



Monthly Report to the Queenstown Lakes District Council
for the period ending 28 February, 2014

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1. Executive Summary

Significant Initiatives or Issues

- Mayor Vanessa van Uden and Chief Financial Officer Stewart Burns appeared at the Select Committee on 7 February to submit regarding proposed change of legislation regarding developer contributions.
- A wastewater overflow occurred at Stanley Street on 12 February, caused by fat (mitigation for spills in the CBD was announced on 13 March, including a significant increase in preventative maintenance).
- Upper Clutha Land Cultivation versus Forest and Bird Society.

Major Projects

- Refer p7 for key projects.

Other Projects

- Council called for a Visitor Accommodation Amnesty on 18 February 2014. This will close at the end of May 2014.
- The Council called for Request for Proposals for preferred trade service providers on 28 February. This closes on 24 March 2014.
- Wanaka Sports Facility public forum took place on 27 February.
- In conjunction with the Department of Conservation the Council notified a prohibited fire season on 7 February 2014.
- A New Zealand Transport Agency (NZTA) technical and procedural audit of Council's has not raised any material issues. These audits are undertaken every three-four years. The recommendations have been incorporated into the Infrastructure and Assets programmes and are being implemented.

Key Performance Indicators (KPIs)

- This section is under development and will be considered in consultation with the Annual Plan.
- Refer p16.

Communications and Stakeholder Relations

Dog Control Bylaw

The Council received 993 responses to its Dog Control Online Survey, which closed in February. The results are online and will be used to inform the Section 155 analysis in consideration of the bylaw review, anticipated to come to Council mid-year. This would then be subject to further consultation.

Library Review

The Library Taskforce met in late February. The consultant's report and recommendation were at time of writing due to be presented to public forums in Wanaka and Queenstown, with the reports being made publicly available online. The recommendations will be considered at Full Council on 27 March 2014.

Wanaka Sport Facility

As outlined a forum was held in late February with approximately 20 members of the public attending. The Steering Group will bring a recommendation for Full Council on 27 March.

Tech One

An internal communications strategy has been developed and is underway to engage staff.

Other

- We issued 10 Media Releases in February 2014 and fielded 59 media queries.

Human Resources (HR)

- Refer page 42.

Next Month (March)

- Audit and Risk Inaugural Meeting (Complete).
- Annual Plan Workshops (Underway).
- Local Government New Zealand (LGNZ) Transport Summit.
- Zone 5 and 6 LGNZ Meeting.

2. Public Processes

	Owner	Milestone for Month	Reason / Information	Timeframe
Local Government New Zealand (LGNZ) Building Earthquake-prone Buildings (EQPB) Amendment Bill	General Manager, Planning and Development	Building Control Manager attended a Ministry of Business and Innovation (MBIE) meeting along with other Otago councils to provide feedback on scope of Bill and prepare for submissions.	Collaboration on items where there might be a shared view across the Otago/Southland region.	Occurred 20 Feb 2014.
		Meeting confirmed in Wellington with LGNZ to prepare joint submission.	Select group of councils meeting with LGNZ and MBIE to prepare LGNZ submission.	Meeting in Wellington 12 March 2014.
		Prepare options for presentation to Councillors. Consider separate QLDC submission and presentation to select committee.	Once the effects on QLDC as asset owners and community options to be presented for discussion.	Will flow on from above; recommendations before end of March 2014. Select Committee process likely in May 2014.
Regional Policy Statement	General Manager, Planning and Development	Staff attended a workshop on the Regional Policy Statement (RPS) in February 2014 and will continue to be involved.	The Otago Regional Council (ORC) is consulting with district councils in developing the RPS prior to statutory consultation.	Cross-Council workshop 18 March 2014.
Resource Management Act (RMA) Reforms	General Manager, Planning and Development	The Government released a discussion document in February 2013. QLDC made a submission at this time.	There will be further opportunity for input in to the proposed reforms during the select committee process.	An update on the reform timeframes is expected in March 2014.
Proposed Signage Chapter	General Manager, Planning and Development	The proposed signage chapter to be publicly notified 12 March 2014.	In accordance with Resource Management Act (RMA) statutory requirements.	Submissions close 9 April 2014.
Funding Assistance Rates Review NZTA	General Manager, Infrastructure and Assets	Submission and Council report has been prepared for Council meeting on 27 March 2014.	NZTA has sought feedback on proposals for changes to its funding assistance rates for approved transport projects and programmes.	Council report 27 March 2014. Submissions due by 28 March 2014.

3. Finances

Jan-14	-----Year to Date-----				Full Year	Reference Notes
\$000's	Actual	Budget	-----Variance----		Prior Year	
Revenue						
Rates	42,431	42,424	6	0.0%	41,874	56,474
Development Contributions	3,364	3,193	171	5.35%	718	5,474
Vested Assets	0	0	0		0	5,486
Investment Income	2,005	2,038	(33)	(1.6%)	2,665	3,343
Grants and Subsidies	3,663	4,450	(787)	(17.7%)	8,212	10,835
User Charges/Other Income:						
Consents	2,704	2,574	130	5.0%	2,750	4,413
Regulatory	807	698	109	15.6%	481	1,336
Operational	10,696	11,695	(999)	(8.5%)	13,231	19,020
	65,669	67,072	(1,402)	(2.1%)	69,931	106,382
Operating Expenditure						
Salaries and Wages	9,361	9,292	(69)	(0.7%)	9,688	15,757
Interest, Depreciation and Rates	16,984	18,231	1,247	6.8%	16,750	30,143
Other Expenses	24,771	26,004	1,234	4.7%	28,005	47,772
	51,116	53,527	2,411	4.5%	54,442	93,672
Capital Expenditure						
Projects/Asset Purchases	10,983	10,888	(95)	(0.9%)	19,482	44,921
Debt Repayment	0	0	0		0	13,176
Vested Assets	0	0	0		0	5,486
	10,983	10,888	(95)	(0.9%)	19,482	63,583
External Borrowing						
Bank Loans	32,000					
Bonds	70,000					
	102,000				124,996	118,755

General Comments:

- Revenue: A Overall tracking largely to budget excluding impact of Holiday Park (2.1% Down to YTD budget).
 B Impact of Holiday Park outsource will grow (\$1.5m revenue impact to January 14).
 (Net impact for 13/14 expected to be around \$700 deficit to budget). To be discussed at workshop 18 March.
- Operational Expenditure: C Overall Tracking well under budget (4.5% Down to YTD budget).
 D Interest Costs down YTD by \$1.36m - savings due to lower borrowing & lower than expected interest rates (current weighted average 5.40%).
 E Unfavourables include: Convention Centre Costs \$265k YTD.
 F Operational Savings from Org. Review at \$1.81m will be consumed by items B, E and F.
- Capital Expenditure: G Overall Tracking on budget (24.4% of annual budget spent).

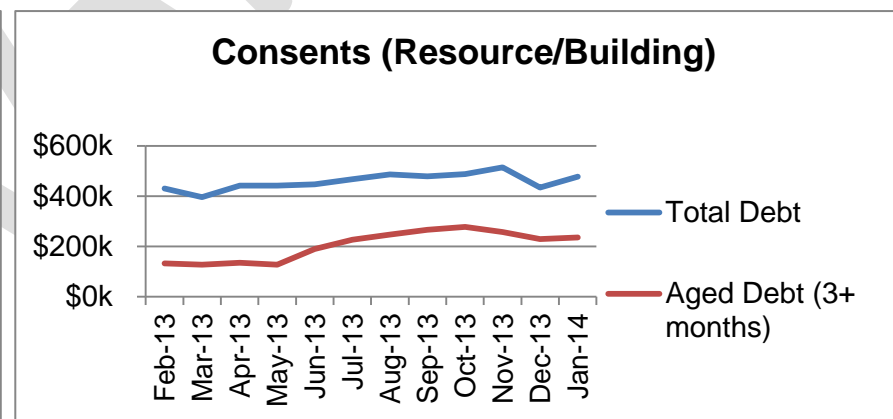
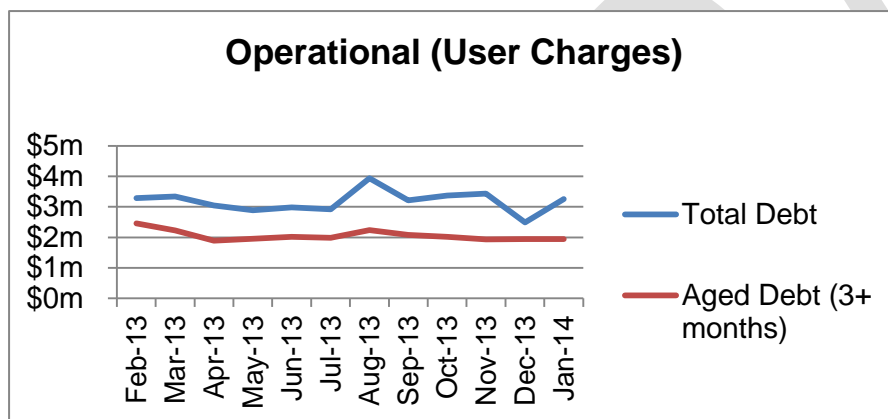
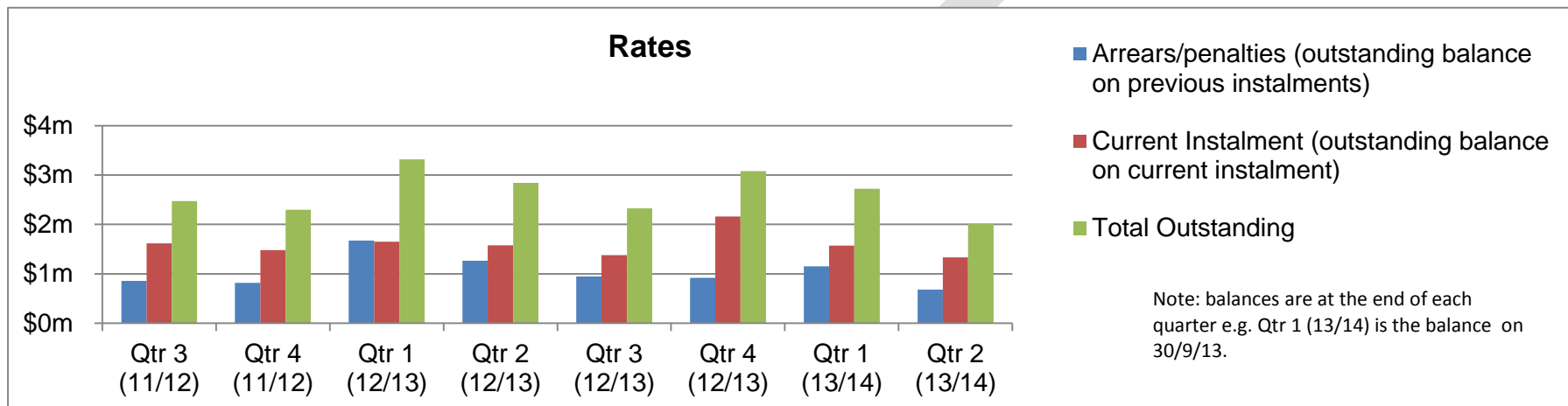
Variance explanations:

