

Quarterly Report

Key Performance Indicators – Traffic light status report

Health & Safety Summary

Key Priorities Update

Financial Management Report

September 2021

Contents



Key Performance Indicators	04
----------------------------	----



Health & Safety Summary	22
-------------------------	----



Key priorities Update	27
-----------------------	----



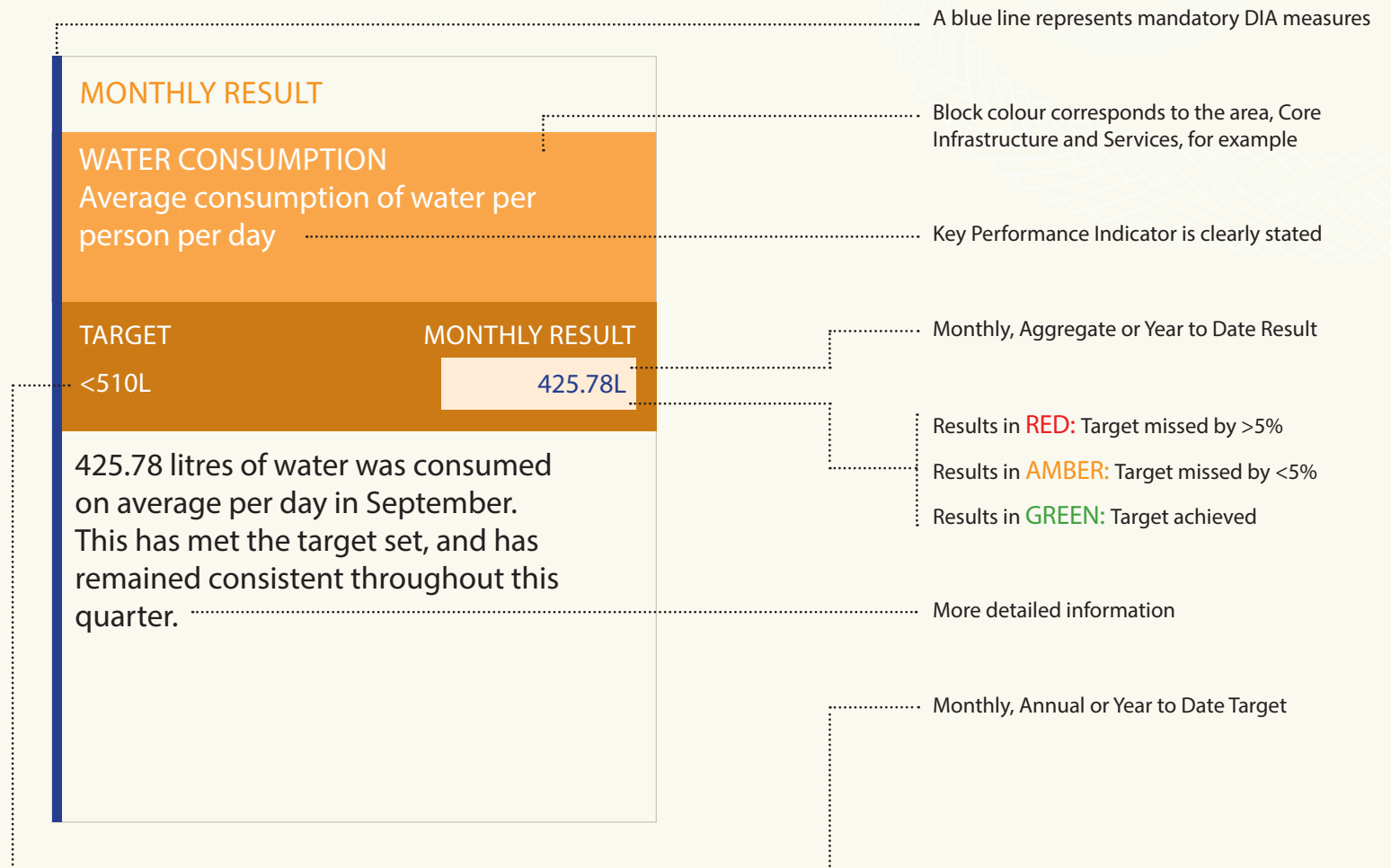
Financial Management Report	36
-----------------------------	----

WHAT IS A KPI?

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

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

HOW TO READ THIS REPORT

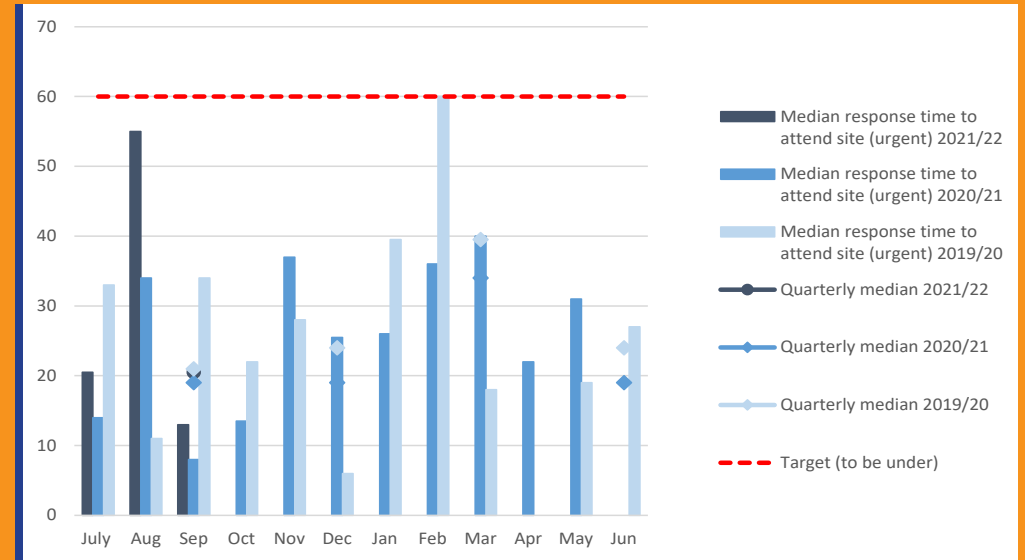
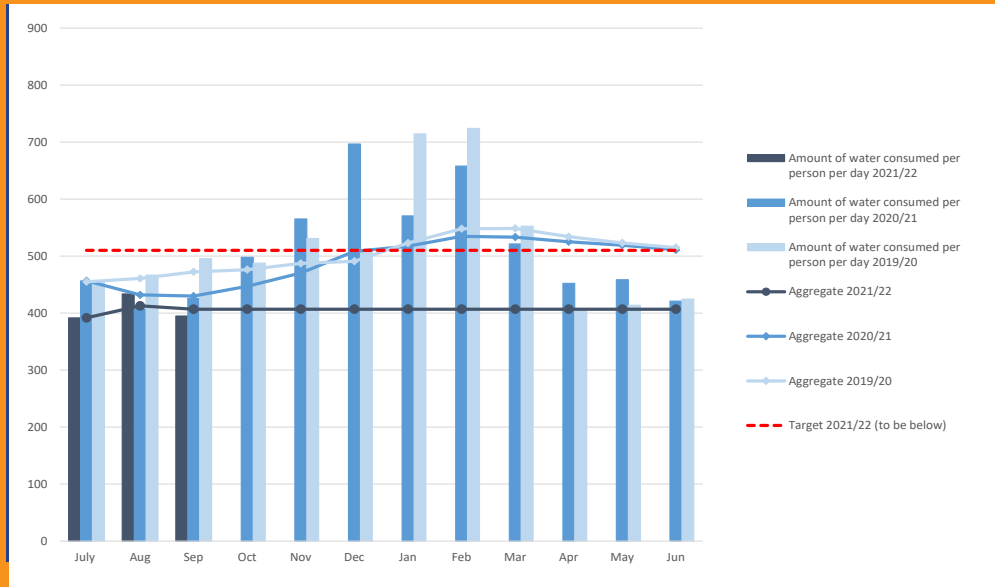


Key Performance Indicators



Core Infrastructure and Services

Water Supply



MONTHLY RESULT

WATER CONSUMPTION

Average consumption of water per person per day

TARGET

<510L

MONTHLY RESULT

395L

395.32 litres of water was consumed on average per person per day in September. This has met the target set and follows the trend over the past few years showing lower water consumption per person per day over the winter months.

AGGREGATE RESULT

WATER CONSUMPTION

Average consumption of water per person per day

TARGET

<510L

AGGREGATE RESULT

386L

386 litres of water have been consumed on average per person per day for the year to date 2021/22. This meets the target.

MONTHLY RESULT

WATER SUPPLY FAULTS

Median response time to attend site (urgent)

TARGET

<60 mins

MONTHLY RESULT

13 mins

The median response time to attend to site for urgent issues was 13 minutes for September. There were 5 urgent issues recorded for September. This achieved the target set.

AGGREGATE RESULT

WATER SUPPLY FAULTS

Median response time to attend site (urgent)

TARGET

<60 mins

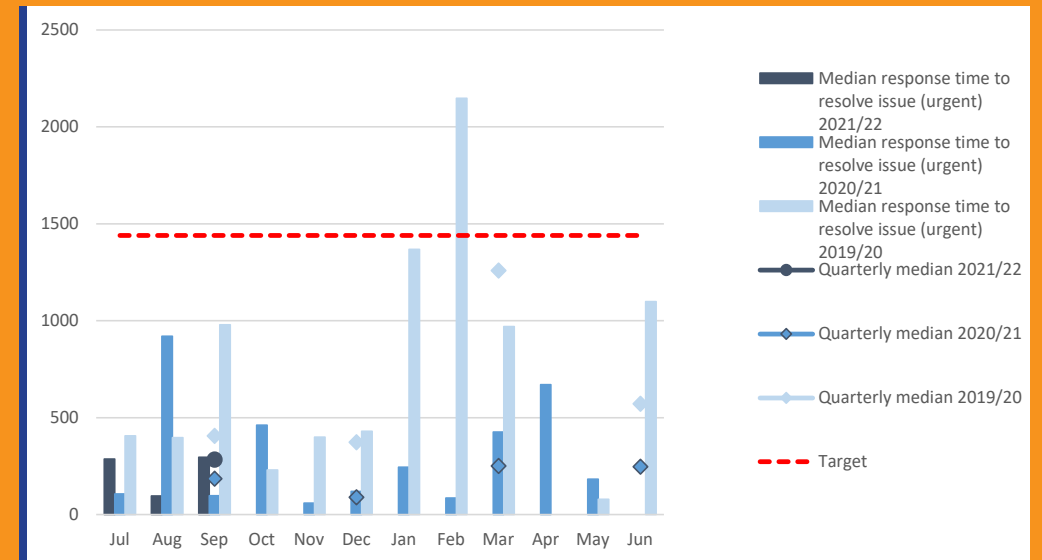
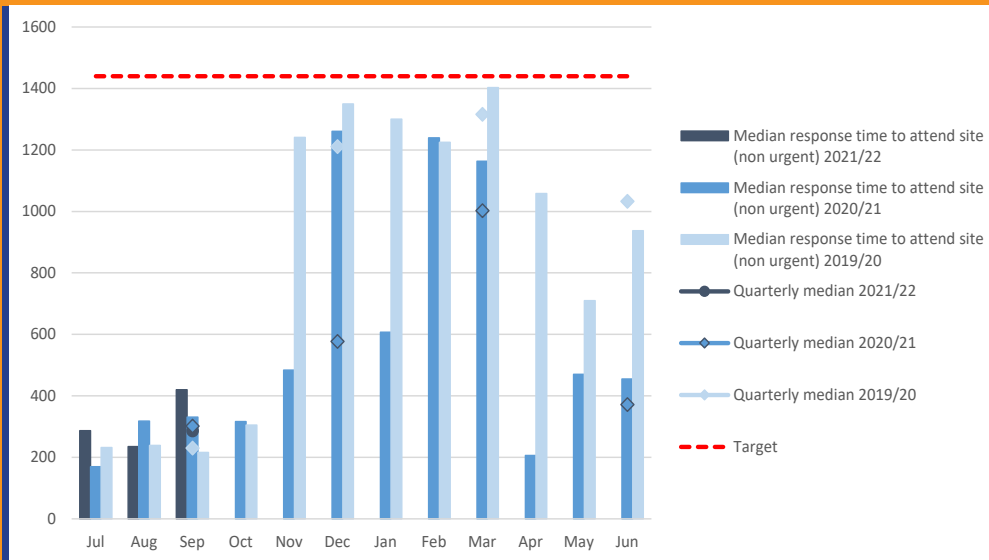
QTR RESULT

19 mins

The indicative median response time to attend to site for urgent issues was 19 minutes for the first quarter. There have been 13 urgent issues lodged over this period. Response times are within the target set.

Core Infrastructure and Services

Water Supply



MONTHLY RESULT

WATER SUPPLY FAULTS

Median response time to attend site (non-urgent)

TARGET

<1440 mins

MONTHLY RESULT

420 mins

The median response time to attend to site for non-urgent issues was 420 minutes for September. There were 79 non-urgent issues recorded for September. This achieved the target set.

AGGREGATE RESULT

WATER SUPPLY FAULTS

Median response time to attend site (non-urgent)

TARGET

<1440 mins

YTD RESULT

296 mins

The median response time to attend site for non-urgent issues is 296 minutes for the first quarter. There have been 247 non-urgent issues lodged over this period.

MONTHLY RESULT

WATER SUPPLY FAULTS

Median response time to resolve problem (urgent)

TARGET

<1440 mins

MONTHLY RESULT

296 mins

There were 5 urgent issues with the municipal water reticulation network in the month of September. The median resolution time for urgent issues was 296 minutes.

