Long Term Plan 2021-31

Activity Plan

Citizens and Community Capital Delivery

(formerly Vertical Capital Delivery)
(Internal Activity)
Adopted 21 & 23 June 2021

Christchurch
City Council

Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
General Manager	General Manager Citizens & Community	Mary Richardson		10 February 2021
Finance Business Partner	Finance Business Partner	Michael Down		3 February 2021
Activity Manager	Manager Capital Delivery Major Facilities	Alistair Pearson		03/02/2021
Activity Manager	Manager Capital Delivery Community	Darren Moses		Wednesday the 3rd Day of February 2021

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1. What does this activity deliver?

The management of the end-to-end delivery of the Vertical Capital Programme.

This activity delivers the following services:

Capital Delivery – Community (Project Management)

The Capital Delivery Community Unit comprises 22 FTE that delivers the day-to-day BAU vertical capital programme. It has a typical annual project count of circa 150 projects and a typical year on year budget of $60M.   It delivers a mix of both CAPEX and OPEX projects from both within the Citizens and Community Group, but also delivers projects from across the rest of the organisation as requested.

Capital Delivery – Major Facilities (Project Management)

The Capital Delivery Major Facilities (CDMF) Team is responsible for the delivery of all Major Facilities projects to reflect the improved 2016 Fit for Future organisational structure.

It was established in early 2016 and its flagship projects include Christchurch Town Hall, Tūranga Central Library, Metro Sports Facility, Taiora QEII Recreation and Sport Centre, Lichfield Street Car Park, Heritage Portfolio, Hornby Library Service Centre and Pool, Linwood Pool, the CSO Building, Lancaster Park Demolition, Performing Arts Precinct, Cathedral Square Improvements and the Canterbury Multi Use Arena (CMUA).

The key aims of the CDMF Unit are:

- Align its core standards and practices to the Council's Strategic Framework
- Cross-pollination with other business units and stakeholders to ensure its projects meet the desired outcomes of the Community and CCC.
- Ensure that the management of its projects meet the core standards defined by best practices, established standards and Project Management Bodies of Knowledge.
- Ensure that the governance of its projects adhere to the standards of good governance where there are clarity of roles, relationships and responsibilities and the synergy between organisational leadership (GM, ELT, Councillors), Clients (Project Sponsor) and the Team (CDMF) lead to sound decision-making and mutual successes.

CDMF is a team 9 full-time equivalent staff, and currently has a financial year budget (2020-2021) of $70.3million. So far CDMF has delivered a total of approximately **$420.6** million worth of capital projects. Future projects of Major Facilities has a combined budget of **$755.4 million**.

The stakeholder model of ISO 21500 (Guidance of Project Management ISO 2012) best describes the dynamic relationship of CDMF with its stakeholders. Adapting this model, Figure 3 illustrates how the cross-functional roles comes together as a whole unit. This enhances the CDMF practice of project governance as it ensures the involvement of all stakeholders in the management of project delivery.