- Revenue: Grants and Subsidies H Subsidies received from NZTA in respect of roading capital projects are \$669k behind budget due to the timing of project actual spend vs. budget.
- Consents I Resource consent revenue is running ahead of the budget and this trend is expected to continue. The budget was set by the former CCO 'Lakes Environmental'.
- Regulatory J Campervan Infringement revenue was not budgeted for on the assumption that the net revenue after costs would be zero. There will be a corresponding variance in costs but this activity is now expected to make an overall net surplus.
- Operational K Holiday Park revenue is \$1.5m adverse to budget as the budget assumed full operational revenue whilst income is now received in way of a management lease. This has been partially offset by addition Concession Income \$161k and Cabin Rental \$122k.
- Operational Expenditure: Salaries and Wages L An adverse variance due to the budget being reduced to reflect estimated impact of the reorganisation. However, termination payments, average salary increases and unbudgeted positions have offset the \$273k reduction due to outsourcing Holiday Park.
- Interest, Depreciation and Rates M Due to lower costs & timing of interest payments.
- Other Expenses N Holiday Park costs are lower by \$541k as these costs are now being paid for by CCR. Other major costs running below budget are Power \$306k, Legal \$257k and Vehicle \$170k.

Material Issues

- The Mayor and Chief Finance Officer presented to the Select Committee on 7 March 2014 regarding development contributions and the impact for QLDC.

Debtors







Rates: Outstanding rates are below 2012/13 levels and reflect success in collection of some long outstanding debts.

Operation: A slight increase in January reflects higher invoicing activity catching up after Christmas.

Consents: A similar issue to operational debtors.

4. Key Projects (Bold indicates Business Plan Projects)

Project Owner	Project	Delivery Date	Action for the Month	Next Key Milestone	Status ✓ -complete Green-on track Amber-minor issues/delays but remains on track for final delivery Red-material issues
	Core Infrastructure and Services				
General Manager, Infrastructure and Assets	1. Stage 2 Capex programme for Project Shotover will be completed.	30 June 2014	Contractor has formally withdrawn from the tender process. Final stages of the commissioning of the inlet works are underway to be finalised end of March 2014.	Period for submitting in response to Request for Proposal (RFP) ends on 27 March 2014. Assessments of proposals will be completed by 29 April 2014. Award of contract by 30 June 2014.	
	2. Inner links scheme assessment will be completed.	30 June 2014	Finalising new NZTA business case approach and preparation for public consultation.	Briefing on consultation proposal at Councillor workshop – March 2014. Public consultation – Start week of 24 March through April 2014.	
	3. Phase two of Property Review will be completed which will: a. Establish criteria for acquisition and disposal of property; and b. Identify: i. potential strategic property acquisitions; and ii. under performing assets for possible disposal.	31 March 2014	Draft report to Chief Executive.	Report to Council 27 March 2014.	


	<p>4. Proposals for water metering and other options that achieve more sustainable water management will be delivered to Council.</p>	<p>31 March 2014</p>	<p>Draft report to Chief Executive.</p>	<p>Report to Council 27 March 2014.</p>	
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Comment:

Other Projects:

- Frankton Marina – Lakes Marina Projects Ltd. (LMPL) resource consent is out for public submission (closes 19 March). Finalising Heads of Terms with LMPL.
- Project Ground Swell (sludge solar drying facility) – Fulton Hogan has filed their resource consent to QLDC and ORC. The consent has been put on hold pending a request for more information. Notification to interested parties will be made pending consent notification.
- Transport Collaboration – work is progressing on a MoU for NZTA, QLDC, and Central Otago District Council to consider. This will be discussed at a Council workshop with a potential report to Council on considering the MoU at its meeting in April 2014.

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Project Owner	Project	Delivery Date	Action for the Month	Next Key Milestone	Status ✓ -complete Green-on track Amber-minor issues/delays but remains on track for final delivery Red-material issues
	Community Services and Facilities				
General Manager, Operations	5. A strategic review of library services and report on future options will be completed.	31 March 2014	Draft Consultants report received.	Final community forums held and report to Council on recommendations (27 March 2014).	
	6. Completion of campground outsourcing options. (Transition Manager)	30 June 2014		Preparation of various options.	
	7. Wanaka Sports Facility will be: a. at detailed design; b. have a development team appointed; and c. an agreement with landowners will be in place.	30 June 2014	Report on findings from community engagement presented for consideration by Steering Group.	Steering Group report presented to Council (27 March 2014). Funding implications to be included in Annual Plan consultation.	

Comment:

N/A

Project Owner	Project	Delivery Date	Action for the Month	Next Key Milestone	Status ✓ -complete Green-on track Amber-minor issues/delays but remains on track for final delivery Red-material issues
Regulatory Functions and Services					
General Manager, Planning and Development	8. A report summarising efficiency improvements to consenting processes will be delivered to Council (31 March 2014).	31 March 2014	Present to Full Council.	27 March 2014.	✓
	9. International Accreditation New Zealand (IANZ) accreditation.	31 March 2014	Application for assessment submitted.	On site assessment by IANZ 11-14 March 2014.	●
	10. Mobile (building) Inspection Technology.	28 February 2014	Initial trialling of forms and systems undertaken. Integration by IT almost complete.	Awaiting delivery of IT hardware (tablets), pushed this over delivery date. Pilot field trials during March.	●
GM, Planning and Development and GM Legal and Regulatory	11. An Enforcement Strategy will be established.	30 June 2014	No progress this month.	To complete the draft strategy and consult with internal stakeholders.	●

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Project Owner	Project	Delivery Date	Action for the Month	Next Key Milestone	Status ✓ -complete Green-on track Amber-minor issues/delays but remains on track for final delivery Red-material issues
General Manager, Legal and Regulatory	12. Draft bylaws covering navigation and ramp fees will be delivered to Council.	30 June 2014	Targeted consultation was undertaken to develop a draft bylaw.	Ramp Fees to Council on 27 March 2014.	
	13. A review of Council bylaws will be completed.	31 March 2014	A review of Council's bylaws has been completed, to establish a schedule of programmed work. This will ensure that each of the bylaws are scheduled to be reviewed within the specified periods.	The schedule of works is attached.	
Comment (including details of remedial action where required): N/A					

Project Owner	Project	Delivery Date	Action for the Month	Next Key Milestone	Status ✓-complete Green-on track Amber-minor issues/delays but remains on track for final delivery Red-material issues
	Environment				
General Manager, Planning and Development	14. District Plan Review – approach, programme and priority areas.	April 2014	Prepare strategy paper and recommendations.	Prepare priority actions and draft approach.	
Comment (including details of remedial action where required):					
N/A					





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Project Owner	Project	Delivery Date	Action for the Month	Next Key Milestone	Status ✓-complete Green-on track Amber-minor issues/delays but remains on track for final delivery Red-material issues
Economy					
Director, CEO Office	15. A draft Economic Development Strategy will be delivered to Council.	30 April 2014	Draft is being reviewed by Chief Executive.	Paper to Full Council in coming months.	
Transition Manager	16. Papers on the Queenstown Convention Centre will be delivered to Council which: a. Provide master-plan options; and b. Summarise ratings options and costs.	31 December 2013		Various options for ratings disbursement to be identified and scenarios analysed.	

Comment:

N/A

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Project Owner	Project	Delivery Date	Action for the Month	Next Key Milestone	Status ✓-complete Green-on track Amber-minor issues/delays but remains on track for final delivery Red-material issues
	Local democracy				
Director, CEO Office	17. A consultation policy paper setting out the threshold for public consultation and the scope and nature of engagement with the public will be delivered to Council.	30 June 2014	Presentation to Council Workshop March 18 2014.	Undertake pre-consultation and include consultation on the Significance and Engagement Policy in the Annual Plan.	
Director, CEO Office	18. A revised performance framework incorporated in 2014/15 Annual Plan.	30 June 2014	Presentation to Council workshop.	Draft framework into Annual Plan. Deloitte review of draft completed. CE meeting with the Office of the Auditor General (OAG).	
Chief Information Officer	19. An Enterprise System enabling better access to Council information and services will be delivered.	30 June 2014	System reconfiguration to meet agreed changes QLDC business analysts building tables, loading data.	Prepare scenarios and scripts for testing. Key users identified, familiarising themselves with the system. Project audit by TechnologyOne.	
Transition Manager	20. New procurement arrangements will be in place to ensure transparent and cost-effective procurement of professional services.	31 March 2014	Phase 3 and 4 Request for Proposal (RFP) documents published and submissions under evaluation.	Prepare the final (Phase 5) RFP documents of project (To be published 17 March 2014).	