AGGREGATE RESULT

WATER SUPPLY FAULTS

Median response time to resolve problem (urgent)

TARGET

<1440 mins

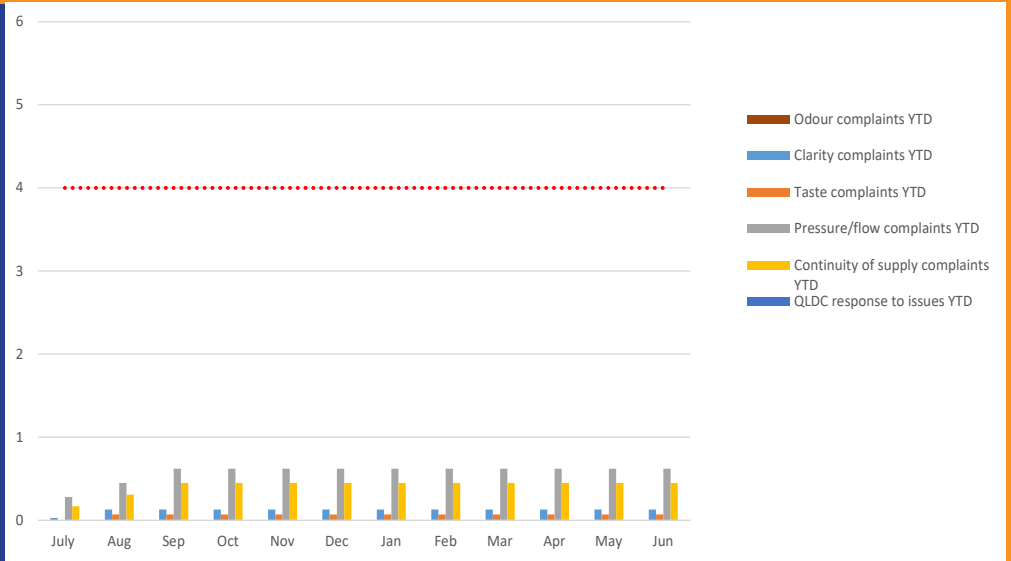
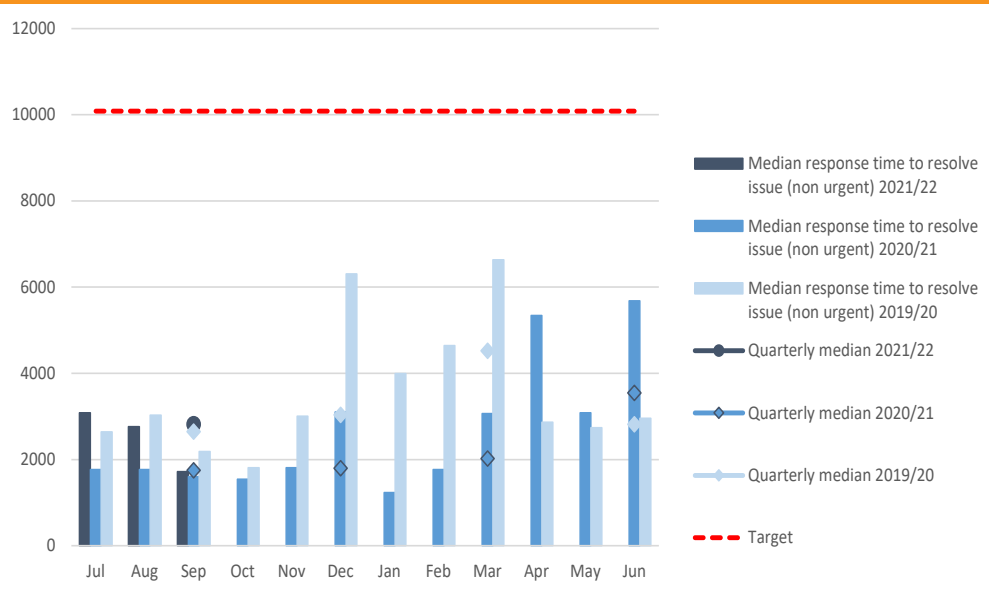
YTD RESULT

284 mins

The indicative median resolution time for urgent issues was 284 minutes for the first quarter. There have been 13 urgent issues lodged over the period. Resolution times are within the target set.

Core Infrastructure and Services

Water Supply



MONTHLY RESULT

WATER SUPPLY FAULTS
Median response time to resolve problem (non-urgent)

TARGET	MONTHLY RESULT
<10,080 mins	1,718 mins

The median resolution time for non-urgent issues was 1718 minutes for September. There were 79 non-urgent issues recorded for September. This achieved the target set.

AGGREGATE RESULT

WATER SUPPLY FAULTS
Median response time to resolve problem (non-urgent)

TARGET	QTR RESULT
<10,080 mins	2,818 mins

The median resolution time for non-urgent issues is 2818 minutes for the first quarter. There have been 247 non-urgent issues lodged over the period.

Resolution times are within the target set.

WATER SUPPLY COMPLAINTS

of complaints per 1000 connections

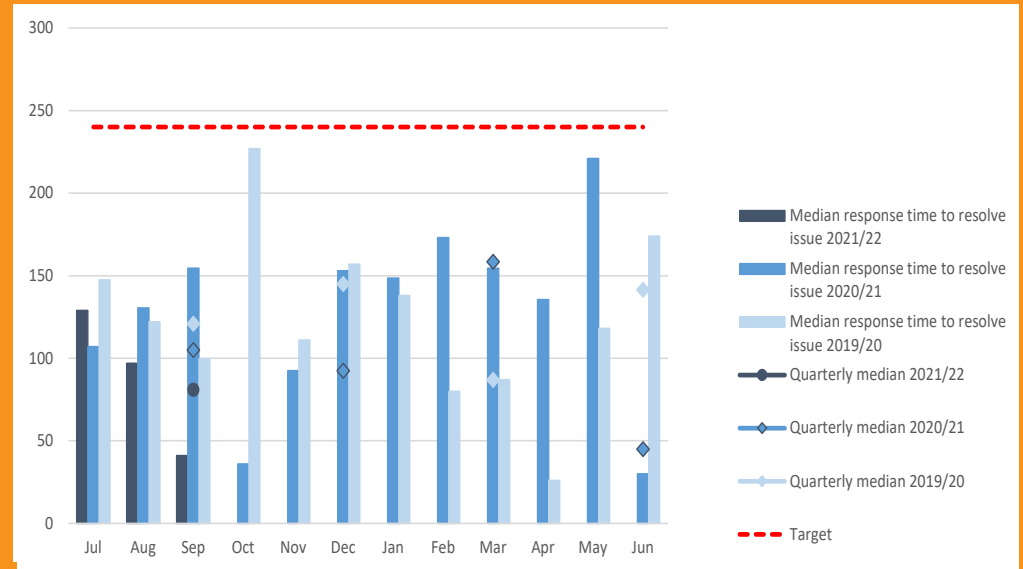
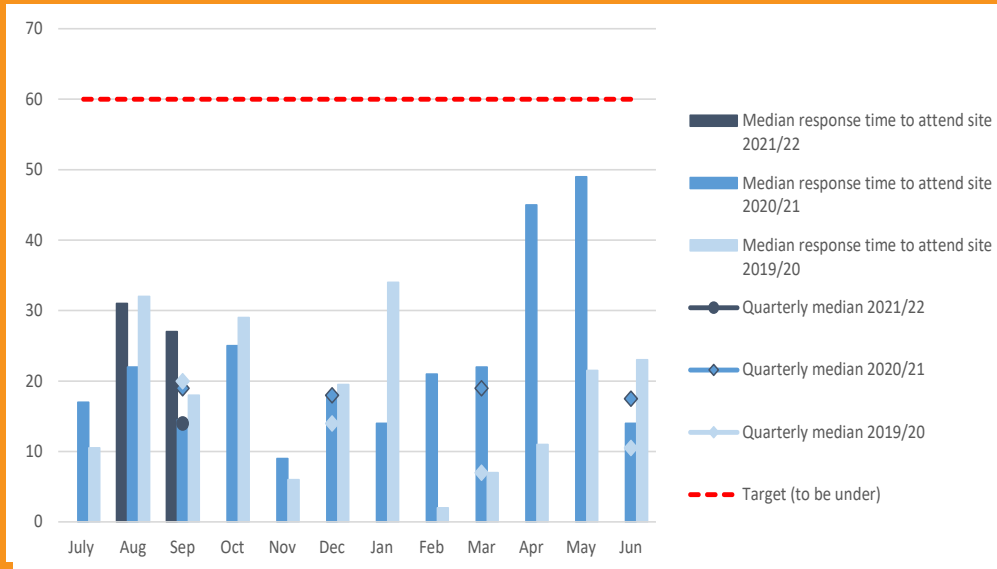
	MONTHLY RESULT	YTD RESULT
TARGET <4 per annum		
Odour	0	0
Clarity	0	0.04
Taste	0	0.02
Pressure/flow	0.17	0.21
Continuity of supply	0.14	0.15
TARGET <2 per annum		
QLDC response to issues	0	0

All categories are currently below the cumulative target to be <4 per 1000 connections for odour, clarity, taste, pressure/flow and continuity of supply of water, and <2 per 1000 connections for QLDC's response to complaints for the month of September.

Year to date, requests for service in the following categories have been received: 4 for clarity, 2 for taste, 0 for odour, 21 for pressure, 16 for water continuity and zero complaints regarding QLDC's response to issues.

Core Infrastructure and Services

Wastewater



MONTHLY RESULT

WASTEWATER OVERFLOWS
Median response time to attend site

TARGET: <60 mins
MONTHLY RESULT: 27 mins

The median response time to attend site for wastewater overflows was 27 minutes in September. This is within the target set.

AGGREGATE RESULT

WASTEWATER OVERFLOWS
Median response time to attend site

TARGET: <60 mins
QTR RESULT: 14 mins

The median response time to attend site for wastewater overflows was 14 minutes for the first quarter. 21 requests for service were received. This achieved the target set.

MONTHLY RESULT

WASTEWATER OVERFLOWS
Median response time to resolve problem

TARGET: <240 mins
MONTHLY RESULT: 41 mins

There were six wastewater overflow issues received this month and the median response time to resolve these wastewater overflows was 41 minutes. This achieved the target set.

AGGREGATE RESULT

WASTEWATER OVERFLOWS
Median response time to resolve problem

TARGET: <240 mins
QTR RESULT: 81 mins

The median response time to resolve the wastewater overflows was 81 minutes for the first quarter. This achieved the target set. There have been 21 issues recorded in the first quarter of the year.

Core Infrastructure and Services

Wastewater



WASTEWATER COMPLAINTS # of complaints per 1000 connections

TARGET <5 per annum

	MONTHLY RESULT	YTD RESULT
Odour	0.11	0.32
Faults	0.32	0.5
Blockages	0.21	0.28

TARGET <2 per annum

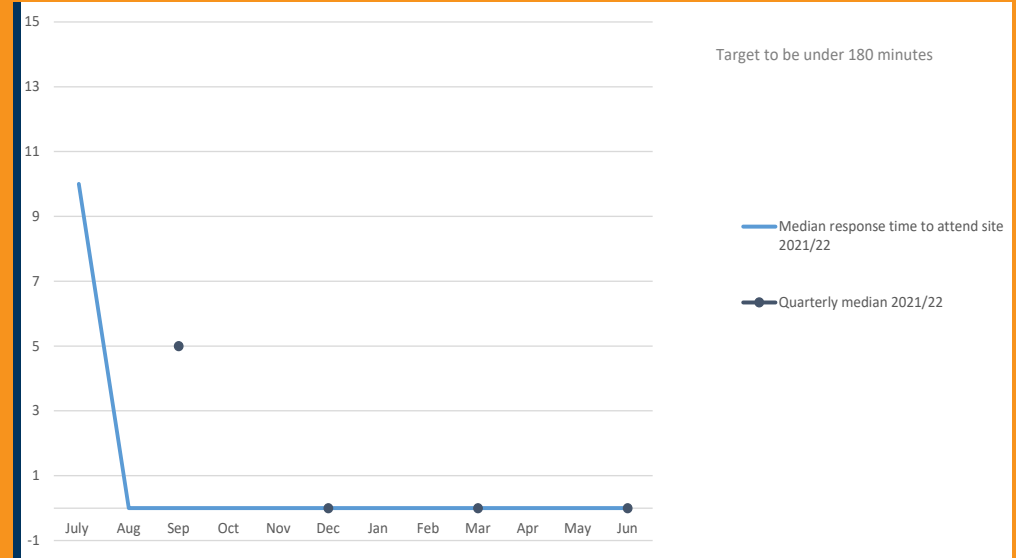
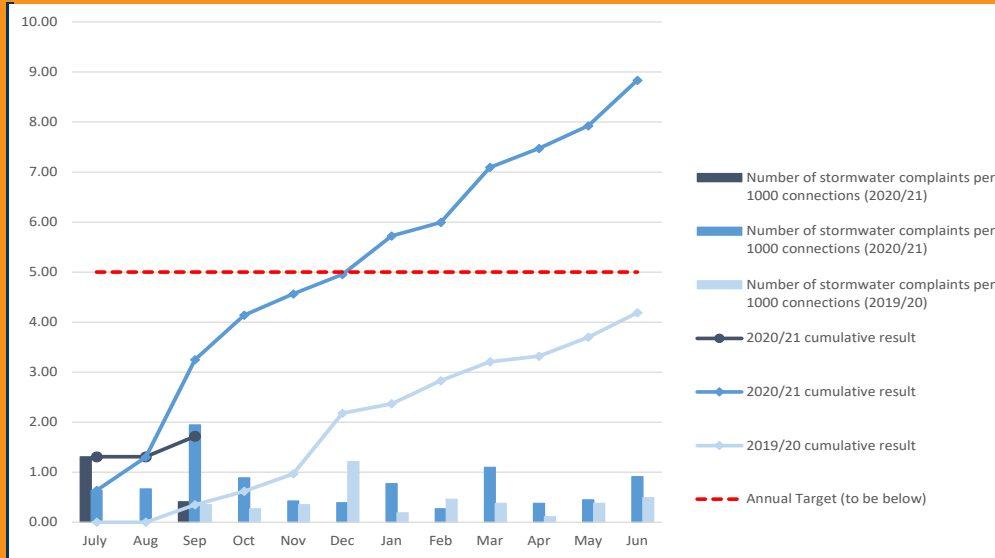
QLDC response to issues	0	0
-------------------------	---	---

All KPI's have been achieved for the number of wastewater complaints per thousand connections for the month and the year to date.



Core Infrastructure and Services

Stormwater



MONTHLY RESULT

STORMWATER COMPLAINTS
of complaints per 1000 connections

TARGET	MONTHLY RESULT
<5 per annum	0.41

The number of stormwater complaints per 1000 connections was 0.41 for September. There were 12 stormwater requests for service this month.