Figure 3
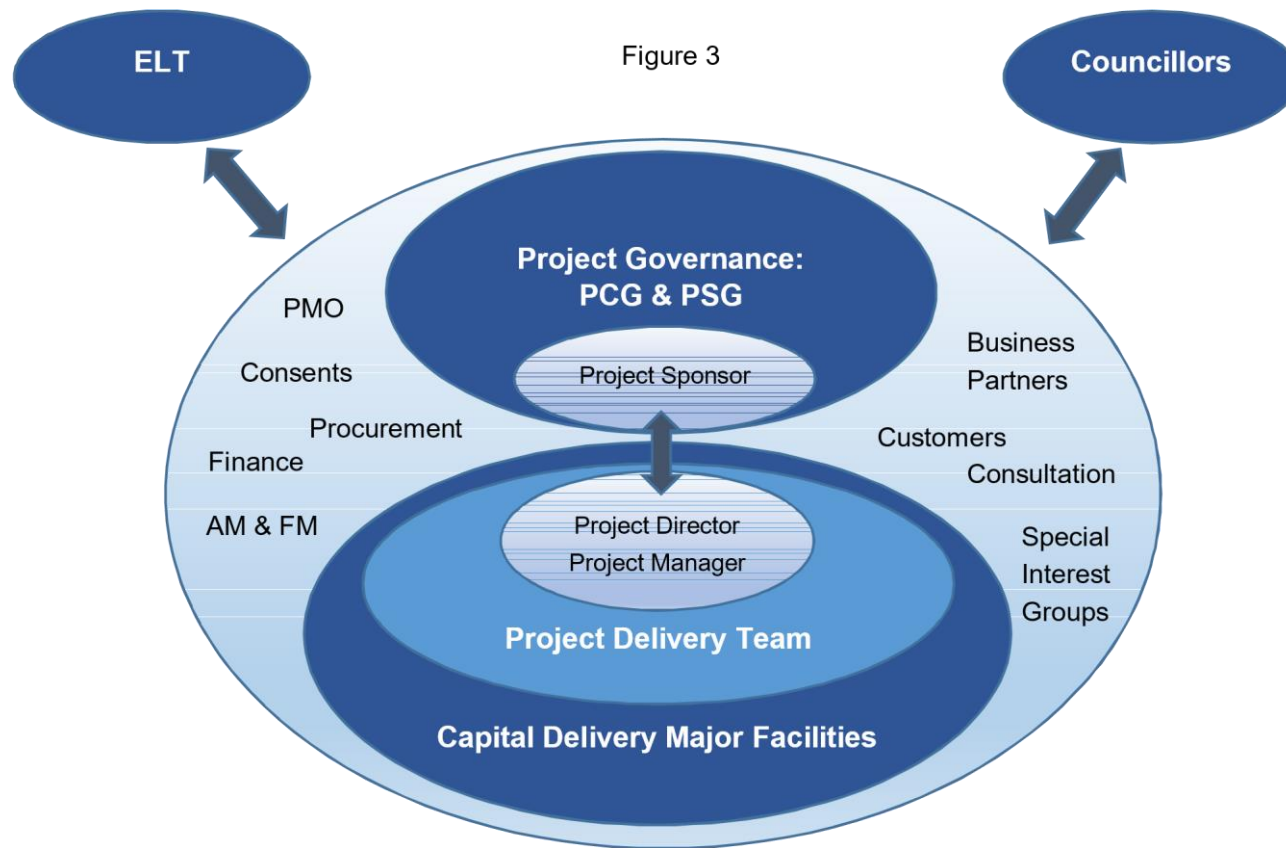
The core activity is to manage the build of the city's new facilities and the repair of earthquake damaged CCC buildings to new building standards and meeting all statutory obligations in addressing Climate Change, Resilience, Sustainability and Community Benefits. All Capital Projects are measured against:

1) Time – Project is completed within the timeframe specified
2) Budget – Project is within Budget
3) Scope – Project is built within Scope

2. Community Outcomes – why do we deliver this activity?

This Internal service supports all the Community Outcomes through the organisational support provided by this Activity to the External Services of the Council. (See community outcomes under the VCDPS AMP LTP 2016-2025 July 2017) Unit standards and practices align with the CCC Strategic Framework.

3. Strategic Priorities – how does this activity support progress on our priorities ?

We all need to challenge and update our thinking, and pay particular attention to how we are giving effect to the Strategic Framework in our planning and budgeting. Elected members will be looking to see how we have given effect to the Framework through six-monthly progress reports.

Strategic Priorities	Activity Responses
Enabling active and connected communities to own their future	The Unit, in its project-specific Communications and Engagement Management Plan, utilises the following tactics and activities designed to involve the public and project stakeholders in the development of a capital project from inception to handover. • Inception/design/discovery • Stakeholder Engagements • Have Your Say (Public Engagement) • Roadshows and Public Open Days (Malls Information Kiosk, Community Events and Fairs) • Bi-Monthly Elected Member Updates (EMU) • CCC Significance and Engagement Policy as amended 2019
Meeting the challenge of climate change through every means available	It is the Units commitment and objective to embed Climate Change to all its Projects by incorporating and complying to the following standards and policies in all phases and stages of project delivery where deemed appropriate: • Climate Change Programme • GHG Protocol • Sustainability Policy 2007 Resource Management Act 1991) • Identifying impacts on climate change • CCC Climate Smart Strategy 2010 • CCC Sustainable Energy Strategy 2008 • ISO 50001 Standard – Energy Management Systems • CCC Resource Efficiency and Greenhouse Gas Emission (REGGE) Policy • MF REGGE Dashboard • Summary of Climate Impacts
Ensuring a high quality drinking water supply that is safe and sustainable	• Compliant projects to Greenhouse Gas Protocol under REGGE Policy of CCC

Accelerating the momentum the city needs	The Units are committed to building "liveable spaces and a vibrant thriving city". Creating spaces for the people of Christchurch to enjoy and connect with the community is a major goal of the team's capital delivery: • Turanga Events Spaces – TSB and Library Plaza (space in front of Novotel along Cathedral Square). • The Square and Surrounds Project – Performance Space adjacent to the Old Post Office building will be activated as an event space in Phase 3 of the project scheduled for 2020. • Hoardings and scrims installed for all project provide visual information about the project and what it aims to achieve over and above marketing requirements • All projects engage with the public.
Ensuring rates are affordable and sustainable	The Units are committed to delivering projects that contribute to the city's prosperous economy. Some of its projects incorporate commercial strategic partnering and value engineering to ensure the built facility has a revenue-generating function, as well as being cost effective in both a delivery and operational perspective. Achieving these prevents rates escalation which directly benefits the community as a whole. • Incorporate revenue generating into building space (taking on commercial partners or lease out spaces). • Consider from an internal, operational perspective • Delivering services within budget • Working efficiently • Really good charge out rates • 75% time productive • Consider future operational expenditure – design of project and materials used influences future costs of running facilities – whole of life costs

