

Public Attachments to the report
“Rotorua Lakes Council Capital
Delivery Team Report – August 2026”

Attachment 1 –
Audit & Risk Induction Presentation
CDT 26.08.26



Audit & Risk Committee

Introduction to Capital Delivery Team,
Project Management Framework and
Risk Management Approach

Wednesday 26th August 2026

Capital Delivery Team

CDT provides integrated delivery and controls across Council’s critical capital programme, covering major infrastructure, community assets, and growth programmes.

- Responsible for:
- Delivery of Council’s critical projects
 - Establishing and maintaining the Project Management Framework
 - Portfolio level reporting and performance visibility
 - Driving consistency and capability across Council Projects
 - Provides a clear link between strategy, funding, and delivery

Museum Programme



- Structural Restoration
- Exhibition Development
- Operational Enablement

Wastewater Programme



- Wastewater Treatment Plant Upgrade
- Tarawera Stage 2
- Recovered Water Solution

Stormwater Programme



- | | |
|-----------------------|---------------------------------|
| • Linton Dam Spillway | • West 06 Waikite Sports Ground |
| • PC2 Area | • West 07 Smallbone Park |
| • Cent 4 Sheaf Park | • Utuhina Channel Racecourse |
| • Cent 5/6 | |

Capital Controls

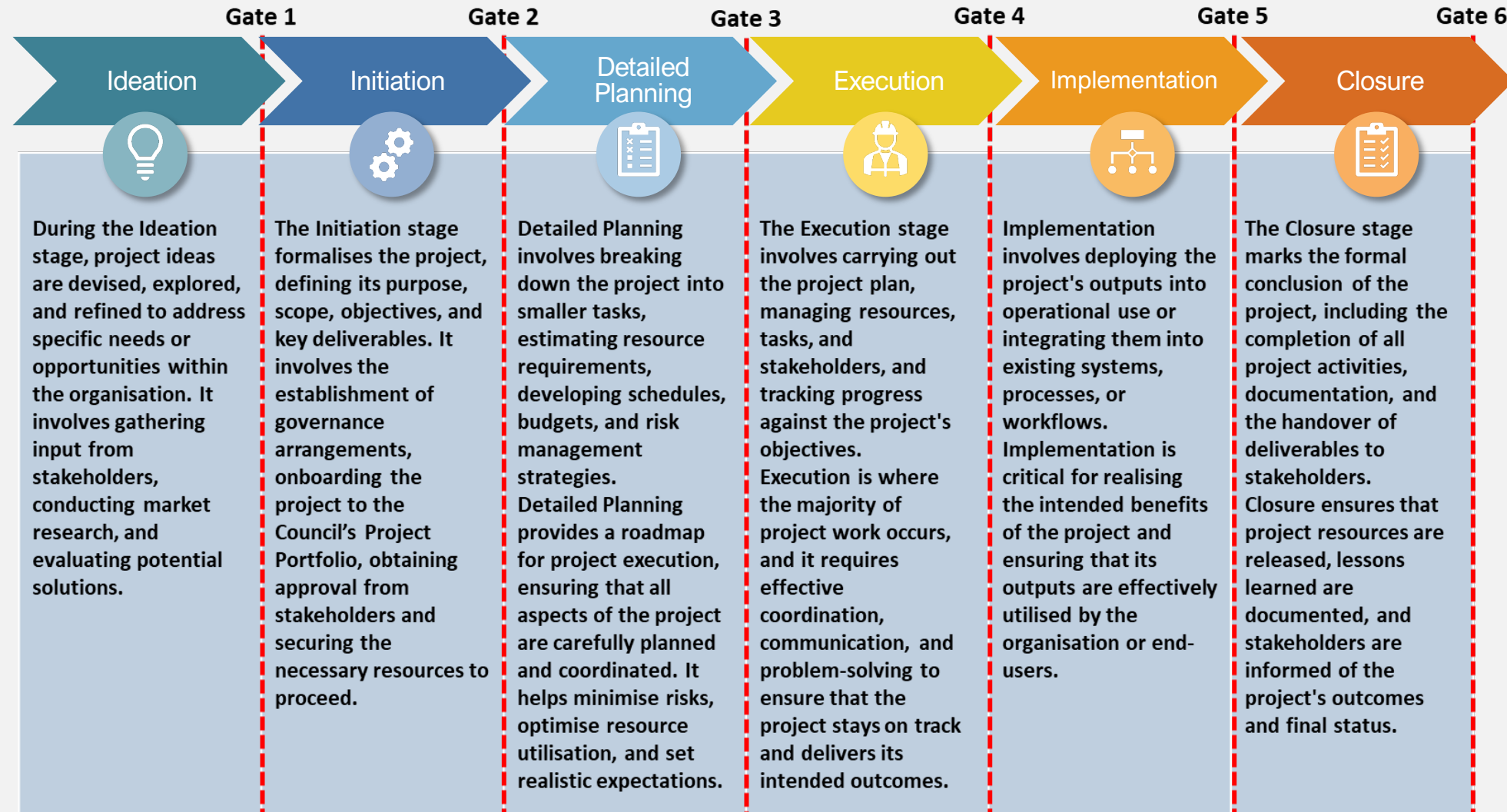


- Portfolio planning, insights and performance monitoring
- Financial tracking and forecasting
- Governance support and assurance
- Continuous improvement of frameworks
- Organisation wide capability uplift and training

Project Lifecycle Management

- End to end project lifecycle management
- Captures and assesses project proposals for LTP
- Workflow approvals and governance gates
- Central registers: risks, issues, decisions, funding
- Financial tracking and portfolio reporting
- Single source of truth for delivery and governance

** Risk Management Starts at Ideation and managed through to closure. Lessons are catalogued to inform future delivery.*



Post Project Reviews

These activities for part of the Councils Project Management Framework and are applied across the Project Lifecycle.

Capital Delivery continuously improves its project management framework by embedding lessons learned from completed projects into future delivery.



POST PROJECT REVIEWS

Every significant project concludes with a structured Post Project Review to evaluate delivery performance, confirm benefits realisation, and identify lessons that strengthen future project delivery.

WHAT IS REVIEWED?



Delivery against approved scope, budget and programme



Achievement of intended outcomes and benefits



Effectiveness of governance and decision making



Review of project risks and how they were managed



Contractor and consultant performance



Stakeholder engagement and communication



Health and Safety performance



Operational readiness, transition and handover

OUTPUTS



Lessons Learned Report



Improvement Actions



Updates to frameworks, templates and guidance



Knowledge shared across future programmes

Risk Management Approach

Ensures project risks are actively identified, managed, and monitored

- Risks managed at project, programme and enterprise levels
- Aggregated to provide a portfolio view of delivery risk
- Maintained through structured registers
- Regularly reviewed by project teams and Project Steering Groups
- Lessons learned captured and fed back into future delivery through Capital Controls processes



Delivery Level (Contractors and Site)

Focus: Operational Risk

- Site Safety and supervision
- Day to day delivery execution

- Health & Safety compliance
- Construction methodology and conditions
- Environmental compliance and controls

Primarily managed by: Contractors and delivery teams

Oversight: Project Managers



Project and Programme Level (CDT)

Focus: Delivery Risk (aligned to framework stages)

- Commercial/financial
- Programme / Schedule
- Scope change

- Technical solutions
- Stakeholder & engagement
- Consenting and regulatory
- Contract and supplier risks

Primarily managed by: Internal Project Managers

Oversight: Project Managers / Capital Delivery Manager



Portfolio/Enterprise Level (Council wide delivery)

Focus: Strategic and Systemic Risk

- Portfolio performance and delivery
- Market conditions
- Corporate health & safety

- Funding, affordability and Prioritisation
- Delivery confidence and assurance
- Cross programme risk and recurring issues
- Stakeholder engagement and communications

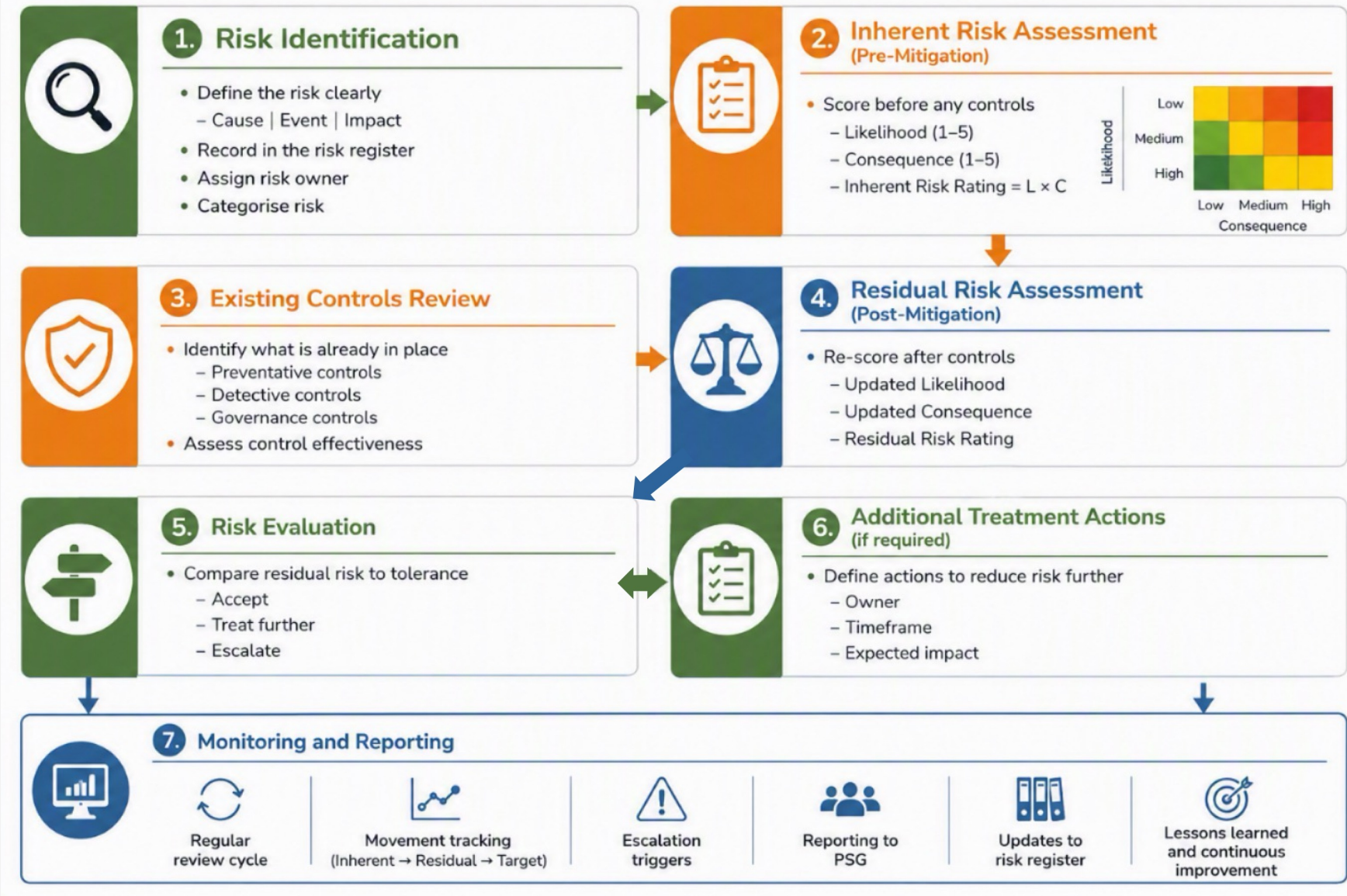
Primarily managed by: Capital Delivery Manager

