

# Project Delivery Status Report – August 2020

Infrastructure Committee – 7 September 2020

# Background

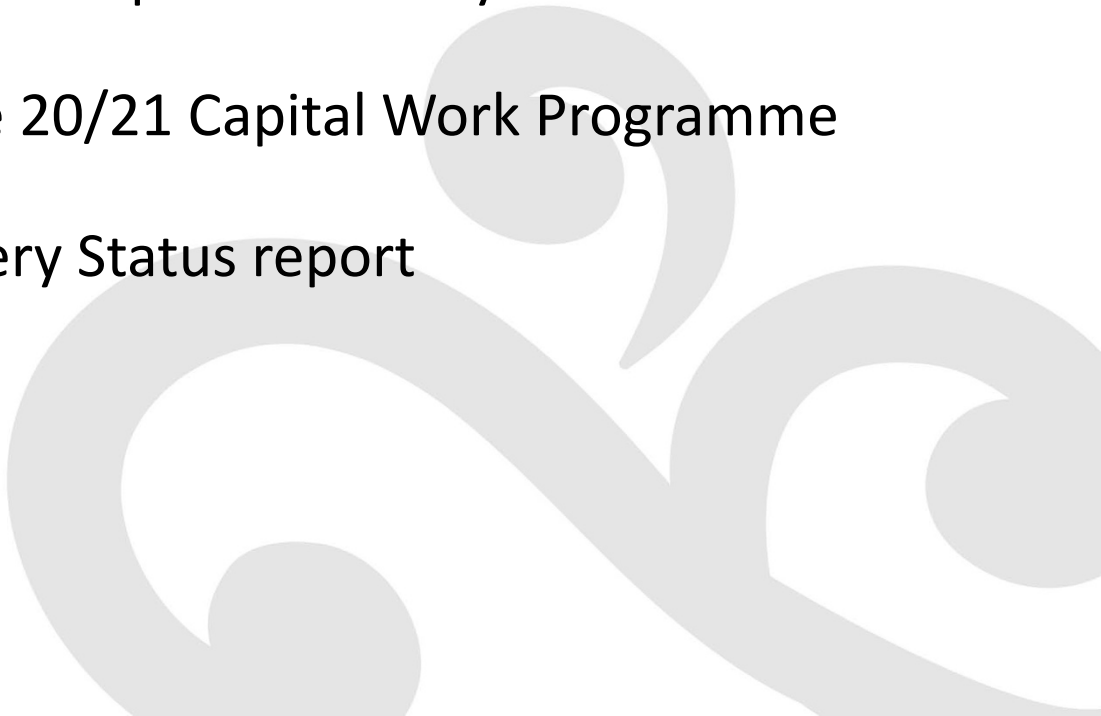
At the Infrastructure Committee meeting on 27 July it became clear that the Service Delivery report usually presented on the projects being worked on has become too operational and needs to be amended to reflect the full scope of the Capital Works Programme being delivered, from a governance perspective.

