

Item 1: QLDC of the Future with Local Government Reforms

SESSION TYPE: Workshop

PURPOSE/DESIRED OUTCOME:

This workshop will provide Councillors with an overview of the QLDC of the Future programme, including the organisational design process and operating model review being undertaken in response to water services reform and the evolving local government landscape. The session will seek strategic direction from Council and cover the project overview, local government reforms, priority one scope, key considerations, timelines and next steps.

DATE/START TIME:

Tuesday, 11 August 2026 at 1.00pm

TIME BREAKDOWN:

Presentation: 10 minutes
Questions or Debate/Discussion: 50 minutes

PRESENTERS:

Jill Coyle, Capability Group
Ian Dunbar, Organisation Performance Manager
Pennie Pearce, Acting General Manager, Strategy & Policy
Katie Church, People & Capability Director

Prepared by:

Katie Church

Name: Katie Church
Title: People & Capability Director
31 July 2026

Reviewed and Authorised by:

Ian Dunbar

Name: Ian Dunbar
Title: Acting General Manager, Corporate
3 August 2026

ATTACHMENTS:

A	QLDC of the Future PowerPoint Slides
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Council Workshop

QLDC of the Future

Organisation Design and Operating Model Review

Queenstown Lakes District Council | 11 August 2026



capabilitygroup

Agenda

01

**Project
overview**

02

**Strategic
Framework**

03

Priority 1

04

**Future of
local
government**

05

**Timeline &
Next steps**

06

Q&A

QLDC of the Future: Organisational and Operating Model Review

Water services are transitioning to the Water Services Council-Controlled Organisation, requiring the reshape of the functions, roles, and services that make up the future QLDC. At the same time, the wider reform landscape, including RMA reform, local government simplification, and rates and funding reform, continues to evolve.

This review designs an operating model for the future QLDC that is right-sized, resilient, and ready to adapt as each reform lands. It is built through a co-design approach with QLDC's Executive Leadership Team, functional leaders, and staff, with AI and technology considered at every stage, with final decisions resting with the Chief Executive.

The methodology is designed to be re-run as reforms become clearer, so QLDC is not starting from scratch each time.

QLDC is reshaping itself for what comes next

Water services are transitioning out to the Water Services Council Controlled Organisation (WSCCO) while the wider reform landscape keeps moving. QLDC needs a future operating model that is right-sized, resilient and ready to adapt - designed once, then refreshed as each reform lands.



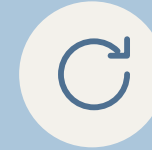
The water transition

Functions, roles and services split between QLDC and the new WSCCO, with shared dependencies to manage.



A moving reform landscape

RMA reform, LG simplification, development contributions, and rates & funding are still unsettled.



