, undertaking research and other tasks as directed by the Manager, Customer Services & Libraries. - Assists with general customer queries relating to QLDC services and activities.	- Tertiary qualification in a relevant discipline. - Proven experience in a customer service role. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multi-task. - Ability to establish and maintain effective relationships with customers and gain their respect and trust. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Proven experience in efficiently and effectively coordinating resourcing. - Demonstrated experience in process/system improvement. Willingness to look at new ways of doing things. - Well developed communication skills, both written and verbal. - Excellent interpersonal skills. Relates well to all kinds of people. - Demonstrated experience in a range of desktop applications.

Role	Main Functions	Skills & Experience
Head Librarian	• Develops and implements an appropriate collections management policy and ensures it is implemented effectively and efficiently. • Monitors collection performance (including revenue) and ensures it is optimised. • Identifies changing trends and customer needs in order to develop appropriate collection plans and local programmes. • Establishes collection budgets in conjunction with the Customer Services Manager and monitors expenditure. • Oversees the libraries acquisition activities ensuring that the more cost-effective sources of supply are identified. • Oversees library operational processes, ensuring that they are efficient and reflect best practice in the industry where appropriate, • Demonstrates a thorough knowledge of the Library Management System. • In conjunction with the Service Centres Manager, monitor fluctuating demands of the service by analysing use patterns and allocating resources to meet demand. • Coaches and mentors the Librarians and Library Assistants in library management practice and processes. Provide expert advice to staff and external stakeholders. • In conjunction with the Manager, Customer Services & Libraries, liaise and collaborate with Central Otago District Council in developing the shared library service. • In conjunction with the Service Centres Manager, advances opportunities for collaboration with other public libraries. In conjunction with the Customer Services Manager, acts as QLDC's representative at regional and national library fora. • Provides circulation, cataloguing and other front desk and back of house activity as rostered.	• Tertiary qualification in information and library studies or equivalent. • Registration as Library and Information Professional (as administered by LIANZA). Proven experience in library management. Minimum of 7+ years working in a library environment. • Demonstrated application of sound collection management principles and practices. ▪ Proven experience in a customer service role. ▪ Conveys a professional and positive image, with a courteous and efficient manner. ▪ Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. ▪ Ability to establish and maintain effective relationships with customers and gain their trust and respect. ▪ Demonstrated experience in process/system improvement. Gets first hand customer information and uses it for improvements to services. ▪ Well developed communication skills, both written and verbal. ▪ Excellent interpersonal skills. Relates well to all kinds of people. • Demonstrated experience in a range of desktop applications including Microsoft Office.

Role	Main Functions	Skills & Experience
Librarian (Wanaka)	- Provides friendly and accurate advice to all customers. - Undertakes circulation activities including processing issued and returned books; processing new member registrations; processing reserved and new items; receipting of transactions and cash handling; supporting outreach activities; ensuring library shelving and facilities are tidy, presentable and functioning; identifying and processing items for repair or disposal; and other circulation tasks as directed. - Undertakes other library duties as required including following up missing books, processing interloans, undertaking research and other tasks as directed by the Services Centre Coordinator (Wanaka) and Manager, Customer Services & Libraries. - Assists when required with general customer queries relating to QLDC services and activities.	- Tertiary qualification in library and information management. - Registration as Library and Information Professional (as administered by LIANZA). - Demonstrated practical experience in the development and delivery of library services in one or more of the following areas: children and young adult; adult fiction; adult non-fiction; reference; audiovisual or periodicals. - Proven experience in a customer service role. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multi-task. - Ability to establish and maintain effective relationships with customers and gain their respect and trust. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Demonstrated experience in process/system improvement. Willingness to look at new ways of doing things. - Well developed communication skills, both written and verbal. - Excellent interpersonal skills. Relates well to all kinds of people. - Demonstrated experience in a range of desktop applications.

Role	Main Functions	Skills & Experience
Librarian (Queenstown)	- Provides friendly and accurate advice to all customers. - Undertakes circulation activities including processing issued and returned books; processing new member registrations; processing reserved and new items; receipting of transactions and cash handling; supporting outreach activities; ensuring library shelving and facilities are tidy, presentable and functioning; identifying and processing items for repair or disposal; and other circulation tasks as directed. - Provides assistance with the acquisition of library resources as directed by the Manager, Customer Services & Libraries and in accordance with the approved Collection Development policy, including cataloguing new items. - Undertakes other library duties as required including following up missing books, processing interloans, undertaking research and other tasks as directed by the Manager, Customer Services & Libraries. - Assists when required with general customer queries relating to QLDC services and activities.	- Tertiary qualification in library and information management. - Registration as Library and Information Professional (as administered by LIANZA). - Demonstrated practical experience in the development and delivery of library services in one or more of the following areas: children and young adult; adult fiction; adult non-fiction; reference; audiovisual or periodicals. - Proven experience in a customer service role. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multi-task. - Ability to establish and maintain effective relationships with customers and gain their respect and trust. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Demonstrated experience in process/system improvement. Willingness to look at new ways of doing things. - Well developed communication skills, both written and verbal. - Excellent interpersonal skills. Relates well to all kinds of people. - Demonstrated experience in a range of desktop applications.

