



NOTICE OF A PERFORMANCE AND DELIVERY COMMITTEE MEETING

**Opotiki District Council Chambers, 108 St John Street, Opotiki,
Monday, 9 December 2024
Commencing at 09.00am**

ORDER PAPER

APOLOGIES

DECLARATION OF ANY INTERESTS IN RELATION TO OPEN MEETING AGENDA ITEMS

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Appendix will be separately circulated

Chairperson: Councillor Tom Brooks

Members: Councillor Steve Nelson
Councillor Dean Petersen

Ex-Officio: Mayor David Moore

Committee Secretary: Mercedes Neems

Quorum: 2

LOCAL AUTHORITIES (MEMBERS' INTERESTS) ACT 1968

Councillors are reminded that if you have a pecuniary or non-pecuniary interest in any item on the agenda, then you must declare this interest and refrain from discussing or voting on this item and are advised to withdraw from the Council chamber.

Stace Lewer

CHIEF EXECUTIVE OFFICER

Performance and Delivery Committee

Terms of Reference

Purpose

To oversee the operations and delivery of Councils service delivery and works programmes

The primary areas of responsibility of the Committee are:

- A. To monitor and provide recommendations to Council regarding the implementation of Council Infrastructure strategy, capital works programme and operational service delivery.
- B. To monitor and provide recommendations to Council regarding the financial and non-financial performance of council and organisational development. To monitor and provide recommendations on the overall organisational performance of Council
- C.

Responsibilities include:

- Animal control services,
- building consents,
- environmental health,
- resource consents,
- liquor licensing, campgrounds,
- Earthquake prone buildings,
- compliance related activities (e.g notices to fix, breaches of RMA), registration of food premises, parking infringements
- Parks and recreation - assets and facilities
- Capital Works programmes
- Council owned property including leases
- Community facilities
- Roads, walkways and cycleways
- 3 Water delivery
- RRC
- Operation of ports, wharves coastal structures
- Workforce – MTFJ
- Te-Tāhuhu-o-Te-Rangi
- I-site/event Delivery
- TSC committee

Delegations

- Make recommendations to Council
- All necessary powers to meet its responsibilities.

Membership

Chair: Councillor Tom Brooks

Members: Councillor Steve Nelson

Councillor Dean Petersen

Mayor David Moore Ex Officio

Quorum

Two elected members

Meeting Frequency

- Six weekly
- Extraordinary meetings as required

Terms of Reference approved: 20 December 2023

Review date: mid triennium



MINUTES OF AN ŌPŌTIKI DISTRICT COUNCIL PERFORMANCE AND DELIVERY COMMITTEE MEETING HELD ON THURSDAY, 10 OCTOBER 2024, IN THE ŌPŌTIKI DISTRICT COUNCIL CHAMBERS, 108 ST JOHN STREET, ŌPŌTIKI AT 09.00AM

PRESENT:

Councillor Tom Brooks (Chairperson)
His Worship the Mayor David Moore
Councillor Dean Petersen
Councillor Steve Nelson

IN ATTENDANCE:

Stace Lewer (Chief Executive Officer)
Nathan Hughes (Group Manager Service Delivery)
Antoinette Campbell (Group Manager Strategy and Development)
Tina Gedson (Operations and Office Manager)
Mercedes Neems (Executive Support Officer)

The Chairperson welcomed everyone to the meeting.

APOLOGIES

Nil.

DECLARATION OF ANY INTERESTS IN RELATION TO OPEN MEETING AGENDA ITEMS

Nil.

1. CONFIRMATION OF MINUTES – PERFORMANCE AND DELIVERY COMMITTEE MEETING 5 AUGUST 2024

p5

RESOLVED

- (1) That the minutes of the Performance and Delivery Committee Meeting 5 August 2024 be confirmed as true and correct record.**

Nelson/Petersen

Carried

2. ISITE, LIBRARY AND PROPERTY ACTIVITY REPORT

p7

The Chief Executive Officer spoke to the report and provided further commentary for the iSite and library areas of focus.

The Operations and Office Manager presented the property areas of focus.

A discussion ensued regarding consistency of charges and ensuring Council is covering its costs for the library. It was requested, with reference to the table on p17, that another margin be included showing a breakdown of revenue collected.

A point of clarification to be noted is paragraph 50 of the report – the air conditioner was replaced due to it being at the end-of-life stage.

