



LGWM Programme

Monthly Report for

November 2022

Issued on 7 December 2022



Programme Director's Report

This month the programme status is **section 9(2)(g)(i)**.

- **section 9(2)(g)(i)** The team is actively working on addressing issues and they should be resolved within the next three weeks.
- A bus tour of project sites for WCC and GWRC councillors on 25 November 2022 was well-received. The tour was an opportunity for LGWM team members to brief councillors and for councillors to ask questions, and see the broader vision and scope for the city and the region and area specific perspectives. Land acquisition for Aoten Quay will go to Wellington City Council later in December 2022 and in early 2023 we expect decisions will be made on Traffic Resolutions for Thorndon Quay and the Golden Mile by Wellington City Council.
- **section 9(2)(g)(i)**
- The Cobham Drive crossing is expected to be completed in time for Christmas 2022, pending the required dry weather to finish the bauxite road surface on 13-14 December and the 16 December 2022 arrival of the remaining outreach arms.
- A preferred supplier of legal services to the Programme has been identified. The next step is negotiations with a view to entering into a contractual arrangement. This arrangement will enable the programme to take a strategic approach to the legal services needed across its programmes, thereby achieving efficiencies.
- Consultation on Thorndon Quay and the Johnsonville to Nga Uranga City Streets projects has progressed well over the past month. Several other City Streets projects are ready for consultation in the new year.

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Governance activity and upcoming significant decisions

LGWM Partnership Board

Update

The Board met on 16 November 2022. The key decisions were to confirm the Scope of the Detailed Business Case (DBC) for the Mass Rapid Transit/State Highway Improvements programme and to discuss the Golden Mile Revitalisation Project, which has encountered challenges with cost escalation and timing. In addition, the Board received a briefing from Metlink on the outlook, emerging issues and planned investments in the regional public transport network.

The Board was updated on the Golden Mile project on 8 December 2022.

An out-of-cycle Board meeting is scheduled for 15 December 2022 for the purpose of confirming the DBC contract award to enable Phase 1 of the project to commence in January 2023.

LGWM Governance Reference Group

Update

Local Council membership of the Governance Reference Group has been confirmed. Mayor Whanau is the Chair. She is joined by Cr Paul for Wellington City Council. Greater Wellington Regional Council members are Chair Ponter and Cr Nash. The GRG will hold its first post-local government election meeting in early 2023.

Risk Management Summary – Key Programme Risks

Monthly Risk Update

Risk	Description	Risk Level	Key Additional Controls
Political environment	New Councils' agenda-setting for the triennium may impact timing and prioritization of LGWM projects	Medium	Regular meetings with GRG, Joint Councils and the Minister Risk likelihood will be re-assessed as new Councils embed
Cost Pressure	Cost escalation risk across the infrastructure sector will impact on LGWM project budgets	High	Developing options for managing cost pressure while ensuring best value
Misalignment with partner processes	Critical paths require a high degree of integration with approvals processes in areas such as property, traffic regulation and consenting	High	Ensuring process integration through end-to-end project- and programme-management

Extreme Risk

High Risk

Medium Risk

- **Cost pressure across infrastructure sector:** Sector-specific cost inflation is around 14 percent for the year to June 2022, and will progressively impact LGWM projects as they approach design/ procurement milestones
- **Partner process alignment:** A significant challenge as multiple LGWM projects enter pre-imp and construction phases
- **Changing political environment:** Regular meetings with GRG, Joint Councils and the Minister will provide a forum for addressing issues around political alignment and priorities

Key Programme Risks – Next Steps

- **Political environment:** The Governance Reference Group (GRG) will resume regular meetings in early 2023 and seeks to develop a strategic agenda for its meetings for 2023, given key project milestones and decisions coming up. LGWM will continue to brief joint Councils regularly in order to clarify their understanding of LGWM programme, benefits and challenges.
- **Cost escalation:** LGWM is regularly undertaking project assessments to identify options for managing cost pressure and delivering best value. A new focus on Programme and Project Management Practice is intended to assist with effectiveness and efficiency. This will provide the Board with analysis and options at each key decision-point.
- **Partner processes:** Building LGWM's PMO and senior leadership capacity (alongside increased programme support resource within partners) will enable greater focus on medium to long term process integration