Comment:

Item 19: There is on-going pressure on business as usual workloads due to a requirement of key staff to spend time on the TechnologyOne system and provide input in test scripts. TechnologyOne will do a project audit in March to test readiness for go-live in July, to proactively manage any issues that may impact on the go-live date.

Project Owner	Project	Delivery Date	Action for the Month	Next Key Milestone	Status ✓-complete Green-on track Amber-minor issues/delays but remains on track for final delivery Red-material issues
	Financial Management				
Chief Financial Officer	21. A review of development contributions will be undertaken.	30 June 2014	Review proposed Bill and prepare submission material.	Submission completed by 14 February 2014.	✓
	22. A revised budget process will be established which enables improved identification of cost changes.	30 June 2014	Complete executive review by 28 February 2014.	Budget Process for the draft Annual Plan 2014/15 is continuing with councillor workshops planned for March 2014.	●

Comment:

N/A

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5. Key Performance Indicators

This section is under development and will be considered in consultation with the Annual Plan.

Core Infrastructure and Services

High performing infrastructure and services that meet current and future user needs, are fit for purpose, are cost-effectively and efficiently managed on a full life-cycle basis and are affordable for the District.

Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance (Qtr. 3)			Frequency of Data
			2012/13	2013/14	National Average	Jan	Feb	Mar	
General Manager, Infrastructure and Assets	Infrastructure and Assets - WATER	Percentage of total interruptions that exceed the Council's service standard (20 per month, no longer than six hours and not during peak demand times)	20	20		23	12		Monthly
		Percentage of water and wastewater interruptions that are reconnected within six of hours	100%	100%		100%	100%		Monthly
		Cost per cubic metre of water supplied	<i>From July 2014</i>	<i>From July 2014</i>		\$0.21	\$0.17		Monthly

Commentary/Analysis

The monthly water costs only include contractor management, operations, and corrective maintenance - the calculation currently excludes council staff, Capex and renewals costs. A full cost is expected post Tech One implementation from August 2014. Baseline Performance will be reviewed.

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Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance (Qtr. 3)			Frequency of Data
			2012/13	2013/14	National Average	Jan	Feb	Mar	
General Manager, Infrastructure and Assets	Wastewater	Average resolution time to clean up sewer overflows	105min			82min	65min		Monthly
		Cost per cubic metre of wastewater collected and treated	<i>From July 2014</i>	<i>From July 2014</i>		\$0.39	\$0.50		Monthly

Commentary/Analysis

The monthly wastewater cost is indicative and is significantly influenced by rainfall during the reporting period. The costs only include contractor management, operations, and corrective maintenance - the calculation currently excludes council staff, Capex and renewals costs. A full cost is expected post Tech One implementation from August.

Sewage Overflows: increased level of preventative maintenance has started with flushing of areas with known issues. A preventative programme of Closed Circuit Television (CCTV) and jet blasting has been finalized. Increased jet blasting of critical areas has started and CCTV work will start at the end of March. The budget for 2014/15 includes \$215k of preventative maintenance for CCTV/jet blasting and \$170k for infiltration and remedial repair work. It is also proposed to develop a Trade Waste Bylaw.

Baseline Performance will be reviewed.

Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance (Qtr. 3)			Frequency of Data
			2012/13	2013/14	National Average	Jan	Feb	Mar	
General Manager, Infrastructure and Assets	Stormwater	Total drain failures during heavy rain event	<i>From July 2014</i>			Nil	Nil		Monthly

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Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance (Qtr. 3)			Frequency of Data
			2012/13	2013/14	National Average	Jan	Feb	Mar	
General Manager, Infrastructure and Assets	Roading and Footpaths	Percentage of total interruptions that exceed the Council's service standard (three per month, no longer than 12 hours and not during peak demand times)	<i>From July 2014</i>	<i>From July 2014</i>		1	4		Monthly
		Cost per km to maintain and operate sealed roads (per km)	<i>From July 2014</i>	<i>From July 2014</i>		\$776.69	\$606.00		Monthly
		Cost per km to maintain and operate unsealed roads (per km)	<i>From July 2014</i>	<i>From July 2014</i>		\$57.37	\$70.00		Monthly

Commentary/Analysis

- Costs per km exclude internal overhead costs.
- Benchmark and target figures to be confirmed in the coming months.

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Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance (Qtr. 3)			Frequency of Data
			2012/13	2013/14	National Average	Jan	Feb	Mar	
General Manager, Infrastructure and Assets	Refuse and Recycling	Percentage of waste diverted from commercial landfill	30.5%			-	29.5%		Monthly
Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance			Frequency of Data
			2012/13	2013/14	National Average	Jan	Feb	Mar	
General Manager, Infrastructure and Assets	Affordability	Percentage of capital projects delayed or deferred	58%			-	21%		Annually
		Variance from budget (Operational Expenditure)	[March]	-10% /+3%		+1%	-5%		Annually
		Variance from budget (Capital Expenditure)	> 15%	-15% /+3%		-	-26%*		Annually
		Rate of return on the commercial property portfolio	>20%			19%	16%		Annually

Commentary/Analysis

*The capital project variance is based on revised annual spends. This is a lower number than the approved annual Capex budget, in part reduced by changes in priority with NZTA. Cash flow for capital works is not based on timing of project delivery and is divided equally across the year, monthly changes with percentage spend is primarily due to the timing of project expenditure. Projects projected for underspend will be identified as they occur over the coming months.

Commercial property includes; housing, waterways, non-reserve land, and the Wanaka airport and excludes current year capital investment. Elderly housing has slipped further for the year increasing its negative return from \$0.52 per dollar spent in December to \$0.50 per dollar spent in January. A paper is being prepared proposing the performance of this portfolio should be reviewed and the current price setting (rent) policy reconfirmed or revised.

Capital Works Programme (Financials at end of January)

- The revised capital works budget is \$23.2m (AP Budget including 2012/13 carry forwards was \$33.9m)
 - Year to date budget is \$11.8m (based on straight line expenditure profile over 12 months); expenditure YTD is \$8.8m
- Transport
 - The programme continues to track well with the 2014 reseals being the major project in this budget.
 - Reseal programme is nearing completion with two remaining sites to complete (Duke St/Brecon St; outside Sofitel and Ramshaw Lane). The programme is expected to be completed by the end of April.
 - The only remaining rehab project this year is the Crown Range zigzags and is due to start in mid-March.
- Three Waters
 - The programme continues to track well with renewal funds being reviewed and released on planned renewals projects.
 - Riverbank Road wastewater reticulation upgrade has been completed.
 - Bremner Park Road Storm water Upgrade is currently in detailed design.
 - Wanaka Water reticulation renewals are due to be tendered in March.
 - Heaton Park pump two is programmed for completion in March.
 - The water supply pump station, Leary's Gully, Frankton Road is due to be commissioned at the end of March, removal of the old pump station building is scheduled for end of April beginning of May
- Adjustments likely to affect expenditure / carry forwards
 - Frankton Flats Arterial Road - Glenda Drive Roundabout (\$3.5m) & Eastern Access Road (\$300k)
 - Project Shotover Stage 1 (\$2.7m) – Expenditure is within the revised budget but is dependent on the outcome of the current tendering process and start of physical works. Expenditure not used will be carry forward into 2014/15.
 - Hawea Water Supply (\$1m) – Detailed design will be completed this year with physical works starting in 2014/15; funding is currently still in the revised budget but will be carried forward to 2014/15.
 - Water Main Extension SH84 Anderson Road to Three Parks (\$225k) – This work is dependent on timing of development; unspent funds will be carried forward into 2014/15.

Note Baseline performances are to be reviewed.

Community Services and Facilities

The District’s parks, libraries and other community facilities and services are highly valued by the community.

Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance (Qtr. 3)			Frequency of Data	
			2012/13	2013/14		National Average	Jan	Feb		Mar
General Manager, Operations	Operations	Use of pools and gyms	<i>From July 2014</i>	<i>From July 2014</i>					TBC	
		Use of venues	<i>From July 2014</i>	<i>From July 2014</i>					TBC	
		Use of libraries	<i>From July 2014</i>	<i>From July 2014</i>					TBC	
		Count to determine trails usage	<i>From July 2014</i>	<i>From July 2014</i>				2013/14	2014/15	Annual
		Satisfaction with community services and facilities (sports facilities, libraries, parks and community facilities)	<i>From July 2014</i>	<i>From July 2014</i>						Annual

Commentary/Analysis

- CE Office and Operations staff are currently working together to implement these KPIs.
- KPI for pools and gyms – agreed quarterly survey of 350 casual users over a couple of days, first trial planned for April 2014.
- KPI for the parks and trails – agreed annual count, track counters being assessed.
- KPIs for venues and libraries – performance measures yet to be agreed, levels of service to be recommended as part of library services review.
- Aim to start reporting on the above stats from July onwards if not sooner.

Regulatory Functions and Services

Regulatory functions and services delivered by the Council meet the needs of users, are cost effective, and achieve the regulatory objectives.

