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## Briefing - Council NOTES

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**Date:** Tuesday 7 November 2023  
**Time:** 9.30 am  
**Venue:** Council Chambers and Mayor's Lounge, Civic Offices,  
53 Hereford Street, Christchurch

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### 2. LTP 2024-34, Joint development briefing - Activity Plans

#### Council Briefing, Seminar or Workshop Recommendation

Cllr Mark Peter, Cllr Kelly Barber, Cllr Tim Scandrett, Cllr Pauline Cotter, Cllr Melanie Coker; Cllr Sata Templeton; Cllr Victoria Henstock; Cllr Celeste Donovan; Cllr Tyrone Fields, Cllr Yani Johanson (9.43), Cllr Tyla Harrison-Hunt (9.53), Cllr Sam MacDonald (10.02)

Online: Cllr Andrei Moore; Cllr James Gough, Cllr Aaron Keown (10.05)

Apologies: Cllr Tyla Harrison-Hunt – lateness, Mayor Phil Mauger – lateness,

Chair: Deputy Mayor Pauline Cotter, Principal Advisor: Lynn McClelland / CE Dawn Baxendale

#### VERTICAL CAPITAL DELIVERY

*Presenter: Darren Moses, Head of Vertical Capital Delivery*

Mōrena tatou, Darren Moses, Head of Department for Vertical Capital Delivery. I'm just gonna run through the activity plan and the service we provide. My service and the team service, we're about 15 staff, we provide an internal professional project management function that delivers the part of the capital programme, which is essentially from the ground up. We are providing this service to primarily the Citizens and Community Group, so working with our colleagues in for example, Parks, Rec and Sport, Libraries, to deliver their capital projects to allow them to deliver their services. It's a fairly simple level of service around project management in terms of measurements on time, cost, quality and health and safety. We've been doing this successfully now for many years, certainly in numbers since the earthquake days. Some of the current examples of the projects we're delivering for the organisation include the Matatiki at Hornby, Court Theatre Performing Arts, Cathedral Square improvements. We also take the lead on the client side function for Te Kaha, Parakiore, the

museum redevelopment working with external partners on the Old Municipal Chambers. So it's a fairly well defined service. It's been very successful over a number of years and really there is no change proposed to this level of service. Our funding comes from the capital programme, so when Elected Members confirm capital projects, the cost of that funding includes the cost of our team providing the delivery of that service. So we are fairly cost accountable against the cost of the project and we are also accountable to those measures I talked about in terms of time, cost and quality and you'll hear later the reporting on that comes from my colleague Andrew that runs the PMO. So, that is our service. One of the things that we're quite proud of in terms of some of our work we do beyond what I'd call the simple time cost and quality: We do have the ability to influence a lot of the climate resiliency work that goes into the projects when they're approved. So we work with our internal partners to ensure that we derive as much value and thinking early in the project around the climate resiliency and climate goal. So ensuring that the projects are well scoped at the front to consider whole of life and some of those climate goals in terms of energy efficiency, environmental outcomes and obviously with the recent approval of the South Library, we've had a fantastic opportunity to work there as well and achieving some of those carbon zero targets too. So quite a broad service within the project management realm, but it's one which has been proven to be quite effective over a number of years therefore, we don't seek any great change to our level of service. I don't think there's anything else I really wanted to drill into here, so I'm happy to take questions.

### **Open for questions**

*Deputy Mayor Pauline Cotter (Chair):* Any questions on vertical? I was actually surprised that the work in the square is vertical. I thought that would be under roading really.

*Response:* Funded by our colleagues in transport, but delivered through the vertical world in terms of something slightly different in terms of its profile beyond the traditional, I'll say the Waka Kotahi model or anything else. So closely working with the commercial stakeholders. Ensuring our colleagues at ChristchurchNZ, we're working with them in terms of the timing, for example, when the Women's World Cup was here, so just providing a slightly different lens beyond the traditional, I'd call it the transport world.

*Cllr Sara Templeton:* Thanks. Darren. Just wondering how, so we're getting right to the very, very end now of the earthquake rebuild stuff. And so how does the office now transition from that kind of mode to the more kind of BAU mode? And what's the sort of the outlook over the next, sort of five to 10 years with that?

*Response:* So we've done quite a bit of work around that. I guess we kind of got out of earthquake mode about 18 months or two years ago. There's a couple of residual projects here arguably. But we're now in what I'd call a day-to-day BAU model, so the team in terms of its sizing, so we only exist if there are projects to deliver. So it's as clearly linked as that. We hold a core team and if things come up and we go down, then we can resource that around our contractors or fixed term employees. But certainly some of the bigger projects still have a couple of years in them. And then beyond that the organisation obviously, and part of this current LTP will need to consider what the non, I'll call it the non-horizontal, capital programme, looks like. So a lot of the work now is refurbishment work or other things that aren't. We're not building anything new anymore. We're delivering projects that enable other service providers to continue to run their businesses effectively and efficiently and those sorts of things.