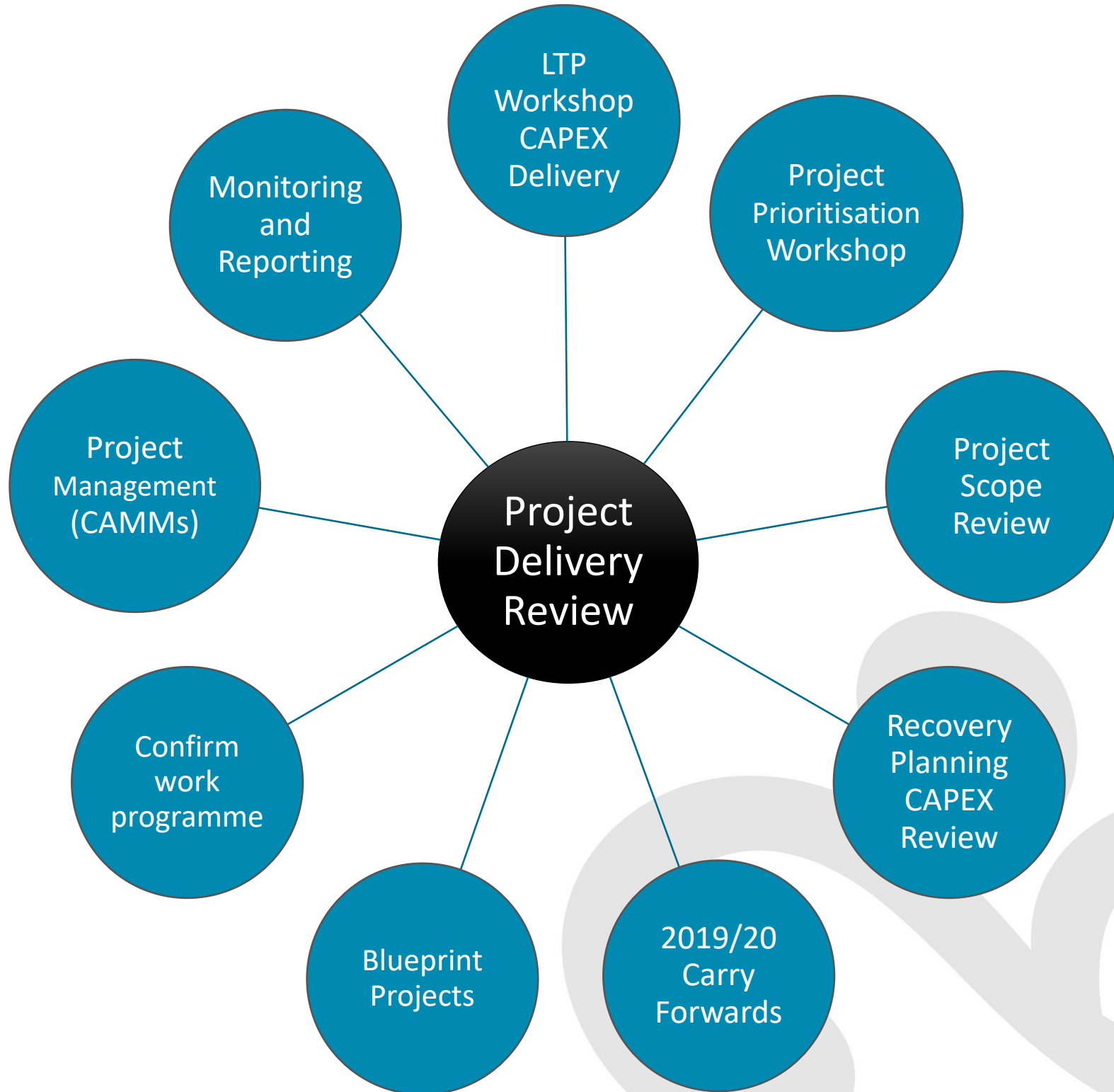
**The purpose of this presentation is to introduce the first draft of the new Service Delivery report framed up in this way, discuss its evolution and proposed future state / use.**



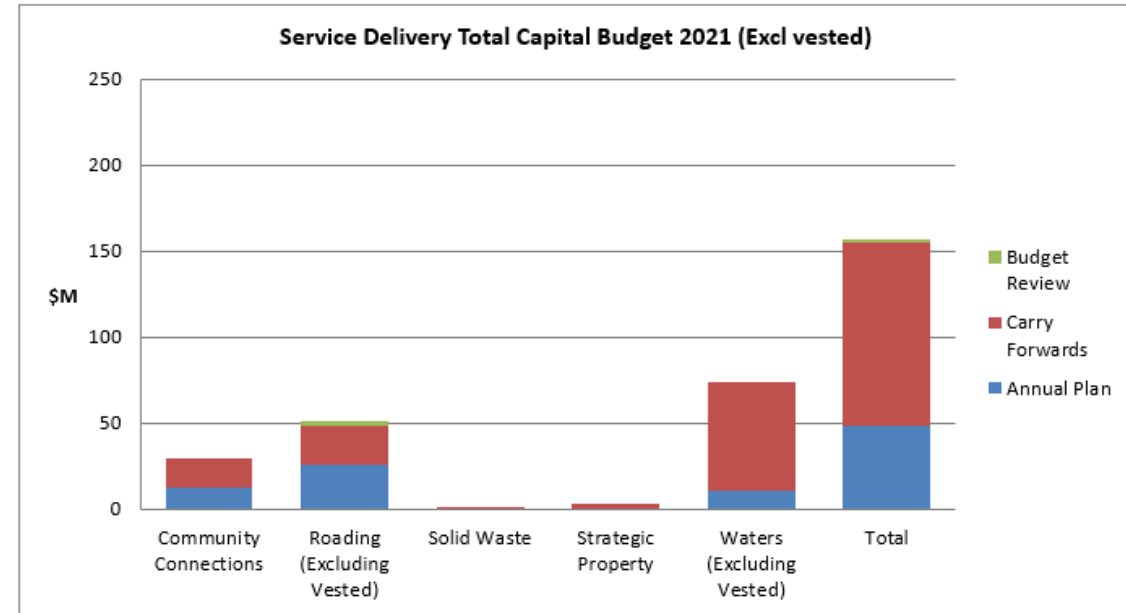
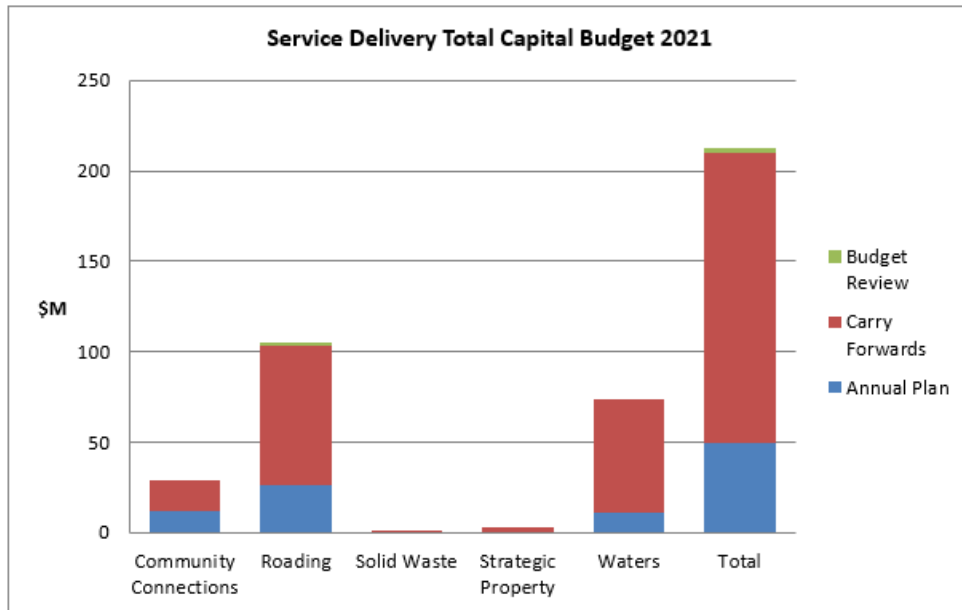
# Outline