RESOLVED

(1) That the report titled “iSite, Library and Property Activity Report” be received.

HWTM/Nelson

Carried

3. ŌPŌTIKI WORKFORCE DEVELOPMENT UPDATE

p21

The report was taken as read.

RESOLVED

(1) That the report titled “Ōpōtiki Workforce Development Update” be received.

HWTM/Nelson

Carried

4. OPERATIONAL AND NON-FINANCIAL PERFORMANCE REPORT

p28

The Group Manager Service Delivery spoke to the report and highlighted the salient items.

Key points were:

- Options are being looked at for surface solutions for footpaths to mitigate the risk of slips.
- The cleanliness of the toilets has recently been in the media. The Church Street toilets are due for refurbishment; however, the project cannot commence until the Long-Term Plan has been adopted.
- The current roading KPI is not on track. A discussion ensued regarding the public’s perception for distinguishing State Highway roads which is the New Zealand Transport Agency’s responsibility, and local roads, which are Council’s responsibility.
- Council have signed up to a three-year roading resurfacing contract. Council has received a significant uplift in NZTA funding for maintenance of the roads.

RESOLVED

(1) That the report titled "Operational and Non-Financial Performance Report" be received.

Petersen/Nelson

Carried

5. CAPITAL WORKS REPORT

p35

The Group Manager Service Delivery spoke to the report.

Projects have been delayed due to late adoption of the Long-Term Plan 2024-2034.

An external specialist in programme management is assisting in the review of the programme of works over a three-year period and will develop a plan to deliver it as optimally as possible.

Key answers to Elected Members queries include:

- The wharf cycleway is included in the project list.
- Discussion on including Upton Park in projects as equipment is reaching end-of-life. This would require an increase of operational budget to do some work.
- The \$1,000,000 allocation for funding towards the administration building is for the main Council building on St John Street.
- The unsealed roading budget falls into the transport programme of works. The team will come up with a range of sites across Ōpōtiki.

RESOLVED

(1) That the report titled "Capital Works Report" be received.

Nelson/Petersen

Carried

THERE BEING NO FURTHER BUISNESS THE MEETING CLOSED AT 9.46AM.

THE FOREGOING MINUTES ARE CERTIFIED AS BEING A TRUE AND CORRECT RECORD AT A SUBSEQUENT MEETING OF THE PERFORMANCE AND DELIVERY COMMITTEE HELD ON 9 DECEMBER 2024.

**TOM BROOKS
CHAIRPERSON**

COMMITTEE REPORT

Date : 18 November 2024
To : Performance and Delivery Committee, 9 December 2024
From : Group Manager Service Delivery, Nathan Hughes
Subject : **PERFORMANCE AND DELIVERY – OPERATIONAL AND NON-FINANCIAL
PERFORMANCE REPORT**
File ID : A1271742

EXECUTIVE SUMMARY

- The purpose of this report is to provide an update to the operational and non-financial performance for the 2024/25 financial year.
- These are interim results which will be updated progressively through the financial year and confirmed through the end of financial year annual report process.
- This report provides data up to date as of 3 November 2024.

AUTHORITY

1. This report is for noting purposes and no decision is required to be made by the Performance and Delivery Committee.

RECOMMENDATIONS

- 1) **That the report titled "Operational and Non-Financial Performance Report" be received.**

PURPOSE

2. The purpose of this report is to provide an update on the operational and non-financial performance for the 2024/25 financial year.

STRATEGIC ALIGNMENT

3. The matters detailed in this report relate to the following priorities from Opōtiki District Council's Long-Term Plan 2024-2034:
 - Community Priority One: Strong relationships and partners
 - Community Priority Two: Investment in our district
 - Community Priority Three: Wellbeing is valued

Community Priority Four: Our communities are resilient

Community Priority Five: Growth is sustained over time

BACKGROUND

4. At the 27 February 2023 Performance and Delivery Committee meeting a report titled, Reporting Proposal, was presented to the Committee. The report proposed that staff will work toward providing an Operational and Non-Financial Performance Report to each Committee meeting.
5. As part of the 27 February 2023 Reporting Proposal a number of principles for reporting were considered. They included, but were not limited to:
 - o Where information is not currently reported utilize an iterative approach with the Committee to strike a balance between what is required for the Committee and what can be resourced by staff.
 - o Report in a manner consistent with other reporting requirements in the organisation to ensure information across multiple reporting streams is consistent and efficient. For example, we report annually on non-financial KPI's in our annual report. It would be appropriate to report those KPI's in the same way, although more frequently to the Performance and Delivery Committee.
 - o It is proposed that the Operational and Non-Financial Performance Report be provided at each Committee meeting. However, some of the KPI's in the report may only be updated quarterly or every 6 months. These details can be agreed in the iterative process as we work towards an agreed minimum level of reporting.
6. Staff welcome feedback on the content of these reports.

