

Organisational Excellence Committee

17 September 2026

Report for Agenda Item | Rīpoata moto e Rāraki take [2]

Department: Corporate Services

Title | Taitara: Business Process & P3M3 Uplift Programme

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 progress across the Business Process Improvement Programme and P3M3 (Portfolio, Programme & Project Management Maturity Model) uplift, including, key highlights, upcoming milestones, and recently initiated projects.

Recommendation | Kā Tūtohuka

That the Organisational Excellence Committee:

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

Prepared by:



Name: Ian Dunbar

Title: Organisation Performance Manager

31 August 2026

Reviewed and Authorised by:



Name: Meaghan Miller

Title: General Manager, Corporate Services

31 August 2026

Context | Horopaki

1. This report provides the the Committee with oversight of progress, emerging risks, benefits and forward milestones across the Business Process Improvement Programme and P3M3 uplift. These programmes are intended to strengthen organisational capability, improve customer and staff experience, support more consistent project delivery, and improve transparency and control.
2. In response to previous requests from the Committee, expected completion dates have been included for all Business Process Improvement projects. A Committee workshop is provisionally scheduled for 6 October 2026 to provide a deeper view of “organisation performance in practice”, including how improvement activity is prioritised, governed and translated into measurable organisational benefits.
3. Overall delivery remains on track, with seven of the ten Business Process Improvement projects rated green. Progress includes Resource Consent debt recovery, Community Spaces, and the Event & Venue Booking system, which is scheduled to go live on 25 September 2026. The Infringement Transfer & Reissue project is also scheduled to go live on 1 September. The Customer Satisfaction Dashboard and Developer Agreements work remain on track, while Phase One of AI Business Transformation is progressing through proof-of-concept activity and development of an AI Register.
4. Within the P3M3 uplift, Governance and Benefits Management are rated green. Governance training content has been migrated to the learning management system, and the draft benefits framework is progressing to a final workshop in early September. This work is intended to strengthen clarity of decision-making, accountability and the identification and monitoring of programme and project benefits.
5. Three Business Process Improvement projects are rated amber. Resource Consent Phases Two and Three have been affected by competing regulatory priorities. Project Reporting is dependent on the resolution of vendor delays affecting data extraction, and Capital Project Planning and Long Term Plan work is awaiting completion of Sentient technology configuration. These matters are being actively managed and do not currently represent a critical risk to the overall programme. Council officers will continue to monitor their impact on expected completion dates and intended benefits.
6. Financial Management, Risk Management Maturity and Resource Management are also rated amber. The principal constraints relate to application programming interface delays affecting dynamic financial dashboards, competing priorities affecting completion of the Project Initiation Document, and delays to the redesign of the Project Management Methodology induction course. These workstreams have identified paths forward and are being monitored through programme governance.
7. P3M3 adoption indicators remain positive, with 187 active projects and 91 active users in Sentient, and 1,381 views of the intranet Project Management Methodology tools during August. Management Control work with the Parks team has been completed and is being extended to

Sport & Recreation. Future reporting will continue to develop the evidence base beyond adoption measures to provide clearer assurance about realised benefits and organisational impact.

8. Council officers continue to monitor delivery capacity, vendor and system dependencies and competing organisational priorities, with interventions as necessary.

Analysis and Advice | Tatāritaka me kā Tohutohu

9. This report is for noting only, so 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 is for noting only 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 is not required as this is a noting paper.

Risk and Mitigations | Kā Raru Tūpono me kā Whakamaurutaka

14. 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.
15. Noting this report helps Council keep this risk at its current level by ensuring the Committee are informed about the business process and project delivery improvement programme and can maintain governance oversight.

Financial Implications | Kā Riteka ā-Pūtea

16. There are no financial implications beyond existing Long Term Plan 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); and
 - Pride in sharing our places | Kia noho tahi tātou katoa (more transparent, disciplined delivery of the capital programme and community outcomes).
- Risk Management Policy

18. 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

19. Section 10 of the Local Government Act 2002 (LGA) 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 LGA 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.