Resource Consents

Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Current Performance (Qtr. 3)						Frequency of Data	
			12/13	13/14	Jan		Feb		Mar			
					Decisions Issued	%	Decisions Issued	%	Decisions Issued	%		
General Manager, Planning and Development	Planning and Development	Percentage of total consents made by the owner as applicant (non-professional)	<i>From July 2014</i>	<i>From July 2014</i>		43%		42%			Monthly	
		Applicants describing overall satisfaction with Resource Consent processing as 'excellent'	<i>From July 2014</i>	75%		100%		100%			Monthly	
		Percentage of resource consent applications are processed within statutory timeframes										
		70 days for notified resource consents	100%	80%	2	100%	2	100%			Monthly	
		50 days for notified no hearing	100%	80%	3	100%	3	100%			Monthly	
		40 days for notification determination	100%	80%	0	N/A	0	N/A			Monthly	
		20 days for non-notified resource consents	100%	80%	60	100%	73	100%			Monthly	
		Total					65	100%	78	100%		

Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Current Performance (Qtr. 3)						Frequency of Data
					Jan		Feb		Mar		
					Decisions Issued	\$	Decisions Issued	\$	Decisions Issued	\$	
General Manager, Planning and Development	Planning and Development	Median Resource Consent charge per activity status (including levied and incurred cost):¹									
		Non-notified									
		Non-Complying			12	\$2098.00	17	See footnote		Monthly	
		Discretionary			23	\$2625.50	27				
		Restricted Discretionary			16	\$1108.00	13				
		Controlled			13	\$1302.00	12				
		Other			1	\$1099.00	5				
		Notified									
		Non-Complying			2	\$2,654	3	See footnote		Monthly	
		Discretionary	<i>From July 2014</i>	<i>From July 2014</i>	3	\$22,034	-				
		Restricted Discretionary			-	-	1				
		Controlled			-	-	-				

Commentary/Analysis

- The low median cost for notified non-complying activities is due to both applications being signed off under s.100 without holding a hearing.
- 100% of resource consent applications were again processed on time.
- The median cost of controlled activities has reduced for the month to less than \$1000 (over \$1300 last month).
- The number of decisions issued increased substantially in February (20% increase).

¹ Costs incurred for February 2014 will be recorded within March 2014 report. A one month lag is necessary to capture final invoiced costs.

Building Consents

Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Current Performance (Qtr. 3)						Frequency of Data
			12/13	13/14	Jan		Feb		Mar		
					Decisions Issued		Decisions Issued		Decisions Issued		
District Analysis of Building Consents (total build cost)											
General Manager, Planning and Development	Planning and Development	Arrowtown	<i>From July 2014</i>	<i>From July 2014</i>	8	\$1,576,000*	4	\$451,623			Monthly
		Queenstown			15	\$4,027,775	24	\$5,373,401			Monthly
		Wakatipu			25	\$10,804,732	25	\$6,642,753			Monthly
		Wanaka			35	\$9,758,501	25	\$4,444,000			Monthly
		Total			83	\$26,167,008	78	\$16,911,777			
		Applicants describing overall satisfaction with Building Consent processing as 'excellent'	N/A	75%	N/A	100%	N/A	100%			Monthly
		Percentage of building consent applications are processed within:									
		20 days for Building Consent processing	100%	80%	83	97%	78	100%			Monthly
		10 days for Land Information Memoranda (LIMs)	100%	80%	149	100%	110	100%			Monthly

Commentary/Analysis

- A slight drop in consents issued for February when compared to same period last year.
- However applications received during February have increased, indicating a continuing gradual increase in activity for the financial YTD.
- Excellent to see a return to 100% adherence to statutory timeframes for the month.
- As the backlog of applications with timeframes that have been previously exceeded come off hold and are approved, statutory timeframes may be exceeded in the next couple of months.

* Total build costs are derived from the value of work advised by the applicant on application.

Environment

Percentage of environmental court decisions that substantially confirm original council decision

Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance			Frequency of Data
			12/13	13/14	National Average	Q3 2013/14	Q4 2013/14	Q1 2014/15	
General Manager, Planning and Development	Planning and Development	Percentage of environmental court decisions that substantially confirm original council decision	<i>From July 2014</i>	<i>From July 2014</i>		<i>From March 2014</i>			Quarterly

Commentary/Analysis

- This information will be reported quarterly, and the details around gathering data on this measure are yet to be agreed.

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Economy

The District has a resilient and diverse economy.

Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance (Qtr. 3)			Frequency of Data
			2012/13	2013/14	National Average	Jan	Feb	Mar	
Director, CEO Office	Chief Executives Office	Growth in tourist spend (number of card transactions) for international and domestic visitors	Median: 93,571 ²			From March 2014*			Monthly
		Overall growth in new or developing sectors	From July 2014	From July 2014		2013/14	2014/15	From July 2014	Annually

Commentary/Analysis

- Tourist spend is measured through the Regional Tourism Indicator as sourced by MBIE. *There is a two month lag in the data so the total card transactions for January 2014 will be reported in March 2014.
- The overall growth in new or developing sectors will be measured annually from information provided by BERL economics. We are working with BERL Economics to develop a measure looking at growth in new or developing sectors utilising their annual regional economic report. We anticipate the next report will be issued in April, and information to be added to this report the following month.

² Data Source: Regional Tourism Indicators (RTI), Ministry of Business, Innovation and Employment.

Local Democracy

The community is well informed and engaged in the activities of Council.

Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance			Frequency of Data
			12/13	13/14	National Average	YTD number of responses	Average responses per survey	2013/14	
Director, CEO Office	Chief Executives Office	Number of respondents to Council surveys.	N/A	From July 2014		5925	1185	From July 2014	Monthly

Commentary/Analysis

- Convention Centre
- Alcohol Policy
- Library Services
- Dog Control Bylaw Online Survey (993 responses) February
- Wanaka Sports Facility Online Survey (230 responses) February



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Service

The Council is trusted and respected for its customer service and stewardship of the District.

Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance (Qtr. 3)			Frequency of Data
			12/13	13/14	National Average	Jan	Feb	Mar	
General Manager, Operations	Ops	Percentage of calls abandoned ³	3.35%	7%		4.95%	4.8%		Monthly
Chief Information Officer	All departments	Percentage of letters and emails responded to within 5 days	<i>From July 2014</i>	95%		82%	67% ⁴		Monthly
		Percentage of Official Information Act Requests within 20 days	<i>From July 2014</i>	99%		100%	100%		Monthly
		Percentage of Councillor enquiries within 15 days	<i>From July 2014</i>	99%		100%	100%		Monthly
		Percentage of Council services (forms and payments) are available on the website	<i>From July 2014</i>	Trend towards 100%		N/A ⁵	N/A		Monthly

³ Additional context on this measure is provided in Section C – Operational Volumes, Customer Service.

⁴ Overdue by Department – Infrastructure and Assets is the bulk of the over dues. Reasons for the downwards trend is non-compliance. A new system is being implemented whereby over dues are the responsibility of each department. Additional Trim training will be scheduled.

⁵ There are seven payment options and 28 other services available online as of January 2014. Total number of services yet to be determined and measure to be reviewed.

Chief Financial Officer	Finance	Request for Service (RFS) responded to by an action officer within 24hours of initial contact unless prior resolution	<i>From July 2014</i>	<i>From July 2014</i>		<i>From July 2014</i>	From July 2014		Monthly
		Percentage of RFS resolved within specified timeframe	94.09%	95%		96.07%	96% (32 out of 736)		Monthly
						Q3 2013/14	Q4 2013/14	Q1 2014/15	
		Percentage of rates invoices are sent via email	<i>From July 2014</i>	Trend towards 100%		10.6%			Quarterly

Commentary/Analysis:

- Targeted campaign required to improve performance.

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Sound Financial Management

Council expenditure is cost-effective and sustainable.

Owner	Unit	Key Performance Indicators	Baseline Performance	Target	Comparative Performance (if applicable)	Current Performance (Qtr. 3)			Frequency of Data
			12/13	13/14	National Average	Jan	Feb	Mar	
Chief Financial Officer	Finance	Weighted average interest rate	<i>From July 2014</i>	6.5%		5.4%	5.4%		Monthly
						June 2014	December 2014	June 2015	
		Debt servicing to rates revenue	<i>From July 2014</i>	<i>From July 2014</i>		<i>From July 2014</i>			6 Monthly
		Age of debt	<i>From July 2014</i>	<i>From July 2014</i>		<i>From July 2014</i>			6 Monthly
						2013/14	2014/15		
		Rates as a percentage of household income	<i>From July 2014</i>	<i>From July 2014</i>		<i>From July 2014</i>			Annually
		Capex to depreciation	<i>From July 2014</i>	<i>From July 2014</i>		<i>From July 2014</i>			Annually

Commentary/Analysis

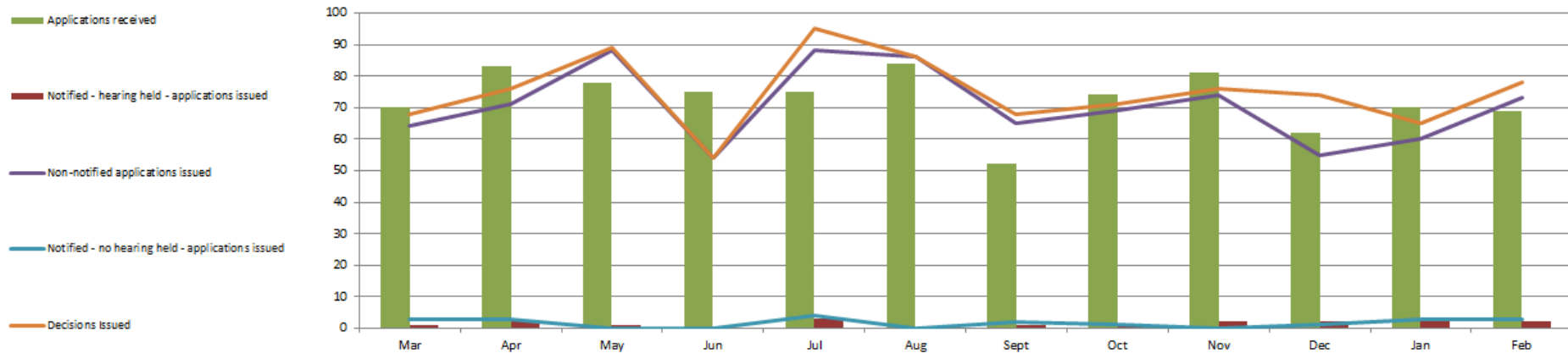
- Weighted average interest rate: This is lower than anticipated at 5.4% and reflects sound treasury strategy and favourable rates achieved through joining LGFA. Interest rates will increase over the next 12 months.
- Debt servicing to rates revenue and Age of debt KPIs will be reported from July 2014.
- Rates as a percentage of household income and Capex to depreciation will be reported from July 2014 with targets to be confirmed as part of the Annual Plan.

