

Item 1: Organisational Performance Improvement in Practice

SESSION TYPE: Briefing

PURPOSE/DESIRED OUTCOME:

This briefing is intended to give the Organisational Excellence Committee a clear, practical understanding of Council’s current organisational improvement activity and how it is being brought together. The briefing will introduce the work of the Business Process Team, provide an update on improvement in practice, including the Debt Project, outline the cross-Council improvement forum, and explore how the OPMO supports P3M3 maturity uplift and capital project delivery excellence across Council.

DATE/START TIME:

Thursday, 17 September 2026 at 11:30pm

TIME BREAKDOWN:

Presentation: 20 minutes
Questions and discussion: 10 minutes

PRESENTERS:

Zoe Baptiste (Business Process Team Leader)
Sarah Wyeth (OPMO Manager)

Prepared by:



Name: Ian Dunbar
Title: Organisation Performance Manager
10 September 2026

Reviewed and Authorised by:



Name: Meaghan Miller
Title: General Manager Corporate Services
10 September 2026

ATTACHMENTS:

A	Business Process Team, Improvement in Practice
B	Introduction to P3M3 and the OPMO Team (page 17)

Business Process Team: Improvement in Practice

ORGANISATIONAL EXCELLENCE COMMITTEE WORKSHOP

SEPTEMBER 2026

The Business Process Team

Helping QLDC improve how work gets done.

UNDERSTAND THE CURRENT STATE

Map processes, identify pain points and opportunities.

DESIGN PRACTICAL IMPROVEMENTS

Work with teams to reduce friction and improve customer and staff experience.

PRIORITISE USING EVIDENCE

Use data, staff insight, impact and effort to focus on the right opportunities.

BUILD IMPROVEMENT CAPABILITY

Support a culture of continuous improvement across QLDC.

How we select and deliver improvement work

PROJECT SCREENING AND ASSESSMENT

SCREEN	Screen out projects that have known solutions, are start/stop decisions or lack senior sponsorship.
DETERMINE TYPE	Is the project a process design, process re-design or process improvement project?
CLARIFY OBJECTIVE	Establish clarity on project goal – quantifiable from baseline to target.
ASSESS IMPACT	Score project on strategic priority, mitigating risk, customer impact, capacity, financial impact.
ASSESS RISK AND EFFORT	Score risk and effort on IT dependence, resistance to change, number of teams involved, cost, complexity of getting data.
PRIORITISE OPPORTUNITIES	Prioritise projects with highest impact vs effort and risk.

PROCESS IMPROVEMENT METHODOLOGY - LEAN SIX SIGMA



DEFINE – problem, process, goals and scope.



MEASURE – map the process and establish metrics for the problem.



ANALYSE – what is causing the problem; root causes.



IMPROVE – implement solutions and confirm effectiveness.