*Cllr Sara Templeton:* Alright. Thanks.

*Cllr Tyrone Fields:* Kia ora Darren. Thank you. Just the table on page 20. Could you just talk me through that a little bit? Like sort of what I'm looking at is kind of over the sort of the period of the

LTP is a sort of numbers that bounce around a little bit. So I'm just kind of like, I'm struggling to get my head around how they sort of move around and the consistency there. I don't quite get it.

*Response:* I'll try and simplify it. My team recover their costs primarily against the capital project and we operate in the model whereby 75% of their time of a working week as required to be capitalised against the capital project. The remaining 25% is a what you might call an Opex cost around training, annual leave, sick leave, those sorts of bits and pieces. The ups and downs, and they do appear to move up and down there a bit. I would say that if you focus on the bottom part there, which is the funding, you'll see that essentially this is 100% funded through the rates. In other words, through the capital project, part of it, that the rest of it, if I could say is essentially an internal finance function to balance the box to that regard.

*Cllr Tyrone Fields:* Let's just say, just looking at the overheads and direct and other costs. So from an annual plan this year of 774, to LTP projection next year of 267, am I reading that correctly?

*Response:* You are. I actually have to do a...

*Cllr Tyrone Fields:* Because that's quite a step change.

*Response:* I'll provide a post briefing note on that if you like.

*Cllr Tyrone Fields:* Right out. That's cool. Thank you.

### **Question**

*Cllr Celeste Donovan:* Darren, can I just get, I'm not sort of as familiar with this area, but in terms of the post earthquake projects that you guys are working on, I see the staff library, one of the projects that you're involved with. Are you looking at to take on any of the projects in areas that haven't quite recovered after the earthquake. So I'm thinking about parts of the eastern suburbs, which are still on that journey.

*Response:* I guess we could, as a unit of professional project managers. Our primary focus is to deliver the vertical part of the programme. We do reach out and provide a service to others if obviously thinking in the whole of Council framework. I haven't had any involvement in that. It's primarily the vertical capital part of the world at the moment, although we are providing again management oversight of a number of external party things like the museum. For example, I'm on the steering group there; Parakiore, I'm on the steering group for that; partnering with the people doing the old municipal chambers. So, our primary focus though is the capital programme defined by Council that's in the vertical world, which may be the official answer in terms of the activity plan I guess.

*Cllr Celeste Donovan:* What would be the process to get some advice on that, because I'm aware that there was some quite exceptional work done with the delivery of Naval Point in terms of bringing together different solos of work and I think that would be a similar sort of situation in that some of the projects in East, where you've got different types of capital projects that are being delivered at the same time, but they all need to link up.

*Response:* As a programme.

*Cllr Celeste Donovan:* Yeah, master plan, the bridge and other that's work that are all underway at the moment.

*Response:* I might take...

*CE Dawn Baxendale:* So we'll have to provide some advice. That will be really dependent on what Council determines it wishes to do, and once we fully understand that, then it will be management's job to deploy the resources to get those delivered. However, best to do that.

*Cllr Celeste Donovan:* Does that mean we'll get advice back? I just wanna check the process.

*CE Dawn Baxendale:* Yeah, the clarity, the clarity Celeste, in terms of specifically what, to then be able to determine which are the right people to work on it.

*Deputy Mayor Pauline Cotter (Chair):* So do you require Councillor Donovan to give you a list of the projects she has in mind particularly?

*CE Dawn Baxendale:* She can't. She most certainly can do, but it will be depending on what's approved in the LTP.

*Deputy Mayor Pauline Cotter (Chair):* I think it would be helpful and then something to take forward for approval or not.

## **Action 2.1**

### **TECHNICAL SERVICE DELIVERY**

*Presenter: Steffan Thomas, Head of Building Consenting*

So I'm Steffan Thomas. My substantive position is head of Technical Services and Design but I'm currently seconded to Head of Building Consenting. But I'll run through the TSD activity plan for you today.

So technical services and design unit services the in-house design and professional services office of Christchurch City Council, it's basically an internal consultancy whose responsibility is to design and review designs of a significant portion of the capital programme. Technical specialists possess intrinsic knowledge of all Council infrastructure, allowing them to provide advice on impact of any planned or unplanned event on both community and Council infrastructure. It's 90% capital funded. And is staffed by a core team that could be increased or decreased based on demand and augmented by external consultants.

By providing technical advice and support on capital projects and some operational work, TSD plays a crucial role in reducing the reliance on external consultants. Additionally, having this team in Council means that Council has access to technical specialists and designers who can be readily available on any unplanned event, and some examples of that are the Moorhouse overbridge truck strike, flooding on the Waimak bridge, where structural engineers went into assessments and geotechnical and structural responses to, say, maximum insure storm events or earthquakes. And it results in Council saving money as well as keeping the market honest by creating creative tensions, influencing competitive tendering and through its critical contract supervision task to ensure that work is completed to the appropriate standards.