DISCUSSION

7. Refer to Appendix 1 for the interim update on the operational and non-financial performance.
8. These are interim results which will be updated progressively through the financial year and confirmed through the end of financial year annual report process.

FINANCIAL/BUDGET CONSIDERATIONS

9. No financial decision is being made in the receiving of this report.

POLICY AND PLANNING IMPLICATIONS

10. There are no identified policy and planning implications.

Impact on mana whenua

11. There are no identified mana whenua impact considerations.

CLIMATE IMPACT CONSIDERATIONS

12. There are no identified climate impact considerations.

RISKS

13. There are no identified risks associated with receiving the report.

COMMUNITY WELLBEING CONSIDERATIONS

14. The purpose of Local Government now includes promotion of social, economic, environmental and cultural wellbeing of communities in the present and for the future ('the 4 wellbeings').

15. The subject matter of this report has been evaluated in terms of the 4 wellbeings during the process of developing this report as outlined below.

CONCLUSION

16. The purpose of this report is to provide an update on the operational and non-financial performance for the 2024/25 financial year.

17. These are interim results which will be updated progressively through the financial year and confirmed through the end of financial year annual report process.

18. This report provides data up to date as of 3 November 2024.

Nathan Hughes













GROUP MANAGER SERVICE DELIVERY









Performance & Delivery KPI Report 2024-25 NEW


APPENDIX 1



Key Performance Indicator	Measure of success	Target 2024-25	Performance 2024-25	Commentary 2024-25	Tracking
WATER SUPPLY					
Drinking Water – Customer Satisfaction (Mandatory DIA KPI #4)	The total number of complaints received by Council about drinking water clarity expressed per 1000 connections to Council's networked reticulation system.	<5	0	Currently on target. No complaints received regarding water clarity in the 1 July 2024 to 3 November 2024 period.	
Drinking Water – Customer Satisfaction (Mandatory DIA KPI #4)	The total number of complaints received by Council about drinking water taste expressed per 1000 connections to Council's networked reticulation system.	<5	0	Currently on target. No complaints received regarding water taste in the 1 July 2024 to 3 November 2024 period.	
Drinking Water – Customer Satisfaction (Mandatory DIA KPI #4)	The total number of complaints received by Council about drinking water odour expressed per 1000 connections to Council's networked reticulation system.	<5	0	Currently on target. No complaints received regarding water odour in the 1 July 2024 to 3 November 2024 period.	
Drinking Water – Customer Satisfaction (Mandatory DIA KPI #4)	The total number of complaints received by Council about drinking water pressure or flow expressed per 1000 connections to Council's networked reticulation system.	<5	0	Currently on target. No complaints received regarding water low pressure or flow in the 1 July 2024 to 3 November 2024 period.	
Drinking Water – Customer Satisfaction (Mandatory DIA KPI #4)	The total number of complaints received by Council about drinking water continuity of supply expressed per 1000 connections to Council's networked reticulation system.	<5	0	Currently on target. No complaints received regarding water continuity of supply in the 1 July 2024 to 3 November 2024 period.	
Drinking Water – Customer Satisfaction (Mandatory DIA KPI #4)	The total number of complaints received by Council about Council's response to any of these issues expressed per 1000 connections to Council's networked reticulation system.	<3	0	Currently on target. No complaints received regarding council's response to any of these issues in the 1 July 2024 to 3 November 2024 period.	
Drinking Water – Fault Response Times (Mandatory DIA KPI #3)	Fault response times: a) Median response time to attend urgent call-outs. The DIA refers to an urgent call-out as one that leads to a complete loss of supply of drinking water.	<4 hours	25 minutes	Currently on target. 5 urgent requests received in the 1 July 2024 to 3 November 2024 period. The median time for first response is 25 minutes.	
Drinking Water – Fault Response Times (Mandatory DIA KPI #3)	Fault response times: b) Median response time to resolve urgent call-outs. The DIA refers to an urgent call-out as one that leads to a complete loss of supply of drinking water.	<1 day	5 hours and 3 minutes	Currently on target. 5 urgent requests received in the 1 July 2024 to 3 November 2024 period. The median time to completion was 5 hours and 3 minutes.	
Drinking Water – Fault Response Times (Mandatory DIA KPI #3)	Fault response times: c) Median response time to attend non-urgent call-outs	<1 working day	21 minutes	Currently on target. 32 non-urgent requests received in the 1 July 2024 to 3 November 2024 period. The median first response time was 21 minutes.	
Drinking Water – Fault Response Times (Mandatory DIA KPI #3)	Fault response times: d) Median response time to resolve non-urgent call-outs	<3 working days	9 hours and 35 minutes	Currently on target. 32 non-urgent requests received in the 1 July to 3 November 2024 period. The median first response time is 9 hours and 35 minutes.	
WASTEWATER					
Wastewater – Customer Satisfaction (Mandatory DIA KPI #4)	The total number of complaints received by Council about sewerage odour expressed per 1000 connections to Council's sewerage system.	<5/1000 connections	0	Currently on target. No complaints received regarding sewerage odour in the 1 July 2024 to 3 November 2024 period.	
Wastewater – Customer Satisfaction (Mandatory DIA KPI #4)	The total number of complaints received by Council about sewerage system faults expressed per 1000 connections to Council's sewerage system.	<10/1000 connections	<8/1000 connections	Currently on target. 13 complaints received in the 1 July 2024 to 3 November 2024 period with is 7.2 per 1000 connections based on 1799 connections.	