This will be done by:

- Summarising the capital project delivery review undertaken
  - Discussing the 2020 Capital Dashboard
  - Outlining the initiatives underway to improve delivery
  - Describing the development of the 20/21 Capital Work Programme
  - Presenting the latest Project Delivery Status report
  - Confirming the next steps
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# Service Delivery Capital Dashboard



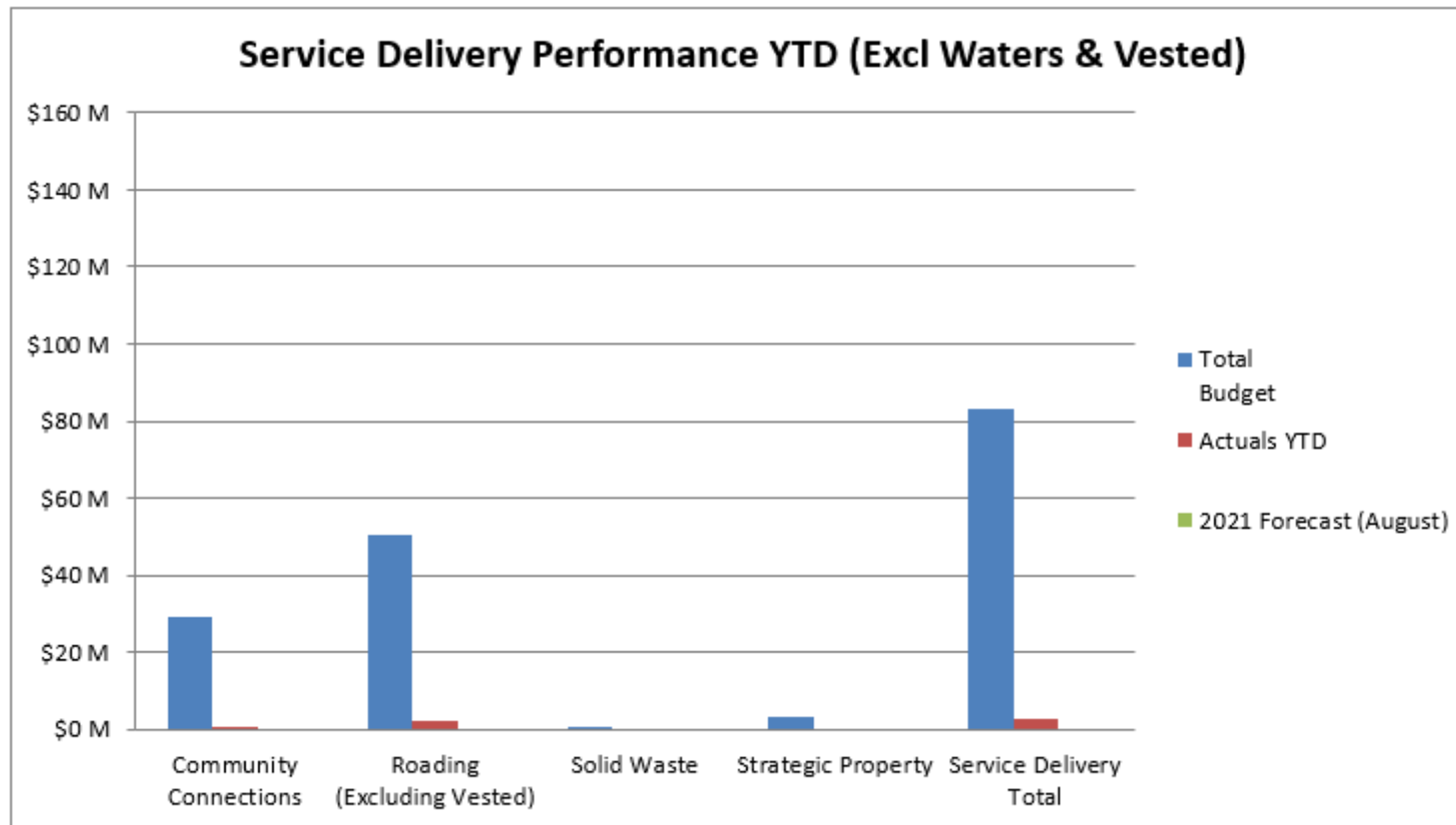
**Service Delivery Total Capital Budget 2021**

