

Organisational Excellence Committee

28 April 2026

Report for Agenda Item | Rīpoata moto e Rāraki take [6]

Department: Corporate Services

Title | Taitara: Business Process Programme

Purpose of the Report | Te Take mō te Pūroko

The purpose of this report is to provide the Organisational Excellence Committee with an update on progress across the Business Process Improvement Programme and P3M3 uplift. This will include 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
26 June 2026

Reviewed and Authorised by:



Name: Meaghan Miller

Title: General Manager, Corporate Services
29 June 2026

Context | Horopaki

1. The Business Process Programme and P3M3 uplift aim to improve how Council designs, delivers and monitors services. The programme focuses on improving key processes and building project delivery capability across the organisation. The programme comprises the following four components.
2. **Service process improvements - targeted improvements to operational processes to improve efficiency, compliance and customer experience, including:**
 - Resource consents (debt prevention, vetting, decision-making);
 - Event permits, venue and reserve bookings;
 - Community spaces requests;
 - Developer agreements;
 - Infringement transfer and reissue;
 - Business continuity planning; and
 - Performance and reporting.
3. **Development of consistent performance measurement and reporting, including:**
 - Customer satisfaction measurement and reporting; and
 - Self-service project reporting for Elected Members and the public.
4. **Organisation-wide improvement projects, including:**
 - Water Services Council Controlled Organisation (WSCCO) business impact assessment;
 - Artificial Intelligence (AI) business improvement; and
 - Capital project planning for the Long Term Plan.
5. **Project planning and delivery improvement, including:**
 - Governance, benefits and financial management;
 - Risk management and management control;

- Project Management Method (PMM), tools and training; and
 - Stakeholder management (not yet commenced).
6. Over the last quarter, the main new project started was the AI Business Improvement Project. The project will help Council take a planned and safe approach to using AI, with a focus on improving efficiency, consistency and service delivery.
7. Current work is focused on getting the basics right before AI is rolled out more widely. This includes looking at good practice across the sector, identifying early use cases and piloting structured use of AI through an internal working group, and setting up clear governance for future rollout.

Analysis and Advice | Tatāritaka me kā Tohutohu

8. This report is for noting only, so no options are presented.

Consultation Process | Hātepe Matapaki

Significance and Engagement | Te Whakamahi i kā Whakaaro Hiraka

9. 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.
10. The persons who are affected by or interested in this matter are Councillors, Council Officers, residents, ratepayers and visitors.
11. Community consultation is not required as this is a noting paper.

Māori Consultation | Iwi Rūnaka

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

Risk and Mitigations | Kā Raru Tūpono me kā Whakamaurutaka

13. 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.
14. Noting this report helps Council keep this risk at its current level by ensuring the Organisation Excellence Committee are informed about the business process and project delivery improvement programme and can maintain governance oversight.

Financial Implications | Kā Riteka ā-Pūtea

15. 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

16. 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); and
- Risk Management Policy

17. 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

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, 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 District 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.

Attachments | Kā Tāpirihaka

A	Business Process Programme Snapshot & P3M3 Uplift Snapshot - June 2026
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Organisational Excellence Committee

Business Process Programme Snapshot

P3M3 Uplift Snapshot

June 2026

Quarter Four

Business Process Programme Snapshot

June 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	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: Reminder letters are now live and being sent if payments are not received by the due date. • Revised Form 9 General (application form) is now live and includes clearly assigned roles and liability. • Debt for Resource Consent has decreased over the last 12 months from \$2.5m to \$1.5m.	• July 2026 - Introduce a second reminder process for overdue debt after the initial reminder. • September 2026 - Establish processes for external debt collection and legal recovery where required.	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: Implementation plan for Phase 2 process improvements has been confirmed. Process improvement sessions are taking place for Phase 3. • The project is Amber due to competing priorities and dependencies across other work programmes, which have impacted delivery timeframes.	• August 2026 - Finalise planned improvements to the notification and final decision-making stage (Phase 3). • September 2026 - Begin implementing improvements to how applications are checked and assessed (Phase 2) and align with upcoming consenting legislation changes.	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 fair and efficient customer experience. • Progress: Review and consolidation of current requests complete, including categories and themes. • Interim process for enquiries designed and mapped. • Roles and responsibilities established.	• August 2026 - Implement an interim process, including an enquiry form and triaging of incoming requests. • 1 September 2026 – Draft policy on community funding, leases and licences, and disposal and acquisition of Council land will be workshopped with Elected Members.	Green	➡

Business Process Programme Snapshot

June 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	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: New event permit process in place streamlining requests to a single point of access and assessing requests against the Events Policy. Event organisers have access to a new suite of documents such as a handbook to support event planning and delivery. • Work is underway by the project team to prepare the system for launch.	• July 2026 - Launch a new booking tool for event permits, venues and reserves.	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: Automation of reporting is in build.	• July 2026 - Transition management of the customer satisfaction dashboard to Key Research. • August 2026 - Establish regular reporting requirements for survey results to Executive Leadership Team and to Councillors. • September 2026 - Scoping for expansion of the survey to additional services.	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: A sample of DAs has been analysed, with findings used to guide recommendations for process improvement. • Workshops to design future process have been completed. • Guidance documents are currently being drafted. This is being led by the Legal team.	• 18 August 2026 - A Smart Growth Workshop of the Developer Agreement Guideline will be delivered to Councillors. • September 2026 - Develop a draft future process for how developer agreements are created and managed including roles, and responsibilities • September 2026 - Identify and develop supporting documentation and tools.	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: Templates for Business Continuity Plans have been developed (Including Critical Services, Critical Dependencies, Relocation Arrangement, Communication Plans, Insurance, Maintenance and Reporting.) Critical Services identified and BCP plans being produced for each directorate. Ongoing maintenance approach and communication channels have been established.	• July 2026 - Finalise Business Continuity Plans across each Directorate. • August 2026 - Develop and circulate organisational communications regarding where plans are stored and how they are used.	Green	➡