Role	Main Functions	Skills & Experience
Library Assistant (Wanaka)	▪ Provides friendly and accurate advice to all customers. ▪ Undertakes circulation activities including processing issued and returned books; processing new member registrations; processing reserved and new items; receipting of transactions and cash handling; supporting outreach activities; ensuring library shelving and facilities are tidy, presentable and functioning; identifying and processing items for repair or disposal; and other circulation tasks as directed. ▪ Undertakes other library duties as required including following up missing books, processing interloans, undertaking research and other tasks as directed by the Services Centre Coordinator (Wanaka) and Manager, Customer Services & Libraries. ▪ Assists when required with general customer queries relating to QLDC services and activities.	▪ Tertiary qualification in a relevant discipline, preferably library and information management. ▪ Registration as Library and Information Professional (as administered by LIANZA) is desirable. ▪ Demonstrated practical experience in the development and delivery of library services in one or more of the following areas: children and young adult; adult fiction; adult non-fiction; reference; audiovisual or periodicals. ▪ Proven experience in a customer service role. ▪ Conveys a professional and positive image, with a courteous and efficient manner. ▪ Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multi-task. ▪ Ability to establish and maintain effective relationships with customers and gain their respect and trust. ▪ Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. ▪ Demonstrated experience in process/system improvement. Willingness to look at new ways of doing things. ▪ Well developed communication skills, both written and verbal. ▪ Excellent interpersonal skills. Relates well to all kinds of people. ▪ Demonstrated experience in a range of desktop applications.

Role	Main Functions	Skills & Experience
Library Assistant (Queenstown)	- Provides friendly and accurate advice to all customers. - Undertakes circulation activities including processing issued and returned books; processing new member registrations; processing reserved and new items; receipting of transactions and cash handling; supporting outreach activities; ensuring library shelving and facilities are tidy, presentable and functioning; identifying and processing items for repair or disposal; and other circulation tasks as directed. - Provides assistance with the acquisition of library resources as directed by the Service Centre Manager and in accordance with the approved Collection Development policy, including cataloguing new items. - Undertakes other library duties as required including following up missing books, processing interloans, undertaking research and other tasks as directed by the Manager, Customer Services & Libraries. - Assists when required with general customer queries relating to QLDC services and activities.	- Tertiary qualification in a relevant discipline, preferably library and information management. - Registration as Library and Information Professional (as administered by LIANZA) is desirable. - Demonstrated practical experience in the development and delivery of library services in one or more of the following areas: children and young adult; adult fiction; adult non-fiction; reference; audiovisual or periodicals. - Proven experience in a customer service role. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multi-task. - Ability to establish and maintain effective relationships with customers and gain their respect and trust. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Demonstrated experience in process/system improvement. Willingness to look at new ways of doing things. - Well developed communication skills, both written and verbal. - Excellent interpersonal skills. Relates well to all kinds of people. - Demonstrated experience in a range of desktop applications.

Role	Main Functions	Skills & Experience
Customer Services Advisor Wanaka	- Deals with customer enquiries by telephone, e-mail and in person. Ensures resolution at first point of contact wherever possible. - Promotes the desired public image of QLDC through the delivery of excellent service. - Monitors Request for Service Requests. Ensures allocation to the appropriate person in the organisation and follows-up to ensure resolution. - Investigates and resolves customer complaints. - Receipts applications and payments from customers for Council services including rates, parking fines, licenses, library charges etc. Correctly processes the payment/applications and ensures cash handling procedures are correctly followed, including the daily reconciliation of receipts. - Identifies and suggests process and procedure improvements based on own experience or feedback from customers.	- Proven experience in a customer service role. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Ability to establish and maintain effective relationships with customers and gain their trust and respect. Can diffuse high tension situations comfortably and builds appropriate rapport quickly. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Demonstrated experience in process/system improvement. Gets first hand customer information and uses it for improvements to services. - Well developed communication skills, both written and verbal. - Excellent interpersonal skills. Relates well to all kinds of people. - Demonstrated experience in a range of desktop applications including Microsoft Office.
Administration Support (Operations)	- Provides general administrative support to the Operations Division including compiling reports, preparing purchase orders, making travel arrangements, coordinating meetings, managing correspondence etc. - Provides support for department projects and assists as required. - Assists the General Manager in the compilation of monthly management reports on the performance of the team.	- Proven experience in a customer service and/or administration role. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Ability to establish and maintain effective relationships with customers and gain their trust and respect. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Demonstrated experience in process/system improvement. - Experience in effectively managing supplier contracts.