AGGREGATE RESULT

STORMWATER COMPLAINTS
of complaints per 1000 connections

TARGET	YTD RESULT
<5 per annum	2.54

For the first quarter 65 issues were reported which represents 2.54 issues per 1,000 connections.

MONTHLY RESULT

STORMWATER FLOODING
Median response time to attend site

TARGET	MONTHLY RESULT
<180 mins	0 mins

The median monthly response time to attend sites for stormwater floods is zero minutes as there have been no stormwater flooding events raised year to date. This achieves the target set.

AGGREGATE RESULT

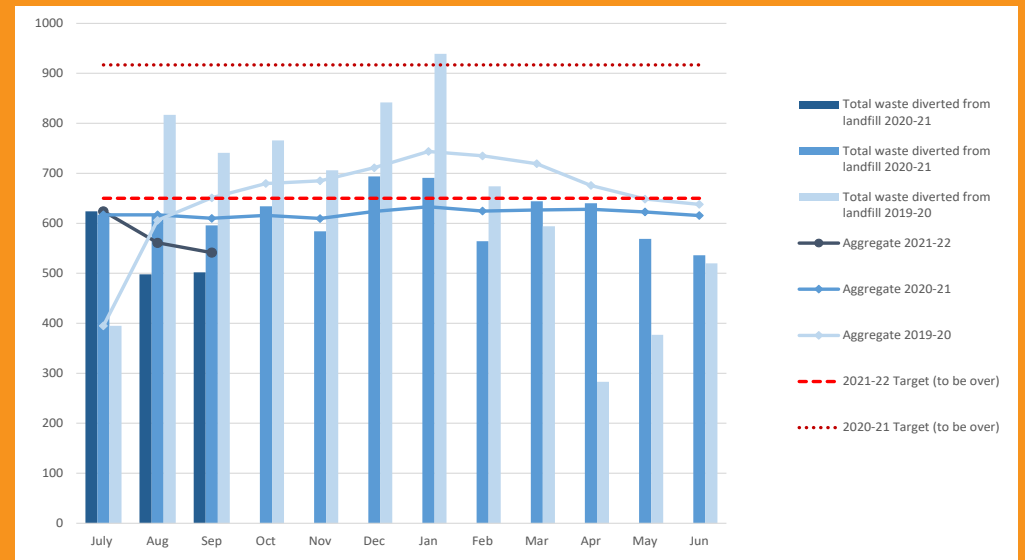
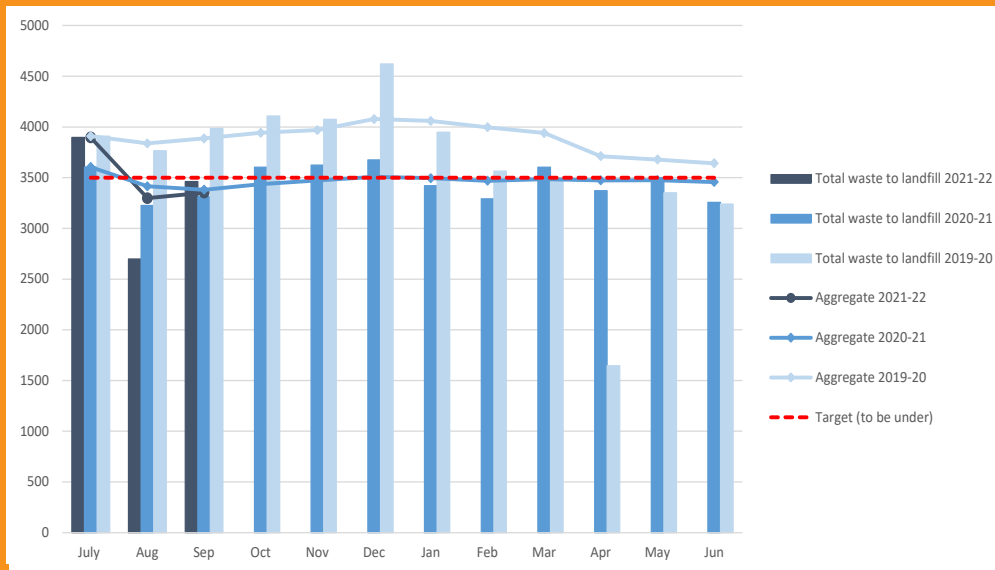
STORMWATER FLOODING
Median response time to attend site

TARGET	YTD RESULT
<180 mins	0 mins

The median year to date response time to attend sites for stormwater floods is zero minutes as there have been no stormwater flooding events raised year to date. This achieves the target set.

Core Infrastructure and Services

Waste Management



MONTHLY RESULT

WASTE DIVERTED FROM LANDFILL
Total waste diverted from landfill

TARGET	MONTHLY RESULT
>650t	502t

The facility was closed during Alert Level 3 and reopened at Alert Level 2. This impacted the diversion results and only 502 tonnes were diverted from landfill. This does not achieve the target and is tracking below the same period last year largely due to 3 weeks in Alert Levels 4 then 3 and the plant not being operational during that time.

AGGREGATE RESULT

WASTE DIVERTED FROM LANDFILL
Total waste diverted from landfill

TARGET	YTD RESULT
>650t	542t

Target not met. The facility was closed during Alert Level 3 and reopened at Alert Level 2. On average 542 tonnes of waste has been diverted from landfill per month for the year to date 2021/22.

MONTHLY RESULT

WASTE TO LANDFILL
Total waste to landfill

TARGET	MONTHLY RESULT
<3,500t	3,462t

Waste to landfill slightly lower than target due to impacts of Covid 19 lockdown and less services generating waste in the District during start of the month while still in Alert Level 3.

AGGREGATE RESULT

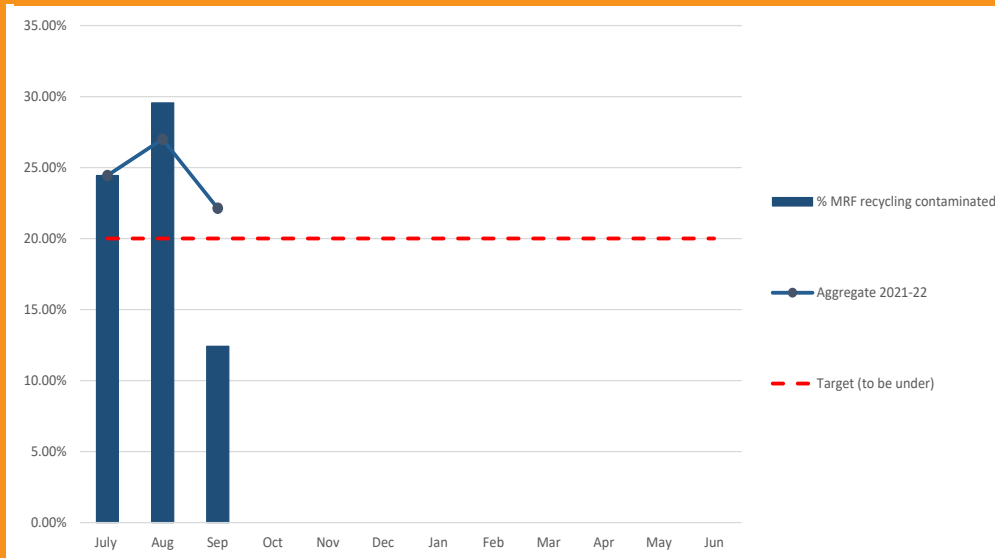
WASTE TO LANDFILL
Total waste to landfill

TARGET	YTD RESULT
<3,500t	3,342t

On average, the total waste to landfill per month for the year to date 2021/22 is 3,342 tonnes. This is lower than the target of 3,500 tonnes and is largely attributable to 3 weeks in Alert Levels 4 then 3 and less waste being generated in the District.

Core Infrastructure and Services

Waste Management



MONTHLY RESULT

WASTE TO LANDFILL
% of MRF recycling contaminated

TARGET	MONTHLY RESULT
<20%	12.41%

The MRF facility was closed during Alert Level 3, however, since then several changes were put in place enabling additional diversion (20 tonnes of mixed paper and 3.2 tonnes of aluminum) from the waste system. While an improvement, low contamination levels will need to be monitored to ensure ongoing efficiency to continue to meet the target set.

AGGREGATE RESULT

WASTE TO LANDFILL
% of MRF recycling contaminated

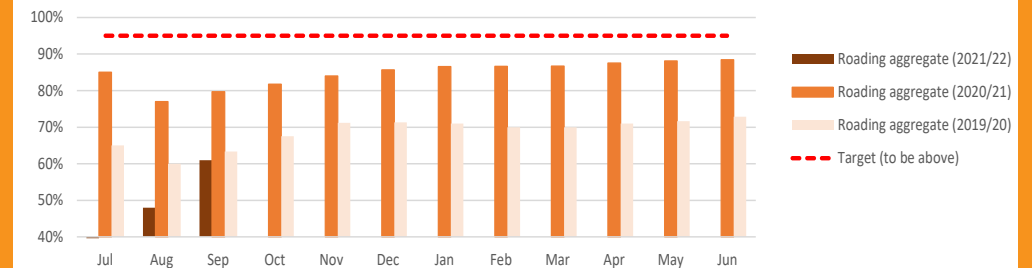
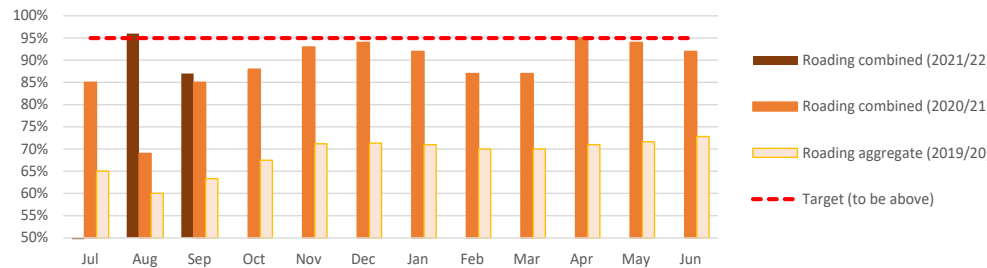
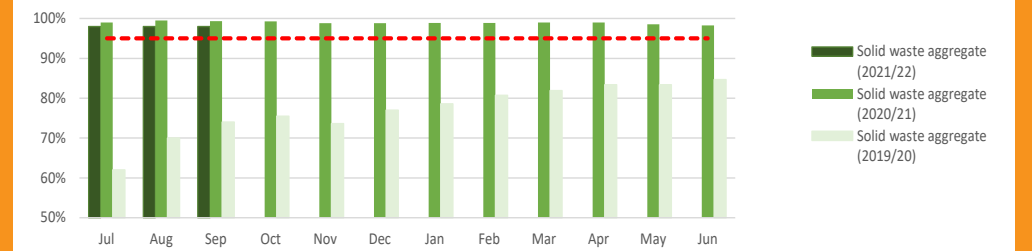
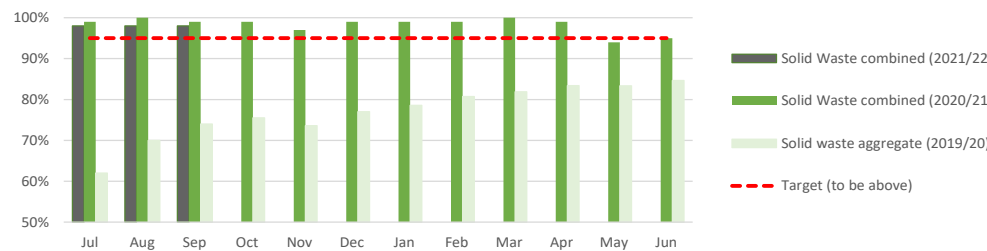
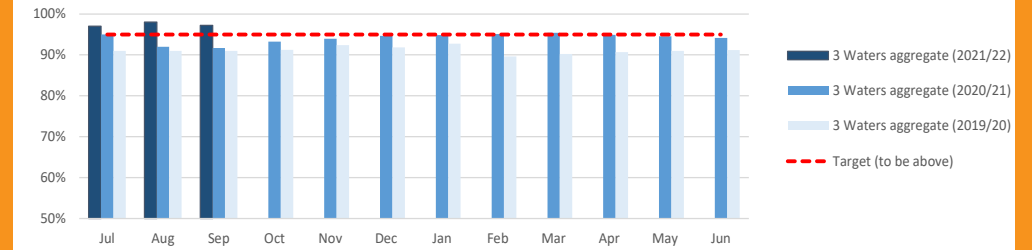
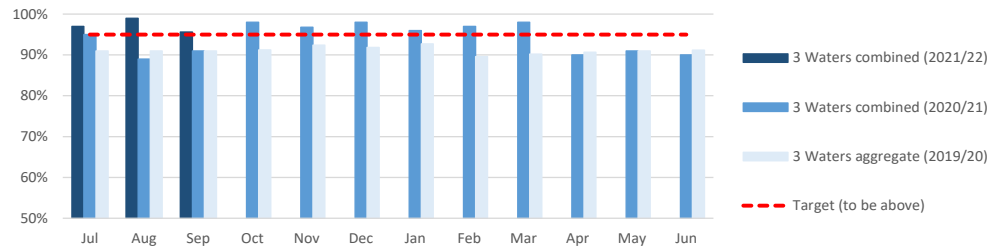
TARGET	YTD RESULT
<20%	22.13%

On average, the total contamination per month for the year to date 2021/22 is 22.13% tonnes. This is higher than the target of 20%.



Core Infrastructure and Services

Service



MONTHLY RESULT

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

TARGET >95%	MONTHLY RESULT
3 Waters	95.6%
Solid Waste	98%
Rooding	87%

Requests for services for Three Waters and Solid Waste have, for the most part, met the target set and were resolved on time. Rooding has not met the target set for the percentage of requests for service resolved on time in September.