Key Performance Indicator	Measure of success	Target 2024-25	Performance 2024-25	Commentary 2024-25	Tracking
Wastewater – Customer Satisfaction (Mandatory DIA KPI #4)	The total number of complaints received by Council about sewerage system blockages expressed per 1000 connections to Council's sewerage system.	<10/1000 connections	<7/1000 connections	Currently on target. 11 complaints received in the 1 July 2024 to 3 November 2024 period with is 6.1 per 1000 connections based on 1799 connections.	
Wastewater – Customer Satisfaction (Mandatory DIA KPI #4)	The total number of complaints received by Council about Council's response to issues with its sewerage system expressed per 1000 connections to Council's sewerage system.	<2/1000 connections	0/1000 connections	Currently on target. No complaints received in the 1 July 2024 to 3 November 2024 period.	
Wastewater – Fault Response Time (Mandatory DIA KPI #3)	Median response time to attend to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system.	<4 hours	3 minutes	Currently on target. 3 overflow reports received in the 1 July 2024 to 3 November 2024 period and median response time is 3 minutes.	
Wastewater – Fault Response Time (Mandatory DIA KPI #3)	Median response time to resolve a sewerage overflow resulting from a blockage or other fault in the Council's sewerage system.	<2 days	1 hour and 2 minutes	Currently on target. 3 overflow reports received in the 1 July 2024 to 3 November 2024 period and median completion time is 1 hour and 2 minutes.	
Wastewater – System Adequacy (Mandatory DIA KPI #1)	Number of sewage overflows into habitable buildings due to faults in the wastewater system.	0	0	Currently on target. No overflows to habitable buildings recorded in the 1 July 2024 to 3 November 2024 period.	
Wastewater – System Adequacy (Mandatory DIA KPI #1)	The number of dry weather overflows from Council's sewerage system expressed per 1000 sewerage connections to that sewerage system.	<3	3	Not achieved. 3 dry weather overflows recorded in the 1 July to 3 November 2024 period.	
STORMWATER					
Stormwater – System Adequacy (Mandatory DIA KPI #1)	The number of flooding events that occur in the District. N.B. The Department of Internal Affairs describes a flooding event as an overflow of stormwater from a territorial authority's stormwater system that enters a habitable floor.	0	0	Currently on target. No reports of overflows affecting habitable floors received in the 1 July 2024 to 3 November 2024 period.	
Stormwater – System Adequacy (Mandatory DIA KPI #1)	For each flooding event, the number of habitable floors affected (expressed per 1000 properties connected to Council's stormwater system).	0/1000 connections	0/1000 connections	Currently on target. No reports of overflows affecting habitable floors received in the 1 July 2024 to 3 November 2024 period.	
Stormwater – Response times (Mandatory DIA KPI #3)	Median response time to attend a flooding event, from notification to personnel on site. N.B. The Department of Internal Affairs describes a flooding event as an overflow of stormwater from a territorial authority's stormwater system that enters a habitable floor.	<4 hours	-	Currently on target. No reports of overflows affecting habitable floors received in the 1 July 2024 to 3 November 2024 period.	
Stormwater – Customer Satisfaction (Mandatory DIA KPI #4)	Number of complaints received about the performance of the stormwater system per 1000 connections to the Council's stormwater system.	<10/1000 connections	<4/1000 connections	Currently on target. 7 requests for services received for the 1 July 2024 to 3 November 2024 period.	
HARBOUR AND WHARF					
No KPI's to report against this indicator at this time.					
LAND TRANSPORT					
Land Transport – Response to Service Requests (Mandatory DIA KPI #5)	Percentage of requests relating to roads and footpaths that are responded to within timeframes set in Long Term Plan:- Urgent requests within 1 day	95%	100%	On target. 9 urgent requests received in the 1 July 2024 to 3 November 2024 period with all requests responded to within 1 day.	
Land Transport – Response to Service Requests (Mandatory DIA KPI #5)	Percentage of requests relating to roads and footpaths that are responded to within timeframes set in Long Term Plan:- Non-urgent requests within 4 working days	90%	100%	Currently on target. 59 non-urgent requests received in the 1 July 2024 to 3 November 2024 period with all completed within 4 working days.	