Project updates

	Project	Start	Finish (Approved)	Phase	Budget \$m	section 9(2)(g)(i)	Comment
Three-Year Programme	Thorndon Quay Hutt Road	Dec-21	Apr-23	Pre-Implementation	12.0	section 9(2)(g)(i)	section 9(2)(g)(i)
	Golden Mile	Nov-21	Feb-23	Pre-Implementation	5.7		The 60 percent detailed design for the Golden Mile is complete and was informed by comments received during the July/August 2022 public engagement. Provision for southbound cycling on Willis Street is to be resolved. Design work identified higher costs than initially anticipated, relating to some design issues and a general upward pressure on construction-related costs. The LGWM Partnership Board was updated on the project on 8 December 2022.
	Central City Pedestrian Improvements	Jul-21 Apr-22	Mid-22 Late-22	Detailed Design Construction	0.6 1.8		Construction has started on the waterfront at Jervois/Harris. The overall project is on track for completion in Q1 of 2023.
	Cobham Drive shared crossing and safer speeds	Jul-19	Nov-22	Implementation	2.4		The crossing is scheduled to be open on 21 December 2022. The delayed opening is due to the need to finish the bauxite road surface and supply issues with two outreach arms. The outreach arms are due to arrive in New Zealand on 16 December 2022 and will be installed in the days following. It was not possible to borrow the relevant parts from projects on later timescales as there are no suitable parts available in New Zealand. The contractor has advised the Programme the bauxite road surface will be completed on 13 and 14 December 2022 (15 December 2022 as a contingency). This is weather dependent as a few days of dry weather are required.
People-Friendly City Streets	People-Friendly City Streets (Tranche 1) <ul style="list-style-type: none"> Targeted Improvements Johnsonville/ Ngā Ūranga Taranaki/ Wallace/ John Streets South West CBD Featherston Street CBD to Miramar Bowen Street Taranaki St Newtown to Berhampore 	Oct-21	Jun-24	SSBC	10.8		Public engagement on the short-listed options for the Johnsonville/ Ngā Ūranga project was undertaken in November 2022. These options include bus lane changes, parking changes and safer cycleway and walking proposals. Engagement results are being analysed to feed into the ongoing design process. Business cases for Bowen St, Taranaki Street, CBD to Miramar and Newtown to Berhampore are continuing to progress. Preparation and planning continues for the next round of public engagement planned for March 2023 which will include up to seven People-Friendly City Streets projects. Some of the projects were delayed, with LGWM Partnership Board endorsement, to allow briefing of new Councils before going out to the public for the first time.
Transformational Programme	Mass Rapid Transit	Mar-20	Late-22	IBC	6.2		section 9(2)(g)(i) The DBC procurement negotiations are on track for contract award in early 2023, which will allow the supplier to begin work, in tandem with the LGWM team.
	Strategic Highway Improvements	Mar-20	Late-22	IPC	5.8		The Urban Development Corridor Framework remains on track for December 2022 completion. section 9(2)(g)(i)
	Travel Demand Management	Jul-21	Mid-22	SSBC	2.3		The Travel Behaviour Change SSBC was approved by WCC and GWRC Councils, and is scheduled for Waka Kotahi Board approval in December 2022.

Communications, media & engagement

LGWM in the media

Programme Director Sarah Gardner featured in a profile piece in the Dominion Post recently, which is part of our strategy to begin profiling our leadership more across various channels.

Among a small number of stories, the Dominion Post also wrote a story about [LGWM's weighting of objectives](#), which has been covered before. The story was relatively neutral.

We are also expecting a November engagement wrap up story by the Dominion Post in early December, with a focus on the Johnsonville/Nga Uranga Gorge engagement. The story will mainly be focused on feedback via the public Social Pinpoint engagement tool on LGWM's website. LGWM will offer high level commentary on how we feel the engagement went.

Issues/Risks

The main reputational risk for LGWM currently is the delay in consultation on the Golden Mile for Traffic Resolutions and the delay of closing feedback on July engagement. This is awaiting sign off of the 60 percent design by the Board and clarity on when construction will start.

Proactive content

The Golden Mile personas campaign has been tracking very well since it launched in early November. The advertisements aim to help personify the Golden Mile project and get Wellingtonians excited about the upcoming change to the area.

The digital campaign has performed the best, and digital advertisements have driven a lot more traffic to our website. We have experienced an increase of 300 percent in visitors to our website from both this campaign and our November engagement campaign. 85 percent of users are new to our website, which shows that our reach and general awareness has increased through these campaigns. The majority of traffic has come from our Facebook page (36 percent) compared to just 6 percent in October 2022. We are also experiencing increased reach and engagement on LinkedIn, which helps grow our employment brand and general awareness.

We have also developed a video of our recent Johnsonville drop-in session, which is part of our strategy of communicating our engagement.

Stakeholder Engagement: What stakeholders are saying (themes)

During the month, we have met with the Chamber of Commerce, the Wellington Civic Trust, the AA and Living Streets. We also recently briefed WCC Advisory Groups and we are looking to present to them next month. The Programme Director has also met with the Bus and Coach Association and an individual representative of the SOS Group. These meetings were all general updates and catch ups.

We also held a councillor briefing on 25 November 2022, which involved introducing councillors to the programme followed by a bus tour of our current and upcoming projects. Feedback from those involved was generally very positive.

Communications & Engagement Activity

The Programme kicked off several public engagements from the start of November. We raised awareness about these engagements through targeted advertising, letters and digital. Engagements have included the following projects:

- Thorndon Quay – targeted meetings with businesses, drop-in session and Traffic Resolutions
- Johnsonville/Nga Uranga Gorge – informing potentially impacted businesses and community members, with face-to-face meetings, drop-in sessions, Social Pinpoint, general awareness raising
- Targeted Improvements – general awareness raising and informing public, surveys and Social Pinpoint.

Upcoming Activities

We held an inaugural Stakeholder briefing session on 7 December 2022, which involved updating key stakeholders online on our programme milestones and opportunities for 2023, such as when we will be engaging with them next year and taking any questions. Most questions were focused on MRT, population projections and future tunnel configurations and working with the disability sector. The briefing was held for an hour and we will be looking to hold these every quarter as a way to proactively brief our key stakeholders.

Minister's Comments

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