YTD RESULT

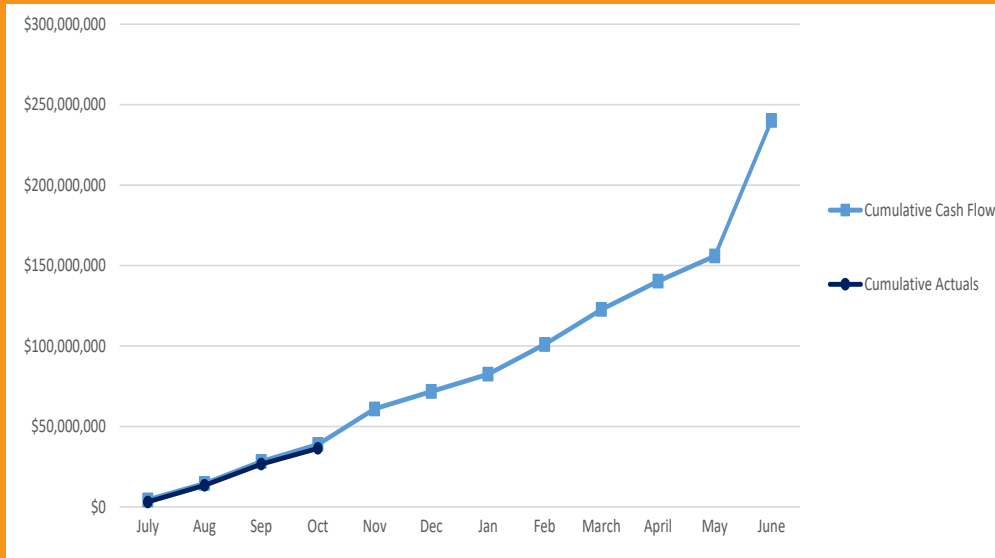
REQUESTS FOR SERVICE (RFS)
% customer RFS resolved on time

TARGET >95%	MONTHLY RESULT
3 Waters	97.2%
Solid Waste	98%
Rooding	61%

In the year to date, requests for service for Three Waters and Solid Waste have been resolved on time for the most part meeting the KPI target. Rooding has not met the time target for resolving requests for service in the year to date given that the target was not met in both July and September.

Core Infrastructure and Services

Roading



MONTHLY RESULT

CAPEX

% of capital works completed annually, including renewals (against the annual budget adopted by Council for 3 Waters, waste management and roading).

TARGET

80-110%

MONTHLY RESULT

95%

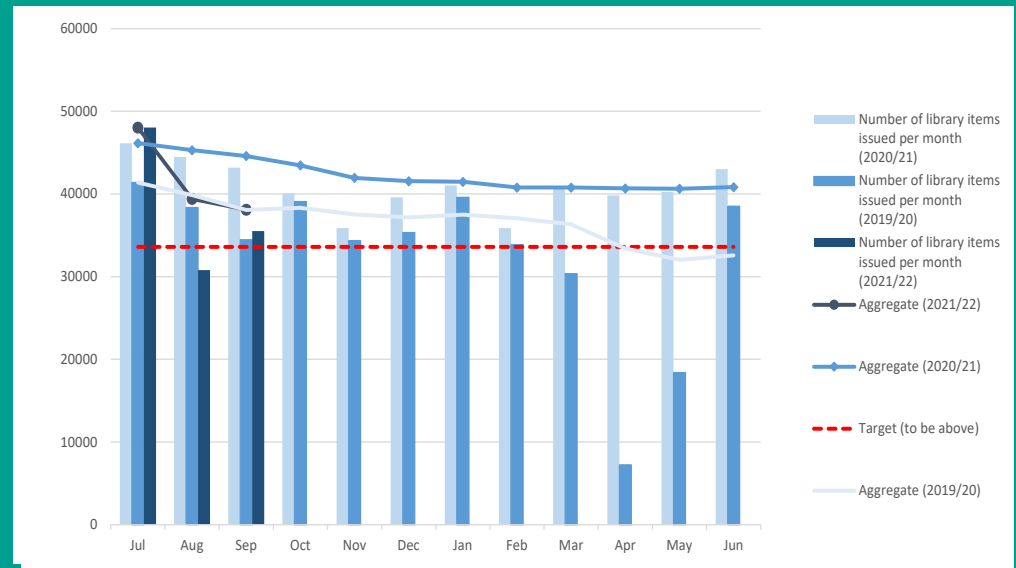
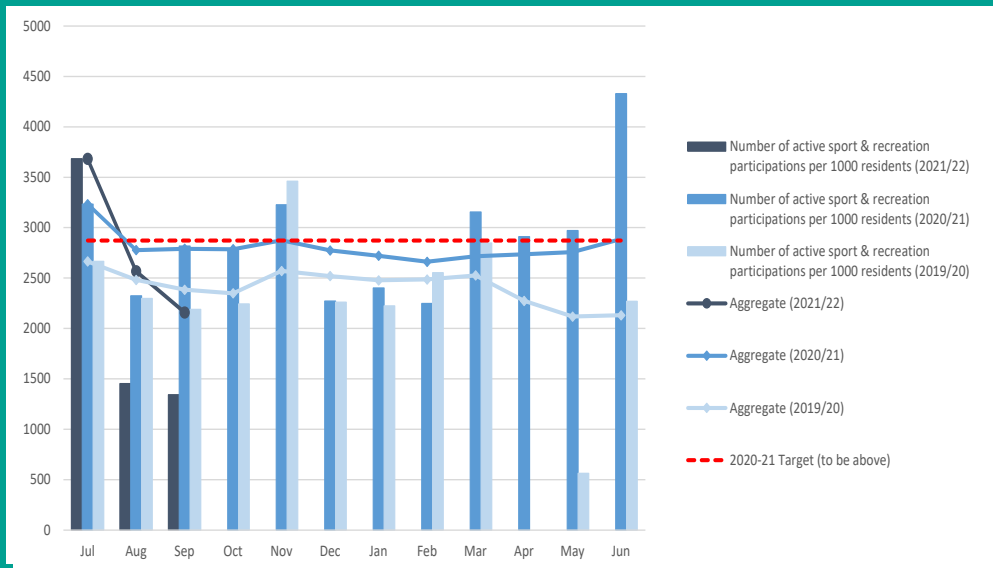
The spend over the year to date falls in line with the adjusted budget to meet the target set.

The largest CAPEX projects in September were:

- Queenstown Street Upgrades
- Queenstown Town Centre Arterials
- Recreation Ground new WW Pump Station
- Ballantyne Road Reseal
- Lakeview Development
- Lakeview Development WW Servicing
- Reform Stimulus Delivery
- Lakeview Storm Water upgrade
- Shotover Country WS new WTP
- Lucas Place SW upgrades existing pipes



Community Services



MONTHLY RESULT

ACTIVE PARTICIPANTS
of gym and pool visits per capita
(based on usually resident population)

TARGET	MONTHLY RESULT
6,250	1,341.7

Extremely low month at Queenstown Events Centre in both pool and gym admissions. Covid restrictions on numbers have had a major impact on service delivery particularly all events which have a cap of 50 people.

AGGREGATE RESULT

ACTIVE PARTICIPANTS
of gym and pool visits per capita
(based on usually resident population)

TARGET	YTD RESULT
75,000	6,477.2

September usually shows a much higher level of active participant than 2021. The low number is attributed to most of the events expected having been cancelled or postponed until 2022. With the changes in Alert Levels over the quarter, gym and pool visits are low.

MONTHLY RESULT

LIBRARY CIRCULATION
of items issued per month

TARGET	MONTHLY RESULT
>33,611	35,513

Hard copy check out total for September was less than average due to library closure at Level 3 until 7 September. Within the result, there has been a decrease of 9,802 hard copy items checked out -25.5% compared to September 2020, while CQ eltems increased by 2142 items +44.5% compared to September 2020.

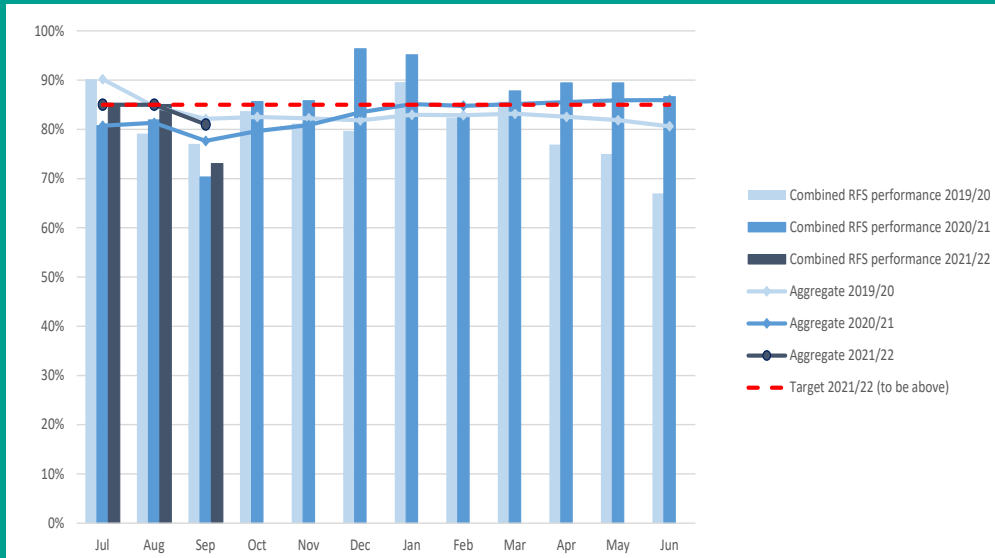
AGGREGATE RESULT

LIBRARY CIRCULATION
of items issued per month

TARGET	YTD RESULT
>33,611	38,112

Despite the changes in alert levels, the aggregate result in the number of items issued has been high. The changes in Alert Levels means there has been a decrease in hard copy check outs, simultaneously, there has been an increase in CQ eltem check outs.

Community Services



MONTHLY RESULT

PARKS RFS
% RFS resolved within specified timeframe

TARGET	MONTHLY RESULT
>85%	<div style="width: 73%; background-color: #e91e63; color: white; padding: 2px;">73%</div>

The number of Internal staff RFS resolved within the specified timeframe was 6/31 on time, or 19% during September.

However, the number of External contractor RFS resolved within the specified timeframe was 63/64 on time or 98% for the month.

September 2020 comparatively (internal & external) was further below target at 71/100 on time or 71%

AGGREGATE RESULT

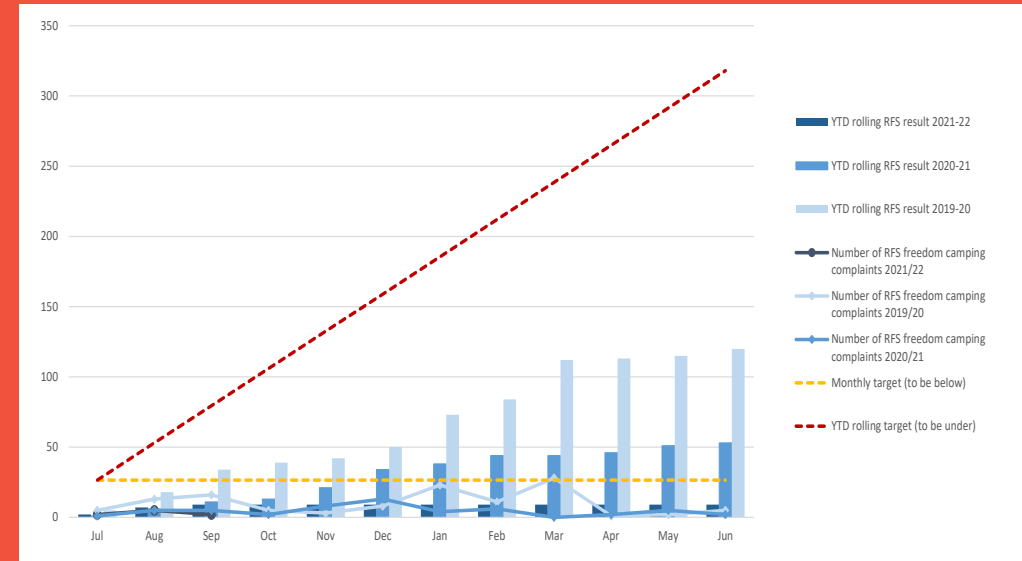
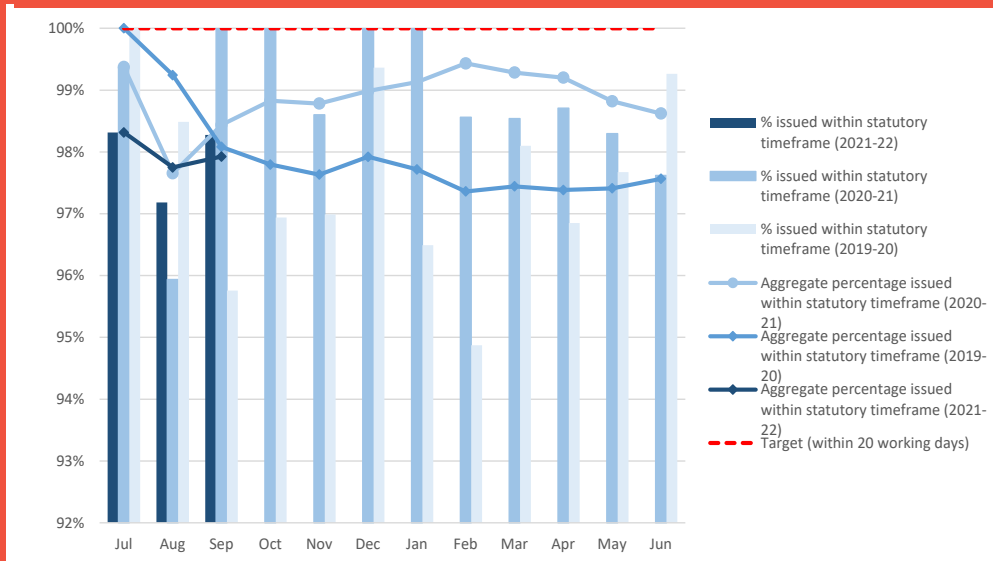
PARKS RFS
% RFS resolved within specified timeframe

TARGET	YTD RESULT
>85%	<div style="width: 81%; background-color: #e91e63; color: white; padding: 2px;">81%</div>

The aggregate result for RFS resolved in the specified time frame was 81%, while this did not meet the target, it is within 5%.