Key Performance Indicator	Measure of success	Target 2024-25	Performance 2024-25	Commentary 2024-25	Tracking
SOLID WASTE					
Solid Waste facilities and services that meet current and future needs.	Number of justified complaints received about kerbside refuse and recycling collection service. (Note: service conditions outlined on brochure delivered annually)	<20	5	Currently on target. 5 complaints received in the 1 July 2024 to 3 November 2024 period.	
Solid Waste facilities and services that meet current and future needs.	Customer satisfaction rating of waste transfer stations good or better.	>80%	69%	Currently not on target. Q1 and Q2 results have been received with YTD tracking at 69% which is currently the same as the 2023/24 end of year result.	
PARKS AND RESERVES					
Parks & Reserves – Standard of playgrounds	% of play equipment compliant with NZS 5828 or relevant standard. N.B The NZS 5828 standard is intended to promote and encourage the provision and use of playgrounds that are well designed, well-constructed, well maintained, innovative and challenging.	85%	87%	Currently on target - Last audit was undertaken on 25/06/2023 and compliance was achieved. The audit is completed every two years with the next audit due 25/06/2025.	
LEADERSHIP AND GOVERNANCE	No KPI's to report against this indicator at this time.				
ECONOMIC DEVELOPMENT	No KPI's to report against this indicator at this time.				
SOCIAL DEVELOPMENT	No KPI's to report against this indicator at this time.				
STRATEGIC PLANNING	No KPI's to report against this indicator at this time.				
COMMUNITY FACILITIES					
Customer satisfaction – Recreation facilities	% of community satisfied with the provision of recreation facilities in annual surveys.	75%	81%	Currently on target. Q1 and Q2 results have been received with YTD tracking at 81%. This is on par with the 2023/24 year end result and currently above target.	
Customer satisfaction – Cemeteries	% of community satisfied with maintenance and tidiness of cemeteries.	75%	67%	Currently below target. Q1 and Q2 results have been received with YTD tracking at 67%. This is slightly below the 2023/24 end of year result.	
Customer satisfaction – Library	% of the community satisfied with the library facility and service.	85%	91%	Currently on target. Q1 and Q2 results have been received with YTD tracking above the 2023/24 end of year result.	
FINANCE	No KPI's to report against this indicator at this time.				
CORPORATE SERVICES					
Customer Satisfaction - Public	Number of complaints received, as per Complaints Policy (as a percent of all recorded enquiries)	<3%	<0.12%	Currently on target. 1 official complaint received in the 1 July 2024 to 4 November 2024 period with is 0.12% of the 784 recorded enquiries received in the same period.	
PROCUREMENT	No KPI's to report against this indicator at this time.				
EMERGENCY MANAGEMENT	No KPI's to report against this indicator at this time.				
PLANNING	No KPI's to report against this indicator at this time.				
BUILDING					
Customer Satisfaction - Building	% of customer satisfaction with building control team (where customer has interacted with them in the last year).	50%	33%	Currently under target. Q1 and Q2 results received and showing on par with 2023/24 year results.	