4. Increasing Resilience

The Unit is tasked with rebuilding, repairing and strengthening Christchurch City Council buildings heavily damaged by the Christchurch Earthquakes of 2010 and 2011. The significance of the rebuild means taking on a delivery paradigm where building design and building improvements not only comply with the new building standards of the Building Code as amended but take on new technology to earthquake-proof CCC buildings. The impetus to transforming CCC buildings into resilient structures for public use have led the Units to adopt the following initiatives (Note, not all projects utilised Base Isolation):

• Building Code under the Building Regulations 1992 as amended under the Building Act of 2004
• Natural Hazard Risks - Risk Reduction in Design: Addresses NZ vulnerability to catastrophic geological hazards such as earthquakes and climate change severe weather events.
• Base Isolation - is a technique developed to prevent or minimise damage to buildings during an earthquake. It has been used in New Zealand, as well as in India, Japan, Italy and the USA. A fixed-base building (built directly on the ground) will move with an earthquake's motion and can sustain extensive damage as a result.

- [Whole Life Costing](#) is defined in the draft International Standard, ISO15686 Part V - as: "economic assessment considering all agreed projected significant and relevant cost flows over a period of analysis expressed in monetary value. The projected costs are those needed to achieve defined levels of performance, including reliability, safety and availability". [CCC Calculation Method of Whole of Life Costs (WOLC)](#)
- [Risk Management Approach](#) – Processes and techniques in identifying, analysing, planning, tracking, controlling and communicating project risks and providing actions to eliminate, reduce or mitigate these. (Use of developed Risk and Issues Register and other tools). Risks and Issues Register is a permanent item under the project governance agendas (PCG and PSG), and Project Manager reporting.

Capital Delivery has invested significantly in project management and capital delivery tools, techniques, technology and practices to achieve its planned benefits for the community. These benefits are referred to as "resilience dividend" which aims to improve the community in terms of capacities and vulnerabilities to climate and environmental changes and transforming the community - the structures and people – to "being better prepared in all catastrophic and man-made events and being able to recover quickly". Table A refers to the activities and methods adopted by Vertical Capital Delivery to achieve "Resilience Dividends" for Christchurch.

TABLE A: Risk Management and Community Benefits table

	Risk Reduction (preventing hazard, shock, reducing exposure and vulnerability)	Transfer or share of risks	Being better prepared	Responding and recovering effectively	Benefit to Community
Climate Change Risk	• GHG Monitoring • Compliance to CCC Policy REGGE	Forms of Risk Pooling	• Benefits Realisation Workshops • Education and Advocacy • Lessons Learned	*"The only way to lower damage levels and reduce the social disruption caused by disasters is to build more resilient buildings on suitable land, with more resilient essential service infrastructure." (EQC)*	Safer, stronger and healthier communities. An improved wellbeing for everyone is expected as a reduction in diseases and illness due to pollution and environmental risks are achieved.
Disaster risk	Disaster/Emergency Plan Resilience in Design	Forms of Risk Pooling	• H&S Monitoring		Safer and stronger communities. Healthier Environment
Conflict risk	Disaster/Emergency Plan		• Education and Advocacy • Lessons Learned		Safer and stronger communities. Healthier Environment
Economic and Financial Shocks	Contingency Planning		• Value Engineering Workshops • Peer Reviews of Contracts • Procurement Plan • Business Case		Prevents escalation of rates by preventing or mitigating project overspend. Achieving a "prosperous economy"

5. Specify Levels of Service

LOS number	C/M[1]	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
Capital Delivery – Major Facilities										
13.7.29.1	M	Provide specialist technical advice to Project sponsors and stakeholders	2019/20: 100% 2018/19: 100% 2017/18: 100%		Provide membership to PCG/PSG as Sponsors - 100% for ongoing projects at delivery and development stage	Provide membership to PCG/PSG as Sponsors - 100% for ongoing projects at delivery and development stage	Provide membership to PCG/PSG as Sponsors - 100% for ongoing projects at delivery and development stage	Provide membership to PCG/PSG as Sponsors - 100% for ongoing projects at delivery and development stage	Project Sponsors and Stakeholders are members of their project's governance structure (PSG). Project Manager's Report for PSG contain Professional Services or Consultancy Advise to guide sponsors and stakeholders in decision making Project Options Reports and regular Project Briefs advise Project Sponsors and Stakeholders of project status as to time, cost and quality.	Internal Service
13.7.29.2	M	Provide specialist technical advice to clients and stakeholders	2019/20: 100% 2018/19: 100% 2017/18: 100%		100% of services delivered in line with Project Charters, and/or Business Cases and/or Project Initiation Briefs	100% for ongoing projects at delivery and development stage	100% for ongoing projects at delivery and development stage	100% for ongoing projects at delivery and development stage	Projects to have Project Initiation Briefs (PIB) and/or Project Charters and/or Business Cases in place	Internal Service

