

Organisational Excellence Committee

28 April 2026

Report for Agenda Item | Rīpoata moto e Rāraki take [3]

Department: Corporate Services

Title | Taitara: Business Process Programme

Purpose of the Report | Te Take mō te Pūroko

The purpose of this report is to give the Organisational Excellence Committee a clear update on the Queenstown Lakes District Council's (QLDC) Business Process Programme.

Recommendation | Kā Tūtohuka

That the Organisational Excellence Committee:

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

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8 April 2026

Reviewed and Authorised by:



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Title: General Manager, Corporate Services
8 April 2026

Context | Horopaki

1. QLDC's Business Process Programme is a coordinated portfolio of initiatives designed to lift organisational performance, strengthen customer and community outcomes, and ensure the organisation is equipped to deliver the Long Term Plan (LTP). It brings together two core functions that enable and assure change across the organisation:
 - **The Business Process Team**, focused on improving end-to-end ways of working through practical, operational process improvement. The Business Process Team delivers improvement projects prioritised by the Chief Executive (CE) or the Executive Leadership Team (ELT). Their work focuses on improving customer experience, reducing organisational risk, increasing efficiency and capacity, and managing cost. The team is also strengthening QLDC's business process management (BPM) capability, including documenting, measuring, and continually improving critical processes.
 - **The Organisational Project Management Office (OPMO)**, which exists to build and maintain the organisational capability required to plan, govern and deliver capital investment consistently, transparently and effectively, ensuring the right projects are delivered, in the right way, at the right time, to achieve organisational objectives and community outcomes. The OPMO provides portfolio-level oversight, delivery standards and assurance to support the effective planning and delivery of Council's capital investment programme. Its focus is on improving the consistency and discipline with which capital projects are planned, governed and delivered across their full lifecycle. This includes supporting structured approaches to scope definition, scheduling, interdependency management and performance reporting, enabling capital investment to be delivered in a controlled, transparent and measurable way.
2. Governance and performance visibility is supported through regular reporting to the ELT on progress, risks, and benefits; the organisation's P3M3 maturity assessment and improvement roadmap; and consistent project and programme reporting. These artefacts help leaders understand what is changing, why it matters, what it will require, and what support is needed.

Analysis and Advice | Tatāritaka me kā Tohutohu

3. No options are presented, as this report is for noting only, to keep the Committee informed.

Programme Benefits

4. The programme uses a simple benefits framework to ensure clarity about what each piece of work is trying to achieve (what will be better as a result). It also helps us report in a consistent way, so stakeholders and members can quickly see the "why" behind each initiative.
5. Benefits are grouped into six themes: Customer (better service and clearer journeys), Financial (better value for money and stronger revenue/collections), Capacity and Efficiency (less rework

and more staff time for priority work), Risk (fewer avoidable failures and stronger controls), Trust (clearer reporting and transparency), and Regulatory Compliance (meeting our legal and audit obligations).

6. Many initiatives support more than one theme. For example, a change that makes a process faster for customers often also saves staff time and reduces risk. Showing the themes helps us be clear to what is being improved, and it makes it easier to compare different pieces of work.
7. These themes are used in **Attachment A** to show, at a glance, where each initiative is expected to deliver value. This gives the Committee a clear line of sight between the work underway, the outcomes wanted, and the regular progress reporting.

Methodologies

8. A small set of standard methods so improvement work is done in a consistent way across QLDC. This helps us be clear about the problem being addressed, the changes occurring, and whether those changes are actually working. It also supports clear reporting and oversight.
9. The main methods used are:

Process improvement (Lean Six Sigma)

Lean Six Sigma is used to map the current processes end-to-end, find the main causes of delay or rework, and make practical changes. Options are considered for improvement and prioritised (impact, effort and risk) and simple measures implemented to track whether the change is working and keep it in place.

Designing improvements around people (Human-centred design)

Human-centred design is used to understand what customers and staff need (for example, where people get stuck or confused), so changes are easier to use and improve the experience.

Running projects well (PMM/PRINCE2) and lifting maturity (P3M3)

For capital projects, Council's Project Management Method (PMM) is used, based on PRINCE2. This sets clear roles, decision points, and reporting so projects are managed in a consistent way and issues are raised early. It also helps make sure projects have the right level of planning and governance before major spend decisions are made.