20. 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	Business Process Programme Snapshot & P3M3 Uplift Snapshot
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Organisational Excellence Committee

Business Process Programme Snapshot

P3M3 Uplift Snapshot

June - August 2026

Business Process Programme Snapshot

June - August 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	END DATE	RAG Status	
Resource Consent Debt Prevention and Recovery Dave Wallace / Katherine Harbrow	• Purpose: Project aims to improve on-time payment of resource consent fees and to reduce outstanding fees. It is focused on the prevention and recovery of outstanding debt. • Progress: The second letter, final reminder letter, has now commenced (this applies to any debt outstanding after the initial reminder letter). • First draft of resource consent debt dashboard created.	• Establish processes for external debt collection and legal recovery where required. • Finalise technology requirements for resource consent debt dashboard.	November 2026	Green	➡
Resource Consent (Phase 2 - Vetting & S92 requests, Phase 3 - S95 to decision) Dave Wallace	• Purpose: Improving customer experience and finding efficiencies to meet the statutory deadlines for resource consents. • The focus for phase 2 is: • Vetting - a quick check at the start to make sure the application has all the basic information needed, and • S92 requests - a follow-up where Council asks for extra details if something is not clear or there is not enough information to properly assess the application. • The focus for phase 3 is S95 – deciding if an application will be notified or not, and the process that follows, to when a decision is made on the consent. • Progress: Finalised improvement recommendations for the notification and final decision-making stage (Phase 3). • Developing project control measures to monitor process improvements. • Documenting process in process management system to support consistent application, staff guidance, and long-term sustainability of the improvements. • The project is Amber due to competing priorities and dependencies across other work programmes, which have impacted delivery timeframes.	• Commence implementation of improvements to how applications are checked and assessed (Phase 2) and align with upcoming consenting legislation changes. • All the stages of business improvement will be delivered to tie in with the transitional consenting implementation of the RM reform.	Recommendations - September 2026 Implementation - March 2027	Amber	➡
Community Spaces Requests Ken Bailey	• Purpose: Improve process and decision-making for community leasing arrangements of council facilities or land to align with best practice and provide a fair and efficient customer experience. • Progress: Interim enquiry and decision-making process presented to Wānaka Upper Clutha Community Board. • Finalised draft interim Guidelines and prepared comms for go live. • Draft policy on community funding, leases and licences, and disposal and acquisition of Council land workshopped with Elected Members.	• 7 September 2026 - Interim enquiry process and guidelines live. • Continue work on permanent guidelines in tandem with Community Investment Policy development.	Interim process - September 2026 Guidelines July 2027	Green	➡

Business Process Programme Snapshot

June - August 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	END DATE	RAG Status	
Event Permits, Reserve and Venue Bookings Ken Bailey	Purpose: Improving efficiency of venue booking processes as all bookings will be made in one system. Customer experience will improve as there will be live visibility of venues and reserves across the district and their availability, pricing and facilities. Progress: Project remains on track for the planned 25 September go-live date, with system setup, user testing and operational processes nearing completion.	25 September 2026 - Go Live date for new booking system.	September 2026	Green	➡
Customer Satisfaction Measurement and Reporting Ian Dunbar	Purpose: Implement point-of-service customer satisfaction reporting to improve operational efficiency, enhance visibility and transparency of customer feedback, and generate actionable insights to drive targeted customer experience improvements. Progress: Training requirements defined for the launch of the new dashboard are underway. New dashboard will provide teams with more timely visibility of customer feedback trends and support targeted service improvements. - Working with Venues team to define customer satisfaction measurements. - Reporting requirements for customer satisfaction survey results.	- Launch of the new dashboard. - Onboard events, venues and reserve bookings. - Commence regular reporting of customer satisfaction survey results to OEC.	February 2027	Green	➡
Developer Agreements Katherine Harbrow	Purpose: Improve how developer agreements (DA) are developed, approved, and managed to ensure obligations are clearly defined, consistently delivered, and provide maximum value to the Council and community. This will strengthen contract management, reduce risk, and improve collaboration across teams. Progress: New process step live for central storage of DAs. - Final process workshop complete with the project group to confirm future DA process. - Process alignment with WSCCO.	- Develop a draft future process for how developer agreements are created and managed including roles, and responsibilities. - Identify and develop supporting documentation and tools, e.g. Negotiation Mandate and reporting of DAs under consideration.	November 2026	Green	➡
Business Continuity Planning Meaghan Miller	Purpose: To refresh QLDC's Business Continuity Plans (BCP) for potential disruptions to technology, property or people (such as illness), beyond existing pandemic plans and technology plans. Progress: Business Continuity Plans across each Directorate are in the process of being finalised.	- Complete BCP Gap Analysis and present findings to the BCP Committee. - Identify BCP owners for each directorate. - Deliver organisation-wide implementation plan for BCPs.	October 2026	Green	➡

