



Ehara taku toa i te toa takitahi, engari he toa takitini.
My strength is not mine alone, it is the strength of many.

EQUALITY
PRIDE
RESPECT

STRATEGIC PLAN 2021-2024

KEY FOCUS AREAS STRATEGIC OBJECTIVES CRITICAL SUCCESS FACTORS KEY PERFORMANCE INDICATORS



Assist Wairoa District Council to achieve their strategic goals

Achieve Statement of Corporate Intent targets

- Quarterly governance interaction with Wairoa District Council
- 100 employees
- \$30,000 community support annually
- Minimum annual pre-tax distribution of \$250,000
- Ratio of shareholder funds to total assets of not less than 45%



Creating opportunities through building new relationships and enhancing existing relationships

Having relationships that add value to all parties

- \$5m revenue cumulative by 2026 from new business relationships
- Stakeholder community survey every two years
- Zero breaches of QRS staff living the protocols of the Collaboration Policy
- \$4m per annum of unsolicited work



- Growing capability
- Embracing change

Great people living our values

- Succession plans reviewed quarterly
- Achievement of performance and development targets
- Staff satisfaction survey results trend positively
- All sub-contractors are pre qualified



Grow financial performance

Achieve Statement of Corporate Intent financial targets

- Annual pre-tax shareholder distribution of \$250,000
- Target revenue \$19m
- Pre-tax target profit \$928,000
- Return on opening shareholder funds (\$9m) of 6% (\$540,000)
- Secure 100% of budget for the following three months



Safety and wellbeing is embedded in company culture

Our people drive safety and wellbeing

Everyone gets home safe and well

- LTIFR (lost time injury frequency rate)=0
- MTIFR (medical treatment injury frequency rate)=0
- TRIFR (total recordable injury frequency rate)=0
- Zero operator damage
- All audits score over 80%
- All incidents reported within 24 hours as per the CCMS
- 100% drug and alcohol free
- Well being survey results trend positively
- Zero unexplained absence
- 100% staff health checks



QRS earns a good reputation for achieving a high level of quality and environmental performance

QRS meets it's ISO standards

- Zero shareholder or stakeholder complaints via office@qrs.co.nz
- Zero contractual non-compliance or non-conformance notices
- Zero abatement notices
- Retain all existing ISO accreditations
- All environmental audit scores are above 80%
- All PACE scores (performance assessment by coordinated evaluation) to be 60% or higher

A STRONG AND SUCCESSFUL COMPANY GROWING THE WAIROA COMMUNITY