



NOTICE OF A PERFORMANCE AND DELIVERY COMMITTEE MEETING

**Opotiki District Council Chambers, 108 St John Street, Opotiki,
Monday, 17 February 2025
Commencing at 1.00pm**

ORDER PAPER

APOLOGIES

DECLARATION OF ANY INTERESTS IN RELATION TO OPEN MEETING AGENDA ITEMS

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Chairperson: Councillor Tom Brooks

Members: Councillor Steve Nelson
Councillor Dean Petersen

Ex-Officio: Mayor David Moore

Committee Secretary: Tanya Moore

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 Rangī
- isite/Event Delivery
- Tenders and Procurement Sub-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 MONDAY, 9 DECEMBER 2024, IN THE ŌPŌTIKI DISTRICT COUNCIL CHAMBERS, 108 ST JOHN STREET, ŌPŌTIKI AT 9.06AM

PRESENT:

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

Deputy Mayor Shona Browne

IN ATTENDANCE:

Stace Lewer (Chief Executive Officer)
Antoinette Campbell (Group Manager Strategy and Development)
John Kerr (Consultant)
Michael Fryer (Strategic Development and Policy Manager)
Mercedes Neems (Executive Support Officer)

The Chairperson welcomed everyone to the meeting.

APOLOGIES

Nil.

DECLARATION OF CONFLICTS OF INTEREST

Nil.

1. MINUTES – PERFORMANCE AND DELIVERY COMMITTEE 10 OCTOBER 2024

p3

RESOLVED

- (1) That the minutes of the Performance and Delivery Committee meeting held on 10 October 2024 are confirmed as a true and correct record.**

HWTM/Petersen

Carried

2. OPERATIONAL AND NON-FINANCIAL PERFORMANCE REPORT

p8

The Group Manager Service Delivery highlighted the red indicator in Appendix 1 regarding waste system adequacy, noting three dry weather overflows during the period. The team will investigate to confirm the accuracy of this indicator. Operational work on infiltration issues is expected to provide insights and potential solutions. Four yellow indicators suggest some areas are below target.

The Chairperson expressed surprise at the below target KPI for Solid Waste, given community feedback on the Resource Recovery Centres. Other elected members shared this sentiment.

The Group Manager Service Delivery noted that the weighbridge would help identify waste coming from the Coast Ward and kerbside collection, enabling more accurate fees and charges

HWTM noted it would be interesting to see whether fees increase given the new fairer system. The new system also takes operational pressure off staff.

RESOLVED

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

HWTM/Nelson

Carried

3. LTP YEARS 1-3 PROJECT DELIVERY PROGRAMME

p14

The Group Manager Service Delivery spoke to the report alongside the Consultant.

Key points to the discussion on this item included:

- The previous financial year showed significant year for improvement, with only 50% of the programme delivered.
- A vacancy in the Project Manager role is impacting leadership' specialist support has been engaged to address this gap. More administrative support is required for Programme Managers.
- Recommendations from the Consultant include adopting a three-year lens rather than a yearly lens approach.
- We are already well into this financial year. With the late adoption of the Long-Term Plan there is not much time left to complete Year 1 projects. Staff will look to refine the programme and find opportunities to maximise the most of Year 1 to help with successful delivery in year 2 and 3.
- ŌDC has dedicated staff who care about the community however they need to be upskilled to achieve goals of self-delivery as the inhouse knowledge is poor.
- Consultant work is to look at value and benefits reaped for each dollar spent.

- Elected members stressed focusing on the basic needs, not nice to haves.
- The Chairperson noted that communication is key and to advise ratepayers that this is a three-year programme from the get-go, not one year so there is no confusion.

RESOLVED

(1) That the report titled "LTP Years 1-3 Delivery Programme" be received.

Petersen/Nelson

Carried

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 09.31AM.

**THE FOREGOING MINUTES ARE CERTIFIED AS BEING
A TRUE AND CORRECT RECORD AT A SUBSEQUENT
MEETING OF THE PERFORMAMNCE AND DELIVERY
COMMITTEE HELD ON 17 FEBRUARY 2025.**

TOM BROOKS

CHAIRPERSON

PERFORMANCE AND DELIVERY COMMITTEE

COMMITTEE REPORT

Date : 12 February 2025
To : Performance and Delivery Committee Meeting, 17 February 2025
From : Group Manager Service Delivery, Nathan Hughes
Subject : **PERFORMANCE AND DELIVERY – OPERATIONAL AND NON-FINANCIAL PERFORMANCE REPORT**
File ID : A1284876

EXECUTIVE SUMMARY

Maximum three bullets to explain the matter.