6. Key Business Volumes

A. Planning & Development Volumes

Resource Consent

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Total
														(Rolling 12mths)
Applications received	58	70	83	78	75	75	84	52	74	81	62	70	69	873
Applications received Financial Year														567
Decisions Issued	59	68	76	89	54	95	86	68	71	76	74	65	78	900
Decisions Issued Financial Year														613
Non-notified applications issued	57	64	71	88	54	88	86	65	69	74	55	60	73	774
Non-notified % within 20 working days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Non-notified average processing days	13	11	13	12	11	12	13	13	12	14	13	9	12	12
Notified - hearing held - applications issued	1	1	2	1	0	3	0	1	1	2	2	2	2	17
Notified hearing held - % within 70 working days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Notified hearing held - Average processing time	31	59	52	63	0	55	0	55	52	60	55	50	52	46
Notified - no hearing held - applications issued	1	3	3	0	0	4	0	2	1	0	1	3	3	20
Notified no hearing - % within 50 working days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Notified no hearing - average processing time	42	23	39	0	0	44	0	41	48	0	63	45	52	30



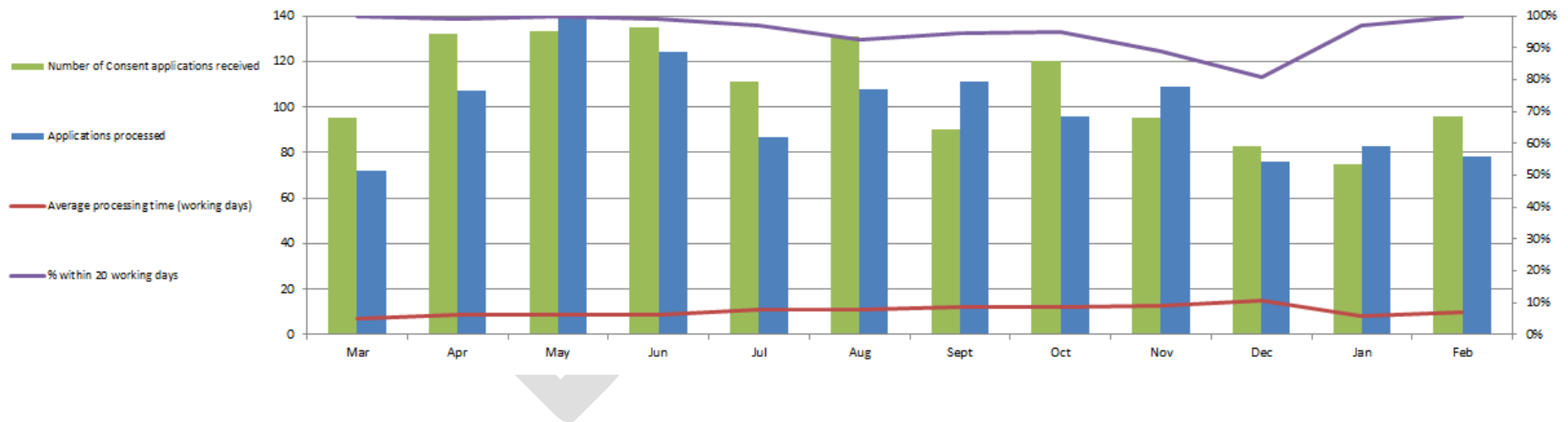
See comment section p33.

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Building Consent

	Feb-13	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Total
														(Rolling 12mths)
Number of Consent applications received	73	95	132	133	135	111	131	90	120	95	83	75	96	1,296
Applications processed	94	72	107	151	124	87	108	111	96	109	76	83	78	1,202
% within 20 working days	100%	100%	99%	100%	99%	97%	93%	95%	95%	89%	81%	97%	100%	96%
Average processing time (working days)	9	7	9	9	9	11	11	12	12	13	15	8	10	10.5
Value of Residential consents issued (\$000)	16,996	12,434	22,243	22,099	21,632	14,271	20,726	27,647	19,322	23,389	21,243	24,613	16,202	245,821
Value of Other Consents Issued (\$000)	3,013	275	3,931	4,313	1,654	472	2,458	664	675	1,491	2,935	456	704	20,028
Building Inspection Requests Completed 24 Hours(%)	100%	100%	100%	100%	95%	100%	100%	100%	100%	99%	100%	99%	100%	
Number of CCCs issued	78	110	87	148	71	101	58	73	85	89	90	74	72	1,058
% within 20 working days	95%	100%	100%	99%	100%	95%	100%	99%	98%	99%	98%	97%	100%	99%
Average processing time (working days)	7	4	4	4	11	15	3	3	3	3	3	5	3	5.1
Number of LIMs issued	110	131	112	109	105	106	91	121	110	119	96	149	110	1,359
% within 10 working days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average processing time (working days)	6	6	5	5	6	6	5	5	5	5	5	3	5	5.0

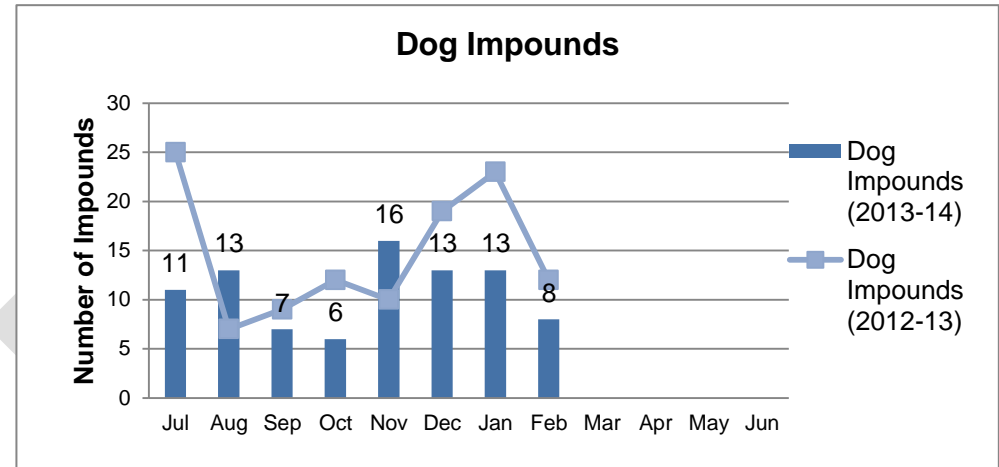
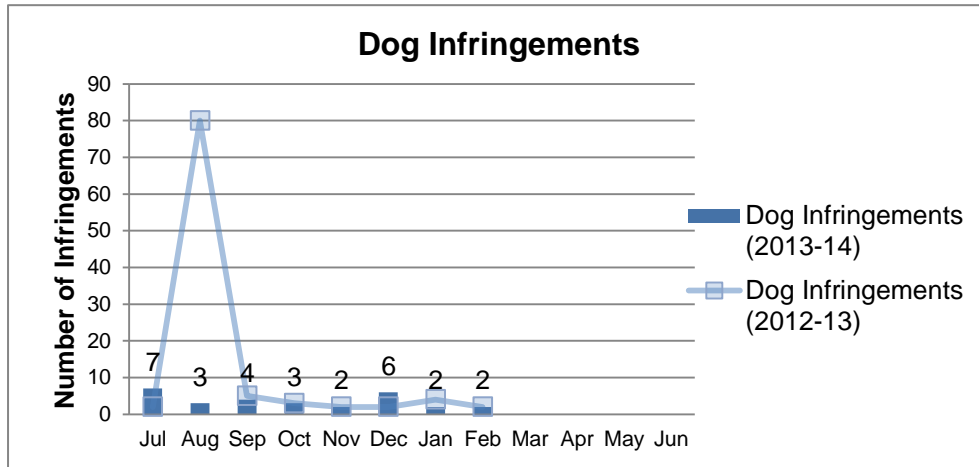


Comment:

