

Organisational Excellence Committee

17 September 2026

Report for Agenda Item | Rīpoata moto e Rāraki take [4]

Department: Corporate Services

Title | Taitara: QLDC of the Future, Organisational & Operating Model Review

Purpose of the Report | Te Take mō te Pūroko

The purpose of this report is to provide the Organisational Excellence Committee (the Committee) with an update on the Queenstown Lakes District Council (QLDC) of the Future programme and a review of the Council's future operating model and organisation design. This will include what the programme is, progress through the quarter and the next steps.

Recommendation | Kā Tūtohu

That the Organisational Excellence Committee:

1. **Note** the contents of this report.

Prepared by:



Name: Ian Dunbar

Title: Organisation Performance Manager

27 August 2026

Reviewed and Authorised by:



Name: Meaghan Miller

Title: General Manager, Corporate Services

27 August 2026

Prepared by:



Name: Katie Church

Title: People & Capability Director

27 August 2026

Context | Horopaki

1. QLDC of the Future is the review and redesign of the Council's future operating model and organisation design following the transition of water services to the Water Services Council-Controlled Organisation (WSCCO). It responds to the split of functions, roles and services between Council and the new organisation, and to a reformed landscape that is still unsettled.
2. The intent is a future operating model that is right-sized, resilient, and ready to adapt, designed once and then refreshed as each reform lands. Capability Group has been engaged to co-design the model with the project team, the Executive Leadership Team (ELT), functional leaders, and employees. Priority One concentrates on the functions most affected by the water transition and runs through to November 2026.
3. The Diagnose Stage is substantially complete and the programme is moving into design. Scope, governance, decision rights, and success measures were confirmed with the Executive Leadership Team in July 2026. Progress since then includes:
 - The current-state role analysis, complete across the functions in scope;
 - Interviews with the ELT, functional leaders, and elected members, complete and synthesised into a draft current-state baseline;
 - Current State Assessment Report being written; and
 - Ideation workshops being designed and scheduled, with coordination in place with the water services transition programme.
4. Communications delivered this quarter include the ELT briefing, an elected members workshop, all staff communications, and the role analysis survey. Monthly all staff updates are to continue through September.
5. A consistent set of themes is emerging from the current-state work. At a high level these cover organisational capability, planning and investment, delivery of the capital programme, engagement with the development sector, the arrangements needed for shared services with the WSCCO, and the use of technology and data. The themes are being tested with functional leaders through the ideation workshops in September, and will be presented in full to ELT as part of the Current State Assessment Report.
6. A first scan of the functions sequenced behind the water transition response has also been completed. Resource Management Act (RMA) reform is emerging as a substantial body of work for Council alongside the wider reform agenda. How and when these functions are picked up will be confirmed through the Future Phases Plan later in the year.

7. The next steps through to 30 September 2026 are:

- The Current State Assessment Report submitted to ELT in early September for review and acceptance;
- Ideation workshops delivered in person in the week of 7 September 2026, covering the ELT, infrastructure strategy, planning and delivery, and the functions in scope for shared services, with further sessions to follow;
- Operating model and organisation design options developed, with options analysis against the agreed design principles;
- A draft Shared Services Framework prepared; and
- Role and capability redesign recommendations drafted, with an artificial intelligence readiness check applied to the draft design.

8. Beyond the quarter, scenario testing and an organisational readiness assessment will take place in October 2026, with the recommended operating model, an implementation roadmap, and a plan for future phases prepared for decision in November 2026.

Analysis and Advice | Tatāritaka me kā Tohutohu

9. As this report is for noting purposes only, no options are presented.

Consultation Process | Hātepe Matapaki

Significance and Engagement | Te Whakamahi I kā Whakaaro Hiraka

10. This matter is of low significance under Council's Significance and Engagement Policy 2024. The report provides an update on programme progress and does not seek a decision or propose any change to Council policy, service levels or budgets.

11. The persons who are affected by or interested in this matter are Councillors, Council officers, residents, ratepayers and visitors.

12. Consultation is not required as this is a noting paper.

Māori Consultation | Iwi Rūnaka

13. Consultation with iwi is not required as this is a noting paper.

Risk and Mitigations | Kā Raru Tūpono me kā Whakamaurutaka

14. This matter relates to RISK10047 - Inadequate workforce capacity and/or capability to meet organisational needs. This risk has been assessed as having a moderate residual risk rating.
15. Noting this report helps Council keep this risk at its current level by ensuring the Committee are informed about the review of the Council's future operating model and organisation design, and can maintain governance oversight.

Financial Implications | Kā Riteka ā-Pūtea

16. There are no financial implications beyond existing LTP and Annual Plan budgets.

Council Effects and Views | Kā Whakaaweawe me kā Tirohaka a te Kaunihera

17. The following Council policies, strategies and bylaws were considered:

- The principles of the Strategic Framework (including the Vision Beyond 2050), including:
 - Thriving people | Whakapuāwai Hapori (better customer journeys and service experience);
 - Opportunities for all | He ōhaka taurikura (more effective, efficient organisation that enables outcomes);
 - Disaster-defying resilience | He Hapori Aumangea (stronger controls, reduced operational risk, better continuity);
 - Pride in sharing our places | Kia noho tahi tātou katoa (more transparent, disciplined delivery of the capital programme and community outcomes);
- Risk Management Policy;
- Long Term Plan 2024-34; and
- Annual Plan 2026-27.

Local Government Act 2002 Purpose Provisions | Te Whakatureture 2002 o te Kāwanataka ā-Kiaka

18. Section 10 of the Local Government Act 2002 states the purpose of local government is (a) to enable democratic local decision-making and action by, and on behalf of, communities; and (b) to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. This item supports the purpose of the Local Government Act 2002 by strengthening organisational capability and resilience through the water services transition,

enabling informed democratic decision-making and the effective delivery of services for the long-term wellbeing of the Queenstown Lakes community.

19. The recommended option:

- Can be implemented through current funding under the Long Term Plan and Annual Plan;
- Is consistent with the Council's plans and policies; and
- Would not significantly alter the intended level of service provision for any significant activity undertaken by or on behalf of the Council or transfer the ownership or control of a strategic asset to or from the Council.