Group	Annual Plan \$M	Carry Forwards \$M	Budget Review \$M	Total Budget \$M
Community Connections	11.9	17.5	-	29.4
Roading	26.7	76.7	2.1	105.5
Solid Waste	0.1	0.2	-	0.3
Strategic Property	-	3.2	-	3.2
Waters	10.9	63.2	-	74.1
<b>Total</b>	<b>49.6</b>	<b>160.7</b>	<b>2.1</b>	<b>212.4</b>

**Service Delivery Total Capital Budget 2021 (Excl Vested)**

Group	Annual Plan \$M	Carry Forwards \$M	Budget Review \$M	Total Budget \$M
Community Connections	11.9	17.5	-	29.4
Roading (Excluding Vested)	25.5	23.0	2.1	50.6
Solid Waste	0.1	0.2	-	0.3
Strategic Property	-	3.2	-	3.2
Waters (Excluding Vested)	10.9	62.8	-	73.7
<b>Total</b>	<b>48.4</b>	<b>106.6</b>	<b>2.1</b>	<b>157.1</b>

# Service Delivery Capital Dashboard



**Service Delivery Performance YTD (Excl Waters & Vested)**

Group	Total Budget	Actuals YTD	2021 Forecast (August)	2021 Carry Forwards	Surplus / Deficit
Community Connections	29.4	0.5	-	-	-
Roading (Excluding Vested)	50.6	2.1	-	-	-
Solid Waste	0.3	-	-	-	-
Strategic Property	3.2	-	-	-	-
<b>Total</b>	<b>83.4</b>	<b>2.5</b>	-	-	-