- The purpose of this report is to provide an update on 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 13 January 2025.

AUTHORITY

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

RECOMMENDATIONS

- 1) **That the report titled "Performance and Delivery – 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:
 - 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.
 - 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.
 - 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 six 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 the Appendix 01 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 this report.

COMMUNITY WELLBEING CONSIDERATIONS

14. There are no identified social, economic, environmental, or cultural considerations associated with the receiving of this report.

CONCLUSION

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

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

17. This report provides data up to the 13th of January 2025.

Nathan Hughes

GROUP MANAGER SERVICE DELIVERY

Key Performance Indicator	Measure of success	Target 2024-25	Performance 2024-25	Commentary 2024-25	Tracking
1 WATER SUPPLY					
2 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 13 January 2025 period.	●
3 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 13 January 2025 period.	●
4 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 13 January 2025 period.	●
5 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	1	Currently on target. 1 complaint received regarding water low pressure or flow in the 1 July 2024 to 13 January 2025 period.	●
6 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 13 January 2025 period.	●
7 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 13 January 2025 period.	●
8 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 13 January 2025 period. The median time for first response is 25 minutes.	●
9 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 13 January 2025 period. The median time to completion was 5 hours and 3 minutes.	●
10 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	17 minutes	Currently on target. 56 non-urgent requests received in the 1 July 2024 to 13 January 2025 period. The median first response time was 17 minutes.	●
11 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 22 minutes	Currently on target. 56 non-urgent requests received in the 1 July to 13 January 2025. The median first response time is 9 hours and 22 minutes.	●
12 WASTEWATER					
13 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 13 January 2025 period.	●
14 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	<4/1000 connections	On target. 6 complaints received in the 1 July 2024 to 13 January 2025 period which is less than 4 per 1000 connections based on 1799 connections.	●
15 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	<3/1000 connections	On target. 4 complaints received in the 1 July 2024 to 13 January 2025 period which is less than 3 per 1000 connections based on 1799 connections.	●
16 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 13 January 2025 period.	●
17 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	0	Currently on target. No overflow reports received in the 1 July 2024 to 13 January 2025 period.	●
18 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	0	Currently on target. No overflow reports received in the 1 July 2024 to 13 January 2025 period.	●
19 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 13 January 2025 period.	●
20 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	0	Currently on target. No dry weather overflows recorded in the 1 July to 13 January 2025 period.	●
21 STORMWATER					

Key Performance Indicator	Measure of success	Target 2024-25	Performance 2024-25	Commentary 2024-25	Tracking	
22	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 13 January 2025 period.	
23	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 13 January 2025 period.	
24	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 13 January 2025 period.	
25	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	<7/1000 connections	Currently on target. 13 requests for services received for the 1 July 2024 to 13 January 2025 period.	
26	LAND TRANSPORT					
27	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. 11 urgent requests received in the 1 July 2024 to 13 January 2025 period with all requests responded to within 1 day.	
28	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%	98%	Currently on target. 97 non-urgent requests received in the 1 July 2024 to 13 January 2025 period with 95 completed within 4 working days.	
29	SOLID WASTE					
30	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	2	Currently on target. 2 complaints received in the 1 July 2024 to 13 January 2025 period.	
31	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.	
32	PARKS AND RESERVES					
33	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.	
34	COMMUNITY FACILITIES					
35	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.	
36	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.	
37	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.	
38	CORPORATE SERVICES					
39	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.	
40	BUILDING					
41	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.	
42	MONITORING AND COMPLIANCE					
43	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. 33 reports received in the 1 July 2024 to 13 January 2025 period and 25 responded to within 2 hours.	