Role	Main Functions	Skills & Experience
		- Well developed communication skills, both written and verbal. - Excellent interpersonal skills. Relates well to all kinds of people. - Demonstrated experience in a range of desktop applications including Microsoft Office.
Manager, Sport & Recreation	- Develop and implement standards of practice in the provision of QLDC's sports and recreation services and ensure their consistent application. - Lead the design, development and delivery of services that respond to community and customer needs. Grow participation in sports and recreation programmes and use of facilities. - Establish on-going dialogues with the community and customers and is proactive in building strategic alliances consistent with QLDC's vision. - Continually monitor the allocation and performance of resources (both people and facilities) and the achievement of agreed targets and quality standards. - Effectively manage human resources, finances, risk and capability in the Sports & Recreation team.	- Tertiary qualification in related field e.g. sports and recreation. - Substantial experience (6 + years) in the sports and recreation industry in an operational customer-focused role. - Substantial experience (6 + years) in an operational management role. - Proven track record of developing and maintaining relationships across a broad range of sectors at a senior level. - Extensive networks in, and credibility with the stakeholder community. - Demonstrated strong political awareness, business acumen and strategic agility. - Proven track record of driving and managing business process and cultural change within an organisation. - Experience leading and managing a team including all aspects of staff and resource management. - Broad general management skills including budget management and people leadership. - Highly motivated, achievement-oriented and innovative professional.
Sales & Service Team Leader	- Deals with customer enquiries by telephone, e-mail and in person. Ensures resolution at first point of contact wherever possible. - Promotes the desired public image of QLDC through the delivery of excellent service. - Investigates and resolves customer complaints.	- Tertiary qualification in relevant discipline or experience to an equivalent level is required. - Extensive experience (10 + years) in a customer services role. - Demonstrated ability to achieve targets. - Proven track record of developing and maintaining

Role	Main Functions	Skills & Experience
	- Identifies and suggests process and procedure improvements based on own experience or feedback from customers. - Coach and mentor staff and colleagues to transfer and develop knowledge and best practice. - Continually monitor the allocation and performance of resources (both people and facilities) and the achievement of agreed targets and quality standards. - Manage human resources, risk and finances of the Customer Services team.	relationships across a broad range of sectors at all levels. - Proven track record of driving and managing business process and cultural change within an organisation. - Experience leading and managing a team including all aspects of staff and resource management. - Demonstrated ability to create a continuous improvement culture and motivating environment for staff. - Broad general management skills including budget management and people leadership. - Highly motivated, achievement-oriented and innovative professional .
Health & Fitness Team Leader	- Oversee the effective and efficient day to day management of the services offered from all aquatics and fitness facilities owned and operated by QLDC. - Ensure plant and equipment is maintained. - Develop plans for asset maintenance, overhaul and replacement. - Ensure that aquatics and fitness facilities comply with all Health & Safety obligations and all staff understand and adhere to all relevant Health & Safety policies and standards. - Grow participation and use of the aquatic and fitness facilities. - Develop marketing initiatives in conjunction with the Senior Communications Advisor to increase usage of facilities. - Provide strong and effective leadership and clear direction in the area of aquatics and fitness services. - Develop and implement standards of practice in the provision of QLDC's aquatics and fitness services and ensure their consistent application. - Coach and mentor staff and colleagues to transfer and	- Current comprehensive First Aid certificate. - Current NZQA Skills Award Lifeguard is desirable. - Tertiary qualification in Recreation & Sports Management is desirable. - Swimming pool water treatment certification is desirable. - Proven experience in the supervision and control of aquatic facility activities, including the operation of swimming pool plant equipment. - Demonstrated ability to achieve targets. - Proven track record of developing and maintaining relationships across a broad range of sectors at a senior level. - Proven track record of driving and managing business process and cultural change within an organisation. - Experience leading and managing a team including all aspects of staff and resource management. - Demonstrated ability to create a continuous improvement culture and motivating environment for staff. - Broad general management skills including budget