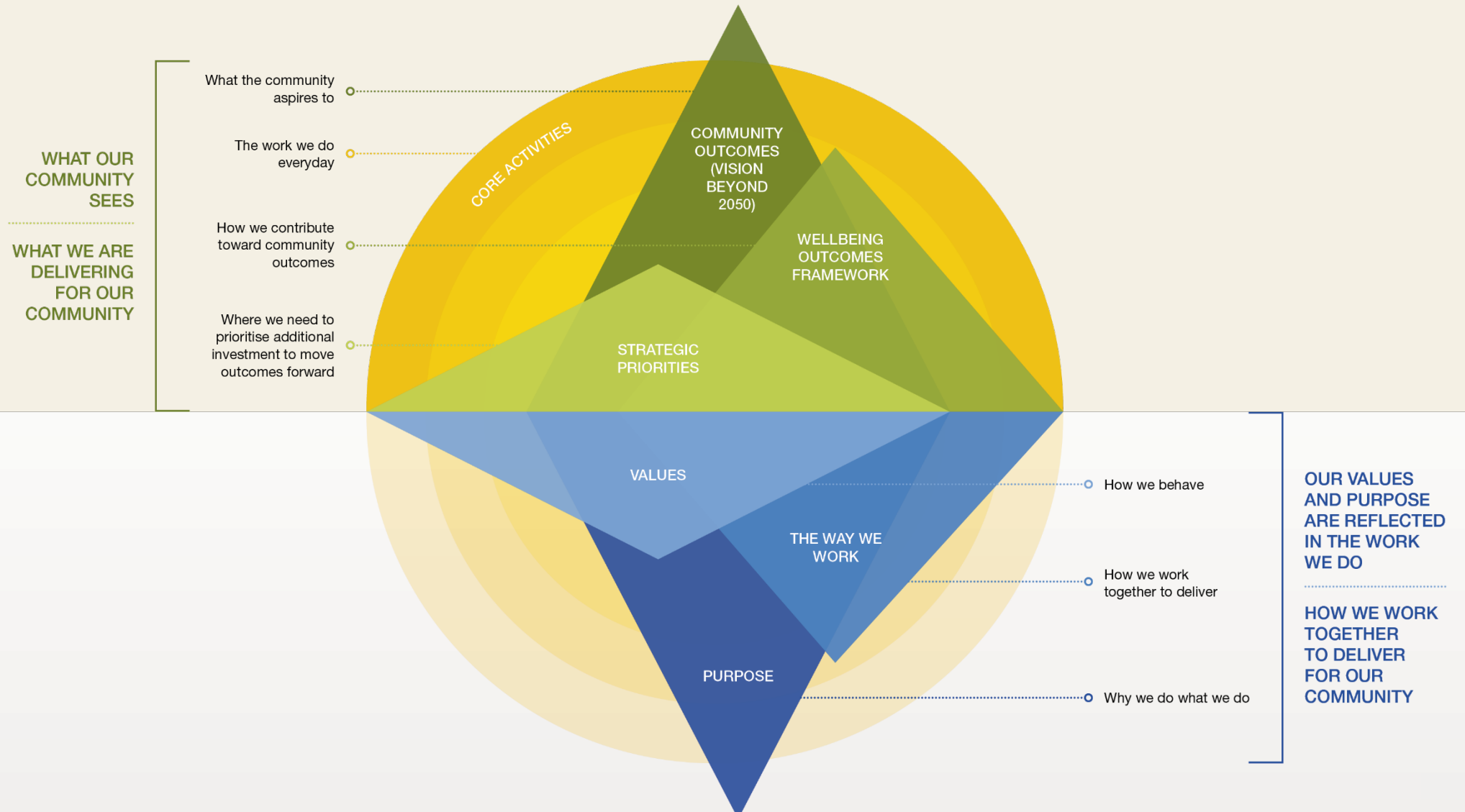
A method, not a one-off

Priority 1 tackles the most pressing changes and builds a cycle QLDC can re-run for Priority 2+.