Business Process Programme Snapshot

June - August 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	END DATE	RAG Status	
Project Reporting (Self-Service) Meaghan Miller	• 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: User Interface requirements completed. Formulation of processes and associated internal workflows is in progress to manage the reporting updates from internal systems to end user interface. • Configuration, design activities and User Acceptance Testing (UAT) handover by Sentient (project reporting system) have been completed. • Project marked as Amber due to delays in data extract build from vendor.	• Commence User Acceptance Testing (UAT). • Complete initial user interface build.	November 2026	Amber	➡
Artificial Intelligence (AI) Business Transformation at QLDC Meaghan Miller	• Purpose: Establish, maintain, and continuously improve a structured, well-governed approach to AI adoption at QLDC that enhances operational efficiency, ensures responsible use, and maximises organisational value. • Progress: Work is focused on identifying opportunities to improve productivity, reduce administrative effort and support better customer outcomes through responsible AI adoption. • Identification, assessment and delivery of AI proof-of-concepts is ongoing. • Wider research on AI enablement across local councils and other entities is in progress. • Formalisation of AI project group.	• AI Adoption model analysis and identification of AI model. • Development of the AI Register.	December 2026 (First stage: AI Strategy, Policy, Proof of Concepts and Pilot roll-out of the Adoption Model)	Green	➡
Capital project planning (Long Term Plan) Katherine Harbrow	• Purpose: Use of new tools (Sentient) and processes to produce the LTP 2027-37 capital programme. • Progress: Capital projects relating to Infrastructure activity areas assessed against prioritisation framework and tested with Councillors for the first time in the 19 August Steering Group to inform further refinement. • Process changes including early identification of cost drivers at individual project level progressing well. • Project marked as Amber due to work remaining to enable prioritisation of programme within new Sentient tool, with other tools being used in the interim.	• September - Sentient tool to be updated to enable recording of capital programme once further developed. • September/October - Council wide capital programme to be further refined with Councillor input at the 29 September and 29 October Steering Group meetings.	December 2026	Amber	⬇



Business Process Programme Snapshot

June - August 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	END DATE	RAG Status	
Infringement Transfer & Reissue Project Suzanne McColl	• Purpose: Design and implement an improved process and supporting system to support the parking infringement transfer of liability and reissue process, shifting effort from manual processing to controlled triage and decisioning. • Progress: Change approach completed • Communication materials for external partners, including guidance documents and go-live communications, completed.	• Planned go live for interim process on 1 September • Manage communication around Go Live and feedback for required workload of external parties.	1 September 2026	Green	

P3M3 Uplift Snapshot

June - August 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	RAG Status	
P3M3 Organisational Governance	• Purpose: Build capability on good governance practices (e.g. clear roles & responsibilities, defined decision points, consistent governance approach, progress risks and issues are regularly reviewed, decisions link back to organisational priorities). • Progress: 1. Governance training for Project Managers content in current format migrated to LMS - completed a) Review of training material is progressing, with proposed updates provided to OPMO Manager prior to conversion into e-learning course format that will include prompts, quizzes, and interactive content. 2. Governance Role Training - Ongoing discussions with provider to outline high-level scope. 3. Governance Refresh – Community Services (New): Working with GM Community Services to define governance refresh requirements, including a shift towards a more decision-focused forum.	1. Governance Training for Project Managers a) Finalise review of existing governance training modules. b) Scope new training module for governance roles and set timings for development and delivery, including training the trainer. c) Awaiting access permission for LMS as a creator. 2. Governance Role Training a) Firm up scope, structure, and best time for training delivery 3. Governance Refresh – Community Services PCG a) Finalise changes with GM b) Finalise PCG yearly standing agenda items to support programme reviews, Programme/Project risk & forecasting confidence reviews. c) Refresh of PCG collateral, including decision logs and other templates	Green	
P3M3 Benefits Management	• Purpose: Develop a collaborative, organisation-wide Benefits Management Framework that clearly defines, measures and tracks the value of projects. • Progress: Initial workshop discussions with key staff completed. • Draft framework completed. • Dissemination of draft framework to stakeholder group ahead of workshop feedback session.	• Final workshop scheduled early September to run through framework and seek feedback, including pilot and implementation plan • Investigate Sentient benefits management module to understand minor configuration changes needed to support pilot.	Green	