Role	Main Functions	Skills & Experience
	develop knowledge and best practice. - Continually monitor the allocation and performance of resources (both people and facilities) and the achievement of agreed targets and quality standards. - Manage human resources, risk and finances of the Customer Services and Libraries team.	management and people leadership. Highly motivated, achievement-oriented and innovative professional .
Manager, Events & Development	- Develop a balanced portfolio of events that include sports and arts related events and ranges from commercial to community events. - Develop and administer an evaluation process for funding applications to Council - Is the centralised advisory, coordination and facilitation service for event producers. - Works with key stakeholders to support the development of key venues, infrastructure and support services in the region. - Provides cross-organisational liaison and facilitation services for events and industry when dealing with regulatory processes, permissions and infrastructure.	Skills and experience profile to be determined.
Manager, Parks & Operations	- Provide strong and effective leadership and clear direction in the area of parks and holiday park operations. - Develop and implement standards of practice in the provision of QLDC's parks and holiday parks operations and ensure their consistent application. - Develop and implement Parks & Operations capital programme. - Ensure commercial contracts deliver the best value for QLDC. Has oversight of the arrangements with contractors and providers and ensures these contracts are being appropriately implemented, managed and reviewed. - Coach and mentor staff and colleagues to transfer and develop knowledge and best practice. - Continually monitor the allocation and performance of resources (both people and facilities) and the achievement of agreed targets and quality standards.	- Tertiary qualification in relevant discipline or experience to an equivalent level is required. - Extensive experience (10 + years) in a operations role. - Substantial experience (7 + years) in a senior management role. - Demonstrated ability to achieve targets. - Proven track record of developing and maintaining relationships across a broad range of sectors at a senior level. - Extensive networks in, and credibility with the stakeholder community. - Proven track record of driving and managing business process and cultural change within an organisation. - Experience leading and managing a team including all aspects of staff and resource management. - Demonstrated ability to create a continuous

Role	Main Functions	Skills & Experience
	Manage human resources, risk and budgets of the parks and holiday parks team.	improvement culture and motivating environment for staff. - Broad general management skills including budget management and people leadership. - Highly motivated, achievement-oriented and innovative professional .
Parks Technical Officer	- Investigate and resolve issues, provide advice and technical information to Council, residents, community groups on all matters relating to landscape management, playground management, domestic horticultural, turf and reticulation matters. - Propose horticultural standards for parks and reserves. - Prepare and implement Reserve Development Plans. - Actively review and set standards for Reserve maintenance. - Assist in the development of the Parks & Operations capital programme. - Develop and manage contracts for both capital and recurrent works. - Takes a leading role in setting Horticultural Standards including development and improvement of horticultural and arboricultural assets. - Provide horticultural advice to the general public, developers and the wider Council - Community engagement while developing local reserve infrastructure. - Supports camping grounds commercial contracts - Rural Fire Officer (provisional as responsibility for this function will lie with the Chief Executive's Office).	- Relevant tertiary qualification or equivalent practical experience in Horticulture, with 5 years minimum in a local government setting. - Demonstrated knowledge and experience in contract management. - Arboricultural knowledge and experience. - Proven ability to manage Capital works projects on time within budget. - Knowledge of Walk and Cycleway development and maintenance - Sound knowledge of the Reserves Act 1977 including Reserve Management Planning. - Landscape experience and the ability to review subdivision and development plans, including signoff before vesting. - Good customer service skills
Supervisor Gardener Wakatipu	- Ensures that garden areas in the Wakatipu area (including Queenstown Gardens) are kept in clean and tidy condition. - Supervises gardeners on a day to day basis. Develop, mentor and train staff. - Oversees the operation of the glasshouse and annual bedding plant production.	- Formal qualification in amenity horticulture or equivalent. - Previous experience in amenity horticulture or general garden maintenance. - Demonstrated experience in staff management and day to day scheduling of work.