[1] C/M – Community or Management level of service (LOS)
Community LOS - Previously known as LTP LOS. These are LOS that are community facing and will be published in our Statement of Service Provision.
Management LOS - Previously known as Non-LTP LOS. These are LOS that are measured in the organisation to ensure service delivery.

LOS number	C/ M[1]	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
13.7.30	M	Manage all projects within a professional framework that reflects the organisational objectives and team operational standards	2019/20: 100% 2018/19: 100% 2017/18: 79%		Every Project to link Community Outcomes and Strategic Priorities in relevant project critical documents and/or reporting and Stageway Review as its main internal project review system – 100%	Every Project to link Community Outcomes and Strategic Priorities in relevant project critical documents and/or reporting and Stageway Review as its main internal project review system – 100%	Every Project to link Community Outcomes and Strategic Priorities in relevant project critical documents and/or reporting and Stageway Review as its main internal project review system – 100%	Every Project to link Community Outcomes and Strategic Priorities in relevant project critical documents and/or reporting and Stageway Review as its main internal project review system – 100%	100% of projects are monitored and managed under CPMS 100% of projects conform to the CCC Strategic Framework of 2020 and Capital Delivery Major Facilities Key Operational Standards v2019 100% of projects with a budget of more than $10million undergo relevant Stageway Review 100% of all Projects undergo Development Management and complete Stageway Review 0, 1, 2 and 3 as appropriate.	Internal Service
13.7.31	M	Health and safety professionally managed to minimise clients to legal and statutory exposure	2019/20: 100% 2018/19: 100% 2017/18: 100%		100% of projects will have a Health and Safety Item in meeting agendas, reviews and contracts and all projects will have a Health and Safety Audit, Review and Reporting and have staff undergo a Health and Safety Training and issued Health and Safety Gear	100% relevant project documents and templates contain H&S Item	100% relevant project documents and templates contain H&S Item	100% relevant project documents and templates contain H&S Item	H&S Item included in all Meeting Agendas especially PCG and PSG Governance Meetings H&S Item included in Stageway Review Checklists H&S Item included in Services, Contractor and Consultancy Contracts and Legal Documents Regular H&S Monitoring of Project Site Staff undergo Site Safe Training, Site Safe Competencies and issued PPE.	Internal Service

LOS number	C/M[1]	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
									All projects undergo H&S Audits with current H&S Forms and eventually will be using the Health & Safety Able System and Contractor Management of CCC by March 2020	
13.7.28.2	M	Delivery of the day to day capital programme, to time, budget, quality and compliance	2019/20: 100% 2018/19: 100% 2017/18: 100%		Every programme / project has a defined set of milestones, key performance measures and descriptions in CPMS.	Every programme / project has a defined set of milestones, key performance measures and descriptions in CPMS.	Every programme / project has a defined set of milestones, key performance measures and descriptions in CPMS.	Every programme / project has a defined set of milestones, key performance measures and descriptions in CPMS.	All projects included under the Resource Programme Management Monthly Reporting which captures project changes to time, budget and milestones are reviewed by the Manager All projects uses the CPMS tool to capture project progress and regularly monitors the milestones and financial health of the project.	Internal Service
13.7.26.11	M	Delivery of the day to day capital programme (Capital Delivery – Major Facilities), to time, budget, quality and compliance	2019/20: 85% 2018/19: 60% 2017/18: 67%		85% of approved milestones achieved	85% of approved milestones achieved	85% of approved milestones achieved	85% of approved milestones achieved	All projects included under the Resource Programme Management Monthly Reporting which captures project changes to time, budget and milestones are reviewed by the Manager All projects are reviewed for compliance by internal and external auditors. All projects uses the CPMS tool to capture project progress and regularly monitors the milestones and financial health of the project.	Internal Service