Key Performance Indicator	Measure of success	Target 2024-25	Performance 2024-25	Commentary 2024-25	Tracking
MONITORING AND COMPLIANCE					
Community safety	All dog complaints of an aggressive or threatening nature are responded to within 2 hours from receipt of complaint.	90%	76%	Currently not on target. 17 reports received in the 1 July 2024 to 3 November 2024 period and 13 responded to within 2 hours.	
ENVIRONMENTAL HEALTH	No KPI's to report against this indicator at this time.				
ENFORCEMENT	No KPI's to report against this indicator at this time.				

COMMITTEE REPORT

Date : 9 December 2024
To : Performance & Delivery Committee
From : Group Manager Service Delivery, Nathan Hughes
Subject : **LTP Years 1 – 3 Project Delivery Programme**
File ID : A1275372

EXECUTIVE SUMMARY

- ŌDC has engaged specialist advice to review the current project management, look for opportunities and develop pragmatic practises that will assist ŌDC in the successful delivery of projects. The proposed improvements are to be applied to the projects identified within the current 3 Year Long Term Plan.
- Fundamental to the proposed delivery programme of project works is to consider the full three years of capital expenditure, in seeking the most efficient, practical and considered approach that has the most chance to reduce risks, create opportunities for increased value and to give a higher level of certain to the wider community of achieving the benefits expected.
- The approach to the LTP has been redeveloped to a cohesive delivery programme that encapsulates the full Year 1–3 rather than a year-by-year delivery model.

AUTHORITY

1. The Performance and Delivery Committee has the authority to recommend to Council a preferred or recommended decision. Council has the authority to make the required decision. This report is for noting purposes and no decision is required to be made by the Performance and Delivery Committee.

RECOMMENDATIONS

- 1) **That the report titled LTP Years 1 – 3 Project Delivery Programme be received.**

PURPOSE

2. The purpose of this report is to inform the Performance and Delivery Committee on actions taken and proposed plans to improve the accuracy, timeliness and reliability of the delivery of capital and specific operational projects for Ōpōtiki District Council. This report presents a revised approach to the delivery of projects identified in Year 1 of the Long-Term Plan (LTP) and outlines a realistic framework for project delivery across Years 1–3.
3. This initiative aims to enhance ŌDC's project completion rate, align with community expectations, and strengthen trust in ŌDC's commitment to its capital works programme.

STRATEGIC ALIGNMENT

4. The matters detailed in this report relate to the following priorities from Ōpōtiki District Council's Long-Term Plan 2024-2034:
 - Community Priority One: Strong relationships and partners
 - Community Priority Two: Investment in our district
 - Community Priority Three: Wellbeing is valued
 - Community Priority Four: Our communities are resilient
 - Community Priority Five: Growth is sustained over time

BACKGROUND

5. In previous years, ŌDC's annual programme has not been fully delivered, highlighting the need for strategic improvements. The Services Delivery team has since conducted a thorough investigation to develop a confident, challenging, yet achievable three-year delivery schedule.
6. Although the LTP was signed off in November, providing just eight months for Year 1 delivery, efforts are underway to address this challenge, including the engagement of specialists with extensive programme and process experience to support the team through the improvement process.
7. With the Programme Manager position currently vacant, this expertise is essential to maintaining momentum to maximise analysis and to have in place the means to deliver ŌDC projects. This approach is of significant interest to the Risk Committee and will provide assurance to the Council and the community that projects are planned and delivered within a realistic timeframe, reinforcing trust in ŌDC's project management capabilities.

DISCUSSION

8. A review has been undertaken of the deliverability of the 2024/27 LTP listed capital projects. This review was cross checked with current ŌDC project planning, management and delivery processes.