Regulatory Functions & Services



MONTHLY RESULT

BUILDING CONSENT TIMES
% of building consents processed within statutory timeframes.

TARGET	MONTHLY RESULT
100%	98.28%

The target of 100% of building consents being processed within the 20 day statutory timeframe was not achieved in September 2021. 98.28% of building consents were processed within the 20 day statutory timeframe in September. This is within 5% of the target.

AGGREGATE RESULT

BUILDING CONSENT TIMES
% of building consents processed within statutory timeframes.

TARGET	YTD RESULT
100%	97.92%

The target for processing building consents within the statutory timeframes has not been met in the year to date, however, this is remaining consistent with high volumes of incoming consents and is within 5% of the target.

MONTHLY RESULT

FREEDOM CAMPING RFS
of freedom camping RFS per month

TARGET	MONTHLY RESULT
<26.5	2

One RFS for Freedom Camping was unsubstantiated.

The remaining two were made up of:
Regular patrolled area

Could not attend due to Covid level restrictions

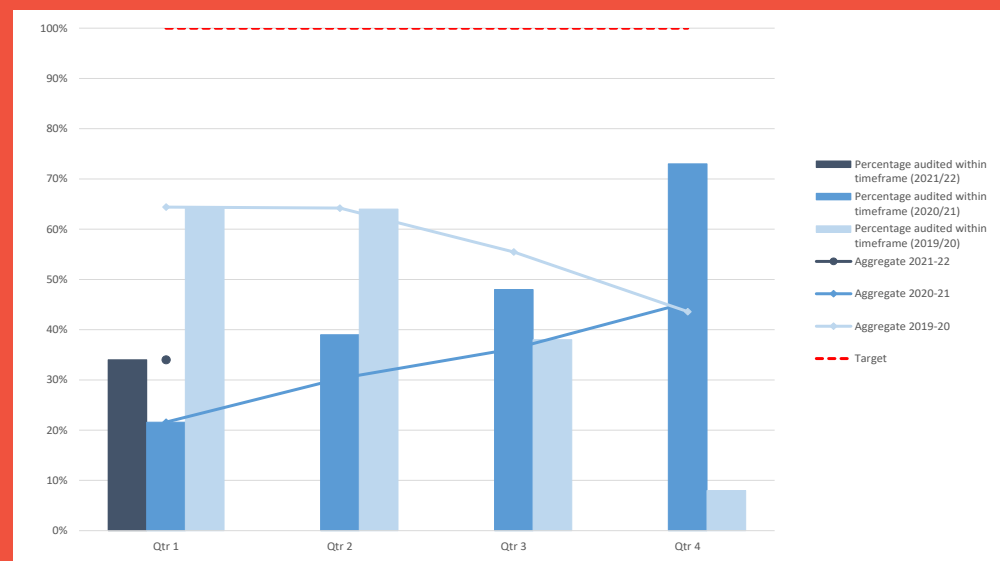
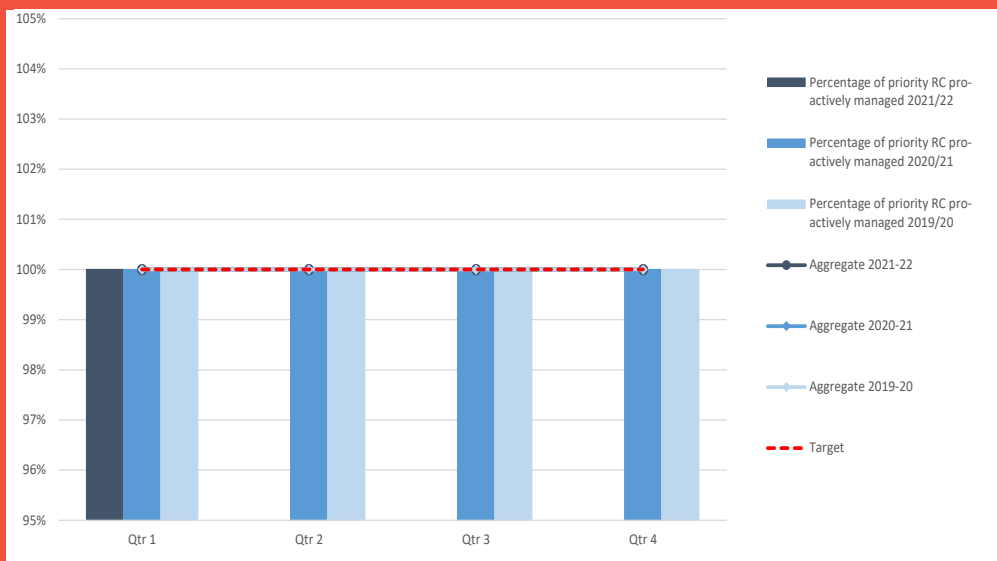
AGGREGATE RESULT

FREEDOM CAMPING RFS
of freedom camping RFS per month

TARGET	YTD RESULT
<26.5	3

The aggregate result for the year to date freedom camping RFS is three, this is well below the target set and is also lower than the 2020 quarter.

Regulatory Functions & Services



QUARTERLY RESULT

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

TARGET	QTR RESULT
100%	100%

Proactively monitoring of the resource consents that are listed as a priority has been undertaken in accordance with the strategy for September.

This meets the target set.

AGGREGATE RESULT

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

TARGET	YTD RESULT
100%	100%

Proactively monitoring of the resource consents that are listed as a priority has been undertaken in accordance with the strategy for the year to date.

This meets the target set.

QUARTERLY RESULT

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

TARGET	QTR RESULT
100%	34%

The audits achieved during this period deteriorated due to Covid restrictions at the different alert levels and the ability to undertake inspections. The number of new registrations remains constant and the team continues to focus on the high risk audits as a priority.

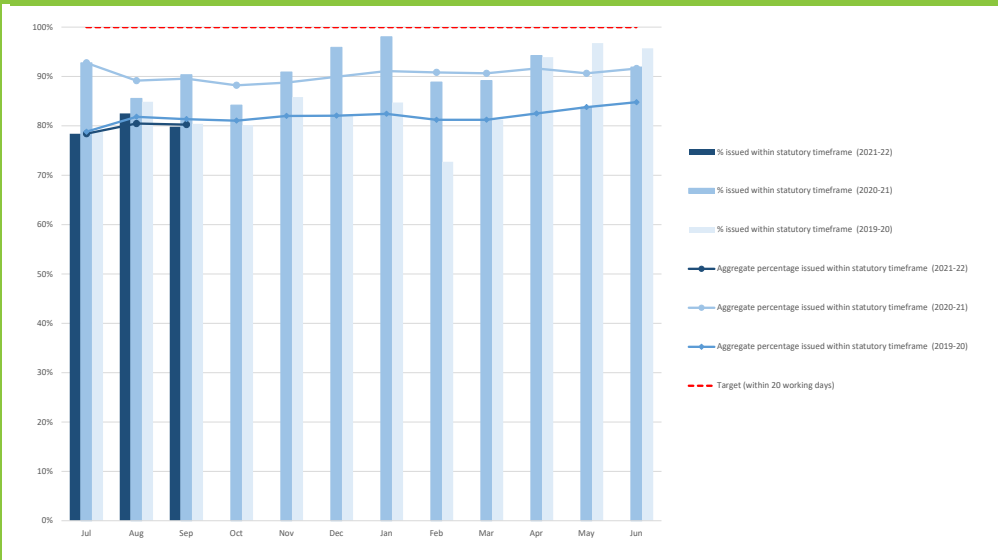
AGGREGATE RESULT

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

TARGET	YTD RESULT
100%	34%

Due to Covid-19 restrictions at the different alert levels, the ability to undertake inspections so far this year has been challenging. As a result the year to date audit target has not been met.

Environment



MONTHLY RESULT

RESOURCE CONSENT TIME
% processed within the statutory
timeframe

TARGET	MONTHLY RESULT
100%	77.88%

More resource consent applications were issued (118) than received (107) for September, with 77.88% issued within statutory timeframe. The number of decisions issued is significantly greater than the same month in the preceding two years, and is a good achievement given ongoing capacity issues, despite some applications going over timeframes.

AGGREGATE RESULT

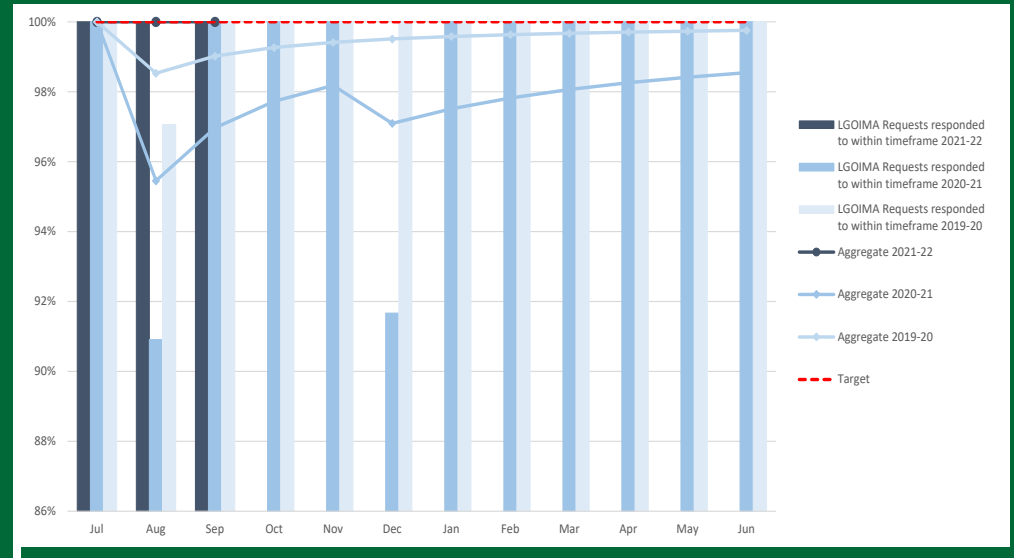
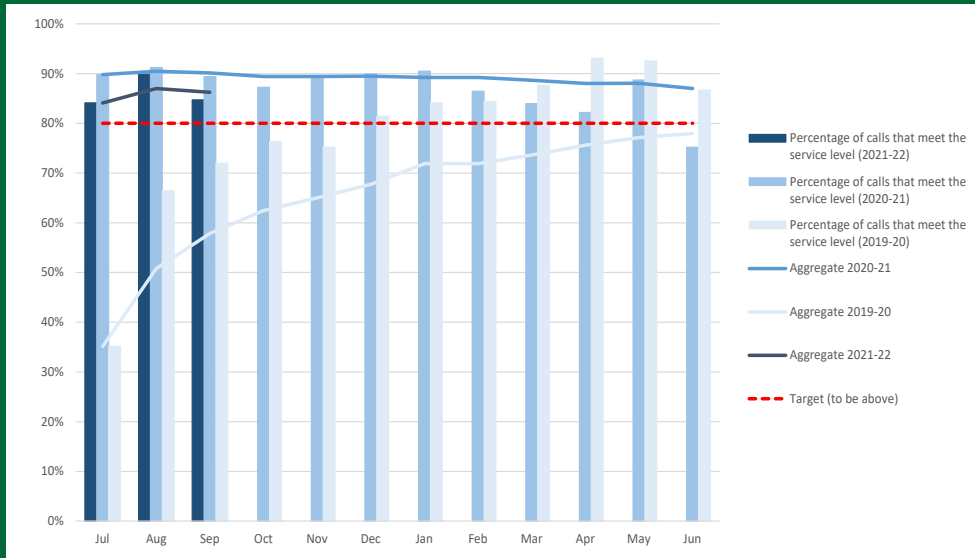
RESOURCE CONSENT TIME
% processed within the statutory
timeframe

TARGET	YTD RESULT
100%	79.46%

The number of overdue applications is a flow on effect of continuing high application numbers, along with reduced internal and external capacity, resulting in not being able to allocate applications quickly. Continue to build our internal capacity and capability of new starters, while we press our external Panel for greater capacity. Recruitment remains ongoing, though is difficult in the current market.



Support



MONTHLY RESULT

CUSTOMER CALLS
% answered within 20 seconds

TARGET	MONTHLY RESULT
80%	84.7%

In September there were 4488 calls made to Council, of these 84.7% were answered within 20 seconds thereby meeting the target.

AGGREGATE RESULT

CUSTOMER CALLS
% answered within 20 seconds

TARGET	YTD RESULT
80%	86.23%

In the year to date, QLDC has received 11,862 calls, of which 86.23% have been answered within 20 seconds. This meets the target set for the KPI.

MONTHLY RESULT

LGOIMA REQUESTS
% responded to within 20 days

TARGET	MONTHLY RESULT
100%	100%

19 decision responses due in September. All of which were responded to (and information provided where appropriate) within the 20 working days.