LOS number	C/M[1]	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
									All projects to undergo Stageway Review	
13.7.26.13	M	Delivery of the day to day capital programme (Capital Delivery – Major Facilities), to time, budget, quality and compliance	2019/20: 85% 2018/19: 100%		85% of projects completed to approved timeframes for Whole of life	85% of projects completed to approved timeframes for Whole of life	85% on approved timeframes for Whole of life	85% on approved timeframes for Whole of life	All projects included under the Resource Programme Management Monthly Reporting which captures project changes to time, budget and milestones are reviewed by the Manager All projects uses the CPMS tool to capture project progress and regularly monitors the milestones and financial health of the project.	Internal Service
13.7.26.12	M	Delivery of the day to day capital programme (Capital Delivery - Major Facilities), to time, budget, quality and compliance	2019/20: 85% 2018/19: 69% 2017/18: 75%		85% of capital programme expended from the approved annual budget including carry-overs	85% of capital programme expended from the approved annual budget including carry-overs	85% of capital programme expended from the approved annual budget including carry-overs	85% of capital programme expended from the approved annual budget including carry-overs	All projects uses the CPMS tool to capture project progress and regularly monitors the milestones and financial health of the project and a note on carryovers	Internal Service
13.7.28.1	M	Delivery of the day to day capital programme to time, budget, quality and compliance	2019/20: 100% 2018/19: 100% 2017/18: 100%		100% of contracts supporting the Capital Delivery programme comply with council procurement policy	100% of contracts supporting the Capital Delivery programme comply with council procurement policy	100% of contracts supporting the Capital Delivery programme comply with council procurement policy	100% of contracts supporting the Capital Delivery programme comply with council procurement policy	All projects have Procurement Plans in place Constant support from Procurement Team and the Legal Services Unit (LSU), are key to strict compliance to the new procurement policy. All agreements and contracts follow established rules and procurement procedures	Internal Service

LOS number	C/M[1]	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
									within different CCC business units	

Capital Delivery – Community

LOS number	C/M[1]	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31	Method of Measurement	Community Outcome
13.7.22.1	M	Provide specialist technical advice to clients and stakeholders	2019/20: Achieved 2018/19: Achieved 2017/18: 100% 2016/17: n/a 2015/16: 100%		100% Services being delivered in line with Project Initiation Briefs (PIBS)	100% of Projects with Project Initiation Briefs (PIB) in place	100% of Projects with Project Initiation Briefs (PIB) in place	100% of Projects with Project Initiation Briefs (PIB) in place	Projects to have Project Initiation Briefs (PIB) in place	Internal Service
13.7.22.2	M	Provide specialist technical advice to clients and stakeholders	2019/20: Achieved 2018/19: Achieved 2017/18: 100% 2016/17: n/a 2015/16: 100%		100% Provide membership to PCG/PSG as Sponsors	100% projects with PCG and PSG	100% projects with PCG and PSG	100% projects with PCG and PSG	Clients and Stakeholders are members of their project's governance structure (PSG). Project Manager's Report for PSG contain Professional Services or Consultancy Advise to guide clients and stakeholders in decision making Projects Options Reports and regular Project Briefs advise clients and stakeholders of project status as to time, cost and quality	Internal Service
13.7.24.1	M	Health and safety professionally managed to minimise clients to legal and statutory exposure	2019/20: Achieved 2018/19: Achieved 2017/18: 100%		100% of projects will have a Health and Safety Item in meeting agendas, reviews and contracts and all projects will have a	100% relevant project documents and templates contain H&S Item	100% relevant project documents and templates contain H&S Item	100% relevant project documents and templates contain H&S Item	H&S Item included in all Meeting Agendas especially PCG and PSG Governance Meetings	Internal Service

LOS number	C/ M[1]	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
					Health and Safety Audit, Review and Reporting and have staff undergo a Health and Safety Training and issued Health and Safety Gear					
13.7.27.2	M	Delivery of the day to day capital programme (Capital Delivery - Community), to time, budget, quality and compliance	2019/20: Achieved 2018/19: Achieved 2017/18: 66%		Every programme / project has a defined set of milestones, key Performance measures and descriptions included in CPMS	Every programme / project has a defined set of milestones, key Performance measures and descriptions included in CPMS	Every programme / project has a defined set of milestones, key Performance measures and descriptions included in CPMS	Every programme / project has a defined set of milestones, key Performance measures and descriptions included in CPMS	All projects uses the CPMS tool to capture project progress and regularly monitors the milestones and financial health of the project	Internal Service
13.7.26.7	M	Delivery of the day to day capital programme (Capital Delivery - Community), to time, budget, quality and compliance	2019/20: 71% 2018/19: 67%		85% of approved milestones achieved	85% of approved milestones achieved	85% of approved milestones achieved	85% of approved milestones achieved	All projects uses the CPMS tool to capture project progress and regularly monitors the milestones and financial health of the project	Internal Service
13.7.26.9	M	Delivery of the day to day capital programme (Capital Delivery - Community), to time, budget, quality and compliance	2019/20: 70% 2018/19: 100%		85% of projects completed to approved timeframes for Whole of life	85% of projects completed to approved timeframes for Whole of life	85% of projects completed to approved timeframes for Whole of life	85% of projects completed to approved timeframes for Whole of life	All projects uses the CPMS tool to capture project progress and regularly monitors the milestones and financial health of the project All projects are reported using Tableau to monitor project milestones and financials	Internal Service