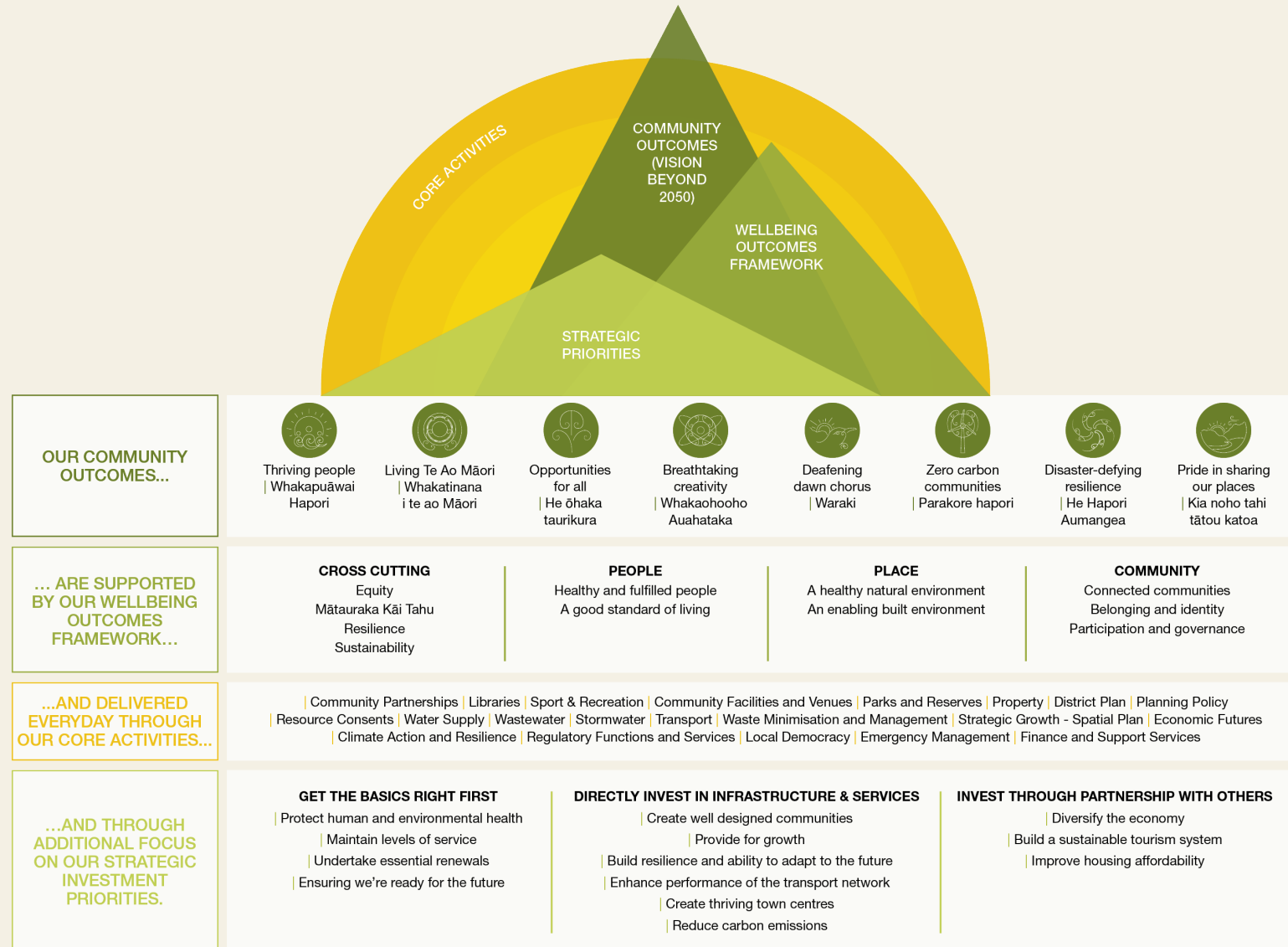
Priority 1 focus: the water transition and the changing planning & regulatory environment.