So some of the services that we provide include structural design of new and existing structures, geotechnical advice, parks and landscape design, including landscape assessments and environmental planning, transport design, water and waste design across the full range of the water assets, architectural design, surveying services and going topographic cadastral levelling, drone surveys, visualisations, laser scanning, contract management, supervision of Council's capital work projects, quantity surveying or cost engineering, herpetology, detailed design and contract documentation, and 3D visualisations. So quite broad what we do.

So the graph just outlines some recent years, the number of requests for professional services that have come through from internal units with last year just over 800. And our key customers are internal business units including transport and waste management, three waters and parks amongst more.

So our experts hold local and institutional knowledge of Council processes and standards, which is more cost effective than having them, to hold them in house rather than relying on external people to provide that. Lower charge out rates due to the nonprofit nature of the unit means that Council projects benefit from more senior design and advice than what was available in market for a reduced cost. And the fact that the design staff are employed by Council means that they've got a long-term interest in the in the outcome and not influenced by commercial interest. And it saves Council about \$7,000,000 a year by comparable design cost by having in-house.

Just obviously that's how we align with the Community outcomes and with the strategic priorities. So climate resilient goals, were applicable, projects will:

- Include sustainable and energy efficient designs to reduce greenhouse emissions, including the consideration of materials specified low emission methodologies and waste minimization.
- And include promotion of better landscape build and urban design through sustainable design principles,
- design of and building of transport links that promotes resource efficient and active modes of transport.
- incorporate more vegetation to the built environment, more trees and gardens in the central city.
- And promotes innovative and sustainable design practise.

So there are some of the things we're doing around we can do around climate.

And for us, I guess the key issue is, well key issue or opportunity for us is around technology growth and just keeping abreast of the new technology and how we can use it.

Levels of service. We're not proposing any changes to substantially change the level of service, it's just wording, a clarification to make it clearer about what they are.

And finance. So I mentioned earlier we're about 90% capital funded, the other 10 percent is when we charged to, for operational tasks such as when we get called out to those unplanned events which is stuff that needs to be done anyway. I think that's what all is going to cover off.

### **Open for questions**

*Cllr Kelly Barber:* Thanks Steffan. Do you ever get involved in sort of like community projects like the building of a community centre whereby perhaps the community is funding it and the build. Do you do you get involved in any? Have you been involved in any projects like that at all?

*Response:* Only from the perspective we would get involved if there was a, I guess a capital project that Council was having some funding to because we charge to that capital project similar to the, I guess the way Darren explained it for vertical (capital delivery).

*Cllr Kelly Barber:* Yeah. So if there was a community group that wanted to build a community centre, there was a defined gap in the network plan, and they were looking to take that on board. Would you work with them on a design if Council was funding, say half of it or something like that?

*Response:* There is a possibility. You would need to be able to, I guess charge your time to a project, but, and I guess it probably depends on I guess the legal arrangement of that as well, around responsibility of design, but there's a potential for us to contribute to community projects.

*Cllr Kelly Barber:* Did you say there's potential risk or there's potential for us?

*Response:* Both I suppose. I would just have to assess that risk because if, yeah, I guess if we, especially on something like structure or something we're designing, there's obviously a risk long term to that. But we generally work on I guess, just Council projects. Yeah, we don't do a lot of work for external.

*Deputy Mayor Pauline Cotter (Chair):* But we also have an urban design team, don't we, that gives advice on things like that, might be more appropriate.

*Cllr Kelly Barber:* Yeah, could I just ask, were you involved in the hub, the South Brighton hub development, did you know about that at all?

*Response:* No, I am not sure.

*Cllr Kelly Barber:* OK. No, that's fine. I just thought that you guys maybe had been.

*Cllr Yani Johanson:* Thank you. Yeah, thank you for that really interesting presentation. It's quite cool to see the benefit around doing things internally. I was just curious if you designed cycle ways or if not, if we could look at the opportunity of bringing the cycle ways back in-house, because it

seems like we would save a lot of money. And I'm also mindful a lot of the street stuff that we're doing with private consultants as well. So just in terms of an opportunity, I just wondered how we're looking at that?

*Deputy Mayor Pauline Cotter (Chair):* I'm just wondering if you've used the correct words there. I mean, are you sure it would save a lot of money? We don't really know.

*Cllr Yani Johanson:* No, I'm asking how do we look at that? Like, okay, may save a lot of money.

*Deputy Mayor Pauline Cotter (Chair):* Is there a possibility?

*Cllr Yani Johanson:* But I think the evidence is pretty clear in here that where we have internal units doing the design work it's saved quite a lot of money compared to using private contractors.