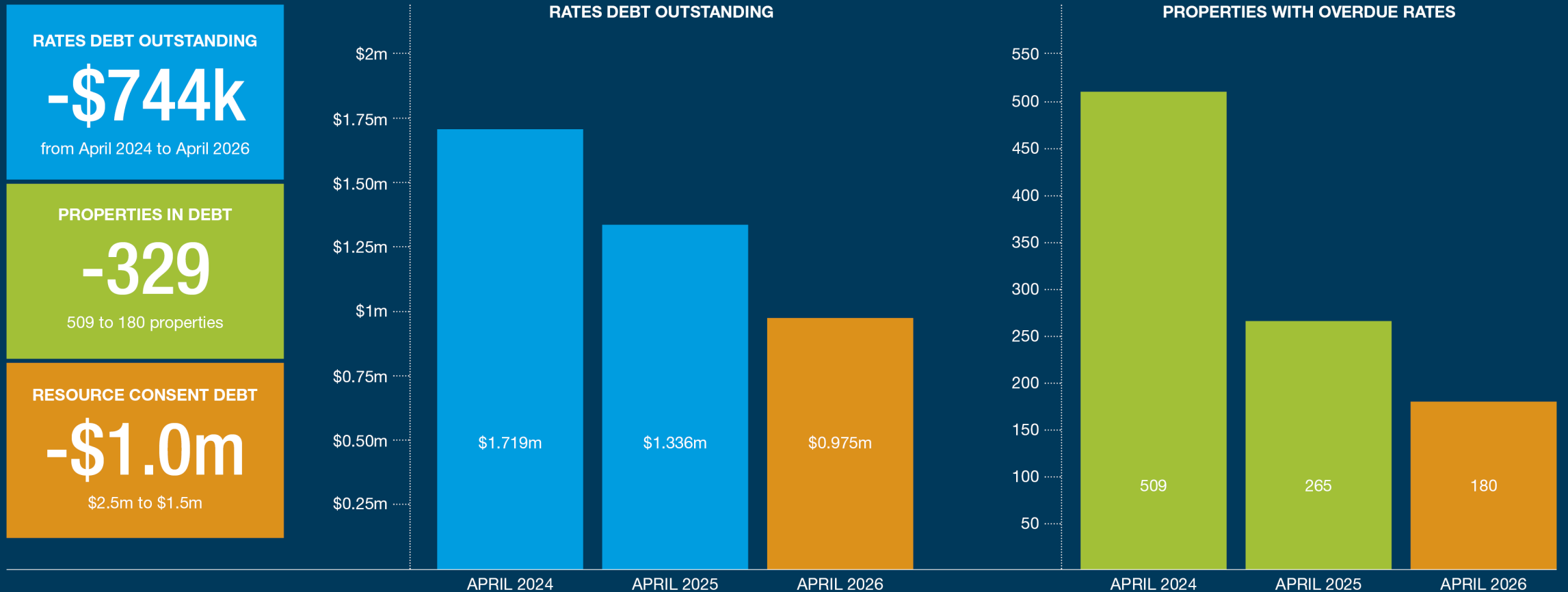
CONTROL – ensure that the baseline measures and improvement activities are sustained.

Lean Six Sigma can be deployed in an agile manner using PDCA cycle.

Debt Reduction at QLDC

A PRACTICAL EXAMPLE OF PROCESS IMPROVEMENT IN ACTION

The measurable outcome



Understand the challenge

DEBT BECOMING HARDER TO RESOLVE

Debt became harder to recover the longer it remained unresolved.

BARRIERS FOR CUSTOMERS

Unclear information, set payment methods and payment friction could delay payment.

TEAM TRANSITION POINTS

Ownership, escalation points and timing needed to be clearer.

Starting point: understand the problem, the data, the staff experience and the customer journey.

Rates: practical improvements

The key shift:

PREVENT

RECOVER EARLIER

1 MAKE PAYMENT EASIER

- Promote benefits to the ratepayer
- Reduce friction in direct debit set-up
- Offer more flexible payment frequency options
- Make payment options easier to find

2 SUPPORT ON-TIME PAYMENT

Nudge before due dates

- Add reminders before payments are due
- Use public reminders through web/social channels
- Improve contact detail processes
- Monitor payment success by channel

3 RECOVER OVERDUE DEBT

Recovery with clarity and empathy

- Define recovery steps and escalation points
- Use more than one contact method
- Set a regular recovery cycle
- Payment plan structures

Rates team have added many other improvements such as focusing on email as the default delivery for rates instalments, website changes, processes for returned post, redesigned letters and more.

Cross Council Process Improvement Forum

WHY THE FORUM WAS ESTABLISHED:

Connect people working in process and service improvement.

Share practical examples from across councils.

Learn what worked, what was difficult and what could be done differently.

Build an ongoing network for ideas, support and collaboration.

141 attendees with 53 councils represented.

PRESENTATIONS AT FIRST FORUM:

- » **Embedding business performance teams in council** | Greater Wellington Regional Council
- » **Uplift of policies across councils** | Greater Wellington Regional Council
- » **Debt reduction** | Queenstown Lakes District Council
- » **NZTA automation** | Tauranga City Council



**Questions /
discussion**

Appendices

- 1 – Evidence based problem analysis – six sigma approach for debt
- 2 – Postal vs Electronic Instalment Success
- 3 – Resource Consent Debt: Focused Improvements
- 4 – Forum Results and Feedback

Evidence-based problem analysis

To get to the findings and ultimately the recommendations we use the Six Sigma methodology and here you can see the first three stages we have worked through as part of the process improvement approach.