Our Strategic Framework

OUR STRATEGIC FRAMEWORK



Our Strategic Framework



Roles

Governance

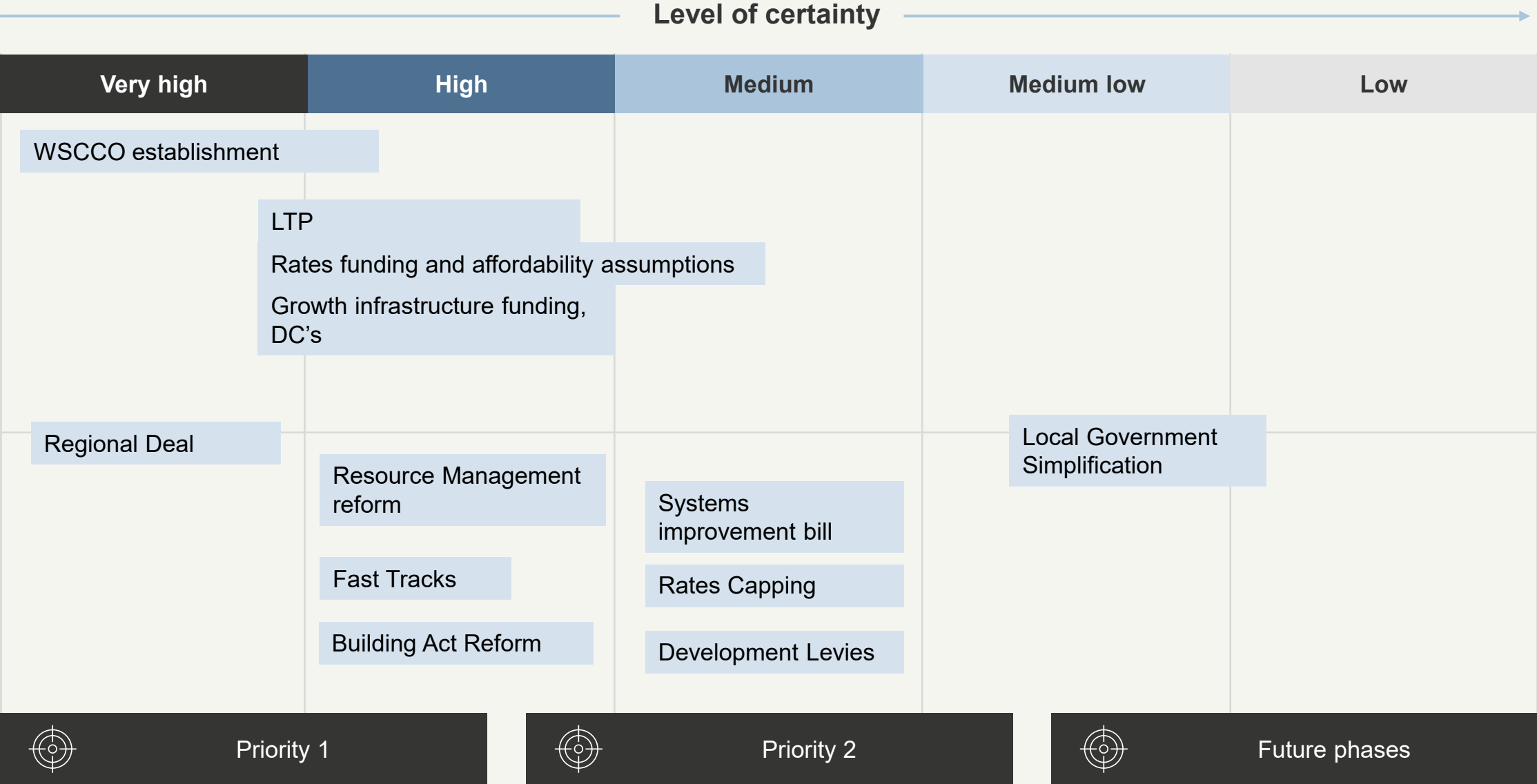


- Strategic input and guidance comes through the LTP and decisions such as Regional Deal and Local Government Simplification

Operational



- Operational response to Council strategic decisions and external environment



QLDC of the Future – iterative but future focussed change

Priority 1

Future QLDC Operating Model

Priority 1 addresses the future QLDC operating model following the transition of water services to the WSCCO, and establishes the repeatable methodology to be used in Priority 2 and beyond. Priority 1 comprises three stages:

Diagnose, Design & Test and Plan.



Priority one scope:

WSCCO and Planning Reform

The future of Local government

- ✓ Resource Management Act reform
- ✓ Simplification of local government
- ✓ Building Act Reform
- ✓ Water Reform
- ✓ Overall local government reform programme

What needs to be considered for this programme for you as Councillors

Timeline

Stage 01

Mid July – Mid August

Stakeholder engagement,
current state assessment &
briefings

Stage 02

Mid August – Mid October

Future state design & operating
model development

Stage 03

Late October – Late December

Final recommendations &
implementation planning

Priority 2

January 2027

Next steps

**Councillor Stakeholder
Interviews**

Reporting: Organisational
Excellence Committee

Questions

Thank you!



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