*Deputy Mayor Pauline Cotter (Chair):* Well, maybe you could put that as a question to Steffan.

*Cllr Yani Johanson:* So I guess I was just really keen to understand if there's more that we could do in-house, and if so, how would we do that? And particularly interested in what's happening in terms of who's designing the safer streets and the cycleways.

*Response:* So we're currently staffed of about 100 staff across the different disciplines we do. So we got six different teams. We've got one team around transport design which the cycleways would come under. The decision was made at the beginning of that programme, that's such a large volume of work, that most of that would go external. We do do some work on in relation to other projects around cycleways design. We wouldn't be able to do the full programme because it's just too large for what we get up to do. Does that sort of answer your question?

*Cllr Yani Johanson:* I guess I mean, is there any way that we sort of benchmark around what we're paying for cycleway design and what we would pay internally and what the difference in cost would be? And so if we put the investment into hiring permanent staff in your unit.

*Deputy Mayor Pauline Cotter (Chair):* So just leave that as the question, the first bit.

*Response:* Well, I mean I guess, for us, it's about probably trying to strike that right balance between the size of our unit and also what's been done externally and I guess. Yeah. The benefit of still putting some work external is you have retained some technical knowledge in the external sector in Christchurch without, so if we're not providing work to that sector then the expertise will go out of the out of town effectively and do work for other areas. So it's sort of, I guess, it's good to strike the right balance between having an internal resource and putting some stuff externally as well, and with the transport design team, there's a number of other road safety projects or other transport related projects that also get involved in as well. So if we did more cycleway then we'd have less that work. And then I guess that was part of the decision at the start of the programme was if the team focused on cycleways, then they wouldn't do all the other road safety work and effectively lose some of the skills set at that as well, get quite pigeonholed into the cycleway. So we do a bit of everything to keep the expertise at the right level.

*Deputy Mayor Pauline Cotter (Chair):* So you're feeling that you/that we have got the balance about right?

*Response:* I think so.

*Cllr Yani Johanson:* I'd be quite keen to know when that contract's coming up. Obviously our cycle ways have been pushed out for a lot longer ... over a longer period of time, and I think it would be good just to get an understanding of what the cost difference would be doing it internally versus contracting it out.

*Deputy Mayor Pauline Cotter (Chair):* Yeah, but Steffan's just given us the answer why it can't come all internally.

*Cllr Yani Johanson:* It can, if we make the decision, it can, but to get the, I'm just asking to get the information, not make the decision.

*Deputy Mayor Pauline Cotter (Chair):* You hang on. Hang on.

*Lynn McClelland:* So as part of recent discussion about Section 17A reviews, one of the areas where we thought it would be helpful to undertake a review would be technical services. And that would potentially encompass a consideration of the right balance of outsourcing versus insourcing over

the long term. So that can certainly be considered as part of the terms of reference and those terms of reference will be put to Council before a review is initiated. So you'll have an opportunity at that point to have an input as to whether that should be part of the review.

*Cllr Yani Johanson:* So when will that be complete? Will that be in time to inform the LTP?

*Lynn McClelland:* So we are working on that at the moment. I can't recall off the top of my head, but certainly within the next 6 to 8 weeks, there will be a level of sharing of draft terms of reference.... Just hopefully pre LTP I'm just aware that there's quite a lot to be done.

## **Action 2.2**

*Cllr Yani Johanson:* OK. But can I just get the fundamental information around the technical design that it would cost us to do in-house versus how much we're spending on the outsourcing?

*Deputy Mayor Pauline Cotter (Chair):* Well, I think there may be a large piece of work, is it?

*Cllr Yani Johanson:* But it shouldn't be. I mean, we've got some. Pretty good data in here.

*Deputy Mayor Pauline Cotter (Chair):* But that will come through the section 17 as there's no point doubling up.

*Lynn McClelland:* So I'm also very conscious that our finance group is incredibly stretched at the moment in order to get the core LTP in place. What I'd like to do is to talk with the head of service and just find out what is involved in answering your question and when we're going to be able to do that commensurate with the other work that's in place for the LTP.

*Cllr Yani Johanson:* But it shouldn't. Like if you look at on page, sorry, there's no page number, but just if you look at the snapshot of provision and use, it's got statistics there about how much work we do. I'm simply asking that to be broken down around the cycleways, and get a sense of the cost, which we must do if we've been able to get that information. But anyway, any information we could get, even if it was just getting understanding how much we're spending on the outsourcing of the cycleway design work that would be useful.

*Deputy Mayor Pauline Cotter (Chair):* I don't think, that on its own would give you much guidance, Cllr Johanson. Steffan, are you comfortable with responding to that, is it not too.

*Response:* In terms of how much we spend on currently spend on the cycleways?

