

**To:** Programme Steering Group Members

**From:** Karen Mitchell

**Date:** 11 August 2020

**Subject:** Programme Level Timeline

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## Purpose

This memo updates PSG on development of an overall Programme Level Timeline. It also seeks PSG discussion on specific risks and uncertainties. In particular, the scheduling of public engagement and the various LGWM Programme approvals.

**NOTE: IMPLICATIONS OF CHANGE IN ELECTION TIMEFRAME HAVE NOT BEEN CONSIDERED**

## Background

### *Programme Level Timeline*

The LGWM Programme is a complex programme of individual package projects and cross programme workstreams, together with requirements to input to various externally managed planning and assurance activities.

Each of the package projects and cross programme workstreams have developed their own schedules, largely based on delivery expectations for consultant contracts. Simply combining these schedules to create a master schedule did not provide a suitable overall programme view and did not reflect dependencies across the programme and externally. It also did not assist in identifying and managing the impact of programme delay, change and risk.

A Programme Level Timeline has now been prepared based on Level 0 and 1 milestones, incorporating high level cross programme dependencies. It is presented as a timeline figure (attached), a detailed MS Project schedule and an export to excel. Further work is required to export the timeline to NZTA's Planview (at the Portfolio level) and revise the Schedule Management Plan to provide better guidance to programme leads for linking individual schedules with the Programme Timeline and reporting. This work will be undertaken by the PMO.

The Programme Level Timeline will be used by the LGWM Management Team as a management tool and by governance layers to track progress, risks and issues.

### ***Timeline Uncertainty/Risk***

Preparation of the Programme Level Timeline has revealed a number of uncertainties and risks that make it difficult to “baseline” the schedule. These include:

- Determining resource requirements and time to appoint to fill gaps
- Clarification of IBC, SSBC and DBC requirements that may differ across partner organisations
- The most appropriate timing for public engagement
- Approvals processes, including processes for agreeing funding splits for subsequent stages and delivery.

The key uncertainties and risk are discussed further below.

## **Discussion**

### ***Scheduled activities require appointment of additional resources***

There are several activities included in the Programme Level Timeline that are dependent on the appointment of additional resources. Recent PSG approvals now mean that the LGWM Programme can commence recruitment/procurement processes in time for delivery. However, there remains a risk that the appointment process takes longer than anticipated and/or suitable resource is more difficult to find in the current market. This includes for activities related to:

- Preparation of a Programme Report including an Environment and Liveability Assessment and a Social Impact Assessment
- Appointment of a Technical Director to provide a programme level Feasibility Assessment
- Preparation of a Communications and Engagement Strategy/Plan and its delivery.

It should also be noted that there is significant reliance on consultant resource within the LGWM Programme, some of it quite siloed. Project managers and workstream leads must ensure that these resources understand that delivery of their work forms part of an overall programme. Having a Programme Level Timeline with visibility of key interfaces and dependencies should assist in managing this aspect.

### ***Clarification of IBC, SSBC and DBC requirements***

The outcome of the current phase of the LGWM Programme, in accordance with the partner Relationship and Funding Agreement, is approval of IBCs, SSBCs or DBCs before committing to the next stages of funding and implementation.

The content for SHI and MRT IBCs is largely driven by NZTA requirements, which are relatively clear, at least at a package level. Programme level scheduling includes various elements delivered by package consultant teams as well as those delivered by

cross programme workstreams, combining to deliver on IBC content requirements. This requires careful coordination and risks remain that, once combined, further work and assurance is required to deliver a coherent IBC.

Requirements for SSBCs and DBC (City Streets) are still a little unclear. Programme level scheduling includes interim business case deliverables intended to check at each stage that content development is on track and will ultimately meet requirements for approval.

### ***The most appropriate timing for public engagement remains uncertain***

The scheduling of public engagement was initially based on the premise that each package would consult separately. The LGWM Programme identified a number of risks with this approach as previously discussed with PSG and Partnership Board.