P3M3 Uplift Snapshot

June - August 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	RAG Status	
P3M3 Financial Management	• Purpose: Ensure effective cost estimation, reduce delivery risk and support governance and delivery oversight. • Progress: 1. Capability development in project forecasting - Ongoing. 2. Internal Dynamic Dashboards - Awaiting API availability to enable dashboard development with key stakeholders 3. Commencement of a draft training session – Project Forecasting 101 for Community Services. (Why it matters, creating and maintaining realistic project forecasting, common forecasting mistakes, assess forecasting confidence, linking forecasting confidence to project delivery risks, milestones and dependencies, use Sentient effectively). 4. Sentient Financial Fields Updated (New): updates to financial fields to enable easier budget refresh imports and change control process. • Number 2 is Amber due to delays to confirmation of API (Application Programme Interface) fields.	1. Regular support sessions in place to keep supporting capability, including establishment of baseline estimates for improved analysis. 2. Confirm stakeholder needs and work with GIS team to develop dashboards. 3. Finalise Project Forecasting 101 training pack and schedule sessions with key staff. 4. Finalising and testing changes in UAT (User Acceptance Testing) system prior to going live in PRODUCTION system. Import of financial budget updates, develop change control process including required collateral.	Amber	
P3M3 Risk Management Maturity	• Purpose: Improvements to how QLDC identifies, manages and controls capex project risks and opportunities that will enable proactive decision making, improve delivery certainty and maximise value from the investment. • Progress: • Identified key projects within Community Services that will receive targeted Risk & Issues Management training & support to drive better R&I management including reporting through to Community Services Programme Control Group (PCG). • Project Initiation Document (PID) Finalisation delayed, due to other priority work within Community Services programmes. • RAG Status: Project is Amber due to other work priorities.	• PID to be finalised and will identify improvement programme streams, timelines and benefits. • Realign P3M3 Revised Roadmap with timelines identified from PID. • Ongoing support and training provided as requested across all teams.	Amber	

P3M3 Uplift Snapshot

June - August 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	RAG Status	
P3M3 Management Control Dave Winterburn	• Purpose: Implement early programme management planning activities for Financial Year 2026/27 within the Parks team that establishes a clear, repeatable process to ensure stronger project preparedness each year. • Progress: • Early programme management planning activities with Parks team was well received and is now complete. • Collateral to be finalised to use as a repeatable yearly process within teams. • Discussion with Sport & Recreation Manager to identify a few key projects that would benefit from this process.	• Finalise collateral and make available via Yoda PMM tools & templates. • Meeting scheduled to discuss programme planning activities with key staff in Sport & Recreation.	Green	➔

P3M3 Uplift Snapshot

June - August 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	RAG Status	
P3M3 Resource Management	• Purpose: Support a definable, repeatable and consistent approach to project management. Continue to support project management capability development. • Progress: 1. PMM Toolkit enhancements on Yoda completed. 2. PMM Onboarding platform minor updates completed. Further updates required post 3 Water changes to ensure alignment. 3. PMM Induction: Delays this quarter in progressing the development of this training programme. 4. PMM Statistics: - o 2027 FYTD Onboarding/Training sessions complete = 22 - o Sentient Active Projects = 187 - o Sentient Active Programmes = 25 - o Sentient Active Users = 91 - o Frequency of accessing Sentient for July 2026 = 487 - o Yoda PMM Tools & Templates since November 2024: - June = 1271 views by 370 individuals - August = 1381 views by 136 individuals 5. (NEW) National Forward Works Viewer (NFWV) – last FY a project was completed to integrate Sentient data with the NFWV. - o Half yearly review of project geometries to identify ones that need refreshing or are missing and work with staff and Project Managers to update. • RAG Status: Project number 3 is Amber due to other work priorities.	1. Completed. 2. Completed. 3. PMM Introduction course - Redesign/ development underway. 4. NA. 5. National Forward Works Viewer: - Follow up 20% outstanding geometry reviews with staff and PMs. Approx 80% are now completed as part of the half yearly review.	Green	
P3M3 Stakeholder Management	• Purpose: Making sure we identify the right people, understand what matters to them, and keep them informed and involved so the project succeeds.	• Note: there are no current active projects being undertaken at this stage to improve systems, processes and people capability maturity.	Not started	