COMMITTEE REPORT

Date : 12 February 2025
To : Performance & Delivery Committee Meeting, 17 February 2025
From : Group Manager Service Delivery, Nathan Hughes
Subject : **PERFORMANCE AND DELIVERY – CAPITAL WORKS PROGRAMME UPDATE**
File ID : A1284378

EXECUTIVE SUMMARY

- The 2024–2027 Long-Term Plan capital programme has been refined, with priority projects identified and 78% of Year 1 projects are in advanced planning stages. Scoping, resource allocation, and process improvements are underway to enhance deliverability.
- Of the Year 1 programme, 64% have been assigned a Project Manager, the remaining 36% will be assigned in the next quarter, with a continued focus on resource distribution to ensure effective project execution.
- A structured improvement plan is underway to strengthen project management processes, enhance reporting, introduce performance measures, and improve document and record management. These initiatives will provide better oversight, reduce project delays, and create a single source of truth for decision-making.
- Process improvements and staff training is required to streamline project management, reporting, and approvals, allowing projects to be completed efficiently, to realistic timeframes and within local government guidelines.

AUTHORITY

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

RECOMMENDATION

- 1) **That the report titled “Performance and Delivery – Capital Works Programme Update” be received.**

PURPOSE

2. The purpose of this report is to update the Performance and Delivery Committee on the status of the full three-year Capital Works Project Delivery Programme.
3. Additionally, the report provides an update to the Committee with regard to the refined approach to delivering the full three-year programme of projects in the 2024–2027 Long-Term Plan (LTP), with a focus on prioritisation, resource allocation, and process improvements.

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. As previously reported to the Performance and Delivery Committee the Services Delivery team have recently conducted a thorough investigation to develop a confident, challenging, yet achievable three-year delivery schedule for the capital works projects identified in the LTP and key supporting operational projects.

DISCUSSION

6. Appendix 1 provides an overview of the capital works programme and includes a traffic light system to highlight current status.
7. Following the review and revision of the 2024–2027 Long-Term Plan (LTP) capital projects, the Service Delivery team has refined and detailed the delivery plan for all Year 1 projects to align with available resources and ensure deliverability.
8. Across the full three-year LTP programme we have reprioritised and collated the 112 budget lines into 38 workstreams, projects, or contracts. Focusing on Year 1, 64% of the programme has been assigned a Project Manager, the remaining 36% will be allocated within the next quarter.

9. Of the assigned projects, 78% are at an advanced stage of preparation or are already underway with delivery. Internal and External Project Managers have been assigned appropriate scope to deliver the projects, supported by the acting Programme Manager to embed new processes, outlined in the Project Delivery Improvement Plan overview below.
10. The Project Delivery Improvement Plan is being finalised to strengthen project management disciplines, processes, and reporting. Key focus areas include ensuring all project managers and delivery teams clearly understand and adhere to ŌDC's project management requirements, additional processes will be introduced to achieve project transparency and efficient delivery.
11. Introduction of a revised approach to project management time allocation will enable more accurate measurement of time and costs, providing greater transparency on resource needs and informing future budget planning for the Long-Term Plan (LTP).
12. Implementation of communication and decision-making controls, such as change management gateways will also be introduced, requiring delegated authority approval for key project decisions relating to time, cost, and scope to enhance programme oversight. Contract management and control process will also be strengthened to maximise value for ŌDC.
13. Project performance measures to track project delivery and outcomes will be introduced and reported on to the Performance and Delivery Committee.
14. To further support project delivery, a document and record management improvement initiative is underway. This will establish a clear, easy-to-navigate, single source of truth for project information. Enhanced document control will aid decision-making processes, prevent delays due to staff absences, and provide an accurate record of project status and key decisions. This structured approach will ensure continuity and will allow ŌDC to reflect on past decisions and project outcomes when required.
15. The improvement plan has identified a resourcing gap in administrative support, prompting the recruitment of a Project Co-ordinator to enhance project processes and provide additional support to Project Managers. The Project Co-ordinator role will be instrumental in supporting Ōpōtiki District Council's programme delivery, providing essential administrative and process support to ensure effective project management. This position will play a key role in improving project oversight, streamlining delivery processes, and enhancing overall team efficiency as the Council progresses with its planned capital works programme. The recruitment process is ongoing, with the aim of appointing a suitable candidate to strengthen project delivery capability by late February.