Role	Main Functions	Skills & Experience
	• Sows and grows bedding plants including the planting of dedicated annual bedding plots. • Develops and implements daily and seasonal work programme for team. • All dealings with the public are carried out to promote a friendly, customer-oriented image of Queenstown Lakes District Council. • Be prepared if and when required to respond to Rural Fire, snow events and Civil Defence emergencies. Participate in appropriate training as required.	• Can orchestrate multiple activities at once to accomplish a goal. Uses resources effectively and efficiently. ▪ Excellent interpersonal skills. Relates well to all kinds of people and has ability to establish and build upon working relationships effectively. • Competent with the effective and safe use of gardening machinery and equipment. • Sound knowledge of plant pests and their control together with herbicides and their application. • Ability to work in all weather and climate extremes. A good level of health and physical fitness; role requires heavy lifting, physical activity. • Civil defence/rural fire experience
Gardener Wakatipu	• Ensures that garden areas in the Wakatipu area (including Queenstown Gardens) are kept in clean and tidy condition. • Sows and grows bedding plants including the planting of dedicated annual bedding plots. • Carries out daily and seasonal work programme as allocated by Supervisor. • All dealings with the public are carried out to promote a friendly, customer-oriented image of Queenstown Lakes District Council. • Be prepared if and when required to respond to Rural Fire, snow events and Civil Defence emergencies. Participate in appropriate training as required.	• Formal qualification in amenity horticulture or equivalent. • Previous experience in amenity horticulture or general garden maintenance. • Can orchestrate multiple activities at once to accomplish a goal. Uses resources effectively and efficiently. ▪ Excellent interpersonal skills. Relates well to all kinds of people and has the ability to establish and build upon working relationships effectively. • Competent with the effective and safe use of gardening machinery and equipment. • Sound knowledge of plant pests and their control together with herbicides and their application. • Ability to work in all weather and climate extremes. A good level of health and physical fitness. • Civil defence/rural fire experience.
Chief Engineer	• Responsible for delivering the Approved Annual Plan of work for the Infrastructure Section within Budget Allocations. • Responsible for delivery of Major Capital Works Projects.	• Needs to be an experienced civil engineer with more than 10 years experience on major projects over \$30-\$40m in value. • Needs to be technically competent across both

Role	Main Functions	Skills & Experience
	• Responsible for recommending, managing and monitoring of Contract renewals, Over sight of procurement processes and Maintenance Contracts. • Responsible for authorising major variations or extensions to existing Contracts within delegated authorities. • Responsible for contract performance reviews and reporting to the GM. • Responsible for managing, training and mentoring staff on a day to day basis within the infrastructure section. • Responsible for responsiveness of the infrastructure section to Customer Service enquiries or QLDC committee requests for information on the progress of key infrastructure works. • Responsible for preparation of co-ordinated high level work programmes for the section as a whole so that there is clear visibility of the current and planned work for the QLDC staff, External Consultants, Contractors and general public as appropriate. • Responsible for internal communication plans around the work the section is doing. • Responsible for recommending to the GM when additional internal or external resource is needed to manage peak work periods.	roading and the 3 waters. • Needs to be a qualified Practicing Chartered Engineer. • Preferably has previous experience working within Council / local Government environment and a commercial / private contractor environment. • Has strong commercial and contract management and contract administration skills. • Has good leadership skills and the ability to or previous proven experience in managing over 20 staff with diverse backgrounds. • Has ability to build teamwork and mentor staff for their professional development. • Has good communication and report writing skills
Transport Policy & Stakeholder Manager	▪ Development of policy and planning advice for transportation. ▪ Development of District Plan and Plan Change advice for internal and external stakeholders. ▪ Provides advice on Policy and RMA matters. ▪ Development of funding and investment policies with NZTA. ▪ Development and management of the district's transportation strategies and strategic land transport plan (input into the Regional and National Land Transport Plans).	▪ Tertiary qualification in a related field of planning and policy. ▪ Proven experience with transportation planning, policy, and strategy development. ▪ Experience with NZTA funding and investment policies. ▪ Experience with RMA processes. ▪ Ability to work without supervision; effective time management and strong organisational skills. ▪ Excellent written and verbal communication skills with attention to detail.

Role	Main Functions	Skills & Experience
	- Management of By-law review and notification process. - Stakeholder management of NZTAs funding and investment, policy, and planning development with Council. - Stakeholder management of the Regional Transport Committee (ORC) policy and planning issues related to Council. - Provides stakeholder management and advice on community related issues pertaining to transport planning and policy.	
Contracts Manager	- Responsible for the optimised procurement and delivery of all Maintenance, Operations and Capital Works. - Responsible for developing and implementing procedures for contract management and administration in compliance with Council policy. As appropriate, contribute to or influence Council policies. - Manage contract formation to ensure consistency across all Council works. - Procurement Management; from scoping through to tender, tender evaluation, negotiation and contract award. - Monitor and support Infrastructure Support to ensure appropriate procedures, processes and contractual records are maintained and followed. - As needed, provide guidance on contract matters to Senior Engineers and Project Managers, including training to new project managers and other employees in contracting procedures. - Work with risk management department to coordinate contractual insurance requirements. - Monitor competitive terms, conditions and contracting	- A degree or other tertiary level qualification in an area related to Engineering or Project Management. - Substantial (10 yrs +) professional experience in contract management. - Experience in infrastructure design, operations, maintenance, renewal and management practices. - Ability to work without supervision; effective time management and strong organisational skills. - Excellent written and verbal communication skills with attention to detail.

