

## **Finance and Performance Committee**

### **AGENDA**

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#### **Notice of Meeting:**

An ordinary meeting of the Finance & Performance Committee will be held on:

**Date:** **Thursday 2 July 2020**  
**Time:** **9.30am**  
**Venue:** **Council Chambers, Civic Offices,  
53 Hereford Street, Christchurch**

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#### **Membership**

Chairperson	Deputy Mayor Andrew Turner
Deputy Chairperson	Councillor Sam MacDonald
Members	Mayor Lianne Dalziel
	Councillor Jimmy Chen
	Councillor Catherine Chu
	Councillor Melanie Coker
	Councillor Pauline Cotter
	Councillor James Daniels
	Councillor Mike Davidson
	Councillor Anne Galloway
	Councillor James Gough
	Councillor Yani Johanson
	Councillor Aaron Keown
	Councillor Phil Mauger
	Councillor Jake McLellan
	Councillor Tim Scandrett
	Councillor Sara Templeton

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**26 June 2020**

#### **Principal Advisor**

Dawn Baxendale  
Chief Executive  
Tel: 941 6996

#### **Principal Advisor**

Carol Bellette  
General Manager Finance and  
Commercial  
Tel: 941 8540

Samantha Kelly  
Team Leader Hearings & Committee Support  
941 6227  
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Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. If you require further information relating to any reports, please contact the person named on the report.

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## Developing Resilience in the 21st Century

Strategic Framework



Whiria ngā whenu o ngā papa,  
honoa ki te maurua tāuikiuki

Bind together the strands of each mat and join  
together with the seams of respect and reciprocity

### Ōtautahi-Christchurch is a city of opportunity for all

Open to new ideas, new people and new ways of doing things – a city where anything is possible

#### Principles

Being open,  
transparent and  
democratically  
accountable

Promoting  
equity, valuing  
diversity and  
fostering inclusion

Taking an inter-generational approach  
to sustainable development,  
prioritising the social, economic  
and cultural wellbeing of  
people and communities  
and the quality of the  
environment, now  
and into the  
future

Building on the  
relationship with  
Te Rūnanga o Ngāi Tahu  
and the Te Hononga-Council  
Papatipu Rūnanga partnership,  
reflecting mutual understanding  
and respect

Actively collaborating and  
co-operating with other  
local, regional  
and national  
organisations

Ensuring  
the diversity  
and interests of  
our communities  
across the city and the  
district are reflected in  
decision-making

#### Community Outcomes

##### Resilient communities

Strong sense of community  
Active participation in civic life  
Safe and healthy communities  
Celebration of our identity  
through arts, culture, heritage,  
sport and recreation  
Valuing the voices of all cultures  
and ages (including children)

##### Liveable city

Vibrant and thriving city centre  
Sustainable suburban and  
rural centres  
A well connected and accessible  
city promoting active and  
public transport  
Sufficient supply of, and  
access to, a range of housing  
21st century garden city  
we are proud to live in

##### Healthy environment

Healthy water bodies  
High quality drinking water  
Unique landscapes and  
indigenous biodiversity are  
valued and stewardship  
exercised  
Sustainable use of resources  
and minimising waste

##### Prosperous economy

Great place for people, business  
and investment  
An inclusive, equitable economy  
with broad-based prosperity  
for all  
A productive, adaptive and  
resilient economic base  
Modern and robust city  
infrastructure and community  
facilities

#### Strategic Priorities

Enabling active  
and connected  
communities  
to own their future

Meeting the challenge  
of climate change  
through every means  
available

Ensuring a high quality  
drinking water supply  
that is safe and  
sustainable

Accelerating the  
momentum  
the city needs

Ensuring rates are  
affordable and  
sustainable

#### Ensuring we get core business done while delivering on our Strategic Priorities and achieving our Community Outcomes

Engagement with  
the community and  
partners

Strategies, Plans and  
Partnerships

Long Term Plan  
and Annual Plan

Our service delivery  
approach

Monitoring and  
reporting on our  
progress

**FINANCE AND PERFORMANCE COMMITTEE OF THE WHOLE - TERMS OF REFERENCE / NGĀ ĀRAHINA MAHINGA**

Chair	Deputy Mayor Turner
Deputy Chair	Councillor MacDonald
Membership	The Mayor and all Councillors
Quorum	Half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd
Meeting Cycle	Monthly
Reports To	Council

***Delegations***

The Council delegates to the Finance and Performance Committee authority to oversee and make decisions on:

Capital Programme and operational expenditure

- Monitoring the delivery of the Council's Capital Programme and associated operational expenditure, including inquiring into any material discrepancies from planned expenditure.
- As may be necessary from time to time, approving amendments to the Capital Programme outside the Long-Term Plan or Annual Plan processes.
- Approving Capital Programme business and investment cases, and any associated operational expenditure, as agreed in the Council's Long-Term Plan.
- Approving any capital or other carry forward requests and the use of operating surpluses as the case may be.
- Approving the procurement plans (where applicable), preferred supplier, and contracts for all capital expenditure where the value of the contract exceeds \$15 Million (noting that the Committee may sub delegate authority for approval of the preferred supplier and /or contract to the Chief Executive provided the procurement plan strategy is followed).
- Approving the procurement plans (where applicable), preferred supplier, and contracts, for all operational expenditure where the value of the contract exceeds \$10 Million (noting that the Committee may sub delegate authority for approval of the preferred supplier and/or contract to the Chief Executive provided the procurement plan strategy is followed).

Non-financial performance

- Reviewing the delivery of services under s17A.
- Amending levels of service targets, unless the decision is precluded under section 97 of the Local Government Act 2002.
- Exercising all of the Council's powers under section 17A of the Local Government Act 2002, relating to service delivery reviews and decisions not to undertake a review.

Council Controlled Organisations

- Monitoring the financial and non-financial performance of the Council and Council Controlled Organisations.
- Making governance decisions related to Council Controlled Organisations under sections 65 to 72 of the Local Government Act 2002.

- Exercising the Council's powers directly as the shareholder, or through CCHL, or in respect of an entity (within the meaning of section 6(1) of the Local Government Act 2002) in relation to –
  - (without limitation) the modification of constitutions and/or trust deeds, and other governance arrangements, granting shareholder approval of major transactions, appointing directors or trustees, and approving policies related to Council Controlled Organisations; and
  - in relation to the approval of Statements of Intent and their modification (if any).

#### Development Contributions

- Exercising all of the Council's powers in relation to development contributions, other than those delegated to the Chief Executive and Council officers as set out in the Council's Delegations Register.

#### Property

- Purchasing or disposing of property where required for the delivery of the Capital Programme, in accordance with the Council's Long-Term Plan, and where those acquisitions or disposals have not been delegated to another decision-making body of the Council or staff.

#### Loans and debt write-offs

- Approving debt write-offs where those debt write-offs are not delegated to staff.
- Approving amendments to loans, in accordance with the Council's Long-Term Plan.

#### Insurance

- All insurance matters, including considering legal advice from the Council's legal and other advisers, approving further actions relating to the issues, and authorising the taking of formal actions (Sub-delegated to the Insurance Subcommittee as per the Subcommittees Terms of Reference)

#### Annual Plan and Long Term Plan

- Provides oversight and monitors development of the Long Term Plan (LTP) and Annual Plan.
- Approves the appointment of the Chairperson and Deputy Chairperson of the External Advisory Group for the LTP 2021-31.

#### Submissions

- The Council delegates to the Committee authority:
- To consider and approve draft submissions on behalf of the Council on topics within its terms of reference. Where the timing of a consultation does not allow for consideration of a draft submission by the Council or relevant Committee, that the draft submission can be considered and approved on behalf of the Council.

#### ***Limitations***

- The general delegations to this Committee exclude any specific decision-making powers that are delegated to a Community Board, another Committee of Council or Joint Committee. Delegations to staff are set out in the delegations register.
- The Council retains the authority to adopt policies, strategies and bylaws.

#### ***Chairperson may refer urgent matters to the Council***

As may be necessary from time to time, the Committee Chairperson is authorised to refer urgent matters to the Council for decision, where this Committee would ordinarily have considered the matter. In order to exercise this authority:



- The Committee Advisor must inform the Chairperson in writing the reasons why the referral is necessary
- The Chairperson must then respond to the Committee Advisor in writing with their decision.

If the Chairperson agrees to refer the report to the Council, the Council may then assume decision-making authority for that specific report.

Part A	Matters Requiring a Council Decision
Part B	Reports for Information
Part C	Decisions Under Delegation

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Karakia Whakamutunga

## Karakia Timatanga

### 1. Apologies / Ngā Whakapāha

At the close of the agenda no apologies had been received.

### 2. Declarations of Interest / Ngā Whakapuaki Aronga

Members are reminded of the need to be vigilant and to stand aside from decision making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

### 3. Confirmation of Previous Minutes / Te Whakaāe o te hui o mua

That the minutes of the Finance and Performance Committee meeting held on [Thursday, 5 March 2020](#) be confirmed (refer page 8).

### 4. Public Forum / Te Huinga Whānui

A period of up to 30 minutes will be available for people to speak for up to five minutes on any issue that is not the subject of a separate hearings process.

### 5. Deputations by Appointment / Ngā Huinga Whakaritenga

Deputations may be heard on a matter or matters covered by a report on this agenda and approved by the Chairperson.

There were no deputations by appointment at the time the agenda was prepared.

### 6. Presentation of Petitions / Ngā Pākikitanga

There were no petitions received at the time the agenda was prepared.

## Finance and Performance Committee OPEN MINUTES

**Date:** Thursday 5 March 2020  
**Time:** 9.31am  
**Venue:** Council Chambers, Civic Offices,  
53 Hereford Street, Christchurch

### Present

Chairperson  
Deputy Chairperson  
Members

Deputy Mayor Andrew Turner  
Councillor Sam MacDonald  
Mayor Lianne Dalziel  
Councillor Jimmy Chen  
Councillor Catherine Chu  
Councillor Melanie Coker  
Councillor Pauline Cotter  
Councillor James Daniels  
Councillor Mike Davidson  
Councillor Anne Galloway  
Councillor James Gough  
Councillor Yani Johanson  
Councillor Aaron Keown (via Teleconference)  
Councillor Phil Mauger  
Councillor Jake McLellan  
Councillor Tim Scandrett  
Councillor Sara Templeton

5 March 2020

### Principal Advisor

Dawn Baxendale  
Chief Executive  
Tel: 941 6996

### Principal Advisor

Carol Bellette  
General Manager Finance and  
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Team Leader Hearings & Committee Support  
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Unconfirmed

**Item 3 - Minutes of Previous Meeting 5/03/2020**

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**Part A Matters Requiring a Council Decision**

**Part B Reports for Information**

**Part C Decisions Under Delegation**

**Karakia Timatanga:** Delivered by: Deputy Mayor Turner.

The agenda was dealt with in the following order.

**1. Apologies / Ngā Whakapāha**

**Part C**

**Committee Resolved FPCO/2020/00012**

That the apology received from Councillor Keown for partial absence be accepted.

Deputy Mayor/Councillor McLellan

Carried

**2. Declarations of Interest / Ngā Whakapuaki Aronga**

**Part B**

Councillors Galloway and Scandrett declared an interest in Item 14.

Deputy Mayor Turner and Councillor Davidson declared an interest in the sections of Item 18 relating to ChristchurchNZ Ltd.

Councillors Gough, MacDonald and Mauger declared an interest in the sections of Item 18 relating to Civic Building Ltd.

Councillor Chen declared an interest in the sections of Item 18 relating to the Riccarton Bush Trust.

Councillors Cotter and Davidson declared an interest in the sections of Item 18 relating to Christchurch Agency for Energy.

The Mayor, Deputy Mayor Turner and Councillors Gough and Templeton declared an interest in Item 19.

Councillors Gough, Templeton and Scandrett declared an interest in Public Excluded item 22.

**3. Confirmation of Previous Minutes / Te Whakaāe o te hui o mua**

**Part C**

**Committee Resolved FPCO/2020/00013**

That the minutes of the Finance and Performance Committee meeting held on Thursday, 30 January 2020 and the Extraordinary Finance and Performance Committee meeting held on Wednesday, 26 February 2020 be confirmed.

Councillor MacDonald/Councillor Daniels

Carried

#### **4. Public Forum / Te Huinga Whānui**

**Part B**

There were no public forum presentations.

#### **5. Deputations by Appointment / Ngā Huinga Whakaritenga**

**Part B**

- 5.1** Anne Dingwall and Lindsay Carswell presented on behalf of the Christchurch Civic Trust regarding Item 14 - Loan Application Canterbury Cricket Trust.

Councillor MacDonald left at 9.46am during deputation 5.2.

- 5.2** Lindsay Carswell presented regarding Item 14 - Loan Application Canterbury Cricket Trust.

#### **6. Presentation of Petitions / Ngā Pākikitanga**

**Part B**

There was no presentation of petitions.

Councillor MacDonald returned at 9.54am during consideration of Item 13.

#### **13. Draft submission on the Infrastructure Funding and Financing Bill**

**Committee Resolved FPCO/2020/00014**

**Original Officer Recommendation accepted without change**

**Part C**

That the Finance and Performance Committee:

1. Approve the draft Council submission on the Infrastructure Funding and Financing Bill.

Councillor Templeton/Councillor Cotter

**Carried**

Councillor Gough left the meeting at 10.13am during consideration of Item 7.

## **7. Performance Exceptions Report January 2020**

**Committee Resolved FPCO/2020/00015**

**Original Officer Recommendation accepted without change**

### **Part B**

That the Finance and Performance Committee:

1. Receives the information provided in the Performance Exceptions Report for January 2020.

Deputy Mayor/Councillor Chen

**Carried**

Councillor Gough returned at 10.18am during consideration of Item 8.

Councillor Cotter left at 10.27am during consideration of Item 8.

## **8. Capital Project Performance Report - Jan 2020**

**Committee Resolved FPCO/2020/00016**

**Original Officer Recommendations accepted without change**

### **Part B**

That the Finance and Performance Committee:

1. Receives the information in the Capital Programme Performance Report.
2. Receives the information in the Capital Watchlist and Major Cycleways report.

Deputy Mayor/Councillor MacDonald

**Carried**

Councillor Cotter returned at 10.32am during consideration of Item 9.

## **9. Financial Performance Report for the six months ending 31 December 2019**

**Committee Resolved FPCO/2020/00017**

**Original Officer Recommendation accepted without change**

### **Part B**

That the Finance and Performance Committee:

1. Receives the information in the Financial Performance Report for the six months ending 31 December 2019.

Councillor Gough/Councillor Chen

**Carried**

## **10. Community Facilities Earthquake Rebuild Programme Bi-Monthly Update March 2020**

**Committee Resolved FPCO/2020/00018**

**Original Officer Recommendations accepted without change**

### **Part B**

That the Finance and Performance Committee:

1. Receives the information in the Community Facilities Earthquake Rebuild Programme Bi-Monthly Update report.

Deputy Mayor/Councillor Cotter

**Carried**

## **11. LTP 2021 Programme Update February 2020**

**Committee Resolved FPCO/2020/00019**

**Original Officer Recommendation accepted without change**

### **Part B**

That the Finance and Performance Committee:

1. Notes that the fundamental premise of the Long Term Plan process is that all components (Financial and Infrastructure Strategies, Activity Plans, Asset Management Plans, the capital programme) will be completed by staff in draft form by 1 June 2020.
2. Notes that this will provide councillors reasonable time to work through proposals, options and budgets in a measured way before finalising a draft Long Term Plan in December 2020 and formally adopting the draft in February 2021.
3. Notes the Long Term Plan work stream progress report (as attached.)
4. Notes the draft calendar of LTP briefings for Elected Members for 2020. This programme of work was proposed by the LTP Programme Group and approved by the Project Sponsor.

Deputy Mayor/Councillor Chen

**Carried**

The meeting adjourned at 10.56am and reconvened at 11.15am, Councillor Gough was not present at this time.

Councillor Gough returned at 11.22am during consideration of Item 18.

**18. Council-controlled organisations - Half year performance reports for ChristchurchNZ Holdings Ltd, Civic Building Ltd, Riccarton Bush Trust, Christchurch Agency for Energy Trust and Local Government Funding Agency**

**Committee Comment**

Joanna Norris, Chief Executive and Tim Loftus of ChristchurchNZ Holdings Ltd, joined the table for the section relating to Christchurch NZ.

**Committee Resolved FPCO/2020/00020**

**Original Officer Recommendation accepted without change**

**Part B**

That the Finance and Performance Committee:

1. Notes the half year performance for the period 1 July – 31 December 2019 for ChristchurchNZ Holdings Ltd, Civic Building Ltd, Riccarton Bush Trust, Christchurch Agency for Energy Trust and Local Government Funding Agency and that they are all compliant with the requirements of the Local Government Act 2002.

Councillor Scandrett/Councillor Coker

**Carried**



## 12. Close Out Report for Council Voice Upgrade Project

### Committee Comment

The Committee requested for staff to present an updated report to the next Committee meeting as noted in the resolution.

### Officer Recommendations

That the Finance and Performance Committee:

1. Receives the information provided in the Project Closeout report for the Council Voice Upgrade Project.

### Committee Resolved FPCO/2020/00021

#### Part B

That the Finance and Performance Committee:

1. Requests for staff to update the Project Closeout Report for the Council Voice Upgrade Project and report back to the Committee at its next meeting, including the new user survey results, Business Continuity Plan and cost benefit analysis.

Deputy Mayor/Mayor

Carried

Councillor Gough left at 12.29pm and returned at 12.33pm during consideration of Item 14.

Councillor MacDonald left at 12.38pm and returned at 12.40pm during consideration of Item 14.

Councillor Chen left at 12.46pm and returned at 12.49pm during consideration of Item 14.

Councillor Cotter left at 12.48pm and returned at 12.50pm during consideration of Item 14.

## **14. Loan Application Canterbury Cricket Trust**

### **Committee Comments**

1. The Committee received deputations from the Christchurch Civic Trust and Lindsay Carswell on this item.
2. Lee Robinson, Chair and Trevor Thornton, Trust Treasurer of the Canterbury Cricket Trust joined the table to answer questions from the Committee.
3. The Committee accepted the Officer Recommendations with an addition to Resolution 3.

### **Officer Recommendations / Ngā Tūtohu**

That the Finance and Performance Committee:

1. Grants a Council loan of up to \$1,500,000 for up to four years, to the Canterbury Cricket Trust, for the installation of floodlights at the Hagley Oval, in order to secure Christchurch a leading role in the 2021 Women's Cricket World Cup, including the following terms:
  - a. Loan repayments include the principle of the loan as well as interest at a rate of Council's cost of borrowing plus 20 basis points.
  - b. The interest will be repaid at regular intervals during the term of the loan.
  - c. The principal will be repaid at the end of the term of the loan, a maximum of four years, or earlier if possible.
2. Resolves that the loan is conditional upon:
  - a. The loan being secured or guaranteed, on terms and conditions acceptable to the Council, so that the loan will be repaid on, or before, the term of the loan expires.
  - b. The Canterbury Cricket Trust demonstrating that it has already secured a minimum of \$1,000,000 towards the cost of installing floodlights at the Hagley Oval.
  - c. Christchurch securing a leading role in hosting the 2021 Women's Cricket World Cup.
3. Delegates authority to the Head of Community Support, Governance & Partnerships to make the necessary arrangements to implement this resolution noting that all loan documentation will be reviewed by Council's Financial Management and Legal Services Units to ensure the terms and conditions are acceptable to Council.

**Committee Resolved FPCO/2020/00022**

**Part C**

That the Finance and Performance Committee:

1. Grants a Council loan of up to \$1,500,000 for up to four years, to the Canterbury Cricket Trust, for the installation of floodlights at the Hagley Oval, in order to secure Christchurch a leading role in the 2021 Women's Cricket World Cup, including the following terms:
  - a. Loan repayments include the principal of the loan as well as interest at a rate of Council's cost of borrowing plus 20 basis points.
  - b. The interest will be repaid at regular intervals during the term of the loan.
  - c. The principal will be repaid at the end of the term of the loan, a maximum of four years, or earlier if possible.
2. Resolves that the loan is conditional upon:
  - a. The loan being secured or guaranteed, on terms and conditions acceptable to the Council, so that the loan will be repaid on, or before, the term of the loan expires.
  - b. The Canterbury Cricket Trust demonstrating that it has already secured a minimum of \$1,000,000 towards the cost of installing floodlights at the Hagley Oval.
  - c. Christchurch securing a leading role in hosting the 2021 Women's Cricket World Cup.
3. Delegates authority to the Head of Community Support, Governance & Partnerships to make the necessary arrangements to implement this resolution noting that all loan documentation will be reviewed by Council's Financial Management and Legal Services Units to ensure the terms and conditions are acceptable to Council, except in respect of Clause 2a delegates authority to the Chair and Deputy Chair of the Finance and Performance Committee.

Councillor MacDonald/Councillor Gough

**Carried**

Councillor Coker requested her vote against the resolutions be recorded.

Councillors Galloway and Scandrett declared an interest and sat back from the table for this item and took no part in the discussion or voting on the matter.

The meeting adjourned at 12.58pm and reconvened at 2pm, The Mayor and Councillors Gough and Templeton were not present at this time.

Councillor Keown joined the meeting at 2pm via telephone conference for Items 19 and 16.

Councillor MacDonald assumed the Chair for Item 19.

Councillor Gough returned to the meeting at 2.02pm.

The Mayor returned to the meeting at 2.03pm.

## **19. Christchurch City Holdings Ltd - Proposal to increase directors' fee pool**

### **Committee Comment**

1. Paul Munro, Chief Executive of Christchurch City Holdings Ltd joined the table for this item.
2. The Committee accepted the Officer Recommendations with an additional Resolution 5.

### **Officer Recommendations / Ngā Tūtohu**

That the Finance and Performance Committee:

1. Notes that Christchurch City Holdings Ltd's Constitution requires the majority shareholder, the Council to authorise its directors' fee pool by ordinary resolution
2. Notes that the proposal for the increase in Christchurch City Holdings Ltd's directors' fee pool meets the requirements of the Council's Policy for the Appointment and Remuneration of Directors, including reflecting the public service element of the directorships by recommending a fee pool that is around 22% lower than market rates; and that the fee pool is reviewed every third year following the local body triennial election with the last review being 2016 and the next expected in 2022.
3. Authorises the increase of \$82,575 for the Christchurch City Holdings Ltd directors' fee pool to \$445,500 based on an independent review that has benchmarked the fees with other similar companies and utilised information from the Institute of Directors' Fees' Survey.
4. Notes that this proposal does not impact rates as the costs are funded by Christchurch City Holdings Ltd.

**Committee Resolved FPCO/2020/00023**

**Part C**

That the Finance and Performance Committee:

1. Notes that Christchurch City Holdings Ltd's Constitution requires the majority shareholder, the Council to authorise its directors' fee pool by ordinary resolution.
2. Notes that the proposal for the increase in Christchurch City Holdings Ltd's directors' fee pool meets the requirements of the Council's Policy for the Appointment and Remuneration of Directors, including reflecting the public service element of the directorships by recommending a fee pool that is around 22% lower than market rates; and that the fee pool is reviewed every third year following the local body triennial election with the last review being 2016 and the next expected in 2022.
3. Authorises the increase of \$82,575 for the Christchurch City Holdings Ltd directors' fee pool to \$445,500 based on an independent review that has benchmarked the fees with other similar companies and utilised information from the Institute of Directors' Fees' Survey.
4. Notes that this proposal does not impact rates as the costs are funded by Christchurch City Holdings Ltd.
5. Notes that of the increased director fee pool, the CCHL board has indicated that \$10,000 would be allocated to the Chair of the Audit and Risk Committee to reflect increased governance complexity due to regulatory requirements that arise as result of the NZX listed bond requirements.

The division was declared **carried** by 8 votes to 5 votes the voting being as follows:

**For:** Councillor MacDonald, Councillor Chu, Councillor Cotter, Councillor Daniels, Councillor Davidson, Councillor Keown, Councillor Mauger and Councillor Scandrett

**Against:** Councillor Chen, Councillor Coker, Councillor Galloway, Councillor Johanson and Councillor McLellan

Councillor MacDonald/Councillor Daniels

**Carried**

The Mayor, Deputy Mayor Turner and Councillors Gough and Templeton declared an interest and sat back from the table for this item and took no part in the discussion or voting on this matter.



Deputy Mayor Turner resumed the Chair.

Councillor Templeton returned at 2.38pm during consideration of Item 16.

Councillor Gough left at 2.40pm and returned at 2.40pm during consideration of Item 16.

Councillor Daniels left for the remainder of the meeting at 2.59pm.

## 16. Harewood/Gardiners/Breens Funding Options

### Committee Comment

1. Officer Recommendation 1 was declared carried.
2. Officer Recommendation 2 was declared a tie and therefore the status quo was preserved.

### Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Recommend the Wheels to Wings MCR incorporate the signalisation of the Harewood/Gardiners/Breens intersection and that Council consider the budget allocation for the Wheels to Wings MCR be increased by \$1.2million to cover the additional costs of the intersection signalisation as part of the FY20/21 annual plan process.
2. Recommend that the Council considers the timing for the Wheels to Wings MCR being brought forward if it considers the signalisation of the intersection is required prior to the FY26-28 financial years noting the sub-sequential rates increase.

### Committee Resolved FPCO/2020/00024

### Original Officer Recommendation 1 accepted without change

#### Part C

That the Finance and Performance Committee:

1. Recommends the Wheels to Wings MCR incorporate the signalisation of the Harewood/Gardiners/Breens intersection and that Council consider the budget allocation for the Wheels to Wings MCR be increased by \$1.2million to cover the additional costs of the intersection signalisation as part of the FY20/21 annual plan process.

The division was declared **carried** by 9 votes to 7 votes the voting being as follows:

**For:** Deputy Mayor Turner, Mayor Dalziel, Councillor Chen, Councillor Coker, Councillor Cotter, Councillor Davidson, Councillor Galloway, Councillor McLellan and Councillor Templeton

**Against:** Councillor MacDonald, Councillor Chu, Councillor Gough, Councillor Johanson, Councillor Keown, Councillor Mauger and Councillor Scandrett

Mayor/Councillor Galloway

**Carried**

### Committee Recommendation

That the Finance and Performance Committee:

2. Recommends that the Council considers the timing for the Wheels to Wings MCR being brought forward if it considers the signalisation of the intersection is required prior to the FY26-28 financial years noting the sub-sequential rates increase.

The division was declared **a tie** the voting being as follows:

**For:** Deputy Mayor Turner, Mayor Dalziel, Councillor Chu, Councillor Cotter, Councillor Davidson, Councillor Galloway, Councillor McLellan and Councillor Templeton

**Against:** Councillor MacDonald, Councillor Chen, Councillor Coker, Councillor Gough, Councillor Johanson, Councillor Keown, Councillor Mauger and Councillor Scandrett

Mayor/Councillor Galloway

**Carried/Lost**

Resolution 2 was declared a tie and therefore the status quo was preserved.

## 15. Dyers Pass Road and Evans Pass Road Guardrails and Safety Improvements, Scope and Funding Options

Committee Resolved FPCO/2020/00025

Original Officer Recommendations accepted without change

### Part C

That the Finance and Performance Committee:

1. Approve the following changes are considered as part of the 2021 Annual Plan approval:
  - a. Increase project budget for (ID# 17208) Safety Improvements: Guardrails – Dyers Pass Route to \$5,800,000 for FY20/21.
  - b. Increase project budget for (ID# 17211) Pedestrian/Cycle Safety Improvements – Dyers Pass Route to \$1,450,000 for FY20/21.
  - c. Increase project budget for (ID# 55894) Evans Pass Road and Reserve Terrace Remedial Works to \$13,300,000 for FY20/21, subject to confirmation of 75.5% subsidy rate.
  - d. To increase the NZTA subsidy budget to reflect the increased subsidy rate.
  - e. To increase the Council proportion to this project by \$767,687 for Dyers Pass Road, with a rates impact of 0.008%, and \$258,000 for Evans Pass Road and Reserve Terrace, with a rates impact of 0.0027%.
2. Approve staff to continue working on the projects until the FY 20/21 Annual Plan is approved and approve staff to procure physical work within the amounts noted in resolution 1. Noting, that the physical works scope will be reduced should the increased budgets not be approved as part of the FY20/21 Annual Plan.

Councillor Templeton/Councillor Davidson

**Carried**

Councillor Keown disconnected for the remainder of the meeting at 3.28pm.

## 17. South New Brighton Set Back Bund Funding

**Committee Resolved FPCO/2020/00026**

**Original Officer Recommendation accepted without change**

### Part C

That the Finance and Performance Committee:

1. Approves an increase in budget of \$925,000 to fund the construction of a setback bund between Bridge Street and the Jetty with the additional funding being sourced from the Avon Floodplain Management Implementation Project. The budget increase shall be allocated across three financial years:
  - a. FY19/20: \$878,500
  - b. FY20/21: \$30,500
  - c. FY21/22: \$16,000
2. Approves staff to manage the project progress and finances within existing staff delegations.
3. Approves the return of any budget remaining after completion of the project to Land Drainage Recovery Programme projects.
4. Notes that further funding requests will be required to support the estuary edge improvements work between the Jetty and the Boardwalk.

Councillor Coker/Councillor Scandrett

**Carried**

## 20 Resolution to Exclude the Public

**Committee Resolved FPCO/2020/00027**

### Part C

That Paul Munro, Chief Executive of Christchurch City Holdings Ltd, remain after the public have been excluded for Item 22 of the public excluded agenda as he has knowledge that is relevant to that item and will assist the Council.

### AND

That at 3.31pm the resolution to exclude the public set out on pages 249 to 251 of the agenda be adopted.

Deputy Mayor/Councillor Chen

Carried

Councillor Johanson requested that his vote against Item 23 being considered in Public Excluded be recorded.

**The public were re-admitted to the meeting at 3.49pm.**

**Karakia Whakamutunga:** Delivered by: Deputy Mayor Turner

**Meeting concluded at 3.50pm.**

**CONFIRMED THIS 2<sup>nd</sup> DAY OF APRIL 2020**

**DEPUTY MAYOR ANDREW TURNER  
CHAIRPERSON**



## 7. Performance Exceptions Report May 2020

Reference / Te Tohutoro: 20/708980

Report of / Te Pou Matua: Peter Ryan, Head of Performance Management,  
peter.ryan@ccc.govt.nz

General Manager / Pouwhakarae: Carol Bellette, GM Finance and Commercial,  
carol.bellette@ccc.govt.nz

### 1. Brief Summary

- 1.1 The purpose of this report is for the Council to note performance exceptions for May 2020.
- 1.2 This report assists with both transparency and accountability. The focus is on managing risks to delivery and any remedial actions required.
- 1.3 This reporting framework is based on the levels of service, budgets and projects approved in the 2018 Long Term Plan as well as key performance targets set by the Executive Leadership Team.
- 1.4 This corporate performance report focuses on exceptions as follows:
  - 1.4.1 Performance Exceptions Summary for May 2020 for LTP levels of service and Watchlist Capital Project deliveries, **Attachment A**.
  - 1.4.2 Graph of forecast levels of service (LOS) delivery by Group of Activities, **Attachment B**.
  - 1.4.3 Level of Service Performance Exception Commentaries. This is a compilation of commentaries and remedial actions from level of service owners, **Attachment C**.
  - 1.4.4 **Attachment D** comprises Performance by Activities,
    - (a) Scatter graph of top ten activities by forecast net cost. The graph shows relationship between forecast LOS delivery and forecast net cost (operational expenditure) variance to budget.
    - (b) For top ten activities by forecast net cost, this graph shows movement from last month to this month.
    - (c) Table for all Activities that shows full year 2019/20 forecast controllable net cost (opex excluding corporate overheads and depreciation) and forecast LOS delivery.

### 2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information provided in the Performance Exceptions Report for May 2020.