P3M3 is our maturity check. It tells us how strong our project and programme practices are today, and what should be improved next. A practical work programme (roadmap) is developed to lift capability over time.

10. Together, these methods help us keep a clear link between:

- The problem identified;
- The analysis undertaken;
- The proposed change;
- And the benefits expected for customers, the organisation, and the community.

Programme Update

11. **Attachment A** is the programme snapshot that will be used to keep the Committee up to date each quarter. It is set out as a simple dashboard and includes, for each piece of work, the project name, a short commentary on progress, the main benefit areas, the next key milestones, and an overall RAG status (red/amber/green). It includes both the Business Process Programme Snapshot and the P3M3 uplift snapshot, so the Committee can see progress on day-to-day process improvements as well as the work to lift our project and programme management maturity.

Example Pipeline Projects

12. Project to start in next quarter:

- AI readiness and Use (in conjunction with Knowledge Management):
- This project will examine how artificial intelligence (AI) can be safely and responsibly used across QLDC to support better services and more efficient ways of working. The project will focus on four areas: making sure council has a fit for purpose AI Policy and governance framework; identifying where staff may need training or support to use AI confidently and appropriately, building upon current adoption; assessing practical opportunities where AI could add value to Council processes; and setting clear controls for how AI is designed, tested, and used.

13. Other example pipeline projects:

- Section 224c for Parks
- Incident Management processes

Consultation Process | Hātepe Matapaki

Significance and Engagement | Te Whakamahi I kā Whakaaro Hiraka

14. This matter is of low significance, as determined by reference to the Council's Significance and Engagement Policy 2024 because the report is for noting only and is intended to keep the Committee informed, rather than seek a decision or change Council policy, service levels, or budgets.
15. The persons who are affected by or interested in this matter are residents, ratepayers and officers.
16. Consultation is not required as this is a noting paper.

Māori Consultation | Iwi Rūnaka

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

Risk and Mitigations | Kā Raru Tūpono me kā Whakamaurutaka

18. This matter relates to the Business Continuity risk category. It is associated with RISK10035 Ineffective business processes within the QLDC Risk Register. This risk has been assessed as having a moderate residual risk rating.
19. The approval of the recommended option will allow Council to retain the risk at its current level. This will be achieved by by strengthening organisational capability.

Financial Implications | Kā Riteka ā-Pūtea

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

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

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

The principles of the Strategic Framework (including the Vision Beyond 2050), including:

- (experience).
- (enables outcomes).
- Disaster-defying resilience | He Hapori Aumangea (stronger controls, reduced operational risk, better continuity).

- (delivery of the capital programme and community outcomes).
- Risk Management Policy.

22. This matter is included in the Long Term Plan/Annual Plan.

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

23. 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, transparency, and efficiency, enabling informed democratic decision-making and more effective delivery of services and capital investment for the long-term wellbeing of the Queenstown Lakes community.

24. 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.

Attachments | Kā Tāpirihaka

A	Organisational Excellence Committee - Business Process Programme Snapshot & P3M3 Uplift Snapshot
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Organisational Excellence Committee