FINANCIAL/BUDGET CONSIDERATIONS

16. The revised project scheduling will not have a material impact on rates or result in material cost differences for the organisation.
17. As outlined in the last report to the Performance and Delivery Committee, projects have been reallocated across the three financial years to support a more achievable implementation rate, without changing the allocated budgets.
18. The Project Co-ordinator Role will be primarily funded by the Capital Works Programme with no impact on salary budgets. This role is seen as an efficient way to meet resource needs, rather than just adding additional project manager/s.

POLICY AND PLANNING IMPLICATIONS

19. There were no Policy or Planning implications identified.

IMPACT ON MANA WHENUA

20. 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

21. 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

22. The late adoption of the LTP puts significant pressure on the work programme to be delivered. The Year 1 programme cannot be delivered fully in Year 1. A clear three-year programme and commitment to improvement actions will be required to catchup on Year 1 over Year's 2 and 3.
23. The reliability of project delivery at ŌDC remains a critical area for improvement. Staff resourcing is a key risk area and improvements to systems and process to support efficient delivery is important.
24. The recruitment of a Project Co-ordinator is essential to mitigating these risks, but any delays in filling the role or insufficient resources may impact project timelines and delivery. Additionally, the Programme Manager plays a crucial role in maintaining momentum, ensuring that the programme progresses as planned. Their involvement is vital in keeping projects on track and positioning ŌDC for a smooth transition when an internal Programme Manager is appointed. By implementing the

proposed changes in planning and controls, ŌDC will strengthen its position to improve project reliability and achieve its goals.

COMMUNITY WELLBEING CONSIDERATIONS

25. Council's capital and operational projects are designed with clearly defined benefits that support the social, economic, environmental, and cultural wellbeing of communities, both now and into the future. 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

26. The refinement of the 2024–2027 Long-Term Plan capital programme has strengthened the Council's ability to deliver key projects within the planned timeframes. With 38 priority projects, contracts or workstreams identified and 78% of Year 1 initiatives in advanced planning stages, the focus remains on ensuring effective scoping, resource allocation, and project execution.
27. While progress has been made in assigning project management responsibilities, further work is required to allocate resources to the remaining projects as well as implementation of improved project processes and additional support mechanisms. It is critical to maintain momentum to ensuring successful programme delivery. Continued monitoring and proactive management will be essential to achieving the Council's programme objectives and meeting community expectations.