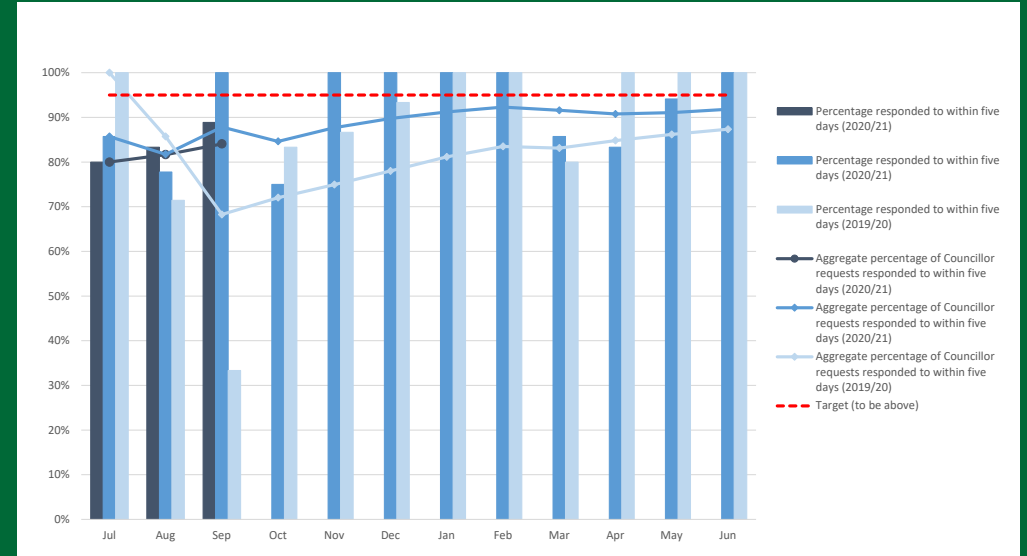
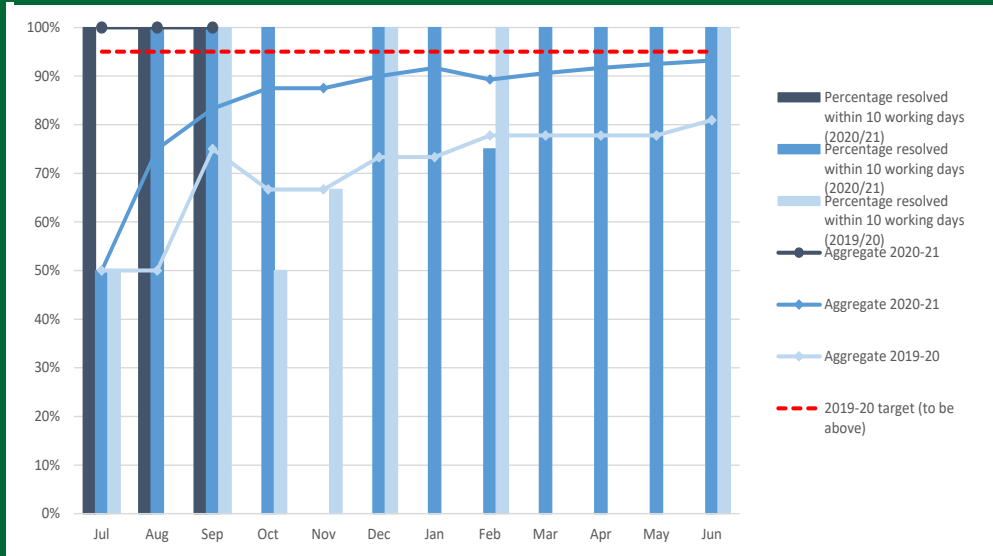
AGGREGATE RESULT

LGOIMA REQUESTS
% responded to within 20 days

TARGET	YTD RESULT
100%	100%

All LGOIMA requests for the year to date, 32 total, have been responded to within 20 days. This has met the KPI target.

Support



MONTHLY RESULT

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET	MONTHLY RESULT
>95%	100%

Two formal complaints made to Council in the month of September with both being resolved within 10 working days thereby meeting the KPI target set.

AGGREGATE RESULT

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET	YTD RESULT
>95%	100%

All complaints received for the year to date have been resolved within 10 working days. This meets the year to date target.

MONTHLY RESULT

COUNCILLOR ENQUIRIES
% responded to within 5 working days

TARGET	MONTHLY RESULT
100%	89%

Nine Councillor RFS recorded for September being one for Planning and Development, one for Finance, Legal and Regulatory, one CE's office and six Property and Infrastructure. One Planning and Development RFS did not meet the timeframe of the KPI by one day.

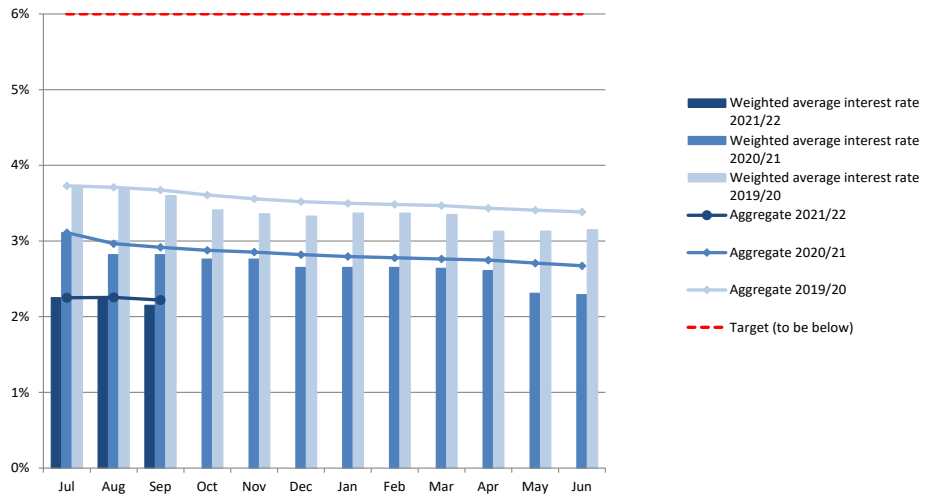
AGGREGATE RESULT

COUNCILLOR ENQUIRIES
% responded to within 5 working days

TARGET	YTD RESULT
100%	84%

84% of Councillor enquiries have been responded to within five working days year to date. This is due to an ongoing Planning and Development RFS. This KPI does not meet the target set.

Support



MONTHLY RESULT

INTEREST RATES
Weighted average interest rate per month

TARGET	MONTHLY RESULT
<6%	2.15%

With a weighted average interest rate of 2.15% for September, the monthly target has been met.

AGGREGATE RESULT

INTEREST RATES
Weighted average interest rate per month

TARGET	YTD RESULT
<6%	2.22%

Interest rates continue to remain at lower than forecast levels but are expected to rise before the end of this calendar year.



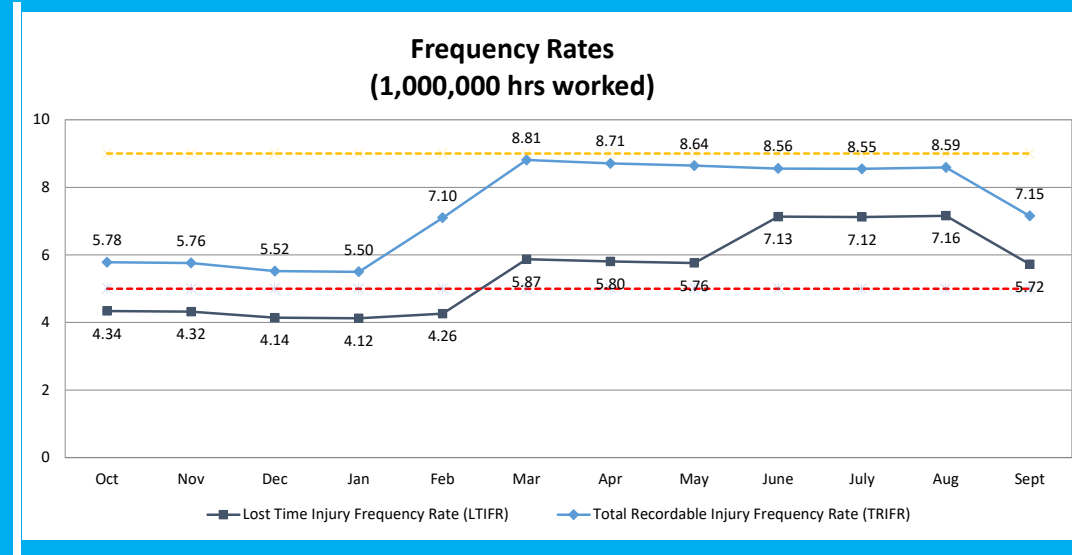
Health & Safety Summary



Health and Safety Committee

CHAIR'S SUMMARY

- Only five QLDC workplace incidents recorded this month, all minor. This has seen the TRIFR and LTIFR reduce and go back under targets
- Third month in a row that with no reportable speeding events. People are still exceeding the speed limit, but the driver has immediately corrected and not repeated the behaviour.
- A Notifiable Event (WorkSafe) gas strike on Marine Parade Queenstown. Contractor struck gas lateral with excavator. No injuries, RockGas called to stop leak and repair pipe. Earl St. closed to traffic until repair completed (approx. 15 minutes) Work stopped and investigation undertaken



UNSAFE EVENTS Frequency rates

	TARGET	RESULT
TRIFR	9	7.15
LTIFR	5	5.72

TRIFR = Total Recordable Injury Frequency Rate

LTIFR = Lost Time Injury Frequency Rate

While the LTIFR does not meet the target, this is due to the average calculation, we are seeing a decrease in this number compared to August and September 2020.

NOTIFIABLE EVENTS Notifiable to Worksafe

EVENT TYPE	RESULT
Accident	1

EVENT DETAILS

Gas Strike on Marine Parade

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

Gas strike Marine Parade Queenstown. No plans were available from BeforeUDig, but contractor failed to take the step to ask the asset operator for their plans.

Design plans that were used showed that the pipe was not in that area, the plans had been correct up to that point.

Contractors Permit To Work system not followed. Permit to work was required to be reviewed weekly but this did not occur, the permit had been issued nearly two weeks prior to the incident. Permit was briefed to workers and workers had a copy of the Permit To Work but had not signed on to it, this included site manager and the excavator operator.

Contractor findings: Contractor highlighted that as this was towards the end of the job that a level of complacency had set in as there had been no other incidents and the assumption

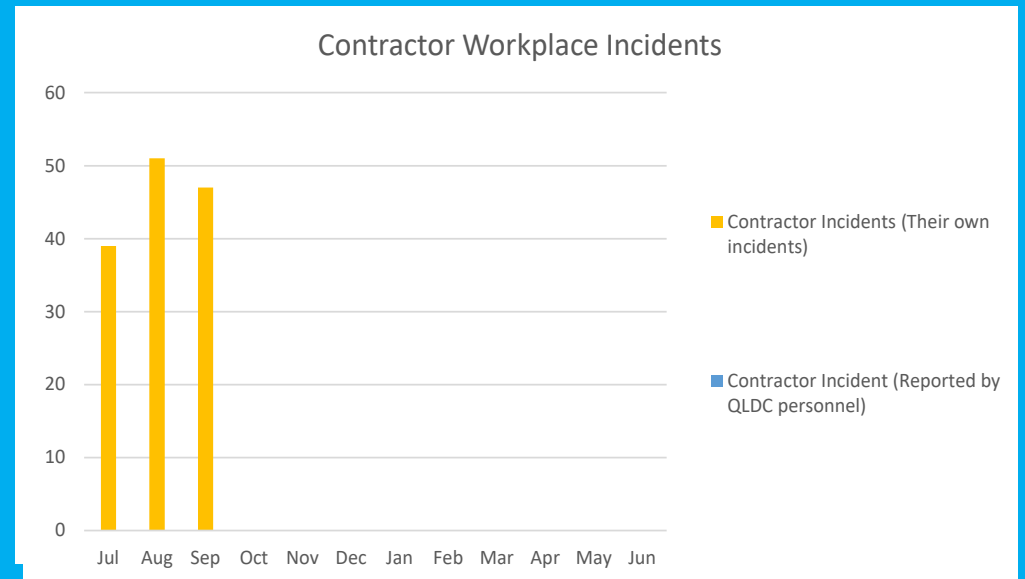
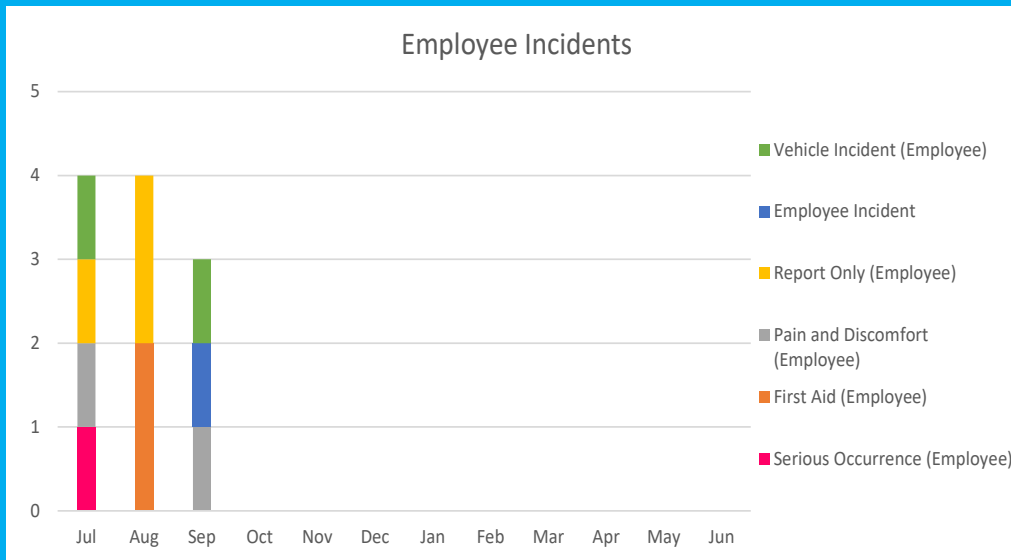
Health and Safety Committee

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

2020/21	
Compliance	<ul style="list-style-type: none"> Health & Safety internal audit by each department to be conducted utilising the Workplace safety Management Practices (WSMP) as standard
Unsafe Events	<ul style="list-style-type: none"> Total Recordable Injury Frequency Rate - <9 Lost Time Injury Frequency Rate - <5
Prevention	<ul style="list-style-type: none"> 90% of all incidents reported each month closed within allocate timeframe 100% of all Positive Actions Safety Statistics reported each month
Improvement	<ul style="list-style-type: none"> 90% of Health & Safety Committee actions completed on time
Behaviour	<ul style="list-style-type: none"> Behavioural self assessment - Twice the amount of A scores to be reported monthly compared to C scores
Wellbeing Engagement	<ul style="list-style-type: none"> At least 60% participation across wellbeing activities



Unsafe Events and Frequency Rates



UNSAFE EVENTS Incidents and accidents across all groups

	RESULT
Employees	3
Contractors	47
Volunteers	0
Public	2

All contractor incidents were their own incidents not reported by QLDC.