The Programme Level Timeline includes a period for development of engagement materials based on agreement to a revised Communications and Engagement Strategy and Plan and engagement with Ministers, Councillors and Board before the General Election, on approach and likely content.

Actual engagement is planned for post-General Election assuming a further round of approvals (of the actual material itself) and that consultation can be completed prior to Christmas. This is an extremely tight timeframe and engaging with the public in the lead-up to Christmas risks a poor response. It also assumes that a Government will be quickly formed post 19 September (assuming no delay due to COVID).

The Programme Level Timeline indicates several risks with this approach:

- A Communications and Engagement partner is in the process of being appointed and is unlikely to have formed a view and delivered a plan for agreement prior to the General Election.
- Parliament has effectively already dissolved and there is limited opportunity to engage with Ministers
- Preparation of engagement materials is dependent on a number of Package and Cross Workstream outputs. Scheduling includes very limited time for combining these outputs into a coherent whole, together with details on optimal combination of package options, costs and benefits and of the different trade-offs. In particular, the delivery of a programme view (Programme Report and various impact analyses) is not scheduled for completion until early in 2021 – so early work would need to be included in the engagement material.

### ***Approvals are complex and not all are reflected in the RACIE***

The LGWM RACIE identifies various levels of Programme/Package approvals, including those aligned with partner organisations' Delegated Financial Authorities and the Relationship and Funding Agreement. Further work is required to align some of the RACIE activities/artefacts with the Programme Level Timeline.

In preparing the Programme-Level Timeline, consideration has been given to how key approval steps are incorporated, including effort, timing, and duration (i.e. inclusive of partner/Council/Crown processes).

Approval processes within individual partner organisations are not included in the RACIE, however, scheduling of approval steps assumes a “no surprises” policy i.e. the role of OIMs, involvement of Technical Working Groups (TWG), Technical Advisory Groups (TAG), and regular update briefings and workshops with the Partnership Board, Councillors and PSG, provides enough assurance that approvals can be provided quickly at the appropriate time. While this may, to some extent, mitigate the risk of delay, the approvals process remains a critical risk for the Programme Level Timeline.

This reflects:

- Complexity of the governance model
- 9(2)(g)(i)
- Extent of engagement, including public engagement
- 9(2)(g)(i)
- Requests for further design/options work
- 9(2)(g)(i)
- Requirement to align with external processes e.g. LTP, RLTP, NLTP
- Requirement for NZTA IQA process
- Requirement to include a Treasury managed Gateway Review (Gate 0) to support Crown approval decisions
- Risk of a change in central government policy following the General Election (also a critical risk on the Programme Risk Register)
- Risk that funding required (including partner splits) is not affordable (also a critical risk on the Programme Risk Register).

Further steps to mitigate approvals risk include:

- Preparation of a Programme Report that assesses which combination of projects and options delivers the greatest overall benefit for a given level of investment
- Agreement on the timing of public engagement and its outcome for informing package business cases and overall programme view (as discussed above)
- Early engagement in relation to LTP, RLTP and NLTP processes (commenced)
- Establishment of a Funding and Financing Steering Group including partner CFOs, Ministry of Transport, Treasury and Infracom (underway)
- Seeking further clarification as to partner approvals, based on the Programme Level Timeline, allowing sufficient time in the schedule (agreed as reasonable between the partners), and updating the RACIE.

Appendix A illustrates the current approvals structure for the programme.

Appendix B highlights outputs identified in the Programme Level Timeline that do not have a corresponding RACIE approvals step or where approvals steps are unclear, and risk remains.