*Deputy Mayor Pauline Cotter (Chair):* Externally. In the design. Just the design.

*Response:* Yeah, I'd probably refer to my colleagues in the transport unit because they sort of control that projects that don't come through us so.

*Deputy Mayor Pauline Cotter (Chair):* Yeah. OK. So we'll see what we can do and if it's too onerous, we'll just wait for the Section 17A work because it will come through that won't it. But we've got to understand that the pressure on staff at the moment is enormous. So we don't want to be putting any.

*Cllr Yani Johanson:* I appreciate that. The pressure on our budgets is enormous as well and we've got some really good information in this report. If you go to that snapshot, there must be information that sits behind that to understand how it's been arrived at. And I personally think, if you think about cycleways, I mean we're gonna be doing them for a long period of time. So paying external consultants, a higher cost, there's something we should be looking at.

*Deputy Mayor Pauline Cotter (Chair):* No, I understand that the rationale's straight councillor, it's great. No one's objecting to that. So we'll see what we can get back.

## **Action 2.3.**

*Cllr Sara Templeton:* I just want to point out a couple of things in that we just made a decision just only a few weeks ago to extend the contract for the cycleways thing for a short period of time so that we could do some more looking at stuff. So it was in one of our meetings just in the last month, so there might be some additional information in there.

*Cllr Yani Johanson:* But it was for the building, not for the design. I am just asking about the design.

*Deputy Mayor Pauline Cotter (Chair):* That's construction, we're talking about design.

*Cllr Sara Templeton:* The other thing to note is that currently in our draft LTP there are no cycleways. And so employing a large number of staff to do the design work for them when there are no cycleways does seem a little bit, yeah, so we need to make sure those cycleways get in there so we've got some work to do.

*Deputy Mayor Pauline Cotter (Chair):* That's right. We've got to consider the pipelines of work in the institutional knowledge, both within the organisation and externally, that that continues.

*Cllr Tim Scandrett:* I think that, you know, that it is a really good point that Councillor Johanson's brought up, because it's a long term game of playing with the cycle lanes and irrelevant of what's in the long term plan or not, if we do designs that which are the correct designs, they can be shelved and yet pulled out when required. So yeah, I think it's a good thing to look at because they're staff, it's irrelevant which unit, they're in-house for a reason. If it wasn't in-house, everything would be out and everything be contracted and that contractor has to put at least 20%, 25% on as they run their private business. But there's ups and downs for everything, but I think it's a fair question to ask, irrelevant of the discussion around it.

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## **STRATEGIC ASSET MANAGEMENT**

*Presenter: David Griffiths, Head of Strategic Policy and Resilience*

So the strategic asset management team sits within my unit, which is the Strategic Policy and Resilience Unit. So we've got Strategic Policy and climate resilience and strategic asset management with me today is Lee Farnhill, who's the team leader for Strategic Asset Management. So this activity is a support service that supports our asset stewards within the organisation, so we provide a support service looking to increase the asset maturity of our assets and our processes. We work with our colleagues to develop asset improvement plans and are generally looking to increase the asset maturity of our assets. I'll be talking to you shortly about the most recent asset maturity assessment. So we'll be coming back to that in about an hour. This service is rates funded. We have 9 FTEs within the unit. We have 4 levels of service. They are management levels of service. We have made some changes to realign our levels of service from the previous asset management unit and looking to align them with the purposes and the direction of the what we have now within this unit. So ready for questions?

### **Open for questions**

*Cllr Sara Templeton:* Thanks so much for that. I'm a little concerned at the moment. So over the development of the Long Term Plan, one of the things that we put in our Letter of Expectation was around the prioritisation of climate resilience and all those kind of things within our LTP. But when I have asked specifically around a couple of areas, I've been told that actually the key driver for the LTP is deliverability and affordability, and that implying that the climate change thing is kind of not the top consideration. And I'm just wondering what assets and other things that we have currently at risk through the LTP process that aren't kind of being captured and prioritised that will have that sort of short, medium or long term risk for the city both socially, economically and financially for the Council and ratepayers, those kind of things.

*Response:* So can you? Sorry, I'm struggling to see the question, the risk to the assets?

*Cllr Sara Templeton:* Yeah. So what are our key risks when it comes to climate change with this LTP? With our assets and are they being captured appropriately within our programmes of work?

*Response:* I guess that's probably a slightly difficult question for me to answer. My role and the strategic asset management role as I say, as an internal service to support our colleagues who are the stewards of the assets. So my colleagues who are the Heads of Service for Parks, Rec and Sport,



Transport, Three Waters are the stewards of those assets and within their asset management plans, they will look at those risks and they will allow and quantify what needs to be done within their own activities. I do look across those asset management plans and we do look at across through my other roles in developing the Infrastructure Strategy and also in terms of supporting again my colleagues through the Climate Resilience Team, so. I don't know if I can give you the specific answers that you're looking for.