Business Process Programme Snapshot

P3M3 Uplift Snapshot

April 2026



PROJECT NAME	COMMENTARY	BENEFITS	Next Milestones	RAG Status
Resource Consent Debt Prevention and Recovery	<ul style="list-style-type: none"> • Purpose: Focused on the prevention and recovery of debt. Project aims to improve on-time payment of resource consent fees and to reduce outstanding unpaid fees. • Progress: <ul style="list-style-type: none"> • Credit Controller for management of overdue debt • Informal fee queries process changes proposals • Implementation of reminder letters 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Financial • Customer • Risk reduction • Reduced financial and customer risk for QLDC through a decrease in overdue debt, improved debt recovery outcomes and a reduction in aged debt balances. 	<ul style="list-style-type: none"> • Re-work of Form 9 general (application form) to clearly assign roles and liability • Implementation of final reminder letters • Debt collection processes for external debt collection or legal recovery. 	<div style="background-color: green; color: white; padding: 2px; text-align: center;">Green</div>
Resource Consent (Phase 2 - Vetting & S92 requests, Phase 3 - S95 to decision)	<ul style="list-style-type: none"> • Purpose: End to end process review and improvement of the resource consenting process. • Progress: <ul style="list-style-type: none"> • Implementation plan for Phase 2 process improvements drafted • Phase 3 kick off and mapping current process 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Customer experience • Capacity & Efficiency • Shorten consent timeframes • Meet statutory obligations • An increase in customer satisfaction as determined by survey results, and gaining staff efficiencies in process time, increased communication with applicants. 	<ul style="list-style-type: none"> • Process improvements implemented for the vetting – s92 stream of work. • Process improvement session for s95 to decision stream. 	<div style="background-color: green; color: white; padding: 2px; text-align: center;">Green</div>
Community Facility Requests	<ul style="list-style-type: none"> • Purpose: Improve process and decision-making framework for requests for “benefits in kind” arrangements for use of council facilities or land. • Progress: <ul style="list-style-type: none"> • Stock take of requests • Identified category + themes of requests 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Customer experience • Efficiency • Trust • Aligning with OAG good practice guidance • Higher satisfaction and increased trust of QLDC from the community. The ability for QLDC to demonstrate value to the community, improved fairness, openness and integrity. 	<ul style="list-style-type: none"> • Developing a draft future process including roles, responsibilities and decision-making. • Identifying policy implications and reflecting policy in the process. 	<div style="background-color: green; color: white; padding: 2px; text-align: center;">Green</div>

PROJECT NAME	COMMENTARY	BENEFITS	Next Milestones	RAG Status
Event Permits and Venue Bookings	<ul style="list-style-type: none"> • Purpose: End to end process improvement of Event Permit and Venue booking processes. • Progress: <ul style="list-style-type: none"> • Customer self-service information (event handbook, venue guides, reserve guides & website enhancements) • Process aligned with Events Policy and Guidelines 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Customer experience • Capacity & Efficiency • Risk reduction • This project will improve the experience for event organisers through the event permit process by reducing duplication, creating one main point of contact and providing support resources. 	<ul style="list-style-type: none"> • Launch new events permit, venues and reserves booking tool. 	Green
Customer Satisfaction Reporting	<ul style="list-style-type: none"> • Purpose: Implement point of service customer satisfaction reporting, improve visibility and transparency, and identify actionable insights to support future customer experience initiatives. • Progress: <ul style="list-style-type: none"> • Email surveying rolled out to RFS customers and Consents team. • PowerBI display set up to display results to these teams. • RAG Status: The project is Amber due to a dependancy on technology work, which has now been scheduled. It will move to Green once this work is delivered before the end of June. 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Customer • Trust • A standardised measurement of customer satisfaction across QLDC with results available in real time, driving improvement actions. 	<ul style="list-style-type: none"> • Working with Knowledge Management team to refine the process on the QLDC end. • Roll out the survey to more service providing teams in QLDC. 	Amber
Developer Agreements	<ul style="list-style-type: none"> • Purpose: To enhance the process of developing, negotiating and approving developer agreements, and the management of agreements post signing. Process enhancements will be informed by policy or guideline development. • Progress: <ul style="list-style-type: none"> • Completed a stocktake of DAs across QLDC • RAG Status: The project is Amber due to complexity of evaluating current agreements meaning timeframes have extended. 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Customer • Capacity & Efficiency • Risk • Improving governance and consistency across DA processes. By doing this, risk is reduced and financial outcomes are improved for council and the community. 	<ul style="list-style-type: none"> • Tracking obligations delivery against DAs. • Develop a draft future process incl. tools, templates, training, roles, responsibilities and governance. 	Amber