Nathan Hughes

GROUP MANAGER SERVICE DELIVERY

APPENDIX 1

O - Planning / Scoping
^ = Construction
X = Close out

Activity	CAP / OP	PM	Project ID	Project Title (as per LTP)	RAG Status			Status	YEAR ONE	YEAR TWO	YEAR THREE	Forecast Spend				
					Scope	Time	Cost		2024 / 2025	2025 / 2026	2026 / 2027	Yr1 - Planned	Yr2 - Planned	Yr3 - Planned		
3-WATERS											CAPEX	\$ 2,045,000.00	\$ 4,775,697.10	\$ 5,477,885.30		
3 Waters											OPEX	\$ 45,000.00	\$ 250,000.00	\$ 159,627.64		
Group A Contract 1.0 - Cleaning, Leak Detection & Condition Assessments of 3-Waters Assets					A	A	A	Scoping	O	^	^	\$ 25,000.00	\$ 150,000.00	\$ 78,983.04		
WS	OP	Allocated	45.032	Water Supply - Condition Assessments - Structures and MEICA												
WS	OP	Allocated	45.012	Opotiki Town Water - Condition & Performance Assessment												
WS	OP	Allocated	45.037	Water Supply - Opotiki Town - Leak Detection												
WS	OP	Allocated	45.039	Water Supply - Te Kaha - Leak Detection												
SW	OP	Allocated	45.02	Stormwater - Flushing Programme												
SW	OP	Allocated	45.017	Stormwater - Condition assessments - CCTV and Flushing												
SW	OP	Allocated	45.016	Stormwater - Channel Cleaning												
SW	OP	Allocated	45.018	Stormwater - Condition Assessments - Structures and MEICA												
WW	OP	Allocated	45.002	Condition Assessments - Structures and MEICA												
WW	OP	Allocated	45.001	CCTV - WW - 2000m per year including associated manhole inspections												
Group B Model Updates					A	A	A	Scoping	O	^	^	\$ 20,000.00	\$ 100,000.00	\$ 80,644.60		
WS	OP	Unallocated	45.034	Water Supply - Model Maintenance and Development Assessments												
WS	OP	Unallocated	45.035	Water Supply - Model Update												
SW	OP	Unallocated	45.021	Stormwater - Model Maintenance and Development Assessments												
SW	OP	Unallocated	45.022	Stormwater - Model Update												
WW	OP	Unallocated	45.027	Wastewater - Model Maintenance and Development Assessments												
WW	OP	Unallocated	45.028	Wastewater - Model Update												
Group C Contract 2.0 - Renewals of ODC Three Waters Assets (1+1+1)					A	A	A	Scoping	O	^	^	\$ 250,000.00	\$ 800,000.00	\$ 205,750.60		
WS	CAP	Unallocated	40.003	Hukutaia - Reticulation Renewals												
WS	CAP	Unallocated	40.072	Te Kaha - Water Reticulation Renewals												
WS	CAP	Unallocated	40.052	Opotiki Town - Water Reticulation Renewals												
WS	CAP	Unallocated	40.015	Ohiwa - Water Reticulation Renewals												
SW	CAP	Unallocated	40.044	Opotiki Town - Stormwater Reticulation Renewals												
SW	CAP	Unallocated	40.034	Opotiki Town - Stormwater Drainage Renewals												
SW	CAP	Unallocated	40.042	Opotiki Town - Stormwater Pump Stations - Renewals												
WW	CAP	Unallocated	40.08	Waihau Bay - Wastewater Reticulation Renewals												
WW	CAP	Unallocated	40.048	Opotiki Town - Wastewater Reticulation Renewals												