## Attachments / Ngā Tāpirihanga

No.	Title	Page
A <a href="#">↓</a>	Performance Exceptions Summary May 2020	27
B <a href="#">↓</a>	Forecast FY 2019/20 year-end LOS Delivery by GOA May 2020	29
C <a href="#">↓</a>	LOS Delivery Exception Commentaries May 2020	30
D <a href="#">↓</a>	Performance by Activity - Scatter Graphs and Table May 2020	44

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	Not applicable

## Confirmation of Statutory Compliance / Te Whakatūturutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

## Signatories / Ngā Kaiwaitohu

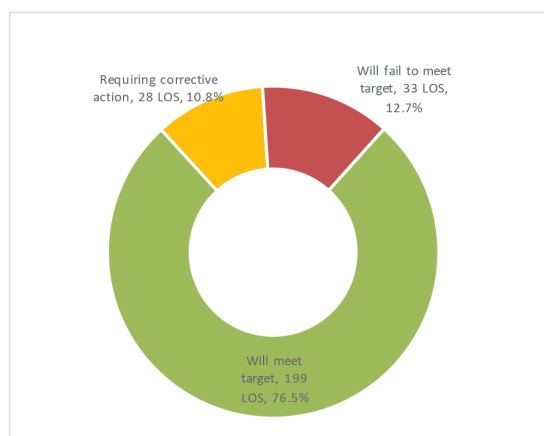
<b>Author</b>	Lerks Stedman - Senior Business Analyst
<b>Approved By</b>	Peter Ryan - Head of Performance Management Carol Bellette - General Manager Finance and Commercial (CFO)

## Performance Exceptions Report for Levels of Service and Watchlist Capital Projects Finance & Performance Committee of the Whole – May 2020

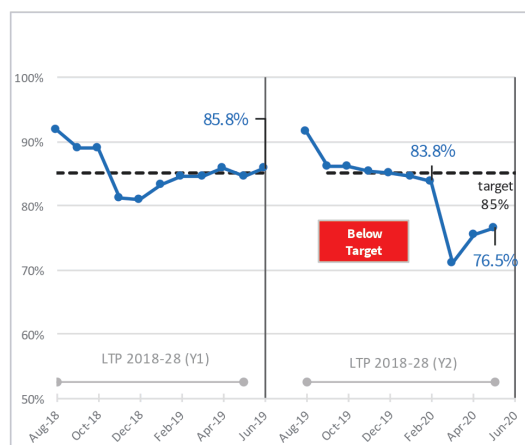
### Level of service (LOS) delivery exceptions

As at 31 May 2020, LTP levels of service were forecast to achieve 76.5% delivery, compared to 75.4% for April and 71.2% for March. At previous year-end June 2019, 85.8% delivery was achieved. Results from both the Point of Contact and General Satisfaction Surveys (GSS) are included in this month's report.

**Figure 1 - Forecast Year-end Level of Service Delivery (LTP only) as at 31 May 2020**



**Figure 2 - Historical Trend of Forecast Year-end Level of Service Delivery (LTP only)**



The improvement in LOS delivery results is due to three LOS which turned green from amber. Two LOS are from Akaroa Museum. They were forecast amber for the last two months due to response to COVID-19, but are now forecast as green. They are LOS for presenting at least 2 exhibitions and managing collections. One LOS is for public transport reliability, which has been forecast amber since October, and is now forecast green due to low level of traffic the last two months.

As for other LOS which are impacted by COVID-19 response, LOS managers continue to forecast amber this month. They include activities from Regulatory Compliance, Citizens and Community, Refuse Disposal, Transportation, Parks, Assisted Housing and Economic Development.

Refer to attachments for details of LOS performance exceptions:

Attachment B – Forecast FY 2019/20 year-end levels of service delivery (LTP only) by Group of Activities

Attachment C – Levels of service exception commentaries from managers.

Attachment D – Performance by Activities - Scatter Graphs and Table

- Top Ten Activities by Forecast Net Cost – Performance of Level of Service delivery vs Net Cost Variance.
- Top Ten Activities by Forecast Net Cost – Performance movement from last month to this month.
- Table of Performance by Activity – Level of service delivery and controllable net cost.

### Watchlist capital project delivery exceptions

May 2020 capital projects report continues with CPMS<sup>1</sup>-based updates from project managers. Impact of COVID-19 response have been factored into the project managers' updates.

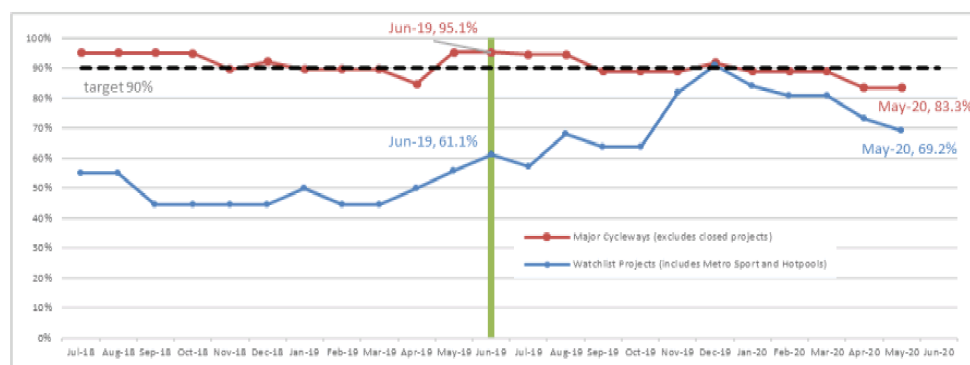
This month, Watchlist capital projects are forecast to deliver 69.2%, compared to 73.1% for April forecast. One new exception is the New Brighton Streetscape Enhancements, which is forecasting to deliver half a month later than baseline completion date. This is due to having to stop construction at Level 4, and some losses in productivity at Level 3.

Major Cycleways projects are forecast to deliver 83.3%, the same as April forecast.

<sup>1</sup> CPMS – Capital Programme Management System



**Figure 3 - Watchlist Capital Projects Delivery - Percentage projects forecast to meet target baseline delivery date (whole of life)**



Whole of life project milestone status, including Plan, Initiate and Execute phases. Watchlist Capital Projects – total projects 26, Major Cycleways total projects 46 (36 in this graph excluding completed projects)

The table below is a summary of Watchlist Capital Project and Major Cycleways Project Exceptions, that is projects which are forecast to deliver after baseline completion date. Included in the table is a column that shows the original baseline date, as adopted in the 2018 Long Term Plan.

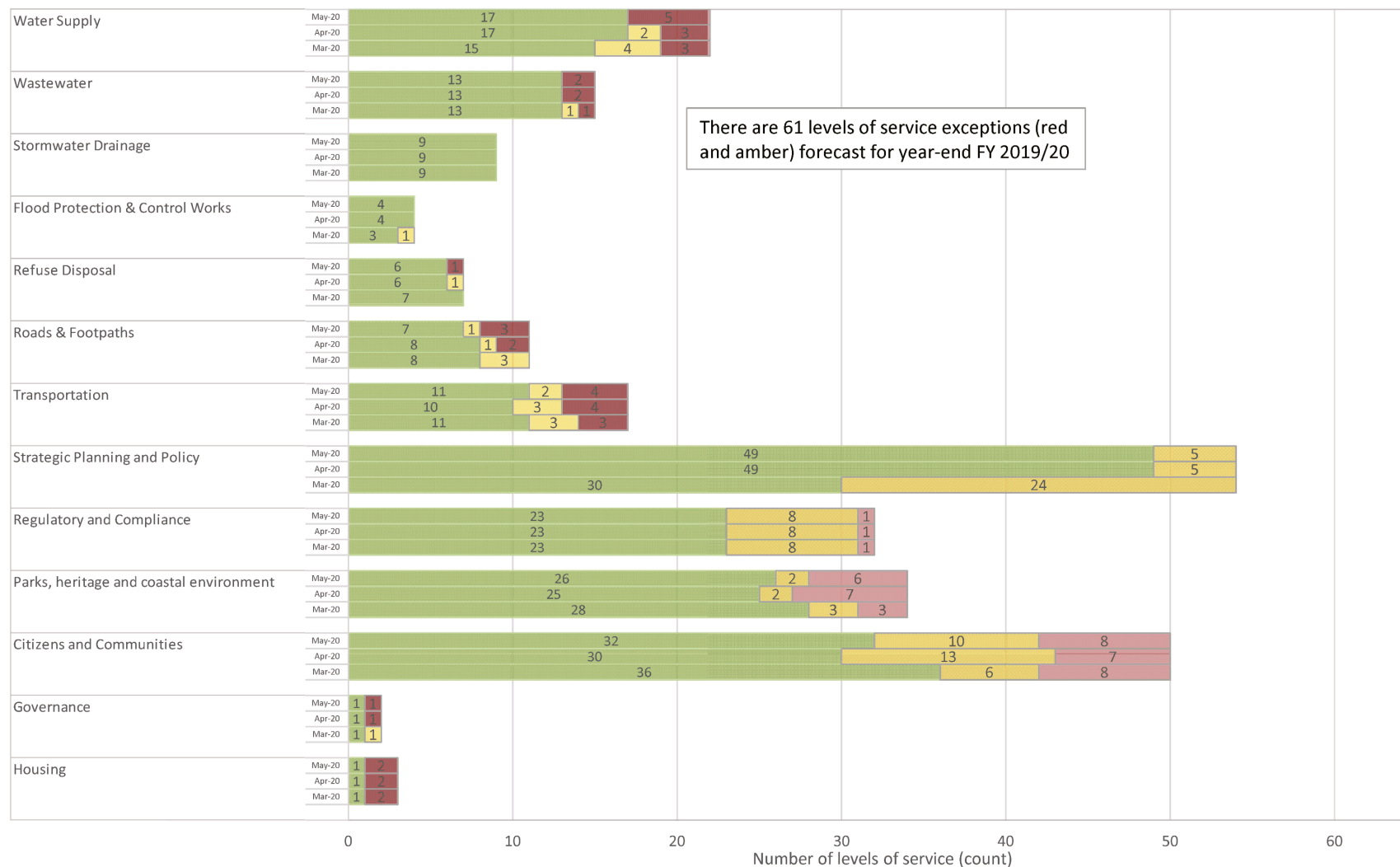
**Table 1 - Watchlist Capital Projects Delivery Exceptions (whole of life)**

Project Name	Delivery Completion Date		
	Original Baseline	Baseline	Forecast
<b>Watchlist Capital Project Exceptions</b>			
<b>FY 2019/20</b>			
✗ LDRP 526 Curletts Flood Storage	Oct-19	Oct-19	Jun-20
<b>FY 2020/21 and beyond</b>			
✗ New Brighton MP Streetscape Enhancements A2, A4, A5	Jun-19	19-Jun-20	30-Jun-20
✗ Downstream of CNC (Innes to Bealey) Project 1	Jun-20	Jun-20	Sep-20
✗ Downstream of CNC (Innes to Bealey) Project 2	Jul-20	Jun-20	Sep-20
✗ Ferry Road Masterplan - project WL1	Dec-19	Dec-20	Jun-21
✗ WW Mains Renewal - Tuam St Brick Barrel (Livingstone - Mathesons)	Jun-20	Oct-20	Feb-21
✗ Metro Sport Facility	Feb-19	Feb-22	Apr-22
✗ WW Akaroa Wastewater Scheme	Jun-25	Jun-25	Jun-28
<b>Major Cycleways Project Exceptions</b>			
<b>FY 2019/20</b>			
✗ MCR Quarryman's Trail - Section 2 - Halswell to Victors Road		Jun-19	Oct-19
<b>FY 2020/21 and beyond</b>			
✗ MCR Nor'West Arc - Section 1a - Cashmere Road To Sparks Road		Jul-19	Dec-20
✗ MCR Nor'West Arc - Section 1b - Sparks Road To Lincoln/ Halswell Road intersection		Oct-20	Feb-21
✗ MCR South Express - Section 3 - Curletts Rd to Old Blenheim Rd		Jun-21	Jan-22
✗ MCR Northern Line Cycleway - Section 2a - Tuckers to Sturrocks including crossings.		Jun-21	Jun-22
✗ MCR Wheels to Wings - Section 1 - Harewood Road to Greens Road		Mar-25	Mar-26

For all capital projects, refer to reports from the Programme Management Office (PMO). Definition of status lights for project delivery forecasts are:

- ✗ Red – will not meet baseline completion date
- Green – on track

Forecast FY 2019/20 year-end Level of Service Delivery (LTP only) by Group of Activities - as at 31 May 2020



## Level of Service Exception Commentaries

Forecast Period Ending: 31 May 2020

LTP: Deliver at least 85% of LTP Levels of Service to target


- ✗ Levels of service which are forecast to fail to meet target
- ⓘ Levels of service for which intervention is required to meet target

### Water Supply

Measure:	✗ LTP/AP19: 12.0.2.10 Council water supplies are safe to drink.
Target:	Proportion of urban residents supplied water compliant with the DWSNZ protozoal compliance criteria: $\geq 99.8\%$ .
Comments:	Work on well remediation is largely complete. To achieve this goal results from the ground water modelling need to be available along with age dating of source water. Ground water modelling results are expected to be available later this year, however age dating will take considerably longer.
Measure:	✗ LTP/AP19: 12.0.6 Council water supply networks and operations demonstrate environmental stewardship.
Target:	Percentage of real water loss from Council's water supply network: $\leq 15.0\%$
Actual:	23
Comments:	The rolling 5 year leak detection programme is yet to be completed for this year (delayed due to lockdown), however it is unlikely the result will change as the increased renewal programme is in it's first year and the impact of that for unaccounted water will take some time to impact our rolling programme.
Remedial Action:	keep implementing the increased renewal programme, Advance the beyond well head initiatives particularly wrt pressure zones, IoT, and smart metering
Measure:	✗ LTP/AP19: 12.0.1.13 Council operates water supplies in a reliable and responsive manner.
Target:	Proportion of residents satisfied with reliability of water supplies: $\geq 85\%$ .
Actual:	72
Comments:	Year end result
Remedial Action:	Continue on with water supply initiatives as reported on regularly
Measure:	✗ LTP/AP19: 12.0.1.14 Council operates water supplies in a reliable and responsive manner.
Target:	Proportion of residents satisfied with Council response to water supply faults: $\geq 85\%$ .
Actual:	54
Comments:	Year end result is 54%
Remedial Action:	Continue on with water supply initiatives as reported on regularly
Measure:	✗ LTP/AP19: 12.0.2.19 Council provides high quality drinking water.
Target:	Proportion of residents satisfied with the quality of Council water supplies: $\geq 70\%$
Actual:	48
Comments:	Year end result 48%

Remedial Action: Continue on with water supply initiatives as reported on regularly

### Waste Water Collection, Treatment and Disposal


Measure:  LTP/AP19: 11.0.1.19 Council wastewater services are reliable.

Target: Percentage of wastewater gravity network pipework identified as condition grade 5 through physical inspection rather than theoretical modelling:  $\geq 95\%$ .

Actual: 93.6

Comments: CCTV budget insufficient to support goal

Remedial Action: The level of service (LOS) will be rewritten in the next LTP 2021, which will make the LOS slightly easier to achieve - as long as sufficient funding is received (\$600k). If sufficient funding cannot be provided, it is suggested that this LOS be removed via the LTP 2021 process. It was originally put into the Activity Plan to inform evidence based Council asset management. Without this LOS there is a risk that renewals are not properly targeted costing the council even more in the future

Measure:  LTP/AP19: 11.0.1.16 Council wastewater services are reliable.

Target: Proportion of residents satisfied with the reliability and responsiveness of wastewater services:  $\geq 79\%$ .


Actual: 66

Comments: Year end result 66%

Remedial Action: Continue to refine our planned wastewater maintenance rounds to reduce blockages. Respond quickly to any blockage service requests.

### Refuse Disposal

#### Solid Waste


Measure:  LTP/AP19: 8.0.1 Recyclable materials collected by Council services and received for processing at the Materials Recovery Facility (MRF)

Target: 104 kg +40%/-10% recyclable materials / person / year collected and received by Council services.

Actual: 96.16

Comments: Recycling was suspended from 3rd April as a result of COVID 19 and an increase of contamination

### Roads and Footpath

Measure:  LTP/AP19: 16.0.3 Improve resident satisfaction with road condition

Target:  $\geq 39\%$

Actual: 26

**Comments:** It is noted within the survey comments that this measure includes reference to wider issues about lack of parking, road layout, undesired provision of cycleways, narrowing of roads, and inconvenience of the roadworks (inc by services). It is not just the physical condition, albeit rough roads and poor repairs feature. Since 2011 Council has resurfaced only 2 -3% of its network per year, ie 42km/yr of the total 2,180km. 2% replacement requires a surfacing to last 50yrs - the average life expectancy of surfacing is approx 12yrs. The industry average is 8% (including fully reconstructing roads also). The backlog is half the network, approx 1,000km over expected life. SCIRT delivered 1,380,000m2 of sealing over its 5 yrs - approx 27.6km per yr; this was less than historically undertaken as CCC Street Renewals per year (ie full recon) prior to the quakes. There was no improvement in the network by SCIRT. The backlog created by under investment is compounded by the significant volume of trenching work undertaken to underground services creating joints that have let water into the road construction, and changing traffic patterns and wear to the network never designed for such. This has resulted in far more reactive maintenance - more potholes and patch repairs just to keep the road accessible. Treatment selection in the northern area (which includes Coastal Burwood) is being amended to make sure the repair strategy is better suited to the conditions and less risk taken.

**Remedial Action:** Staff will again propose to lift the level of investment, in the forthcoming LTP, to a level of at least 6-7% (ie approx 130km/yr). In the FY20/21 AP maintenance is maintained similar to FY1920 but additional pre-seal work will be carried out to improve roughness issues. FY1920 was to deliver 4% (90km; prior to Covid, it will now be circa 80km).

**Measure:** ❌ LTP/AP19: 16.0.9 Maintain resident satisfaction with footpath condition

**Target:** >=53%

**Actual:** 40

**Comments:** Staff focus road maintenance activities, both Opex and Capex funded, on highest value to all users. Sections of higher use, and areas where users are more susceptible to uneven ground (ie schools, hospitals, retirement homes) are a key focus. Note this activity reflects all assets, ie through Parks, Facilities, for example.

**Remedial Action:** Staff will also propose increased levels of Capex funding in the forthcoming AP & LTP to lift investment levels from the current 1.2% (30km/yr) of the network to approx 2.5% per year (65km/yr) which assumes a 40 year replacement cycle which is still pushing the assets very hard.


**Measure:** ❌ LTP/AP19: 16.0.13 Respond to customer service requests within appropriate timeframes.

**Target:** >=95%

**Actual:** 45


**Comments:** Work underway within the Hybris Continuous Improvement Programme to rectify this issue, and ensure the appropriate customer notification that results.

Remedial Action: Corrects SLA's will be applied from 03 June 2020, a truer reflection of what Council can deliver for the customer expectation, ie act upon their request and in turn inspect and assess its repair for delivery (or not). The impact cannot be rectified retrospectively. 45% of requests for road maintenance (ie 9,000 per year) will be for potential work to be programmed, ie not planned maintenance. Such request need to be inspected, and if required, scoped and estimated. These were given a 2 day response from the outset which is not possible to achieve. Repairs, including those found by staff and Contractors, are prioritized month to month to make best use of the available funds each month. Hybris, in working with our B2B, can currently can only determine when job the is physically completed. Work is also underway with the Hybris Improvement team to improve the Customer notification process.


Measure:  LTP/AP19: 16.0.21 Reduce the number of complaints received.  
Target: 285  
Actual: 259  
Comments: For City Streets Maintenance Team, 259 Complaints ("Application", "Other", "Staff Member", "Previous Request") have been made to 31st May 2020. This is close to target to the 285 for the full year; 288 expected at current pro-rate.


## Transportation

### Public Transport Infrastructure

Measure:  LTP/AP19: 10.4.1 More people are choosing to travel by bus.  
Target:  $\geq +0\%$  (13,467,570 pax)  
Comments: The latest data available from ECan showed a 3.47% decline in patronage (number of boardings) when compared to the same period last financial year. This decline is expected to get worse with services disrupted by the response to Covid-19 and the target is not expected to be achieved.  
Remedial Action: This financial year CCC has continued to improve the public transport network through the new bus lanes being constructed on Riccarton Road and the proposed bus lanes on Lincoln Road, as well as the ongoing improvements at bus stops across the city. However, these improvements are not expected to positively impact the bus patronage numbers for this financial year.

### Parking

Measure:  LTP/AP19: 10.3.3 Improve customer perception of the ease of use of Council on- street parking facilities.  
Target:  $\geq 52\%$   
Actual: 43%  
Comments: This Goal is determined by the Council's annual residents survey. The 2018/19 result was not met with 49% (target 50%) and the 2019/20 returned 43% which is also short of this years target of 52%.  
Remedial Action: To closely assess the results in order to address issues.


Measure:  LTP/AP19: 10.3.7 Improve customer perception of vehicle and personal security at Council off-street parking facilities.  
Target:  $\geq 52\%$   
Actual: 51%



Comments: This Goal is determined by the Council's annual residents survey. The 2018/19 result was achieved with 59%, however the 2019/20 returned 51% which just falls short of the target of 52%.

Remedial Action: To closely assess the results in order to address issues.

### Active Travel


Measure:  LTP/AP19: 16.0.10 Improve the perception that Christchurch is a walking friendly city.

Target: >=84%

Actual: 83

Comments: Repairs and renewals are targeted to higher use areas, and to where there is a higher likelihood of vulnerable users; such as schools, hospitals, retirement homes, for example. Note this activity reflects all assets, ie through Parks, Facilities, for example.

Remedial Action: Staff will also propose increased levels of Capex funding in the forthcoming AP & LTP to lift investment levels from the current 1.2% (30km/yr) of the network to approx 2.5% per year (65km/yr) which assumes a 40 year replacement cycle which is still pushing the assets very hard.

Measure:  LTP/AP19: 10.5.1 Reduce the number of reported cycling and pedestrian crashes on the network.


Target: Less than 43

Actual: 42

Comments: Total D & SI crashes to 31 March 2020 involving cyclists and pedestrians - 42 crashes.

Remedial Action: All measures are on CCC controlled roads. The Crash Analysis System (CAS) relies on input of data from the NZ Police and as such there is a delay in confirmed data. Therefore results are reported for 01 April to 31 March. Maintain the delivery of the major cycleways and safety improvement programmes. This aims to provide facilities for the interested but concerned cyclists that want to cycle more often but feel that it is not safe enough. Both programmes aim to deliver interventions that address conflict points, such as at intersections and in high traffic volume areas. Continue with the education and marketing programme to raise awareness of cyclists and vulnerable road users on the network.

### Traffic Safety and Efficiency

Measure:  LTP/AP19: 10.0.6.1 Reduce the number of crashes on the road network.

Target: <=124 (reduce by 5 or more per year)

Actual: 115

Comments: Total D & SI crashes to 31 March 2020 - 115 crashes. All measures are on CCC controlled roads.

Remedial Action: All measures are on CCC controlled roads. The Crash Analysis System (CAS) relies on input of data from the NZ Police and as such there is a delay in confirmed data. Therefore results are reported for 01 April to 31 March. Continue safety programme and planned network interventions. Continue with the education and marketing programme to raise awareness of users on the network.

## Strategic Planning and Policy

### Economic Development

Measure:	⚠ LTP/AP19: 5.1.7.3 ChristchurchNZ leads the promotion and marketing of Christchurch and Canterbury to visitors.
Target:	At least 50 famils hosted and 10 trade events led or attended in priority markets.
Actual:	100 famils, 7 trade events
Comments:	famils have been achieved (100), but trade events are at risk due to Covid-19 and travel restrictions (7 out of 10 held)
Measure:	⚠ LTP/AP19: 5.3.1.2 ChristchurchNZ provides residents and visitors with information about events, activities and attractions on in Christchurch
Target:	Increase clicks to ChristchurchNZ website by 25% year on year.
Comments:	requires attention - drop in visits due to Covid 19.
Measure:	⚠ LTP/AP19: 5.1.8.2 ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences.
Target:	At least *35% success rate for business event bids. ~ *Still waiting confirmation of this increase in target from Convention Bureau
Actual:	19%
Comments:	requires attention - currently at 19% success rate.
Measure:	⚠ LTP/AP19: 5.1.20.2 Christchurch Visitor Information Centre provides services that visitors use
Target:	Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline
Comments:	at risk - due to Covid 19
Measure:	⚠ LTP/AP19: 5.1.20.1 Christchurch Visitor Information Centre provides services that visitors use
Target:	Christchurch i-SITE visitor number is at least : Set target using baseline
Comments:	at risk - currently at 96k and I-site remains closed due to Covid-19 and no international travel.

## Regulatory And Compliance


### Building Services

Measure:	⚠ LTP/AP19: 9.1.1 Grant Building Consents within 20 working days
Target:	The minimum is to issue 95% of building consents within 19 working days from the date of acceptance.
Actual:	92.7
Comments:	Consent processing is just under the 19 day target of 95% with a result of 92.7% achieved for April, however the statutory 20 day requirement was met in April with 95.6%. FYTD, result is tracking at 95.3% for the 19 day target and at 97% for the statutory 20 day time frame. During April, consenting processors were working from home. Due to connectivity issues and most going from a 2-3 screen mainframe computer in the office down to a single or in some cases only a laptop screen, processing can take longer. Note, processors have been asked to consider customer charging time.





Remedial Action: Dependent on alert 2 restrictions, the majority of processors may need to continue to work from home throughout May. Next steps will be to investigate reasons for slowed productivity and remedy where possible.

### Resource Consents


Measure:  LTP/AP19: 9.2.7 % satisfaction of applicant with resource consenting process.  
Target: 70% satisfaction achieved.  
Actual: 69%  
Comments: Annual survey results have been received, 69% of residents were satisfied with the Resource Consents processing service. This is 1% below the target. The unit also carries out a pulse survey to assist in providing more regular feedback, YTD is tracking at 89% satisfaction  
Remedial Action: Feedback from the pulse surveys and residents survey are being reviewed in line with our process improvement work to see what can be improved

### Land and property information services

Measure:  LTP/AP19: 9.4.2 Provide customers with access to property files.  
Target: Provide 99% of customers with access to property files within 5 working days of request (subject to payment of fees).  
Actual: 95  
Comments: There was 65 property file requests in May where the property file had not been scanned previously. Of these, 95% were processed within the 5 working day target.  
Remedial Action: A drop in FTE could lower the actuals for next month, this has been acknowledged within the annual plan submission to bring the target down to a more achievable level. Next steps to improve the service would be to switch to a system which allows automatic payments and allows the customers to pay at the time of request. The current manual worksmart process is well out of date for today's technology and too labour intensive to allow any notable increase in the LOS.


Measure:  LTP/AP19: 9.4.3 Provide customers with access to property files that are already stored electronically.  
Target: Provide 99% of customers with access to property files within 2 working days of request (subject to payment of fees).  
Actual: 96  
Comments: We processed 407 residential property file requests in May which were already electronically available. 96% of these request were processed within the 2 day target.  
Remedial Action: A drop in FTE could lower the actuals for next month, this has been acknowledged within the annual plan submission to bring the target down to a more achievable level. Next steps to improve the service would be to switch to a system which allows automatic payments and allows the customers to pay at the time of request. The current manual worksmart process is well out of date for today's technology and too labour intensive to allow any notable increase in the LOS.

### Regulatory Compliance

Measure:  LTP/AP19: 9.0.17 Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements.

Target: 95% of high risk Resource Management Act consents and clean fill sites monitored at least once every 3 months


Comments: All high risk sites and clean fill sites are programmed for inspection to achieve this rolling target of monitoring every three months. There are currently two high risk sites, one of which was due for inspection in May 2020. This was not carried out due to the restriction on site inspections, but will be carried out within the next two weeks. The site was not actually operating during Level 4 restrictions. There are currently 22 licensed cleanfill sites. 13 site inspections have been carried out in May under Level 2 restrictions, adhering to both site specific and CCC H&S protocols. 6 of these were overdue inspections from March, 6 were overdue inspections from April, and 1 was due in May. There are still 3 outstanding inspections from the March/April/May period which will be carried out in June in addition to 8 inspections due in June.

Measure:  LTP/AP19: 9.0.5 Food premises are safe and healthy for the public.

Target: 98% of scheduled Food Control Plan verification visits are conducted.


Comments: 965 Verifications have been completed Year to date. Premises are scheduled for verification as per their individual schedules based on the results of the last check.

Remedial Action: Effect of COVID19 shutdown on Food premises unclear at this time. Team planning to schedule and complete visits as soon as able to do so

Measure:  LTP/AP19: 9.0.1 Animal Management Services prioritise activities that promote and protect community safety.


Target: 98% of investigations of priority 1 complaints (aggressive dog behaviour and wandering stock) initiated within 10 minutes

Comments: 46 priority 1 complaints (dog attacks on people, stock, poultry, domestic animals or protected wildlife and wandering stock), 40 complaints based on dog attacks on people and on domestic animals. 6 complaints based on dog attacks on stock. All complaints initiated within 10 minutes.

Measure:  LTP/AP19: 9.0.15.1 Animal management services encourage responsible dog ownership through education, registration and enforcement.

Target: 50 Bite prevention programmes delivered to schools annually.

Comments: 0 programs delivered for the month, due to covid-19 restrictions, YTD 24.


Measure:  LTP/AP19: 9.0.15.2 Animal management services encourage responsible dog ownership through education, registration and enforcement.

Target: 20 Dog wise programmes delivered per annum

Comments: 0 programs delivered for the month, due to covid-19 restrictions. YTD 9.

## Parks, heritage and coastal environment

### Parks


Measure:  LTP/AP19: 6.0.3 Overall customer satisfaction with the presentation of the City's Parks.

Target: Community Parks presentation: resident satisfaction >=75 %

Actual: 57

Comments: Actual at 57%, despite additional works delivered to areas that scored poorly in the previous year's survey.

Remedial Action: Continue to target deliver of extra maintenance where possible to key areas. Work with Survey Team to improve survey framework e.g.. spreading of survey sampling throughout the year as parks experiences and delivers to seasonal demands; refinement of questions to drive more tangible outcomes.

Measure:  LTP/AP19: 6.8.5 Satisfaction with the range and quality of recreation opportunities within parks.

Target: Resident satisfaction with range and quality of recreation facilities within Parks: >= 85%.

Actual: 75

Comments: Final result from the satisfaction survey 75%

Remedial Action: The LOS target for this attribute is being revised for the next LTP as it has rarely ever been met and is considered to be to far of a stretch.


Measure:  LTP/AP19: 6.3.7.1 Provide community participation opportunities across the parks network.

Target: Regional Parks: 80 volunteer hours/1000 people.

Actual: 0

Comments: 27.1

Remedial Action: Given time of year and Covid impact will not meet annual target. Volunteer opportunities are being offered in limited capacity, depending on Government guidance of Covid19 Levels.


Measure:  LTP/AP19: 10.8.1.1 Provision of a network of publicly available marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors.

Target: Customer satisfaction with marine structure facilities: 90 %

Actual: 70

Comments: 70

Remedial Action: Renewal and maintenance plans to continue

Measure:  LTP/AP19: 10.8.1.3 Provision of a network of publicly available marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors.

Target: Wharves and Jetties ramps and slipways (condition average or better): 85%.

Actual: 0

Comments: Wharves and Jetties 50 Slipways 80

Remedial Action: Inspections, renewals and maintenance to continue

Measure:  LTP/AP19: 6.4.4 Overall customer satisfaction with the presentation of the City's Parks.

Target: Cemeteries presentation: resident satisfaction >=85 %.

Actual: 65

Comments: Final Result for Cemeteries.

Remedial Action: Targets are going to be revised for the next LTP. Target to remain for the next Financial year. we will proceed as business as usual, as the change over from Contract to inhouse was being implemented when the survey was completed.