Oversight: Executive and Council Committees

Project Risk Assessment Framework

Ensures project risks are actively identified, managed, and monitored

- Risks managed at project, programme and portfolio levels
- Aggregated to provide a portfolio view of delivery risk
- Maintained through structured registers in PLM
- Regularly reviewed by project teams and Project Steering Groups
- Lessons learned captured and fed back into future delivery

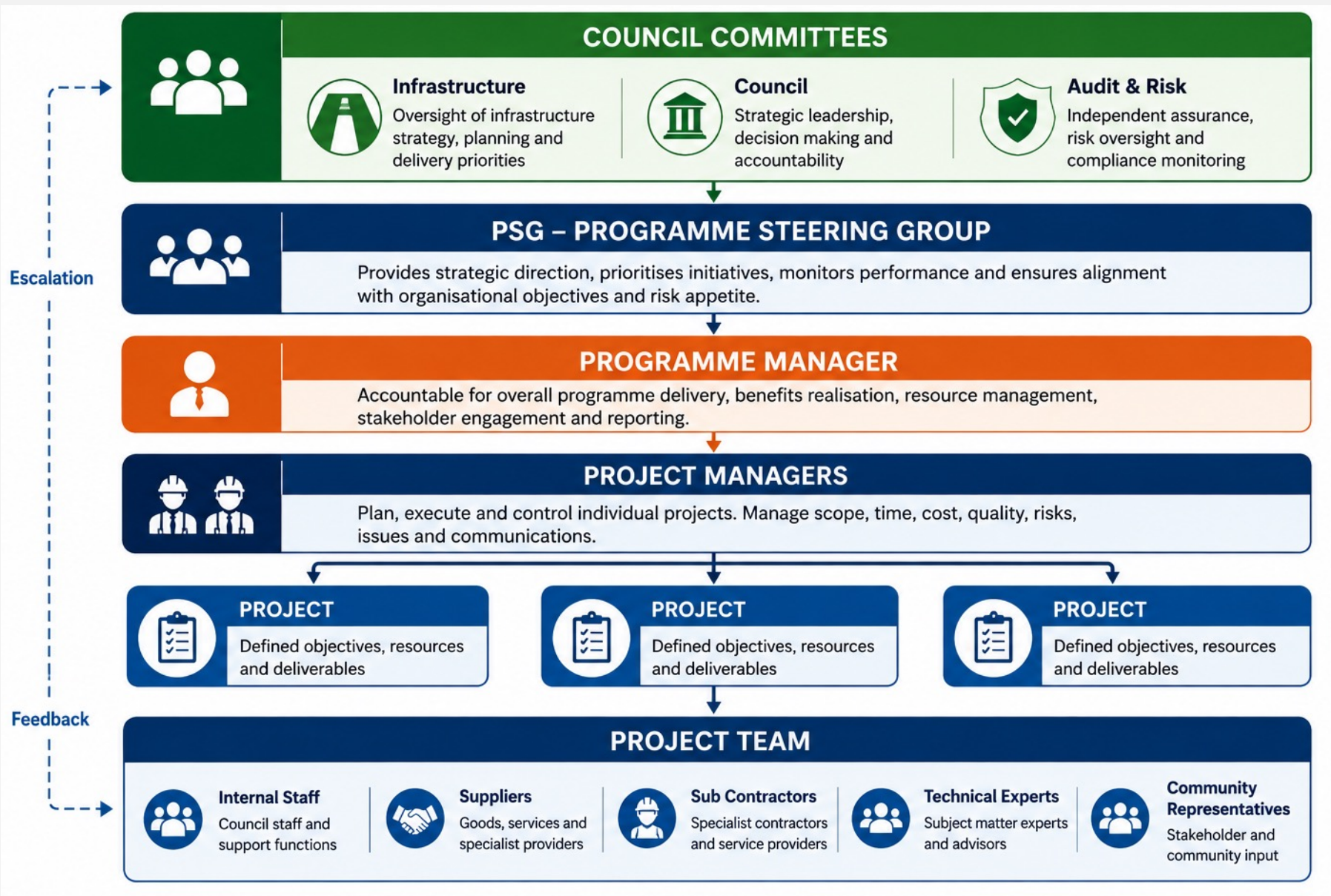


* Comprehensive Project Risk Management Framework attached to this report

Capital Project Governance

A structured governance and assurance approach is applied across all capital projects

- Defined lifecycle with governance gates and approvals
- Clear roles and accountabilities
- Project Steering Groups provide oversight and decisions
- Central registers (risks, issues, lessons) maintained
- Assurance through reporting, reviews, and escalation



Monthly Wastewater Projects Reporting



Infrastructure Environment Committee Report

Project Details

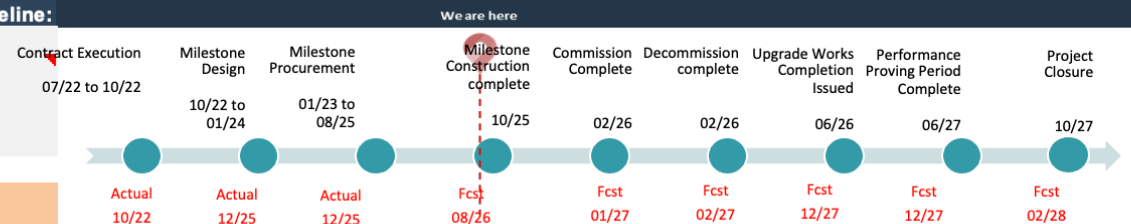
LTP Year Approved	2021 - 2031
Current Approved Budget	\$73,900,000
Initiation Date	18 October 2022
Planned Implementation date	21 January 2027
Sponsor	Stavros Michael
Project Stage Gate (from framework)	Execution
Financial Status	Minor Issues
Timetable Status	Minor Issues
Risk Status	Minor Issues

Engagement Plan

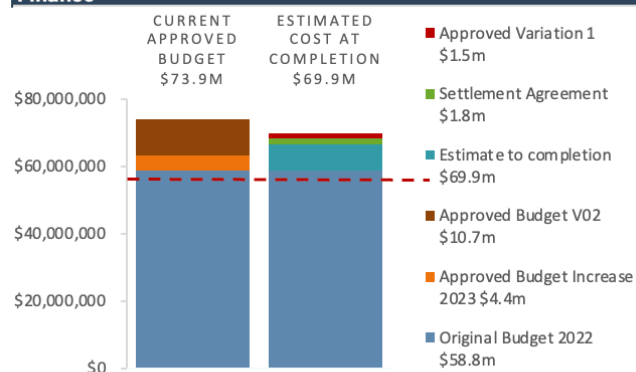
Stakeholder Group	IAP Framework
Main Contractor (TRILITY)	Involve
Iwi / Hapu	Inform
BOPRC (Ethanol plant/Alum)	Involve
BOPRC (construction consents)	Involve
BOPRC (operational consents)	Involve
Rotorua Lakes Council	Involve
Public / Ratepayers	Inform

Waste Water Treatment Plant Expansion/Enhancements

Timeline:



Finance



Major Achievements - Last Period

- Settlement Agreement signed by RLC & Trility.
- Discharge to Air Consent: Consent conditions reviewed by BoPRC, Subject to no further complications, the consent is expected by end of August
- VO issued to Motts for additional technical support covering QA, balance construction & commissioning
- Trility is finalising the revised programme. Commissioning expected to be deferred to Jan 2027.
- Ongoing coordination between Trility, Operations and the upgrade teams is focused on protecting completed works and coordinating site access and training requirements for the commissioning team.
- MCC Panel Energization - Final inspection completed.
- Diversion chamber cut-in installation near existing reception chamber completed.
- 'Gooseneck' construction is in progress.
- Road works - Base course & membrane seal completed.
- BNR sludge and rag issue: Cleaning/ flushing process commenced

Planned Major Achievements - Next Period

- Receive Trility's updated programme and final commissioning plan. Expected date 07 Aug 26
- Receive final discharge to air consent by end of Aug 26
- Receive sample commissioning documents for Mott Macdonald review / RLC acceptance.
- Finalisation of the asset register by Trility, followed by RLC review.
- Complete the remaining roadworks and reinstate soft landscaping works.
- Containment cell works expected to recommence from 17 August.
- MCC Panel energization expected by 05 August
- Completion service water connection cut-in to the filtered effluent system on 3 August.
- Complete 'gooseneck' construction
- Preparation and completion of Victoria St connection.
- Following sludge removal, update the BNR screening results and arrange meeting with Veolia to review compliance.