DEFINE – What is wrong?
Identify the business problem and goals.

- 1 Review of current state: Monthly debtors report
- 2 Discovery sessions with team members
- 3 (light) Review of Local Government Rates Act 2002
- 4 Agree project charter – Problem statement and goals



MEASURE – How big is the problem?
Collect data and understand current processes.

- 5 Process mapping: Rates
- 6 Customer (social) feedback
- 7 Benchmarking / research against other councils
- 8 Current debt amount
- 9 Direct Debit analysis



ANALYSE – What is causing the problem?
Analyse the data and look at root causes.

- 10 Identify process waste / delays
- 11 Fishbone diagram analysis
- 12 Review of query log for failure points
- 13 Statement dates analysis



IMPROVE –
Implementing changes

- » Improvement & Prioritisation Session
- » Impact vs Effort Assessment
- » Start implementing changes



CONTROL –
Adding controls to the process to ensure it does not regress and become ineffective.

Postal vs Electronic Instalments Success

Rates team focused on reducing instalments sent via postal system

Email delivery increased from **54% to 75%** over the three-year period.

46% growth in email volumes

45% fewer posted notices

2023-2024	Instalment 4	April
Number of emails	12,571	54%
Number of envelopes posted	10,854	46%
Total number ex NZ Post	23,425	100%
2024-2025	Instalment 4	April
Number of emails	14,949	61%
Number of envelopes posted	9,362	39%
Total number ex NZ Post	24,311	100%
2025-2026	Instalment 4	May
Number of emails	18,304	75%
Number of envelopes posted	6,005	25%
Total number ex NZ Post	24,309	100%

Decrease represents significant savings in:

- » Postage
- » Printing
- » Envelopes
- » Processing time

Resource consent debt: focused improvements

DEBT REDUCTION **-\$1.0M** \$2.5M TO \$1.5M

WHAT CHANGED

CREDIT CONTROLLER ROLE

Dedicated role for collection of debt (across all of QLDCs owed debt).

REMINDER LETTERS

Earlier prompts to make payment expectations visible before debts aged.

FINAL REMINDERS

A firmer step before escalation, creating a clearer end point for internal follow-up.

EXTERNAL AGENCY

Used external collection support where internal follow-up was not enough.

PLUS: Fee queries were resolved more quickly, reducing delays to payment.
The team also created a customer facing invoicing and payment factsheet.

Forum results and feedback

Strong sector interest in practical improvement sharing

FORUM FEEDBACK:

- » **64%** rated the forum as excellent.
- » **86%** found the forum content as very valuable or valuable.
- » **100%** voted yes to the forum providing ideas, insights or practices to take back to their organisation.
- » **64%** very satisfied with the opportunities the forum created to network and connect with other colleagues from other councils.

What did you enjoy most about the forum?

"Great range of people from local government across the country."

"That there were so many people from across all councils in NZ. We all share the same challenges not matter where we live in NZ."

"Opportunity to see how others are working in this space and how we may apply this in Council."

"The content was perfect for the current situation councils are facing."

"Seeing how other councils handle similar challenges, sharing of knowledge and experience."

"All the presenters were excellent, obviously SMEs but with great communication skills."

"Well organised (thank you Zoe!), succinct and well done presentations, valuable tips, kept to time, great questions in the chat, a full package of goodness."

"I want to extend my thanks to you personally for arranging this forum. It was an absolute delight to see everyone engaged and ready to contribute! I look forward to being able to present something from our team in the future."