## Heritage

Measure: ✗ LTP/AP19: 6.9.1.6 To manage and maintain Public Monuments, Sculptures, Artworks and Parks Heritage Buildings of significance.  
Target: Resident satisfaction with presentation of Parks Heritage Buildings: >= 70%  
Actual: 51  
Comments: maintenance of these facilities has been slowed down by the need to complete the EOI process to identify an occupant before investing in rebuilds.  
Remedial Action: No Plans to change at this stage, most of the EOI process is now complete

Measure: ! LTP/AP19: 6.9.1.5 To manage and maintain Public Monuments, Sculptures, Artworks and Parks Heritage Buildings of significance.  
Target: Resident satisfaction with presentation of Public Monuments, Sculptures & Artworks: >= 90%  
Actual: 51%  
Comments:  
Remedial Action: develop a recruitment plan with HR to take this inhouse as planned

## Governance

### Governance and Decision-making

Measure: ✗ LTP/AP19: 4.1.18 Participation in and contribution to Council decision-making  
Target: Percentage of respondents who understand how Council makes decisions: At least 41%  
Actual: 0  
Comments: 26% of those surveyed feel they can influence Council decision making, the target is 41%The voter turnout in the 2019 elections was 40.3% and increase of 2.3% over the same for the 2016 elections (38%)42% of people who had interacted with Council governance (attended hearings or made deputations) agree they understand how the Council makes decisions, were satisfied with accuracy of information about decisions and with the promptness/timeliness of information. this is 5% above the survey result in 2019  
Remedial Action: Continue to promote quality community participation and engagement through active citizenship, e.g. increase candidate numbers and voter turnout in local elections, work with Boards on the effective implementation of increased delegations.Consider any changes to the Annual Plan consultation to ensure views of the community are taken into considerationHave an honest conversation with our community as what we are doing is either collecting the wrong message or is not working -possibly both.

## Assisted Housing

### Assisted Housing

Measure: ✗ LTP/AP19: 18.0.4 Council makes a contribution to the social housing supply in Christchurch.  
Target: 1,972 units.

Actual:	1871
Comments:	The current performance of total units is 1990 against a target of 2052. This measure reflects the effect of the transfers to the OCHT as part of the capitalisation process. Council resolved to capitalise the OCHT through the transfer \$50 million of assets. It also approved the specific complexes to be transferred. 412 units have been transferred to date but remain in use for social housing. When the original measure was set it was based on complexes containing 350 units. With changes to the approved complexes, this has resulted in more units being transferred but within the value approved by Council. There has been no change to service delivery.
Remedial Action:	Continued focus on returning long term closed units back to service
Measure:	❌ LTP/AP19: 18.0.1 Council makes a contribution to the social housing supply in Christchurch
Target:	2,052 units.
Actual:	1990
Comments:	The total units in the portfolio is 1990. Given 91 units are permanently closed due to financial viability this target cannot be met. The team are working towards any units that are off line for major works are returned to the portfolio in a more timely way. Repair works ceased in April due to Covid 19 however have resumed in Level 3.
Remedial Action:	Continue to repair units and return these to service

## Citizens And Community


### Citizen And Customer Services


Measure:	❌ LTP/AP19: 2.6.4.1 Citizen and Customer expectations for service response are delivered in a timely manner
Target:	Telephone enquiries have an average speed to answer of no more than 90 seconds.
Actual:	97.4
Comments:	May: 65 seconds YTD: 97.4 seconds Call volume remains lower than originally forecast due to COVID 19 restrictions, however a notable increase was observed when compared to April as we transitioned from Alert Level 4 down to Level 2. Overall a total of 29,545 calls were received in May, an increase of 78.75% when compared to April with an additional 12,929 calls offered. During Alert Level 3 we averaged approximately 5500 calls per week. Since downgrading to Level 2 on Monday 18th April we have been averaging approximately 7600 calls per week, putting us back to approximately 90% of our 'normal' weekly volume pre-lockdown. With the reduction in call volume post COVID 19 we have achieved our ASA target for the third consecutive month, meeting an average of 64 seconds from March – May. This is a 31 second improvement compared to the 3 months prior given our average speed of answer was 95 seconds from December – February.
Remedial Action:	Year to date our ASA is now sitting on 97.4 seconds, a further 3.6 second improvement since April and a 9.6 second improvement since February. Given that June is the last month of the financial year, it is unlikely that we will be able to not only achieve a 90 second ASA but also deliver a further 7.4 second reduction based on our forecasted call volume.
Measure:	⚠️ LTP/AP19: 2.6.1 Provide a walk-in service that meets future citizen and customer demand
Target:	7-13 walk in customer service hubs. Number, locations and hours to be determined by population growth and demand.




Actual: 0  
Comments: All Service Centres were closed as a result of the Covid19 pandemic, reopening on the 15th of May.  
Remedial Action: All Service Centres open to our citizens and community from the 15th of May.

### Civil Defence Emergency Management


Measure:  LTP/AP19: 2.5.4.1 Build resilience through public education and community engagement programmes  
Target: At least 60 CDEM public education activities occur annually, including tsunami public education and Stan's Got a Plan school programmes.  
Actual: 0  
Comments: Once the Covid-19 EOC is stood-down, an accurate update will be provided.  
Remedial Action: Confirm completion total once the Covid-19 EOC response has completed and the CDEM Unit has returned to BAU.


Measure:  LTP/AP19: 2.5.4.2 Build resilience through public education and community engagement programmes  
Target: At least 25 communities have developed community resilience planning documentation, resources, or activities.  
Actual: 0  
Comments: Once the Covid-19 EOC is stood-down, an accurate update will be provided.  
Remedial Action: Confirm projected completion total once the Covid-19 EOC response has completed and the CDEM Unit has returned to BAU.

### Community Development and Facilities

Measure:  LTP/AP19: 2.0.1.1 Provide a range of well utilised community facilities, including voluntary libraries.  
Target: Council-managed facilities have average occupancy rates of 35%-40% or higher.  
Comments: Current usage 35% at close of March 2020. Facilities closed April and much of May - Target is 35% occupancy - will not be met due to COVID-19.  
Remedial Action: Progressive opening in May June, promote use as Alert levels permit.

### Akaroa Museum

Measure:  LTP/AP19: 3.3.3 Hours of opening at Akaroa Museum  
Target: Minimum of 2,093 opening hours per annum.  
Comments: Due to closure during the Covid-19 Alert Levels 3 & 4 the Museum will not meet its target for hours open. A managed reopening is planned for Alert level 2.

Measure:  LTP/AP19: 3.3.6.2 Collections developed and maintained with access provided  
Target: All collection items stored safely and securely with access maintained.  
Comments: The Museum was closed from 21/03/20 to 18/05/20 due to the Covid-19 pandemic. It re-opened under Alert Level 2 with restricted operating conditions, including no physical public access to collection stores. Very little of the collection is digitised so, although the collections continue to be safely stored, full access cannot be maintained and this target will not be met.

## Art Gallery

Measure: ❌ LTP/AP19: 3.0.1 Visitors per annum  
Target: Increase visitors by 5% per annum . In 2019/20=345,474 visitors.  
Comments: Due to lockdown target will not be achieved. On forecasting (open 50% of May) and June the gallery would be at 83% of target. Lack of international tourist market makes this goal unlikely.  
Remedial Action: Opened as soon as was able after lockdown lifted. Continue social media and marketing campaigns to advise visitors the gallery is open and exhibitions on offer. Focus on domestic market.

Measure: ❌ LTP/AP19: 3.0.6 Hours of opening  
Target: Hours of opening: No fewer than 2,749 hours pa  
Comments: Will not meet hours open pa target due to enforced COVID-19 closure.  
Remedial Action: There is no way possible to meet this target within the current FY. We are 385 hours under target by level 2 reopening 15/5/20.

Measure: ❌ LTP/AP19: 3.0.9.2 Public and school-specific programmes delivered  
Target: Average of at least 21,000 people attend advertised public programmes per annum  
Actual: 14655  
Comments: Digital content in the form of short art talks were uploaded. Plans are in place for programmes to start in June.


Measure: ⚠️ LTP/AP19: 3.0.9.1 Public and school-specific programmes delivered  
Target: Average of at least 11,000 attend school specific programmes per annum  
Actual: 7198  
Comments: Outreach lessons to schools have started.


## Libraries And Information


Measure: ⚠️ LTP/AP19: 3.1.2.4 Residents have access to a physical and digital library relevant to local community need or profile. Provide a mobile library service to extend the library reach in order to increase community participation and reduce isolation.  
Target: Maintain a mobile library service of up to 40 hrs  
Comments: Our Mobile Service has been operating with a restricted service at Level 2 and we have added the Shirley stop to the run while the Shirley Library has been closed for Refurbishment work.  
Remedial Action: We are planning to see what further services can be offered at Level 1.


Measure: ⚠️ LTP/AP19: 3.1.4 Provide programmes and events to meet customers' diverse lifelong learning needs.  
Target: Maintain participation of 280-350 per 1000 of population  
Actual: 0  
Comments: Still continuing to monitor online participation  
Remedial Action:


## Recreation, Sports And Events

Measure:  LTP/AP19: 2.8.3.2 Produce and deliver engaging programme of community events.  
Target: At least 90% satisfaction with the content and delivery across three delivered events  
Actual: 81.17  
Comments: The satisfaction survey results with the content and delivery at our three chosen events were: 66.5% at the Kidsfest closing event (Peppa Pig), 87% at Kite Day, and 90% at Sparks 2020. This is an average scores of 81%. This is below the target of 90% and means that this LOS will not be achieved this year.  
Remedial Action: The Events team will review the content and delivery for events to be delivered in 2021 to achieve the LOS satisfaction target.

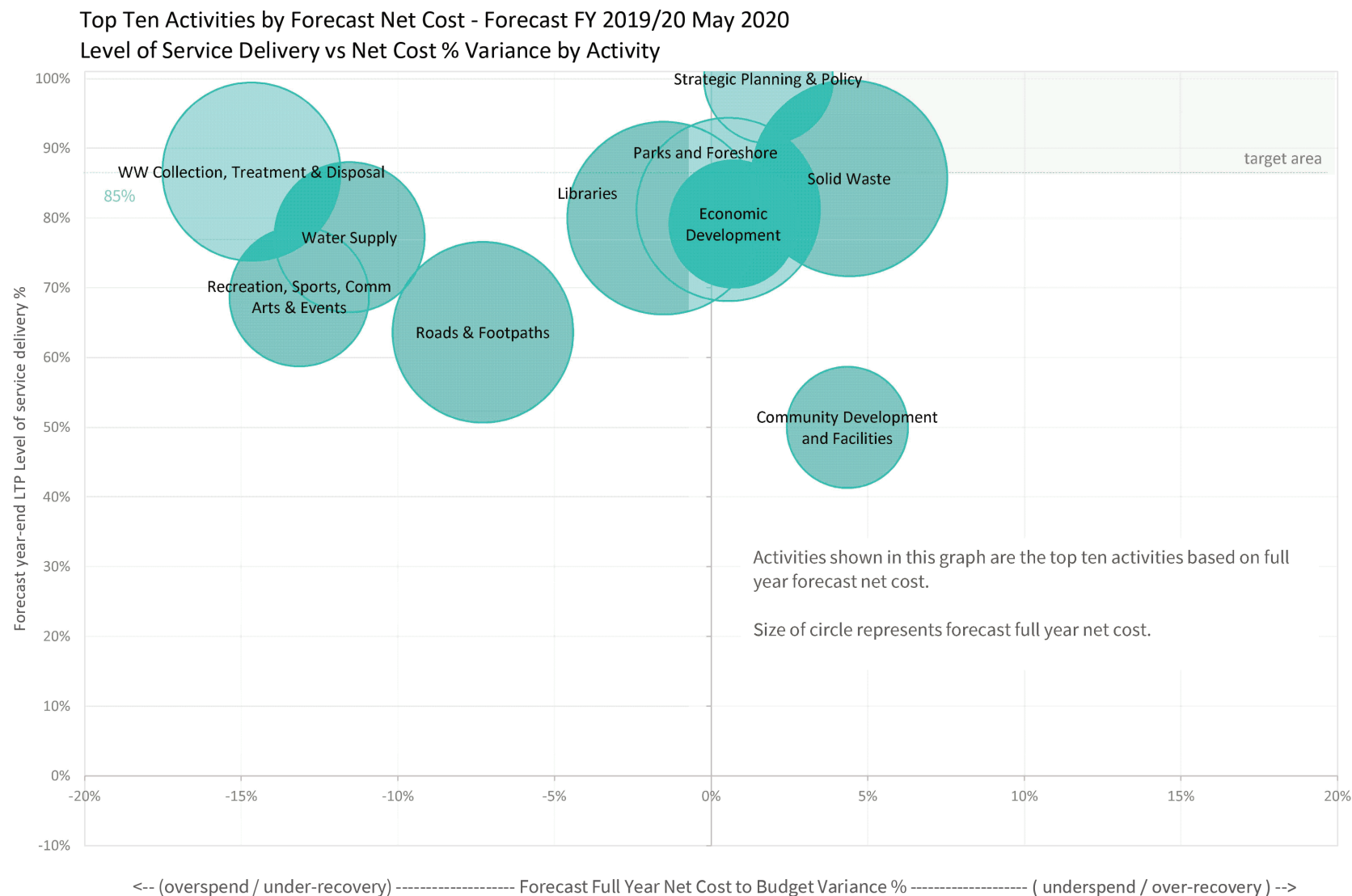
Measure:  LTP/AP19: 7.0.1.4 Provide citizens access to fit-for-purpose recreation and sporting facilities.  
Target: 4 Multi-purpose recreation and sport centres, QEII, Graham Condon, Jellie Park and Pioneer open 364 days pa for 106 hours per week.  
Actual: 4  
Comments: Closed under Covid level 3 & 4. Online fitness classes were delivered via social media.  
Remedial Action: Reopened under Covid level 2 with restrictions to meet Covid 19 H&S requirements

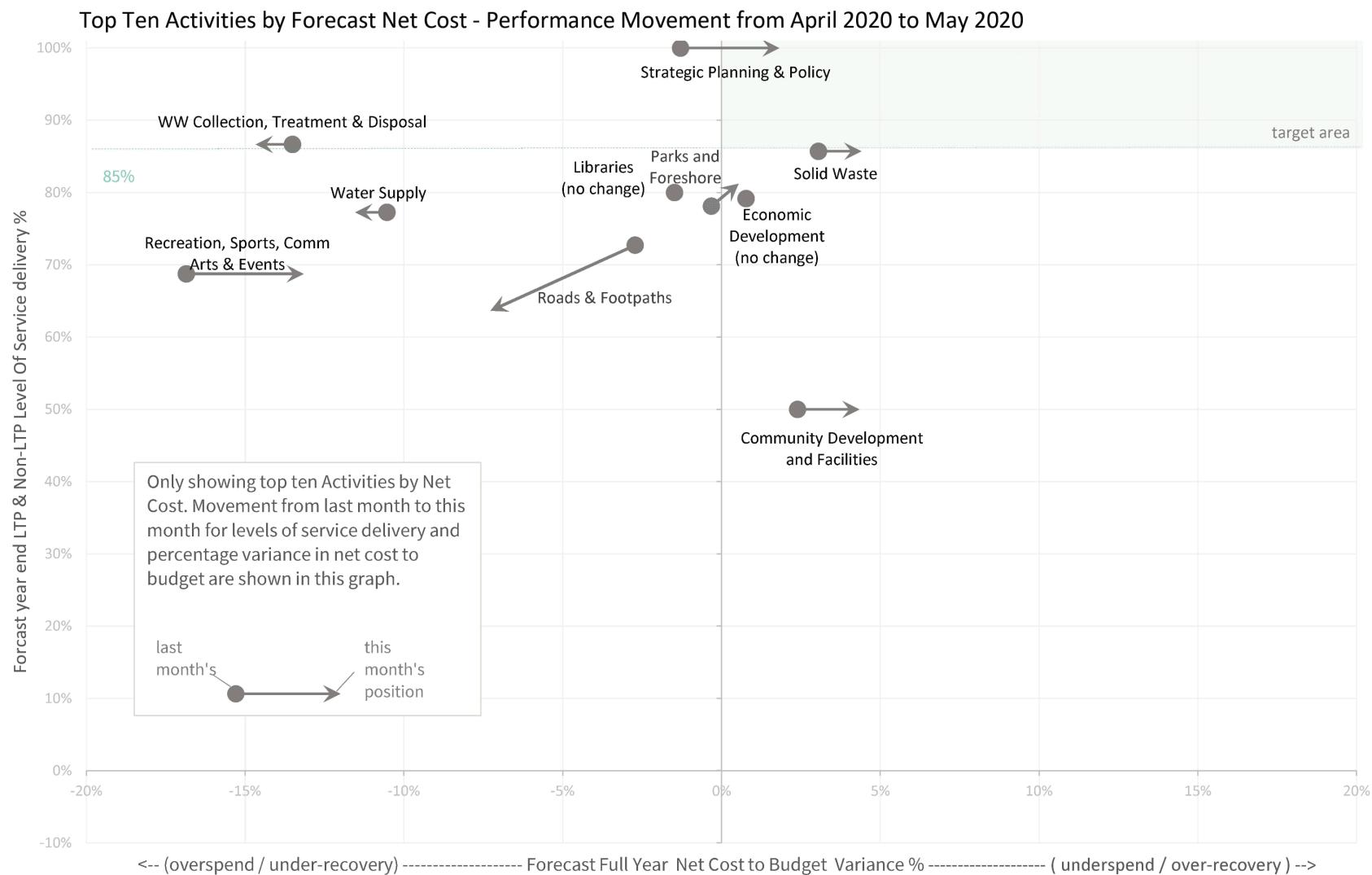
Measure:  LTP/AP19: 7.0.1.3 Provide citizens access to fit-for-purpose recreation and sporting facilities.  
Target: 5 stadia are available for use 364 days p.a.  
Actual: 5  
Comments: Stadia was closed during Covid level 3 & 4  
Remedial Action: Reopened under Covid level 2 with restrictions to meet Covid 19 H&S requirements

Measure:  LTP/AP19: 7.0.2.2 Provide well utilised facility based recreational and sporting programmes and activities.  
Target: The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 4.32 million.  
Actual: 3436994  
Comments: A majority of facilities have been closed due to Covid 19 restrictions. When facilities are allowed to re open we will have a better gauge is we will achieve the target.

Measure:  LTP/AP19: 7.0.1.6 Provide citizens access to fit-for-purpose recreation and sporting facilities.  
Target: 13 leased recreation and sporting facilities are available for community use.  
Actual: 13  
Comments: Closed under Covid level 3 & 4  
Remedial Action: Reopened under Covid level 2 with restrictions to meet Covid 19 H&S requirements







Performance by Activity Table - Forecast FY 2019/20 May 2020

Activities	Net Cost *				Levels of Service (LOS)	
	Full Year Forecast after C/F \$000	Full Year Plan \$000	Variance after C/F \$000	% Variance after C/F	Forecast LTP LOS % Delivery	Total LTP LOS
6 Water Supply	20,462	18,344	-2,118	-12%	77%	22
5 WW Collection, Treatment & Disposal	28,710	25,036	-3,675	-15%	87%	15
8 Strategic Planning & Policy	15,161	15,442	282	2%	100%	23
17 Public Information & Participation	4,891	5,149	258	5%	100%	7
9 Economic Development	14,743	14,847	104	1%	79%	24
12 Stormwater Drainage	11,611	13,096	1,485	11%	100%	9
16 Flood Protection & Control Works	5,612	8,437	2,825	33%	100%	4
19 Traffic Safety & Efficiency	2,799	3,279	480	15%	75%	4
28 Parking	-3,510	-6,198	-2,688	43%	33%	3
24 Public Transport Infrastructure	758	1,438	680	47%	75%	4
26 Active Travel	120	129	9	7%	67%	6
4 Roads & Footpaths	29,496	27,492	-2,004	-7%	64%	11
1 Solid Waste	34,639	36,235	1,597	4%	86%	7
21 Building Services	2,716	1,278	-1,438	-113%	88%	8
20 Resource Consenting	2,759	2,045	-714	-35%	83%	6
27 Land & Property Information Services	-1,494	-1,815	-321	18%	50%	4
25 Regulatory Compliance & Licencing	667	2,996	2,329	78%	64%	14
3 Parks and Foreshore	30,343	30,508	165	1%	81%	32
22 Heritage	2,115	2,968	854	29%	0%	2
18 Assisted Housing	4,301	3,657	-644	-18%	33%	3
11 Governance & Decision Making	12,601	13,897	1,296	9%	50%	2
13 Citizen and Customer Services	8,667	8,923	256	3%	71%	7
23 Civil Defence Emergency Management	1,598	1,648	51	3%	0%	2
10 Community Development and Facilities	13,396	14,004	608	4%	50%	2
15 Christchurch Art Gallery	7,138	7,134	-4	0%	43%	7
14 Canterbury & Akaroa Museums	8,461	8,462	1	0%	67%	6
2 Libraries	33,540	33,040	-501	-2%	80%	10
7 Recreation, Sports, Comm Arts & Events	17,698	15,641	-2,057	-13%	69%	16
<b>Net Cost</b>	<b>309,996</b>	<b>307,111</b>	<b>-2,884</b>	<b>-1%</b>	<b>0.0%</b>	<b>260</b>

\*Net Cost - excludes depreciation, corporate overheads and interest.

## 8. LTP 2021 Programme Update June 2020

Reference / Te Tohutoro: 20/709179

Report of / Te Pou  
Matua: Peter Ryan, Head of Performance Management,  
peter.ryan@ccc.govt.nz

General Manager /  
Pouwhakarae: Carol Bellette, General Manger Finance & Commercial,  
carol.bellette@ccc.govt.nz

### 1. Brief Summary

- 1.1 The Finance and Performance Committee requested ongoing monthly updates on the implementation of the Long Term Plan (LTP) 2021 project plan and Elected Members' Letter of Expectation.
- 1.2 At the May LTP 2021 Management Group meeting, the Chief Executive directed LTP work stream leaders to:
  - a) strengthen the focus on resilience, risk and climate change in activity plans;
  - b) ensure clear responses to Covid-19;
  - c) ensure that a solid draft of all LTP documents is in place by 1 June for councillors to consider during the period June-November.
- 1.3 That goal has been achieved. Councillors have had access to draft LTP documents on Big Tin Can since March, this suite now includes the draft Infrastructure Strategy as well as all draft activity plans and asset plans.
- 1.4 This is well in advance of any previous LTP process and is also ahead of most councils, despite the process impacts of a second Annual Plan consultation and the Covid-19 lockdown.
- 1.5 It is in keeping with the co-development approach outlined in the councillor's Letter of Expectation for the LTP.
- 1.6 Due to the severe impacts of Covid-19 and the need to consult again on options for the Annual Plan, a draft Financial Strategy and activity budgets could not be included in the draft LTP documents.
- 1.7 Work on LTP financials is continuing while the Annual Plan options are with the community for feedback.
- 1.8 This includes a briefing with councillors on 30 June to discuss overall priorities and parameters for the LTP.
- 1.9 This is a process change from previous Long Term Plans, which have moved directly into councillor review of activities before reaching broad agreement on overall LTP priorities and parameters.
- 1.10 The External Advisory Group (EAG) has been meeting fortnightly, reviewing draft LTP documents, posing questions to staff and interviewing managers. The EAG will have its first briefing with councillors on 15 July.
- 1.11 This is in keeping with learnings from the 2018 LTP process, which showed that frequent, early meetings between EAG with councillors will be more useful than a report late in the process.

- 1.12 Council directed that the full schedule of LTP briefings for councillors be booked into diaries for the period June-December 2020. After work with the Office of the Chief Executive and Council Support Team that process is largely complete. That schedule is attached.
- 1.13 It is likely that there will be some minor adjustments to the timetable over time. All changes will be flagged to this Committee as they occur.

## 2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Notes that the fundamental premise of the Long Term Plan process was that all components (Financial and Infrastructure Strategies, Activity Plans, Asset Management Plans, the capital programme) were completed by staff in draft form by 1 June 2020, with the exception of financial data.
2. Notes that this will provide councillors reasonable time to work through proposals, options and budgets in a measured way before finalising a draft Long Term Plan in December 2020 and formally adopting the draft in February 2021.
3. Notes that the requested schedule of LTP briefings with councillors has been established (attached.)

## Attachments / Ngā Tāpirihanga

No.	Title	Page
A <a href="#">↓</a>	LTP Briefing Schedule	50

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	Not applicable

## Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

## Signatories / Ngā Kaiwaitohu

<b>Author</b>	Peter Ryan - Head of Performance Management
<b>Approved By</b>	Carol Bellette - General Manager Finance and Commercial (CFO) Dawn Baxendale - Chief Executive

LTP 2021-31 Briefing to Elected Members as at 12 June 2020, plus key dates

Briefing date	submission deadline	time	Activity Plan #	LTP documents	Presenters
Thu 18-Jun		1 hr		LTP "town hall" meeting with staff	Dawn Baxendale
Tue 30-Jun	Wed 17-Jun	2 hrs	all	Global overview of LTP parameters	Dawn Baxendale
Tue 7-Jul	Wed 24-Jun	1 hr	IS FS CP	Infrastructure Strategy, Financial Strategy, Capital Programme Prioritisation	David Griffiths Diane Brandish Carolyn Gallagher
Wed 8-Jul				LTP Programme Management Meeting	Dawn Baxendale
Tue 14-Jul	Wed 1-Jul	40 mins 20 mins	AP 1 AP 2	Christchurch Art Gallery Museums	Blair Jackson Blair Jackson
Wed 15-Jul	Thu 2-Jul	1 hr	EAG	EAG Update to Councillors	Garry Moore
Fri 17-Jul	Mon 6-Jul	1 hr	AP 3	Transport	Richard Osborne
Tue 21-Jul	Wed 8-Jul	1 hr	AP 4	Libraries	Carolyn Robertson
Wed 29-Jul	Thu 16-Jul	1 hr	AP 5	Solid waste	Helen Beaumont
recess 3-9 August 2020					
Tue 11-Aug	Wed 29-Jul	2 hrs		Infrastructure Strategy, Financial Strategy, Capital Programme Prioritisation Alignment	David Griffiths Diane Brandish Carolyn Gallagher
August		1 hr	EAG	EAG Update to Councillors	Garry Moore
		1 hr	AP 6	Heritage Management	Andrew Rutledge
		1 hr	AP 7	Parks and foreshore	Andrew Rutledge
		1 hr	AP 8	Water supply	Helen Beaumont
		1 hr	AP 9	Wastewater collection treatment and disposal	Helen Beaumont
September		1 hr	AP 10	Stormwater drainage	Helen Beaumont
		1 hr	AP 11	Flood protection and control works	Helen Beaumont
		1 hr	AP 12	Assisted housing	Bruce Rendall
		1 hr	AP Int 1	Facilities, Property & Planning	Bruce Rendall
		1 hr	AP 13	Community development and facilities	John Filsell
		1 hr	AP 14	Recreation, sports, community arts and events	Nigel Cox
		1 hr	AP 15	Strategic planning and policy	Brendan Anstiss Emma Davis David Griffiths Carolyn Ingles Mike Gillooly Michael Healy
16 or 17 Sep?			CB	Joint meeting with Community Boards	Di Keenan John Filsell
Late September		40 mins 20 mins	AP 16 AP Int 2	Citizens and customer services C&C Business Support	Sarah Numan Sarah Numan
October		1 hr	AP Int 3	Information Technology	Symon McHerron
		1 hr	AP 17	Economic development	Brendan Anstiss
		30 mins	AP 18	Civic and International Relations	Matt Nichols
		30 mins	AP 19	Public information and participation	Di Keenan
		30 mins	AP 20	Governance and decision-making	John Filsell
		50 mins	AP 21	Building services	Robert Wright Sam Hay Aaron Haymes
		30 mins 50 mins	AP 22 AP 23	Land and property information services Resource consenting	Sam Hay John Higgins
		1 hr 45 mins	AP 24 AP 25	Regulatory compliance and licencing Civil defence and emergency management	Tracey Weston Rob Orchard
November		15 mins 15 mins 15 mins 15 mins 15 mins 15 mins	AP Int 4 AP Int 5 AP Int 6 AP Int 7 AP Int 8 AP Int 9	Risk and Internal Audit Legal Services Human Resources Continuous Improvement Programme Management Office Capital Delivery	Shaun Dowers Adela Kardos Prue Norton Jo Glendinning Ruth Cable Alistair Pearson Darren Moses Ron Clarke Piers Lehmann Carol Bellette Peter Ryan Diane Brandish Patricia Christie Jane O'Toole Duncan Sandeman Shayne Te Aika
		15 mins 15 mins 15 mins	AP Int 10 AP Int 11 AP Int 12	Technical Services & Design Asset Management Performance Management and Reporting	
		15 mins	AP 26	Office of the Mayor & CE Mana Whenua Relationship	
Not a briefing. 5 Nov or 12 Nov EAG report to either F&P Committee or Council					
Mon 30-Nov Tue 1-Dec Tue 8-Dec			Audit CD CD	informal LTP discussion Audit NZ confirm draft Consultation Document confirm final consultation and engagement plan for formal LTP consultation period in 2021.	Peter Ryan Di Keenan Di Keenan

## 9. Capital Project Performance Report - May 2020

Reference / Te Tohutoro: 20/717961

Report of / Te Pou  
Matua: Ruth Cable, Head of Programme Management Office,  
ruth.cable@ccc.govt.nz

General Manager /  
Pouwhakarae: David Adamson, General Manager City Services,  
david.adamson@ccc.govt.nz

### 1. Brief Summary

- 1.1 The purpose of this report is for the Finance and Performance Committee to be informed of the Capital Project Performance, the Capital Watchlist and Major Cycleways reports for period ending 20 May 2020.

### 2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Capital Project Performance report for the period ending May 2020.
2. Receives the information in the Capital Watchlist and Major Cycleways report for the period ending May 2020.

### Attachments / Ngā Tāpirihanga

No.	Title	Page
A <a href="#">↓</a>	Capital Project Performance Report - May 2020	53
B <a href="#">↓</a>	Capital Project Watchlist - May 2020	63
C <a href="#">↓</a>	Major Cycleways Report - May 2020	66
D <a href="#">↓</a>	Capital Project Performance Report - Summary of Changes in Content	69

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	Not applicable

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Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.



(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

### Signatories / Ngā Kaiwaitohu

<b>Author</b>	Ruth Cable - Head of Project Management Office
<b>Approved By</b>	David Adamson - General Manager City Services

## Finance and Performance Committee of the Whole

June 2020 Capital Performance Overview (status as of 20 May 2020)

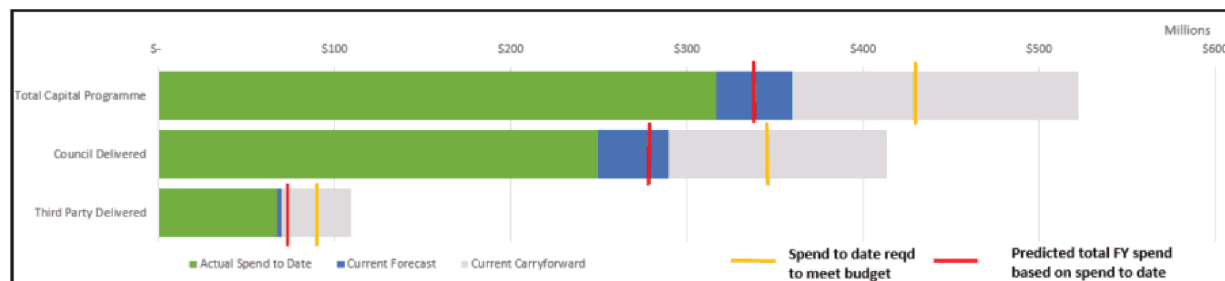
### All of Council – Overview

<b>Budget:</b>	<b>\$523m</b>
<b>Forecast:</b>	\$360m
<b>Spend to date:</b>	\$317m
<b>Number of Inflight projects:</b>	933

### Highlights from previous period (since last report):

1. **3 Waters** – completion of the following projects:
  - **Well Head Conversions (Marshland, Tara, Grassmere, Sydenham, Aldwins, Belfast, Spreydon, Effingham, Montreal)**  
*Convert well heads to secure above ground well heads*
2. **IT** – completion of the following project:
  - **SAP Cloud Platform Transformation – BPC / BW & Success Factors**  
*Improve ability to report and forecast on the Council's financial performance, and any subsequent planning, providing timely data to business teams to enable effective decisions, e.g. updated rates information is now available the next day. The project also enabled the significantly amended annual plan to be delivered back for discussion in a 4 week period. That turnaround time would have been impossible using the historical platforms.*
3. **Transport** – completion of the following project:
  - **Main Road Beachville Road, Streetscape Enhancements**  
*Road Safety improvements for Redcliffs Primary School opening*
4. **Major Facilities** – completion of the following project:
  - **Graham Condon Refurbishment and Facility upgrade**
5. **Community** – completion of the following projects:
  - **Governors Bay Community Centre & Pool Reserve, Park & Recreation Facilities**  
*Upgrade of the park for the community with play and recreational equipment, landscaping and furniture*
  - **Shirley Community Reserve – Modular Pump Track**

## Current Financial Position



## Deliverability against Current Forecast

Based on previous performance, spend to date required to meet budget is 83%.