*Cllr Sara Templeton:* But you are helping each of the areas bring those ones specifically?

*Response:* Yes. So we identify what those risks are. We look at, so through the development of the LTP and we have worked closely with colleagues around the development of the asset management plans and their activity plans. And all of my staff across my unit in the different areas have worked closely with them to help them ask themselves the right questions and then present those back to you. And just sitting here today I've heard both Darren and Steffan talk, for example, to climate as they presented their activity plan. So that's an example of where we are actually engaging and influencing in that space.

*Cllr Sara Templeton:* Yeah. But each of these is coming to us individually.

*Response:* Yeah, I get that.

*Cllr Sara Templeton:* Yeah. Is there a place that is holding that overall perspective? So each of these departments might separately go 'well, actually, it's probably not a priority for us this time round,' and if they all do?

*Deputy Mayor Pauline Cotter (Chair):* You're talking risk, aren't you?

*Response:* So we yeah, probably getting slightly off topic, but yes, we are looking across the organisation but I do acknowledge that the way in which all of these activities are sliced up, it does make it more difficult to get that overarching view, particularly when you think, when you step back and look towards our strategic priorities. But in terms of the development of the Infrastructure Strategy, that will be a place where we bring some of this stuff together and you'll see that in the coming weeks and where we're at in terms of bringing that together. So there are places where you will see it, but I haven't got an overarching presentation for you, specifically around climate resilience.

*Cllr Melanie Coker:* In the appendix part, under the levels of service, so there's one deleted level of service and one that's amended that 13.12.31 and 13.12.28, which in the wording look identical but ones deleted and then the other ones amended. They obviously aren't identical, it's on page 86 of the agenda.

*Response:* Is this the deletions?

*Cllr Melanie Coker:* Yeah, and amendments. There's two deletions, one new, and then multiple amendments.

*Response:* I think there was one level of service that had different methods of measurement, so we reduced that down just to simplify it.

*Cllr Melanie Coker:* OK, I'm a little bit concerned about the deleted one because it says we're going to increase our asset management maturity and then we're getting updates. The new plan is to send it to ELT, who probably would have known that anyway, but it's just been taken out. It seems, I don't know. I don't know if that's concerning or not.

*Response:* So part of this is to do with the role of this unit. So I cannot as a head of unit increase our asset management maturity because I'm not the steward of those assets. So it is of no value having a level of service requesting me to do something I cannot do, at the end of the day. So I provide, we, as you will hear shortly, engage externals to undertake an asset management assessment/maturity assessment and I take that information, I share that with my colleagues, I develop an improvement programme in partnership with them for them to implement. But I, as a head of service, cannot increase asset management maturity.

*Cllr Melanie Coker:* So then for each asset owner and their levels of service do they have something about increasing their asset management maturity as a measure for them because actually that's where it should sit then you're saying.

*Response:* Yeah. So we've just done and signed off a new, what we call, a RACI which identifies the responsibilities, accountabilities for asset management. I'd have to go and have a look in their activity plans.

*Response:* But there's is an asset management improvement programme that we'll talk about, after which, that feeds into what sets the expectations and what we're trying to achieve for each individual area. So it breaks it down by team. So the focus will be for them to deliver that Asset Management Improvement Programme, which there will then increase the maturity. So that's the piece of work that we do after the big assessment. And then what we've done this time round is we've extracted information from the Asset Management Plans about the improvements that they would have made combined it with the information provided from the external consultant who undertook the review and pushed that together. And that is currently, I think I don't know whether we discussed that, but that's actually been constructed and is ready to go out to the teams this week. So we'll push that out, but as David said, it's on the teams to deliver that piece of work. We only oversee it and then report back, and our role is to try and manage it and to try and keep it moving. But it does fall down to each Head of Service and each asset area to actually increase their maturity.

*Lynn McClelland:* So I think the action that comes from this is a follow up once the improvement plans are in place. I think what we need to do, Councillor Coker, is just to do a double check and ensure that that accountability mechanism is embedded in the relevant Asset Management Plans and for each of the Heads of Service. They are at different levels of maturity so it's not necessarily a one-size-fits-all. And the actions will be quite diverse because of the level of risk and the level of maturity they're currently at. So we'll take an action point to make sure that that is embedded in the asset management plans. Thank you for that.

#### **Action 2.4**

*Cllr Yani Johanson:* Yeah, we used to get quite good briefings on the extent of the asset management progress that we were making. Remember, [the previous head of asset management] used to come in and give us a kind of snapshot of where we were. I haven't seen that at least for a year since the election. I just wondered, I guess I just don't have any sense of how much information we have and what level it's at for each of our Heads of Service or our units.

*Response:* So we're going to cover that.