Monthly Infrastructure Investment for Growth Projects Reporting

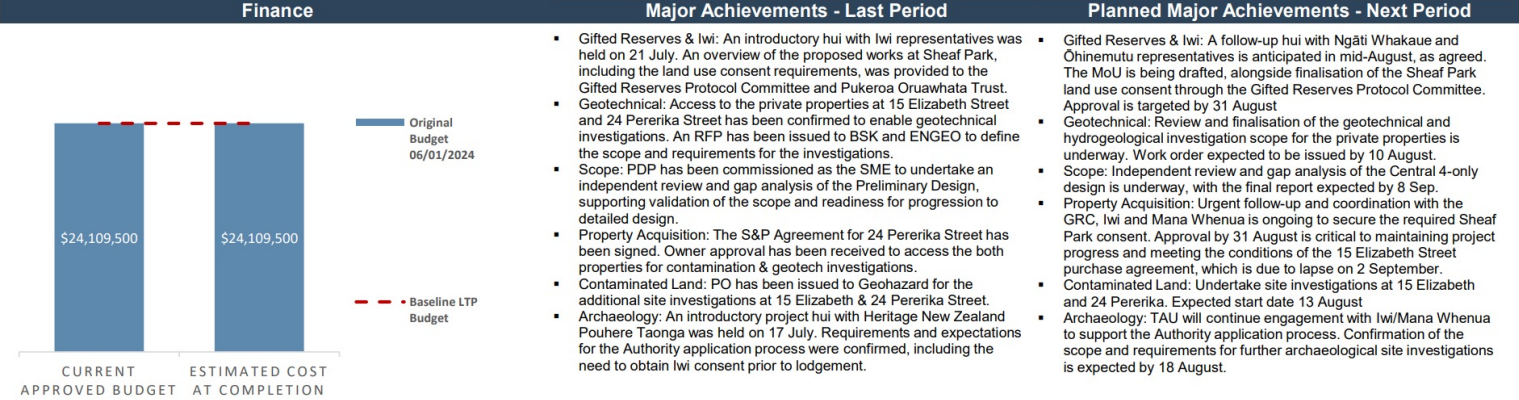


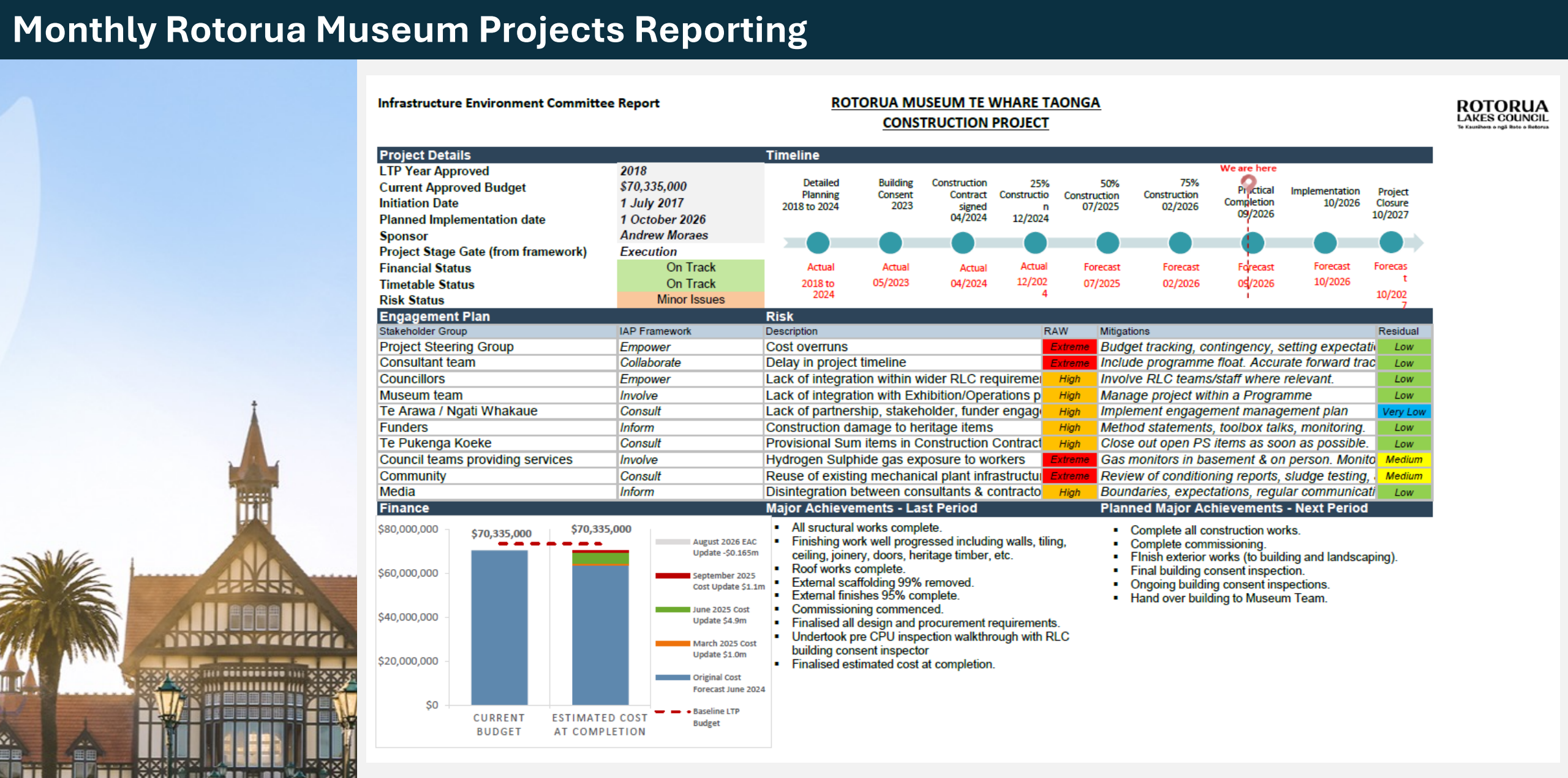
Infrastructure Environment Committee Report

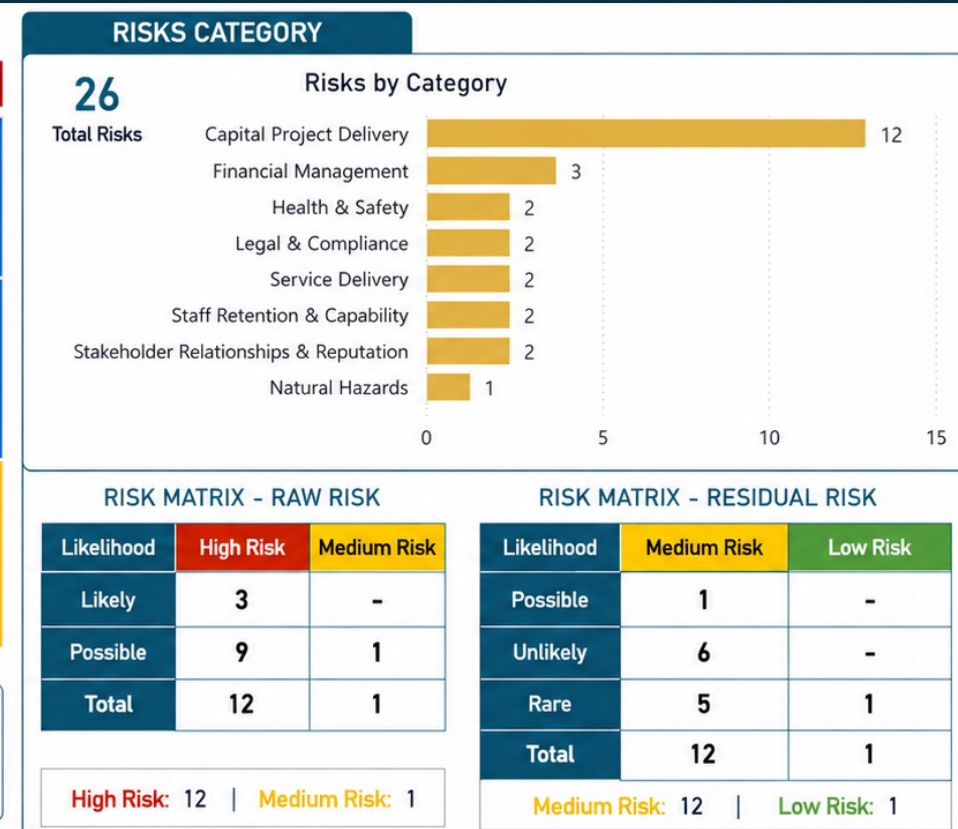
WP1723 - CENTRAL 03/04 IAF STORMWATER UPGRADES



Engagement Plan			Risk		
Stakeholder Group	IAP Framework	Description	RAW	Mitigations	Residual
BOPRC	Involve	Gifted Reserves: Delay & duration - scope, time, cost	Extreme	SHE plan, Iwi & POT consent, scope refinement	Low
Key Stakeholders	Involve	Iwi engagement: Delay & dependency - scope, time, cost	High	SHE plan, early engagement, collaborative approach	Medium
Project steering group (PSG)	Empower	Natural feature: geothermal risks - scope, cost, time	High	Impact assessments, avoidance & mitigation plans	Low
Elected members	Empower	Budget : Scope increase, unsuitable design - cost	High	Scope validation, value engineering, cost benefit analysis	Medium
General public	Inform	Property Acquisition: Dependency & process time, cost	High	Alternate options, acquisition strategy, compensation	Medium
Funding Partners (KO)	Consult	Utilities: Existing utility clash, relocation - time & cost	High	Site investigations, design coordination, alternate options	Medium
Waka Kotahi	Consult	Programme: Exceed milestone date - time & cost	High	Alternate construction methods, scope refinement	Low
Kiwi Rail	Consult	Contamination: HAIL sites management - cost, time	High	Site investigation, contamination management plan	Medium
Local residents	Inform	Archaeology: Accidental discovery - scope, time, cost	High	Desktop assessment, HNZ authority, discovery protocol	Medium
Utility providers	Consult	Regulatory: RC requirements & duration - time, cost	Medium	Early pre-app and pre-submission engagement	Medium



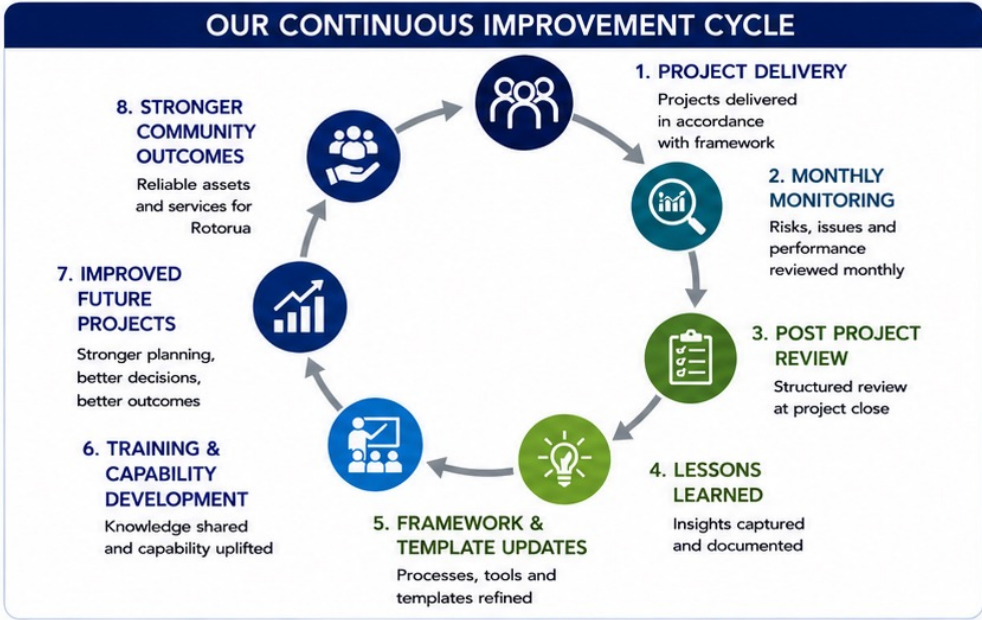




Likelihood table	Probability of occurrence	Description
Almost Certain	80% - 100% to occur during the life of the project	The risk is occurring or can be expected to occur
Likely	50% - 80% to occur during the life of the project	The risk will quite commonly occur
Possible	30% - 50% to occur during the life of the project	The risk may occur occasionally
Unlikely	5% - 30% to occur during the life of the project	The risk could infrequently occur
Rare	0-5% to occur during the life of the project	The threat may occur in exceptional circumstances

Continuous Improvement

Capital Delivery continuously improves its project management framework by embedding lessons learned from completed projects into future delivery via the team's Controls function.



HOW WE IMPROVE

- Lessons learned** captured throughout the project lifecycle and formally reviewed at project close.
- Framework improvement**
Project Management Framework, templates and guidance updated where improvements are identified.
- Reporting & governance refinement**
Standard reporting and governance refined to improve visibility and decision making.
- Training & capability**
Training and coaching provided to Project Managers and delivery teams.
- Systemic improvement**
Common issues analysed across programmes to identify systemic improvements.
- Organisation wide uplift**
Capital Controls provides organisation wide consistency and continuous capability uplift.

RECENT IMPROVEMENTS IMPLEMENTED ACROSS THE CAPITAL DELIVERY TEAM										
EARLY MARKET ENGAGEMENT	CONTRACTOR PANELS	PROCUREMENT STRENGTHENING	CONTRACT INDUCTIONS	TRAINING REFRESHERS	MILESTONE BASED RFP FOR PROFESSIONAL SERVICES	FRAMEWORK – IDEATION STAGE	PLM SYSTEM ENHANCEMENTS	IMPLEMENTATION PHASE ADDED	PROGRAMME DELIVERY FOCUS	ANNUAL PMO CONFERENCE
Engagement with market early to inform solutions, pricing, risk and procurement strategy.	Panel of appropriate physical works contractors established for our Stormwater Programme to improve efficiency, consistency and delivery capability.	Refined contract preparation and administration including detailed reviews of appropriate contract selection.	Inductions for project teams (roles and responsibilities) and for successful suppliers to set clear expectations from day one.	Refresher training delivered each time new contracts are developed to ensure consistent contract management practices.	Milestone based RFP for professional services to improve scope definition and commercial outcomes. Recently used for Recovered Water.	Our framework includes an Ideation stage that considers all aspects beyond physical construction including strategy, benefits, stakeholders, risk, funding and operational requirements.	Reconfigured information requirements on our PLM platform to ensure governance structures and approval authorities are identified prior to project initiation.	An Implementation phase added to ensure assets are appropriately transferred into an operational state.	Deliver programmes where appropriate to ensure outputs meet outcomes and eventuate to benefits.	Annual PMO conference hosted by Rotorua Lakes Council / CDT Capital Controls attended by Councils from across the country to share best practice.



These improvements are implemented as they are identified – not just at project closure. Once adopted, they become standard practice across all Capital Delivery Team projects and, where appropriate, are embedded into Council's **Project Management Framework, PLM system, templates, guidance and training** to support organisation-wide capability uplift.