In general terms, expenditure increases in the second half of each FY due to the number of projects in construction (where there is the majority of spend). June is a double month of spend (covers both May and June costs).

The following table provides commentary on deliverability against current forecast per delivery unit:

Delivery Unit	Budget (FY20)	Forecast (FY20)	% spent (against forecast)	Commentary
<b>Transport</b>	\$127m	\$86m	84%	On track to spend as per forecast. Relies on spend for key projects in construction – Cranford Street Downstream Effects, AAC Victoria Street, Riccarton Road Bus Priority, Road Lighting LED delivery and Renewal programmes.
<b>3 Waters</b>	\$165m	\$131m	89%	Delivery on track to meet current forecast.
<b>Community and Major Facilities</b>	\$149m	\$85m	91%	Delivery on track to meet current forecast.
<b>Other</b>	\$82m	\$57m	89%	Delivery on track to meet current forecast.
<b>Totals</b>	<b>\$522m</b>	<b>\$360m</b>	<b>88%</b>	

Forecasts as reported in February 2020 anticipated an average spend of \$53m per month. As a result of Covid 19 lockdown and Alert Level restrictions, this reduced to an average spend of \$32m.

Visibility of budget vs forecast spend is provided in the following graph. The largest impacted month as a result of Covid-19, May 2020 (reflecting work completed in April) had an actual spend of \$18m versus \$55m forecast prior to lockdown.



### Council Delivered Projects

Current delivery budget where Council manages delivery is \$412m, as at 20<sup>th</sup> May 2020, Project Managers are forecasting to spend \$291m by end of financial year.

Top ten projects by budget this financial year:

Project	Whole of Life Budget	Current Year Budget	Current Year Forecast	Forecast Delivery Date
<b>Strategic Land Acquisition Rolling Packs</b>	\$150m	\$34m	\$9m	Jun 2020
<b>Lyttelton Harbour Wastewater Scheme</b>	\$53m	\$13m	\$13m	Sep 2020
<b>Road Lighting LED delivery</b>	\$30m	\$9m	\$8m	Jun 2021
<b>WW Mains Renewal Tuam St Brick Barrel – Livingston St to Mathesons Rd</b>	\$15m	\$8m	\$5m	Feb 2021
<b>WW Riccarton Road – Harakeke to Matipo</b>	\$11m	\$7m	\$7m	Dec 2021
<b>Christchurch Wastewater Treatment Plant EQ Repair Occupied Buildings</b>	\$15m	\$6m	\$2m	Jan 2021
<b>Carriageway Smoothing AC&gt;40mm</b>	\$44m	\$6m	\$7m	Jun 2021
<b>Carriageway Reseals – Chipseal</b>	\$137m	\$5m	\$4m	Jun 2021
<b>Riccarton Road Bus Priority</b>	\$18m	\$5m	\$8m	Sep 2020

Project	Whole of Life Budget	Current Year Budget	Current Year Forecast	Forecast Delivery Date
Library Rolling Package Resources	\$102m	\$5m	\$5m	Jun 2021

Further detail on the current performance of key Council delivery projects can be found in the Capital Watchlist report appended to this Capital Project Performance report.

### Third Party Delivered Projects

\$108m of current FY budget is projects delivered by Third Party, who have primary control of delivery. As at the end of February 2020, Third Party delivery are forecasting to spend \$69m by end of financial year. This forecast has reduced by \$16m due to Covid-19 related delays.

Key third party payment projects (by current year budget value) are:

Project	Whole of Life Budget	Current Year Budget	Current Year Forecast	Forecast Delivery Date
Metro Sport Facility	\$152m	\$47m	\$25m	Jun 2022
Central City Transport Interchange	\$23m	\$23m	\$23m	One off payment – complete
Canterbury Multi Use Arena	\$473m	\$17m	\$1m	Sep 2024
New Brighton Hot Salt Water Pools	\$19m	\$11m	\$11m	Mar 2020 - complete
Northern Arterial Extension	\$54m	\$5m	\$7m	May 2021
<b>Totals</b>	<b>\$759m</b>	<b>\$104m</b>	<b>\$90m</b>	

Further detail on the current performance of key third party projects can be found in the Capital Watchlist report appended to this Capital Project Performance report.

### Carry Forward/Bring Back Analysis

Carry Forwards or Bring Backs exist when projects are either delivered faster or slower than originally planned within this Financial Year budget. Definitions are as follows:

- **Carry forward** – project is forecasting to spend less this financial year than originally budgeted.
- **Bring back** – project is forecasting to spend more this financial year than originally budgeted.

The “net carry forward” is the difference between carry forward and bring back.

Current net carry forward forecast by Project Managers is at \$163m (\$207m carry forward, \$44m bring back). This has increased from previously forecast due to Covid-19 delays on projects in construction.

Delivery units have reduced the impact of the carry forward on the Financial Year 2021 work programme, smoothing forecast spend over future years. This is reflected in the reduced FY21 Annual Plan out for consultation.

Breakdown by Delivery Department is as follows:

Delivery Department	Bring Back Projects	Carry Forward Projects	Bring Back Value	Carry Forward Value	Total
Transport	30	106	-\$15,396,926	\$55,241,999	\$39,845,073
Capital Delivery Major Facilities	2	8	-\$1,710,583	\$41,044,293	\$39,333,710
Three Waters & Waste	92	173	-\$18,037,724	\$51,656,908	\$33,619,184
Capital Delivery Community	17	102	-\$760,686	\$22,584,795	\$21,824,109
Facilities Property & Planning	4	3	-\$7,439,841	\$25,019,353	\$17,579,512
Information Technology	0	29	\$0	\$4,309,700	\$4,309,700
Parks	8	17	-\$259,699	\$3,285,283	\$3,025,584
Recreation Sports & Events	1	4	-\$10,000	\$1,848,644	\$1,838,644
Strategy & Transformation	1	6	-\$69,516	\$1,254,097	\$1,184,581
CDEM & Rural Fire	0	2	\$0	\$859,794	\$859,794
Art Gallery	0	1	\$0	\$15,335	\$15,335
Technical Services & Design	0	1	\$0	\$2,456	\$2,456
	155 Project(s)	452 Project(s)	-\$43,684,975	\$207,122,657	\$163,437,682

## All of Council

### Top 10 Carry Forward Projects

The following projects listed as the top carry forwards by budget value are as follows:

Project Title	Project Phase	Current FY Budget	Current FY Carry Forward	Project Manager Comment
<b>Strategic Land Acquisitions Rolling Package</b>	(Execute) Construction	\$34m	\$25m	Spend relies on capital project phasing for purchase of land, which means there are fluctuations from plan on annual spend each year. In addition, properties are purchased against previous FY budgets, for use by projects in this year's programme. This project is currently forecasting to spend less than budget allocation this FY.
<b>Metro Sport Facility</b>	(Execute) Construction	\$47m	\$22m	A carry forward is required due to progress to date, as well as Covid related delays. Full impact relating to Covid-19 are still to be determined. The construction programme is currently being reviewed by the contractor.
<b>Canterbury Multi Use Arena</b>	Initiate	\$17m	\$16m	Establishment of the future delivery entity is underway, concurrently CCC are delivering the Enabling Works and work is advancing.
<b>AAC Hereford St (Manchester-Cambridge)</b>	(Execute) Construction	\$5m	\$4m	Construction has progressed with water main on Hereford Street. Carry forward will be required to complete construction. Christmas and Show Week implications have been discussed with contractor and factored into any programme estimates.
<b>CWTP EQ Repair Occupied Buildings</b>	(Execute) Construction	\$6m	\$3.6m	Carry forward reflects phasing of work planned for FY21. Forecasting delivery to baseline.
<b>MCR Nor'West Arc - Section 2 - Annex Road/Wigram Road to University</b>	(Execute) Design	\$3.4m	\$3.2m	Carry forward FY20 to FY21 required, the project will be delivered with the upgrade to the Ilam/Middleton/Riccarton intersection upgrade for construction efficiencies.
<b>WW Mains Renewal - Tuam St Brick Barrel - Livingstone St to Mathesons Rd</b>	(Execute) Construction	\$8.5m	\$3m	Carry forward flagged due to slower than planned rate of pipe laying and Covid-19 related delays. Refer to Capital Project Watchlist for further information.
<b>AAC Victoria Street</b>	(Execute) Construction	\$4.4m	\$3m	Construction commenced post-lockdown and making excellent progress. Carry forward is required to complete construction.
<b>St Albans Community Centre</b>	(Execute) Construction	\$3.1m	\$2.6m	Carry forward required to complete the project. Due to delays from Covid-19, property purchase and subsequent value engineering re-design.

Project Title	Project Phase	Current FY Budget	Current FY Carry Forward	Project Manager Comment
<b>MCR Heathcote Expressway - Section 2 - Tannery to Martindales Road</b>	(Execute) Design	\$2.7m	\$2.6m	Carry forward required from FY20 to FY21. Possible lizard habitat could dictate when construction can happen (survey has been completed). Depending on the extent of lizard habitat, works may be deferred further.

## All of Council

### Top 10 Bring Back Projects

The following projects listed as the top bring backs by budget value are as follows:

Project Title	Project Phase	Current FY Budget	Current FY Bring Back	Project Manager Comment
<b>Riccarton Road Bus Priority</b>	(Execute) Construction	\$5.1m	\$3m	Bring back required due to earlier forecast completion date. Current construction complete date forecast for July 2020.
<b>WS Reactive Water Meter Replacement</b>	(Execute) Construction	\$0.3m	\$2.7m	Bring back required based on current rate of installation. Work is critical to leak reduction programme and responding to customer feedback.
<b>RONs Downstream Intersection Improvements : Cranford Street Downstream</b>	(Execute) Construction	\$1.2m	\$2m	Project fast tracked – work must be complete to meet consent conditions for Northern Arterial.
<b>Northern Arterial Extension including Cranford Street Upgrade</b>	(Execute) Construction	\$5.4m	\$1.7m	Delivery ahead of budget phasing.
<b>Downstream of CNC (Innes to Westminster) - Project 2</b>	(Execute) Construction	\$1.1m	\$1.2m	Project fast tracked – work must be complete to meet consent conditions for Northern Arterial designation.
<b>Downstream of CNC (South of Westminster) – Project 1</b>		\$1.4m	\$1.7m	
<b>Carriageway Smoothing AC&gt;40mm</b>	(Execute) Construction	\$5.5m	\$1.7m	Bringback required to fund work programme for delivery in FY20.
<b>Te Pou Linwood Pool</b>	(Execute) Construction	\$1.4m	\$1.2m	Bringback for FY20 required due to timing of advanced payments in accordance with contract conditions.
<b>Footpath Renewals Delivery Project</b>	(Execute) Construction	\$1.7m	\$0.8m	Bringback required to fund work programme for delivery in FY20.
<b>WS PKG-4 Sockburn – Well Head Conversion</b>	(Execute) Construction	\$1.4m	\$0.7M	Bringback needed to cover FY20 shortfall

## Current Project Status – In-flight

(Projects from Execute – Design to Project Delivery Complete)

The **Current Overall Project Status** is provided below for all projects from Execute through to Project Delivery Complete.

This status is set by Project Managers using objective criteria, and considers Cost, Time, Scope, Risks and Issues.

Project and Unit governance actively monitors progress, risks and issues, ensuring appropriate action and mitigations are in place on all projects.



Current programme level risks/issues that exist across the Capital Programme are as follows:

### Covid-19

- Extension of Time and Cost Variations - As a consequence of the Covid Level 4 lockdown, a number of contract claims for Extension of Time and associated costs have been received from various contractors across the





portfolio. These are currently under review and have the potential to increase costs across multiple projects. Full impact (time and cost) still to be confirmed.

- Supply Issues - Contractors continue to review supply chain risks and issues, including identification of alternative (lower risk) sourcing locally.
- Exchange Rate - any hike in the US dollar may impact project costs
- Other - Potential for additional restrictions, resulting in possible time and/or cost implications

**NZTA subsidy (Transport)**

- Remains an ongoing risk to delivery of Transport projects >\$1m.
- To mitigate risk, staff are working closely with NZTA to ensure clarity of process and to streamline the process where possible.

For all projects forecasting >\$1m, with an Overall Project Status of Red in the Execution phase (until Project Delivery Complete), commentary is provided on the following page.

## Performance Exception Report

### Projects >\$1m in Execution - Overall Current Project Status “Red”

Commentary is provided below for all projects forecasting >\$1m, with an Overall Project Status of Red in the Execution phase (until Project Delivery Complete).

For Watchlist or MCR projects, refer separate reports.

Time (Deviation from Baseline)		Budget (Deviation from Baseline)	
Green	<30 days delay	Green	On Track
Amber	31-60 days delay	Amber	Forecast Overspend <5%
Red	>61 days delay	Red	Forecast Overspend >5%

Project	Cost	Time	Scope	Risks	Issues	Commentary
SW Sutherlands Basin (Welsh) Stormwater Treatment	Red	Red	Green	Green	Amber	Confirmation of final scope has impacted on cost and delivery timeframes. Delays have been due to ground conditions, design changes, resource availability and Covid-19. Options for accelerating programme are being considered.
WW Riccarton Trunk Main Project	Green	Red	Green	Amber	Amber	Construction works near completion – final issues being resolved. Contractual issues still to be resolved.
WS Pump & Storage MEICA Renewals FY19	Green	Red	Green	Green	Green	Delays from scoping and design has had a flow on effect to final delivery date. Wellhead Security Improvement project delays have also held up the testing and sign off of work. Forecasting completion June 2020.
WS PKG-4 Sockburn – Well Head Conversion	Green	Red	Green	Green	Green	Delays due to unforeseen items, e.g. asbestos contaminations, exiting well casing defect, tree removal, additional SCADA upgrades, permit to work approvals vs. summer demand and a private carpark build over exiting easement. Covid-19 has caused further delays.
SW Rossendale – Infrastructure Provision Agreement (IPA)	Amber	Red	Green	Green	Green	Additional funds and time is likely to be required to meet commitments in IPA.
CWTP EQ Channels Restoration	Green	Red	Green	Green	Red	Delays due to Covid-19. Risks relating to possible supply chain issues.
CWTP EQ Repair Occupied Buildings	Green	Amber	Green	Amber	Red	Time delays due to asbestos discovery and COVID-19 – extent of asbestos is still a risk. Contractual issues with contractor are to be resolved. Risk relating to possible supply chain issues.
SW Owaka Corridor	Amber	Red	Green	Red	Green	Additional costs relating to lizard salvage and altered methodology to comply with the Wildlife act + reduce fire risks. Delays as a result of finding protected skinks on site and Covid 19 – forecasting open to public and operational at original date however depends on weather for placing tar seal.
WS Wrights Pump station Well Renewal	Green	Red	Green	Green	Green	Delays due to Covid 19 and additional requirements to complete works. Forecasting completion August 2020.
WS Well Renewal - Grassmere Well 1	Green	Red	Green	Green	Green	Delays in construction start to ensure capacity of the network during peak season. Further delays due to Covid 19. Forecast completion October 2020.

Project	Cost	Time	Scope	Risks	Issues	Commentary
SW Highsted Land Purchase & Construction of Waterways, Basins & Wetlands	Green	Red	Green	Green	Green	Delays due to Covid-19.
LDRP 507 Temporary stop bank management	Green	Red	Green	Green	Green	Stage 2 works (Asset Deterioration) delays while confirming design and methodology. Further delays due to Covid-19. Opportunity to integrate with OARC (Otakaro Avon River Corridor) regeneration plan has been agreed – part of Shovel Ready submission.
Strategic Land Acquisitions Rolling Package	Green	Green	Red	Green	Red	Property purchases as originally budgeted for this FY will not be completed. Delivery to scope and expenditure relies on property purchase requirements and timelines within individual projects.
Palmer's Road (Bowhill)	Red	Red	Green	Green	Green	Increased costs due to water pipe changes and site lockdown. Delays due to Covid-19. Forecasting completion June 2020.
Main North Road Bus Lane Modifications	Red	Red	Green	Red	Green	Increased costs due to asbestos pipe and coal tar. Service clashes remain a risk. COVID 19 has caused a time and cost impacts.
Warden Street (Petrie-Chancellor)	Green	Red	Green	Green	Green	Completion delayed due to Covid 19 lockdown. Forecasting completion August 2020.
St Albans Community Centre	Green	Red	Green	Amber	Green	Project Completion delayed due to material arrivals. Further potential impact from Covid 19 is being assessed.
Edmonds Band Rotunda	Green	Red	Green	Green	Green	Delays due to Covid-19.
Pioneer Recreation & Sport Centre – Roof Replacement	Red	Red	Green	Amber	Green	Cost and time impacts due to Covid-19. Risk relating to weather, site coordination, dependencies, and materials – these are being actively addressed.
Chokebore Lodge	Green	Red	Green	Green	Green	Delays in completing procurement phase will have knock on impact to delivery date.
Trade Waste Management System Replacement	Green	Red	Red	Green	Red	Majority of the system is now deployed and in use. Final delivery forecast for end June. Delays due to resource availability, technical complexity and Covid-19. Final deployment will commence when business units are onsite and available under Level 1. Risks/Issues are returning to green given project is close to completion and no major issues are forecasted.
Get of GEMS – Stage 1	Amber	Amber	Red	Amber	Red	Change Request in progress to reflect moving some project deliverables from MyCouncil project into Get off Gems for efficiencies and cost benefits. Building Warrant of Fitness release has successfully gone live in May. Issues and risks relating to further delays due to technical resource availability. We are currently working on resourcing conflicts in order to mitigate this risk.

CHRISTCHURCH CITY COUNCIL - CAPITAL PROGRAMME WATCHLIST  
MAY 2020

Time (Deviation from Baseline)			Budget (Deviation from Baseline)		
Green	<30 days delay		Green	On Track	
Amber	31-60 days delay		Amber	Forecast Overspend <5%	
Red	>61 days delay		Red	Forecast Overspend >5%	

	Project Title	Current Phase	TIME					BUDGET				RISK (BUDGET AND TIME)		
			Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date	Time Status	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (by Exception)	Status	Risks <i>All risks are monitored with mitigations actively managed by delivery units.</i>
Community	Naval Point Development Plan	Plan	Jun-15	Jan-27	Jan-27	Green (<30 days)		Green - On Track	\$11.5 M	\$11.5 M	\$1.4 M		Green	
	Akaroa Wharf Renewal	Plan	Feb-23	Feb-23	Feb-23	Green (<30 days)		Green - On Track	\$11.0 M	\$11.0 M	\$0.6 M		Red	Cost risk associated with multi criteria analysis and engineering options. To be presented to Community Board and Council meetings in June/July 2020.
Major Facilities	Hornby Library, Customer Services and South West Leisure Centre	Plan	Apr-20	Dec-22	Dec-22	Green (<30 days)		Green - On Track	\$35.8 M	\$35.8 M	\$0.3 M		Amber	Resource consent conditions, construction cost escalations, development contributions. Covid-19 issues create significant risk around contractor pricing and material supply.
	Performing Arts Precinct	Plan	Jun-18	May-23	May-23	Green (<30 days)		Green - On Track	\$31.3 M	\$31.2 M	\$1.3 M		Amber	Execution of development agreement - the impact of Covid 19 on the Court Theatre, its operations and ability to enter into an agreement with the Council is unclear. Programme currently being reviewed.
	Te Pou Toetoe Linwood Pool	Execute - Construction	Dec-21	Dec-21	Dec-21	Green (<30 days)		Green - On Track	\$22.7 M	\$22.7 M	\$1.7 M		Red	Unforeseen conditions (large objects/contamination) and natural perils. Covid-19 impact.
Transport	AAC Hereford St (Manchester-Cambridge)	Execute - Construction	Dec-18	Feb-21	Feb-21	Green (<30 days)		Red (>5%)	\$7.5 M	\$8.0 M	\$1.4 M	Increased completion cost is forecast due to conflicts on site with utility services. The costs will be monitored as work progresses and opportunities for cost savings investigated	Red	Construction programme still to be finalised with contractor - Christmas down time has been factored into current estimate. Further delays due to Covid-19. Unforeseen underground services, construction cost escalations.
	AAC Victoria Street	Execute - Construction	Jun-17	Apr-21	Apr-21	Green (<30 days)		Green - On Track	\$11.3 M	\$11.3 M	\$3.5 M		Amber	Risks relating to stakeholder engagement, influencing construction methodology and programme.
	Annex / Birmingham / Wrights Route Upgrade	Execute - Design	Sep-16	Aug-23	Aug-23	Green (<30 days)		Green - On Track	\$10.8 M	\$10.8 M	\$0.9 M		Green	
	Downstream Intersection Improvements: Cranford Street	Execute - Construction	Jun-20	Jun-20	Sep-20	Red (>61 days)	Impacts due to site condition variations, Covid-19 lockdown and Alert Level restrictions.	Red (>5%)	\$22.5 M	\$28.0 M	\$6.8 M	Service clashes, contamination (coal tar), traffic management complexities, and the Covid-19 shutdown will increase the overall project cost. Full impact to be assessed.	Red	Site investigations, service clashes, detailed design, design safety audits and contamination testing (coal tar) as well as ongoing Covid-19 impacts.
	Ferry Road Masterplan - project WL1	Execute - Procurement	Sep-17	Dec-20	Jun-21	Red (>61 days)	Tender award delayed due to Covid-19, which will impact project delivery complete.	Green - On Track	\$4.1 M	\$4.1 M	\$0.8 M		Green	
	New Brighton MP Streetscape Enhancements A2, A4, A5	Execute - Construction	Jun-19	Jun-20	Jun-20	Green (<30 days)		Green - On Track	\$4.6 M	\$4.6 M	\$3.0 M		Green	
	Riccarton Road Bus Priority	Execute - Construction	May-15	Jan-22	Sep-20	Green (<30 days)		Amber (<5%)	\$17.6 M	\$18.0 M	\$13.4 M	Additional scope and variations from construction contract. A change request has been lodged for additional budget.	Green	
	Road Lighting LED delivery project	Execute - Construction	Jun-18	Jun-21	Jun-21	Green (<30 days)		Green - On Track	\$30.0 M	\$30.0 M	\$14.7 M		Amber	Risks relating to delays resulting from Covid19 lockdown and restrictions. Discussions with NZTA are underway to obtain an extension of time to subsidy.

	Project Title	Current Phase	TIME					BUDGET				RISK (BUDGET AND TIME)		
			Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date	Time Status	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (by Exception)	Status	Risks <i>All risks are monitored with mitigations actively managed by delivery units.</i>
Three Waters and Waste	LDRP 500 Cashmere Worsleys Flood Storage	Execute - Construction	Apr-17	Aug-22	Jun-22	Green (<30 days)		Green - On Track	\$27.1 M	\$27.1 M	\$17.5 M		Green	
	LDRP 528 Eastman Wetlands	Execute - Construction	Jun-24	Jun-24	Jun-24	Green (<30 days)		Amber (<5%)	\$22.2 M	\$26.3 M	\$8.8 M	Updated work package cost estimates are now coming in above original estimates in most cases as detailed design progresses. Work is underway to firm up estimates and reduce costs.	Green	
	SW Coxs - Quaifes Facility	Execute - Construction	Jun-23	Jun-23	Dec-22	Green (<30 days)		Green - On Track	\$14.9 M	\$14.9 M	\$8.5 M		Amber	Programme has been accelerated to assist with delivery of the growth programme and to service local developments underway. The project won't be able to accelerate as fast as planned and will be re-programmed once full Covid impacts are understood.
	WW Akaroa Wastewater Scheme	Execute (Investigate)	Jun-16	Jun-25	Jun-28	Green (<30 days)		Red (>5%)	\$38.8 M	\$68.8 M	\$7.1 M	Whilst a number of Wastewater disposal options are being considered, budget estimates (commiserate with the preliminary design work undertaken for each option to date) advises us that none of the options available can be delivered on budget.  Current forecast reflects adopting an Inner Harbour irrigation scheme from the four proposed options as it is considered by staff as the most likely option to be adopted.	Red	The overall project scope and budget remain at risk. As per budget commentary the four options range from \$15M to \$40M in excess of the available project budget.  Public Consultation is forecast to commence July 2020 with Council decision forecast for October 2020.  Once a preferred solution for the disposal of treated waste water has been agreed upon by elected Council members, the project budget and timeframe will be reforecast and submitted for approval.
	WW Lyttelton Harbour Wastewater Scheme	Execute - Construction	Feb-19	Dec-21	Dec-20	Green (<30 days)		Red (>5%)	\$53.0 M	\$54.5 M	\$45.6 M	Significant COVID-19 claims have been received as well as additional design and construction costs due to services clashes with incorrect as built information	Red	Ground conditions and contractual issues to be resolved.
	WW Mains Renewal - Tuam St Brick Barrel - Livingstone St to Mathesons Rd	Execute - Construction	Jun-20	Oct-20	Feb-21	Red (>61 days)	Delays due to old pipe being removed that sits on concrete haunching and foundations 500mm – 800mm thick and was built of in-situ poured concrete 200 - 300mm thick. This concrete had to be broken out and removed prior to pipe laying. A number of changes have been trialled to construction methodology to drive productivity. There has been an increase in the rate of pipe laying although we do not expect they will be able to recover lost time. Further delays due to Covid-19 site shutdown and Alert Level restrictions.	Green - On Track	\$15.3 M	\$15.3 M	\$6.1 M		Green	
	WW Riccarton Road - Harakeke to Matipo	Execute - Construction	Dec-21	Dec-21	Dec-21	Green (<30 days)		Green - On Track	\$11.1 M	\$11.1 M	\$10.7 M		Green	

Project Title	Current Phase	TIME					BUDGET					RISK (BUDGET AND TIME)	
		Original Delivery Date	Current Approved Delivery Date	Current Forecast Delivery Date	Time Status	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (by Exception)	Status	Risks <i>All risks are monitored with mitigations actively managed by delivery units.</i>
Third Party Delivery													
New Brighton Salt Water Hot Pools	Execute - Construction	Dec-20	Mar-20	Mar-20	Green (<30 days)		Green - On Track	\$19.2 M	\$19.2 M	\$18.6 M		Green	
Northern Arterial Extension including Cranford Street Upgrade	Execute - Construction	Jun-22	Jul-23	May-21	Green (<30 days)	Opening of the CNC is now anticipated for December 2020. Refer to Risks.	Green - On Track	\$53.8 M	\$53.8 M	\$42.0 M		Amber	Effects of Covid 19 are yet to be assessed.
Metro Sport Facility	Execute - Construction	Jan-20	Feb-22	Jun-22	Red (>61 days)	Delays due to slower progress than current construction programme and Covid-19.	Green - On Track	\$152.4 M	\$151.3 M	\$47.1 M		Amber	Effects of Covid 19 yet to be assessed. Construction programme being reviewed.
Canterbury Multi Use Arena	Initiate	Jun-25	Jun-25	Sep-24	Green (<30 days)		Green - On Track	\$473.0 M	\$473.0 M	\$0.2 M		Amber	Procurement strategy and delivery structure to be confirmed between Council/Crown. Impacts of Covid-19 still to be determined.
Multicultural Recreation and Community Centre	Concept	Jun-21			Green (<30 days)		Green - On Track	\$3.0 M	\$0.0 M	\$0.0 M		Green	

Time (Deviation from Baseline)

Green	<30 days delay
Amber	31-60 days delay
Red	>61 days delay

Budget (Deviation from Baseline)

Green	On Track
Amber	<5% overspend forecast
Red	>5% overspend forecast



CHRISTCHURCH CITY COUNCIL MAJOR CYCLEWAYS PROGRAMME

May-20

Cycleway  
Complete

Time (Deviation from Baseline)  
Green <30 days delay  
Amber 31-60 days delay  
Red >61 days delay

Budget (Deviation from Baseline)  
Green On Track  
Amber Forecast Overspend <5%  
Red Forecast Overspend >5%

		TIME				BUDGET				RISK (BUDGET AND TIME)		
Project Title	Current Phase	Current Approved Delivery Date	Current Forecast Delivery Date	Time Status	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (By Exception)	Status	Risks <i>All risks are monitored with mitigations actively managed by delivery units.</i>
Avon-Otakaro	MCR Avon - Otakaro Route Section 1 - Fitzgerald Avenue to Swanns Road Bridge	Concept		Jun-28	Green (<30 days)						Green	
	MCR Avon - Otakaro Route Section 2 - Swanns Road Bridge to ANZAC Drive Bridge	Concept		Jun-28	Green (<30 days)						Green	
	MCR Avon - Otakaro Route Section 3 - ANZAC Drive Bridge to New Brighton	Concept		Jun-28	Green (<30 days)						Green	
	Totals						\$31.3 M	\$31.3 M	\$0.1 M			
Heathcote Expressway	MCR Heathcote Expressway - Section 2 - Tannery to Martindales Road	Detailed Design	Jun-25	Jan-22	Green (<30 days)						Amber	Confirmation of NZTA funding awaited. Lizard habitat.
	MCR Heathcote Expressway - Section 1 A- Ferry Rd	Defects Liability	Oct-19	Oct-19	Green (<30 days)							
	MCR Heathcote Expressway - Section 1 B- Charles St to Tannery	Defects Liability	Oct-19	Oct-19	Green (<30 days)							
	Totals						\$26.1 M	\$26.0 M	\$17.3 M			
Little River Link	MCR Little River Link - Section 1 - Moorhouse Avenue to Edinburgh Street, Barrington	Handover	Sep-18	Sep-18	Green (<30 days)	Minor works to be completed in FY21 that require co-ordination with KiwiRail.					Green	
	MCR Little River Link - Section 2 - Wigram Magdela Link	Closed	Jan-17	Jan-17	Green (<30 days)							
	MCR Little River Link - Section 3 - Little River Township	Closed	Oct-16	Nov-16	Green (<30 days)							
	Totals						\$7.7 M	\$7.7 M	\$7.5 M			
Northern Line Cycleway	MCR Northern Line Cycleway - Section 1 - Blenheim to Kilmarnock, plus Harewood Crossing and Restell	Detailed Design	Jun-22	Jun-22	Green (<30 days)						Amber	Awaiting agreement on design and lease from Kiwirail.
	MCR Northern Line Cycleway - Section 2a - Tuckers to Sturrocks including crossings.	Detailed Design	Jun-21	Jun-22	Red (>61 days)	Construction funding has been moved due to the ongoing delays with KiwiRail.					Amber	
	MCR Northern Line Cycleway - Section 2b - Sturrocks to Barnes Road/ Main North Road	Concept			Green (<30 days)						Amber	Agreement with Kiwirail required in relation to use of rail corridor.
	MCR Northern Line Cycleway - Section 3a - Styx Mill overbridge to Northwood Boulevard	Concept			Green (<30 days)						Amber	
	MCR Northern Line Cycleway - Section 3b - Main North to Belfast	Concept			Green (<30 days)						Amber	
	MCR Northern Line Cycleway - Section 1b- South Hagley Park Connection	Closed		Sep-14	Green (<30 days)							
	Totals						\$14.0 M	\$14.0 M	\$3.8 M			
Nor'West Arc	MCR Nor'West Arc - Section 1a - Cashmere Road To Sparks Road	Detailed Design	Jul-19	Dec-20	Red (>61 days)	Delays in confirming NZTA subsidy. Now confirmed. Project to be reprogrammed.					Green	
	MCR Nor'West Arc - Section 1b - Sparks Road To Lincoln/ Halswell Road intersection	Detailed Design	Oct-20	Feb-21	Red (>61 days)	Delays in confirming NZTA subsidy. Now confirmed. Project to be reprogrammed.					Green	
	MCR Nor'West Arc - Section 1c - Lincoln/ Halswell Road intersection to Annex Rd/SM Underpass	Detailed Design	Mar-22	Jan-22	Green (<30 days)						Green	
	MCR Nor'West Arc - Section 2 - Annex Road/Wigram Road to University	Detailed Design	Jun-20	Jun-21	Red (>61 days)	Delays in confirming NZTA subsidy. Now confirmed. Project to be reprogrammed.					Green	
	MCR Nor'West Arc - Section 3 - University to Harewood Road	Investigate & Scheme Design	May-25	May-25	Green (<30 days)						Green	
	Totals						\$31.4 M	\$31.4 M	\$2.9 M			