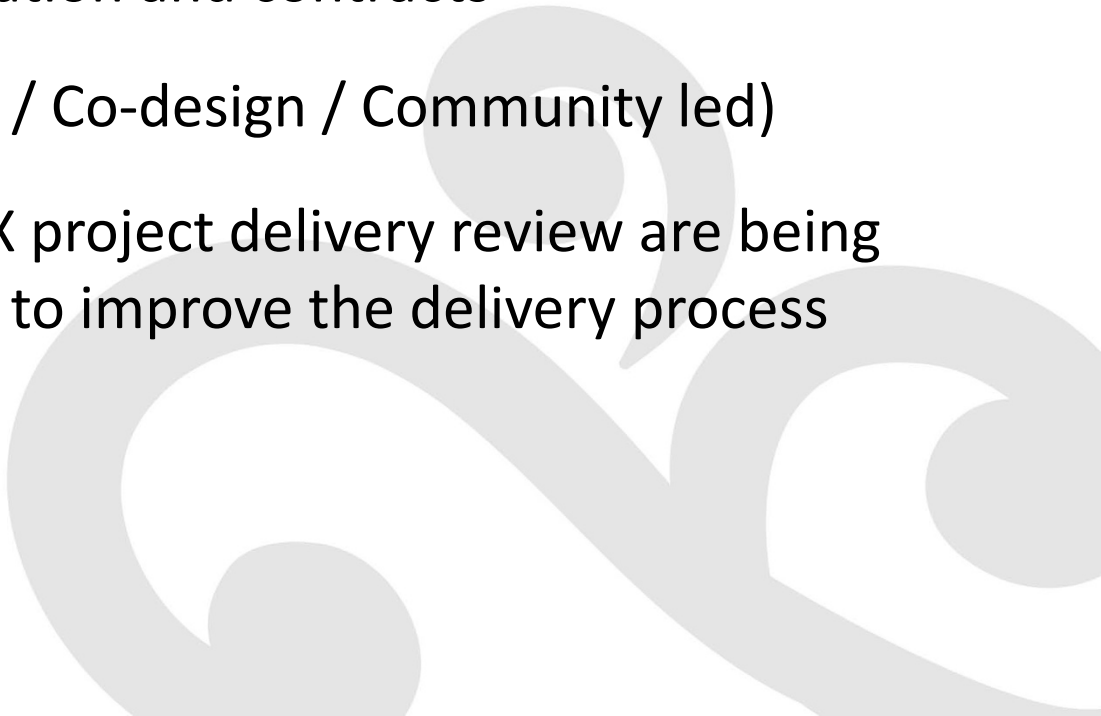
NB – Developer Led

# Initiatives to Improve Project Delivery

To deliver ~186 projects, worth \$80 million in a timely manner, we are having to re-think how we carry out this work. Specific initiatives carried out / underway to achieve this are to:

- Clearly identify roles and responsibilities for each project:
  - Business owners (Roding, Open Spaces, Facilities, Solid Waste)
  - Programme management protocols  
(Comm. Projects, Roding, Alliance, Comm. Connections)
  - Project managers
  - Delivery agent (Alliance, Cushman Wakefield, Contractors, Comm. Groups)
- We are underway with the recruitment of a PMO Manager to improve our project management framework and overall Programme Management and reporting capabilities

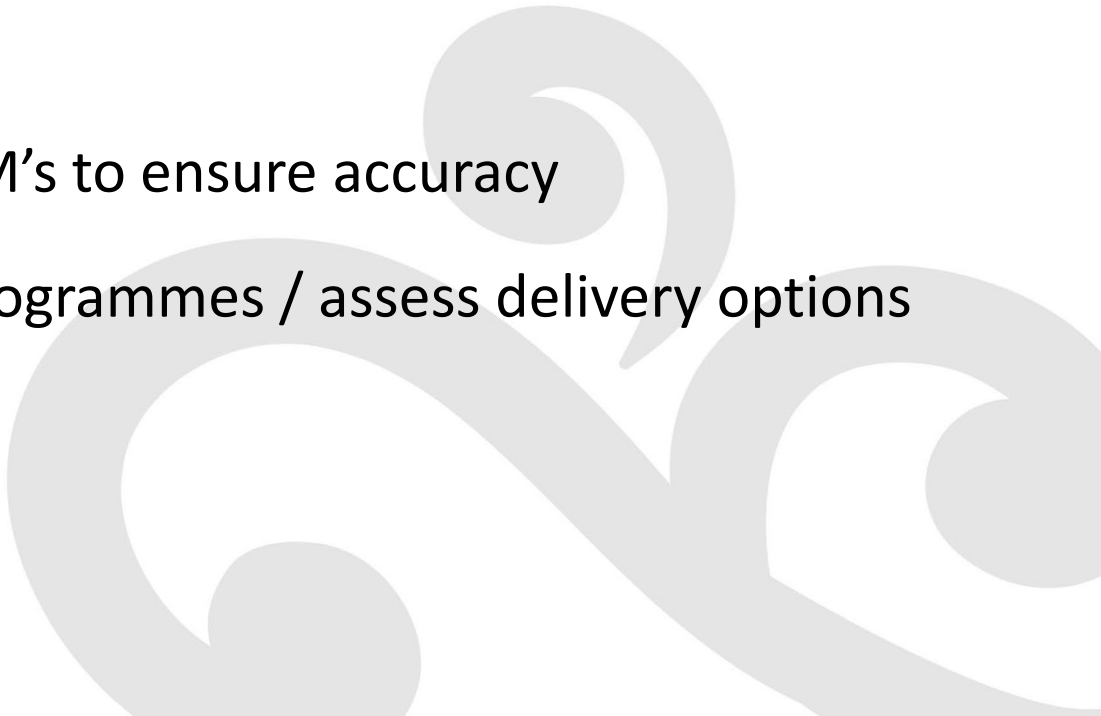
# Initiatives to Improve Project Delivery

- Alliance / Downers reviewing project management methodology (regionally) giving us access to specialists / more expertise
  - Clarification and review of procurement / contract protocols:
    - development of Business Activity Procurement Strategies
    - Template market documentation and contracts
  - Clarify delivery methodology (BAU / Co-design / Community led)
  - Recommendations from the CAPEX project delivery review are being worked through and implemented to improve the delivery process (planning, procurement, delivery)
- 



# Development of the 20/21 Capital Work Programme

The following steps have been followed / are underway:

- Development of a prioritised list of carried forward projects
  - Add new Annual Plan (3<sup>rd</sup> year LTP) projects
  - Re-prioritise / phase full list of projects (NB still need to include blueprints)
  - Enter projects into CAMM's
  - Cleanse the projects /data in CAMM's to ensure accuracy
  - Allocate projects / Confirm work programmes / assess delivery options
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# Development of the 20/21 Capital Work Programme