Organisational Excellence Committee Workshop

Introduction to P3M3 and the OPMO Team

October 2026

Workshop overview

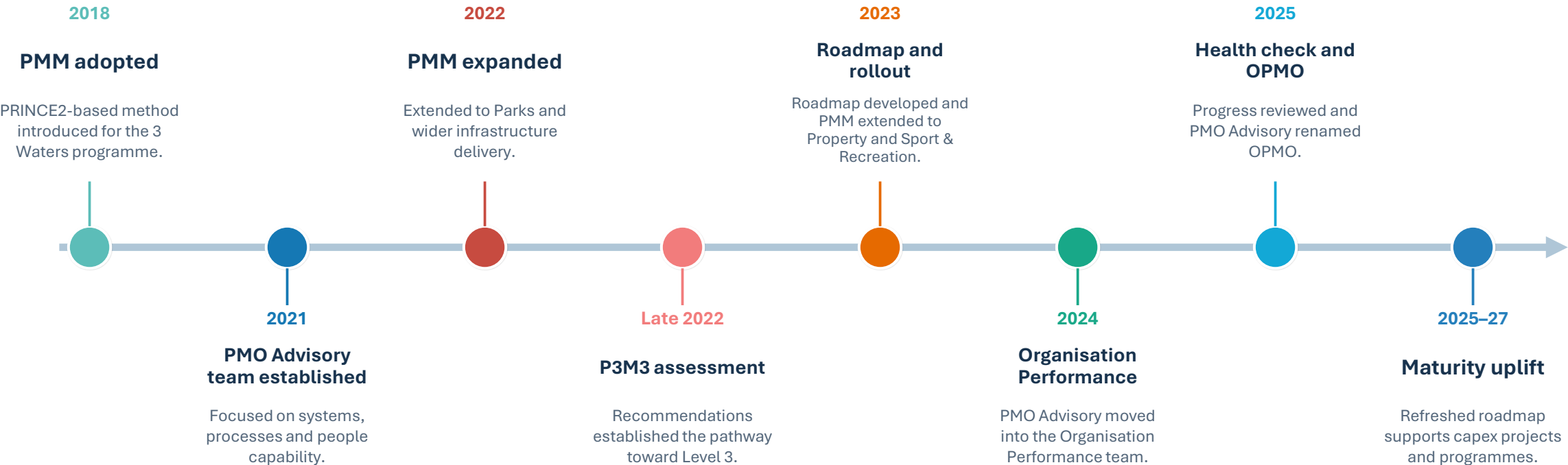
- > QLDC's project management maturity journey
- > What P3M3 is and why it matters
- > P3M3 Level 3 and the seven perspectives
- > Organisational governance
- > Why the Project Management Method matters
- > OPMO purpose and team
- > Q&A
- > Appendices

QLDC’s project management maturity journey

Building consistent organisational delivery

From establishing a common method to embedding organisation-wide maturity

Key milestones only



Direction of travel: common standards → broader adoption → organisation-wide maturity (Project Management Method PMM)

What is P3M3?

A whole-of-system view of delivery maturity

P3M3 looks beyond individual projects to assess how consistently the organisation manages delivery.