		TIME					BUDGET					RISK (BUDGET AND TIME)		
		Project Title	Current Phase	Current Approved Delivery Date	Current Forecast Delivery Date	Time Status	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (By Exception)	Status	Risks <i>All risks are monitored with mitigations actively managed by delivery units.</i>
Opawaho River Route	MCR Opawaho River Route - Section 1 - Princess Margaret Hospital to Corson Avenue	Concept		Jun-27	Green (<30 days)		0	Green - On Track	\$10.0 M	\$10.0 M	\$0.0 M		Green	
	MCR Opawaho River Route - Section 3 - Waltham Road To Ferrymead Bridge	Concept		Jun-28	Green (<30 days)		0	Green - On Track	\$18.6 M	\$18.6 M	\$0.0 M		Green	
	MCR Opawaho River Route - Section 2 - Corson Avenue to Waltham Road	Concept		Jun-28	Green (<30 days)		0	Green - On Track	\$4.0 M	\$4.0 M	\$0.0 M		Green	
	Totals								\$32.6 M	\$32.6 M	\$0.0 M			
Rapanui - Shag Rock	MCR Rapanui - Shag Rock Cycleway - Section 3 - Dyers Road to Ferry Road Bridge	Plan	Jun-23	Jun-23	Green (<30 days)			Green - On Track	\$7.8 M	\$7.8 M	\$1.0 M		Amber	Detailed environmental impact reports - these have been commissioned.
	MCR Rapanui - Shag Rock Cycleway - Section 1 - Worcester Street to Linwood Ave	Handover	Oct-18	Jan-18	Green (<30 days)		0	Green - On Track	\$9.3 M	\$9.2 M	\$9.2 M		Green	
	MCR Rapanui - Shag Rock Cycleway - Section 2 - Aldwins Road to Dyers Road	Handover	Jul-18	Jul-18	Green (<30 days)		0	Green - On Track	\$7.1 M	\$7.1 M	\$7.1 M		Green	
	Totals								\$24.3 M	\$24.1 M	\$17.2 M			
South Express	MCR South Express - Section 1a - Templeton to Gilberthorpes	Detailed Design	Mar-22	Mar-22	Green (<30 days)			Green - On Track	\$8.5 M	\$8.5 M	\$2.2 M		Amber	NZTA have previously confirmed subsidy for detailed design of the entire route. Construction subsidy required additional information prior to confirmation. This has all been submitted and is in the NZTA system for review.
	MCR South Express - Section 1b - Gilberthorpes to Racecourse Rd/Pararoa Reserve Entrance	Detailed Design		Jun-21	Green (<30 days)			Green - On Track	\$7.0 M	\$7.0 M	\$0.0 M		Amber	
	MCR South Express - Section 2a - Racecourse Rd/Pararoa Reserve Entrance to Upper Riccarton Library	Detailed Design		Jun-21	Green (<30 days)			Green - On Track	\$6.5 M	\$6.5 M	\$0.0 M		Amber	
	MCR South Express - Section 2b - Upper Riccarton Library, Main South Road to Curletts	Detailed Design	Jun-21	Jun-21	Green (<30 days)			Green - On Track	\$1.6 M	\$1.6 M	\$0.0 M		Amber	
	MCR South Express - Section 3 - Curletts Rd to Old Blenheim Rd	Detailed Design	Jun-21	Jan-22	Red (>61 days)	NZTA subsidy delays.		Green - On Track	\$12.7 M	\$12.7 M	\$0.6 M		Amber	
	Totals								\$36.3 M	\$36.3 M	\$2.1 M			
South Lights	MCR Southern Lights - Section 1 - Strickland Street to Tennyson St	Investigate & Scheme Design	Dec-22	Dec-22	Green (<30 days)			Green - On Track	\$3.9 M	\$3.9 M	\$0.4 M		Green	
	Totals								\$3.9 M	\$3.9 M	\$0.4 M			
Wheels to Wings	MCR Wheels to Wings - Section 1 - Harewood Road to Greers Road	Investigate & Scheme Design	Mar-25	Mar-25	Green (<30 days)			Green - On Track	\$5.7 M	\$5.7 M	\$0.9 M		Amber	The inclusion of traffic signals at Harewood/Gardiners/Breens will exceed the available budget for the project. Additional funds are being sought as part of the Annual Plan process.
	MCR Wheels to Wings - Section 2 - Greers Road to Wooldridge Road	Investigate & Scheme Design		Jun-27	Green (<30 days)			Green - On Track	\$8.9 M	\$8.9 M	\$0.0 M		Amber	
	MCR Wheels to Wings - Section 3 - Wooldridge Road to Johns Rd Underpass	Investigate & Scheme Design		Jun-28	Green (<30 days)		0	Green - On Track	\$5.0 M	\$5.0 M	\$0.0 M		Green	
	Totals								\$19.6 M	\$19.6 M	\$0.9 M			



		TIME				BUDGET					RISK (BUDGET AND TIME)	
Project Title	Current Phase	Current Approved Delivery Date	Current Forecast Delivery Date	Time Status	Time Comment (By Exception)	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comment (By Exception)	Status	Risks <i>All risks are monitored with mitigations actively managed by delivery units.</i>
MAJOR CYCLEWAYS - ALL SECTIONS COMPLETE												
		TIME				Budget					Risk	
Project Title	Current Phase	Current Approved Delivery Date	Current Forecast Delivery Date	Time Status	Time Comment	Budget Status	Current Approved Budget	Current Forecast	Actuals to Date	Budget Comments	Status	Risk Commentary
Papanui Parallel	MCR Papanui Parallel - Section 1 - Grassmere to Tomes	Closed	Oct-15	Oct-15	Green (<30 days)	0	Green - On Track	\$1.7 M	\$1.7 M	\$1.7 M	Green	
	MCR Papanui Parallel - Section 2 - Bealey Ave to Trafalgar	Handover	Aug-17	Aug-17	Green (<30 days)	0	Green - On Track	\$11.1 M	\$11.1 M	\$11.1 M	Green	
	MCR Papanui Parallel - Section 3 - Trafalgar to Tomes	Closed	May-17	May-17	Green (<30 days)		Green - On Track	\$0.0 M	\$0.0 M	\$0.0 M	Green	
	MCR Papanui Parallel - Section 4 - Grassmere to Sawyers Arms Road	Handover	Aug-17	Aug-17	Green (<30 days)	0	Green - On Track	\$3.4 M	\$3.4 M	\$3.4 M	Green	
Totals							\$16.2 M	\$16.2 M	\$16.2 M			
Quarrymans Trail	MCR Quarryman's Trail - Section 1a - Hoon Hay Road to Roker/Strickland Street	Defects Liability	Jun-18	Jun-18	Green (<30 days)	0	Green - On Track	\$17.6 M	\$17.6 M	\$17.5 M	Green	
	MCR Quarryman's Trail - Section 1b - Victors Rd to Hoon Hay Road	Closed			Green (<30 days)		Green - On Track	\$0.0 M	\$0.0 M	\$0.0 M	Green	
	MCR Quarryman's Trail - Section 2 - Halswell to Victors Road	Defects Liability	Jun-19	Oct-19	Green (<30 days)	0	Green - On Track	\$6.0 M	\$6.0 M	\$6.0 M	Green	
Totals							\$23.6 M	\$23.5 M	\$23.5 M			
Uni-Cycle	MCR Uni-Cycle - Section 1 - Matai St East	Closed	Jan-16	Jan-16	Green (<30 days)		Green - On Track	\$3.3 M	\$3.1 M	\$3.1 M	Green	
	MCR Uni-Cycle - Section 2 - Hagley Park to Riccarton Bush	Closed	Nov-17	Nov-17	Green (<30 days)		Green - On Track	\$3.3 M	\$3.3 M	\$3.3 M	Green	
	MCR Uni-Cycle - Section 3 - Ngahere St to Dovedale Ave	Closed	Sep-17	Sep-17	Green (<30 days)		Green - On Track	\$4.2 M	\$4.2 M	\$4.2 M	Green	
	MCR Uni-Cycle - Section 4 - Railway Line Crossing	Closed	Sep-17	Sep-17	Green (<30 days)		Green - On Track	\$0.3 M	\$0.3 M	\$0.3 M	Green	
Totals							\$11.1 M	\$10.8 M	\$10.8 M			
TOTAL MCR PROGRAMME							\$277.9 M	\$277.3 M	\$102.8 M			

Time (Deviation from Baseline)

Green	<30 days delay
Amber	31-60 days delay
Red	>61 days delay

Budget (Deviation from Baseline)

Green	On Track
Amber	Forecast Overspend <5%
Red	Forecast Overspend >5%

## Finance and Performance Committee of the Whole

### Capital Project Performance Report

#### Summary of Changes

The Capital Project Performance Report, format and content, has been modified from previous reports. This is as agreed with the Chair, and Deputy Chair of the Finance and Performance Committee of the Whole.

The revised report focusses on providing:

- Visibility of Successes
- Insight to interpret the Performance Information provided
- Visibility of project status information, as well as action underway

Below please find a summary of changes, ordered by report content.

Change	Section	Commentary
<b>NEW</b>	Highlights from Previous Period	Highlights/delivery per delivery unit from previous period
<b>REVISED</b>	Current Financial Position	<ul style="list-style-type: none"> <li>- Spend to date, current forecast as well as current FY spend prediction based on spend to date as well as historic spend trends</li> <li>- Visibility of split between Council delivered and Third Party.</li> </ul>
<b>NEW</b>	Deliverability against Current Forecast	Commentary against forecast per delivery unit provides transparency relating to deliverability of programme.
<b>REVISED</b>	Council Delivered Projects	Now includes additional information - Whole of Life budget and Forecast Delivery Date.
<b>REVISED</b>	Third Party Delivered Projects	Now includes additional information - Whole of Life budget and Forecast Delivery Date.
<b>REVISED</b>	Carry Forward / Bring Back Analysis	<ul style="list-style-type: none"> <li>- Now includes definition of a "Carry Forward" and "Bring Back".</li> <li>- "Net Carry Forward" amount prioritised alongside breakdown by Delivery Unit.</li> </ul>
<b>NEW</b>	Current Project Status – In-flight	<ul style="list-style-type: none"> <li>- Visibility of current project status for inflight projects currently in Execute – Design, through to Project Delivery Complete.</li> <li>- Programme Level Risks and Issues</li> </ul>
<b>NEW</b>	Performance Exception Report	<ul style="list-style-type: none"> <li>- Projects &gt;\$1m currently red include commentary relating to action underway. These are actively addressed by our Delivery Units.</li> <li>- Definition of Green/Amber and Red indicators are provided.</li> </ul>
<b>REPLACED</b>	Specific Portfolio Views (Transport, 3 Waters, Facilities & Other)	Information now provided in new and revised sections of the report (noted above).



## 10. Major Facilities Elected Member Update

Reference / Te Tohutoro: 20/212191

Report of / Te Pou Matua:	Alistair Pearson, Capital Delivery Major Facilities Manager, alistair.pearson@ccc.govt.nz
General Manager / Pouwhakarae:	Mary Richardson, General Manager Citizens and Community, mary.richardson@ccc.govt.nz

### 1. Brief Summary

- 1.1 The purpose of this report is to inform the Finance and Performance Committee of current updates involving Capital Delivery Major Facilities projects.
- 1.2 The Capital Delivery Major Facilities Team (CDMF) is responsible for the delivery of Christchurch City Council's Major Facilities "high risk" and "high value" vertical projects. Established under the 2016 Fit for Future Organisational restructure, it currently holds a portfolio of eleven (11) major projects with an estimated total budget of \$755.4 million and a Heritage Maintenance Programme with a total budget of around \$0.8 million.
- 1.3 Since its establishment, CDMF has completed the delivery of Lichfield Street Carpark (November 2017), Taiora QEII Recreation and Sport Centre (May 2018), Tūranga - Christchurch Central Library (October 2018), Christchurch Stadium Turf Replacement (February 2019), Christchurch Town Hall (February 2019) and the Christchurch Symphony Orchestra Rehearsal Building (October 2019), Lancaster Park Deconstruction & Demolition (February 2020).
- 1.4 CDMF is headed by its Manager, Alistair Pearson with a full time staff of eight.

### 2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information within the Elected Members Updates of Capital Delivery Major Facilities Projects:
  - a. Canterbury Multi-Use Arena Investment Case.
  - b. Metro Sports Facility (Joint Venture with Ōtākaro Ltd).Performing Arts Precinct.
  - c. Hornby Library, Service Centre and South West Leisure Centre.
  - d. Te Pou Toetoe: Linwood Pool.
  - e. The Square and Surrounds.
  - f. Performing Arts Precinct.
  - g. Old Municipal Chambers (OMC).
  - h. Graham Condon R & R Cycle Shutdown.

## Attachments / Ngā Tāpirihanga

No.	Title	Page
A <a href="#">↓</a>	Major Facilities - Elected Member Update June 2020	73

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	Not applicable

## Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

## Signatories / Ngā Kaiwaitohu

<b>Author</b>	Azeema Aman - Project Coordinator
<b>Approved By</b>	Alistair Pearson - Manager Capital Delivery Major Facilities Mary Richardson - General Manager Citizens & Community

CMUA Elected Member Update 10 June 2020  
majorfacilities@ccc.govt.nz 03 941 8999 ccc.govt.nz



## CMUA

Project Budget \$253M (CCC)  
\$220M (Crown)

Project Delivery : Q3 2024  
Current Phase: Planning

IMAGE

10 JUNE 2020

## SCOPE

The CMUA is to be located over three city blocks between Hereford and Tuam Streets, bounded by Madras and Barbadoes Streets. This location is well connected with main transport routes and within easy walking distance of the central city accommodation hospitality and transport facilities. The Crown has almost completed acquiring land within the Designation.

The CMUA is a replacement for the previous stadium at Lancaster Park, destroyed in the 2010-2011 earthquakes, and the current temporary Orangetheory Stadium.

## CURRENT UPDATES

The Detailed Site Investigation (DSI) relating to contamination has been completed on site. Results of the laboratory tests are awaited. Relocation of existing Vodafone cables is underway together with planning for relocation of the other services (Enable, Orion and Three Waters). Preparation of an Integrated Traffic Assessment has commenced, as well as planning for required intersection changes. The preparation of a design brief/tender documentation to procure a main works contractor will commence shortly.

Council has received the views of its strategic partners on a draft Outline for the Amendment to the Christchurch Central Recovery Plan (CCRP) pursuant to the Greater Christchurch Regeneration Act. The Amendment will help manage or mitigate, as necessary, noise effects from the CMUA in a manner which is consistent with achieving the intended regeneration outcomes of the CCRP and the CMUA for the Central City. The draft Outline will be presented to the 11 June Regenerate Christchurch Board meeting. Thereafter Regenerate Christchurch will make a decision by 30 June 2020 and will recommend the draft Outline to the Minister.

The current delivery programme, based on a Design and Build procurement methodology, is as follows:

[illegible]

\*Queries for this report please send to [majorfacilities@ccc.govt.nz](mailto:majorfacilities@ccc.govt.nz)

Delivery timetable as of 10 June 2020. Disclaimer – All timeframes are accurate at the time of publication and are dependent on public sector delivery mechanisms.





ARTIST'S IMPRESSION OF METRO SPORTS FACILITY

## Elected Member Update

### Metro Sports Facility

Project Budget \$286M (CCC  
\$151.3M)

Project Delivery: Q2 2022

Current Phase: Construction

11 JUNE 2020

## Metro Sports Facility

### SCOPE

The Metro Sports Facility will provide an aquatic and indoor recreation and sport facility catering for the day-to-day needs of the leisure, sporting, recreational and high performance sport communities in Canterbury.

Metro Sports Facility sits within the block encompassing Moorhouse Avenue, Stewart Street, St. Asaph Street and Antigua Street. It is a joint project between Christchurch City Council and Ōtakaro Ltd.

### CURRENT UPDATES

Work commenced again on site on 28 April following the COVID-19 restrictions reducing to Level Three.

Four large structural steel frames have been installed. These frames will support the roof spanning the competition pool hall and are over 16 metres tall. The steel frames also support the 1000 spectator seats in the pool hall.

The main focus on site continues to be the installation of reinforcing steel and formwork for foundations, and the installation of more steel frames to the pool hall.

The completion date for the main construction work by CPB Contractors is still to be determined following the COVID-19 lockdown.

### PHOTOS



Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
2019				2020				2021				2022		

Currently in Construction  
Phase Complete: Q2 2022

TENDER & CONSTRUCTION

\*Queries for this report please send to [majorfacilities@ccc.govt.nz](mailto:majorfacilities@ccc.govt.nz)  
Delivery timetable as at June 2020. Disclaimer - All timeframes are accurate at the time of publication and are dependent on the Contractor's programme



HORNBY CENTRE – IMAGE IS INDICATIVE ONLY – SUBJECT TO DESIGN DEVELOPMENT, CONSENTING AND ONGOING ALIGNMENT WITH BUDGET

## Elected Member Update

### Hornby Library, Customer Services & SW Leisure

Project Budget \$35.7M  
Project Delivery Q4 2022  
Current Phase: Concept

10 JUNE 2020

# Hornby Library, Customer Services and South West Leisure Centre

## SCOPE

The Hornby Library, Customer Services & South West Leisure Centre will comprise customer services facilities, a library and swimming pools. The pools will include a lap pool, family spa and a toddlers pool. In addition to the usual collections space the library will include a creative activities space.

Christchurch City Council is moving towards grouping a range of services together in convenient locations for citizens to access. In addition to having the facilities together, services will be integrated to provide a Citizens Hub with no 'wrong doors'.

## CURRENT UPDATE

Concept design is currently 60% complete. No time was lost from the lockdown restrictions.

We updated the HHR Community Board on progress on Tuesday 9 June. Design consultation with Council staff is continuing. Design consultation with specific community groups will occur the week starting 15th June.

Re-phasing of the approved budget is proposed in the draft Annual Plan to better align the annual budgets to the work programme. The construction programme does not change.

We will request approval of the concept design and approval to go to market at the 8 October Council meeting.

2019				2020				2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PLANNING				CONCEPT DESIGN, RES. CONSENT, PROCUREMENT				DETAILED DESIGN, BUILDING CONSENT, CONSTRUCTION				DETAILED DESIGN, BUILDING CONSENT, CONSTRUCTION			

Currently in Planning Phase  
Completion due Q4 2022

\*Queries for this report please send to [majorfacilities@ccc.govt.nz](mailto:majorfacilities@ccc.govt.nz)  
Delivery timetable as at 10 June 2020 Disclaimer - All timeframes are accurate at the time of publication and are dependent on private or public sector delivery mechanisms





Linwood Pool Elected Member Update 10 June 2020  
majorfacilities@ccc.govt.nz 03 941 8999 ccc.govt.nz



LINWOOD POOL - IMAGE IS INDICATIVE ONLY – SUBJECT TO DESIGN DEVELOPMENT, CONSENTING AND ONGOING ALIGNMENT WITH BUDGET

## Elected Member Update

**Te Pou Toetoe: Linwood Pool**  
Project Budget \$22.7 M  
Project Delivery Q4 2021  
Current Phase: Detailed Design

10 JUNE 2020

# Te Pou Toetoe: Linwood Pool

## SCOPE

The Linwood Central Heathcote Community Board has promoted the Linwood Pool as a means of strengthening community cohesion and increasing participation in aquatics.

It will provide leisure and community spaces that are tailored to the identity of this community with a distinctive point of difference to other community facilities.

## CURRENT UPDATES

The Concept Design for Linwood Pool was formally approved by the Community Board on 22 May 2019.

Te Ngāi Tūāhuriri have gifted the facility the name Te Pou Toetoe. Moving forward it will be referred to as Te Pou Toetoe: Linwood Pool.

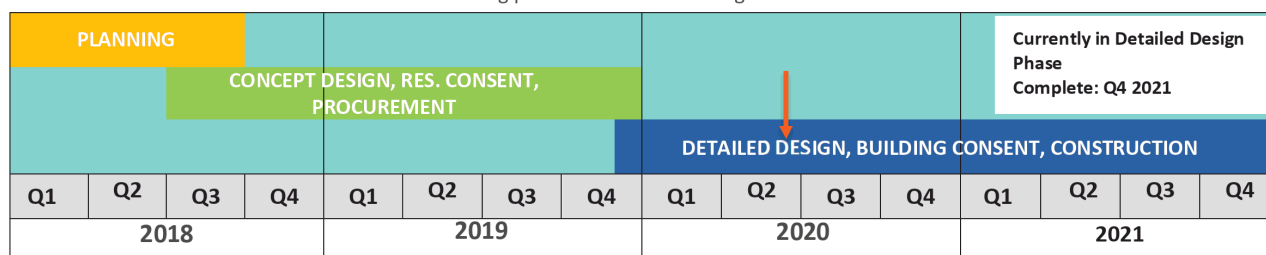
Resource consent was granted in early September 2019, and the Letter of Award for the Main Design and Build Contract was signed off late February 2020.

The Project Team have significantly progressed the design. The Resource Consent Amendment and Building Consents for both Stage 1 (Ground Remediation and Raft Slab) and Stage 2 (Civil) works have been lodged and are being processed. A Sod Turning

Ceremony is planned for the 24<sup>th</sup> of June and works on site are expected to commence by the end of June.

Through working remotely, the Project Team have to date avoided significant impact from Covid-19. The pools are being sourced from a US based company and these have also progressed without significant delay. The first shipment, containing the large pool filters is now en route to New Zealand.

The project team have engaged with ongoing liaison with the Parks team who are developing the Master Plan for Linwood Park to ensure sensible and seamless integration between the spaces in the long term (noting that the Parks Plan will be subject to funding and a separate consultation and approval process).



\*Queries for this report please send to [majorfacilities@ccc.govt.nz](mailto:majorfacilities@ccc.govt.nz)  
Delivery timetable as of 10 June 2020. Disclaimer - All timeframes are accurate at the time of publication and are dependent on private or public sector delivery mechanisms



ARTIST IMPRESSION OF CATHEDRAL SQUARE IMPROVEMENT

## Elected Member Update

### The Square and Surrounds

Project Budget \$9.2m (\$3.6m initial phases)

Project Delivery Q3 (2021)

Phase 1: Complete

Phase 2&3: Design & Consult

11 JUNE 2020

## The Square & Surrounds

### SCOPE

Within the LTP 2018 to 2028 the Council allocated a budget of \$9.2m for Cathedral Square.

The associated projects will focus on delivering public-realm improvements, particularly in the south and southeast areas of Cathedral Square, where a number of private-sector developments will be completed in the last quarter of 2019. The work will be phased to meet the immediate priorities, beginning with the south-east corner.

**Phase One (South-East Corner):** Repair and renew existing pavings (re-using materials where permissible) including re-contouring to meet new building levels, assessment and upgrade of the infrastructure for lighting, power, CCTV and water (where applicable). Exploring 'greening' concepts for this space including re-invigorating the raised tree planter areas.

#### Phase Two-A (South-West Corner)

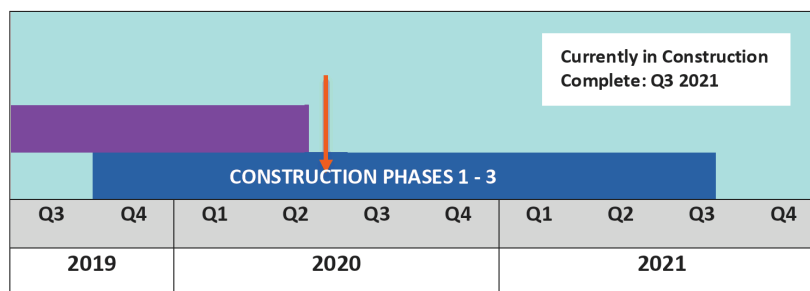
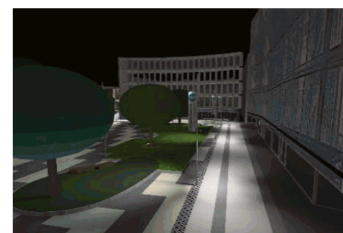
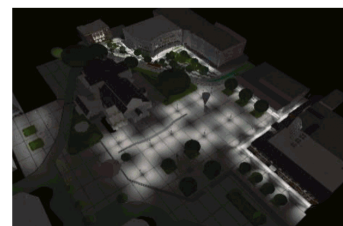
Repair and renew existing pavings (re-using materials where permissible), assess upgrade of the infrastructure.

Reform raised tree planters on southern edge to strengthen this area as an event ready space.

### CURRENT UPDATES

- Base Design complete for Phase 2 & 3, stakeholder engagement well underway with 3 major groups in the square.
- Procurement planning also well underway with the TSD team, draft contracts and RFT are underway.
- Sometime lost due to Covid-19 (stakeholder engagement) project team look to make this up later in the delivery phase.

- Final engagement meeting planned for mid-June.
- TSD underway with detailing for tender package.



\*Queries for this report please send to [majorfacilities@ccc.govt.nz](mailto:majorfacilities@ccc.govt.nz)  
Delivery timetable as at June 2020. Disclaimer - All timeframes are accurate at the time of publication and are dependent on private or public sector delivery mechanisms



IMAGE

## Elected Member Update

**Performing Arts Precinct**  
LTP Project Budget: \$30.0M  
Project Delivery: Q2 2023  
Current Phase: Planning

10 JUNE 2020

# Performing Arts Precinct

## SCOPE

The Performing Arts Precinct (PAP) is planned to be the central city's entertainment core for all things performing arts, offering first-rate facilities in a vibrant and creative hub.

The PAP sits alongside the Convention Centre Precinct, the Central Library, Victoria Square, the Isaac Theatre Royal and The Piano. It is also closely linked with the Town Hall.

It will offer a range of entertainment options to residents and visitors to Christchurch, within walking distance of many central city hospitality providers and hotels.

## CURRENT UPDATES

Staff are negotiating terms of a development agreement which sets out how Council and the Court will work together. A conclusion for the development agreement is very close.

Tenders for professional design services for the Court Theatre closed and a multi-disciplinary design team with substantial experience has been identified. The team have draft contracts in readiness for execution which will occur after the development agreement is signed.

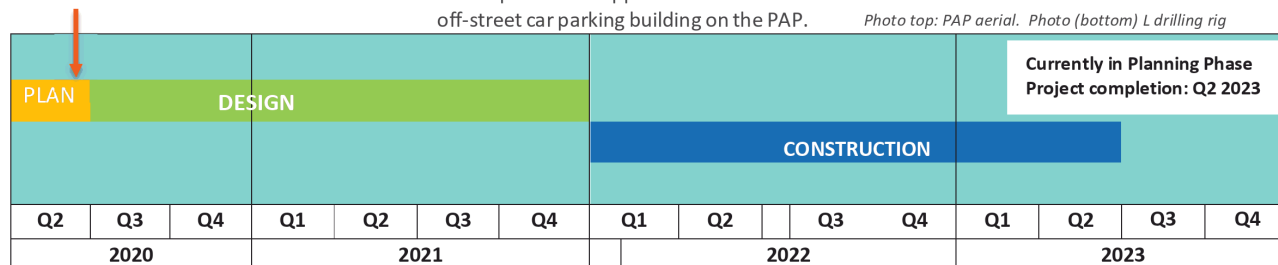
Early works to manage site remediation and remove potential contaminants are being planned with geotechnical teams. A full site survey was completed during the period providing key information.

Staff are negotiating commercial terms with a preferred supplier to construct an off-street car parking building on the PAP.

Covid-19 has had an impact on these discussions which will affect the proposed terms of agreement. If resolvable, a concept design and business case will be presented to the Finance & Performance Committee with a view to contract signing thereafter. Contingency plans are being worked on and programme slippage is a considerable risk to the overall PAP project.



Photo top: PAP aerial. Photo (bottom) L drilling rig



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Delivery timetable as of 10 June 2020. Disclaimer - All timeframes are accurate at the time of publication and are dependent on private or public sector delivery mechanisms





PHOTO OF OLD MUNICIPAL CHAMBERS PRE-EARTHQUAKE

## Elected Member Update

### Old Municipal Chambers

Project Cost \$300K  
Project Delivery TBC  
Current Phase: Roof works Planning  
Cyclical maintenance

11 JUNE 2020

## Old Municipal Chambers (OMC)

### SCOPE

The main objective is to preserve, restore and reconstruct the Old Municipal Chambers so it can remain a living part of the City and enhance the historic memory within the community.

the concept repair strategy. The CPMS financial forecast has been updated for FY21.

### PROGRESS PHOTOS

### CURRENT UPDATES

Cyclical Maintenance of the building is ongoing to prevent further deterioration of the Old Municipal Chambers.

Currently addressing critical interim repairs to inhibit the degradation of the structure including water-tightness and humidity control works.

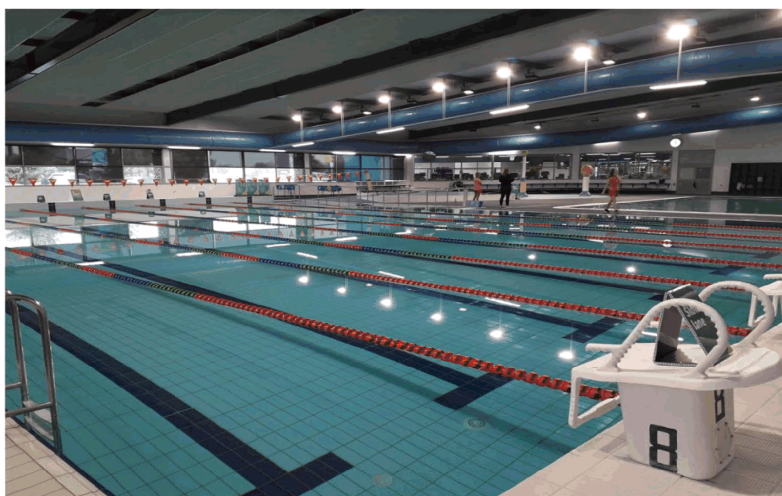
Temporary Roof Repair works Tender Process currently being closed out.

EOI Capital Repair Works, negotiations are progressing. The Supplier will be attending site during the COVID level 2 restrictions. This will enable the Supplier to confirm



						Currently in Planning Phase Complete: TBA			
		DESIGN /PLANNING/MAINTENANCE							
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2019		2020				2021			

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Delivery timetable as at June 2020. Disclaimer - All timeframes are accurate at the time of publication and are dependent on private or public sector delivery mechanisms



IMAGE

## Elected Member Update

### Graham Condon R&R Cycle Shutdown

LTP Project Budget: \$1M  
Project Delivery: Q2 2020  
Current Phase: Close Out

10 JUNE 2020

## Graham Condon R&R Cycle Shutdown

### SCOPE

Graham Condon is one of the popular recreation and sports facilities in Christchurch.

This is the most significant maintenance and refurbishment work to be carried out on the well-used facility since it opened eight years ago. It includes painting, lighting upgrades, floor covering replacements, installation of new showers and toilets and pool-side works such as tiling repairs. Heating, ventilation and cooling systems are being fully serviced during the shutdown.

Work commenced on site on Monday 13 January 2020.

### CURRENT UPDATE

Phase 1 of the project encompasses the dry-side works including fitness centre, main hall and reception. It was completed and re-opened to the public on Monday 3 February.

The work in Stage 2 relating to the pool and changing rooms was completed immediately prior to the Covid-19 lockdown.

The facility was re-opened in a controlled fashion and in line with Council's guidelines following the lifting of restrictions.

The facility is fully operational.

The project was delivered on time and on budget.