PĀTAI?



KIA ORA, HE PĀTAI ANŌ?

We welcome your questions and feedback.



**Attachment 2 –
Business Plan 2025 to 2028**

Capital Delivery Team

Business Plan 2025 to 2028

(reviewed annually)



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Executive Summary

The Capital Delivery Team (CDT) has been established as part of Rotorua Lakes Council's organisational reset, with a mandate to lead the delivery of the Council's critical capital programmes. These programmes represent approximately \$400 million in committed investment and are essential to delivering the infrastructure, housing, environmental, and cultural outcomes identified in the Long-Term Plan (LTP). Many are supported through central government funding.

The creation of CDT marked a deliberate move to strengthen internal delivery capability, lift standards, and provide a single point of accountability for high-risk, high-value infrastructure programmes. Previously, capital project delivery was distributed across Council groups with limited visibility and inconsistent governance. CDT was formed to address these challenges through consolidated programme leadership, clearer roles, robust systems, and a dedicated internal team equipped to deliver at pace and scale.

The team's current portfolio includes the Infrastructure Investment for Growth (IIG) Stormwater Programme, Rotorua Wastewater Treatment Plant Upgrade, Tarawera Wastewater Scheme, Recovered Water Reuse Project, and Rotorua Museum Restoration. These programmes are tightly aligned to multiple Council priorities and are interdependent with broader objectives relating to housing supply, environmental resilience, and community wellbeing.

CDT also supports the delivery environment across the wider organisation. This includes the implementation of the Project Lifecycle Management (PLM) system, capability building for project leads and sponsors, and the establishment of consistent reporting and governance practices. A dedicated internal Controls function ensures quality assurance, risk monitoring, and performance tracking across the portfolio.

This Business Plan sets out CDT's structure, strategic objectives, and work programme for the 2024–2027 period. It includes a detailed analysis of macro and micro operating conditions (PESTLE), an internal SWOT assessment, and a set of issues mapped to team-level objectives and performance indicators. Workflow will be managed through Microsoft Planner, and workplans will be developed by team managers to support delivery against each objective.

The team's work directly supports the Key Outcomes of the 2024–2034 Long-Term Plan. These include Connected and Resilient Communities, through the delivery of reliable infrastructure and forward planning; Housing, by enabling growth infrastructure and improved wastewater services; Environment, by protecting lakes and waterways through sustainable design and delivery; and Mana Whenua/Tangata Whenua Aspirations, through proactive engagement and Treaty-based partnerships. CDT also contributes to Economic Development, Safety, and Employment outcomes by delivering infrastructure that underpins community wellbeing and growth.

Through this plan, the Capital Delivery Team reaffirms its commitment to delivering critical infrastructure, strengthening internal capability, and enabling strategic outcomes for our customers.



Background

The Capital Delivery Team (CDT) was established in 2025 as part of the second phase of Rotorua Lakes Council's organisational reset. The reset was designed to respond to increasing delivery pressures, complex external funding arrangements, and a need for stronger internal leadership over Council's most critical infrastructure investments.

While capital delivery responsibilities remain distributed across the organisation, CDT provides a dedicated and accountable delivery function for high-risk, high-value programmes. Its establishment reflects a deliberate shift towards greater internal capability, more consistent governance, and improved alignment with Council's Long-Term Plan (LTP) outcomes and strategic priorities.

The team was created to address key gaps in coordination, delivery performance, and portfolio-level visibility. Prior to its establishment, Council's major capital projects were often delivered in isolation, supported heavily by external consultants, with variable levels of governance oversight and limited alignment between delivery and strategy. CDT now leads the planning and delivery of the organisation's most complex programmes while also contributing to capability uplift across the broader project delivery environment.

The team's current portfolio includes the Infrastructure Investment for Growth (IIG) Stormwater Programme, the Rotorua Wastewater Treatment Plant Upgrade, the Tarawera Wastewater Scheme, the Recovered Water Reuse Project, and the Rotorua Museum Restoration. These programmes represent a total value of approximately \$400 million and are central to enabling growth, improving environmental outcomes, honouring Treaty relationships, and meeting funding partner expectations.

In addition to programme delivery, CDT is responsible for establishing the systems, policies, and support structures needed to embed consistent and reliable project practices across the organisation. This includes implementation of the Project Lifecycle Management (PLM) system, quality assurance, governance reporting, and internal capability development. The Capital Delivery Controls function within the team provides centralised performance reporting, portfolio planning, document control, risk and issue monitoring, and committee and funder coordination.

This Business Plan outlines the structure, operating environment, objectives, and work programme of the Capital Delivery Team for the 2024–2027 period. It provides a foundation for performance monitoring and continuous improvement while demonstrating clear alignment with Council's strategic and long-term priorities.

1. Strategy to Implementation

The Capital Delivery Team's approach to objective setting is built around a clear and deliberate connection between Council's strategic direction and the daily actions of individual team members. This alignment is often referred to as the "golden thread" and ensures that every task, action, and performance measure contributes meaningfully to wider organisational priorities.

Council Strategic Priorities and Long-Term Plan Outcomes

High-level goals established by Council and articulated in the Long-Term Plan and strategic priorities.

CDT Business Objectives

Defined objectives for the team, aligned to strategic priorities and delivery context.

Team-Level Actions

Specific initiatives and workstreams owned by the CDT and monitored through this business plan.

Individual Role Responsibilities

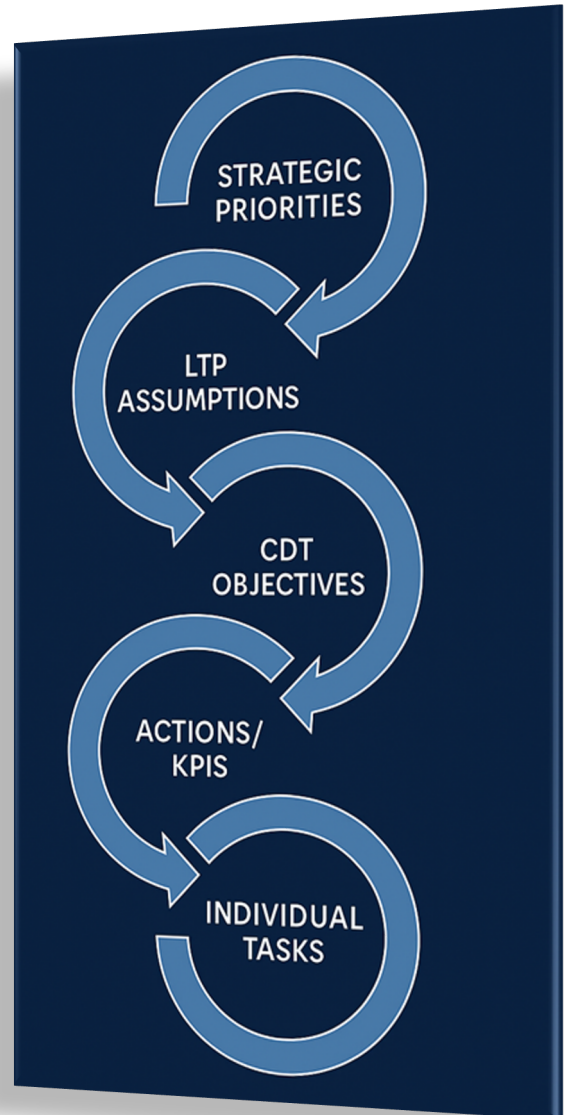
Accountabilities embedded in position descriptions and day-to-day work plans.

Performance Plans and Workflow Tracking

Monitored via MS Planner and formalised through the Council's performance appraisal process.

Performance and Strategic Reporting

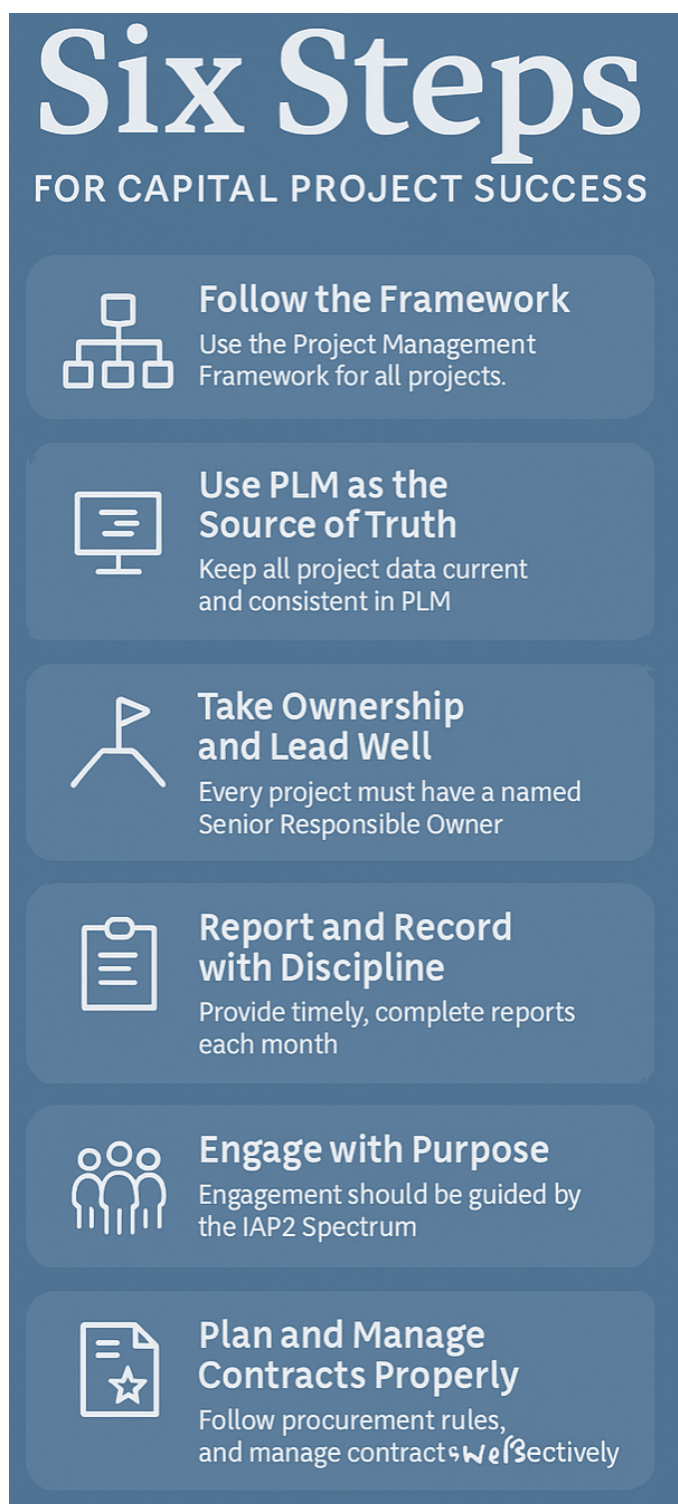
Output data and insights shared through governance and funder reports, linking back to organisational outcomes.



This structured model drives alignment and accountability and supports a performance culture within the team where priorities are clear, expectations are shared, and outcomes are visible.

2. Capital Project Delivery – Embedding the Six Steps for Capital Project Success

The Six Steps for Capital Project Success provide a unified standard for how capital projects are planned and delivered across Rotorua Lakes Council. Developed in response to lessons learned across the organisation's project portfolio, these six steps now form the foundation for every capital project, every team, every time. They are designed to support consistency, improve outcomes, and strengthen accountability.



Each step represents a clear stage in the project lifecycle and defines key expectations around scope, planning, risk, stakeholder engagement, governance, and closeout. Together, they create a structured yet flexible framework that enables staff to navigate complexity with confidence and clarity. They ensure that project activity is well sequenced, adequately resourced, and aligned to strategic priorities.