Group D Contract 3.0 - Renewals of ODC Water Treatment Systems					A	A	A	Scoping	O	^	^	\$ 150,000.00	\$ 298,962.90	\$ 100,000.00		
WS	CAP	Unallocated	40.017	Ohiwa - Water Treatment Renewals												
WS	CAP	Unallocated	40.06	Opotiki Town - Water Treatment Renewals												
WS	CAP	Unallocated	40.061	Opotiki Town - Water Treatment UV Renewals												
WS	CAP	Unallocated	40.076	Te Kaha - Water Treatment Renewals												
WS	CAP	Unallocated	40.002	Hukutaia - Booster Station Electrical Control Renewal												
WS	CAP	Unallocated	40.021	Opotiki Town - Otara Booster Station Renewals and Pumps												
WW	CAP	Unallocated	40.081	Waihau Bay - Wastewater Treatment Renewals												
WW	CAP	Unallocated	40.05	Opotiki Town - Wastewater Treatment Renewals												
Water Telemetry Upgrade - Ohiwa					G	G	G	Complete	X			\$ 50,000.00	\$ -	\$ -		
		Allocated	40.016	Ohiwa - Water Telemetry Upgrade								\$ 50,000.00	\$ -	\$ -		
Renewals of ODC Valves, Hydrants & Metres - District Wide					G	G	A	on going	O	^	^	\$ -	\$ 58,139.20	\$ -		
WS	CAP	Allocated	40.001	Hukutaia - Valves and Hydrants Renewals									\$ 17,649.40			
WS	CAP	Allocated	40.045	Opotiki Town - Valves, Hydrants and Meters Renewals									\$ 22,840.40			
WS	CAP	Allocated	40.071	Te Kaha - Valves, Hydrants, Meters, Pumps Renewals									\$ 17,649.40			
Project - Stormwater Consent					G	G	G	Underway	O	O	X	\$ 25,000.00	\$ -	\$ -		
SW	CAP	Allocated	40.031	Comprehensive Stormwater Discharge Consent								\$ 25,000.00				
Project - Te Kaha WTP Relocation					R	R	A	Scoping	O	^	^	\$ 160,000.00	\$ 250,000.00	\$ 1,239,471.20		
WS	CAP	Unallocated	40.073	Te Kaha - Water Treatment Plant Relocation - 1 - New Water Source								\$ 160,000.00				
WS	CAP	Unallocated	40.074	Te Kaha - Water Treatment Plant Relocation - 2 - Design									\$ 250,000.00			
WS	CAP	Unallocated	40.075	Te Kaha - Water Treatment Plant Relocation - 3 - Construction										\$ 1,239,471.20		
Project - WWTP Opotiki Town					A	A	G	Consenting	O	^	^	\$ 735,000.00	\$ 853,820.00	\$ 1,065,779.00		
WW	CAP	Allocated	40.064	Opotiki Town - WWTP - Stage 1 - New Resource Consent								\$ 100,000.00	\$ 103,820.00	\$ -		
WW	CAP	Allocated	40.065	Opotiki Town - WWTP - Stage 2a - Early Works Design								\$ 75,000.00	\$ -	\$ -		
WW	CAP	Allocated	40.066	Opotiki Town - WWTP - Stage 2b - Preliminary Design								\$ 560,000.00	\$ -	\$ -		
WW	CAP	Allocated	40.067	Opotiki Town - WWTP - Stage 3 - Detailed Design								\$ -	\$ 500,000.00	\$ 247,504.00		
WW	CAP	Allocated	40.068	Opotiki Town - WWTP - Stage 4a - Construction - Early Works								\$ -	\$ 250,000.00	\$ 818,275.00		
Bundle 1: Reticulation Rehabilitation and Pump Station / Rising Main Upgrade					A	A	A	Design	O	^	^	\$ 500,000.00	\$ 1,165,000.00	\$ 1,972,381.50		
Reticulation Rehabilitation - Opotiki Town																
WW	CAP	Unallocated	40.022	Opotiki Town - Reticulation Rehabilitation - 1 - Investigations and Planning								\$ 250,000.00	\$ -	\$ -		