LOS number	C/M[1]	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
13.7.26.8	M	Delivery of the day to day capital programme (Capital Delivery - Community), to time, budget, quality and compliance	2019/20: 60% 2018/19: 62% 2017/18: 75%		85% of capital programme expended from the approved annual budget including carry-over	85% of capital programme expended from the approved annual budget including carry-over	85% of capital programme expended from the approved annual budget including carry-over	85% of capital programme expended from the approved annual budget including carry-over	All projects uses the CPMS tool to capture project progress and regularly monitors the milestones and financial health of the project and a note on carryovers All projects are reported using Tableau to monitor project milestones and financials	Internal Service
13.7.27.1	M	Delivery of the day to day capital programme (Capital Delivery - Community), to time, budget, quality and compliance	2019/20: 100% 2018/19: 100% 2017/18: 100%		100% of contracts supporting the Capital Delivery programme comply with council procurement policy	100% compliance to new procurement policy	100% compliance to new procurement policy	100% compliance to new procurement policy	All projects have Procurement Plans in place Constant support from Procurement Team and the Legal Services Unit (LSU), are key to strict compliance to the new procurement policy. All agreements and contracts follow established rules and procurement procedures within different CCC business units	Internal Service

6. Does this Activity Plan need to change as a result of a Service Delivery Review (S17A)?

No S17A Service Delivery Review for this planning period.

7. What levels of service changed from the LTP 2018-28 and why?

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation
DELETIONS				
13.7.23.1	OLD Manage all projects to a professional level. (Capital Delivery - Community) Target: Projects managed to budget, time and quality	Duplicate with values expressed in other levels of service, which break down the components of managing to time, budget and quality.	Delete	N/A
NEW- MAJOR FACILITIES				
13.7.29.1	OLD 90% clients feel informed and has ownership of project	Utilise Project Governance Structures in Place to include Clients/Stakeholders in project Decision Making	NEW: 100% Provide membership to PCG/PSG as Sponsors	N/A
13.7.30	100% of Projects managed to budget, time and scope	Use of specific measures against established organisational objectives and unit standards	Every Project to link Community Outcomes and Strategic Priorities in relevant project critical documents and/or reporting Every Project to undergo Development Management and Stageway Review as its main internal project review system	N/A
13.7.31	OLD 100% Projects Control Groups agendas contain health and safety item	Incorporate Health and Safety Act 2015 in Project Delivery	NEW TARGET: 100% of projects will have a Health and Safety Item in meeting agendas, reviews and contracts and all projects will have a Health and Safety Audit, Review and Reporting and have staff undergo a Health and Safety Training and issued Health and Safety Gear	N/A
NEW – CAPITAL DELIVERY COMMUNITY				
13.7.22.2	OLD 90% clients feel informed and has ownership of project	Utilise Project Governance Structures in Place to include Clients/Stakeholders in project Decision Making	NEW: 100% Provide membership to PCG/PSG as Sponsors	N/A
AMENDMENTS – MAJOR FACILITIES				
13.7.29.2	OLD Services being delivered in line with Charters	Projects use different methodologies in rationalising projects based on project budget	NEW: 100% of services delivered in line with Project Charters, and/or Business Cases and/or Project Initiation Briefs	N/A
AMENDMENTS – CAPITAL DELIVERY COMMUNITY				

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation
13.7.24.1	OLD 95% Projects Control Groups agendas contain health and safety item	Incorporate Health and Safety Act 2015 in Project Delivery	NEW: 100% Projects Control Groups agendas contain health and safety item	N/A
13.7.22.1	OLD Services being delivered in line with Charters	Projects use different methodologies in rationalising projects based on project budgets	NEW: 100% Services being delivered in line with Project Initiation Briefs (PIBS)	N/A
13.7.23.1	OLD Manage all projects to a professional level. Target: Projects managed to budget, time and quality.	Every programme/project has a defined set of milestones, key performance measures and description in CPMS New Target: Every programme/project has a defined set of milestones, key performance measures and description in CPMS		N/A
13.7.26.7	OLD Delivery of the day to day capital programme, to time, budget, quality and compliance. Target: 85% of approved milestones achieved	Every programme / project has a defined set of milestones, key performance measures and descriptions included in CPMS Target: 85% of approved milestones achieved	Target remains the same but goal language changes.	N/A
13.7.26.8	OLD Delivery of the day to day capital programme, to time, budget, quality and compliance. Target: 85% of capital programme expended from the approved annual budget including carry-overs.	Every programme / project has a defined set of milestones, key performance measures and descriptions included in CPMS. Target: 85% of capital programme expended from the approved annual budget including carry-over	Target remains the same but goal language changes.	N/A
13.7.26.9	OLD Delivery of the day to day capital programme, to time, budget, quality and compliance. Target: 85% of projects completed to approved timeframes for Whole of Life	Every programme / project has a defined set of milestones, key performance measures and descriptions included in CPMS. Target: 85% of projects completed to approved timeframes for Whole of life	Target remains the same but goal language changes.	N/A
13.7.27.1	OLD Delivery of the day to day capital programme, to time, budget, quality and compliance.	Every programme / project has a defined set of milestones, key performance	Target remains the same but goal language changes.	N/A