The next steps needed to confirm the programme are:

- Finalise procurement strategy for each project
- Gain necessary approvals (e.g. >\$1 million – Council approval for Alliance work)
- Roll out the programme / go to market
- Monitor and report performance
  - Business Owners, PMO, ELT, Council

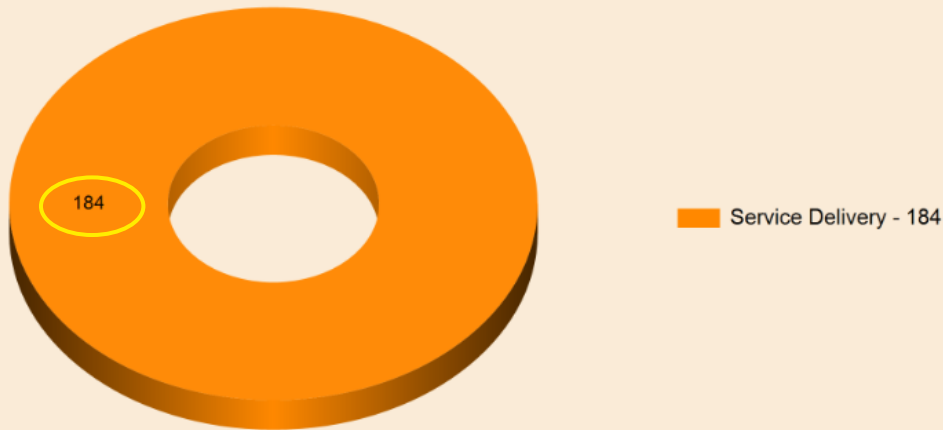


# Project Delivery Status Report

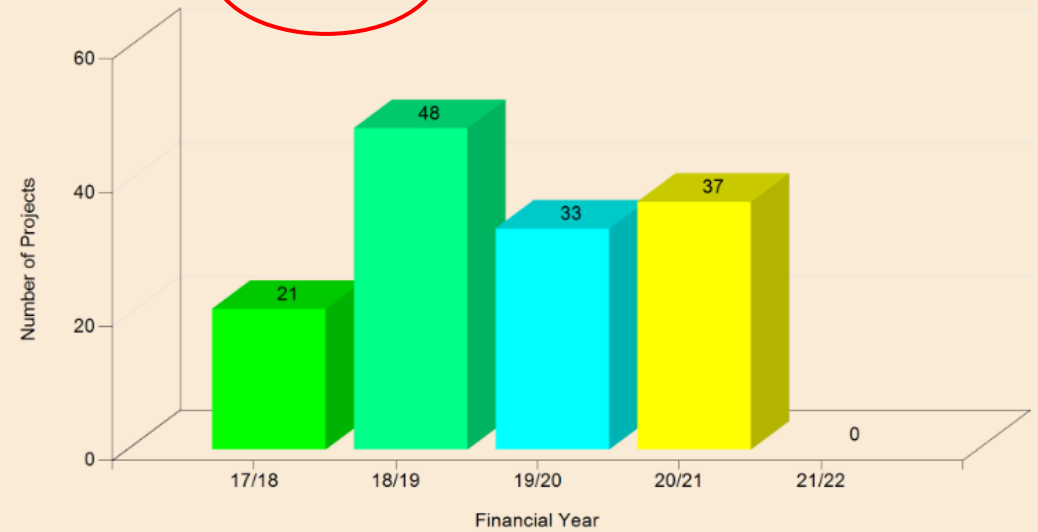
- The project delivery status report included in the agenda contains the majority of projects that will be included in the 2020/21 Capital Works Programme, and provides an update on their status.
- When reviewing the report, it should be considered a first draft / work in progress, due to its incomplete nature.
- Once 'all' projects have been added to the programme, the procurement strategies have been completed, any necessary approvals obtained, we can to start deliver them and provide more accurate reporting.
- Regular updates / progress reports will then be given.
- Project information can then be made available on our website.