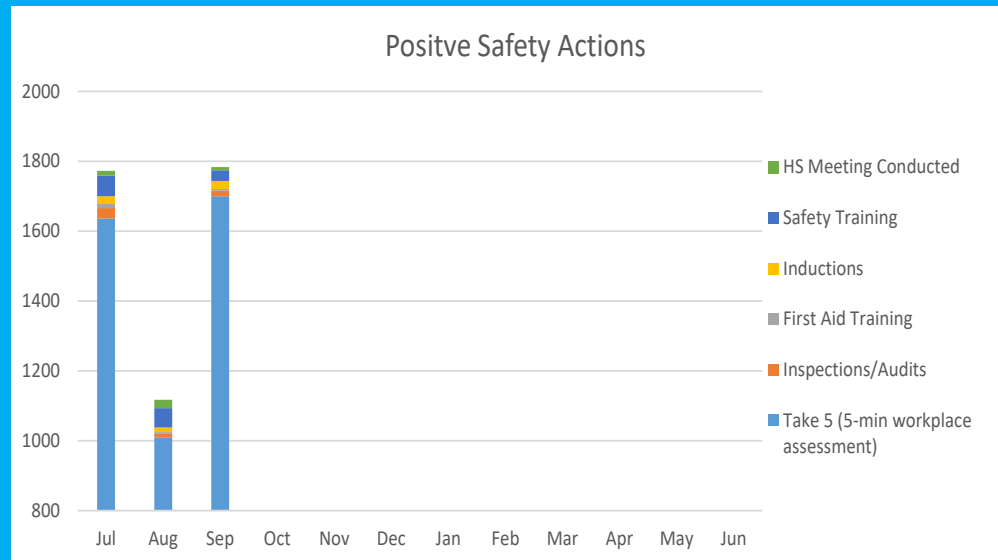
The employee and public incidents were minor. Employee incidents were minor incidents with vehicles or causing some pain and discomfort.

The Public incidents were classified as minor:
One incident was a child at the Wanaka Pool who got out of their depth.

The other incident was a member of the public reversing into a stationary council vehicle.



Prevention



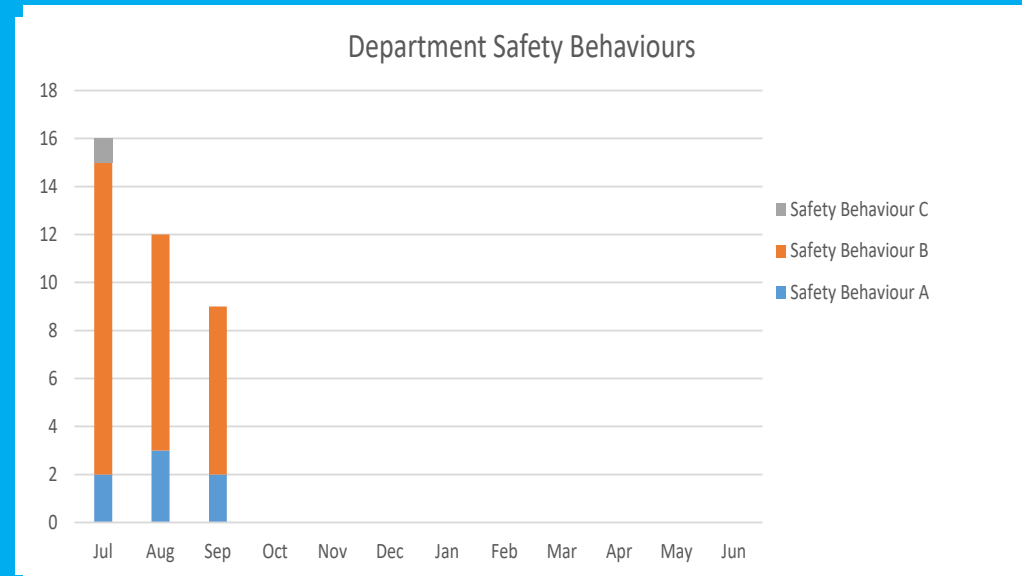
POSITIVE SAFETY ACTIONS

	RESULT
Take 5's	1,700
Inspection/Audits	17
Safety and Wellbeing Training	31
HS Meetings	9
First Aid	4

Positive safety actions for September 2021 is higher than September 2020.

Take 5's have been increasing each month but First Aid Training and Health and Safety meetings have decreased in September.

Behaviour – Self Assessment



DEPARTMENT SAFETY BEHAVIOURS

	RESULT
Type A	2
Type B	7
Type C	0
Target Achieved	Yes

QLDC departments are required to rate their monthly safety performance based on a simple question; have they improved safety (A score) or has it been business as usual (B score)? A 'C' in response indicates a significant accident or incident, or performance generally in need of improvement. If one C is given, the organisation's overall score will be a C.

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

With 2 x A scores this month, 7 x B scores and 0 x C scores, the target was achieved.

Key Priorities Summary





High Profile Capital Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Te Atamira	<ul style="list-style-type: none"> • Procurement plan/Business plan/Occupancy analysis all completed. • Initial Funding of \$1.4M achieved. A number of grant applications have been lodged with major funders. \$700k received from CLT. • Signed up national organisation YouthTown • Pre-inspection of building completed and landlord completing some remedial works. • Appointment of Arts & Culture Coordinator and Front of house assistant completed. • Events and activation of the site planned for September 2021 • 10th September 2021 – RFQ for fit out contractor re-leased to 3 shortlisted contractors. 	<ul style="list-style-type: none"> • 31st December 2021 – Funding completed. 	Green
Tourism Infrastructure Funding Project – Public Toilets	<ul style="list-style-type: none"> • Wanaka Lakefront toilet installation complete. • GY hand basin and fountain. • Concrete pad and installation complete. 	<ul style="list-style-type: none"> • Complete, located within Stage 2. • Asset handover to QLDC expected in October. 	Green
Wanaka Youth and Community Centre	<ul style="list-style-type: none"> • Commercial negotiations still underway and come to an impasse. • Building condition report received and letter sent to Landlord re remedial issues. • EOI and operational brief ready to be sent out when required. 	<ul style="list-style-type: none"> • Commercial lease in negotiations – October 2021. 	Amber



High Profile Capital Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Queenstown Gardens	<ul style="list-style-type: none"> Alternative path surface (Numat) confirmed for areas of path where tree root networks would be compromised with concrete finish. Planting implementation being finalised with QLDC Field Team. Project team maximise alternate routes for pedestrians during construction, and neighbouring Alliance construction works. 	<ul style="list-style-type: none"> Fabrication of signage to be completed. Planting can take place after rock wall is complete. Continued communication with stakeholders and Alliance Team. 	Green
Coronet Forest Harvest	<ul style="list-style-type: none"> Harvest is now 57% complete. Procurement plan for the revegetation has commenced. The Annual valuation of the forest is complete. 	<ul style="list-style-type: none"> An audit of the log sales to date is now underway. Develop RFP for release to the market in early 2022. 	Green
Frankton Campground	<ul style="list-style-type: none"> Main civils and construction work at the site is now underway. 	<ul style="list-style-type: none"> Waka Kotahi Trail final design (due June) has been delayed, but works are now due to commence first week of October. August Covid impact to schedule has removed all contingency. Lessee/developer still estimating an early December opening date. 	Green



High Profile Capital Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Wānaka Lakefront Development</p> <p>Stage 2</p> <p>Stage 3</p>	<ul style="list-style-type: none"> Wanaka Community Board signed off on Stage 2 Design for implementation. <ul style="list-style-type: none"> Construction on track for completion early October. Slight delay with boardwalk balustrade has delayed installation. 	<ul style="list-style-type: none"> Reforecast of Budget to be confirmed at Council meeting on 28 October. Stage Two tender documents on track for RFT release on GETS in November. <ul style="list-style-type: none"> Official opening of Stage Three, with Wanaka Community Board members, Iwi and other representatives, on track for 11 October 2021. Practical completion November 2021 	<p>Green</p> <p>Green</p>
516 Ladies Mile	<ul style="list-style-type: none"> Resource consent lodged with QLDC. 	<ul style="list-style-type: none"> PGG meeting – October to discuss project status. Draft budget came in at \$3.6M. Discussion to be had with PGG regarding the ability to proceed with the project in its current form. Options paper presented and will be discussed at ELT/ Council Workshop. Procurement strategy completed but reviewing a traditional approach as an alternative option in the current market. 	Amber
Capital Infrastructure Projects (Arterials and Street Upgrades)	<ul style="list-style-type: none"> Street Upgrades: <ul style="list-style-type: none"> Prior to the Alert Level 4 lockdown, which saw construction sites close from 17 August, construction was nearing the peak point in productivity. Pavement, rain garden, water and wastewater construction within the historic core was progressing well. Changes in timber specification overcame supply issues for retaining walls. Arterial Stage One: <ul style="list-style-type: none"> The enabling package is well underway with the service investigations, having completed in excess of 130 slot trenches. Alongside this the establishment of the site compound at Ballarat St has progressed well with the site office in operation since early August, dilapidation surveys have commenced. 	<ul style="list-style-type: none"> Street Upgrades: <ul style="list-style-type: none"> First concrete pavement pour scheduled for 24 September. First shipment of stone pavers expected mid-September. Arterial Stage One: <ul style="list-style-type: none"> Service investigation package due for completion mid-September. Main Contract Works to commence 27 September to meet CIP Funding milestone. 	<p>Green</p> <p>Green</p>

Selected Capital Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Residential Growth (Housing Infrastructure Fund) Kington HIF Quail Rise	<ul style="list-style-type: none"> Water Scheme: Detailed design nearing completion. Technical reviews underway. Wastewater Scheme: Detailed design on hold while obtaining discharge consent. Was publicly notified in September 2021 with hearing date in January 2022. Contractor and QS cost estimates collated and presented to leadership team. The reservoir and associated rising and falling mains are now in detailed design and QLDC is soon to engage with stakeholders and affected parties regarding its Notice of Requirement application. 	<ul style="list-style-type: none"> Complete water scheme detailed design and reviews. Investigate alternative funding model due to cost estimates exceeding budget and present to leadership. Decision on procurement of water scheme to be made once funding work completed (early 2022). Detailed Design due for completion April 2022. 	Amber Amber
Lakeview Development and Ancillary Works	<ul style="list-style-type: none"> Handover of the first area (3500m2) within Lot 2 and the adjacent portion of the new Isle St occurred on 19 July. Works up until end August have included establishment of the site compound and commencement of new sewer services. 	<ul style="list-style-type: none"> Handover of the balance of the Lakeview site from the QLDC Site Clearance team was scheduled for 04 October. 	Green
Responsible Camping Strategy	<ul style="list-style-type: none"> Working Group Meeting (Mayor Jim Boulton) - September 7. Responsible Camping Governance Group Meeting – 1 October. 	<ul style="list-style-type: none"> Freedom Camping Bylaw deliberations – 7 October. Council Workshop Freedom Camping Bylaw – 19 October. Revised MOU with Partner Agencies – by mid-November. Finalised procurement document for review of Responsible Camping Strategy out to market – by mid-November. PCG Meeting – before 5 November. 	Green

Strategy and Policy Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Proposed District Plan (PDP) Stage One Appeals Progress</p> <p>Stage Two Appeals Progress</p> <p>Stage Three Appeals Progress</p>	<ul style="list-style-type: none"> • Decisions and consent notices for over 90% of appeal points (101 appeals and 1065 appeal points originally lodged) received and updated into the plan. • Small number of outstanding appeals on complex rezoning requests subject to Environment Court hearing timetables or further mediations. • Withdrawal of two Stage 1 re-zoning appeals by appellants: Glendhu Bay and Burdon (Lake Hawea). • 84 appeals and 930 appeal points received challenging Council's decisions. • Mediations on all but a handful of appeals have been completed. A number of significant consent orders issued including the planning provisions for the Wakatipu Basin (Chapter 24) as well as Resort zonings for the Hills and Hogan's Gully Farms. • Environment Court process for Wakatipu Basin appeals (zoning and remaining text) getting underway (evidence preparation and Court dates set). • 2 Appeals received on the Decisions on Chapter 30 Energy and Utilities. • 42 appeals (total) containing 354 separate appeal points for the following topics – Wahi Tupuna, General Industrial and Service Zone, Three Parks Commercial & Business Zone, Settlement Zone, Rural Visitor Zone, 101 Ballantyne Road, Arthur's Point, Variations and Plan Maps, and Design Guidelines. 	<ul style="list-style-type: none"> • Outstanding appeals scheduled for mediation and/or hearings in 4th quarter 2021. • Environment Court Hearings 4th quarter 2021. • Mediations commence November 2021. 	<p>Green</p> <p>Green</p> <p>Green</p>
<p>Luggate Memorial Hall</p>	<ul style="list-style-type: none"> • Works recommenced on site in Alert Level 3 on 1 September, and Alert Level 2 on 8 September. The project team are now working on understanding impacts to the project of this latest lockdown period. 	<ul style="list-style-type: none"> • Confirm Covid-related delays to the project. Production of the wall & roof panels, and windows and doors, expected to begin in October. Relocate temporary hall and make-good the site for further works. 	<p>Amber</p>



Strategy and Policy Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Recreation Ground Pump Station and Rising Main	<ul style="list-style-type: none">This project is now complete.	<ul style="list-style-type: none">Practical Completion.Handover from PMO to O&M Team.	Green
Te Putahi Ladies Mile Masterplan and Plan Variation	<ul style="list-style-type: none">Council workshop – Workshop with Councillors on Planning provisions and other methods that would enable a staged zoning approach that defers development until necessary transport interventions are confirmed – 21st September 2021.	<ul style="list-style-type: none">Full Council meeting - consideration of Planning Provisions and endorsement of the masterplan – 28th October 2021.	Amber



Strategy and Policy Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Economic Diversification Plan	<ul style="list-style-type: none"> The Economic Diversification Plan is an output of the Spatial Plan. It is currently being scoped and all relevant projects, initiatives and programmes are being collated. Consideration to the development of a reference group is underway. A procurement process will be undertaken to appoint a consultant to develop the plan further. 	<ul style="list-style-type: none"> Reference Group Development – November. Procurement - February. 	Green
Destination Management Plan	<ul style="list-style-type: none"> The Destination Management Plan is an output of the Spatial Plan. It is being developed in partnership with the Regional Tourism Organisations and will focus on regenerative tourism by 2030. A significant programme of community, council and elected member engagement continues. 	<ul style="list-style-type: none"> Pinnacle Events October/November. Community consultation on draft – Early 2022. 	Green
Climate Action Plan	<ul style="list-style-type: none"> The Climate Action Plan is currently being reviewed, through a broad process of targeted community consultation. The Climate Reference Group will help determine priority actions within the plan. 	<ul style="list-style-type: none"> Draft preparation – September / October. Community consultation on draft - December. 	Green