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation
	Target: 100% of contracts supporting the Capital Delivery programme comply with council procurement policy	measures and descriptions included in CPMS. Target: 100% of contracts supporting the Capital Delivery programme comply with council procurement policy		
13.7.27.2	OLD Delivery of the day to day capital programme, to time, budget, quality and compliance. Target: Every programme / project has a defined set of milestones, key performance measures and descriptions included in CPMS.	Every programme / project has a defined set of milestones, key Performance measures and descriptions included in CPMS. Target: Every programme / project has a defined set of milestones, key Performance measures and descriptions included in CPMS.	Target remains the same but goal language changes. DUPLICATION	N/A

8. How will the assets be managed to deliver the services?

No Asset Management Plan for this activity.

9. What financial resources are needed?

Citizens & Community Capital Delivery											
000's	**Annual Plan 2020/21**	**LTP 2021/22**	**LTP 2022/23**	**LTP 2023/24**	**LTP 2024/25**	**LTP 2025/26**	**LTP 2026/27**	**LTP 2027/28**	**LTP 2028/29**	**LTP 2029/30**	**LTP 2030/31**
Activity Costs before Overheads by Service											
Anchor Projects	29	34	176	81	79	238	-	-	-	-	-
Capital Delivery Community	(967)	(985)	(1,003)	(1,016)	(1,053)	(1,085)	(1,132)	(1,158)	(1,189)	(1,221)	(1,252)
Capital Delivery Major Facilities	(521)	(593)	(595)	(602)	(620)	(638)	(654)	(669)	(687)	(703)	(721)
	(1,459)	(1,543)	(1,422)	(1,537)	(1,594)	(1,485)	(1,786)	(1,827)	(1,877)	(1,924)	(1,974)
Activity Costs by Cost type											
Direct Operating Costs	438	(116)	103	107	100	47	49	50	51	53	54
Direct Maintenance Costs	-	-	-	-	-	-	-	-	-	-	-
Staff and Contract Personnel Costs	(1,912)	(1,443)	(1,541)	(1,660)	(1,711)	(1,546)	(1,848)	(1,891)	(1,942)	(1,992)	(2,043)
Other Activity Costs	15	16	16	16	17	13	14	14	14	15	15
	(1,459)	(1,543)	(1,422)	(1,537)	(1,594)	(1,485)	(1,786)	(1,827)	(1,877)	(1,924)	(1,974)
Activity Costs before Overheads	**(1,459)**	**(1,543)**	**(1,422)**	**(1,537)**	**(1,594)**	**(1,485)**	**(1,786)**	**(1,827)**	**(1,877)**	**(1,924)**	**(1,974)**
Overheads, Indirect and Other Costs	1,459	1,543	1,422	1,537	1,594	1,485	1,786	1,827	1,877	1,924	1,974
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Debt Servicing and Interest	-	-	-	-	-	-	-	-	-	-	-
Total Activity Cost	**0**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**0**	**-**	**-**

10. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?

This Activity is responsible for delivering the capital programme.

11. Does this activity have any significant negative effects on social, economic, environmental or cultural wellbeing, now or in the future?

Negative Effect	Mitigation
Social Capital projects can be contentious	Mitigate through engagement process Overarching Communications and Engagement Plan Stakeholder Workshops and Roadshows Have Your Say (Online Public Consultation)
Economic Financial investment (rates impact)	Consult with Finance Business Partner Value Engineering Exercises Business/Investment Case
Environmental Waste will be produced Climate Change Events	Adopt environmentally friendly processes, focus on climate change Adopt identified CCC climate change policies for compliance exercise and embedding in project planning Adopt monitoring practices such as the REGGE Dashboard
Cultural Capital projects can be exclusive	Incorporate inclusion practices into project planning, reach as many people in the community to participate in consultation activities Review and apply best practices in Accessibility in project planning Look into re-introducing People and Culture Committee Structure in the Team