# Introduction to the Project Delivery Status Report

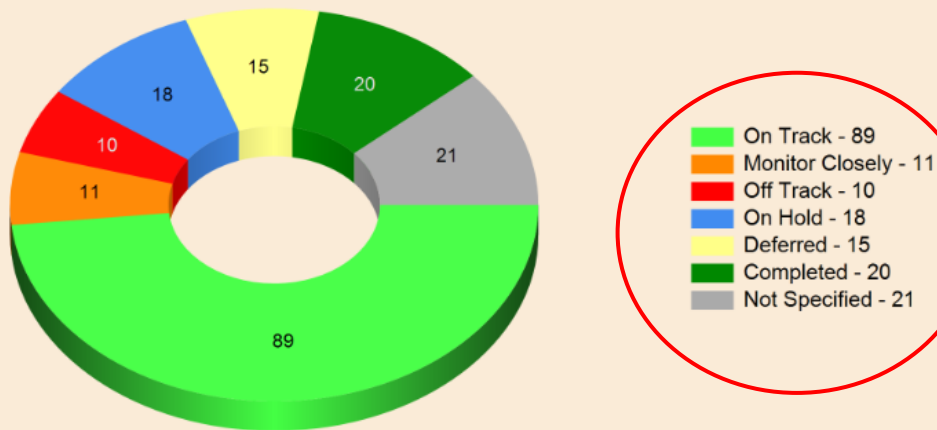
Projects per Portfolio



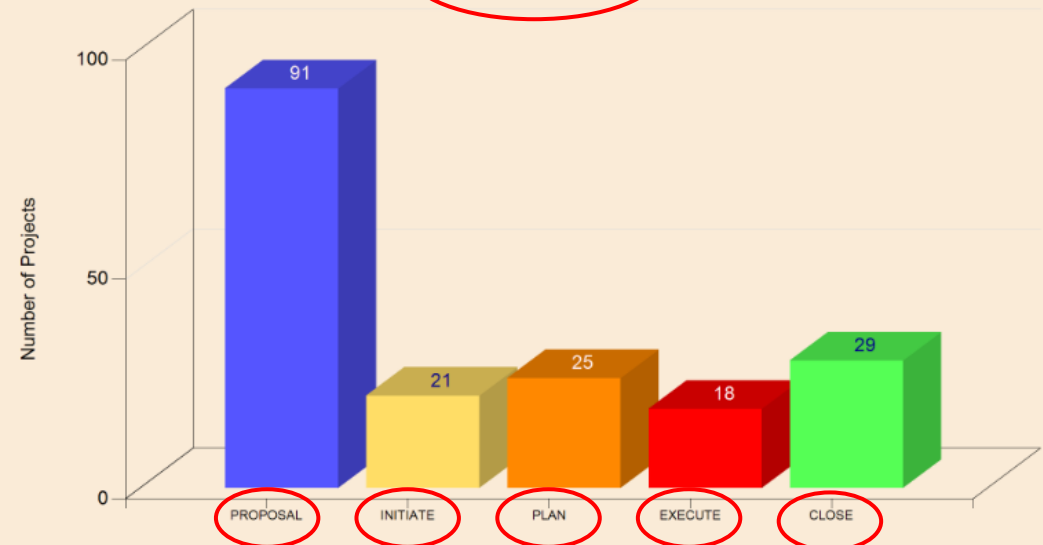
Project Pipeline - Number of Projects Scheduled



