

Activity 13.7: Manage Capital Programme

Accountable Manager: Kevin Locke

What services are provided?

- Provide professional and technical services to other Council activities, in order to:
 - Manage the delivery of the Capital Programme
 - Support other groups in Council with specialist and technical advice, e.g. project management, surveys, emergency activities

The Capital Programme Group comprises six units consisting of Business Support, Investigations, Delivery, Project Management, Infrastructure Rebuild and Major Facilities, and maintains direct management of the majority of the capital programme, excepting:

- IMCT activities, e.g. consents and customers
- Some contract management activities e.g. carriageway resurfacing; footpath resurfacing.
- Strategic land purchases, including Waterways & Wetlands purchases.
- Group/Unit CAPEX spend on operational purchases, e.g. library books purchase, light vehicle purchase, furniture purchase.

Why do we provide these services?

We provide a significant portion of services “in-house” because of:

- Strong institutional knowledge and track record in the management, planning, design and delivery of Council infrastructure
- An established team of experts, employed by council, ready to deliver to the challenges in our city
- Lower direct cost to Council through smart utilisation of people and technical resources
- Minimise the increasing costs of employing external consultants which will continue to be affected by strong demand
- Increased ownership of the outcomes
- Organisational agility, maintaining flexibility when needing to change focus or resourcing levels

Capital Programme Group does use external resources or outsources when the group does not have the required capacity to deliver the capital programme or when it does not have the necessary skills or capability for the project to be delivered.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<i>Management of the capital programme supports the delivery of Council activities and services to the community, and thus contributes to all community outcomes.</i>	
City assets, financial resources and infrastructure are well managed, now and for the future.	<i>In planning, managing and supporting the completion of capital-funded projects, Council ensures that it expends capital funding efficiently on infrastructure and facilities for community use now and in the future.</i>

Which group or section of the community will benefit from this activity?:

City Environment Operational Units, Capital Programme Group, Strategy and Planning Group, Corporate Services, Regulation and Democracy, Public Affairs Group, Councillors and Community Board members, Christchurch residents.

Key legislation:

- No legislation driving this activity per se

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non- LTP Performance Standards

Non-LTP Performance Standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Provide professional and technical services to other Council activities – Group-wide					
13.7.1 Deliver a percentage of agreed Capital Programme Project Milestones at year end	Current target: at least 85% Actual performance: 2011/12 80%	None available	At least 85% of milestones on track.	<p>Key Business Driver: The delivery of milestones is a means of ensuring that project schedules are planned and managed effectively.</p> <p>This will be not be measured as a LOS each month but will be calculated automatically through project information supplied for the Monthly Performance Report.</p> <p>Response 1: Benchmarks are currently being sought and will be updated into the plan, but are not yet available at the time the plan is re-circulated to committee.</p>	<p>1. Provide benchmarks for as many levels of service as possible.</p> <p>2. Councillors require clarification around planning and delivery of SCIRT projects.</p> <p>Response 2.: Reporting of Infrastructure Rebuild measures with supporting financials will be built as appendix to quarterly Performance Reports to Committee, then Council.</p>
13.7.2 Manage Capital Programme financial carry-forwards	Current target: no more than 20% Actual performance: 2011/12 42.7%	None available	No more than 20% carry forwards	<p>Key Business Driver: The carrying forward of unspent planned budget is a coarse indicator of 'actual' program delivery against 'planned' or 'budgeted' program delivery. This will be monitored and presented back upon at a monthly performance report meeting.</p>	Accepted

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Non- LTP Performance Standards

Non-LTP Performance Standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Provide professional and technical services to other Council activities – Group-wide (cont'd)					
13.7.3 Respond to requests to support operating activities (including Emergency activities)	Current target: average score of 4.0 out of 5 or 80% Actual performance: 2011/12 68%	None available	To achieve a customer satisfaction score of at least the following in the "Provision of Technical Services" section of the council's Staff Perceptions Survey: 2013/14 75% 2014/15 80%	The survey measures satisfaction levels and provides opportunity for feedback specific to the range of services the Capital Programme Group delivers to internal customers.	<i>Accepted</i>
13.7.4 Customer satisfaction with services provided (CAPEX, OPEX and Emergency)	Current target: average score of 4.6 out of 5 or 92% Actual performance: 2011/12 66%	None available	To achieve a customer satisfaction score of at least the following in the "Management and Delivery" section in the council's survey: 2013/14 75% 2014/15 80%	The survey measures satisfaction levels and provides opportunity for feedback specific to the range of services the Capital Programme Group delivers to internal customers.	<i>Accepted</i>

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Non- LTP Performance Standards

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Provide professional and technical services to other Council activities – Administration Support and Delivery					
13.7.5 Deliver administration services	New measure		13.7.5.1 At least 85% contracts published within 2 working days	The recommended LOS for delivering administration services underpins the ability of the Capital Programme Group to deliver in a timely and accurate fashion across the group.	<i>Accepted</i>
	New measure		13.7.5.2 At least 85% purchase orders raised within 1 working day		
	New measure		13.7.5.3 At least 85% invoices receipted within 5 working days	Given the contractual nature of the relationships the group engages across it is vitally important we deliver to a high and consistent level in these areas.	
	New measure		13.7.5.4 At least 85% contract progress payments processed within 2 working days		