Assessed across seven perspectives



Why it matters

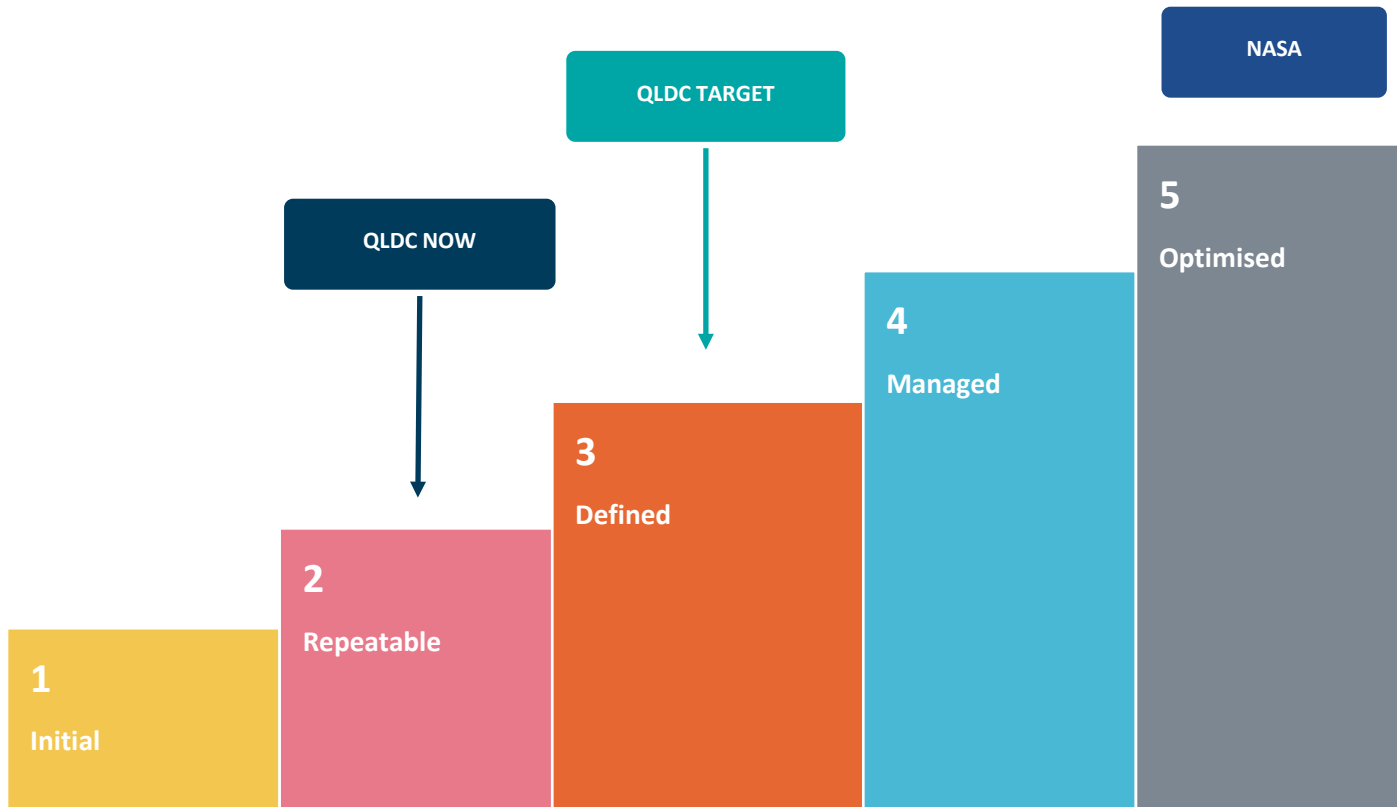
- 1 Consistent practice**
Tests whether agreed ways of working are embedded and repeatable.
- 2 Balanced assessment**
Considers governance, processes, systems and organisational capability.
- 3 Focused improvement**
Highlights strengths and priorities for targeted maturity uplift.