Project Status



Project Phases



# Introduction to the Project Delivery Status Report

28

## Council Infrastructure Projects


28 Aug'20

STATUS Areas

Row	Category	Fin Year	IPM #	Project Name	Sponsor	Project Phase	Overall Status	Schedule	Scope / Quality	Budget	Re-sources	Risk	Issues	Engage-ment	Forecast Finish	% Compl	Approved Budget	Actuals YTD	Comment
2	Core Services-BAU	18/19	<a href="#">PR-1138</a>	LTP2018 Jackson Street Cemetery	Megan May	EXECUTE	On Track	G	G	G	G	G	G	G	08-Nov-2020	91%	175,000	33,795	Contract 18/153 was awarded to Dempsey Wood Civil for \$194,494.03  Initially the contract was delayed due to the circumstances associated with the COVID-19 level 4 national lockdown, which eventually saw physical works commence late June. The project has seen significant construction achieved to date however the remaining works generally consist of weather dependent tasks to which our contractor Dempsey Wood have also been battling over the winter months to date.  The project remains on track for budget, however for varying reasons has slightly run-over the project time-frames. Dempsey Wood have indicated their plan to provide additional resources/staff to accelerate and achieve the completion of the remaining works.
3	Core Services-BAU	18/19	<a href="#">PR-1150</a>	LTP2018 Recladding of Ngaruawahia Office	Megan May	PLAN	On Track	G	G	G	G	G	G	G	13-Dec-2018	0%	150,000	0	Consultant engaged to assess the exterior cladding and provide recommendations to repair.
4	Core Services-BAU	17/18	<a href="#">PR-1245</a>	CF2017 Tuakau Land Purchase - neighbourhood park	Nicolas Wells	INITIATE	Monitor Closely	G	G	G	G	G	G	G	07-Sep-2020	0%	0	0	Currently in due diligence period for land purchase
5	Core Services-BAU	17/18	<a href="#">PR-1267</a>	Toilet Refurbishments - Pokeno & The Point	Megan May	EXECUTE	Monitor Closely	G	G	A	G	G	A	G	13-May-2021	95%	83,185	251,294	Contract 18/213 awarded to ESN Construction for \$280,987.00. - contract commencement date incurred an initial delay due to un-compliant Contract Specific Safety Management Plan (CSSMP) and national lockdown restrictions. - physical works reconvene following the lifting of lockdown restrictions which saw the Ngaruawahia site seeing significant progress early on with the Pokeno site commencing at a later date. - faults in either design and/or current condition of the infrastructure to which required additional action, time, cost, etc. <b>Ngaruawahia</b> - fault in design with undersized water supply for specified fixtures. Remedial actions are currently being undertaken. <b>Pokeno</b> - over time the existing building structure has incurred rot in places and with further assessment it has been identified that the existing structure is made of untreated (non-structural) timber. Interim public toilets are being organised to allow suitable engagement and consultation for the preferred way forward.
6	Core Services-BAU	19/20	<a href="#">PR-1360</a>	LTP2019 Centennial park public toilet manufacture	Megan May	EXECUTE	On Track	A	G	G	G	G	G	G	22-Feb-2021	74%			Following a lengthy tender period and further design negotiation, Fermaloo Ltd have been awarded Contract 18/010 Centennial Park Toilet manufacture for \$100,000.00. Indicated delivery date - end of November.  Contracts are in place for the installation works (Allens United Earthworks & Drainage Ltd).
7	Core Services-BAU	20/21	<a href="#">PR-1361</a>	LTP2018 District Wide Walkways - Rotokauri	Megan May	PLAN	On Track	G	G	A	G	A	G	G	07-May-2021	0%	214,431	0	Rotokauri walkways. Engineer's design is complete. Needs to move to contractor procurement to build now.
8	Core Services-BAU	19/20	<a href="#">PR-1394</a>	Huntly Railway Facility - Park & Ride	Vishal Ramduny	EXECUTE	On Track	A	G	G	G	G	G	G	12-Nov-2020	70%	221,116	122,858	Platform construction progressing well and to a high standard, to delayed Covid-19 Programme, with a forecast end of September completion. The Park and Ride Car Park design is now finalised and is with WDA for revised pricing for new scope. The construction of this will continue beyond 30 September 2020 completion, into October. The Start of the Train Service will likely be delayed in 2021. The Project Governance Group have been briefed by KiwiRail Chief Executive 24/08 relating to the need for remediation works for the Auckland network (which will have implications for the Te Huia service).
9	Core Services-BAU	20/21	<a href="#">PR-1480</a>	Horsham Downs Link Road	Jackie Bishop	PLAN	Monitor Closely	G	G	R	A	G	R	G	29-Oct-2021	0%			NZTA subsidy yet to be finally approved and is pending resolution with NZTA of land designation and transfer to WDC for project to be able to proceed. Detailed design and value engineering has been proceeding concurrently and expected to be completed by end of September 2020. Project expected to require additional funding (circa \$500k) for the land purchase as per final resolution with NZTA - Council paper required. 2020/21 budget - \$2,917,883 Project is substantively complete. Final payment expected September 2020. 2020/21 budget - \$116,182
10	Core Services-BAU	19/20	<a href="#">PR-1484</a>	Mangawara Stream Bridge	Jackie Bishop	EXECUTE	On Track	G	G	G	G	G	G	G	30-Sep-2020	80%	122,530	500,661	Design and associated property agreements for route security are completed and the project is in the procurement phase. Separate procurements for gully and road sections. 2020/21 budget - \$4,258,515
11	Core Services-BAU	19/20	<a href="#">PR-1485</a>	Te Awa Cycleway - Hamilton to Cambridge section	Jackie Bishop	PLAN	Monitor Closely	A	G	G	G	G	G	G	30-Jun-2021	0%	817,600	352,713	Project Manager assigned to project. Project proposal pending approval for Solid Waste Contract Renegotiation. Risk and issues assessment in progress with Project Team. Steering Group, Project Team and Negotiation Team defined.
12	Core Services-BAU	20/21	<a href="#">PR-1556</a>	Solid Waste Contract Renegotiation	Ian Cathcart	PROPOSAL	On Track	G	G	G	G	G	G	G	29-Jan-2021	2%	0	0	Project Manager assigned to project. Project proposal pending approval for Solid Waste Contract Renegotiation. Risk and issues assessment in progress with Project Team. Steering Group, Project Team and Negotiation Team defined.

NB – 10 pages v Significant Projects

# Summary of Next Steps

- Finalise the work programme (including blueprints)
  - Complete entry of projects into CAMMs (including data cleansing)
  - Set up appropriate project / programme management protocols
  - Monitor and report performance (business owners, ELT)
  - Provide regular dashboard reports to the Infrastructure Committee
  - Load project information onto the website
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**Questions?**