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Provide professional and technical services to other Council activities – Technical and Project Tools Support					
13.7.6 Programme Management Office to conduct an annual business process audit	New measure		100% of actionable and controllable recommendations closed within 6 months	Provides assurance to the group that business process's are being followed.	<i>Accepted</i>
13.7.13 Support project governance through data validation	New measure		13.7.13.1 100% of CPMS data checks completed within 4 working days from end of month.	The PMO (Programme Management Office) sits within the Business Support unit and has overall responsibility for ensuring accuracy of data, system integrity and ongoing implementation across the group and wider council.	<i>Accepted</i>
	New measure		13.7.13.2 100% of capital programme progress reports completed within 7 working days from end of month	CPMS (Capital Programme Management System) is the newly integrated online tool that enables a single Council-wide way of planning and delivering capital projects.	
	New measure		13.7.13.3 100% of change request approvals initiated within 1 working day	Still at early stages of adoption within Capital Programme Group it is demonstrating value through accurate tracking, monitoring integrated change control and delivering project updates and reports to Project Sponsors, Team Leaders, Unit Managers, Executive and Council.	

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Non- LTP Performance Standards

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Provide professional and technical services to other Council activities – Management and Control					
13.7.7 Manage capital projects	Actual 2011/12 79%		13.7.7.1 At least 85% of project annual spend within agreed financial year project	Key Business Driver: The completion of projects within planned and agreed budget for the financial year is an indicator of good financial planning and management on projects.	Accepted
	Actual 2011/12 100%		13.7.7.2 100% of project gateways completed with documented sponsor acceptance (scope and objectives met)	Key Business Driver: Gateway reviews ensure that projects are planned and managed effectively.	
	Actual 2011/12 70%		13.7.7.3 At least 85% of projects completed within agreed project life budget	Key Business Driver: The completion of projects within planned and agreed budget for the whole of project life is an indicator of good financial planning and management on projects.	

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Provide professional and technical services to other Council activities – Management and Control (cont'd)					
13.7.15 Produce board reports	Actual 2011/12 100% Actual 2011/12 95%		13.7.15.1 At least 85% achieve due dates 13.7.15.2 At least 85% board approvals	Ensure staff are successful in complying with process requirements and achieving positive outcomes.	<i>Accepted</i>
13.7.16 Ensure consultation is fit for purpose	Actual 2011/12 90% Actual 2011/12 100%		13.7.16.1 Prepare and maintain consultation plans for all projects where plans are required 13.7.16.2 At least 85% of submissions acknowledged within 5 days of receipt	Ensure good process is followed when engaging with customers to help achieve successful outcomes.	<i>Accepted</i>
13.7.9 Ensure procurement is undertaken in alignment with council's recently revised procurement policy	New measure		Every project has an "approval to proceed to tender" form completed and signed prior to tender	Ensure that correct and transparent procurement process' have been undertaken with regards the revised procurement policy.	<i>Accepted</i>

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Non- LTP Performance Standards

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Provide professional and technical services to other Council activities – Design and Delivery					
13.7.14 Deliver Cadastral dataset	Actual 2011/12 65% agreed at first submission Actual 2011/12 80% Actual 2011/12 90%		13.7.14.1 At least 80% of LINZ submissions accepted first time 13.7.14.2 At least 80% to time estimate 13.7.14.3 At least 85% to budget	Ensure that staff are successful in meeting customer requirements for time, cost and quality.	<i>Accepted</i>
13.7.12 Deliver preliminary design	Actual 2011/12 95%		At least 85% of recommended options accepted by sponsor first time	Ensure that staff work to agreed sponsor requirements and scope of briefs.	<i>Accepted</i>

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Non- LTP Performance Standards

Non-LTP Performance Standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Provide professional and technical services to other Council activities – Design and Delivery (cont'd)					
13.7.8 Deliver detailed design & documentation, fit for purpose, to time, to right quality and ensure contracts are managed effectively	Actual 2011/12 90%		13.7.8.2 Every project has a fee/time estimate completed	In completing a fee/time estimate staff can accurately manage and forecast their costs in delivering project outcomes.	<i>Accepted</i>
	New measure		13.7.8.3 Every fee/time estimate is tracked in the resourcing tool with CPMS	Accurate data is made available to project and programme managers aiding in the successful delivery of the capital programme.	
	New measure		13.7.8.1 At least 90% of Capital Programme Group delivered projects have a phase kick off meeting and the brief for the detailed design phase and contract management phase is agreed.	Phase kick off meetings provide staff with clarity around what they are being tasked to deliver and commit resources towards.	
	New measure		13.7.8.4 Every project has a contract close out meeting	The contract close out meeting provides opportunity to reflect and agree on successful outcomes and future learning.	

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Non- LTP Performance Standards

Non-LTP Performance Standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Provide professional and technical services to other Council activities – OPEX Delivery					
13.7.11 Deliver Professional and Technical Services	Actual 2011/12 95%		13.7.11.1 At least 95% of requests within delivery unit and investigations unit have a "request for professional service " form completed, have been agreed with customer and process is followed.	Ensure that staff follow approved process to deliver successful outcomes for their customers in the delivery of professional and technical services which sit outside of capital programme delivery.	<i>Accepted</i>
	Actual 2011/12 95%		13.7.11.2 At least 90% of request for professional service are compliant		