The aim: more reliable organisational delivery

P3M3 Level 3

Defined, consistent and organisation-wide

From individual effort to a consistent delivery system



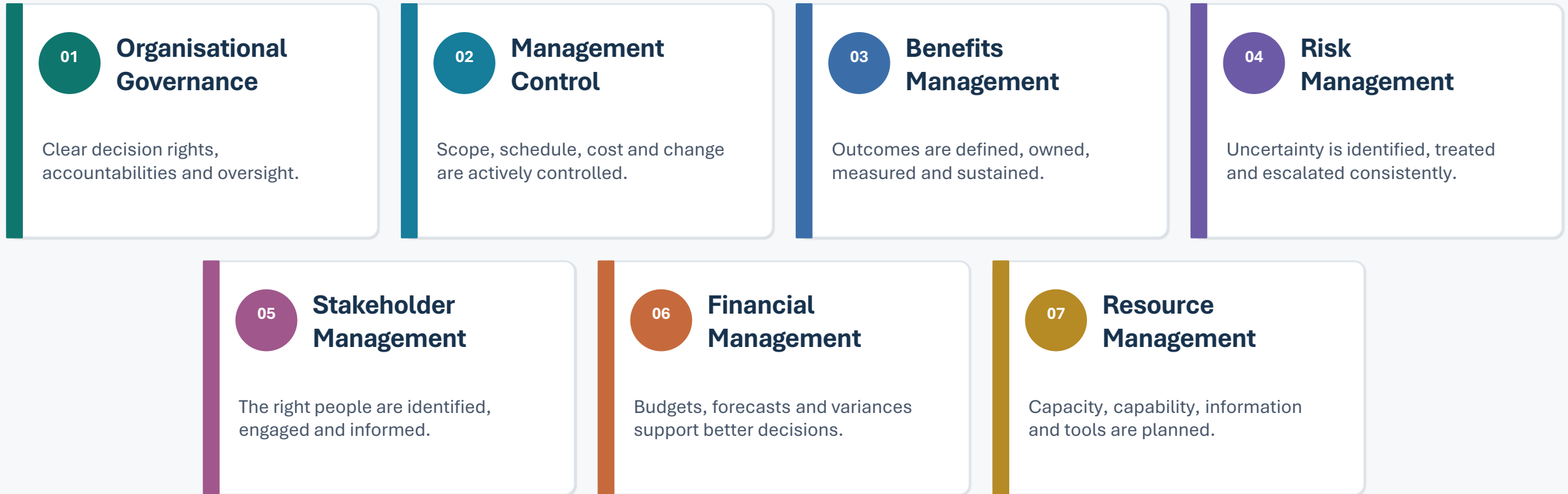
What Level 3 means for QLDC

- ✓ **Consistent practice**
Common standards are applied across projects and programmes.
- ✓ **Clear governance**
Roles, decisions and escalation are defined.
- ✓ **Reliable control**
Scope, schedule, cost, risk and change are actively managed.
- ✓ **Value focus**
Delivery remains linked to outcomes and benefits.

Disciplined and repeatable, not bureaucratic.

P3M3: Seven perspectives of organisational maturity

P3M3 assesses whether the whole delivery system works consistently, not just whether project processes exist.



The seven perspectives provide a balanced view of how reliably QLDC governs and delivers projects, programmes and portfolios.

Why the Project Management Method matters

A consistent approach to better delivery

One practical method. Applied proportionately. Used consistently.

The PMM creates a common foundation for internal teams and external delivery partners.



The result

Clearer decisions • Earlier visibility of risk • More predictable delivery • Better value

Enable QLDC to deliver the right investments, the right way.

The OPMO provides the standards, insight and support needed for reliable project and programme delivery.



Set the standard

Embed the PMM and P3M3 roadmap through clear, scalable ways of working.



Create visibility

Provide consistent governance, reporting and a trusted view of performance.