12.   What risks are identified and what controls and mitigations are planned?

Risk	Planned Controls and Mitigation
Impact of Covid-19 response Delays to project delivery / programme Delays to supply chain Cost escalation Construction capability	Market sounding - Frequent engagement with the market/contractors to stay abreast of circumstances Financial Peer Review Formal contract management mitigation
Contractor Failure Risk of business failure of contractor who is lead on multiple capital delivery projects for Community Unit.	Risk Management Approach Contractual Obligations Accurate Risk Pricing based on market precedents Fair Risk Allocation
Health, Safety & Wellbeing There is a risk that the teams do not comply with the Health and Safety Act because of involvement with many external parties, and the field and site based nature of our work could result in: - Injuries or death sustained by individuals - Emotional impact and toll on staff, family and friends - Council subject to litigation and compensation claims - Damage to Council's reputation - Service delivery implications - Senior managers liable to prosecution	Review BAU process/es for current and new contractors to ensure their H&S processes, training and policies align to the H&S Act. - CDMF Contractor H&S Management Process Checklist V2017 - CDMF Contractor HS Monitoring 2020 - CDMF Contractor HS Post Contract Evaluation 2020 - CDMF SSS Review December 2020 H&S to remain a continual agenda item on all team meetings to maintain awareness of health & safety. Monitor health and safety proactively (lead and lag indicators) as a minimum monthly, including measures to improve. - CDMF Monthly H&S Reports Review BAU process to ensure independent auditing of all sites as required - CDMF Contractor HS Monitoring 2020 All staff provided with relevant PPE and training, and register kept. - CDMF H&S Training Register Maintain the H&S Improvement Plan

Risk	Planned Controls and Mitigation
Uncertainty over future resource requirements and redeployment opportunities. With a forecast drop in vertical capital delivery, there is a finite life to the associated staff resources within the Capital Delivery Community & Major Facilities teams. Some timing clarity exists through LTP and project planning but there is currently no strategic/managed approach confirming exact timing, nature and redeployment options. Caused by: - Uncertainty regarding Council's potential role in a small number of large capital projects. Council's unconfirmed role/involvement may extend the finite life of capital resources. - No formal or endorsed strategy or management plan setting out an approach to manage the reduction in resource requirements. This could identify/consider resource reallocation/redeployment within broader Council units/teams. This may result in: - Staff leaving the capital delivery teams prematurely in order to manage their job security, impacting on project performance and may have financial/service delivery implications. - Staff redundancy payments are not planned/ budgeted for and have financial implications. - Staff knowledge is not identified or valued and opportunities to redeploy are not identified/ realised.	Monitor/submit/influence/seek updates regarding Council's potential role in upcoming large capital projects. Develop/endorse/formalise a strategy/management plan for managing the reduction in resource requirements. Action the management plan, i.e. - Clarify timing/approach with affected staff. - Plan/identify resource supply and resource needs across broader Council for redeployment opportunities. - Work with Financer/HR to quantify redundancy provision. Develop training and mentoring programmes for existing staff - include in performance goals Review whether HR support required to manage redeployment/retraining of staff
Unknown Condition of Assets There is a risk that project decisions are/or will be made with incomplete and insufficient asset condition information. This is caused by differing levels of condition assessments being undertaken and no central database housing/coordinating this information. This could result in duplication in work, wrong solutions being developed and hence budget / financial overruns (contractor penalties).	Undertake and evaluate Asset Condition Assessments at the commencement of a project prior to firming up asset scope of work, programme and budget. Provide a detailed asset condition report on completion of assessment and house in a database. (The Asset Condition database will be owned and maintained by the Asset Management team. Inputs to the database would be provided by the VCDPS team).

Risk	Planned Controls and Mitigation
Capital Programme Delivery There is a risk that the Capital Delivery teams fail to meet corporate KPIs for capital delivery. This risk is as a result of: - Inadequate project planning e.g. business case, risk management. - Inadequate reporting (to understand project status and risks). - Appropriate resource and depth of that resource - Delegation, decision making and structures not at levels to empower delivery of programmes - Poor execution of planning This could result in: - Financial cost to Council associated with delaying delivery (e.g. contractors claims) - Facilities not able to deliver required levels of service, - CCC reputational risk through not delivering projects to the public's expectations, on time or to quality.	Developed structured project management methodology / framework. This helps to ensure planning, implementation, stakeholder engagement and reporting is appropriate for all projects across the complete lifecycle of a project Application includes initial business case requirements with budget review/approval mechanisms, and a newly established formal stage-gate in CPMS to challenge/approve projects shifting from concept into initiation. Implementation of Stageway Review for each project
	Further develop Stageway Review process to clarify the Strategic Assessment and Business Classification to align with Council's Strategic Outcomes document. Implement, maintain and develop Capital Delivery Major Facilities Key Operational Standards v2019