Business Process Programme Snapshot

April 2026

PROJECT NAME	COMMENTARY	BENEFITS	Next Milestones	RAG Status
Business Continuity Planning	<ul style="list-style-type: none"> • Purpose: To refresh QLDC's business continuity plans for potential disruptions to technology, property or people (such as illness), beyond existing pandemic plans and technology plans. • Progress: <ul style="list-style-type: none"> • Completed analysis of critical services and dependencies across QLDC. • Identified risk scenarios • Implemented responsive plan for fuel related BCP risk 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Customer experience • Risk management • The goal is to strengthen organisational resilience, ensure compliance, and embed BCP into ongoing operational practices. 	<ul style="list-style-type: none"> • Enhance individual continuity plans for critical services and newly identified risks. • Continue response to fuel related BCP risks. 	Green
Project Reporting (Self-Service)	<ul style="list-style-type: none"> • Purpose: Establish clear, transparent, repeatable self-service project reporting for elected members, internal audiences, and the public; ensure alignment with OAG good practice guidance. • Progress: <ul style="list-style-type: none"> • Technical requirements scoped and reporting requirements defined. 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Trust • Transparency • Customers will be able to self-serve and review project reporting improving trust through transparency. 	<ul style="list-style-type: none"> • Technical delivery of data and build of the user interface. 	Green
WSCCO – Business Impact Assessment Phase 1	<ul style="list-style-type: none"> • Purpose: Establish an inventory of water-related processes delivered across QLDC, identify shared processes, inform future organisational design, minimise standard costs, and support a shared service delivery model. • Progress: <ul style="list-style-type: none"> • Collection of initial information via survey • Discovery Sessions completed with Tier 3 managers 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Financial • Risk • Capacity & Efficiency • Enables a clear picture of current processes to be derived and highlights how the change could impact the Council. 	<ul style="list-style-type: none"> • Validation of information received • Findings to be handed over to WSCCO Establishment • Repeat process for P&I 	Green
Capital project planning (LTP)	<ul style="list-style-type: none"> • Purpose: Use of new tools and processes to produce the LTP27 capital programme. • Progress: <ul style="list-style-type: none"> • New tool and processes designed with staff and set up. 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Financial • Improves the consistency, centralisation and assessment of capital planning information – including better visibility of cost drivers. 	<ul style="list-style-type: none"> • Capital project planning information to be captured, to subsequently enable production of the LTP capital programme. 	Green

P3M3 Uplift Roadmap

What it is



PRINCE2 forms the foundation of QLDC's **Project Management Method**.

P3M3 is a maturity model that **measures** how well an organisation manages its **projects, programmes and portfolios**, and provides recommendations for improving capability, systems and processes.

The **New Zealand Treasury** has advised Level 3 (out of 5) is the ideal maturity level for local councils.

Why are we doing this?



For a small council delivering **over \$1 billion in capital projects**, having a disciplined and structured approach is essential.

Working towards P3M3 Level 3 supports:

- Clear visibility** of what is working and what isn't.
- Better project outcomes** and more consistent delivery.
- Stronger governance** and decision-making.
- Improved Risk Management**.
- Greater confidence** from stakeholders and the community.

What have we done?



Since **2023**, the OPMO has led the P3M3 uplift roadmap, with business areas engaging in the improvement process.

This work has **strengthened QLDC's systems, processes, and project management capability**.

QLDC has moved from P3M3 **Level 1** (reactive and unpredictable) to close to **Level 2** (repeatable and more consistent).

What is next?



The OPMO will continue leading the **revised P3M3 roadmap** with the business areas to work towards a Level 3. This will deliver:

- Organisational-wide governance**, reporting & portfolio monitoring.
- A collaborative **Benefits Management framework** & pilot.
- Strengthen **Financial Management** maturity practices and systems.
- Stronger **risk & issues management** practices.
- Better early **project scoping** to align with LTP budgets and reduce mid-project cost changes.
- Improve PMM data, tools & capability through **Communities of Practice**.

Who we are – OPMO



The OPMO helps QLDC by:

- Setting clear standards** to support good planning and delivery of the capital programme.
- Making **project planning and delivery more consistent** and well-governed.
- Supporting **better scoping, schedule, dependency management, and reporting** so projects are delivered in a controlled and transparent way.