### PHOTOS/IMAGES



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Delivery timetable as of 10 June 2020. Disclaimer - All timeframes are accurate at the time of publication and are dependent on private or public sector delivery mechanisms

## 11. Major Facilities Project Close-Out Report - Lancaster Park Stadium (Deconstruction)

Reference / Te Tohutoro: 20/253947

Report of / Te Pou Matua: Alistair Pearson, Capital Delivery Major Facilities Manager,  
alistair.pearson@ccc.govt.nz

General Manager / Pouwhakarae: Mary Richardson, General Manager Citizens and Community,  
mary.richardson@ccc.govt.nz

### 1. Brief Summary

- 1.1 The purpose of this report is for the Finance and Performance Committee to be informed of the Lancaster Park Stadium (Deconstruction) project close-out report.
- 1.2 The Project Close-Out report finalises activities over the life-cycle of the project, to close the project formally and handed over to the sponsor or client. The purpose of a close-out report is to assess the project, ensure completion, and derive any lessons learned and best practices to be applied to future projects.
- 1.3 Achievements:
  - 1.3.1 **Stage 1 (Site set-up and seat removal):**
    - 18,000 seats sold to over 9000 customers (via trade-me & turners auctions).
    - Poor condition seats recycled for plastics and metals.
    - All site services secured, Gas, Power, Water, Waste and Telecom.
    - Generators recycled – Franz Josef Hot Pools.
    - Engagement plan actioned and a CCTV (Time-lapse set-up for the public to view).
    - Contractors work to support the opportunity of other stakeholders to make use of the stadium as a venue for training such as USAR, Police Tactical Training Team.
    - Smart solutions targeted from contractors to source a cost effective option to make seat sales viable.
  - 1.3.2 **Stage 2 (Strip out internal):**
    - Contractor works to support council re-use and recycle goals.
    - Public groups engaged nationally via media and open market tools.
    - Over 3000 tonnes of fixtures and internal fittings re-used, recycled, up-cycled.
    - Increasing media interest as the project gained public interest and positive feedback for the re-use and ongoing sale of seats and other items.
    - All buildings stripped with zero complaints from external stakeholders in the area.
    - Contractors worked closely with the council team to achieve project goal (minimising waste and asset recovery).

**1.3.3 Stage 3 (Tui stand & site preparation):**

- Council staff worked together to maximise the opportunities across council projects, carting 36,000 tons of gravels across the city to Nga Puna Wai.
- Overlapping contractors worked well together and demonstrated to council staff a strong willingness to overcome unique challenges. (Crane work, hard demolition, asset recovery, enabling works and extensive planning).
- A continued effort to re-use and minimise waste was highlighted by council at each tender stage.
- Increased public and media interest as this was the first stage that could be easily seen by the public and our CCTV system, media and stakeholder interest was well managed by the communications team with regular updates via the CCC website.

**1.3.4 Stage 4( Roof and steel structures):**

- Stage 4 was a critical stage of the project, extensive tender planning and evaluation was key to secure a suitably experienced contractor.
- Council team revisited the scrap and salvage market to check pricing and maximise the recovery opportunity, over \$300,000 NZD recovered from the sale of scrap steel.
- Other materials were salvaged for re-use (roofing material).
- Stage delivered ahead of time expectation.
- Good recovery rate for the structure (recycle vs waste) and a well executed stage of the project.
- Removing the roof was a significant milestone for the project as it paved the way for the final stage (hard demolition).

**1.3.5 Stage 5 (Main demolition):**

- Most contractors provided methods in line with Council staff options.
- Main demolition phase delivered with 12 months.
- Contractors worked closely with external stakeholders to secure the re-use of the concrete structure 58,000 tonnes.
- Constant methodology planning and checks were undertaken throughout the demolition phase.
- Stakeholder meetings were held to understand the next steps with regard to the future needs of the location with the community, rugby, Council, public and other sporting disciplinaries. A spatial plan was developed and adopted by all groups.
- On conclusion of Stage 5 (main demolition), the project through good financial management will return a substantial sum to support in part the delivery of the “spatial plan” from the \$12,000,000 budget set aside in March 2017, \$2,967,529 is now left to support future works on the site.

- 1.4 The report highlights the extensive recycling and reuse of materials and the positive impacts of targeted waste minimisation and community recycling. The project team set-out to send no more than 2% to landfill, the final piece of the puzzle was locating a suitable re-use of the

concrete structure. With over 58,000 tonnes of the building being carted and used to establish a construction pad for a new development on the fringe of Rangiora.

- 1.5 Sections of the report give insight on how the project was staged, managed and highlights the key wins for each phase of the project. The various stages have been well documented for Council benefit and learnings with these benefits portrayed in the national media, CCC website and other publications.

## 2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information provided in the Project Close out report for the Lancaster Park Stadium (Deconstruction).

## Attachments / Ngā Tāpirihanga

No.	Title	Page
A <a href="#">↓</a>	Lancaster Park Stadium (Deconstruction) - Close Out report	84
B <a href="#">↓</a>	Lancaster Park - Memorabilia - 2020-03-19	97

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	Not applicable

## Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

## Signatories / Ngā Kaiwaitohu

<b>Authors</b>	Lee Butcher - Project Director Azeema Aman - Project Coordinator
<b>Approved By</b>	Alistair Pearson - Manager Capital Delivery Major Facilities Brent Smith - Principal Advisor Citizens & Community



## Capital Delivery Major Facilities

Smart delivery of exceptional projects for the people of Christchurch

02.2020

### Close-Out Report

Lancaster Park Stadium (Deconstruction)



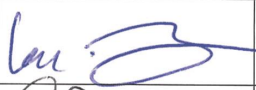
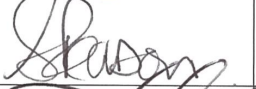

Attachment A Item 11

## Close-Out Report

Project close-out finalises activities over the life-cycle of the project to close the project formally and handed over to the sponsor or client. The purpose of a close-out report is to assess the project, ensure completion, and derive any lessons learned and best practices to be applied to future projects.

## Lancaster Park Demolition

Project Details		Asset Information	
<b>Project Name:</b>	Lancaster Park Demolition	<b>FLOC No.</b>	N/A
<b>Project Purpose:</b>	Following Council meeting 15/12/2016 (CNCL/2016/00487) where staff were instructed to prepare options for demolition it was agreed by council on 23/03/2017 (CNCL/2017/00084) to commence and manage the demolition internally (Vbase & CCC) "Council and Vbase Limited jointly manage deconstruction of Lancaster Park while maximising the capital recovery through recycling building fabric and other opportunities and ensuring that the local communities remain engaged throughout the process. Noting that the memorial gates will be protected at all times during the demolition."	<b>Asset Name</b>	Lancaster Park
<b>Start-Finish Date:</b>	October 2017 – Jan 2020	<b>CPMS ID</b>	44580
<b>Project Sponsor:</b>	Andrew Rutledge	<b>Opening Date:</b>	30/January/2020
<b>Project Director:</b>	Lee Butcher	<b>HPRM Folder:</b>	CP502168
<b>Version:</b>	V3.0		

Project Approval	Name	Title	Signature	Date
<b>Prepared By:</b>	Lee Butcher	Project Director		11-03-2020
<b>Reviewed By:</b>	Alistair Pearson	Capital Delivery Major Facilities Manager		11-03-2020
<b>Approved By:</b>	Andrew Rutledge	Asset Owner/Representative		11-03-2020



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## Project Close-out Checklist

The Project Sponsor has agreed for the project to be closed	✓
The Steering Group has agreed for the project to be closed	✓
<b>Finance</b> Ensure that the Finance team and the Project Management Office (PMO) are aware that the project is closing.	✓
<b>Communications:</b> Ensure that <ul style="list-style-type: none"> <li>Project presence in both the intranet and internet have been updated to reflect project completion and opening day of facility.</li> <li>The Chief Executive and the Mayor and elected members have been updated.</li> </ul>	✓ ✓
<b>Stakeholders</b> Notify all Stakeholders that the project is closing.	✓
<b>TRIM</b> The project's TRIM folder is fully updated with all project documentation according to prescribed structure	✓
<b>STAGEWAY</b> This project underwent Stage way review gate 3	✓

## Section 1. Executive Summary

Following Council meeting 15/12/2016 (CNCL/2016/00487) where staff were instructed to prepare options for demolition it was agreed by council on 23/03/2017 (CNCL/2017/00084) to commence and manage the demolition internally (Vbase & CCC).

"Council and Vbase Limited jointly manage deconstruction of Lancaster Park while maximising the capital recovery through recycling building fabric and other opportunities and ensuring that the local communities remain engaged throughout the process. Noting that the memorial gates will be protected at all times during the demolition."

## Section 2. Project Overview

### 2.1 Purpose and Background

After an extensive review of the damaged caused by the earthquakes it was agreed to demolish the stadium located on the site known as "Lancaster Park" in March 2017 staff prepared a report that looked at a number of ways Council could procure the demolition/deconstruction works. Council voted to allow staff to utilise their own demolition experience and carry-out the project internally with the mandate to deliver a cost effective solution.

The deconstruction project was broken down into methodical steps as follows:

- **Isolate** (services & hazards)
- **Salvage** (goods & memorabilia)
- **Strip** (building fabric & other steel structures)
- **Demolish** (main concrete structure)

At each stage staff would procure bespoke contractors and support staff to meet the needs of each phase of the work, this approach was targeted to create commercial tension and maximise the interest from companies not typically known for demolition as their core business.

As the project progressed through the stages it was clear that each phase would deliver benefits and reduce the overall scale of the project, what wasn't expected at the outset was the timescale of each stage would take to procure and action. The project overall delivery was longer than expected due to this.

A notable success for the project was the level of positive media and public perception it attracted as we recovered and utilised materials from the building to the benefit of others. This was prevalent through the recovery of artefacts returned to both families and friends of our sporting heroes and the sale of seats to sports clubs and members of the public via Trademe. The public response to owning a part of the landmark stadium was another endorsement of our approach.

The project progressed at a steady pace with limited disruption and often going through stages seamlessly.

The demolition of Lancaster Park was one of the largest structural demolitions in the country, it was carried out by a small team dedicated to meet clear goals which were to respect the



history of the venue, minimise the disruption, seek value and re-use of materials and limit the impact on landfill.

All involved with the project are very proud of their part in the delivery and the manner they carried out their work.

## 2.2 Project Performance

Title	Status	Comment
Finances	Green	Available budget: \$12,000,000 Total Spent:\$ 9,032,471 Savings:\$ 2,967,529
Risks	Green	
Issues	Green	
Resources	Green	
Time	Amber	Overall time of the project has exceeded the Planned programme
Scope	Green	
Benefits	Green	Significant funds available for site betterment, public engagement, high levels of reuse and low disposal to landfill.
Key: Green – Delivered to Plan Amber – Partially off Plan (up to 20%) Red – off Plan (over 20%)		

## 2.3 Data Sheet

Facility Name	Lancaster Park	Ward Area	Linwood
Facility Address	40 Stevens Street	HPRM Folder	CP502168
Asset Group	Parks	Programme Manager	Alistair Pearson
Functional Location	N/A	Project Director	Lee Butcher
Prupi No.	812193	WOF Pre Issue	N/A
Consent Numbers	BCN20183350, CRC185873 CRC185874, CRC185875, CRC1858756.	RC Files HPRM	<a href="#">TRIM://CP50216 8-04</a>

## 2.4 Project Team Key Contact List

Name	Company	Email Address	Role	Contact No
Lee Butcher	CCC	<a href="mailto:Lee.butcher@ccc.govt.nz">Lee.butcher@ccc.govt.nz</a>	Project Director	03 941 6774
Amber Twiss	AECOM	<a href="mailto:Amber.twiss@aecom.com">Amber.twiss@aecom.com</a>	Environmental scientist	03 966 6092
Andrew Payne	Aotea	<a href="mailto:Andrew.payne@aoteaelectric.co.nz">Andrew.payne@aoteaelectric.co.nz</a>	Services Decommissioning manager	03 966 6544



Rachel Solotti	CCC	<a href="mailto:Rachel.solotti@ccc.govt.nz">Rachel.solotti@ccc.govt.nz</a>	Senior Communications Advisor	03 941 6237
Jane Ross	CCC	<a href="mailto:Jane.ross@ccc.govt.nz">Jane.ross@ccc.govt.nz</a>	Planning & Performance Advisor	03 941 5137
Harriet Scott	CCC	<a href="mailto:Harriet.scott@ccc.govt.nz">Harriet.scott@ccc.govt.nz</a>	Project Coordinator	03 941 8072
Tessa Zant	CCC	<a href="mailto:Tessa.Zant@ccc.govt.nz">Tessa.Zant@ccc.govt.nz</a>	Senior Engagement Advisor	03 941 8935

## Section 3. Objectives, Deliverables and Benefits

### 3.1 Objectives

Project Objectives (What was the project trying to achieve?)	Achieved (Yes / No / Partially)	Comments
Maximising the capital recovery through recycling building fabric and other opportunities	Yes	<p>Over 18,000 seats sold to over 9000 customers.</p> <p>Over 14,000 seats recycled for plastics, lead, metals.</p> <p>Over 3000 tonnes of mixed metals recycled for the internal fixtures</p> <p>Over \$300,000 recovered by the sales of steel scrap from the roof.</p> <p>36,0000 tonnes of gravel extracted from Tui Stand to be re-used at Nga Puna Wai sports hub</p> <p>A total of 1.88% of materials removed ended up at landfill, a target was set by the team of 2% or less.</p> <p>58,900 tonnes of concrete reused at a new development in Rangiora.</p>
Ensuring that the local communities remain engaged throughout the process	Yes	<p>A high quality Time-lapse Camera was set-up and hosted by third party at Zero Cost to Council, thousands of IP addresses were noted to log in from all over the world. Thousands of hits were recorded a day as the project progressed.</p> <p>The council undertook a favourite event photo moment competition, the images were placed on the fencing on Wilsons street for the public to read. People were seen taking pictures next to their favourite sporting star (Richie McCaw was a popular fella)</p>

		<p>The project featured in many news, media, TV, documentaries and Radio articles.</p> <p>Council Staff maintained a quarterly newsletter and a number of Start Work notices, these reached well in excess of a 300 subscribers. Our E-Newsletters were read at a rate of 60-70 percent (well above average)</p> <p>Various stakeholder groups were the given opportunity to use and visit the site during the project. For example:</p> <ul style="list-style-type: none"> <li>• STG police training</li> <li>• Civil defence training</li> <li>• FENZ training</li> <li>• Victory Park Board (life members)</li> <li>• Canterbury Rugby (Players &amp; Staff)</li> <li>• Pillars of Pride recovered and re-established are Rugby Park</li> </ul> <p>Over 53 community, sport and other groups benefited from items recovered from the stadium. For example:</p> <ul style="list-style-type: none"> <li>• Boilers now run the hot water pools in Franz Josef.</li> <li>• Hororata Highland Games – Seating</li> <li>• Te Puke Sports club – Seating</li> <li>• Spencer Park lifesaving club – fixtures, tables, chiller unit</li> </ul>
Noting that the memorial gates will be protected at all times during the demolition	Yes	<p>The Gates building fully fenced and protected from all activities.</p> <p>Over 100 items of memorabilia were recovered and re-homed with the help of Canterbury rugby.</p> <p>Listed # <a href="#">TRIM://20/262237</a></p>

### 3.2 Deliverables

Project Deliverables (What Service or Product was the project to deliver?)	Delivered (Yes / No / Partially)	Comments
Safe Site decommissioning	Yes	All Services capped or removed from site, Services Lead Andrew Payne (Aotea Group) helped greatly with this. Services include – Phone, Power, Water, Sewer, LPG, Data.





		Demolition services were set-up to include water and power.
Recovery of useful assets and memorabilia	Yes	See section 3.1 – A Huge amount of assets were recovered either by gifting, donations, up-cycling.
Landfill disposal (target 2%)	Yes	Landfill peaked at 1880 tonne (circa 100,000 tonnes of overall waste)
Reuse & Recycle of the building fabric and fixtures	Yes	Over 18,000 of the 30,808 seats recovered or re-used, four companies helped maintain a high percentage of recycling.  Metalcorp – internal fabric Simms – Heavy metal structure Waste Management – Deans stand insulation materials  Other salvage agents and companies also supported the re-use of goods and building fabric.
Engage with community and Public	Yes	Robust Communication plan put in place, engagement tools used.  Media Outlets (Printed Press, Publications, Radio, Facebook) Newsletters CCTV TV Open public requests for information. Webpage (CCC & Others) Start work notices
Deliver the demolition on or under budget	Yes	The demolition of the stadium was estimated to cost circa <b>\$12 million</b> as presented by Council staff March 2017, before this various cost estimates were presented to council of <b>\$18 million to \$20 million</b> .  The demolition of the structures now complete council have expended less than <b>\$9 million</b> .

### 3.3 Benefits Realisation

Benefits realisation was not detailed at the time of project inception however through the delivery of the deconstruction methodology the team have achieved substantial community benefits via engagement at community level via media, through sales of goods and most importantly through the minimisation of waste to landfill through an intense view on recycling. Engagement at community level has seen the development and approval of the spatial plan with Parks now leading the future phase.

Reference	Trim Record	Responsibility
Not complete for this project		

## Section 4. Contract Documentation

Contract Name	Date Signed	Between	TRIM Record No.
Environmental and compliance support	21/06/2017	CN4600002216 CCC and AECOM NZ	<a href="#">TRIM://17/1429795</a>
Services Lead	24/09/2017	CN/PO 4500419551 CCC and AOTEA	<a href="#">TRIM://19/1471450</a>
Stage 1 (site set-up and seat removal)	07/07/2017	CN4600002228 CCC and CERES NZ LLC	<a href="#">TRIM://17/1398819</a>
Stage 2 (strip out internal)	19/03/2018	CN4600002399 CCC and Taggart Earthmoving Ltd	<a href="#">TRIM://18/284271</a>
Stage 3 (Tui stand & site Prep)	12/06/2018	CN4600002469 CCC and Taggart Earthmoving Ltd	<a href="#">TRIM://18/656789</a>
Stage 4 (Roof and steel structures)	01/06/2018	CN4600002466 CCC and Clearwater Construction LTD	<a href="#">TRIM://18/567629</a>
Stage 5 (Main Demolition all structures)	04/04/2019	CN4600002658 CCC and Yakka Contracting LTD	<a href="#">TRIM://19/389942</a>



## Section 5. Project Financials

Project Financial Position					
	Original Budget (A)	Approved Change/s (B)	Total Budget (A+B)	Actuals	Variance
<b>MAIN PROJECT (CPMS)</b>	\$12,000,000	0	\$12,000,000		
<b>2018</b>	\$1,736,585			\$1,846,819	\$110,234(+)
<b>2019</b>	\$4,019,026			\$4,023,167	\$4,141(+)
<b>2020</b>	\$6,244,389			\$3,162,485	\$(3,081,904)CR
<b>Total Life</b>	\$12,000,000			\$9,032,471	\$(2,967,529)CR
<b>Comments</b>	Closure of purchase orders and final accounts being resolved currently.				

## Section 6. Operation & Maintenance Manuals, As Builts, Guarantees & Warranties, Keys and Security

TRIM Record No.	Description	Issued Date
<a href="#">TRIM://20/158227</a>	Parks handover information Pack	14/02/2020

## Section 7. BIM Deliverables and Benefits for Whole of Life

Description	TRIM Record No.
Not Applicable	



## Section 8. Defects Identification, Defect Close-Out and Defect Notification

Description	TRIM Record No.
Foundations and other drawing information	<a href="#">TRIM://cp502168-02</a>

## Section 9. Code of Compliance, Practical Completion, & Other Certificates

Description	Date Issued	TRIM Record No.
Stage 5 Main demolition practical completion	30/01/2020	<a href="#">TRIM://20/118087</a>

## Section 10. Health & Safety

Review/Audit/Report	Dates Issued	TRIM Record No.
Full safety file for all phases of the project	Monthly	<a href="#">TRIM://18/699337</a>
Environmental reporting for all phases of the project	Fortnightly	<a href="#">TRIM://18/684927</a>
Consenting folder for all phases of the project	Monthly	<a href="#">TRIM://18/784614</a>
Lancaster Park Preliminary Site Investigation (PSI)	Sept 2017	<a href="#">TRIM://20/174290</a>

## Section 11. Lessons Learned

Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) defines lessons learned as the learning gained from the process of performing the project. Formally conducted lessons learned sessions are traditionally held during project close-out, near the completion of the project. However, lessons learned may be identified and documented at any point during the project's life cycle. The purpose of documenting lessons learned is to share and use knowledge derived from experience to:

- Promote the recurrence of desirable outcomes
- Preclude the recurrence of undesirable outcomes
- Identify Best Practices for future projects application

Noting that demolitions of this size and scale don't occur often, the project lead has garnered from the Council Strategic Framework the objectives and outcomes Council wanted to meet and these have been documented throughout this report.

## Section 12. Critical Documents

Document Name	Link in TRIM	Comment
Council Decision	<a href="#">TRIM://18/18748</a> <a href="#">TRIM://18/19006</a>	Council & Vbase approval
Project Plan	<a href="#">TRIM://17/976604</a> <a href="#">TRIM://20/158805</a>	PMP & PM folder
Programme	<a href="#">TRIM://18/1303781</a>	All programmes within folder (stages 1 – 5)
Communications Plan, Engagement and Stakeholder Register	<a href="#">TRIM://17/509441</a>	Full communications plan May 2017
Procurement Plan	<a href="#">TRIM://17/555581</a>	Full suite of project procurement documents held in CP folder





## Citizens & Community Group




### Capital Delivery Major Facilities

Title: Lancaster Park Stadium (Deconstruction)


Memorabilia recovered from Lancaster Park prior to demolition in October 2017




Collectables	Image
<b>Tennis &amp; Cricket</b>	
Tennis & Cricket Trophy Cabinet with Tennis Medals & Cricket Ball Trophy won by Fred Wilding father of Antony Wilding. This Trophy was passed over to Canterbury Tennis for displaying at Wilding Park in October 2017	
Old Cricket Scoreboard belonging to Lancaster Park Cricket Club. This was given to Wayne Wilson from Lancaster Park Cricket Club by Warren Barberel' in October 2017.	



<p>Marble Plaque presented to Victory Park Board to Honour Bert Sutcliffe for "Highest 1<sup>st</sup> Class Score in NZ "</p> <p>World Record for a left handed batsman, 385 Runs for Canterbury Vs Otago 1952 / 1953. The Plaque was sponsored by Canterbury Commercial Travellers Association.</p> <p>This was given to Don McKendry who will pass it onto Commercial Travellers (now Commerce Club) at Christchurch RSA in October 2017.</p>	 <p>A rectangular marble plaque with engraved text. The text reads: 'PRESENTED TO THE VICTORY PARK BOARD TO HONOUR BERT SUTCLIFFE HIGHEST 1<sup>ST</sup> CLASS SCORE IN N.Z. WORLD RECORD FOR A LEFT HANDED BATSMAN 385 RUNS FOR OTAGO V CANTEBURY 1952-53 CANTY COMMERCIAL TRAVELLERS ASSN.'</p>
<p>Miniature Bat in Wooden case "Sir Richard Hadlees Classic Collection". Test Matches on Lancaster Park commemorating 400 wickets.</p> <p>This was given to Don McKendry for Canterbury Cricket Association to display at Hagley Oval on 31<sup>st</sup> October 2017.</p>	 <p>A miniature cricket bat displayed inside a tall, narrow wooden case with a glass front. The bat is positioned vertically.</p>
<p>Framed photo of "Sir Richard Hadlee" taking his 400th wicket at Lancaster Park. This was autographed by all players and the umpire in the photo.</p> <p>This was given to Don McKendry for the Canterbury Cricket Association to display at the Hagley Oval.</p>	 <p>A framed black and white photograph showing a cricket match scene. A batsman is being dismissed by a bowler. The photo is signed by several people.</p>

<p>First Test Plaque NZ Vs India 4th February 1990 at Lancaster Park. S.V. Manjerekar Bowled Richard Hadlee 4. Richard Hadlee: First Test Player to take 400 wickets in Test Cricket. First Test NZ Vs Australia 26th February 1993 at Lancaster Park. Allan Border World Record number of test runs 10,261 runs. Plaque presented to Lancaster Park by Commerce Club (Canterbury). This was Given to Don McKendry 31st October 2017 to give to Commerce Club at Christchurch RSA.</p>	
<p>Plaque from Sri Lanka Tour of NZ 2005 – 2006 This was given to Don McKendry on 31st October 2017 at Hagley Oval for Canterbury Cricket.</p>	
<p>Framed Photo of Crickets Match at Lancaster Park New South Wales Vs Canterbury in circa 1935. This was given to Don McKendry 31st October 2017 for Canterbury Cricket at Hagley Oval.</p>	



<p>Framed Photo of Cricket Match at Lancaster Park 1921. This was given to Don McKendry 31st October 2017 for Canterbury Cricket at Hagley Oval.</p>	
<p>Don McKendry was also given the below items:</p> <ul style="list-style-type: none"> <li>• A plaque "Commemorating the Opening of a suite by Sir Richard Hadlee 28 January 1995". No other details are known.</li> <li>• Two framed caricatures of Chris Harris &amp; Chris Cairns to be collected by Don McKendry.</li> <li>• Rothmans book of "Village Cricket also a Programme" England Vs NZ Cricket Feb/March 1959</li> <li>• Seven copies of Travellers Magazines 1955-1968.</li> </ul>	<p>No images available.</p>
<p><b>Rugby</b></p> <p>The following items were retrieved and given to Toni Jones at Vbase:</p> <ul style="list-style-type: none"> <li>• A Framed All Black Jersey signed by All Black Coaches (This was given to Toni by AB's).</li> <li>• Five photo albums of different stages of rebuilds etc at Lancaster Park.</li> </ul>	<p>No images available.</p>

<p>Stop Watch used when Peter Snell broke the 800 meters World Record at Lancaster Park on 12th February 1962. Time of 1 minute 45.1 seconds. This watch is in the possession of the CRFU Historical Trust at Rugby Park, October 2017.</p>	
<p>Plaque photo and a Souvenir Programme of the Agfa Athletic Meeting at Lancaster Park on February 3rd 1962 the meeting that Peter Snell broke his World 880 yard record.</p>	
<p>Unframed Photo of a Board. Further information unknown.</p>	

<p>Three of the seats from Lancaster Park before the stands were demolished. These seats have all been taken out and sold. A huge amount of sets of three sold to public by Turners Auctions for \$30 set of three.</p>	
<p>The head rest "1881" from seating for C Corporate Suite for 1881 Club Level 2 Deans Stand.</p>	
<p><b>Football</b></p>	
<p>The below items were given to Mainland Football:</p> <ul style="list-style-type: none"> <li>• A photo of a NZ Soccer Team and Opposition played on Lancaster Park Oval.</li> <li>• A Programme Austria Vs South Island on Lancaster Park Wed 31st July 1957, Delivered by Les McFadden 15th November 2017.</li> </ul>	<p>No images available.</p>
<p><b>Other</b></p>	

<p>Framed photo of old photo taken at Lancaster Park Nov 2nd 1899 "Early Event at Lancaster Park of Captain Lorraine Balloon Launch.</p>	
<p>Photo taken 1913 of Potatoes growing on Lancaster Park during 1st World War.</p>	

List below of other items retrieved from Lancaster Park but not photographed:

1.	28 x Rugby Legends Pillars of Pride
2.	Framed photo of old photo taken at Lancaster Park Nov 2nd 1899 "Early Event at Lancaster Park of Captain Lorraine Balloon Launch".
3.	Large Framed Photo of First Cycle Race on Penny Farthing Bikes at Lancaster Park on Boxing Day 1887
4.	Small Framed photo of "South Africa Vs NZ All Blacks" at Lancaster Park Oval 1994.
5.	Small Framed photo of Presentation of Transistor Radio to Honour Mr H H Waucop's 40 years as a Board Member of Victory Park Board May 21st 1960 by then Christchurch Mayor George Manning.
6.	Large framed photo of Rugby game at Lancaster Park HSOB Vs Varsity.
7.	Large framed photo "Aerial View of Jade Stadium 2003".
8.	Framed paper clippings, Monday 21st September 1953 of Canterbury retaining the Ranfurly Shield.
9.	Large unframed photo of "Hollobon Hire Company Corporate Village at Lancaster Park 1996 " All Blacks Vs South Africa game.
10.	Large framed photo of the crowd of 57,000 on 19th August 1961 at Lancaster Park, NZ All Blacks (32) Vs France (3).
11.	Framed photo of the crowd at Lancaster Park 3rd June 1950 British Isles Vs Canterbury.
12.	Framed photo of crowd at Super 12 Match Jade Stadium 2003.
13.	Large oblong photo of crowd at Lancaster Park for Pope Paul's visit.
14.	Large framed caricature of Todd Blackadder.
15.	Large framed caricature of Andrew Mehrstens.
16.	Large framed photo of Crusader Horsemen at Lancaster Park.
17.	Framed photo "Canterbury Crusaders" signed by some players Ubix Super 12 plus Telecom stamps, etc.
18.	Framed photo of workman on Lancaster Park Lighting Tower.
19.	Framed photo of Crusaders dressing room team celebrating after winning the 2005 Super 12 final.
20.	Framed photo of Ben Blair scoring that famous try to save the Ranfurly Shield against Wellington (Final Score: Canterbury 31 Wellington 29) Jade Stadium 29 September 2001.
21.	Framed photo of crowd at Lancaster Park British Isles Vs NZ All Blacks 10th June 1950.
22.	Framed photo Canterbury Vs Wellington at Lancaster Park, year unknown. (Justin Marshall).
23.	Framed Photo signed by Rob Waddell in his single scull presented to his sponsor Telecom.
24.	Framed photo of trotting race at Lancaster Park 2nd April 1893. The horse is General Tracey winner of Lancaster Park Handicap Trot of 2 miles.
25.	Framed Photo of Dominion Newspaper Billboard September 19th 1953 (Rankin Family Collection).
26.	2x framed photos of Dominion Newspaper Billboard September 21st 1953 (Rankin Family Collection).

27.	Unframed photo of "Canterbury Touring Team 1923".
28.	Unframed photo of "Canterbury Ranfurly Shield Team 1933".
29.	Unframed photo of Canterbury Team Vs British Isles at Lancaster Park 7th June 1930 won by Canterbury 14-8.
30.	Crockery Mug inscribed "Silver Jubilee 1953-1978 Russell Thomas" has All Black Silver Fern and a Wales coat of arms. Not sure of its origin.
31.	Lancaster Park Board & Canterbury Cricket Association Minute Book dated from 24th May 1904 to 6th February 1930.
32.	Book of Newspaper clippings from Lancaster Park Board dated 29th April 1948 to 5th September 1963.
33.	Book of "History of Lancaster Park" all typed by 1880 – 1935 T.W.Reese 1935- 1957 R.T. Brittenden.
34.	Book "Great Days at Lancaster Park" by Gordon Slater personal copy of H.H.Waucop chairman Lancaster Park Board. ( CRFU Archives already have a copy )
35.	Book "History of Lancaster Park" by Don Neely & Joseph Romanos (CRFU Archives already have a copy).
36.	Framed Certificate to Jade Stadium for outstanding Project 2003 Gold Award for Redevelopment & Structural.
37.	Framed Certificate to Jade Stadium for outstanding Project 2003 Silver Award for Redevelopment & Fire Engineering.
38.	Plaque acknowledging contribution of RT Brittenden to sport at Lancaster Park an appreciation from Victory Park Board January 1992.
39.	Plaque Victory Park Board "These Corporate suites were opened by His Worship the Mayor of ChCh Sir Hamish Hay on 20th May 1988.
40.	Box Containing the following: <ul style="list-style-type: none"> <li>• Photos of 1956 Springbok game Vs Canterbury</li> <li>• Jade Stadium construction photos</li> <li>• Various Newspaper Clippings</li> <li>• Coin Collection Full set of 15 Great All Blacks</li> <li>• Part set Coin Collection of 15 Great All Blacks</li> <li>• Set Shell Rugby Greats Cards</li> <li>• Various old passes etc to Lancaster Park was property H. H. Wauchop</li> <li>• Selection of old Rugby Programmes (added to our CRFU HT Collection)</li> </ul>
41.	Box Containing the following: <ul style="list-style-type: none"> <li>• Small framed photo of 1953/54 All Blacks</li> <li>• Small framed photo of Fergie McCormick in action kicking</li> <li>• Envelope of various Rugby Badges etc</li> <li>• Various Jade Stadium photos</li> <li>• Various First Day Envelopes Lions Tour of NZ 1977</li> </ul>

	<ul style="list-style-type: none"><li>• 2 x unframed photos of Lancaster Park Board and Sports personalities</li><li>• 15x Various Rugby Programmes (added to our CRFU HT Collection)</li><li>• 1929-1954 Book "Rugby Football in Canterbury" by JK Maloney</li><li>• 10 x various Rugby Weekly's</li></ul>
42.	Framed Photo of old photo taken at Lancaster Park Nov 2nd 1899 "Early Event at Lancaster Park of Captain Lorraine Balloon Launch.