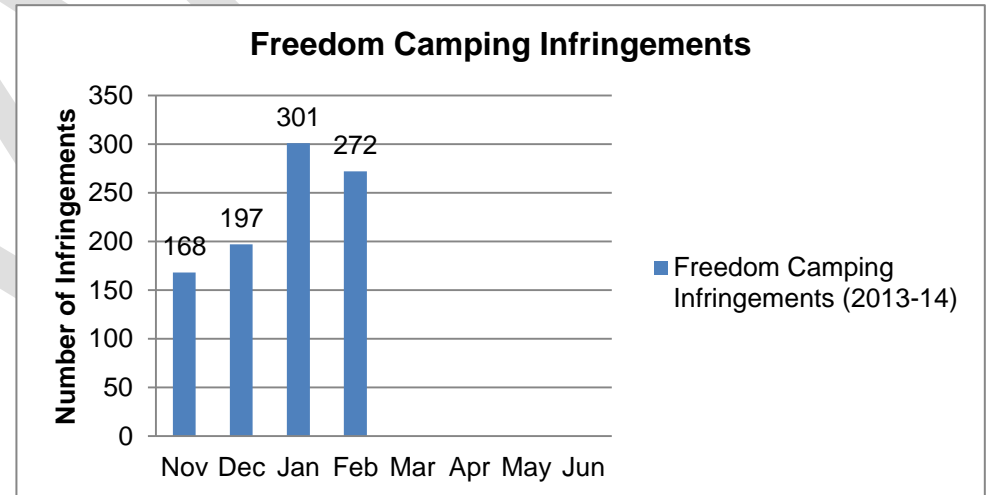
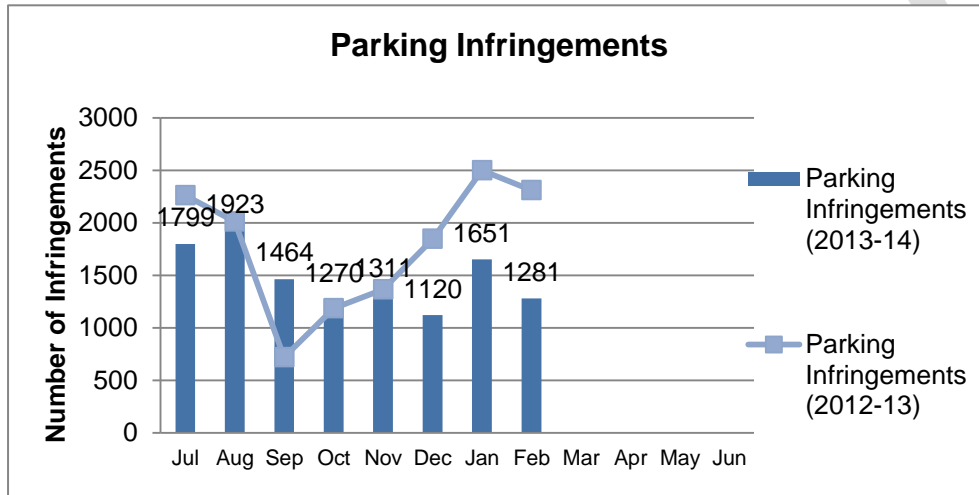
- There is a trend emerging in average processing days' performance for building consents (note January consent processing average is lower because of partial stopping of regulatory processing clock over holiday period. Average processing days would have been around 14 days without that stoppage).
- These figures are useful in evaluating current staff resources with current and projected workloads.
- The higher average processing days in the second half of 2013 was due to staff vacancies. That trend has been reversed at the present time.
- However, all indications are that there will be a steady increase in commercial consents applied for over the next few months with projects including Five Mile and Ministry of Education projects in the pipeline. Applications for new housing remain strong across the district.

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B. Regulatory Volumes

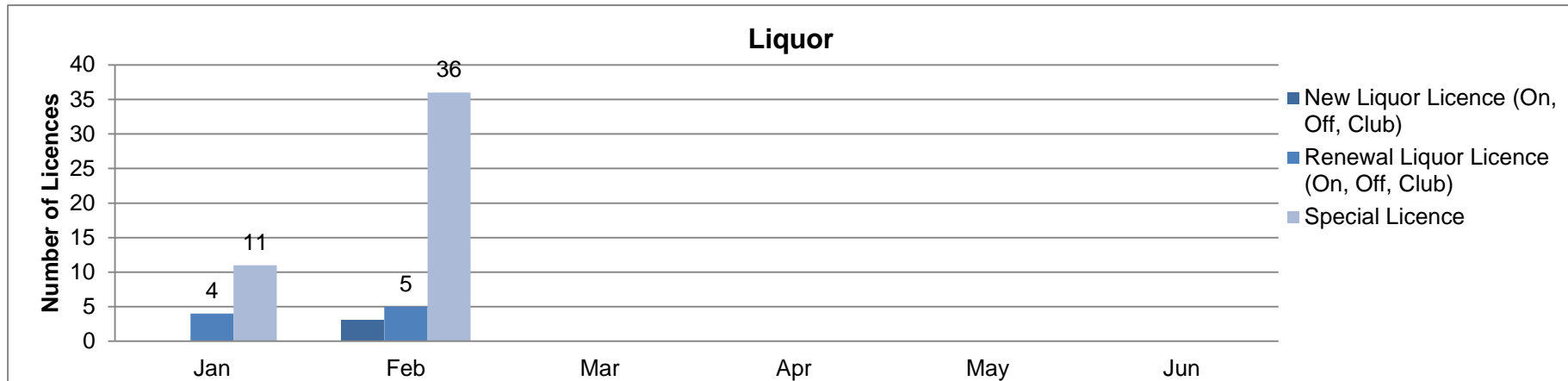


Comment: Level of service and the corresponding number of complaints were consistent for the month.

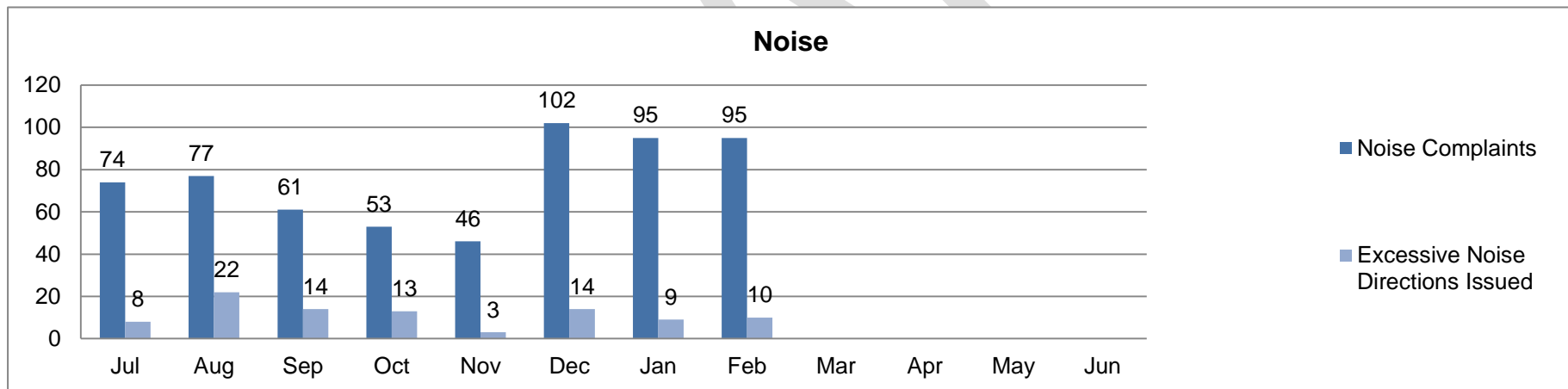


Comment: There continues to be a reduction in the number of infringements issued to date as a result of the staff vacancies in the team. This will continue to the end of the year, until we have a full complement of staff (refer to section D HR).

The number of freedom camping infringements is reducing as we would anticipate, however this month's figures show a 16% reduction on the comparable month in 2013.



Comment: There has been a significant increase in the number of special licence applications received this month as a result of the publicity we undertook to assist licences preparing for Easter.



Comment: The number of noise complaints continues to follow the trends of last year, but is anticipated to reduce as we approach the cooler months.

C. Operational Volumes

Customer Services

	Month	Previous Month	Target	Last Year Month Comparison
Number of calls	6395	5695	N/A	2932
Percentage of calls abandoned	4.80%	4.95%	7%	2.90%
Minimum wait (seconds)	17 secs	19 secs	20 secs	13 secs
Service level (resolution rate)	74.65%	76.70%	80%	81.96%
Emails	2128	2124	N/A	1419

Comment: The report will be changed to include the average wait time from next month as we continue to work with Palmerston North City Council after hours service to improve the overnight call wait time.

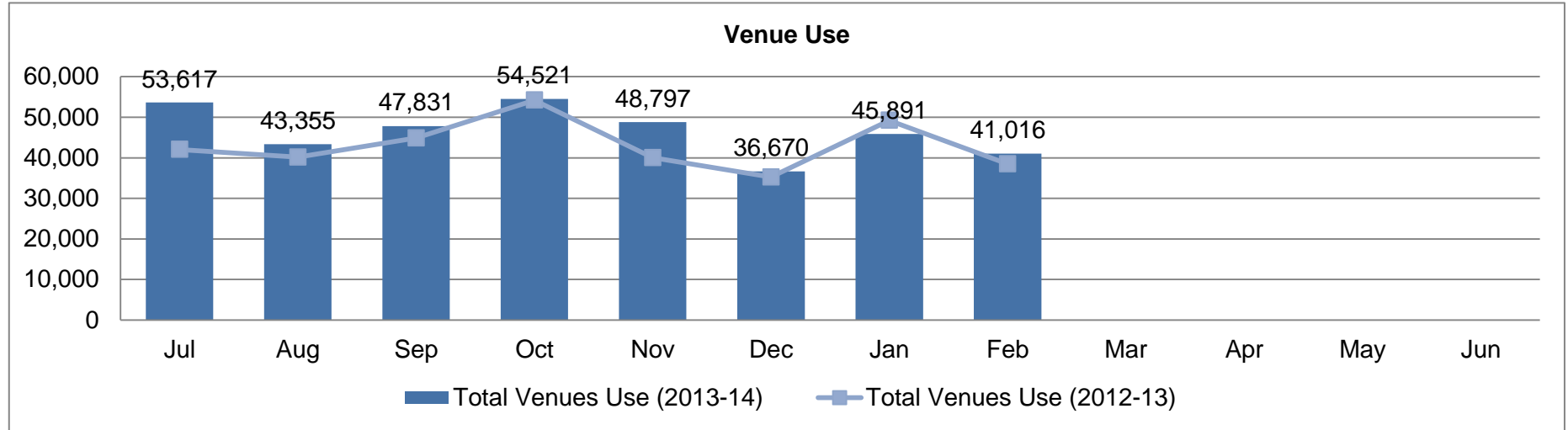
Libraries

	December 2013	January 2014	February 2014
Items Held	108,136	102,979	102,614
Number of items issued	33,223	38,033	30,335
New Borrowers	164	260	154
E-resource issued	572	640	522