## Recommendations

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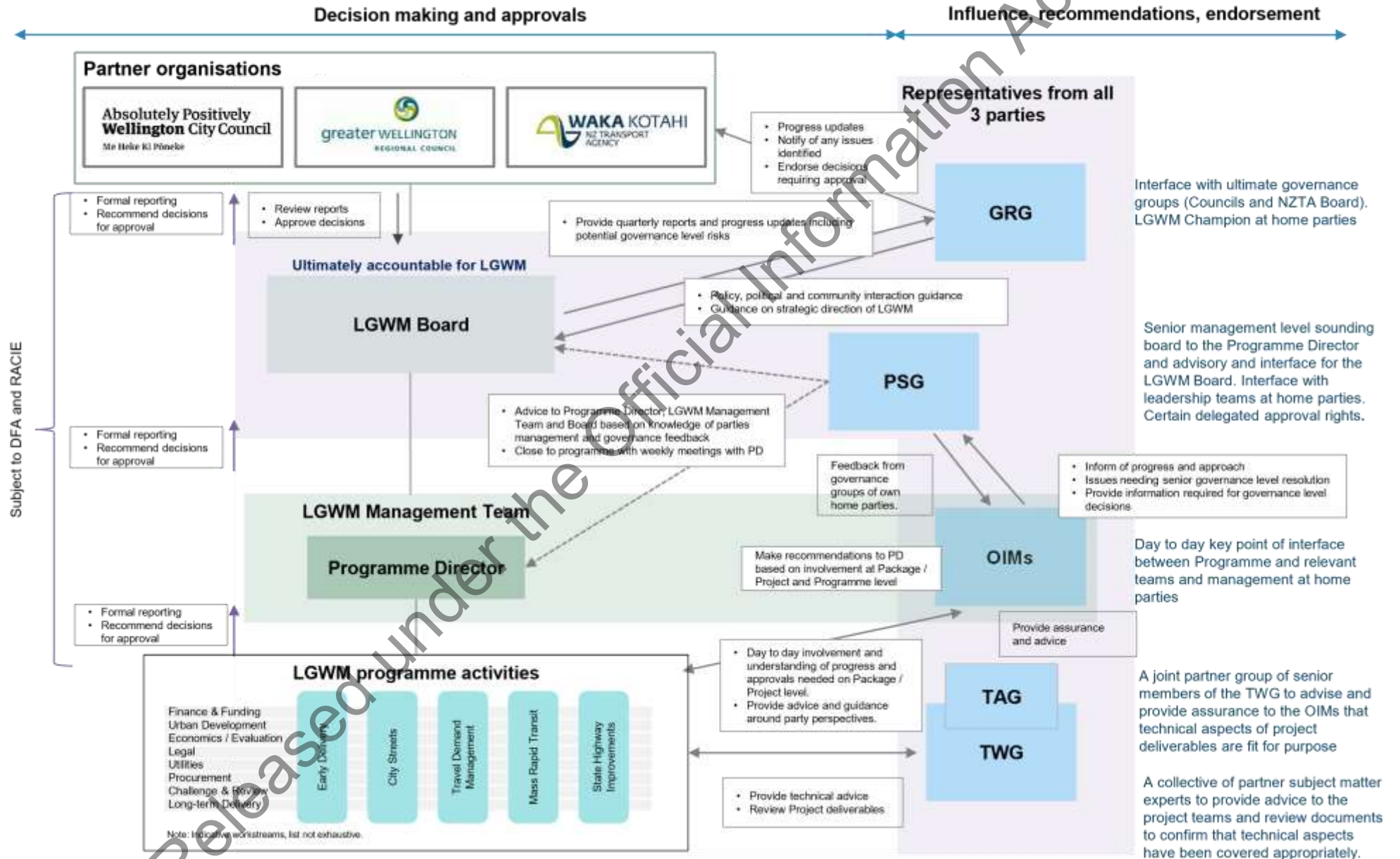
It is recommended that you:

<b>Note:</b> A Programme Level Timeline has been prepared	Noted
<b>Note:</b> The Programme Level Timeline has not yet been able to be fully “baselined” due to risks and uncertainties as set out in this paper	Noted
<b>Discuss:</b> The approach to managing uncertainty and risk, particularly with respect to public engagement and approvals and provide direction	Agree/Not Agree
<b>Agree:</b> To an update of the RACIE to reflect Programme Level Timeline deliverables	