Role	Main Functions	Skills & Experience
	practices. Recommend changes. ▪ Ensure contractor performance assessments are carried out in accordance with the contract documents and Council policies.	
Programme Planner	▪ Work with Business Analysis Manager and Senior Engineers to identify and plan needs of each sector in terms of LTP and AP planned maintenance, based on life and condition and greater demands. ▪ Capital investment programming. ▪ Understand and ensure full Regulatory processes such as Plan Changes, Resource Consent and Designations are considered within all programmes. ▪ Understand work scope and be familiar with logical sequences in terms of engineering, maintenance, operations and construction disciplines. ▪ Understand and able to utilise key planning tools such as MS Excel, MS Project, Primavera. ▪ Assist delivery teams in progress measurement and project control. Track, monitor and forecast progress of all activities and highlight the areas of concern. ▪ Provide support for the administration of contracts including scope of works & tender/contract preparation, and correspondence.	▪ A degree or other tertiary level qualification in an area related to Engineering or Project Management. ▪ Minimum of 10 years professional experience in project and/or programme management. ▪ Experience in infrastructure operations, maintenance renewal and management practices. ▪ Ability to work without supervision; effective time management and strong organisational skills. • Good analytical skills and attention to detail.
Business Analysis Manager	▪ To ensure the delivery of efficient and effective management of the integrated asset management and planning functions for waters, transportation, parks, community assets, property and the management of asset information. ▪ Responsible for the implementation of sound asset management, asset valuation and information systems practices across all Council assets (both capital and maintenance). ▪ Manage the compilation and delivery of Asset	▪ A degree or other tertiary level qualification in an area related to asset management. ▪ Minimum of 10 years professional experience in asset management. ▪ Experience in implementing asset management practices within or as an advisor to an asset owner. ▪ Experience in infrastructure asset design, operations, maintenance, renewal and management practices. ▪ Ability to work without supervision; effective time management and strong organisational skills.

Role	Main Functions	Skills & Experience
	Management Plans and provide support in the compilation and delivery of Asset Valuations, Annual Plans and Long Term Plans. Provide technical support for all infrastructure asset management activities and in doing so promote best international asset management practice.	Good analytical skills and attention to detail.
Senior Engineer 3 Waters & Solid Waste	- Manages the operations and maintenance of the water service networks. Ensures that 3 Waters maintenance contractors deliver to time, cost and quality and/or service targets. - Manages 3 Waters assets. Works with the Chief Engineer in making appropriate decisions regarding maintenance, renewal or replacement. - Ensures asset management systems have complete current information. - Manages the 3 Waters engineering team, ensuring appropriate deployment and utilisation of resources. - Manages the performance against the 3 Waters budget, ensuring steps are taken to mitigate significant variances. - Contributes to identifying and planning for future 3 waters infrastructure requirements.	- Tertiary qualification in civil engineering. - Qualified Practicing Chartered Engineer. - Extensive experience (10 + years) in 3 Waters engineering, design, construction and maintenance. - Preferably has previous experience working within Council / local Government environment and a commercial / private contractor environment. - Has strong commercial and contract management and contract administration skills. - Has good management skills and the ability to or previous proven experience in managing diverse teams. Has ability to build teamwork and mentor staff for their professional development. - Has good communication and report writing skills.
3 Waters Engineer	- Proactively and collaboratively manages 3-waters contracts to deliver timely, cost effective solutions. - Monitors contractors' physical works, programmes and KPIs to ensure timeliness, quality, safety, efficiency and cost effectiveness.	- Tertiary qualification in civil engineering. - Qualified Practicing Chartered Engineer is desirable. - Significant experience (10 + years) in 3 Waters engineering, design, construction and maintenance. - Preferably has previous experience working within