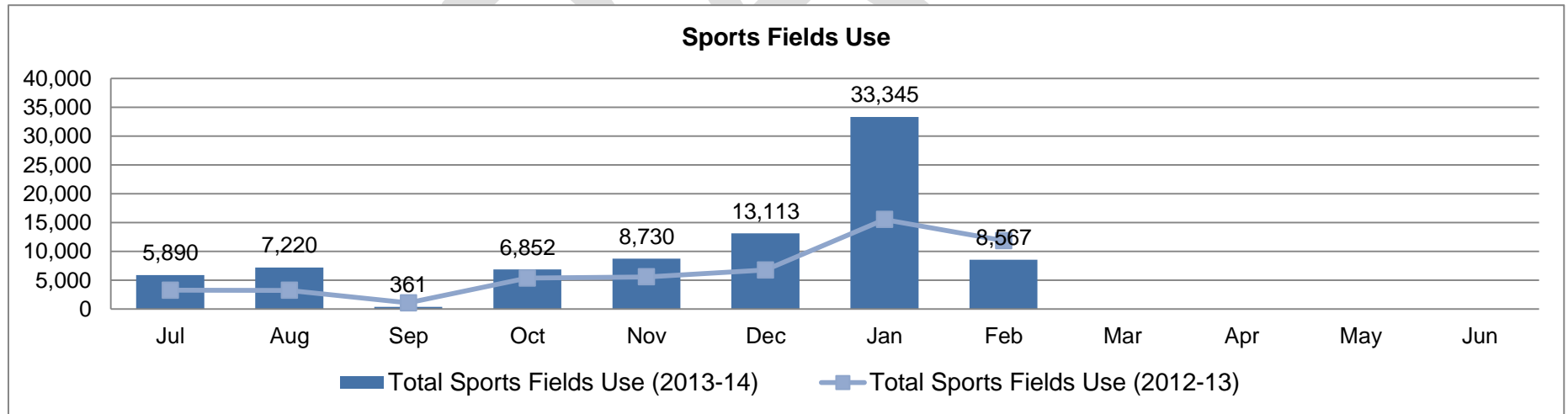
Comment:

- A total of 4434 unique borrowers used the library during February 2014.
- New borrowers July 2012 to February 2013 = 1128, July 2013 to February 2014 = 1480, an increase of 352 on last year to date.

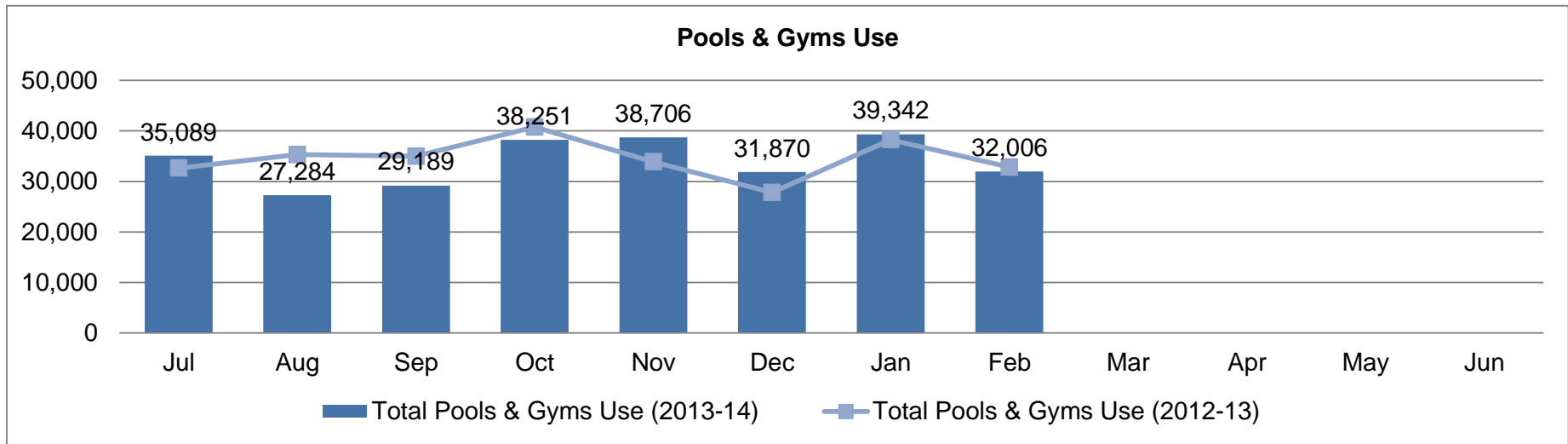
Sports and Recreation



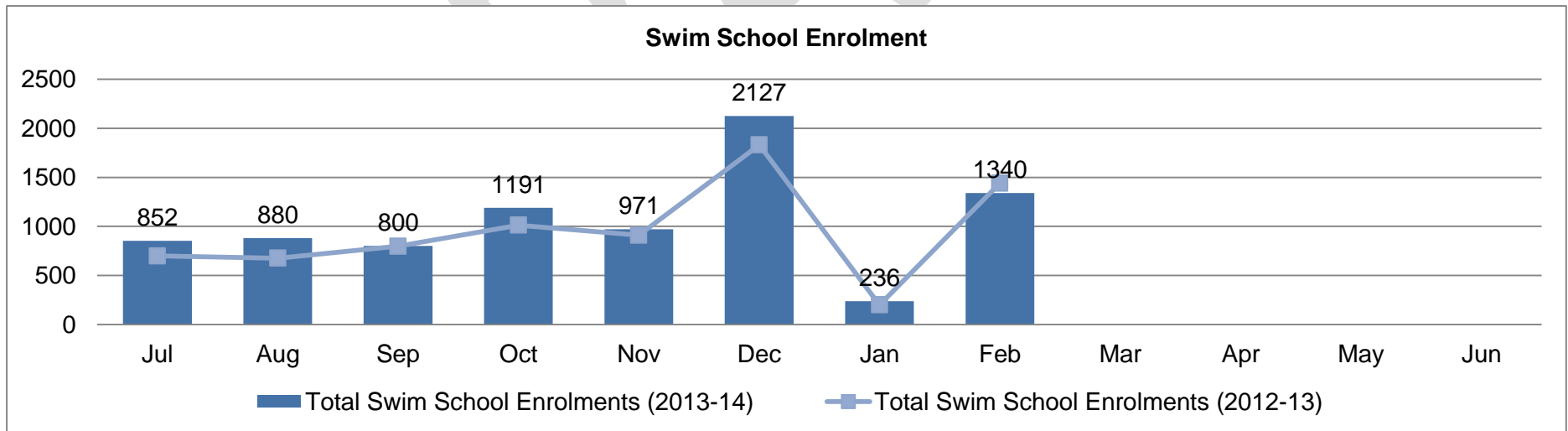
Comment: This includes Queenstown Event Centre, Queenstown Memorial Centre, Arrowtown Athenaeum Hall, Lake Wanaka Centre and Lake Hayes Pavilion. Increase in Lake Hayes Pavilion participation due to Kids Duathlon and a number of weddings/celebrations.



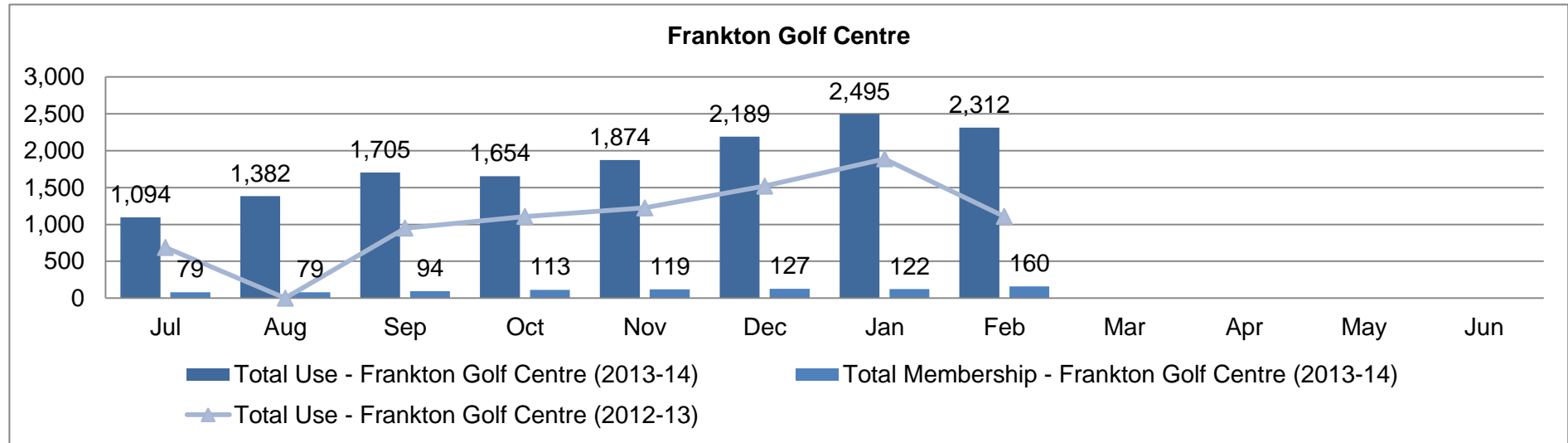
Comment: Sports Fields – Decrease on last year’s figures. Highlanders game was held in the February of 2013 but held in the January of 2014.