*Cllr Yani Johanson:* And I mean in the transport space, there's been, you know, like when I've asked, for example, what's the priority in terms of condition for the kerb and channel? I'm told we don't have a list. Likewise with footpaths. I know we're trying to catch up and do the work, so I just, I kind of wonder what the bigger picture is in terms of our asset management, the information that we have and where we've got to and I know that we've invested a lot in IT. Apparently with new sort of software technology that contractors can give us a lot better asset condition data as well. But that big picture in terms of the risk around not having the asset management stuff done so that we can make good decisions, where are we sitting?

*Response:* Well, I'm going to talk to you about that and in about an hour.

....

*Response:* So that will talk about the level of maturity that we've found, where we are as of today, but the information that you are asking for, which is the detailed information that needs to come out of those operational teams, they need to tell you what their focus is. We're only providing advice and try to give them a steer, not tell them what programmes they need to do, but just trying to point them in the right direction. Hence the reason the maturity assessment picks up some of those things and looks at the evidence base and tries to set that direction and then what filters in

after that is the asset management improvement programme which tries to prompt them into a direction to gain that maturity.

*Cllr Yani Johanson:* I guess the big question for us though is do we have sufficient resources in this programme to be able to make sure that we're making good decisions and if I looked at kerb and channel renewals, I mean my answer would probably be, my feeling would be no.

*Deputy Mayor Pauline Cotter (Chair):* Yani, just leave it at the question so they can answer the question. Do we have enough resources?

*Response:* Are you asking me whether I have enough resources in the Strategic Asset Management team or are you asking whether we have sufficient resources in each of the units, because they're quite different answers.

*Cllr Yani Johanson:* That's what I don't ... I mean, I guess in terms of what we're doing in the LTP, my preference would be, have a degree of independence about doing that assessment so that we can have confidence.

*Response:* Yeah. So I'll give you a teaser if you like, for what's to come. The different units have different levels of maturity, as we've discovered through the most recent assessment. And those levels of maturity align with the level of resourcing that those particular units have. So for example, our Transport and Three waters teams have a maturity level or rating of intermediate, which is a relatively good - and I'll go through what the different ones are later - but that that's a relatively good score. And they have a reasonable amount of resource in the asset management space in those particular units and there is a requirement on us, for example with the transport team, to secure the funding that we get through Waka Kotahi to be able to provide them with good levels of information. So that's generally why that's had a better level. Other units who have less resource have poorer ratings, which I'll show you shortly, but yeah. But there is a correlation between those two things and within this unit, we are really struggling in terms of being able to attract, retain, resourcing so we are struggling.

*Response:* And that's right across the organisation as well, in asset management. It is a struggle out there just generally in asset management to get people in to be able to do this. And so even if teams are resources or have the vacancies or whatever it is, it is still a difficult area to get the expertise.

*Cllr Yani Johanson:* And the technology investments that we've made, are we, I mean about like the previous technical design services, we can see we're doing stuff in-house, but with the technology investment that we've made in asset management, what are we seeing the benefits?

*Response:* Well, we're not seeing the benefits yet because we haven't completed the investment. So that that is a significant programme that is underway, but yeah, I mean we're really getting into the meaty part of that programme of work. And again, I'll, talk to that shortly because that is one of the tools that we're going to have, and one of the opportunities that we're going to have to increase the level of maturity within the organisation.

*Deputy Mayor Pauline Cotter (Chair):* Right. So it sounds like we're dipping into the next briefing, yes. So if there's no more questions, we'll move on to the last presenter....

## **PROGRAMME MANAGEMENT OFFICE**

*Presenter: Andrew Robinson, Head of PMO*

So the programme management office PMO, I feel like you know us pretty well, but I'll just highlight a few things from this activity plan. Our main activities really centre around strategic planning capability building in terms of resources and people capability to support that providing delivery frameworks and support for the delivery of the capital programme. So we provide systems and processes around there. We're an independent kind of monitor and reporter of the activity through the F&P committee, as you know. And through our work, we've kind of got a continuous improvement review feedback loop. We were looking to make our systems better, smoother, easier to use. These are all reflected in our management levels of service.

In terms of current position, as you know, we've got about a \$700 million capital programme for 24. And here's just an example of some of the tools that GIS map that we can provide, we do provide for a public view, and we provide a number of tools that for management sort of support functions as well. Couple of things just down the bottom to draw to your attention that you may not be so familiar with those last two sentences there. We support and participate in a couple of external agencies. The National Forward Works Viewer is a GIS based tool where we put all our projects in there as an asset owner to look for project clashes and overlaps with other asset owners who do that, people like Orion and the Airport and Ministry of Education and Health, they use this system to inform not only developers, asset owners and suppliers of the activity going forward, but it's also got a capability to have some further development around overlaying things such as hazard maps and sensitive areas and so forth so. We were central to that development for a few years and only recently handed it over to an independent organisation called, established as a trust, called Digital Built Aotearoa. So that's a piece of work we've been doing in the background and we also support Te Waihanga, the New Zealand Infrastructure Commission. We publish on a quarterly basis our capital programme to inform, I guess New Zealand Inc, which shapes government thinking and policy, but also, again, is used by suppliers to look at what's coming up in terms of activity from Christchurch City Council and lots of other organisations as well.