Role	Main Functions	Skills & Experience
	- Ensures maintenance data transfer and integrity to Hansen, SCADA and GIS. - Ensures new assets are captured in HANSEN and GIS In an accurate and timely manner. - Manages risk effectively, ensuring that the highest risk issues get first priority and are escalated appropriately. - Provide excellent customer service, proactively solving problems and deliver results. Keep customers informed of progress. - Monitor the operation of the allocated networks and identify ways to optimise network operations. - Undertake allocated projects in a timely, cost effective manner. - Contributes to development of 3 Waters strategy, catchment plans and activity management plans. - Works collaboratively with other members of the 3 Waters and Infrastructure & Assets team.	Council / local Government environment and a commercial / private contractor environment. - Has strong commercial and contract management and contract administration skills. - Has good communication and report writing skills.
Senior Engineer Transport	- Manages the operations and maintenance of the transport networks. Ensures that roading maintenance contractors deliver to time, cost and quality and/or service targets. - Manages roading and parking assets. Works with the Chief Engineer in making appropriate decisions regarding maintenance, renewal or replacement. - Ensures asset management systems have complete current information. - Manages the roading engineering team, ensuring appropriate deployment and utilisation of resources. - Manages the performance against the roading budget, ensuring steps are taken to mitigate significant variances. - Identifies strategies for maximising available funding from NZTA. - Contributes to identifying and planning for future roading infrastructure requirements.	- Tertiary qualification in civil engineering. - Qualified Practicing Chartered Engineer. - Extensive experience (10 + years) in roading engineering, design, construction and maintenance. - Preferably has previous experience working within Council / local Government environment and a commercial / private contractor environment. - Has strong commercial and contract management and contract administration skills. - Has good management skills and the ability to or previous proven experience in managing diverse teams. Has ability to build teamwork and mentor staff for their professional development. - Has good communication and report writing skills.
Transport Engineer	Proactively and collaboratively manages roading contracts to deliver timely, cost effective solutions.	- Tertiary qualification in civil engineering. - Qualified Practicing Chartered Engineer is desirable

Role	Main Functions	Skills & Experience
	- Monitors contractors' physical works, programmes and KPIs to ensure timeliness, quality, safety, efficiency and cost effectiveness. - Ensures maintenance data transfer and integrity to RAMM. - Provides minor transport and traffic engineering advice and design solutions as requested. - Assists with auditing road opening notices and traffic management plans. - Manages all NZTA funding requests and compliance with NZTA processes. - Ensures that road safety issues are appropriately addressed in a timely manner. - Manages risk effectively, ensuring that the highest risk issues get first priority and are escalated appropriately. - Provide excellent customer service, proactively solving problems and deliver results. Keep customers informed of progress. - Monitor the operation of the allocated networks and identify ways to optimise network operations. - Undertake allocated projects in a timely, cost effective manner. - Contributes to development of roading/transport strategy, and asset management plans. - Works collaboratively with other members of the Roding and Infrastructure & Assets team.	- Significant experience (7 + years) in roading engineering, design, construction and maintenance. - Preferably has previous experience working within Council / local Government environment and a commercial / private contractor environment. - Has strong commercial and contract management and contract administration skills. - Has good communication and report writing skills.
Manager, Resource Consenting	- Manages the work of the Resource Consents team. - Works with the General Manager, Planning & Development to implement the strategy of Council. - Ensure a strong team structure, capable of delivering on outcomes. Develop team capability through fostering collaborative sharing of knowledge and providing opportunities for learning and development. - Manages and ensures efficient, effective and customer service-focused delivery of resource consenting activities in compliance with legislation and the District Plan.	- Shall hold a suitable planning/resource management tertiary or post graduate qualification. - Either a full member or eligible to become a full member of the New Zealand Planning Institute or a similar international counterpart organisation. 15 years plus planning/resource management experience. - Comprehensive appreciation of the resource consenting process.

Role	Main Functions	Skills & Experience
	- Provide technical input and guidance to the team in relation to complex planning issues. - Continually monitors the allocation and performance of people resources and the achievement of agreed targets and quality standards. Provide appropriate reporting to the General Manager, Planning & Development on performance of business area.	- Sound business acumen, including budgeting, project management, procurement management. - A proven leader, capable of building, mentoring and retaining an effective consenting team. - Team player with highly developed interpersonal skills, capable of making a positive contribution to the Council's senior management team. - Ability to instigate and manage change to deliver excellence in customer service in the delivery of consenting services to the Queenstown Lakes community.
Senior Planner	- Assists with the administration of the QLDC District Plan including the processing of resource consent applications and drafting of decisions, including subdivisions. - Prepares reports on particular planning issues as directed. - Prepares and presents evidence for Council and Environment Court hearings. - Undertakes the role of Enquiries Planner as required. - Ensures that accurate and up to date records are maintained in relation to responsibilities. - Ensures a high standard of customer interface in responding to counter, telephone, e-mail and mail enquiries. - Assists in implementing the necessary functions required to ensure that the monitoring and enforcement requirements of the Resource Management Act are met. - Performs other duties from time to time as requested by the manager. - Provides advice and guidance to other planning staff.	- Tertiary qualification in planning or related discipline. - Membership of the New Zealand Planning Institute or equivalent is desirable. - Significant knowledge and demonstrated practical application (7+ years) of the Resource Management Act 1991 and allied legislation, in particular those provisions relating to resource consent processes, subdivisions and plan changes. - Excellent oral and written communication skills. - Demonstrated ability to present topics to the public, professionals and meetings.