## 12. Close Out Report - LDRP518 Upper to Mid Heathcote Bank Stabilisation

Reference / Te Tohutoro: 20/717937

Report of / Te Pou  
Matua: Martin Densham, Project Manager, martin.densham@ccc.govt.nz  
Keith Davison, Team Leader Stormwater & Waterways,  
keith.davison@ccc.govt.nz

General Manager /  
Pouwhakarae: David Adamson, General Manager City Services,  
david.adamson@ccc.govt.nz

### 1. Brief Summary

- 1.1 The purpose of this report is for the Finance and Performance Committee to be informed of the Land Drainage Recovery Programme Upper to Mid Heathcote Bank Stabilisation Close out report. The report has been written to provide an overview of the performance of the project.

### 2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Project Closeout Report for LDRP518 Upper to Mid Heathcote Bank Stabilisation.

### Attachments / Ngā Tāpirihanga

No.	Title	Page
A <a href="#">↓</a>	Upper to Mid Heathcote Bank Stabilisation (LDRP518) - Close Out Report	109

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	Not applicable

### Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

## Signatories / Ngā Kaiwaitohu

<b>Author</b>	Ruth Cable - Head of Project Management Office
<b>Approved By</b>	David Adamson - General Manager City Services

## Land Drainage Recovery Programme

# Capital Project Closeout Report

## LDRP 518 Upper to Mid Heathcote Bank Stabilisation

Date: 3 March 2020

Author: Ben Pasco, Project Manager, Stormwater and Waterways

Status: **Final**

The purpose of this document is to summarise the relevant project information relating to the performance and close out of this project.

Capital Project Details	
Project Title	LDRP 518 Upper to Mid-Heathcote Bank Stabilisation
Project Location	Heathcote River
CPMS Number	35140
TRIM Number	CP503271
WBS Number	722/60139
Project Sponsor	Keith Davison
Project Manager	Ben Pasco (Kamal Narang through design phase)

Report Details	Name	Position	Date
Prepared By	Ben Pasco	Project Manager	3 March 2020
Reviewed By	Peter Christensen	Technical Lead	5 March 2020
Approved By	Keith Davison	Manager Stormwater and Waterways	6 March 2020

## Project Purpose and Background

Bank stabilisation works along the Upper and Mid Ōpāwaho/Heathcote River were implemented following a Land Drainage Recovery Programme (LDRP) investigation into earthquake damage which was undertaken in two stages:

- Condition assessment of the Upper Ōpāwaho/Heathcote River, Cashmere Stream and Cashmere Brook was undertaken in November 2015
- Damage inspection of the Mid Ōpāwaho/Heathcote River in June 2016

The condition assessment of the Upper Heathcote included a six values assessment. The damage inspection of the Mid Heathcote was undertaken specifically to identify areas of potential bank instability that required repair or remediation.

The inspections identified a number of areas that were considered to require repair or remediation to ensure long term bank stability. The type of instability observed related to both earthquake damage and other naturally occurring processes.

It was identified through the investigation that while slumping and other instabilities have been a feature of the Heathcote River for a long time, the earthquakes accelerated this process and caused more widespread instability than would usually be present.

Bank stabilisation works were prioritised according to the likely time to failure and the implication of failure. Works categorised with a priority of 'very high' (response required immediately or <1 year) or 'high' (response required within 5 years) were bundled into work packages and a design brief prepared.

The project moved into execution phase in FY17. Design for the bank stabilisation works drew substantially from the Mid Heathcote Linear Park Master Plan (adopted by Council in 2009). Treatments were largely dictated by available space on the bank to accommodate battering. More natural solutions of regrading banks and rocks were preferentially used, with gabion basket retaining walls used only where space or instability necessitated it.

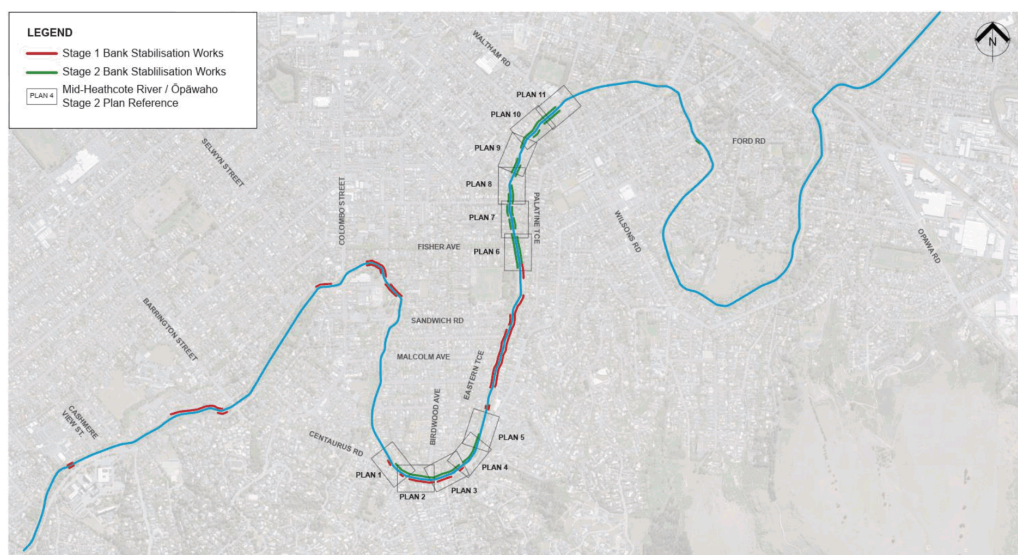


Figure 1. Extent of Bank Stabilisation works across both Stages



Figure 2. Palatine/Eastern Terrace (left) and gabion wall construction at 36 Centaurus Road (right)

## Project Benefits

Objective	Achieved	Comments
Repair earthquake damage and stabilise the banks of the Ōpāwaho/Heathcote River for prioritised sites.	Yes	Gabion and rock treatment confirmed successful and well received by stakeholders and general public despite some concerns during consultation.  Some minor scope removed from Stage 2 once reviewed during construction with designer and river depths were significantly deeper, thereby changing the constructability and cost-benefit ratio.
Increase flood capacity of waterway where possible	Yes	While not a key driver, where possible the banks were made flatter and river channel widened to increase flood carrying capacity. Removal of collapsing banks and isolated pockets of sediment has also incrementally increased the flood carrying capacity of the river.
Deliver elements of Mid Heathcote Linear Park Master Plan	Yes	Landscaping has proven a challenge but the completed work have highlighted the river corridor. Landscaping to be completed during defects liability period.





Figure 2. Before and after river banks at 12 Palatine Terrace

## Project Financial Summary

Year	Budget*	Actuals to Date	Comments
FY17	269,553	269,554	Design elements only
FY18	2,120,089	2,120,089	Design and construction
FY19	2,309,211	2,309,211	Construction and contract management
FY20	110,474	58,665	Remaining is landscape maintenance
FY21	60,000	-	Remaining budget to cover landscaping remediation where not covered as a construction defect
Total	4,869,502	4,757,518	

\*Budget at project commencement, October 2016 was \$5,000,000. Overall project completed under budget with savings (\$200,000) reallocated to priority projects being delivered as part of the Land Drainage Recovery Programme.

## Change Request Summary

Change Request	Baseline	Approved Change	Comments
18/1136356	Milestones amended	29/10/2018	Re-baseline delivery date milestones to align with the LTP budgets (year of allocation) and allow later construction delivery so review of low stopbanks can be completed for Stage 2 works.

## Project Timeline Summary

Design and procurement elements were achieved as planned. The construction phase was ultimately split across two periods (and financial years) to address the need to review potential impacts of low stopbanks on the proposed bank stabilisation works, and also to match the final project funding which was across FY 18 and FY19.

Phase	Baseline Completion	Actual Completion	Comments
Project Initiation	30 Jun 2016	30 Jun 2016	Initiated after damage assessment completed.
Investigation	09 Feb 2017	18 Jan 2017	Investigation and design tender awarded to BECA
Procurement	09 Oct 2017	16 Nov 2017	Tender for Stages 1 and 2 awarded to Citycare Limited
Construction Start	31 Jan 2018	29 Jan 2018	Stage 1 commenced
Project Delivery Complete	20 Jun 2019	06 Jun 2019	Stage 2 works reached Practical Completion. Outstanding items are minor related to landscaping and plant replacement.

## Health, Safety and Environmental

### Reported incidents

- Twisted Knee – action to remind all staff to take care walking around site and particularly entering and exiting elevated machinery.
- Hurt Shoulder – action to use rock grabber on excavator rather than chain lifting rocks.

### Reported near misses

- Truck hit concrete block on site
- Truck hit rock on site

### Environmental incidents

- Porta-loo pushed into river over weekend

Incident forms were completed for all of the above incidents.

## Lessons Learned

Description	Lesson Learned	Comments
Topographical Survey	Need to have detailed river bed survey so that design is appropriate for a highly variable environment	During construction it was found that the river was often deeper than accounted for in the design and typical details. This caused issues for the contractors sediment controls, rock sizing and worker safety. Prior to Stage 2 commencing the designer and contractor collaborated to record depth along all the next sections of works and revise the design as necessary

Attachment to report 20717937 ~ (LDRP518) - Close Out Report)



Description	Lesson Learned	Comments
In-river sediment control	Sediment curtains must be supported by hard barriers at the upstream and downstream end of the site.	Through continuous improvement the contractor was able to ultimately install effective sediment controls around work sites. Barriers typically consisted of timber boards or fences wrapped in geotextile. Good placement of stakes to support the curtain was critical to prevent excessive movement which could quickly lead to a blowout.
Design Flexibility	Need to maintain degree of adjustment with design to account for varying river bed conditions not picked up in survey	To support this lesson, a key reason for successful delivery of this project was the retention of key personnel for the duration of the project, particularly from Stages 1 and 2. This included the designer, construction management and site construction staff as well as Council representatives.
Plant Specification	Planting should be undertaken in stages with hardy species first followed by variation selections after 24 months establishment, potentially as infill planting for any losses.	There is a need for more long term staging in landscape planting. Many species are not appropriate for virgin planting areas (too exposed) and plant losses for this project have been as much as 75% due to floods, frost, damage by maintenance contractors and dry ground through summer. Hardy plants should be prioritised with a second or third wave of planting to infill with greater variety after 2 to 3 years.
Impact of Low Stopbanks	No changes required to bank stabilisation design to accommodate future low stopbanks.	During the detailed design phase, an overlap between bank stabilisation sites and locations of potential future low stopbanks (another LDRP investigation project, LDRP 529) was identified. The bank stabilisation works were therefore split into two stages to allow consideration of the impact of the works on any future stopbanks. Beca undertook a review of the works overlap and concluded that no immediate changes to the Stage 2 bank stabilisation works were required.

A post construction lessons learned workshop was held 26 June 2019 at Beca offices with the designer, contractor and Council.

A further lessons learned workshop specifically covering landscaping is planned following the end of the defects liability period and associated stocktakes of plant and tree condition.

## Project Final Status Summary

Title	Status Flag	Comments
Overall Status	Green	Project scope delivered to achieve stabilisation objective, minor issues with trees and planting to be addressed through defects liability stage.
Finance	Green	The project was completed within the original budget of \$5,100,760. At the time of writing, the project is forecasting to complete close out of the defect liability period (including contractual elements) with a final cost of \$4,809,327.
Risks	Green	Landscape planting establishment remains as a minor risk. While infill planting will be low cost it is highly visible and frequently the subject of customer complaints / issues.
Issues	Green	No remaining issues. However, during the project there were issues with weather and flood related delays and cost escalations due to river bed variations not picked up in the survey. These issues were managed through the course of the project and additional costs kept within budget.
Resources	Green	Resources were appropriate for the project and delivered well.
Time	Amber	Delay of Stage 2 works to allow future low stopbanks to be considered. Had benefit of allowing some Stage 1 works to be deferred until Stage 2 to mitigate extremely wet construction period early 2018 which was adversely impacting works. With 2 year maintenance period on planting the delay of Stage 2 means defects liability will extend into FY21.
Scope	Green	<p>The bank stabilisation works and associated landscaping were delivered in keeping with the original scope. At the time of tender there was some uncertainty about additional works that might be carried out in conjunction with the Opawaho Heathcote Linear Park Master Plan, however ultimately that project did not have sufficient funding to carry out any works simultaneously with the bank stabilisation work and this opportunity was not realised.</p> <p>Community consultation on landscaping elements for both Stages of works was well received with negligible resulting changes required.</p>

Key: Green = delivered to plan, Amber = partially off plan, Red = off plan

## Project Documentation

### General Project Documentation

Document	Date Completed	Comments
Project Brief or Charter	26 May 2019	In Project Management System
Concept Design	15 Sep 2016	Completed by AECOM
Safety in Design (Rev 3)	9 Mar 2018	BECA
Detailed Design	5 Feb 2018	BECA

Attachment to report 20717937 ~ (LDRP518) - Close Out Report)

Document	Date Completed	Comments
Procurement Plan (Design)	6 Oct 2016	Council
Handover Data*	June 2019 July 2019	Stage 1 CAT Stage 1 Survey Stage 2 CAT Data Stage 2 Survey
As Built Drawings	August 2019	Rev-2
Fish salvage reports (EOS Ecology)	Various 2019	Stage 1 Stage 2
Archaeological Monitoring Report	June 2019	Underground Overground Archaeology

\*Tree data is still being closed out as some replacements will occur during defects liability period.

### Contract Documentation

Contract Number	Name	Value at Completion
CN4600002375	BECA Limited LDRP518 Upper to Mid Heathcote / Ōpāwaho River Bank Stabilisation – Design and Construction Management	\$0.8 Million
CN4600002008	City Care Limited Upper to Mid Heathcote Bank Stabilisation -Construction	\$3.6 Million

### Practical Completion Certification

Contract, Work Package or Deliverable	Practical Completion Date	Final Completion Date
Stage 1 Physical Works	14 Sept 2018	14 Sept 2020
Stage 2 Physical Works	6 June 2019	6 June 2021

### Resource Consents

Global and specific resource consents were utilised for the works as detailed below.

Consent Number	Conditions Requiring Action	Compliance Comments
CRC146620 (Global)	Works in beds and margins of waterways	Notifications required under Condition 13 completed  Gabion baskets are 1m high, so assessed as not requiring certificate of structural integrity to be sent to ECan (Condition 33). PS3 and PS4 certificates completed.
CRC100749 (Global)	Discharge water to water	Notifications complete simultaneously No follow up or close out conditions
CRC182603 (project specific)	Discharge construction phase stormwater	Notifications complete simultaneously No follow up or close out conditions
RMA/2017/2882	Works in Site of Ecological Significance and Flood Management Area.	Cobble Clusters required for Condition 2 installed as trial only, to be reviewed after 12 months and decision on remainder.  No fencing installed (Condition 3)  Landscaping in accordance with the plans – conditions 32 and 33. Some areas no longer practical to maintain plants due to repeated wash out – consent may need to be varied.

### Closing Comments

Overall the key stabilisation elements of the LDRP518 Upper to Mid Heathcote / Ōpāwaho River Bank Stabilisation works were successfully delivered and provide a basis/template for future bank works. Similar rock and retaining works will be undertaken downstream and have been well received by the general public and neighbors.

Landscaping elements of the project have proven challenging, with plant and tree mortality issues in a dynamic environment which experiences anything from floods to dry periods (top of bank), frosts, car damage and foot traffic. While only a small portion of the project effort, the landscaping is a key amenity feature and outstanding issues will be addressed through the remaining defects liability period.



## 13. Close Out Report for Council Voice Upgrade Project further information

Reference / Te Tohutoro: 20/265226

Report of / Te Pou  
Matua: Ged Clink, Manager IT Programme & Planning,  
ged.clink@ccc.govt.nz and Symon McHerron, Chief Information  
Officer, symon.mcherron@ccc.govt.nz

General Manager /  
Pouwhakarae: Leonie Rae, General Manager Corporate Services,  
leonie.rae@ccc.govt.nz

### 1. Brief Summary

- 1.1 The purpose of this report is to provide further information to the Finance and Performance Committee (Committee) following the Council Voice Upgrade project close-out presentation on 5th March 2020.
- 1.2 At its meeting on 5 March 2020 the Committee received a close out report for the Council Voice Upgrade Project. At the meeting the Committee requested for staff to update the report with further information regarding the new user survey results, Business Continuity Plan and the cost benefit analysis.
- 1.3 The original close out report is attached to this report as **Attachment A**.
- 1.4 The additional information requested by the Committee has been written as a memo and is attached to this report as **Attachment B**. Given the quantity and nature of the further information requested, it had been documented in the attached memo.

### 2. Additional Cost Benefit Information

- 2.1 The original project's purpose was twofold - replace the 'end of life' phone systems as well as replace contact centre technologies at Council's contact centre, IT service, Regulatory Service and Library Service desks.
- 2.2 The proposed cost for the above project was \$2,618,700. As initial project investigation commenced it was decided to split the phone system replacement into its own standalone project. It had become clear that these were two quite distinct projects from a technology delivery and change management perspective, and governance agreed they needed their own project and funding.
- 2.3 The new capital project budget for only replacing the phone system was set at \$1,715,000. The project was delivered for \$1,317,328 – a saving of \$397,362 (23%) on the original proposed budget.

The \$1,317,328 budget was spent across a three year period. Key costs included the following:

- \$654k was spent on project delivery,
- \$400K was spent on vendor services which included technical design and support, hosting fees & specialised pieces of work,
- \$200K was spent on equipment purchases of headsets and desk phones for meeting rooms,
- The balance of \$63K was spent on a number of smaller services, the bulk of it being allocated to staff training and change management for implementation and rollout / ongoing support.

- 2.4 In addition to the capital costs there were ongoing operational costs to host, licence, manage, and support the Skype services at approximately \$480K to \$500k per annum – based upon the number of users. This number is managed annually in partnership with our vendor CCL.
- 2.5 The rationale and benefits for the investment approach in Skype for Business was not based upon cost savings. The investment was made based on functionality and technology improvements, risk mitigations, delivery options, and moving the organisation towards more modern ways of communicating and collaborating beyond traditional voice only communication.
  - 2.5.1 We removed the current system which was well beyond its ‘end of life’ with high risk of service failure given the outdated and un-supported technology. We upskilled and redeployed internal staff resources to support the modern communications platform. In addition we reduced the technology support costs which were becoming less readily available as the external market had moved onto more modern communications platforms.
  - 2.5.2 We reduced our dependence on niche market suppliers who were charging a premium for replacement parts and handsets. We also reduced our electricity consumption as the old system handsets on each staff desk were powered on 24/7.
  - 2.5.3 We considered replacing the current system with a like for like technology. Based on the size of our organisation, the cost to purchase and install was estimated to be an \$800K Capital investment with ongoing Opex costs of \$60k per year. This was to deliver voice only services. This investment would be made knowing that the technology would not support and could indeed hinder future communications platforms and technology investment.
  - 2.5.4 We removed Council ownership, depreciation and R&R costs for the old technology and utilised vendors “as a service” to provide the support, functionality and hosting costs for the new system. This was in alignment with the wider IT strategy of utilising vendors ‘as a service’ where it made commercial and or/ technology sense to do so. This also provided more certainty around internal service levels as well as future contractual agreements, costs and service plans.
  - 2.5.5 We looked ahead to where the modern working environment was heading – a digital workplace underpinned by instant messaging & mailboxing, remote working, video enabled meetings, virtual conferencing and mobile applications. This could not be delivered using traditional voice systems. Skype was chosen as the best product to provide a foundational platform for future investment. It integrated well into the current technology and provided the range of service we were looking to introduce.
  - 2.5.6 Skype is now part of the Microsoft suite of products that council subscribe to. Microsoft Teams is the next evolution of Skype and this was trialled very successfully (alongside Skype) during the recent Covid-19 lockdown where 1000’s of Council staff continued to operate in a virtually seamless fashion, minimising potential service impacts to the community.

### 3. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

- 1. Receives the further information as attached on the Council Voice Upgrade Project.



## Attachments / Ngā Tāpirihanga

No.	Title	Page
A <a href="#">↓</a>	Original Voice Upgrade Close Out Report - 5 March 2020	122
B <a href="#">↓</a>	Skype Response	125

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	Not applicable

## Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

## Signatories / Ngā Kaiwaitohu

<b>Author</b>	Penny Trousselot - Team Leader Project Management
<b>Approved By</b>	Symon McHerron - Chief Information Officer Leonie Rae - General Manager Consenting & Compliance and Corporate Services Groups

Project Summary and Highlights

This project was initiated as a project in August 2016

In February 2018, the project undertook to retire the existing AVAYA telephone system (PABX) and handsets that were at end of life, unsupported and posed significant risk to council operations. Skype for Business was the approved as replacement solution. The new Skype solution was rolled out to all Council facilities.

The Skype rollout was deployed across 3 streams:

- Stream 1: Pilot in IT Unit and Civic Building
- Stream 2 & 3: Pages Rd, Service Centers, Libraries, Sport, and Recreation Centers

In March 2019 a Project Change Request was approved at Business Change Board to;

- De-scope ‘Disaster Recovery Solution’ (Stream 4). The de-scoping of the DR solution was recommended to BCB, following a technical investigation by Computer Concepts into how Skype DR could be implemented including building in geographic redundancy by having hardware in two sites (Civic and Perimeter Road). This Computer Concepts report highlighted that although it is technically possible, the cost would be prohibitive and outweigh the benefits.
- Add to scope Migration from legacy primary rate ISDN (copper lines) to SIP trunking, which will bring Council in line with modern communication technologies and align with Sparks decommissioning of the copper lines by June 2020.

Overall the project progressed on schedule and within budget, with completing the SIP migration the only exception, due to vendor and internal resourcing constraints.

Customer Feedback

316 users were surveyed in October 2017. Perhaps most informative were the 170 responses to “Is there anything you would like to tell us about Skype for Business at Christchurch City Council?” summarised below:

- Overall Positive: 24
- Overall Negative: 146
- Of those negative, the primary topic was:
  - Functionality: 47
  - Call quality: 34
  - Hardware: 30
  - Training: 19
  - Rollout: 17
  - Support: 5
  - Other: 5

An additional survey was originally scheduled in April 2019 to obtain feedback after 1 year of use, and has been rescheduled due to volume of communications being issued and will now be undertaken as part of Business as Usual.

Closure Synopsis

	Flag	Comment
Overall		
Time		Streams 1, 2 & 3 completed milestones on time, however the final Project Delivery complete milestone baseline has been missed by 6 weeks due to vendor and internal resources constraints to complete the SIP Trunk Migration.
Budget		Budget was approximately \$115,000 under budget (including \$50,000 contingency), due to budget associated with the change request for SIP Trunk migration.
Scope		Project has delivered to scope (final scope approved via change request to de-scope Disaster Recovery and include migrating Primary Rate services to SIP Trunks

Benefits		In the absence of any quantifiable data on staff working remotely, the emerging benefit from transitioning to SIP trunks provides a positive financial benefit.
Objectives		Project objectives have been met

G - Met R - Not Met

Business Objectives Delivered

Objectives	Met?	Comment
Provide CCC with a suite of tools that will enhance the communication and collaboration capabilities	Y	All functionality of Skype for Business was deployed, including Voice, Instant Message & Calendar.
Replace technology that has passed useful life	Y	AVAYA and Primary Rate services have been decommissioned.

Forecast Performance against Business Benefits

Non-Financial Benefits

ID	Benefit Name	Description	Comments	Flag
294	Decrease in risk due to having system failure	The current phone system technology is outdated and not supported by a maintenance and service contract.	Benefit(s) being realised.	Green on track
765	Enabling a modern agile organisation	Skype for Business will provide the organisation with a modern toolset to enable greater collaboration both within the organisation and when dealing with external stakeholders	Benefit(s) being realised.	Green on track

Financial Benefits

ID	Benefit Name	Description	Baseline Benefit	Forecast Benefit	Comments	Flag
NEW	Transitioning to SIP trunks	Current primary rate trunks end of life, SIP is the replacement and it comes with a cheaper monthly fee	\$26,640	\$26,640	Emergent Benefit: \$2,220 per month saving.	Green - On Track

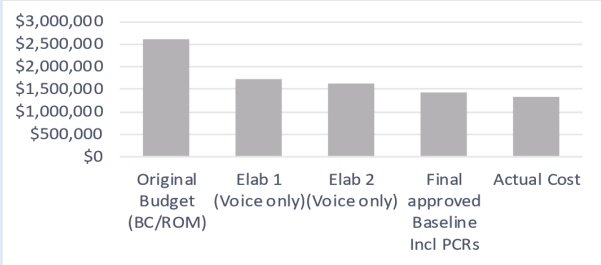
Project Performance Against Budget

The original budget (BC/ROM) estimate (\$2.618m) was based on delivering both Contact Centre Upgrade and Council Voice Upgrade, that was subsequently split into two streams.

At the time of the split; \$280K was drawn down for Council Voice Upgrade to complete Elaboration 1. Based on the guideline that Elaborations broadly represent 20% of the estimated total budget, indications suggest project budget was estimated at \$1.4M for the Council Voice Upgrade.

The first elaboration stage (Elab 1) provided a range \$1.58m to \$1.88m – the median amount is included in the table below.

At the second elaboration stage (Elab 2), the total budget was estimated at \$1.33m that specifically excluded stage 4 (Disaster Recovery). For budgeting purposes, stage 4 was estimated at \$300K, suggesting a total budget of \$1.63m.

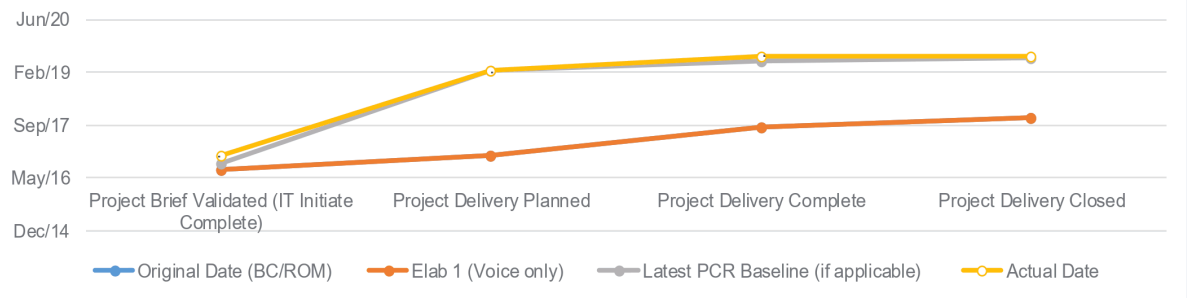


Delivery to Budget	Original Budget (BC/ROM)	Elab 1 (Voice only)	Elab 2 (Voice only)	Final approved Baseline Incl PCRs	Actual Cost	Variance 1 (Original to Actual)	Variance 2 (Elab 1 to Actual)	Variance 3 (Final Baseline to Actual)
Capital Costs	\$2,618,700	\$1,715,000	\$1,630,000	\$1,430,000	\$1,317,328	\$1,301,372	\$397,672	\$112,672
Operational Costs	\$0					\$0	\$0	\$0
Total	\$2,618,700	\$1,715,000	\$1,630,000	\$1,430,000	\$1,317,328	\$1,301,372	\$397,672	\$112,672

Ongoing Operational Costs

	RoM/Business Case	Elaboration/Planning	Closure
Software Licensing	\$564,704	\$564,704	\$450,000 - CCL \$69,000* – MS licenses \$61,056 Spark Voice Connect <b>\$580,056</b>
Hardware Fees	\$0	\$0	\$0
Staff Costs	\$0	\$0	\$0
Totals	<b>\$564,704</b>	<b>\$564,704</b>	<b>\$580,056</b>
Explanation of Variance	* Skype for business licenses (E3) plus enterprise voice CALS. Based on 2,708 people as at May 2019 (Est \$25 per user per annum) As a result of transitioning to SIP trunks.		

Project Performance against Time



Delivery to Milestones	Original Date (BC/ROM)	Elab 1 (Voice only)	Latest PCR Baseline (if applicable)	Actual Date	Variance 1 (Original to Actual) Days	Variance 2 (Elaboration to Actual) Days	Met? Y/N
Business Case/ROM Approved	13/07/2016			13/07/2016	0		
Project Brief Validated (IT Initiate Complete)	31/07/2016	31/07/2016	30/09/2016	8/12/2016	-130	-130	
Project Delivery Planned	14/12/2016	14/12/2016	28/02/2019	28/02/2019	-806	-806	
Project Delivery Complete	31/08/2017	31/08/2017	28/05/2019	10/07/2019	-678	-678	
Project Delivery Closed	30/11/2017	30/11/2017	28/06/2019	12/07/2019	-589	-589	
OT Milestone	14/12/2016	30/11/2017	28/05/2019	10/07/2019	-938	-587	

Project History

This work was originally scoped within the Contact Centre Upgrade project, and was established as separate project in July 2016.

Stream 1 (Pilot) was completed January 2018

The planning of Streams 2 and 3 was completed together as scheduled (30<sup>th</sup> June 2017), with the rollout of Streams 2 and 3 completed in August 2018 as schedule.

In March 2019, the Steering Board approved a PCR to de-scope DR (Stream 4) and add to scope the migration of Primary Rates to SIP Trunks

The SIP Trunk Migration is scheduled to be completed by 10<sup>th</sup> July (see outstanding activities below), approximately 6 weeks later than originally planned, due to delays in Sparks internal planning process and then availability of CCC internal resources to support the migration.

Project Change Request Summary

Change Summary	Date Approved
<b>PCR 1</b> Re-baseline the current date for elaboration phase completion to 29 July - a 1 month slippage due to delays in engagement from vendor.	10/5/2017
<b>PCR 2</b> Inclusion of Pilot in planning phase. Change the timeframe by: <ul style="list-style-type: none"> <li>Re-baselining the Project Delivery Planned (elaboration complete and FY17 OT Milestone) milestone FROM 14 December 2016 TO 30 June 2017 for Phase 1 (Core Civic End Users)</li> <li>Re-baselining Project Delivery Complete FROM 31 August 2017 TO 15 December 2017 for Phase 1 (Core Civic End Users)</li> <li>Re-baselining Project Close FROM 30 November 2017 TO 30 March 2018 for Phase 1 (Core Civic End Users)</li> </ul> Note: Project delivery and closure milestones will be re-confirmed at the end of elaboration phase.	16/2/2017
<b>PCR 3</b> Change the scope by; Removing Skype DR and the 4th Elaboration Phase, Add to scope Migration from legacy primary rate ISDN (copper lines) to SIP trunking, which will bring Council in line with modern communication technologies and align with Sparks decommissioning of the copper lines by June 2020.	11/3/2019

Key Lessons

Reference	What Went Well/To Improve	Lesson	Group
1	Went Well	Assessment of Disaster Recovery considerations and subsequent de-scoping	IT
2	Improve	Capturing Lessons Learned at end of each stream or when people leave	IT
3	Went Well	Floor walkers after each sprint to check-in with end users	IT
4	Went Well	Training by Ripped Orange, which gave ability for users to book courses of interest.	IT
5	Went Well	Phased approach and sprint based implementation with retrospectives was a good fit for the project and allowed end users to have sufficient support	IT
6	Went Well	Project team (including CCL and CCC) worked well together and solved problems	IT
7	Went Well To Improve	Business Change management provided by EY Internal Change Management would have been beneficial	IT
8	To Improve	Benefits of Enterprise solutions like SfB have greater chance of achievement as part of programme versus single implementation project, driven by a product owner.	IT & Business
9	To Improve	Ensure scope of projects is confirmed and finalised as part of Planning phase.	IT
10	To Improve	Don't split projects, start a new ROM	IT
11	Went Well	Undertaking a retrospective after each Sprint was beneficial	IT
12	Went Well	Concept of floor walkers – scope for improvement (refer to survey results) on sound idea	IT

13	Went well	Overall handover to Service Desk – scope for improvement on initial training to Service Desk.	IT
14	To Improve	Post implementation training for either new starts or advancing the skill levels of existing users, necessary in preparation for future migration to Microsoft Teams	Business

Closure Recommendations

The project has achieved the the project outcomes to remove the reliance on the legacy Avaya system and to implement Skype for Business to Council.