Rather than introducing new process for the sake of compliance, the Six Steps improve clarity, reduce duplication, and help teams focus on the right things at the right time. They create a shared language across Council, promote transparency, and enable better coordination between delivery teams, Sponsors, and governance groups. This improves both day-to-day efficiency and the quality of information available to decision-makers.

For the Capital Delivery Team, the Six Steps are embedded through our standard operating procedures, reporting processes, training programmes, and team culture. They are reflected in our risk management approach, programme-level planning, and monthly reporting to internal and external stakeholders. The Project Lifecycle Management (PLM) system has been designed around these principals, ensuring digital workflows reinforce the intent.

These steps also guide our engagement with Project Leads and Sponsors across the wider organisation. Training, coaching, and guidance materials are aligned to each step and provide practical support to ensure consistent understanding and application. Programme Managers and the Capital Delivery Controls function use the Six Steps as the core principles for delivery assurance and capability uplift.

The Six Steps signals Council's commitment to delivering capital projects in a structured, transparent, and outcomes focused way. They are not a static process, but a living standard that continues to evolve through practice, feedback, and learning. As we continue to mature as a delivery function, these steps will remain at the heart of how we work, ensuring alignment with Council's long-term goals and community expectations.

3. Scope of the Capital Delivery Team

The Capital Delivery Team is responsible for delivering Rotorua Lakes Council's most strategically significant infrastructure and community investment programmes. These are complex, multi-year programmes requiring a high degree of integration between engineering design, consenting, procurement, stakeholder engagement, and funding accountability. All programmes under CDT management are considered critical to achieving Council's stated outcomes in housing, environmental protection, cultural heritage, and public health.

Current Programmes under CDT Management:

The following programmes remain under active delivery by the Capital Delivery Team and represent a significant body of ongoing work over the next 3–5 years. Each involves complex stakeholder environments, external funding arrangements, regulatory interfaces, and high delivery risk. In many cases, CDT has taken over projects partway through their lifecycle and is responsible for stabilising delivery, re-baselining performance expectations, and completing physical works. These programmes will continue to require close coordination, rigorous governance, and sustained internal capability to achieve the strategic outcomes set out in Council's Long-Term Plan.

- **Rotorua Museum Restoration:**

Restoration and seismic strengthening of the Category 1-listed Bath House building, delivering both cultural heritage preservation and a revitalised regional museum experience. The project includes structural strengthening, re-roofing, environmental controls, fire protection systems, and restoration of historic features. It also includes design and delivery of a new permanent exhibition and operational readiness works to support reopening. The project is funded through a combination of Council, central government, and philanthropic contributions, and is subject to complex heritage and building consent requirements.



- **Infrastructure Investment for Growth (IIG) – Stormwater Programme:**

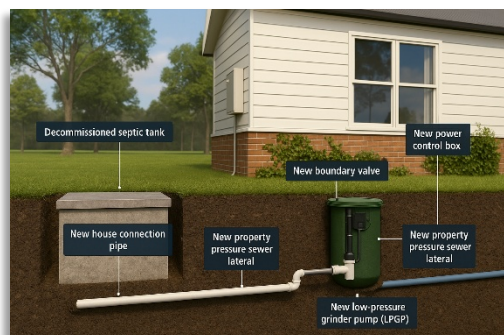


A multi-stage programme supporting new housing developments by delivering critical stormwater infrastructure across multiple sub-catchments. Key project components include upgrades and extensions to underground pipe networks, installation of stormwater treatment systems (such as raingardens and wetlands), open channel upgrades, property acquisition, consenting, landowner engagement, and construction of detention basins. The programme currently includes delivery packages across Central,

Eastern and Western catchments and is jointly funded by National Infrastructure Funding and Financing and RLC, with strict funding, delivery, and performance conditions.

- **Rotorua Wastewater Treatment Plant Upgrade:**

A major renewal and compliance-driven upgrade of the city's wastewater treatment facility, critical to maintaining public and environmental health, and unlocking growth across the network. The project includes construction of a new membrane bioreactor treatment plant, sludge management improvements, odour control, and transitional works required to maintain service continuity during construction. The project is one of the largest infrastructure investments ever undertaken by Council and has been subject to extensive iwi engagement and resource consent conditions.



- **Tarawera Onsite Wastewater Scheme:** The Onsite Wastewater Schemes Programme is a key component of Council's Lakes Programme, aimed at improving and protecting the water quality of Rotorua's lakes in partnership with Te Arawa and the Crown. The programme involves the staged rollout of Low Pressure Grinder Pump (LPGP) systems to properties in lakeside communities not currently connected to centralised treatment. It includes the construction of a reticulated pressure sewer network, pump stations, property-

level systems, and decommissioning of legacy septic tanks. The scheme is supported by prior investment in major trunk infrastructure and provides subsidised connection options for property owners. Council has adopted a sequenced delivery model with multiple separable portions to manage uptake, engagement, consenting, and construction effectively. The programme addresses regulatory requirements, supports Te Mana o Te Wai, and represents a critical step in Council's long-term environmental and public health strategy.

- **Recovered Water Reuse Project:** A future-focused initiative that supports the sustainable reuse of treated wastewater for non-potable applications, such as irrigation or industrial use. This project contributes to Council's environmental sustainability goals and is being delivered alongside the WWTP upgrade. Components include pipeline infrastructure, offtake points, regulatory approvals, and consideration of potential public-private sector users.



Each of these programmes is governed through internal project governance frameworks, structured Sponsor engagement, and coordinated monthly reporting to both Council committees and external funders. Collectively, these programmes represent the highest delivery risk, value, and visibility within Council's capital works portfolio. Their successful completion is critical to meeting key infrastructure, environmental, cultural, and growth objectives for Rotorua. The Capital Delivery Team remains focused on ensuring these programmes are delivered to a high standard, within agreed parameters, and in a manner that reflects Council's commitments to partnership, compliance, and community outcomes.

Capital Delivery Controls Function

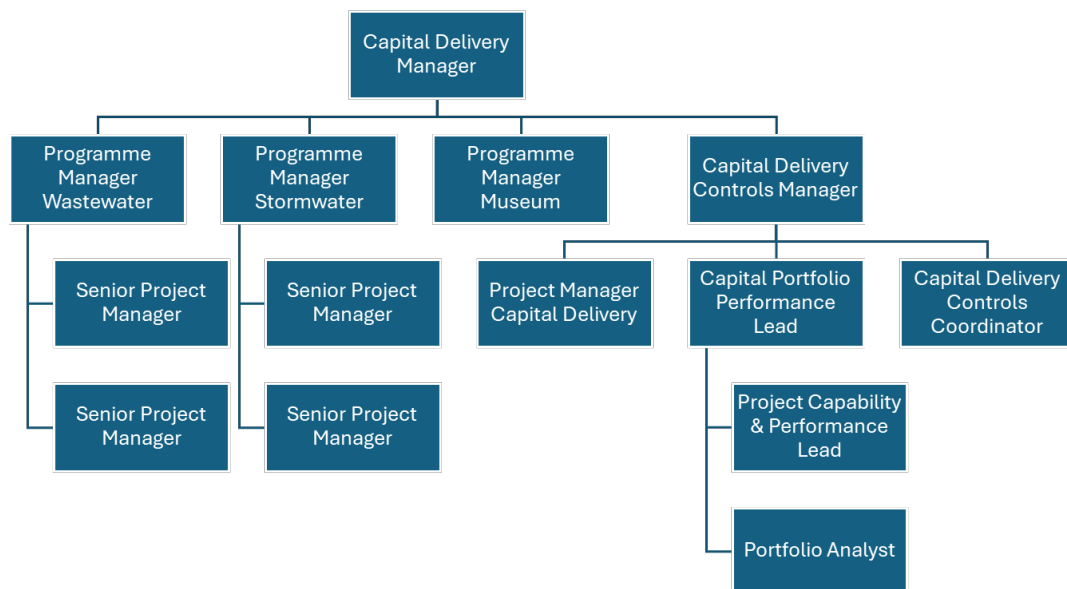
In addition to direct project delivery, CDT provides portfolio oversight and internal performance support through its Capital Delivery Controls function. Key responsibilities include:

- Leading the implementation of the Project Lifecycle Management (PLM) system
- Providing centralised portfolio planning and reporting to ELT and Council
- Supporting internal and external governance requirements and assurance reviews
- Maintaining document control and delivery records for all programmes
- Supporting organisational delivery capability through training, tools, and guidance
- Monitoring risk, issue escalation, and benefit realisation across the capital portfolio
- Developing and embedding standard operating procedures (SOPs), policies, intranet resources, and reporting templates

Through these combined functions, the Capital Delivery Team plays a central role in delivering strategic infrastructure, enabling housing and environmental outcomes, and embedding best practice project governance and delivery standards across Council.

4. Team Structure

The Capital Delivery Team (CDT) is led by the Capital Delivery Manager, who reports directly to the Chief Executive. The team structure reflects the scale and complexity of the capital investment portfolio under management and includes dedicated Programme Managers, Senior Project Managers, and a growing internal Delivery Controls function to support performance, governance, and capability uplift. Roles are designed to provide delivery leadership, functional oversight, and cross-team support to ensure the successful delivery of Council's most critical infrastructure and community projects. The team also includes shared and flexible resources to ensure agility and responsiveness across workstreams.



Capital Delivery Manager

The Capital Delivery Manager provides strategic leadership and overall direction for the team, ensuring that critical capital projects are delivered effectively and aligned to Council's strategic objectives, funding commitments, and community expectations. This role is pivotal in integrating people, systems, and processes across programmes, maintaining executive visibility, and driving a high-performance culture that balances delivery with governance, capability building, and continuous improvement.

Programme Managers

Programme Managers lead delivery across key workstreams, including Wastewater, Stormwater (IIG Programme), and the Rotorua Museum Restoration. These roles provide continuity and leadership across interrelated projects, ensuring that outcomes are achieved in line with scope, time, budget, and strategic intent. Programme Managers serve as the primary interface between delivery teams, funders, Sponsors, and internal governance forums.

Senior Project Managers

Senior Project Managers are the operational leads responsible for delivering high-value, high-risk capital projects from planning through to completion. These roles bring technical, commercial, and stakeholder expertise to project delivery and act as critical decision-makers across procurement, risk, and contractor engagement processes.

Project Manager

This flexible project management role is designed to provide surge capacity across the delivery portfolio, supporting programmes as needed or leading smaller discrete projects. The role ensures continuity during staff absences, accelerates delivery where required, and enables a responsive delivery model across the portfolio.

Capital Delivery Controls Manager

The Capital Delivery Controls Manager leads the Controls function, ensuring that the team maintains high-quality data, clear governance processes, and consistent internal reporting. This role is fundamental to performance assurance, PLM implementation, and ensuring the integration of reporting, risk, and decision support across the team's activities.

Capital Portfolio Performance Lead

This emerging role will focus on portfolio-level sequencing, forecasting, and alignment to the LTP and other strategic plans. It provides essential forward-looking insights that help the team and the organisation plan effectively for future investment and delivery needs.

Project Capability and Performance Lead

This role is designed to uplift organisational project management capability by delivering training, embedding best practices, and supporting project staff across Council. It plays a key part in ensuring consistency, confidence, and competence in project delivery beyond the Capital Delivery Team.

Portfolio Analyst

The Portfolio Analyst provides analytical insight into programme performance, benefits realisation, and delivery trends. This role strengthens data-driven decision-making and ensures that Council and funders can see clear links between investment and impact.

Capital Delivery Controls Coordinator

This role ensures consistent administrative and coordination support across the Capital Delivery Team, enabling the efficient flow of information, documentation, and logistics. It supports the internal rhythm of delivery, including reporting cycles, procurement coordination, and PLM maintenance.