Role	Main Functions	Skills & Experience
Administration Support Wanaka	- Provides general administrative support to the Wanaka based building, resource consenting and regulatory team, including compiling reports, preparing purchase orders, making travel arrangements, coordinating meetings, managing correspondence etc. - Provides support for projects and assists as required. - Assist with processing of consents and licence applications etc.	- Proven experience in a customer service and/or administration role. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Ability to establish and maintain effective relationships with customers and gain their trust and respect. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Demonstrated experience in process/system improvement. - Experience in effectively managing supplier contracts. - Well developed communication skills, both written and verbal. - Excellent interpersonal skills. Relates well to all kinds of people. - Demonstrated experience in a range of desktop applications including Microsoft Office.
Senior Solicitor	- Provide legal research, advice and submissions as required by the General Manager, Legal & Regulatory or other QLDC managers in the area of: - Environmental and resource management (including planning, building and development); - Public law; - Commercial, property, leasing. - Daily management of external legal service providers.	- Tertiary qualification in law and holder of a current practising certificate. - Substantial legal experience (7 + years) in the areas of local government, public law and resource management. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Ability to establish and maintain effective relationships with internal customers and legal service providers and gain their trust and respect. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines.

Role	Main Functions	Skills & Experience
		- Well developed communication skills, both written and verbal. - Excellent interpersonal skills. Relates well to all kinds of people.
Principal Environmental Health Officer	- Supervises the environmental health and liquor licensing functions. - Carries out duties of an Environmental Health Officer, including carrying out inspections, investigations, licensing, monitoring and enforcement. - Manages the workflow of the team ensuring that it is managed effectively and efficiently. - Maintains a sound knowledge of relevant legislation.	- Tertiary qualification in Health Science including noise assessment and control. - Substantial experience (7+ years) in local government regulatory administration particularly in relation to Environmental Health. - Experience in managing a team. - Proven experience in a customer service and/or administration role. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Ability to establish and maintain effective relationships with customers and gain their trust and respect. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Demonstrated experience in process/system improvement. - Well developed communication skills, both written and verbal. - Excellent interpersonal skills. Relates well to all kinds of people.

Role	Main Functions	Skills & Experience
Legal & Regulatory Support Coordinator	- Provides general administrative support to the Legal & Regulatory Division including compiling reports, preparing purchase orders, making travel arrangements, coordinating meetings, managing correspondence etc. - Provides support for department projects and assists as required. - Assists the General Manager in the compilation of monthly management reports on the performance of the team. - Assist the Regulatory team with processing of licence applications etc.	- Proven experience in a customer service and/or administration role. - Experience working in a legal environment would be desirable. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Ability to establish and maintain effective relationships with customers and gain their trust and respect. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Demonstrated experience in process/system improvement. - Experience in effectively managing supplier contracts. - Well developed communication skills, both written and verbal. - Excellent interpersonal skills. Relates well to all kinds of people. - Demonstrated experience in a range of desktop applications including Microsoft Office.
Legal & Regulatory Support	- Provides administrative support to the regulatory team including daily processing of licence applications. - Provides general administrative support to the Legal & Regulatory Division including compiling reports, preparing purchase orders, making travel arrangements, coordinating meetings, managing correspondence etc. - Provides support for department projects and assists as required.	- Proven experience in a customer service and/or administration role. - Conveys a professional and positive image, with a courteous and efficient manner. - Demonstrated planning and organisational skills with an excellent eye for detail. Ability to effectively multitask. - Ability to establish and maintain effective relationships with customers and gain their trust and respect. - Demonstrated ability to take on responsibility and use initiative to prioritise and work effectively under pressure and to tight deadlines. - Demonstrated experience in process/system improvement.

Role	Main Functions	Skills & Experience
		▪ Experience in effectively managing supplier contracts. ▪ Well developed communication skills, both written and verbal. ▪ Excellent interpersonal skills. Relates well to all kinds of people. ▪ Demonstrated experience in a range of desktop applications including Microsoft Office.