### 1. What is the decision required?

- 1.1 Update to Skype Closeout project as requested by Finance and Performance Committee on the 5<sup>th</sup> March 2020.

### 2. What is the Issue?

- 2.1 Request for staff to update the Project Closeout Report for the Council Voice Upgrade Project and report back to the Committee at its next meeting, including the new user survey results, Business Continuity Plan, and cost benefit analysis.

### 3. Background & History Information

- 3.1 February 2015 - "Skype for Business Instant messaging and Presence functionality" was rolled out across the organisation. This provided new functionality and enabled staff to send instant messages from their desktop devices. It also provided an updated user location tool to identify the location/activity of staff member. The older phone system (handsets on desks) was still being utilised at this time to make and receive voice calls over the internal local area network (LAN).
- 3.2 April 2016 - The Skype project steering board consisting of the now departed, Corporate Services GM, CIO and Technical Infrastructure Service Manager endorsed progressing with Skype for Business as the preferred calling solution given the emerging and persistent issues with the desk phone setup. The current system was well past end of life with regards to functionality, reliability, the ability to source spare parts/ handsets and increasing operational costs for both replacement units, and increased technical support.
- 3.3 February 2017 - Skype Voice features were added to the established Skype for business platform and a pilot group within IT was moved onto the new system.
- 3.4 February 2018 - Following successful pilot, approval was given via the Business Change Board (BCB) governance team to roll out Skype for Business across Council. (See TRIM Document 18/148218.) The BCB consisted of the Chief Executive, ELT and a wide group of senior leaders from across Council.
- 3.5 This project was seen as a necessary and significant step towards creating a flexible, future proof and resilient communication platform that aligned to the digital world we operate within. It also established more modern ways of working providing Council the opportunity to cost effectively undertake future upgrades from various vendors, provided additional functionality to staff as well as the services we can offer citizens using enhanced communication platforms. This also aligned with guidance from our key suppliers who were actively investing in new digital communications platforms and technology/ replacing copper where appropriate. The Skype platform for CCC has evolved considerably and we are constantly reviewing and assessing functionality that aligns to changing Business Continuity Planning (BCP) activities.
- 3.6 The project was a significant step for Council and supported by Resource Efficiency and Green House Gas (REGGE) initiative, where we had targeted reducing energy consumption of desktop devices. Given Skype runs off the already powered on desktop, there is no additional electricity costs required to power a separate phone handset.



#### 4. Business Continuity Planning/Disaster Recovery

- 4.1 The Skype for Business platform will continue to operate in an emergency situation as long as the hardware (desktop/ laptop / mobile phone) has power and there is some form of connection to the internet – Fibre, Mobile data or indeed Copper networks. The wider data network outside of council buildings is supported by service level agreements with various vendors including Computer Concepts who have their own disaster recovery programme and inherent high availability service. The old PBX phone system was not supported in this manner. Given it was located in the Civic building basement it was subject to the limitations that may be applied to this building during an emergency situation (for example lack of access to the building).
- 4.2 The vendor delivered Disaster Recovery component (specifically for staff desk phones) was de-scoped from the project. As detailed planning progressed it became apparent that significant investment to build a standalone/dedicated disaster recovery centre would be required. This would be at Council cost and the project never held sufficient funding or scope to create this additional infrastructure through our vendors, relative to the risk and service interruption profile. Again, noting the current service by design has inherent high availability.
- 4.3 It is important to recognise the Council call centre system differs from the above in that it does have a backup Disaster Recovery solution, supported by an external vendor and this will continue to operate within emergency activities allowing our citizens to contact us. This operating model operates on a licence per user/ dollar basis which would deem it unfeasibly expensive to roll out at a corporate wide level.
- 4.4 Skype was chosen as it operates on multi-device platforms so will also run effectively from different hardware such as home laptops/ desktops as well as mobile phones through the skype app. This also provides a level of comfort to ensure ongoing activities and communications can be maintained in an emergency situation. It also provides flexibility in working location, remote access and the ability to livestream meetings and share desktops/ presentations with relevant parties.
- 4.5 Of note, Skype is already proving to be an incredibly useful tool for BCP activities. Given the evolving situation around COVID-19, it is a tried and tested method for enabling staff to work effectively from home, hold virtual meetings with colleagues as well as reliably stay in contact with teams using instant messaging. This approach would not have been possible if we had continued investment in the old technology solution. As of 24th March 2020 the majority of staff were directed to work remotely and the system and technology is proving invaluable to delivering core Council functionality as well as enabling emergency activity. Functional availability includes simple voice calls through to sharing of desktops / presentations/ activity boards and video conferencing into various meetings.
- 4.6 Projects are already active to plan transitioning to the next generation of platform, given Microsoft will have mainstream support for Skype finishing in 2020. This project is part of a broader Microsoft service transition and update, which supports FY21 costs saving initiatives, including; Email services, our internal intranet (The Hub) which uses SharePoint, and other additional products available. The next generation communication and collaboration platform, Microsoft Teams, has better functionality, is more intuitive, and will make use of Microsoft's regional data centre resilience. The Microsoft licensing framework is relatively all inclusive of the broader platform we are using as a package arrangement. Part of Microsoft Teams

functionality has already been trialled successfully through the COVID-19 working remotely experience, with the next steps being voice integration being enabled.

## 5. Power Cuts

- 5.1 The Skype service is run out of a dedicated and offsite Datacentre with high availability both from server infrastructure, dual backup generator, diverse internet and power supply feeds. The Datacentre responded and delivered well through a number of earthquake events and for all intents and purposes is resilient enough to provide functional Skype services to our staff and Councillors where required.
- 5.2 In the event of total city wider power cuts, Civic Building and the Water Treatment Plan have power redundancy for the core networks inside Civic via initial battery backup (UPS) that functions for a period until the emergency generator kicks in. This approach is to protect the core of the organisational network as well as any critical external operating environments such as water treatment. For the wider council groups and networks, the Skype application is installed on a range of battery powered mobile equipment and that empowers those staff to operate in a state of normality until normal services can be resumed.

## 6. Customer Feedback

- 6.1 A further feedback survey was completed during Feb and March 2020. This has been compared to the 2017 results. Please note, upon further review there appears a small data error within the supplied 2017 results. Total respondents that make up the negative sentiment > 100%. This error appears to have been overlooked when the survey results were recorded and we don't have access to that raw data to correct. However, it doesn't significantly impact the comparative values between the two surveys.
- 6.2 Hardware reliability and call quality have improved significantly. Functionality such as how to transfer calls, make video calls, setup virtual meetings and the use of headsets, is still a key driver for the negative sentiment.
- 6.3 This system was always going to be a significant change for staff who had previously spent decades using a desk-phone. While functionality is the key driver of the negative feedback, 75% of those surveyed also noted they did not want or require additional training. IT will take proactive steps to encourage users to partake in training sessions as perceived functional issues can quickly be resolved with some additional information and hands-on experience. We are also reviewing our online training modules for Skype to make to ensure they are easily digestible.



2017 Results 316 responded	2020 Results 350 responded
Overall Positive: (7.5%) 24	Overall Positive: (3.7%) 13
Overall Negative: (46.2%) 146 Of those negative, the primary topic was;	Overall Negative: (25.1%) 88 Of those negative responses, the primary topic was:
Functionality: (32%) 47	Functionality: (70.5%) 62
Call quality: (23.2%) 34	Call quality: (14.7%) 13
Hardware: (20.5%) 30	Hardware: (3.5%) 3
Training: (13%) 19	Training: (7.9%) 7
Rollout: (11.6%) 17	Rollout: (0.0%) 0
Support: (3.4%) 5	Support: (3.5%) 3
Other: (3.4%) 5	

## 7. Cost Benefit Analysis

- 7.1 The return on investment is difficult to quantify in pure financial terms. The total cost to implement Skype for Business was \$1,317,328 CAPEX. Ongoing licencing and support costs are \$458,056 per annum which relates to Software licences, Managed Services and Spark voice connection fees.
- 7.2 The old phone system cost \$60,000 per annum to provide voices service only. This number doesn't include real estate costs within Council for equipment, R&R replacement costs and staff operational costs for administering handset and equipment issues. To implement a similar/newer system at the time to provide static voice functionality is estimated to have cost around \$800k. While Skype was a more expensive solution, Skype for business provides not only voice functions but also the following additions which are well utilised across Council - Video, instant messenger, presentation sharing, conference call technology and strong security encryption. To purchase these independently while ensuring integration with existing systems would prove an expensive and timely exercise with no end date in sight. Skype for business packages all the required solutions in one easy to access package.
- 7.3 A number of functional and business continuity benefits were introduced with Skype. Although these have been utilised by staff previously in the office environment the recent rollout of remote working practices has only been successfully and practical given the investment in this tool.
  - For new users, who are used to using a mobile phone, Skype is intuitive.
  - Council can continue 'Business as Usual' in unique emergency environments.
  - Staff can work remotely using different hardware platforms including personal devices.
  - Staff can work securely from remote locations.

- Staff can now hold virtual meetings with suppliers, vendors and other organisations without the travel costs or associated carbon footprints.
- Skype provides a reliable backup in case of disaster recovery or requirements to work remotely.
- Easy to remote into conferences, online training and easily consumable courses online.
- Implementing Skype reduced the energy consumption of a staff desk.
- No maintenance of hardware or replacement costs other than affordable headsets.
- Providing employment and revenue to Kilmarnock enterprises who refurbish headsets for CCC.
- Actively promotes the ability to hot desk, in turn reducing desk costs / space costs in our facilities.



## 14. Christchurch Foundation - Year to date performance from 1 July 2019 to 31 March 2020

Reference / Te Tohutoro: 20/706596

Report of / Te Pou  
Matua:

Linda Gibb, Performance Advisor, linda.gibb@ccc.govt.nz

General Manager /  
Pouwhakarae:

Carol Bellette, General Manager Finance and Commercial,  
carol.bellette@ccc.govt.nz

### 1. Brief Summary

- 1.1 The purpose of this report is to present the Christchurch Foundation's (the Foundation's) performance report for the nine months of the current year - 1 July 2019 to 31 March 2020.
- 1.2 This report has been written as a result of receiving the financial statements from the Foundation for Quarter 3 on 3 June 2020. The financial statements are at **Attachment A**. Financial statements for the half year to 31 December 2019 were received from the Foundation on 18 February. The Covid-19 lockdown derailed reporting to the Council.
- 1.3 The Foundation was set up in 2017 in order to foster and promote philanthropy to benefit the Christchurch community. There are eight trustees, two of whom are the Mayor and the Deputy Mayor. The other six trustees are independent.
- 1.4 The Trust Deed identifies the purposes of the Foundation as being to:
  - provide support, both financial and otherwise, for community organisations and community facilities, and for any charitable purpose;
  - promote and encourage generosity towards community organisations and community facilities, and any charitable purpose;
  - establish and administer separate named funds within the Trust Fund in order to fulfil the wishes of individual donors who wish to support community organisations and community facilities, and any charitable purpose.

### Financial performance

- 1.5 The following table sets out the Foundation's results for the year to date (YTD) to 31 March 2020, compared with its budget and the same nine month period last year. The latter has been sourced from the Foundation's Management Accounts, which are put together for internal purposes, rather than for financial reporting. Therefore the numbers should be taken as indicative rather than absolute.

Profit & Loss	Actual YTD \$000	Budget YTD \$000	Actual – YTD to 31 March 2019 \$000
Donations:			
• 15 March event	1,534	0	2,600
• Other	1,463	0	0
Grants, sponsorship, endowments and other revenue	1,097	1,041	900
<b>Total revenue</b>	<b>4,094</b>	<b>1,041</b>	<b>3,500</b>
Total expenditure incurred	(591)	(669)	(460)
<b>Net surplus</b>	<b>73</b>	<b>77</b>	<b>2,607</b>

### Donations and distributions

- 1.6 In 2019/20 YTD the Foundation has received donations of \$3 million, of which \$1.534 million was pledged in the previous financial year but recognised in the current financial year after conditions were met.
- 1.7 YTD the Foundation has distributed a total of just over \$10 million. Additional distributions are planned for the final quarter.
- 1.8 As at 31 March 2020, the Foundation is holding \$3.8 million of cash, represented by:
- \$1.7 million is held in an education fund for post-school education or training for the children of the deceased and injured in the 15 March 2019 terror attacks;
  - \$1.4 million of new donations received in 2019/20;
  - Tūranga partnership funding of \$700,000 (which was paid in early April);
  - administration fund \$223,000; and
  - endowment funding \$23,000.

### Operational activity

- 1.9 The Foundation's operating costs for the year to 31 March 2020 total \$591,000 and are met from Council funding of \$450,000 (full year funding for 2019/20 is \$600,000), other grants (\$70,000) and sponsorship (\$115,000). The Foundation benefits from some services provided 'in kind' which were valued in the 2018/19 financial year at \$155,000 of which \$140,000 is noted in the 2018/19 Annual Report as being provided each year.
- 1.10 The Foundation's operating expenditure YTD is \$591,000, lower than budget by \$80,000 as a result of the following reductions:
- salaries \$308,000, against a YTD budget of \$317,000 (CEO, Events and Operations Manager and Endowment and Partners' Manager);
  - accounting and finance of \$30,000, on budget;
  - a combined budget of \$115,000 for contractors and consultant support is unspent (funding was re-allocated towards meeting the costs to support Our People Our City); and
  - lower expenditure on technology (\$8,000), rent (\$8,000) and travel (\$18,000).
- 1.11 Offsetting the reductions is increased expenditure for marketing / advertising (\$86,000, against a YTD budget of \$63,000). This includes costs for research undertaken, an operational gift of £25,000 has been received to cover the costs of the research and is shown in the operational income. Administration costs for 'Our People, Our City' of \$47,000 for handling the donations and distributions for the 15 March attacks' victims and families was not budgeted for.

### Achievements of note and future opportunities

- 1.12 Staff consulted with the Foundation on the content of this report. The Foundation asked that the report includes its following advice on achievements and future opportunities:
- Our People, Our City activity has provided the Foundation with opportunities for creating future funding potential from both corporate and high net worth individuals from around the globe.
  - Donors (corporate and individual) who gifted over \$1k to 'Our People Our City' have been thanked on behalf of the Mayor and Prime Minister, provided with a receipt, if requested, and are receiving information from the Foundation about other activities.

- The Christchurch Foundation UK has been established as a vehicle to bring ex-pat money back to New Zealand. This is now waiting on its charitable status. The Foundation is currently in the process of setting up a similar vehicle in the United States. The database of potential donors in these locations is growing.
- Funds to the following local charities; Cancer Society, St John (2 x new ambulances), SCAPE, The Court Theatre have also been distributed.
- The Foundation is part of an Advisory Board established by the Government in collaboration with Philanthropy New Zealand to review the charitable sector in the post-Covid-19 world.
- Currently, the Foundation, is in live conversations to receive an additional \$900,000 in donations from offshore, it is hoped this financial year. This is however complex, and the Foundation is thankful to be receiving support from MFAT and the Council's International Relations team.
- The Foundation would relish the opportunity to share their current live projects list, much of which is commercially confidential, with senior council staff and Councillors as soon as convenient.

## 2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. Receives the information in the Christchurch Foundation Quarterly Report for the nine months beginning 1 July 2019 and ending 31 March 2020.

## Attachments / Ngā Tāpirihanga

No.	Title	Page
A <a href="#">↓</a>	Christchurch Foundation - Financial statements for nine months to 31 March 2020	135

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	Not applicable

## Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

## Signatories / Ngā Kaiwaitohu

<b>Author</b>	Linda Gibb - Performance Monitoring Advisor
<b>Approved By</b>	Len Van Hout - Manager External Reporting & Governance Diane Brandish - Head of Financial Management Carol Bellette - General Manager Finance and Commercial (CFO)





# Quarterly Report

Christchurch Foundation  
For the Quarter Ended 31 March 2020

Prepared by KPMG Christchurch



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## Compilation Report

### Christchurch Foundation For the 3 months ended 31 March 2020

#### Scope

We have prepared the quarterly report for the period ended 31 March 2020 based on information provided by you, and in accordance with our engagement letter dated 13 September 2017.

#### Responsibilities

The quarterly report has been prepared based on information provided by the CEO and the Foundation. The CEO and the Foundation are solely responsible for the information upon which the quarterly report is based.

#### Disclaimer of liability

We have compiled the quarterly report in accordance with the limited procedures agreed in our letter of engagement dated 13 September 2017.

As part of our engagement, the CEO and the Foundation has provided records, information, documents and explanations on which we have relied. Our procedures do not involve verification or validation procedures. No audit or review has been performed and accordingly no assurance is expressed. We do not accept any responsibility for the accuracy and completeness of the accounting records and other information the CEO and the Foundation have supplied to us or for the reliability, accuracy and completeness of the financial information compiled on the basis of those records and information. We also do not accept any responsibility for the maintenance of adequate accounting records, an adequate internal control structure and the selection and application of appropriate accounting policies within your organisation. In addition, the CEO and the Foundation are solely responsible to users of the financial information we compile.

KPMG Christchurch  
Dated: 2 June 2020



## Statement of Financial Performance - Consolidated

Christchurch Foundation  
For the 3 months ended 31 March 2020

	JAN-MAR 2020	OCT-DEC 2019	YTD	YTD BUDGET
<b>Revenue</b>				
Donations	974,224	76,660	2,997,423	-
Grants	150,000	300,736	600,736	450,000
Sponsorship	1,250	351,250	465,000	557,167
Endowments	-	2,457	6,572	7,155
Endowment Establishment Gift	-	-	1,000	25,000
Corporate Events	-	-	3,400	2,000
Consultant Support - Reimbursement	-	-	19,500	-
<b>Total Revenue</b>	<b>1,125,474</b>	<b>731,103</b>	<b>4,093,632</b>	<b>1,041,322</b>
<b>Less Distributions</b>				
Distributions	1,728,484	6,386,431	10,020,307	-
<b>Total Distributions</b>	<b>1,728,484</b>	<b>6,386,431</b>	<b>10,020,307</b>	<b>-</b>
<b>Gross Surplus (Deficit)</b>	<b>(603,010)</b>	<b>(5,655,328)</b>	<b>(5,926,676)</b>	<b>1,041,322</b>
<b>Expenses</b>				
Accounting / Finance	10,002	10,002	30,010	29,999
Administration Expenses - Our People, Our City	26,668	7,813	46,936	-
Conferences	2,745	-	3,240	3,749
Consultant Support	3,360	(5,170)	(458)	15,001
Contractors	563	160	723	100,000
Depreciation / Amortisation	6,068	6,068	18,205	1,480
Diaspora Programme	-	-	10,223	15,000
Entertainment	401	3,511	7,012	8,750
General	1,665	1,245	5,543	4,500
Insurance	874	807	2,449	2,250
Legal Expenses	6,569	7,895	15,006	22,500
Marketing / Advertising	4,890	4,484	85,580	62,500
Motor Vehicle	1,500	1,500	4,625	4,500
Phone / Computer / Software	4,894	4,189	19,408	27,000
Rent	6,910	5,410	17,716	26,245
Salaries	97,601	119,732	307,685	316,860
Travel	5,170	2,025	16,498	28,250
Interest Expense	-	-	108	-
<b>Total Expenses</b>	<b>179,880</b>	<b>169,671</b>	<b>590,509</b>	<b>668,584</b>
<b>Other Income</b>				
Interest Income	23,130	20,413	73,277	77,262
Thinker In Residence	(760)	928	168	-
<b>Total Other Income</b>	<b>22,370</b>	<b>21,341</b>	<b>73,445</b>	<b>77,262</b>

These financial statements have been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.

Statement of Financial Performance - Consolidated



	JAN-MAR 2020	OCT-DEC 2019	YTD	YTD BUDGET
Net Surplus (Deficit)	(760,520)	(5,803,658)	(6,443,739)	450,000

These financial statements have been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.



## Statement of Financial Position - Consolidated

Christchurch Foundation  
As at 31 March 2020

	31 MAR 2020	31 DEC 2019
<b>Assets</b>		
<b>Current Assets</b>		
Cash and Bank	3,853,228	3,913,639
Accounts Receivable	3,724	7,174
Accrued Revenue	-	657
Prepayments	6,106	9,839
GST Receivable	111,843	-
Other Current Assets	14,293	14,293
<b>Total Current Assets</b>	<b>3,989,195</b>	<b>3,945,602</b>
<b>Non-Current Assets</b>		
Fixed Assets	2,533	3,104
Website	27,487	32,984
<b>Total Non-Current Assets</b>	<b>30,020</b>	<b>36,088</b>
<b>Total Assets</b>	<b>4,019,214</b>	<b>3,981,690</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Accounts Payable	849,705	22,846
Accrued Expenditure	42,601	38,059
GST Payable	-	42,700
Income in advance	9,344	-
<b>Total Current Liabilities</b>	<b>901,650</b>	<b>103,605</b>
<b>Total Liabilities</b>	<b>901,650</b>	<b>103,605</b>
<b>Net Assets</b>	<b>3,117,565</b>	<b>3,878,085</b>
<b>Equity</b>		
Administration Funds	222,790	238,827
Endowment Funds	23,017	22,968
Pass Through Funds	2,871,758	3,616,290
<b>Total Equity</b>	<b>3,117,565</b>	<b>3,878,085</b>

These financial statements have been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.



## Statement of Cash Flows - Consolidated

Christchurch Foundation  
For the 3 months ended 31 March 2020

	JAN-MAR 2020	OCT-DEC 2019	YTD
<b>Cash Flows from Operating Activities</b>			
Cash receipts	988,765	605,635	3,637,187
Payments to suppliers and employees	(167,113)	(231,748)	(645,470)
GST	(39,092)	(18,716)	(52,326)
Cash flows from other operating activities	(1,016,627)	(6,382,080)	(9,304,136)
Grants	150,000	315,736	765,736
<b>Total Cash Flows from Operating Activities</b>	<b>(84,067)</b>	<b>(5,711,172)</b>	<b>(5,599,008)</b>
<b>Cash Flows from Investing Activities</b>			
Interest, dividends and other investment receipts	23,786	20,254	73,436
Christchurch Foundation (UK)	-	(10,261)	(10,261)
<b>Total Cash Flows from Investing Activities</b>	<b>23,786</b>	<b>9,993</b>	<b>63,176</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(60,280)</b>	<b>(5,701,179)</b>	<b>(5,535,832)</b>
<b>Bank Accounts and Cash</b>			
Opening cash	3,913,509	9,614,688	9,389,061
Closing cash	3,853,228	3,913,509	3,853,228
<b>Net change in cash for period</b>	<b>(60,280)</b>	<b>(5,701,179)</b>	<b>(5,535,832)</b>

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.





## Statement of Financial Performance - Operations

Christchurch Foundation  
For the 3 months ended 31 March 2020

	JAN-MAR 2020	OCT-DEC 2019	YTD	YTD BUDGET
<b>Revenues</b>				
Sponsorship	1,250	1,250	115,000	557,167
Endowments	-	-	-	7,155
Endowment Establishment Gift	-	-	1,000	25,000
Corporate Events	-	-	-	2,000
Grants	150,000	200,736	500,736	450,000
Consultant Support - Reimbursement	-	-	19,500	-
<b>Total Revenues</b>	<b>151,250</b>	<b>201,986</b>	<b>636,236</b>	<b>1,041,322</b>
<b>Gross Surplus</b>	<b>151,250</b>	<b>201,986</b>	<b>636,236</b>	<b>1,041,322</b>
<b>Expenses</b>				
Accounting / Finance	10,002	10,002	30,010	29,999
Administration Expenses - Our People, Our City	26,668	7,813	46,936	-
Conferences	85	-	580	3,749
Consultant Support	3,360	(5,170)	(458)	15,001
Contractors	563	160	723	100,000
Depreciation / Amortisation	6,068	6,068	18,205	1,480
Diaspora Programme	-	-	10,223	15,000
Entertainment	401	3,511	7,012	8,750
General	1,610	1,245	5,488	4,500
Insurance	874	807	2,449	2,250
Legal Expenses	6,569	7,895	15,006	22,500
Marketing / Advertising	4,890	4,484	85,580	62,500
Motor Vehicle	1,500	1,500	4,625	4,500
Phone / Computer / Software	4,894	4,189	19,408	27,000
Rent	6,910	5,410	17,716	26,245
Salaries	97,601	119,732	307,685	316,860
Travel	5,170	2,025	16,498	28,250
Interest Expense	-	-	108	-
<b>Total Expenses</b>	<b>177,165</b>	<b>169,671</b>	<b>587,794</b>	<b>668,584</b>
<b>Other Income</b>				
Interest Income	16,047	1,232	18,743	77,262
Thinker In Residence	(760)	928	168	-
<b>Total Other Income</b>	<b>15,287</b>	<b>2,161</b>	<b>18,912</b>	<b>77,262</b>
<b>Net Surplus (Deficit)</b>	<b>(10,628)</b>	<b>34,476</b>	<b>67,354</b>	<b>450,000</b>

These financial statements have been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.

## 15. Post COVID-19 Subcommittee Delegation Reinstatement

Reference / Te Tohutoro: 20/757078

Report of / Te Pou Matua: Samantha Kelly, Team Leader Hearings and Committee Support,  
Samantha.kelly@ccc.govt.nz

General Manager / Pouwhakarae: Mary Richardson, General Manager Citizens and Community,  
mary.richardson@ccc.govt.nz

### 1. Executive Summary / Te Whakarāpopoto Matua

- 1.1 The purpose of this report is for the Finance and Performance Committee (Committee) to consider the reinstatement of the Insurance Subcommittees (Subcommittee) delegations which were revoked as part of the Council's response to COVID-19.
- 1.2 The decision in this report is of low significance in relation to the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by the fact that the decision required is a reinstatement of previous delegations.

### 2. Officer Recommendations / Ngā Tūtohu

That the Finance and Performance Committee:

1. As of 11.59pm, Thursday 2 July 2020 reinstates all delegations to the Insurance Subcommittee that were revoked by the Council at 11.59pm on 24 March 2020.

### 3. Reason for Report Recommendations / Ngā Take mō te Whakatau

- 3.1 At its meeting on 24 March 2020, the Council resolved that delegations to the Council's committees and subcommittees would be revoked in response to the COVID-19 pandemic.
- 3.2 The Council reinstated the Finance and Performance Committees delegations at its meeting on 11 June 2020. Subsequently it is appropriate for the Committee to reinstate the Insurance Subcommittees delegations.
- 3.3 The reinstatement of delegations to the subcommittee is required promptly as it is anticipated that a meeting of the subcommittee will be required prior to the next Finance and Performance meeting in August.

### 4. Policy Framework Implications / Ngā Hīraunga ā- Kaupapa here

#### Strategic Alignment / Te Rautaki Tīaroaro

- 4.1 This report supports the Council's Strategic Priority of "enabling active and connected communities to own their future".
- 4.2 This report supports the [Council's Long Term Plan \(2018 - 2028\)](#):
  - 4.2.1 Activity: Governance & Decision Making
    - Level of Service: 4.1.22 Provide services that ensure all Council and Community Board Meetings are held with full statutory compliance - 100% compliance

### Policy Consistency / Te Whai Kaupapa here

4.3 The decision is consistent with Council's Plans and Policies.

### Impact on Mana Whenua / Ngā Whai Take Mana Whenua

4.4 The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value, therefore this decision does not specifically impact Mana Whenua, their culture and traditions.

### Climate Change Impact Considerations / Ngā Whai Whakaaro mā te Āhuarangi

4.5 There are no specific climate change considerations associated with these decisions as they relate to delegated authority.

### Accessibility Considerations / Ngā Whai Whakaaro mā te Hunga Hauā

4.6 There are no specific accessibility considerations associated with these decisions as they relate to delegated authority.

## 5. Resource Implications / Ngā Hīraunga Rauemi

### Capex/Opex / Ngā Utu Whakahaere

- 5.1 Cost to Implement - Costs include the provision of physical and information technology infrastructure, staff support and elected member remuneration. All costs are covered under existing budgets.
- 5.2 Maintenance/Ongoing costs – See above.
- 5.3 Funding Source - Existing approved budgets derived from levels of service.

## 6. Legal Implications / Ngā Hīraunga ā-Ture

### Statutory power to undertake proposals in the report / Te Manatū Whakahaere Kaupapa

6.1 Clause 32 of Schedule 7 of the Local Government Act 2002 provides for a committee to delegate any of its responsibilities, duties or powers to a subcommittee. The recommendation is consistent with the Act, and is merely reinstating previously delegated authority given to the subcommittee.

### Other Legal Implications / Ētahi atu Hīraunga-ā-Ture

- 6.1 There is no legal context, issue or implication relevant to this decision.
- 6.2 This report has not been reviewed and approved by the Legal Services Unit.

## Attachments / Ngā Tāpirihanga

There are no appendices to this report.

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	Not applicable

## Confirmation of Statutory Compliance / Te Whakatūtutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).  
(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
  - (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.
- (b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

### Signatories / Ngā Kaiwaitohu

<b>Author</b>	Samantha Kelly - Team Leader Hearings & Committee Support
<b>Approved By</b>	John Filsell - Head of Community Support, Governance and Partnerships Mary Richardson - General Manager Citizens & Community

## 16. Resolution to Exclude the Public

*Section 48, Local Government Official Information and Meetings Act 1987.*

I move that the public be excluded from the following parts of the proceedings of this meeting, namely items listed overleaf.

Reason for passing this resolution: good reason to withhold exists under section 7.

Specific grounds under section 48(1) for the passing of this resolution: Section 48(1)(a)

### Note

Section 48(4) of the Local Government Official Information and Meetings Act 1987 provides as follows:

- “(4) Every resolution to exclude the public shall be put at a time when the meeting is open to the public, and the text of that resolution (or copies thereof):
- (a) Shall be available to any member of the public who is present; and
  - (b) Shall form part of the minutes of the local authority.”

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public are as follows:

ITEM NO.	GENERAL SUBJECT OF EACH MATTER TO BE CONSIDERED	SECTION	SUBCLAUSE AND REASON UNDER THE ACT	PLAIN ENGLISH REASON	WHEN REPORTS CAN BE RELEASED
17.	PUBLIC EXCLUDED FINANCE AND PERFORMANCE COMMITTEE MINUTES - 5 MARCH 2020			REFER TO THE PREVIOUS PUBLIC EXCLUDED REASON IN THE AGENDAS FOR THESE MEETINGS.	
18.	ROD DONALD BANKS PENINSULA TRUST - RE-APPOINTMENT OF TRUSTEES TO THE TRUST BOARD	S7(2)(A)	PROTECTION OF PRIVACY OF NATURAL PERSONS	PROTECTION OF PRIVACY. TO PROTECT THE REPUTATIONS OF PERSONS UNTIL THE APPOINTMENTS ARE APPROVED.	ONCE THE APPOINTMENTS HAVE BEEN CONFIRMED AND HAVE BEEN MADE PUBLIC.
19.	MAINTENANCE AND MANAGEMENT OF PARK TREES	S7(2)(H), S7(2)(I)	COMMERCIAL ACTIVITIES, CONDUCT NEGOTIATIONS	THE REPORT RELATES TO AN EXTENSION OF AN EXISTING CONTRACT OUTSIDE OF TERM. COMMERCIAL SENSITIVE INFORMATION WITHIN THIS REPORT WILL BE USED AS PART OF NEGOTIATIONS WITH THE CURRENT CONTRACT IF AN EXTENSION IS GRANTED	1 SEPTEMBER 2020 AT THE CONCLUSION OF THE COMMERCIAL NEGOTIATIONS
20.	CLEANING OF COUNCIL PROPERTIES: EXTENSION OF CN4600001039 BY DEPARTURE AND NEW CONTRACT PROCUREMENT STRATEGY	S7(2)(I)	CONDUCT NEGOTIATIONS	THE REPORT AND ATTACHMENTS TO THE PAPER CONTAIN SENSITIVE COMMERCIAL INFORMATION.	29 OCTOBER 2021 ONCE ALL TENDER ACTIVITY HAS BEEN COMPLETED AND A NEW CONTRACT HAS BEEN EXECUTED, AT THE DISCRETION OF

					THE HEAD OF PROCUREMENT.
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