Business Process Programme Snapshot

June 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	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: Currently defining processes and associated internal workflows to manage the reporting updates from internal systems to end user interface. - Project marked as Amber due to resourcing changes and constraints requiring a replan of timeline.	- Establish revised timeline for delivery - Technical delivery of data - Development of the user interface	Amber	↓
Water Services Council Controlled Organisation (WSCCO) – Business Impact Assessment – Phase 2 Katherine Harbrow / Maseina Koneferenisi	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: Commenced collection of information within the Property and Infrastructure (P&I) directorate. Survey completed by senior managers.	- June 2026 - Finalise discovery workshops with P&I senior managers. - June 2026 - Validate collected information with stakeholders. - July 2026 - Provide findings to the WSCCO Establishment team.	Green	→
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: Research into AI best practice and trends is underway. Discussions with other councils are ongoing to gather insights from their adoption and use of AI.	- June 2026 - Consolidate research, cross-council insights, and use-case analysis into a clear, evidence-based plan. - July 2026 – Finalise how the AI project will be governed, structured and delivered.	Green	New
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 project planning information has begun to be captured centrally using the new tools and processes.	June-July 2026 - Remaining capital project planning information to be captured, to subsequently enable production of the LTP capital programme.	Green	→
Infringement Transfer & Reissue Project Naell Crosby-Roe	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: Draft change approach and communication plan signed off (for external parties). Benefit workshop carried out and agreed. Leveraging success stories from other councils' approach to help shape interactions with external partners.	- June 2026 - Finalise change approach. - July 2026 - Develop communication materials for external partners.	Green	New

P3M3 Uplift Snapshot

June 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: Commenced review of existing governance materials and migrated to Learning Management System. Initial discussions on Governance Role training commenced with provider.	• Finalise review of existing governance training modules. • Scope new training module for governance roles and set timings for development and delivery, including training the trainer.	Green	➡
P3M3 Benefits Management	• Purpose: Develop a collaborative, organisation-wide Benefits Management Framework that clearly defines, measures and tracks the value of projects. • Progress: Workshop scheduled to kick off discussions with key staff across business. Finalise workshop approaches with facilitator to enable development of draft framework. Workshop agenda and presentation finalised. • This project is Amber due to delays in scheduling of the kick-off workshop.	• 15 June 2026 - Workshop with key staff to kick off discussions across business.	Amber	➡
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 with Community Services and Property teams. 2. Internal Dynamic Financial Dashboard Reports - Sentient data fields mapped into internal ArcGIS dashboards that will provide most important information at a glance to see what is going on and support decisions. • 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. API availability confirmed to enable dashboard development with key stakeholders.	Amber	⬇️

P3M3 Uplift Snapshot

June 2026

PROJECT NAME / SPONSOR	COMMENTARY	NEXT KEY MILESTONES	RAG Status	
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: 1. Targeted assurance activities to help identify gaps in capabilities and processes. 2. Draft Project Initiation Document (PID) underway to clearly define improvement programme (work streams across the system, processes and people capability) over the 2027 & 2028 Financial Years.	• Finalise PID, including feedback and approval from key stakeholders. PID will identify improvement programme streams, timelines and benefits. • Realign P3M3 Revised Roadmap with timelines identified from PID. • Ongoing support and training provided as requested.	Green	
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: • Communications to key managers completed with great support from Parks Manager. • Discussions completed with team managers to identify high-level gaps, opportunities or risks to delivery. • First round of 1:1's completed with key responsible project staff to complete a detailed analysis of budget, scope, potential risks, gaps and forecast baseline. • Summary findings presented at Parks Project Steering Group.	• Follow up actions from discussions with Parks team to be closed out. • Sentient updated to reflect LTP Year 3 programme for Parks.	Green	

P3M3 Uplift Snapshot

June 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. Development and implementation of Project Management Method (PMM) Toolkit - Completed 2. Development and implementation of PMM Onboarding platforms - Completed 3. PMM Training: Development and implementation One Day PMM Training Course – Session completed with key staff to unpack existing training material and redesign based on PMM and future needs. 4. PMM Statistics: a. FYTD - Onboarding/ Training/ Adhoc Support = 75 sessions completed, 10 pending b. Sentient Active Projects = 159 c. Sentient Active Programmes = 26 d. Sentient Active Users = 106 e. Frequency of accessing Sentient for May 2026 = 508 times (Jul 2025 was 363) f. PMM Queries raised in May = 30 (examples of some queries: specific project management template, advanced reports, governance questions, lessons learned process, advice on external project management training) g. Yoda PMM Tools & Templates from Nov 2024 till June 2026 i. PMM Home Page = 1271 views by 370 individuals ii. Tier 1 & 2 Framework = 778 views by 210 individuals iii. Tier 3 Framework = 349 views by 106 individuals	• PMM Toolkit enhancements planned • PMM Onboarding Platforms enhancements planned • PMM Introduction course - Redesign/ development commenced	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	