We have a wide range of stakeholders across the organisation, a wide sort of span and influence and we operate in a sort of a collaborative manner across those lists there.

Pretty short on this one. Community outcomes. Again, we're a sort of a contributor and an influencer, but like Darren talked about around some of these outcomes, but in a very important way and same with strategic priorities.

But I'll pause a little bit on the popular topic this morning, climate resilience and embedded carbon management. So we've got some tools and processes and systems that support some of our reporting, enables us to flush that out and you'll see that in the capital schedules and the presentation and briefing that I'm going to do next Tuesday, so we'll have some more discussion around what that looks like and some quantification around those sorts of things as well. So in that sense we're sort of an enabler. We work with the climate resilience team around that. We've worked with some external agencies about developing some tools that enable us to measure carbon in the capital programme to set a baseline and understanding of that before we get to policy statements around reduction pathways.

....

Yeah, I've picked a couple out of here [how we are planning for future impacts] the two areas around, obviously infrastructure and climate change and adaption, key things we're supporting, but we do a range of other things.

And the levels of service, just a reflection of those key priorities on page one, no real change, just a little bit like Steffan said, we've tweaked some wording and just made them a little bit sharper.

We don't have any assets.

We don't spend any money other than we keep an eye on everybody else's expenditure in our group. We're a very small team. 5 1/2 FTE's, pretty lean and mean and our costs are covered through the overhead recovery. And I think that's about it. Thank you.

### **Open for questions**

*Cllr Yani Johanson:* Thank you for the work you do. I'm as you'll be aware, I'm a big fan of the CPMS sheets, I'm, just wondering like. I'm still getting a lot of people that are really struggling to get information around projects, capital projects and I just wonder if you have enough resource to be able to provide I guess the public facing information in a way that is easy for people to understand what we're doing.

*Response:* So I think it's a couple of things there. One is you'll see and you'll get some access to later this afternoon when we distribute the schedules. So to support the next briefing, we'll have an

updated Orbviz tool, which I think you're familiar with and that's got some really good functionality around project searching and dollars in current programme and proposed programme and a short description as well, and some of those maps and such like also support that.

*Cllr Yani Johanson:* I guess I'm just a little bit concerned that as we're putting so much stuff online, which is a barrier for some communities and you know that, I've sent around counts as the old board plans, which had really good capital schedules, very easy to understand, very easy to read. Is there, I feel like we're just missing something in terms of the ability to communicate outside of people going into quite, you know, complex web sort of spheres and things like that. So I mean is there a resource to actually produce something and appreciate you wouldn't want to do it every year, but maybe as part of the board plans, the kind of capital project list that could be put in place?

*Response:* Yeah, I think there are in place through John Filsell's work, aren't they the board plans and key priority lists? The schedules we recently distributed in their sort of work in progress form were done by ward. So I think it depends on your, ... yeah, obviously there's different needs and different sort of styles that people want. Some people would like something more interactive and some people would like a schedule, but I think the schedules can come get out of date pretty quickly and they're quite big. You know, there's a lot of information on them and in my view they become quite unwieldy, but they might suit some people.

*Cllr Yani Johanson:* Just having an ability for people to see the capital works from year to year, so like one of the problems when we consult is you can go on and look at the capital programme for that annual plan. Then the LTP one gets I think taken offline, then it comes back on at some stage. So I'm just trying to find a way that we can to get some sort of published document every year, that would give people a sense of what the capital programme is, sort of having to go.

*Deputy Mayor Pauline Cotter (Chair):* Yeah, I know you've already asked it. Lynn's got a comment please.

*Lynn McClelland:* So what I was gonna suggest is, we have received feedback from you and from others. And I know that Andrew and the team have been working on the schedules to be distributed today to try and address that. What I'm gonna suggest is have a look at what comes out today, if we still haven't managed to address your needs, then let's talk about that. But I'm reasonably confident that we will be able to show you a range of schedules which will meet a variety of needs, as well as the online tool. Yeah, so give us feedback after that?

*Cllr Yani Johanson:* OK, thank you.

*Deputy Mayor Pauline Cotter (Chair):* Great, thank you.

*Response:* I'll just advertise my drop in sessions on Thursday as well, where you can come and talk about those schedules with us

....

*Cllr Yani Johanson:* I mean, I appreciate that we can get access to information. Yeah, but I guess that's more just the public facing information.

*Deputy Mayor Pauline Cotter (Chair):* Yeah, no, we get that, so we'll pick it up.

## **Briefing concludes**