5. Our customers

The Capital Delivery Team (CDT) has a diverse range of internal and external customers, each with a vested interest in the success of Council's most critical infrastructure programmes. As a delivery-focused team accountable for high-risk, high-value investments, CDT is expected to operate with a high degree of transparency, responsiveness, and professionalism. Effective engagement with our customers, backed by reliable data and communication underpins the trust, confidence, and support required to deliver successfully.

Primary Customers

- **Elected Members:**

As Council's governance body, elected members are responsible for approving budgets, monitoring performance, and setting strategic direction. They rely on CDT to provide regular, accurate, and timely reporting on the status of projects, risks and mitigations, funding utilisation, and key decisions. CDT's reporting through Council and committee cycles, alongside structured Sponsor engagement, supports elected members to fulfil their oversight role effectively.

- **Executive Leadership Team (ELT):**

The Chief Executive and General Managers require detailed and timely delivery data to inform strategic decision-making, manage organisational risk, and coordinate cross-departmental efforts. CDT supports ELT through portfolio-level insights, risk scanning, benefit realisation tracking, and early warning of delivery constraints. The team's Controls function ensures these insights are underpinned by quality data and integrated into Council's broader management rhythm.

- **Internal Departments:**

CDT collaborates closely with other departments including Infrastructure, Finance, Procurement, Legal, Digital Services, Property, and Communications. These teams contribute essential expertise and operational input across the lifecycle of our programmes. Clear interfaces and early engagement are essential to avoid duplication, ensure compliance, and embed delivery efficiency. CDT also supports capability uplift across the wider organisation by providing training, tools, and project delivery guidance.

- **Key Community Stakeholders:**

CDT works alongside a range of community groups, including:

- **Mana Whenua and Te Arawa Partners**, through early and ongoing engagement guided by the Manahautū Te Arawa Partnership team;
- **Funding Partners**, such as Kāinga Ora and NIFF, with specific expectations around performance, reporting, and benefit realisation;
- **Landowners and Developers**, where property access, consent negotiations, and co-investment are required;
- **Technical Stakeholders**, including engineers, designers, and environmental advisors who engage in feasibility, consenting, and detailed design.

Each of these stakeholders expects that delivery is managed professionally, risks are proactively mitigated, and they are kept informed and involved at the appropriate stages of the project lifecycle.

Customer Feedback and Engagement Channels

CDT uses a range of channels to gather feedback, monitor satisfaction, and ensure we remain responsive to the needs of our customers. These channels are embedded into our regular operating cycle and monitored as part of ongoing performance and governance assurance.

- **Elected Members Survey:**
Conducted annually to measure satisfaction with the quality, transparency, and timeliness of reporting and support provided by CDT.
- **Customer Satisfaction Survey (Council-wide):**
Captures public perception of infrastructure investment and service outcomes, offering insight into how projects affect daily life and the effectiveness of Council's capital programme delivery.
- **Residents' Experience Monitor:**
A continuous feedback tool measuring resident experience in areas affected by capital works, such as access, disruption, responsiveness to concerns, and long-term satisfaction.
- **Consultation Participation Metrics:**
Used to assess engagement during formal consultation processes. Participation rates, feedback quality, and engagement reach help inform how well CDT is involving the community in shaping infrastructure decisions.
- **Participate Rotorua Platform:**
A digital engagement tool used for targeted consultation and feedback gathering. It allows residents and stakeholders to have their say on specific projects and helps to ensure design and delivery align with community needs.

Ongoing Improvement and Accountability

Customer feedback is integrated into CDT's BAU through our reporting, Sponsor engagement, project governance forums, and the Project Lifecycle Management (PLM) system. Our focus on continuous improvement includes:

- Proactive communication and stakeholder updates;
- Rapid issue escalation and resolution tracking;
- Use of engagement feedback to inform design and delivery decisions;
- Transparent reporting of delivery status and risks.

These practices are further supported by the objectives and performance measures set out in this Business Plan, reinforcing the team's commitment to customer centric delivery and accountability across all programmes.

6. PESTLE Analysis

Macro-Level PESTLE (External Environment):

This table outlines the broader national and sector-level factors that influence the Capital Delivery Team's operating environment. These macro trends shape external risks, funding dynamics, regulatory settings, and long-term delivery conditions.

Factor	Description
Political	National and local government priorities emphasise infrastructure investment as an enabler of housing and economic growth. Compliance with government funding agreements (e.g. National Infrastructure Funding and Financing's IIG fund) and shifting political landscapes create delivery pressure and reporting complexity.
Economic	Escalating construction costs, interest rates, and inflation are impacting procurement, budgeting, and affordability of capital works. Market volatility and constrained supply chains are placing pressure on contract delivery timeframes.
Social	Strong community and iwi interest in capital projects, particularly in relation to environmental impacts, cultural heritage, and consultation processes. Public expectation for transparent reporting, value for money, and timely delivery.
Technological	Council-wide digital transformation (e.g. OneCouncil and PLM system) presents opportunities for better portfolio visibility, automation, and performance tracking. Ongoing need to improve project management toolsets and data maturity.
Legal	Resource Management Act (RMA) reforms, regional planning rules, and complex consenting frameworks create long lead times and delivery uncertainty. Projects subject to legal agreements with external funders (e.g. Funding Agreements, MoUs) requiring compliance.
Environmental	Increasing environmental scrutiny around wastewater, stormwater, and climate resilience requirements. Need to align capital delivery to long-term sustainability goals and freshwater quality objectives.

Micro-Level PESTLE (Internal Environment):

This table focuses on key internal and localised factors that more directly impact the Capital Delivery Team's programme delivery and organisational integration. These micro considerations reflect current operational realities and internal dependencies relevant to CDT's success.

Factor	Description
Political	Recent organisational reset has clarified delivery accountabilities under CDT but also resulted in transitional uncertainty. Sponsor engagement processes still embedding.
Economic	Internal budgetary constraints require staged procurement, value engineering, and prioritisation. Reliance on external funding sources (e.g. NIFF, PGF, central government) introduces financial risk.
Social	Internal delivery capability is still maturing following structural changes. High reliance on a small number of key personnel creates continuity risks.
Technological	PLM system rollout still in early stages with training, uptake, and integration dependencies. Limited internal data analytics capability currently being addressed through new roles.
Legal	Contract management processes being strengthened, but legacy practices still present across some projects. Delegation clarity under development for Sponsor, Manager, and Programme levels.
Environmental	Legacy project handovers require environmental risk revalidation. Complexity in integrating environmental requirements across multiple overlapping delivery packages.

7. Team SWOT Analysis

This table summarises the Capital Delivery Team's current key internal strengths and areas for improvement, based on its structure, capability, systems, and early implementation progress.

Strengths	Focus Areas for Improvement
Strong governance framework and CE sponsorship	New team structure still embedding
High-value strategic portfolio with clear LTP alignment	Incomplete project artefacts from historical handovers
Embedded reporting and PLM system under implementation	Current resourcing gaps during recruitment phase
Focused Controls and Programme Management functions established	Reliance on key personnel for technical leadership
Opportunities	Potential Threats
Build internal capability and reduce reliance on consultants	Funding constraints and escalating construction costs
Embed consistent standards through SOPs and PLM	Market volatility and procurement delays
Strengthen engagement with mana whenua and community	Increased compliance and reporting demands from funders
Strengthen quality assurance and performance monitoring across all capital projects.	Limited internal delivery capability and over-reliance on key personnel poses continuity and performance risks.

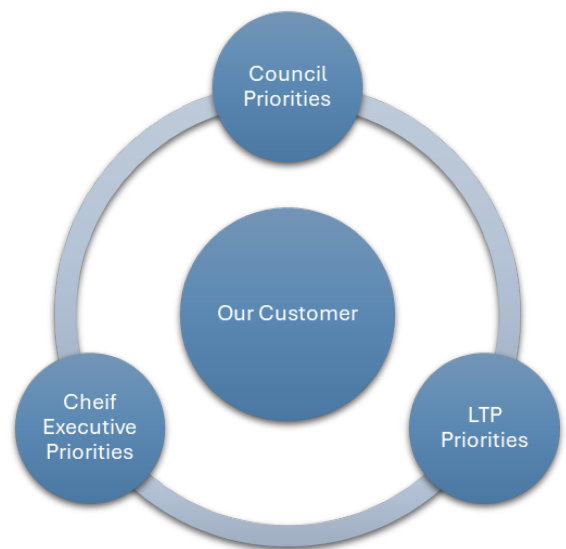
8. Issues and Objectives

The following key challenges have been identified through ongoing reflection, internal review, and engagement with the Executive Team. Each area of focus is paired with an objective to guide the work programme and ensure the team remains aligned with Council priorities and expectations.

Issues	Objective
Some inherited projects have gaps in baseline documentation and clarity over past decisions.	Deliver critical capital projects – stabilise, re-baseline, and complete inherited projects.
Internal capability continues to mature following recent structural changes.	Support training and capability – build delivery maturity through structured training and support.
Delegations and decision rights across delivery roles require improved clarity.	Standardise project governance and reporting – define clear roles, escalation, and authority.
Sponsor engagement processes have not previously been consistently applied.	Formalise Sponsor engagement model – embed structured governance and decision-making processes.
Programme-level planning and benefits definition are being further developed.	Develop programme delivery capability – ensure clear programme-level planning and benefit alignment.
New delivery systems (such as PLM) are still embedding and require consistent use.	Implement PLM System – train users, embed processes, and ensure consistent application.
Reporting expectations from funders, committees, and internal governance are increasing.	Forward resource planning & Coordinate benefit realisation – improve transparency and oversight.
The Capital Delivery Team is a new department and requires foundational business architecture to operate effectively.	Develop SOPs and intranet resources & Provide capability support organisation-wide
Strategic alignment and risk-based oversight across programmes is under development.	Sponsor/Exec Forum & Risk Scanning – strengthen visibility of delivery risk and strategic alignment.

9. Strategic Underpinning and Alignment

The work of the Capital Delivery Team is closely aligned to Council's wider strategic direction. This includes the published Rotorua Lakes Council Strategic Priorities (2023–2025), the Key Outcomes of the 2024–2034 Long-Term Plan (LTP), and the Chief Executive's organisational priorities. Each informs how we define objectives, allocate resources, and evaluate delivery success. The CDT objectives set out in this plan have been mapped to these strategic drivers, ensuring a clear line of sight between team activity and organisational goals. This alignment supports transparency, reinforces accountability, and ensures that capital project delivery contributes meaningfully to the long-term outcomes expected by elected members, funders, and the community.



Chief Executive Strategic Priorities

In 2025, the Chief Executive reaffirmed five core organisational priorities that will guide how departments operate and how success will be evaluated across Council. The priorities represent a practical and strategic foundation for lifting performance across all levels of the organisation. The Capital Delivery Team has embedded these priorities within our work programme, culture, and internal practices.

1. Ambition to Achieve

Council must deliver on key commitments, and all teams are expected to aim high in their delivery standards. CDT demonstrates this by taking ownership of the organisation's most complex and strategically important capital programmes, delivering with confidence, and maintaining a strong focus on outcomes.

2. Brilliant Basics

Getting the fundamentals right every time is critical. CDT continues to embed consistency in project lifecycle management, cost control, quality assurance, and governance processes. These disciplines are the foundation of our delivery model and a key contributor to organisational confidence.