PROJECT NAME	COMMENTARY	BENEFITS	Next Milestones	RAG Status
P3M3 Organisational Governance	<ul style="list-style-type: none"> • Purpose: Ongoing support and advice to help build capability on good governance practices • Progress: <ul style="list-style-type: none"> • Continue building capability, including training around governance roles and responsibilities and processes. • Further training programmes in planning/ review 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Trust, Financial, Risk • P3M3 Level 3 for Organisational Governance better supports how projects align with QLDC strategy and their start/ close controls. 	<ul style="list-style-type: none"> • Review of existing Governance training to realign with future maturity requirements, this includes identifying new material required to support the future maturity direction. 	Green
P3M3 Benefits Management	<ul style="list-style-type: none"> • Purpose: Develop a collaborative, organisation-wide Benefits Management Framework that clearly defines, measures and tracks the value of projects. • Progress: <ul style="list-style-type: none"> • High-level scope and plan developed, including potential key internal staff required to collaborate on the framework development. • Research completed. • RAG Status: This project is Amber due to delays in scheduling of the kick-off workshop. 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Trust, Financial, Risk • Provides a way to define, manage the value expected from the investment. 	<ul style="list-style-type: none"> • Communication and scheduling of kick-off workshop to commence development of framework 	Amber
P3M3 Financial Management	<ul style="list-style-type: none"> • Purpose: Ensure effective cost estimation, financial controls, reduce delivery risk and support governance and delivery oversight. • Progress: <ol style="list-style-type: none"> 1. Integration of TechOne and Sentient PPM financial data - Completed 2. Capability development in project forecasting - Ongoing, in particular in Community Services and Property teams 3. Internal Dynamic Financial Dashboard Reports - Sentient data field reviews 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Trust, Financial, Risk 	<ol style="list-style-type: none"> 1. Will be looking in the next FY to define and enhance the connectedness between both systems 2. Regular support sessions in place to keep supporting capability. 3. Awaiting confirmation of when API fields available to commence development with Geospatial Team. 	Green

PROJECT NAME	COMMENTARY	BENEFITS	Next Milestones	RAG Status
P3M3 Risk Management Maturity	<ul style="list-style-type: none"> • Purpose: Improvements to how QLDC identifies, manages and controls capex project risks and opportunities. • Progress: <ul style="list-style-type: none"> • Targeted assurance activities to help identify gaps in capabilities, processes and systems nearing completion. • Draft Initiation Programme Plan underway to clearly define improvement programme over the coming years. • Ongoing support and training. 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Trust, Financial, Risk 	<ul style="list-style-type: none"> • Finalisation of Initiation Programme Plan that will define the workstreams, high level timeframes by end of June. • Support and training as requested 	<div style="background-color: #28a745; color: white; padding: 2px 5px; display: inline-block;">Green</div>
P3M3 Management Control	<ul style="list-style-type: none"> • Purpose: Implement early programme management planning activities for Financial Year 26/27 within the Parks team that establish a clear, repeatable process to ensure stronger project preparedness each year. • Progress: <ul style="list-style-type: none"> • Communications to key managers completed with great support from Parks Manager. • First round of 1:1 discussions scheduled with team managers to identify high-level gaps, opportunities or risks to delivery. 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Trust, Financial, Risk, Efficiency • This work will reinforce key decision points, strengthen governance, reduce delivery risks, and support smoother progression through the project lifecycle. 	<ul style="list-style-type: none"> • Once resources confirmed, deep dive into each project with individuals to work through a checklist and determine which projects can progress easily in the new financial year and take the necessary steps to fully understand the unknowns or more complex project requirements. 	<div style="background-color: #28a745; color: white; padding: 2px 5px; display: inline-block;">Green</div>

PROJECT NAME	COMMENTARY	BENEFITS	Next Milestones	RAG Status
<p>P3M3 Resource Management</p>	<ul style="list-style-type: none"> • Purpose: Support a definable, repeatable and consistent approach to project management. <ul style="list-style-type: none"> • Continue to support project management capability development. • Progress: <ol style="list-style-type: none"> 1. Development and implementation of PMM Toolkit - Completed 2. Development and implementation of PMM Onboarding platforms - Completed 3. Communities of Practice: <ol style="list-style-type: none"> a. Development and implementation One Day PMM Training Course - Discussions with People & Capability seeking support for this initiative. - Session planned with key staff to unpack existing training material and redesign based on PMM and future needs. b. Onboarding/ Training - Year to date 20 PMM Onboarding sessions and 22 training/ support requests completed. 	<ul style="list-style-type: none"> • Primary benefit category: <ul style="list-style-type: none"> • Trust • Financial • Risk • Efficiency 	<ol style="list-style-type: none"> 1. Further enhancements planned in next financial year 2. Further enhancements planned 3. a. Workshop scheduled early April to review existing material with key staff. 3. b. Ongoing 	<p style="text-align: center;">Green</p>