WW	CAP	Unallocated	40.023	Opotiki Town - Reticulation Rehabilitation - 2 - Design and Approvals							\$ -	\$ 300,000.00	\$ -	
WW	CAP	Unallocated	40.024	Opotiki Town - Reticulation Rehabilitation - 3 - Construction							\$ -	\$ -	\$ 1,160,776.20	
				Pump Station & Rising Main										
WW	CAP	Unallocated	40.047	Opotiki Town - Wastewater Pump Station 01 Potts Avenue - Upgrade							\$ 150,000.00	\$ 750,000.00	\$ 600,000.00	
WW	CAP	Unallocated	40.063	Opotiki Town - WWPS01 Rising main to WWTP - Diversion and Upgrade							\$ 100,000.00	\$ 115,000.00	\$ 211,605.30	
				Project - Portable Pumps & Permanent Sumps	G	A	A	Design	O	^	X	\$ 50,000.00	\$ 303,820.00	\$ 603,712.50
SW	CAP	Allocated	40.036	Opotiki Town - Stormwater Portable Pumps and Permanent Sumps - 1 - Planning and Design							\$ 50,000.00	\$ -	\$ -	
SW	CAP	Allocated	40.037	Opotiki Town - Stormwater Portable Pumps and Permanent Sumps - 2 - Sump Construction							\$ -	\$ 200,000.00	\$ 64,562.50	
SW	CAP	Allocated	40.038	Opotiki Town - Stormwater Portable Pumps and Permanent Sumps - 3 - Existing Pump Upgrade							\$ -	\$ 103,820.00	\$ -	
SW	CAP	Allocated	40.039	Opotiki Town - Stormwater Portable Pumps and Permanent Sumps - 4 - New Pump/s Purchase							\$ -	\$ -	\$ 539,150.00	
				Bundle 2: Town Basin & Stopbank Construction	A	A	A	Design	O	^	X	\$ 100,000.00	\$ 1,020,000.00	\$ 129,045.50
SW	CAP	Allocated	40.041	Opotiki Town - Stormwater Basin - Wellington/Union Street							\$ 50,000.00	\$ 150,000.00	\$ 50,000.00	
SW	CAP	Allocated	40.028	Ōpōtiki Town - Rural to Urban Flood Protection - Duke St West Stopbank - 1 - Investigations and Design							\$ 25,000.00	\$ 50,000.00	\$ -	
SW	CAP	Allocated	40.029	Ōpōtiki Town - Rural to Urban Flood Protection - Duke St West Stopbank - 2 - Consent							\$ 25,000.00	\$ -	\$ -	
SW	CAP	Allocated	40.03	Ōpōtiki Town - Rural to Urban Flood Protection - Duke St West Stopbank - 3 - Construction							\$ -	\$ 750,000.00	\$ 28,650.00	
SW	CAP	Allocated	40.025	Ōpōtiki Town - Rural to Urban Flood Protection - SH 2 Culvert Upgrade - 1 - Investigation and Design							\$ -	\$ 70,000.00	\$ 23,438.00	
SW	CAP	Allocated	40.026	Ōpōtiki Town - Rural to Urban Flood Protection - SH 2 Culvert Upgrade - 2 - Consent and Approvals							\$ -	\$ -	\$ 26,957.50	
				Project - Water Supply LOS and Resilience - Hukutaia	A	A	A	Scoping	O	O	O	\$ -	\$ 25,955.00	\$ 161,745.00
WS	CAP	Allocated	40.004	Hukutaia - Water Supply LOS and Resilience - 1 - Planning Phase							\$ -	\$ 25,955.00	\$ -	
WS	CAP	Allocated	40.005	Hukutaia - Water Supply LOS and Resilience - 2 - Design Phase							\$ -	\$ -	\$ 161,745.00	
				Project - Water Reticulation Renewals - Ford Street	A	A	A	Scoping	O			\$ 25,000.00	\$ -	\$ -
WS	CAP	Unallocated	40.053	Opotiki Town - Water Reticulation Renewals - 5.8km DN300 uPVC WTP to Ford Street - 1 - Planning and Design							\$ 25,000.00	\$ -	\$ -	
Recreation				Parks, Reserves and Property							\$ 1,301,210.00	\$ 1,086,480.00	\$ 1,095,380.00	
Parks & Reserves	CAP	Allocated	1430	Harbour Play Equipment & Jetty	G	G	G	Consenting	^	X		\$ 400,000.00	\$ 50,000.00	\$ -
Cycleway	CAP	Allocated	1265	Wharf Cycleway	G	G	G		^	X		\$ 100,000.00	\$ -	\$ -
Public Toilets	CAP	Unallocated	1431	CBD Toilet Refurbish & Renew	A	A	A	Scoping	^	X		\$ 225,000.00	\$ 25,000.00	\$ -
Public Toilets	CAP	Unallocated	41.006	New Toilet at Harbour Entrance	A	A	A	not started	O	^	X	\$ 56,210.00	\$ 250,000.00	\$ 50,000.00
Public Toilets	CAP	Unallocated	1432	Waihou Bay Toilets (New)	A	A	A	not started	O	O	^	\$ 100,000.00	\$ 250,000.00	\$ 105,175.00
Public Toilets	CAP	Unallocated	41.001	Waiotaha Drifts - New Toilet	A	A	A	not started	O	^	X	\$ 50,000.00	\$ 130,000.00	\$ 24,140.00