Comment: The participation figure for Alpine Aqualand was much higher last month due to seasonal holiday use and in part the bad weather. The participation figures for Feb 2014 are consistent with the figures for the same month last year.



Comment: Swim school enrolments are up for Feb due to school enrolments for the aquatic education programme.



Comment: Frankton Golf Centre – Increase in participation due to seasonal summer/ holiday use and growing memberships.

Request for Service (RFS) – Number of requests received/Overdue

RFS Recipient	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
3 Waters												
Internal (QLDC staff)		10	3	16	23	20	28	17				
External (contractors)		209	136	139	171	176	174	174				
Internal (QLDC staff) – Overdue		0	0	1	0	0	0	0				
External (contractors) – Overdue		7	7	2	5	1	7	2				
Lake Hayes – 3 Waters												
Internal (QLDC staff)		0	0	0	0	0	0	0				
External (contractors)		3	3	4	5	4	2	2				
Internal (QLDC staff) – Overdue		0	0	1	0	0	0	0				
External (contractors) – Overdue		0	0	2	5	1	0	0				
Recycling Collection QT												
Internal (QLDC staff)		0	0	0	0	0	0	0				
External (contractors)		31	37	43	35	31	42	30				
Internal (QLDC staff) – Overdue		0	0	0	0	0	0	0				
External (contractors) – Overdue		3	3	1	0	0	3	0				
Recycling Collection Wanaka												
Internal (QLDC staff)		0	0	0	1	0	0	0				
External (contractors)		19	27	26	26	30	69	47				
Internal (QLDC staff) – Overdue		0	0	0	1	0	0	0				
External (contractors) – Overdue		11	14	3	4	2	0	0				
Refuse Collection - Queenstown & Wanaka												
Internal (QLDC staff)		1	0	0	0	0	0	0				
External (contractors)		20	22	33	24	13	47	22				
Internal (QLDC staff) – Overdue		1	1	0	0	0	0	0				
External (contractors) – Overdue		1	1	3	2	1	6	0				

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Roading												
Internal (QLDC staff)		17	13	10	13	12	15	18				
External (contractors)		60	80	81	76	65	117	66				
Internal (QLDC staff) – Overdue		0	0	0	0	7	1	1				
External (contractors) – Overdue		3	4	2	4	10	10	2				
Total RFS		370	321	352	374	351	494	376				
Total Overdue		26	30	12	16	21	20	5				

Comment: In February there were 65 RFSs for new or replacement bins.

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D. HR

Department	Recommended Benchmark Full-Time Employees (FTEs) as at 1 July ⁶	Revised Benchmark Full-Time Employees ⁷	New Starters This Month	Departures This Month	Current FTEs
Chief Executive's Office ⁸	11.2	12.58	-	-	11.58
Information Management	10.8	11.8	-	-	10.8
Finance	11.5	16.3	1 casual	1	15.3
Infrastructure and Assets	23.88	23.875	-	1	23.475
Planning and Development	37	39.95	3	1	37.95
Legal and Regulatory	15.75	17.425	2	1	15.425
Human Resources	4	4	-	-	4
Operations	115.52	115.52 + casuals	1.375 + 3 casuals	7	122.575 + casuals
Transition Management	N/A	1	-	-	1
Total	229.65	242.45 + casuals	6.375 + 4 casuals	11	242.105 + casuals

Comment: The variances above are as follows: 1) an additional position of graphic designer has been agreed in the CEO Office to reduce external costs; 2) the additional FTE in Knowledge Management and Finance is fixed term for the implementation of Tech One; 3) additional FTE has been agreed for Planning and Development to meet operational requirements; 4) an additional FTE has been agreed for Parking / Animal Control which is linked to revenue; 5) Operations has an on-going operational requirement for casual staff which were not defined in the organisational review, for the purposes of this report each casual appointment is calculated at 0.1FTE whilst the nature of casual appointments is on an as required basis; 6) Overlap of incoming and outgoing - will be corresponding reduction in consultant costs.

⁶ Figures from the Organisational Review – Final Report 1.4.2 New Functional Responsibilities, April 2013.

⁷ Revised total number of FTEs by department to meet current business needs.

⁸ Chief Executive's Office includes the Chief Executive.

E. Governance

Council Meetings

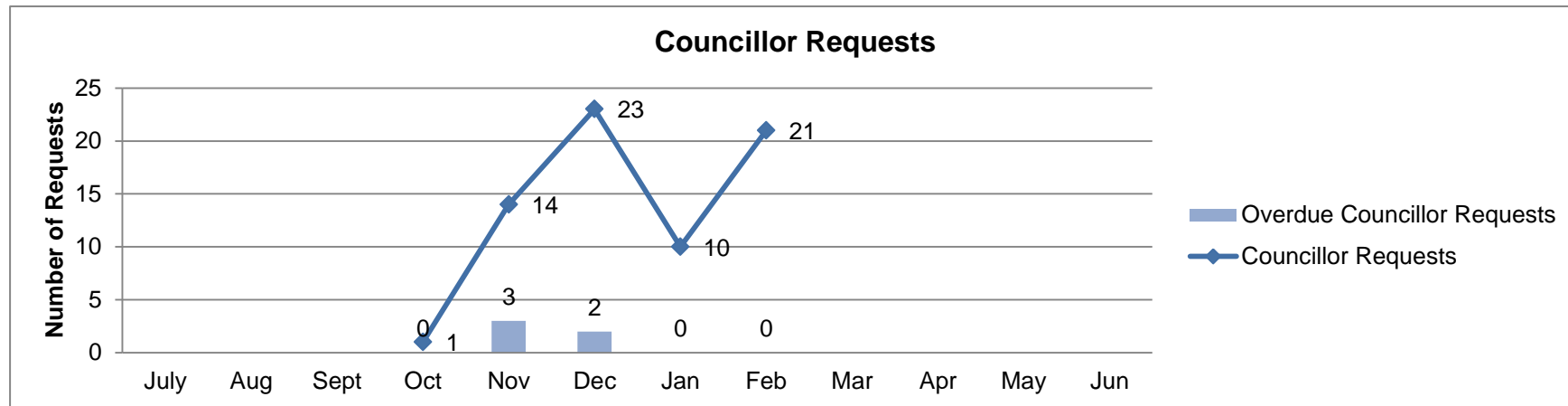
RFS Recipient	Meetings Held	Action Papers	Papers for Noting
Council	1 Extraordinary Meeting	1	-
Wanaka Community Board (WCB)	0	-	-
Property Sub-Committee	2	6	1
District Licensing Committee (DLC)	1	N/A	N/A
Total	4	7	1

Comment: The advertised ordinary meeting of Council was cancelled and rescheduled to 6 March 2014. There was no WCB meeting as the board is on a six week cycle for its meetings. The DLC sat for its first hearing following the implementation of the Sale and Supply of Alcohol Act 2012 on 18th December 2013. The Committee heard four New Mangers Certificate applications, one New On licence application and one Renewal On-licence application.

Papers to Council

Topic	Responsible GM/Department	Date to Council	Agenda Item / Workshop
Upcoming Papers			
Property Review Stage II	Infrastructure and Assets	27 March 2014	Agenda Item
Water Metering and Demand Options	Infrastructure and Assets	27 March 2014	Agenda Item
FAR Submission	Infrastructure and Assets	27 March 2014	Agenda Item
Shotover Jet Concession (for noting)	Legal and Regulatory	27 March 2014	Agenda Item
Wanaka Sports Facility – priorities and staging	Operations/Duncan Good	27 March 2014	Agenda Item
Convention Centre	CE/Transition	27 March 2014	Agenda Item
Plan Changes	Planning and Development	27 March 2014	Agenda Item
Efficiencies Reporting – Consenting	Planning and Development	27 March 2014	Agenda Item
Summerdaze Review	CE Office	27 March 2014	Agenda Item
Ramp Fees	Legal and Regulatory	27 March 2014	Agenda Item
Library Consultants Report and Recommendations	Operations	27 March 2014	Agenda Item

Councillor Requests



Comment: There were 21 Councillor Requests made in February, of which 12 were for Operations, six were for Infrastructure and Assets, two were for Legal and Regulatory and one for Planning and Development. All requests were met within the required timeframes. Of the 21 requests, two were made by Mayor van Uden, seven by Cr Lawton, five by Cr Perkins, one by Cr Cocks, one by Cr MacLeod, one by Cr Ferguson and four by Rachel Brown, Wanaka Community Board Chair.

Official Information Requests

	Subject	Requestor by Type	
Local Government Official Information and Meetings Act, 1987	<ol style="list-style-type: none"> 1. Report on dog attack at 12 Mile Delta campsite 2. Remuneration of CEO and Mayor. Total cost of Mayor’s office. Number of staff employed by QLDC and number who get paid more than \$100,000. 3. Average residential rates (using set formula) and types of rates, user changes and levies used for calculation. 4. Information on Resource Consent RM130600 Woodlot Properties Limited. 5. Reports on Lombardy Poplars on Lake Esplanade 6. Dollar value of parking fines outstanding and written off at end of each calendar year 2009-2014. 7. Details of notification decision for RM130825. 8. Request for bulk property data. 	<ol style="list-style-type: none"> 1. Public 2. NZ Taxpayers Union 3. NZ Taxpayers Union 4. Law Firm 5. Public 6. Media 7. Upper Clutha Environmental Society 8. Public 	
		Month	Year to Date
	Total requests received	8	39

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