3. Customer Centric

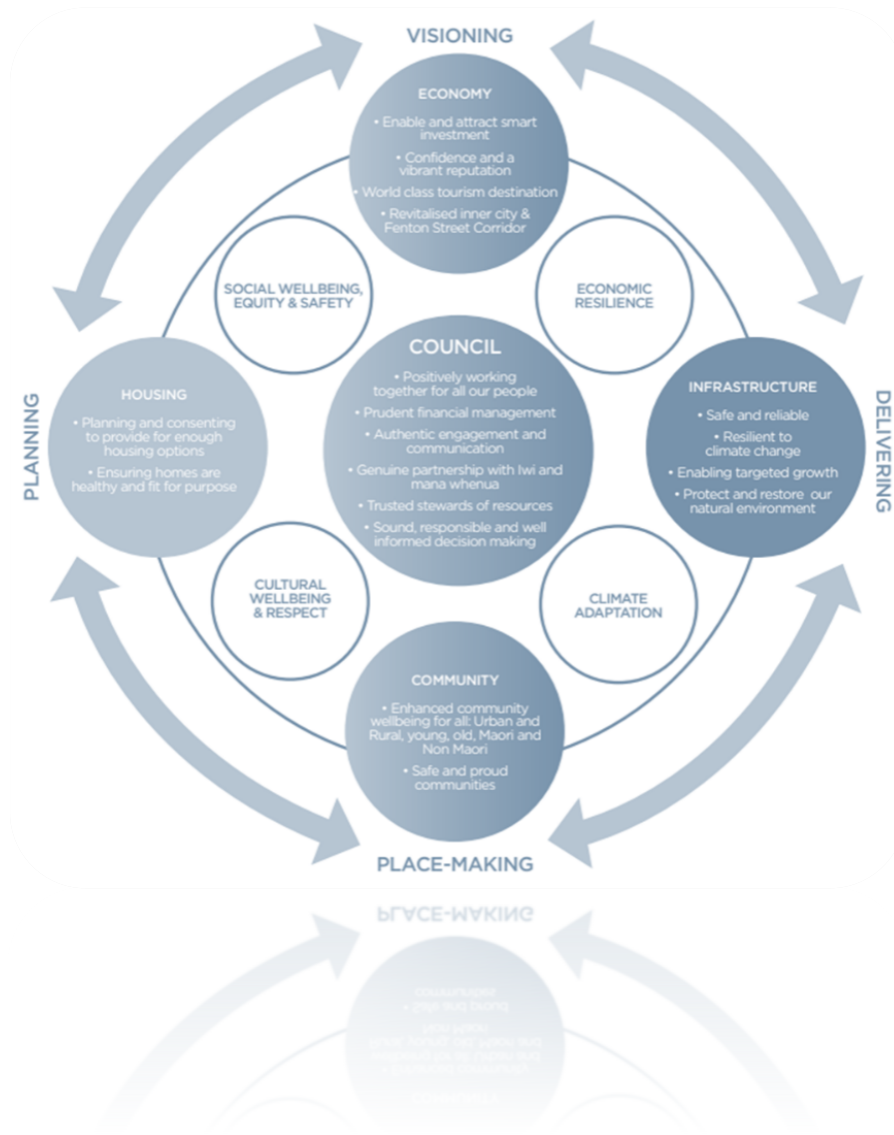
Our delivery must reflect the needs and expectations of our stakeholders, communities, and partners. CDT prioritises timely, transparent, and responsive engagement across all programmes, with a particular focus on partnerships with mana whenua, delivery agencies, and affected landowners.

4. Data Driven

High-quality data underpins good decisions. CDT is leading the implementation of the Project Lifecycle Management (PLM) system to ensure data integrity, timely reporting, and better insight into portfolio performance. Our reporting, planning, and assurance processes are being built on this foundation.

5. Efficient Expenditure

With increasing fiscal pressure across the public sector, all expenditure must demonstrate value and withstand scrutiny. CDT is focused on disciplined budget management, clear procurement pathways, and continuous improvement in delivery efficiency.



This alignment framework reinforces the strategic relevance of the Capital Delivery Team's work and provides a transparent foundation for performance measurement, resource prioritisation, and ongoing refinement of delivery practices. It ensures that the team's objectives are not only operationally sound but also responsive to the long-term needs of the community and the expectations of Council. As priorities evolve, this structure allows for adaptability while maintaining a clear line of sight to strategic outcomes.

Economy

- 1.1 Enable and attract smart investment
- 1.2 Confidence and vibrant reputation
- 1.3 World-class tourism destination
- 1.4 Revitalised inner city and Fenton Street Corridor

2. Housing

- 2.1 Planning and consenting to provide enough housing options
- 2.2 Ensuring homes are healthy and fit for purpose

3. Infrastructure

- 3.1 Safe and reliable
- 3.2 Resilient to climate change
- 3.3 Enabling targeted growth
- 3.4 Protect and restore our natural environment

4. Community

- 4.1 Enhanced community wellbeing for all
- 4.2 Safe and proud communities

5. Council

- 5.1 Positively working together for all our people
- 5.2 Prudent financial management
- 5.3 Authentic engagement and communication
- 5.4 Genuine partnership with iwi and mana whenua
- 5.5 Trusted stewards of resources
- 5.6 Sound, responsible and well-informed decision making

2024–2034 Long-Term Plan (LTP) Key Outcomes

Rotorua Lakes Council's 2024–2034 Long-Term Plan identifies eight strategic outcomes that define the kind of future we want for our district. The Capital Delivery Team directly contributes to the delivery of these outcomes through the planning and execution of critical capital projects, internal capability building, and support to project leads across the organisation.



LTP Outcome	Outcome Description	How CDT Contributes
Connected and Resilient	Our communities are cohesive and prepared for the effects of climate change and natural hazards, and we invest in safe and reliable infrastructure.	CDT delivers key stormwater and wastewater infrastructure programmes (e.g. IIG, WWTP, Tarawera) that improve climate resilience, public health outcomes, and long-term asset performance. PLM implementation also supports risk visibility and strategic planning across the capital portfolio.
Employment & Economy	We enable businesses to grow with confidence through increasing investment opportunities. There are employment options across a range of sectors.	CDT enables economic growth through infrastructure delivery that supports land development and employment zones. Procurement strategies encourage local supplier participation, and the Museum project supports tourism-related employment. Construction projects also support local workforce development.
Tourism	We are a world-class destination, with a vibrant inner city and a positive reputation.	The Rotorua Museum Restoration project supports cultural and tourism outcomes by delivering a key visitor destination in the inner city, aligned to heritage, community identity, and national visibility.
Housing	All residents have access to a range of housing options that ensures they can live in quality homes that are safe and healthy.	The IIG Programme delivers stormwater infrastructure that unlocks residential development. Tarawera and wastewater upgrades provide safe, sustainable servicing for existing and future housing, aligned to growth strategies and external funding agreements.
Active	The accessibility of our lakes, forests, open space networks, and the quality of our facilities create opportunities for everyone to be active throughout their lives.	CDT supports environmental infrastructure (e.g. lakeside wastewater) that protects recreational water quality. Infrastructure upgrades help maintain safe access to public spaces, and the Museum project includes community education and activity spaces.
Environment	We are committed to protecting and improving our lakes, waterways, and forest environments.	Wastewater and stormwater projects are designed to reduce pollution, improve water quality, and protect natural environments. The Recovered Water project supports long-term sustainability by exploring non-potable reuse options.
Safety	Our communities, businesses and visitors feel safe across our District.	Infrastructure projects are scoped to meet compliance standards, reduce system failures, and protect public health and safety. Risk management frameworks and quality assurance controls embedded by CDT further support delivery of safe and reliable infrastructure.

Mana Whenua/Tangata Whenua Aspirations	We recognise and support the aspirations of Tangata Whenua/Mana Whenua and partner to grow economic and social opportunities and benefits for everyone.	CDT works in partnership with the Manahautū Te Arawa Partnerships team to plan and deliver culturally significant projects. Projects such as Tarawera and WWTP have involved iwi input from early planning stages and continue to uphold Treaty-based engagement practices.
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10. Objectives and Strategic Alignment

The Capital Delivery Team's objectives are anchored in the broader strategic framework of Rotorua Lakes Council. This includes alignment with the Chief Executive's organisational priorities, the 2024 to 2034 Long Term Plan key outcomes, and the 2023 to 2025 Council Priorities. The matrix below illustrates how each of CDT's core objectives directly contributes to achieving these overarching goals.

This strategic alignment ensures that our delivery efforts are not only technically robust but also clearly linked to what matters most to our organisation and community. From safe and resilient infrastructure to housing enablement, partnership with mana whenua, and environmental guardianship, these connections strengthen accountability, reinforce our delivery focus, and provide assurance that CDT's work programme is contributing to the right outcomes in the right way.

Business Plan Objectives - Strategic Underpinning		Develop programme delivery capability	Deliver critical capital projects	Establish and implement PLM system	Standardise project governance and reporting	Formalise Sponsor engagement model	Develop SOPs, policies, intranet resources	Support training and capability uplift
Chief Executive Priorities								
A. Ambition to Achieve		•	•		•	•	•	•
B. Brilliant Basics		•	•	•	•	•	•	•
C. Customer Centric			•		•	•		•
D. Data Driven			•	•	•			
E. Efficient Expenditure		•	•	•	•		•	
LTP assumptions								
Connected and resilient		•	•	•	•		•	•
Employment & Economy			•					
Tourism			•					
Housing		•	•		•	•	•	•
Active								
Environment			•		•			
Safety			•		•			
Mana Whenua/Tangata Whenua Aspirations			•			•		•
Council Priorities								
1. Economy								
1.1 Enable and attract smart investment			•					
1.2 Confidence and vibrant reputation			•					
1.3 World class tourism destination			•					
1.4 Revitalised inner city and Fenton Street Corridor			•					
2. Housing								
2.2 Planning and consenting to provide enough housing options		•	•		•			•
2.3 Ensuring homes are healthy and fit for purpose			•					
3. Infrastructure			•	•	•			•
3.1 Safe and reliable		•	•	•	•			•
3.2 Resilient to climate change			•		•			
3.3 Enabling targeted growth		•	•					
3.4 Protect and Restore our natural environment			•		•			
4. Community								
4.1 Enhanced community wellbeing for all			•					•
4.2 Safe and Proud Communities			•		•			
5. Council								
5.1 Positively working together for all our people		•	•			•	•	•
5.2 Prudent financial management			•	•	•			
5.3 Authentic Engagement and communication						•		•
5.4 Genuine Partnership with Iwi and mana whenua			•			•		•
5.5 Trusted stewards of resources		•	•	•	•		•	•
5.6 Sound, responsible and well informed decision making			•	•	•	•		•

The table also serves as a reference point for planning, reporting, and team performance monitoring. It helps maintain a clear line of sight between day to day activity and strategic impact.

11. Team Key Performance Indicators (KPIs)

To track progress against the objectives outlined in this business plan, and to support alignment with Council and LTP priorities, the following KPIs will be applied across the Capital Delivery Team. These are mapped to delivery functions and individual roles and will be reviewed on a quarterly basis.

Objective	KPI	Assigned Role(s)
Develop programme delivery capability	Delivery plans developed, reviewed and kept current for each major programme	Programme Delivery Teams
Deliver critical capital projects	Milestone achievement (% on-time delivery), budget variance (<10%)	Programme Delivery Teams
Implement PLM System	% project records migrated, % of team trained, user compliance score	Capital Delivery Controls
Standardise project governance and reporting	Monthly reporting compliance rate, # of escalations resolved through governance	Capital Delivery Controls, Programme Delivery Teams
Formalise Sponsor engagement model	Monthly Sponsor meetings held and actions recorded, decision tracking maintained	Programme Delivery Teams
Develop SOPs and intranet resources	# of SOPs published, intranet site usage statistics	Capital Delivery Controls Manager, Support Officer
Support training and capability	% staff trained in PM framework, # of capability sessions delivered	Capital Delivery Controls
Coordinate benefit realisation	Benefits reporting embedded in 100% of programmes	Programme Managers, Portfolio Analyst
Forward resource planning	Forecasting tool in use, rolling 12-month resourcing plan maintained	Capital Delivery Controls
Sponsor/Exec Forum & Risk Scanning	4 forums delivered annually, 1 risk scan completed quarterly	Programme Delivery Teams
Provide capability support organisation-wide	% of Project Leads engaged in support sessions, feedback score from participants	Capital Delivery Controls

These KPIs will be embedded in individual performance plans, team workflows, and monthly team meetings. Regular progress reporting against each KPI will form the basis for performance improvement, reporting to the Chief Executive, and governance assurance.