Strategy and Policy Projects

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Housing Strategy	<ul style="list-style-type: none"> The Housing Strategy is being prepared for community consultation in September. It will be finalised in early 2022 and will likely be aligned with the Inclusionary Zoning chapter of the Proposed District Plan. 	<ul style="list-style-type: none"> Finalisation of strategy – early 2022. 	Green
Spatial Plan	<ul style="list-style-type: none"> The Spatial Plan was adopted on 29 July 2021. An Implementation Plan is in development and the new governance structure has become live. 	<ul style="list-style-type: none"> Appointment of Independent Chair – October. Political Governance Group meeting – February. 	Green
Annual Plan	<ul style="list-style-type: none"> Development of the Annual Plan for 2022/23 is underway. 	<ul style="list-style-type: none"> Council workshop scheduled – 14 December. Community Consultation – Mar/April 2022. 	Green
Annual Report	<ul style="list-style-type: none"> Work continues on the Annual Report 2020-21, with the Finance and Corporate teams working closely with the Deloitte auditors. Regular weekly meetings have been scheduled with Deloitte audit partner. 	<ul style="list-style-type: none"> Draft Annual Report will be presented at Audit, Finance & Risk Committee for discussion – 14 October. Annual Report to be presented to Council for adoption – 28 October. 	Green

Financial Management Report



Operating Expenditure and Revenue

Financial Management Report

% of the year completed 25%

DESCRIPTION	September Actual	September Adjusted Budget	Variance to Budget	Year to date Actual	Year to date Adjusted Budget	Year to date Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget	*
REVENUE									
Operating Revenue									
Income - Rates	8,543,116	8,440,329	102,787	24,508,427	24,420,653	87,775	96,805,942	25%	
Income - Grants & Subsidies	540,334	525,594	14,740	1,613,124	1,775,625	(162,500)	6,447,423	25%	1*
Income - NZTA External Cost Recoveries	370,406	512,240	(141,835)	1,194,702	1,536,721	(342,019)	6,146,884	19%	2*
Income - Consents	1,153,058	1,143,403	9,655	3,248,921	3,396,237	(147,317)	12,558,418	26%	3*
Income - External Cost Recovery	88,028	78,133	9,895	223,416	234,398	(10,982)	937,592	24%	
Income - Regulatory	224,790	488,375	(263,585)	985,584	1,444,506	(458,922)	5,942,984	17%	4*
Income - Operational	1,888,245	2,172,524	(284,279)	5,997,773	6,732,778	(735,006)	26,887,177	22%	5*
Total Operating Revenue	12,807,978	13,360,599	(552,621)	37,771,946	39,540,918	(1,768,972)	155,726,420	24%	
EXPENDITURE									
Personnel Expenditure									
Expenditure - Salaries and Wages	3,394,584	3,304,319	(90,265)	9,158,544	9,849,957	691,413	39,323,565	23%	6*
Expenditure - Salaries and Wages Contract	559,421	323,342	(236,080)	1,433,944	955,802	(478,142)	3,478,512	41%	7*
Expenditure - Health Insurance	18,162	36,031	17,869	56,778	108,092	51,314	432,370	13%	
Total Personnel Expenditure	3,972,168	3,663,691	(308,476)	10,649,267	10,913,851	264,585	43,234,447	25%	
Operating Expenditure									
Expenditure - Professional Services	323,509	472,907	149,399	786,999	1,218,520	431,522	5,084,681	15%	8*
Expenditure - Legal	260,245	251,846	(8,399)	1,397,403	755,537	(641,866)	3,022,149	46%	9*
Expenditure - Stationery	54,123	32,870	(21,253)	85,666	98,609	12,943	394,437	22%	
Expenditure - IT & Phones	104,180	79,402	(24,779)	186,181	238,205	52,024	1,007,691	18%	
Expenditure - Commercial Rent	303,556	287,929	(15,627)	763,029	863,788	100,758	3,455,149	22%	10*
Expenditure - Vehicle	57,991	58,833	842	174,162	176,499	2,337	706,000	25%	
Expenditure - Power	281,461	311,356	29,895	974,862	960,638	(14,225)	3,656,725	27%	
Expenditure - Insurance	149,922	130,308	(19,614)	453,462	390,924	(62,539)	1,563,700	29%	

Operating Expenditure and Revenue

Financial Management Report

% of the year completed

25%

DESCRIPTION	September Actual	September Adjusted Budget	Variance to Budget	Year to date Actual	Year to date Adjusted Budget	Year to date Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget	*
EXPENDITURE									
Operating Expenditure continued									
Expenditure - Infrastructure Maintenance	2,843,146	2,894,201	51,055	8,493,772	9,012,603	518,831	34,394,914	25%	11*
Expenditure - Parks & Reserves Maintenance	827,160	1,005,800	178,641	1,895,799	2,704,717	808,917	12,417,139	15%	12*
Expense - External Cost On Chargeable	61,721	78,133	16,412	251,778	234,398	(17,380)	937,592	27%	
Expenditure - Grants	921,439	934,177	12,738	2,129,230	2,109,663	(19,567)	8,443,549	25%	
Expenditure - Other	993,613	1,286,227	292,614	3,003,119	3,641,961	638,842	16,981,449	18%	13*
Total Operating Expenditure	7,182,066	7,823,989	641,923	20,595,463	22,406,063	1,810,599	92,065,175	22%	
Interest and Depreciation									
Expenditure - Interest	473,280	746,747	273,467	1,268,379	2,240,240	971,861	8,960,960	14%	14*
Expenditure - Depreciation	3,585,781	3,585,152	(629)	10,774,740	10,774,111	(629)	42,899,010	25%	
Total Interest and Depreciation	4,059,061	4,331,899	272,838	12,043,119	13,014,351	971,232	51,859,970	23%	
TOTAL EXPENDITURE	15,213,294	15,819,579	606,285	43,287,850	46,334,266	3,046,416	187,159,591	23%	
NET OPERATING SURPLUS (DEFECIT)	(2,405,317)	(2,458,981)	53,664	(5,515,903)	(6,793,348)	1,277,444	(31,433,171)		

* Commentary

*1 Income - Grants & Subsidies - \$163k unfavourable variance with \$228k unfavourable income within Rooding due mainly to the mild winter resulting in less revenue. This is a timing difference as the shortfall can be re-prioritised to other activities throughout the year. In addition, target income has reduced as a result of lower than expected Waka Kotahi funding (partially offsets in Infrastructure maintenance costs - see Note 11 below - \$132k favourable variance). \$54k favourable variance within Libraries relating to the NZLTPP (NZ Libraries & Trust Partnership Program) due to an unbudgeted grant being received.

*2 Income - NZTA External Cost Recoveries - The \$342k unfavourable variance is mainly within Infrastructure and is due to lower internal time allocations to CAPEX projects of \$345k, predominantly due to salary and wage staff vacancies which are favourable by \$286k.

*3 Income - Consents - Unfavourable variance of \$147k is within Planning & Development with Resource Consents \$288k unfavourable due to lower recoverable hours, driven mainly by the onboarding of new resources (66% lower than budgeted) and lower recovery of Consultants costs which is being investigated. Engineering Consents \$119k favourable with a greater than budgeted level of recoverable hours (+36%).



* Commentary

Financial Management Report

Operating Expenditure and Revenue

- *4 Income - Regulatory - \$459k below budget. Legal and Regulatory \$337k unfavourable with Parking \$187k below, campervan infringements \$80k below, driven by international border delays and lockdown restrictions (22 campervan infringements issued YTD vs 325 to YTD Sept 19/20 (pre covid)). Premise registrations \$63k under as a result of business suspensions and level 4 & 3 restrictions - of 119 expected audits YTD only 53 have been possible. Parking fees and permits are \$145k unfavourable and are 64% of prior years actuals YTD due to tourism downturn/lockdowns.
- *5 Income - Operational - \$735k unfavourable
- Community Services \$803k below with Parks & Reserves \$560k down, \$313k due to low forestry volumes, partially offset by higher yield prices (September estimate in the absence of any other data) and \$235k due to lower lease rental income (mainly Wakatipu due to Skyline which is based on 20-21 actuals). Sports, Rec, Venues & Facilities \$147k lower, driven mainly by COVID restrictions.
 - Infrastructure \$294k unfavourable, \$266k unfavourable within Property due largely to Wanaka Airport reduced income due to lower commercial & GA activity (COVID impacts), reduced commercial licence fees for camp grounds, driven by timing of lease negotiations due to reduced tourist market.
 - \$259k favourable variance in Corporate, driven mainly by income for Economic Development \$158k being unbudgeted income relating to Welcoming Communities and Lifetime value of a visitor and Civil Defense \$110k for MBIE - COVID recovery income offset by expenditure.
 - Finance \$115k favourable with net interest driven by BNZ factoring position.
- *6 Expenditure - Salaries and Wages - \$692k lower with favourable variances in Infrastructure for \$286k, Planning & Development \$171k, CEO \$126k, and Finance \$84k. The favourable variance is being driven largely by 64 vacancies across all directorates, an improvement vs last month as 13 resources were placed into roles.
- *7 Expenditure - Salaries and Wages Contract - \$478k above budget with \$383k unfavourable in Planning & Development to cover vacancies, \$201k in Resource Consents and \$153k in Building Inspections.
- *8 Expenditure - Professional Services - \$432k favourable with \$275k favourable in Infrastructure with favourable variances of \$156k within Roding and \$124k within 3 Waters due to timing. CEO \$123k with \$64k favourable in Other Consultants and \$37k in Policy and Performance due to timing of projects.
- *9 Expenditure - Legal - \$642k unfavourable with \$600k unfavourable weather tightness variance in Building Services (Weather Tightness).
- *10 Expenditure - Commercial Rent - \$101k favourable with \$109k favourable in Community Services as the Mitre 10 Community centre in Wanaka building lease has not started yet as the lease agreement is still under negotiation.
- *11 Expenditure - Infrastructure Maintenance - \$519k favourable with \$131k favourable in road maintenance costs, due partly to the mild winter. This is a timing difference as the maintenance can be re-prioritised to other activities throughout the year. In addition, target income has reduced as a result of lower than expected Waka Kotahi funding (offsets unfavourable Grants & Subsidies income variance), \$151k in Refuse (\$121k in landfill costs) and \$175k favourable in Water Supplies with \$162k under in Queenstown water maintenance.
- *12 Expenditure - Parks & Reserves Maintenance - \$809k favourable mainly within Community Services (\$674k variance) with \$430k lower stumpage costs relating to reduced forestry output (offset by unfavourable revenue variance due to August covid lockdown and poor weather in July), and \$96k favourable parks and reserves maintenance contract costs for Wanaka due to a reduction in vegetation maintenance in July. Other Open Space contract costs due to Covid in August and due to savings in tree maintenance as targeted cost saving opportunity pursued in this area. Property \$76k favourable in Building and Grounds maintenance as lower reactive spend than budgeted to date (Ladies Mile and Lakeview rentals).
- *13 Expenditure - Other - \$639k favourable due largely to timing. \$264k in Planning & Development driven mainly by favourable District Plan commissioner costs, \$130k in CEO due to staff training in HR, \$96k Community (cleaning, property management services etc) with the balance being driven by small variances across a number of directorates.
- *14 Expenditure - Interest - Interest expense is favourable by \$972k due to lower than expected interest rates and timing of capex spend which is mainly within the Property & Infrastructure space where the interest budget is phased straight line and has not been adjusted for projects deferred timing of delivery.

Capital Expenditure and Revenue

Financial Management Report

DESCRIPTION	September Actual	September Adjusted Budget	Variance to Budget	Year to date Actual	Year to date Adjusted Budget	Year to date Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget	*
Capital Revenue									
Income - Development Contributions	1,259,235	1,112,881	146,354	3,832,370	3,338,644	493,726	13,354,575	29%	15*
Income - Vested Assets	0	0	0	0	0	0	19,600,000	0%	
Income - Grants & Subsidies Capex	2,228,345	4,953,144	(2,724,799)	5,301,089	14,859,432	(9,558,343)	59,437,726	9%	16*
Income - Grants & Subsidies	2,579,799	0	2,579,799	2,579,799	0	2,579,799	0	0%	
Total Capital Revenue	6,067,379	6,066,025	1,354	11,713,257	18,198,076	(6,484,819)	92,392,301	13%	
Capital Expenditure									
Projects/Asset Purchases	15,750,347	15,750,347	0	32,754,950	32,754,950	0	285,330,744	0%	17*
Debt Repayment	0	0	0	0	0	0	16,890,000		
Total Capital Expenditure	0	0	0	0	0	0	302,220,744		
NET CAPITAL FUNDING REQUIRED	(6,067,379)	(6,066,025)	(1,354)	(11,713,257)	(18,198,076)	6,484,819	209,828,443		
External Borrowing									
Loans	198,023,000			198,023,000			342,371,497		
TOTAL BORROWING	198,023,000			198,023,000			342,371,497		

* Commentary

*15 Income - Development Contributions - \$494k favourable. \$409k favourable within Infrastructure roading \$1.3m, partially offset by \$0.9m unfavourable in 3 Waters.

*16 Income - Grants & Subsidies Capex - \$9.6m unfavourable, largely due to \$6.7m less than budgeted Crown Infrastructure Partners in relation to Street Upgrades and Arterials and \$2.9m under budget for NZTA subsidy for capex. The variance is due to timing differences due to invoicing being one month in arrears, this will be accrued going forward.

*17 Projects - Capital Expenditure - Main project spend this month included \$5.0M Queenstown Street Upgrades - CIP, \$2.8M Qtn Town Centre Arterials - CIP Stage 1, \$0.9M Recreation Ground new WW Pump Station, \$0.8M Wanaka Lakefront Development, \$0.6M Ballantyne Road Reseal, \$0.4M Lakeview Development, \$0.4M Lakeview Development WW Servicing, \$0.4M Reform Stimulus Delivery, \$0.4M Lakeview Storm Water upgrade, \$0.4M Shotover Country WS new WTP, \$0.3M Lucas Place SW upgrades existing pipes and \$0.2M Wanaka - Minor Improvements LCLR.