Cycleway	CAP	Unallocated	1264	Ohiwa/Waiotaha Cycleway - New	A	A	A	not started	O	O	^	\$ 20,000.00	\$ 31,480.00	\$ 53,105.00
Public Toilets	CAP	Unallocated	1435	Toilet Upgrade - Surf Club	A	A	A	not started		O	^	\$ -	\$ 50,000.00	\$ 106,480.00
Property		Allocated	no proj ID	Rugby Stadium - \$250k	G	G	G	Underway	^			\$ 250,000.00	\$ -	\$ -
Public Toilets	CAP	Unallocated	1436	Toilet Upgrade - Hukuwai Beach	A	A	A	not started		O	^	\$ -	\$ 50,000.00	\$ 106,480.00
Property	CAP	Unallocated	4.001	Admin Building Renewal	A	A	A	Scoping	O	^	^	\$ 100,000.00	\$ 250,000.00	\$ 650,000.00
RRC				Resource Recovery Centres							\$ 255,000.00	\$ 696,084.50	\$ 531,095.50	
				Fencing Replacement - All locations	G	G	G	Scoping	^		^	\$ 40,000.00	\$ -	\$ 37,383.50
OT	CAP	Allocated	30.005	Ōpōtiki Town - RRC fencing replacement							\$ 20,000.00	\$ -	\$ 10,636.00	
WB	CAP	Allocated	30.039	Waihou Bay - RRC fencing replacement							\$ 20,000.00	\$ -	\$ 26,747.50	
				Resource Consent - All locations	A	A	G	Procurement	O	O	X	\$ 135,000.00	\$ 130,000.00	\$ 40,724.50
OT	CAP	Allocated	35.01	Opotiki Town - Resource Consent							\$ 75,000.00	\$ 70,000.00	\$ 20,310.50	
TK	CAP	Allocated	35.017	Te Kaha - Resource Consent							\$ 30,000.00	\$ 30,000.00	\$ 10,207.00	
WB	CAP	Allocated	35.021	Waihou Bay - Resource Consent							\$ 30,000.00	\$ 30,000.00	\$ 10,207.00	
				Bays (Existing) - All locations	G	G	G	Scoping	O	^	^	\$ 35,000.00	\$ 110,000.00	\$ 53,489.00
OT	CAP	Allocated	30.004	Ōpōtiki Town - RRC bays (existing)							\$ 15,000.00	\$ 40,000.00	\$ 20,000.00	
TK	CAP	Allocated	30.033	Te Kaha - RRC bays (existing)							\$ 10,000.00	\$ 40,000.00	\$ 18,000.00	
WB	CAP	Allocated	30.045	Waihou Bay - RRC bays (existing)							\$ 10,000.00	\$ 30,000.00	\$ 15,489.00	
				Hardstand - Pavement for Existing Bays	G	G	G	Scoping	O	^	^	\$ 45,000.00	\$ 30,000.00	\$ 62,878.50
OT	CAP	Allocated	30.006	Ōpōtiki Town - RRC hardstand (pavement for existing bays)							\$ 10,000.00	\$ 10,000.00	\$ 15,000.00	
TK	CAP	Allocated	30.026	Te Kaha - RRC hardstand (pavement for existing bays)							\$ 10,000.00	\$ 10,000.00	\$ 15,000.00	
WB	CAP	Allocated	30.049	Waihou Bay - RRC hardstand (pavement for existing bays)							\$ 25,000.00	\$ 10,000.00	\$ 32,878.50	
				RRC Upgrades for RC Compliance	G	G	G	not started	O	O	^	\$ -	\$ 80,000.00	\$ 85,088.00
OT	CAP	Unallocated	30.011	Ōpōtiki Town - RRC upgrades for resource consent compliance							\$ -	\$ 50,000.00	\$ 45,088.00	
TK	CAP	Unallocated	30.03	Te Kaha - RRC upgrades for resource consent compliance							\$ -	\$ 15,000.00	\$ 20,000.00	
WB	CAP	Unallocated	30.042	Waihou Bay - RRC upgrades for resource consent compliance							\$ -	\$ 15,000.00	\$ 20,000.00	
				Bundle 3: Opotiki Town	G	G	G	not started		O	^	\$ -	\$ 140,621.00	\$ 109,686.00
OT	CAP	Unallocated	30.007	Ōpōtiki Town - RRC hoist (glass)							\$ -	\$ 30,621.00	\$ -	
OT	CAP	Unallocated	30.008	Ōpōtiki Town - RRC improved workstation flow							\$ -	\$ 40,000.00	\$ 30,000.00	
OT	CAP	Unallocated	30.009	Ōpōtiki Town - RRC renewals							\$ -	\$ 60,000.00	\$ 59,686.00	
OT	CAP	Unallocated	30.022	Ōpōtiki Town - RRC layout upgrade (existing greenwaste gravel pavement)							\$ -	\$ 10,000.00	\$ 20,000.00	
				Bundle 4: Te Kaha	G	G	G	not started		O	^	\$ -	\$ 100,463.50	\$ 47,712.00
TK	CAP	Unallocated	30.025	Te Kaha - RRC additional glass bins							\$ -	\$ 15,313.50	\$ -	
TK	CAP	Unallocated	30.027	Te Kaha - RRC improved workstation flow							\$ -	\$ 5,150.00	\$ 5,168.00	
TK	CAP	Unallocated	30.029	Te Kaha - RRC renewals							\$ -	\$ 80,000.00	\$ 42,544.00	
				Bundle 5: Waihou Bay	G	G	G	not started		O	^	\$ -	\$ 105,000.00	\$ 94,134.00
WB	CAP	Unallocated	30.041	Waihou Bay - RRC renewals							\$ -	\$ 30,000.00	\$ 15,954.00	