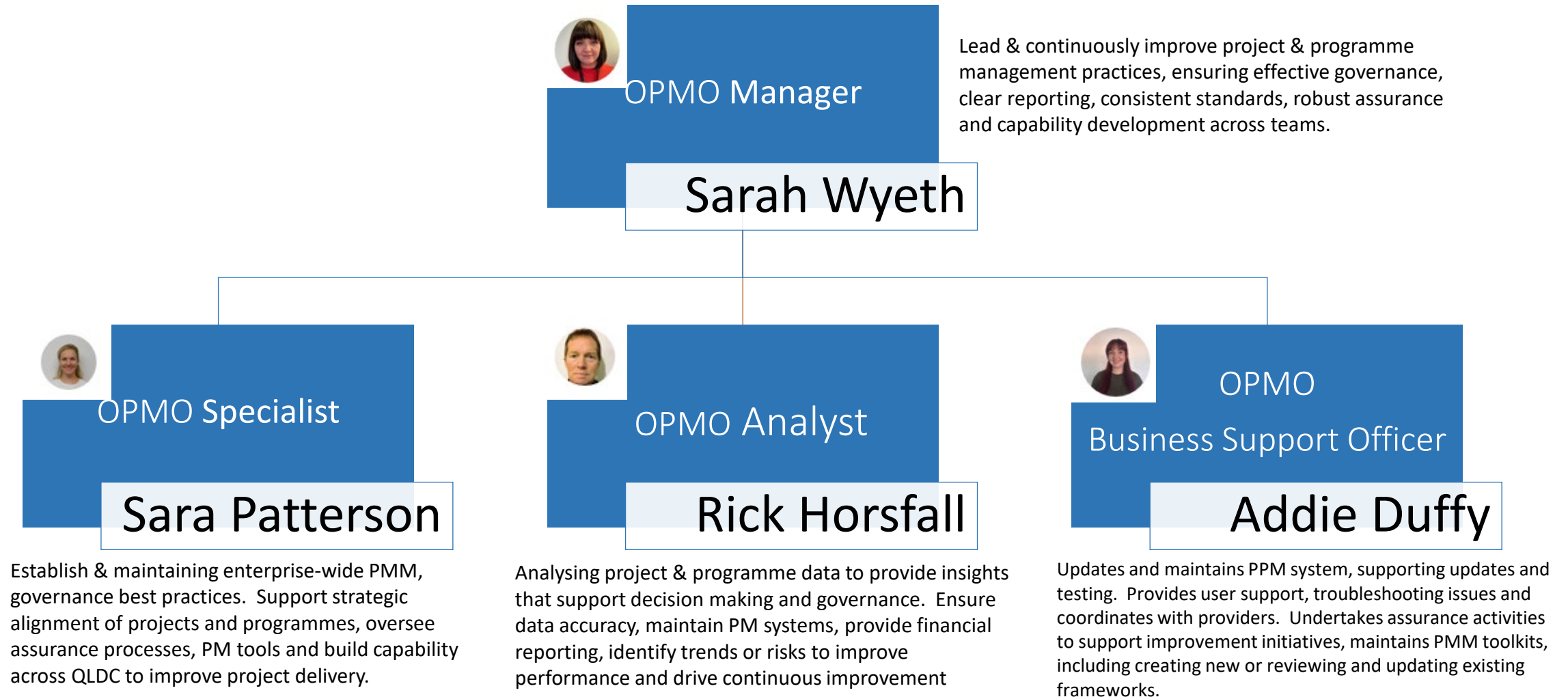
Build capability

Strengthen delivery practice, collaboration and continuous improvement.