9. It is clear a substantial risk exists regarding how the full range of the identified projects can be achieved using the "status quo" methods. ŌDC has identified a series of pragmatic improvements that are intended to improve consistency and reliability of delivery and to provide enhanced development opportunities for staff while improving in house processes. Unless a change in focus and methodologies are adopted, it is highly likely ŌDC will not gain the benefits expected by its community from the substantial investment in its capital and operational projects.
10. The key areas for improvement have been identified and outlined to enhance the LTP, providing effective and reliable program delivery. These improvements will enable ŌDC to deliver the program more reliably and align with local government practices.
 - Transition from a year-by-year approach to a cohesive Year 1–3 delivery programme for enhanced strategic oversight.
 - Financial feasibility is justified to ensure the programme aligns with budgetary constraints.
 - Emphasis on improved detailed planning and project scoping during Year 1 for future years projects. This is to identify risks of overspending and under-delivery which can have mitigation strategies in place ahead of committing significant financial resources.
 - Implementation of staff training and process improvements to clarify & streamline project management, reporting, and Council approvals.
 - Establishing a set of straightforward performance metrics that will effectively demonstrate actual versus planned progress now and in future years.
 - Adopt a pragmatic and straightforward methodology to establish realistic delivery expectations and avoid overpromising to the community.
11. This revised strategy emphasizes detailed preparation, staff capability building, and efficient processes to optimize programme delivery and to demonstrate ŌDC's commitments to delivering its operational and capital works programme .
12. Process improvements, resourcing and staff training is required to streamline project management, reporting, and approvals, ensuring projects are completed efficiently, to realistic timeframes and within local government guidelines.
13. This report includes details of the Year 1-3 programme. The programme reflects a more realistic and efficient delivery approach to the programme. While we continue to implement improvements, the programme will be refined and will change. Changes will be reported to this Committee.

FINANCIAL/BUDGET CONSIDERATIONS

14. We have had confirmation from the Finance Manager that the proposed change in scheduling of projects will have no effect of rating and no material difference to organisational costs.

15. There are not expected to be any significant effects either in Year 1 or the following two years of the approved 2024-2034 LTP.
16. It is our intention to maintain an open dialogue with the Finance team as we progress through the year and in any forecasting to make sure no unexpected effects occur.

POLICY AND PLANNING IMPLICATIONS

17. There were no Policy or Planning implications identified in the preparation of this report.

IMPACT ON MANA WHENUA

18. It is believed that by adopting a staged (planning, communicating, then actioning) approach to all major projects ŌDC will be best able to meet its obligations to and expectation of mana whenua.

CLIMATE IMPACT CONSIDERATIONS

19. It is believed that by adopting a staged (planning, communicating, then actioning) approach with major projects, ŌDC will be best able to locate and adopt opportunities to minimise the climate impact of its proposed project works.

RISKS

20. The reliability of project delivery at ŌDC has been acknowledged as a critical area for enhancement, receiving focused attention and commitment from both Council and senior staff to drive continuous improvement and strengthened outcomes.
21. Recent years has seen resource shortages and loss of knowledge in key project roles. Loss of skills and knowledge can have detrimental effects on delivery.
22. By adopting the proposed changes in forward planning and project controls, ŌDC will be in a stronger position to meet its stated goals of reliability, consistency, and effective self-performance in delivering the expected benefits from its capital projects.

COMMUNITY WELLBEING CONSIDERATIONS

23. Council's capital and operational projects are designed to support the social, economic, environmental, and cultural wellbeing of communities, both now and into the future.
24. To ensure these outcomes are achieved, it is essential that the benefits from these projects are effectively delivered. By implementing the proposed changes, ŌDC will strengthen its ability to enhance community wellbeing, fulfilling its commitments and delivering on expectations.

CONCLUSION

25. By establishing a comprehensive "3-Year Programme of Works" projects will be clearly defined, coordinated effectively, and progress is consistently reported. Process improvements will be

implemented in alignment with Local Government requirements in a practical and transparent manner.

26. Progressing with changes in how the work programme is delivered will empower the Service Delivery Team to implement improvements that enhance the accuracy, timeliness, and reliability of capital and operational project delivery throughout the first three years of the 2024-2034 Long-Term Plan (LTP).
27. Early project considerations will be prioritised to improve communication and risk management, while upskilling ŌDC staff in best practices for project management that will support successful delivery and ownership of their projects. This structured, forward-looking approach will inform the community on the timing and execution of key projects, fostering trust and demonstrating ŌDC's commitment to meeting budget constraints and community expectations.
28. Ultimately, these measures will lay the groundwork for a consistent and long-term approach to delivering improvements that align with the needs of the Ōpōtiki District communities.

Nathan Hughes

Group Manager Service Delivery