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**Appendix B: The table below summarises the relevant key approvals for scheduling purposes:**

Key Approvals	Approvers (RACIE)	Other Approvers (not incl. RACIE)	Currently Scheduled	Risk
MCA Criteria and Options Assessment	PSG		Mid-August	
City Streets Prioritisation – Final	PSG		2 September 2020	
Central City Waking and QWIP - Final	Partnership Board		4 September 2020	
Communications and Engagement Management Plan including Programme brand and publicity guidelines	Partnership Board	PSG	Mid-September	<i>Programme signalling a potentially different approach. Unlikely the engagement partner will be fully on board.</i>
Various Technical Reports (SiD, Utilities, Traffic Modelling, Geotech, Environmental, Social, Consenting Strategy, Procurement Strategy, Technical Assessments)	Partner Officials/ Officers		Various dates up to 31 October 2020	<i>Actual approvals processes not well documented – how are these sign-offs achieved? Assume this means TWGs/TAGs</i>
Draft Indicative Business Cases (SHI, MRT)	PSG		31 October 2020	<i>Required ahead of public engagement – interim deliverables required to deliver content in absence of full drafts:</i>
Property Acquisition Strategy	NZTA Board, Councillors	PSG	31 October 2020	<i>Approvals to be specified – unlikely that strategy will require any acquisition approval. The strategy is to inform a high-level number for IBC only</i>
Programme Urban Development Plan	Partnership Board	PSG	31 October 2020	<i>Approvals to be specified based on what the Urban Development Cross Programme Workstream would be seeking from partners vs input to IBCs and Programme Report only</i>
Cross Programme Delivery Strategy	Partnership Board	PSG	31 October 2020	<i>Will signpost long term delivery decisions ahead of business case approvals – but decisions may not be able to be taken until IBCs delivered</i>

Key Approvals	Approvers (RACIE)	Other Approvers (not incl. RACIE)	Currently Scheduled	Risk
Materials for public engagement	Partnership Board, Councillors	PSG, Minister(s)	6 November 2020	<i>Current engagement period extends through to 14 December, which is not the best time for engagement.</i>
TDM Public Survey	<b>Not included</b>		November 2020	<i>Approvals to be specified ahead of public survey</i>
Golden Mile – Final Single Stage Business Case	PSG		26 November 2020	<i>Approvals to be specified</i>
Thorndon Quay – Final Single Stage Business Case	PSG		26 November 2020	<i>Approvals to be specified</i>
Parking Levy – Final Report	<b>Not included</b>		27 November 2020	<i>Approvals to be specified</i>
SH1 / Cobham Cross – Preferred Option	PSG		15 January 2021	<i>Approvals to be specified</i>
Funding and Financing Strategy (includes final LTP, RLTP inputs)	NZTA Board, Councillors	Ministry of Transport, Treasury, Ministers/Cabinet	February 2021	<i>Approvals to be specified – to use the F&amp;F Steering Group involving CFOs, TSY, Infracom, MoT</i>
Travel Behaviour Change – Final Single Stage Business Case	<b>Not included</b>		26 February 2021	<i>Approvals to be specified</i>
Final Programme Report	<b>Not included</b>		March 2021	<i>Approvals to be specified</i>
Final Indicative Business Cases (SHI, MRT)	NZTA Board, Councillors	Ministry of Transport, Treasury, Ministers/Cabinet	By 31 March 2021	<i>Approvals internal to partner organisations to be specified</i>
Final Indicative Business Case (City Streets)	NZTA Board, Councillors	Ministry of Transport, Treasury, Ministers/Cabinet	By 31 March 2021	<i>Approvals internal to partner organisations to be specified</i>
Funding application	NZTA Board, Councillors		April 2021	<i>Approvals internal to partner organisations to be specified</i>