Outcome

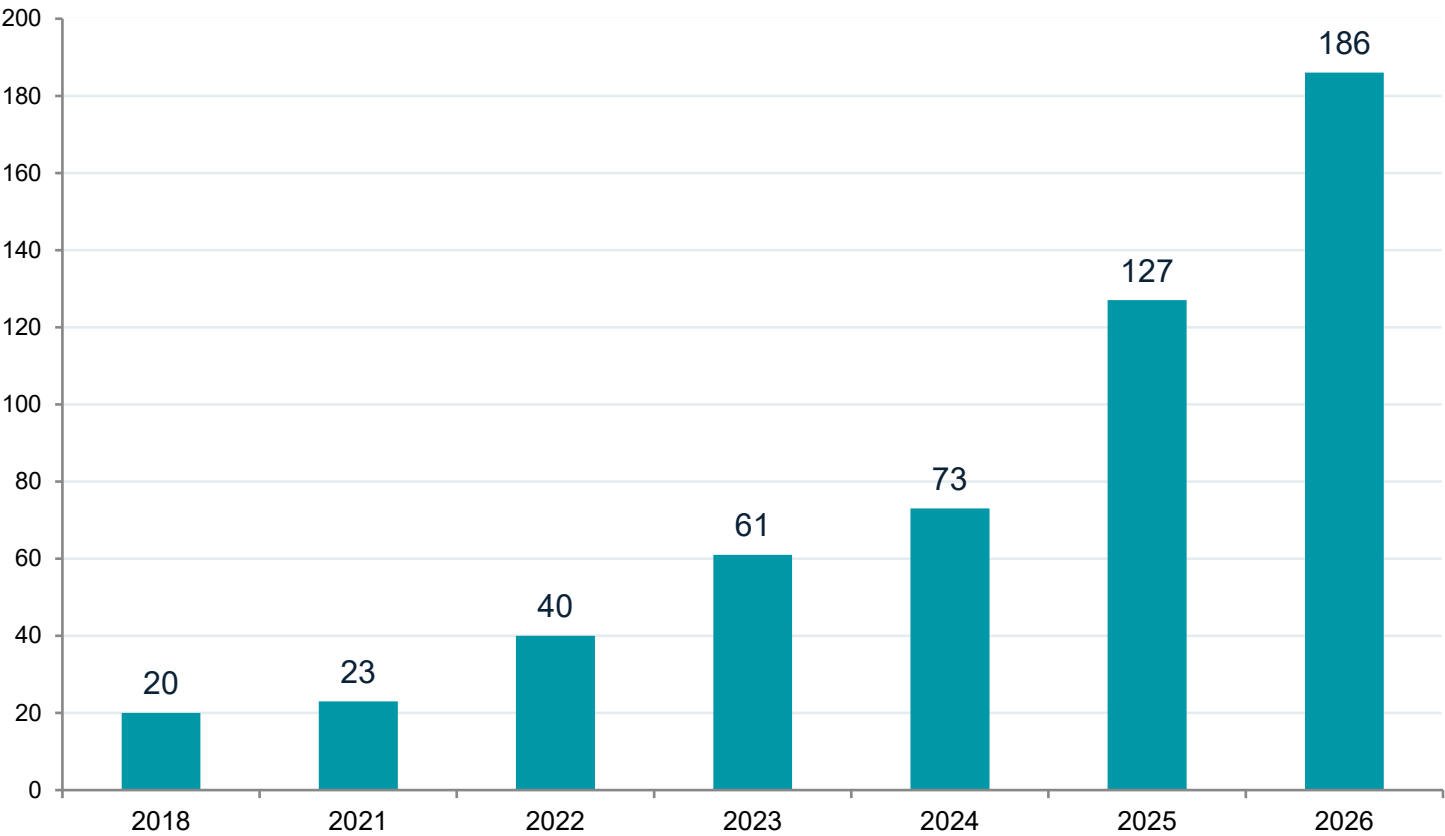
Better decisions, stronger control and greater value for QLDC and its communities.

The OPMO Team



Q&A

APPENDIX A - The system is now enterprise-scale, not a niche PMO tool



186 +

active projects in Sentient

106

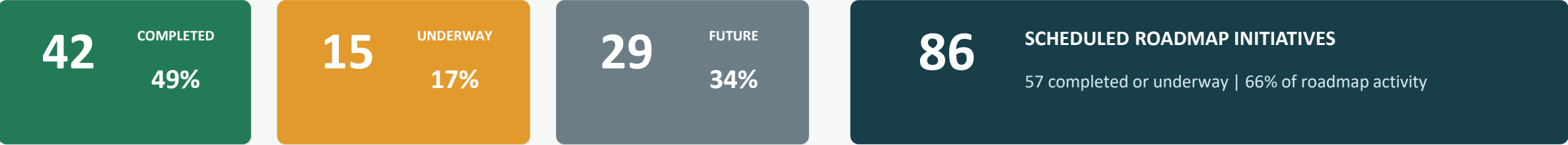
active users in Sentient in May 2026

508

Sentient system accesses in May 2026

APPENDIX B - P3M3 roadmap | delivery position

Previous and refreshed roadmaps show a transition from building foundations to embedding organisation-wide maturity



P3M3 perspective	Complete	Underway	Future	Total
Organisational Governance	9	0	3	12
Management Control	4	3	8	15
Benefits Management	2	2	7	11
Risk Management	2	2	3	7
Stakeholder Management	0	2	3	5
Financial Management	10	2	1	13
Resource Management	14	4	4	22

What this means

- Strongest delivery to date**
Resource, financial and governance foundations.
- Current focus**
Assurance, adoption, risk, benefits, stakeholder practices and data quality.
- Next maturity step**
Organisation-wide implementation, sponsor ownership, portfolio oversight and benefits realisation.

The journey has moved from “build” to “embed and assure”.