12. Work Programme and Actions

To ensure that the objectives and KPIs set out in this business plan translate into tangible progress, a detailed set of delivery actions has been identified and structured for integration with Microsoft Teams Planner or equivalent workflow tools. These actions are categorised by objective, assigned to responsible roles, and include clear instructions and indicative timeframes. This ensures that performance is transparent, trackable, and aligned to Council expectations.

Objective	Action	Assigned To	Instructions	Timeframe
Develop programme delivery capability	Draft and adopt programme-level delivery plans	Programme Managers	Include scope, milestones, risks, benefits, interdependencies	Q1 2025
	Review and update delivery plans quarterly	Programme Managers	Confirm alignment with LTP sequencing and funder milestones	Quarterly
	Implement delivery planning template in PLM	Capital Delivery Controls	Ensure template is embedded and in use across all programmes	Q2 2025
Deliver critical capital projects	Maintain project schedule and budget updates	Project Managers	Maintain monthly updates in PLM	Monthly
	Submit monthly delivery status reports	Programme Managers	One-page format aligned with I&E and funder requirements	Monthly
	Conduct formal milestone reviews	Programme Managers	Report against delivery metrics, dependencies, and risks	Quarterly
Establish and implement PLM system	Complete migration of active project data	Capital Delivery Controls	Load all schedules, budgets, registers, and approvals	By October 2025
	Train all CDT staff in PLM workflows	Capital Delivery Controls	Deliver hands-on sessions and develop step-by-step guides	Q3–Q4 2025
	Monitor user compliance and resolve issues	Capital Delivery Controls	Review system usage and support team as needed	Monthly
Standardise project governance and reporting	Finalise reporting templates	Capital Delivery Controls	Align with funder and committee reporting needs	Q2 2025
	Track and resolve governance escalations	Programme Managers	Maintain decision logs and brief Sponsors monthly	Monthly
	Validate governance artefacts in PLM	Programme Managers	Ensure records are up to date and approvals are documented	Q2–Q3 2025
Formalise Sponsor engagement model	Schedule and run monthly Sponsor briefings	Programme Managers	Include performance updates, key risks, and decisions needed	Monthly
	Maintain decision registers	Programme Managers	Record decisions and actions in PLM	Monthly
	Pilot Sponsor/Executive Delivery Forum	Capital Delivery Controls	Convene quarterly reviews covering progress, risk, and benefits	Q1 2026 onward

Develop SOPs, policies, intranet resources	Draft core SOPs (contracts, change, reporting, QA, closeout)	Capital Delivery Controls	Align with project lifecycle and PLM implementation	Q3 2025
	Upload resources to intranet	Capital Delivery Controls	Ensure tools are accessible, version-controlled, and linked	Q3–Q4 2025
	Develop public-facing guidance	Capital Delivery Controls	Tailor for non-CDT project leads and support teams	Q4 2025
Support training and capability uplift	Deliver internal training (PMF, PLM, governance)	Capital Delivery Controls	Align to roles and capture attendance/feedback	Q4 2025 onward
	Launch formal PM training (PRINCE2, MSP, MoP)	Capital Delivery Controls	Source providers, schedule training, and track completions	Q1 2026
	Provide coaching and support to Project Leads	Capital Delivery Controls	Deliver 1:1 or group sessions to support consistent practice	Ongoing

13. Efficiency and Effectiveness Measures

To support the team's objectives and delivery performance, a comprehensive suite of efficiency and effectiveness measures have been developed. These are structured below under key operational themes.

A. Delivery Structure and Project Governance

Efficiency Measures	Effectiveness Measures
Programme-based delivery structure implemented with dedicated Programme Managers.	Programme-level delivery plans being developed with defined outcomes, scope, milestones, and benefits.
Delegation structures under development to clarify authority across all delivery levels.	Sponsor engagement model formalised with structured briefings and decision tracking.
Shared Project Manager role created to provide cross-programme capacity.	Quarterly Sponsor and Executive Delivery Forum proposed to review programme performance and benefit progress.

B. Systems, Reporting and Assurance

Efficiency Measures	Effectiveness Measures
Project Lifecycle Management (PLM) system implementation underway to enable standardised approvals, reporting, and document control.	Strategic alignment of programme objectives to LTP and external funding outcomes underway.
One-page project status reporting standardised across all programmes.	Governance reporting embedded across all programmes to support transparency and accountability.
Portfolio Analyst and Capital Portfolio Performance Lead roles established (recruitment underway).	Quarterly portfolio-level strategic risk scanning proposed to detect emerging systemic risks.

C. Resource Planning and Performance Support

Efficiency Measures	Effectiveness Measures
Forward resourcing aligned to Long-Term Plan delivery sequencing.	Internal capability roles established to support delivery maturity, training, and assurance.
Recruitment of a Capital Delivery Support Officer to provide administrative and coordination support.	12-month forward engagement register proposed across all programmes.
Flexible internal/external resource pool proposed to manage delivery peaks or recovery needs.	Mana whenua engagement planning embedded with support from Manahautū.

D. Data Recovery and Risk Management

Efficiency Measures	Effectiveness Measures
Historic documentation and data being recovered and re-baselined across legacy projects.	Retrospective reconstruction of schedules, budgets, and governance artefacts underway for inherited projects.
Risk framework aligned to ISO 31000 and applied consistently across all projects.	Core artefact validation enabling risk-informed decision-making and compliance.
Rapid 48-hour issue escalation pathway proposed to unblock stalled delivery matters.	Improved risk visibility and governance responsiveness through escalation protocols.

E. Business Infrastructure and Capability Building

Efficiency Measures	Effectiveness Measures
Capital Delivery Controls function in place overseeing reporting, data quality, and compliance.	Training and support packages under development covering PRINCE2, MSP, MoP, PLM, and internal reporting.
Development of core SOPs and Policies & Procedures underway.	Targeted training and coaching to be rolled out for internal staff and project leads across the organisation.
Intranet resources being prepared for internal use and organisation-wide support.	Business Plan and Business Continuity Plan (BCP) to be implemented, defining performance and resilience expectations.
PM Handbook proposed to provide simplified task-based guidance for project roles.	Capability uplift aligned to position descriptions and LTP Key Outcomes.

14. Monitoring and Review

The Capital Delivery Team will adopt a structured and transparent approach to monitoring progress against this Business Plan. Delivery progress will be tracked using Microsoft Planner, with actions assigned to team members and reviewed regularly through standing team meetings, sponsor briefings, and reporting to the Chief Executive.

Performance against the plan will be monitored via:

- Monthly team meetings to review progress on actions and KPIs
- Quarterly Sponsor and Executive Delivery Forums to review programme performance and benefit progress
- Integration of KPIs into staff performance plans, aligned with individual responsibilities
- Annual review of the Business Plan to ensure continued relevance and alignment with Council priorities and LTP objectives

While the Business Plan outlines key objectives and actions, it does not break these down into granular task-level detail. This is intentional, as the managerial structure now in place allows individual managers to work with their teams to develop specific workplans that underpin these actions. Workflow will be managed via Microsoft Planner, consistent with previous PMO & Risk practices

Oversight will be supported by the Capital Delivery Controls function, which will coordinate performance reporting, ensure compliance with internal frameworks, and maintain the forward work programme. Where necessary, corrective actions will be identified and prioritised to ensure ongoing delivery confidence and governance assurance.

Attachment 3 – Project Management Framework

Project Management Framework

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Introduction

Rotorua Lakes Council's Project Management Framework provides a structured and consistent approach to delivering capital and operational projects. It ensures that projects are managed with clarity, efficiency, and transparency, supporting Council's strategic goals and delivering long-term value to our community.

This framework outlines the six core stages of a project lifecycle: Ideation, Initiation, Detailed Planning, Execution, Implementation, and Closure. Each stage contains key activities and governance checkpoints that help ensure projects are properly scoped, resourced, and delivered.

The implementation of the Project Lifecycle Management (PLM) system marks a significant evolution of our framework. PLM streamlines previously manual tasks by automating processes and introducing system-driven workflows, templates, and reporting tools. This enhances data accuracy, supports more informed decision-making, and promotes consistency across all capital projects.

Ideation	Initiation	Detailed Planning	Execution	Implementation	Closure
During the Ideation stage, project ideas are devised, explored, and refined to address specific needs or opportunities within the organisation. It involves gathering input from stakeholders, conducting market research, and evaluating potential solutions.	The Initiation stage formalises the project, defining its purpose, scope, objectives, and key deliverables. It involves the establishment of governance arrangements, onboarding the project to the Council's Project Portfolio, obtaining approval from stakeholders and securing the necessary resources to proceed.	Detailed Planning involves breaking down the project into smaller tasks, estimating resource requirements, developing schedules, budgets, and risk management strategies. Detailed Planning provides a roadmap for project execution, ensuring that all aspects of the project are carefully planned and coordinated. It helps minimise risks, optimise resource utilisation, and set realistic expectations.	The Execution stage involves carrying out the project plan, managing resources, tasks, and stakeholders, and tracking progress against the project's objectives. Execution is where the majority of project work occurs, and it requires effective coordination, communication, and problem-solving to ensure that the project stays on track and delivers its intended outcomes.	Implementation involves deploying the project's outputs into operational use or integrating them into existing systems, processes, or workflows. Implementation is critical for realising the intended benefits of the project and ensuring that its outputs are effectively utilised by the organisation or end-users.	The Closure stage marks the formal conclusion of the project, including the completion of all project activities, documentation, and the handover of deliverables to stakeholders. Closure ensures that project resources are released, lessons learned are documented, and stakeholders are informed of the project's outcomes and final status.

What does this mean for project teams?

- The core principles of project management; effective planning, strong governance, and clear reporting remain unchanged.
- Many of the manual registers, templates, and checklists will now be integrated into and managed through the PLM system.
- Key processes such as governance approvals, risk management, and financial tracking will be initiated and monitored through PLM workflows.
- Project teams will continue to be responsible for managing their projects and adhering to the framework, but PLM will simplify and support and these efforts.

The Project Management Framework and PLM are designed to work together to drive project success. The framework outlines what needs to happen and why, while PLM provides the tools and structure to support how those activities are captured, managed and reported. PLM enhances the project lifecycle through workflow automation, approvals and reporting; however, Project Managers remain responsible for detailed planning, stakeholder engagement, and managing day to day delivery activities beyond the system.

Rotorua Lakes Council's Project Management Framework

1. Ideation

The Ideation stage is where project ideas are conceived, refined, and evaluated against organisational goals. It involves stakeholder input, market research, and solution evaluation, helping to foster innovation and identify high-value opportunities. This stage lays the foundation for successful project delivery by selecting the most viable ideas to pursue.

In PLM, these are captured as Initiatives, where proposals are assessed for strategic alignment and tracked through the approval process. A Business Case register is available at this stage (with a Project Proposal template and guidance) and risks can be logged, though not mandatory.

Anyone at RLC can create an Initiative in PLM, but it must be quality checked and endorsed by their manager before submission to their GM for approval.

2. Initiation

The Initiation stage marks the formal start of a project, where its purpose, scope, objectives, and key deliverables are clearly defined. It involves confirming stakeholder support, allocating resources, and establishing governance structures to ensure alignment with organisational goals.

In PLM, the project becomes a Candidate, entering the LTP preparation phase and progressing through Investment Prioritisation Optimisation (IPO) before being submitted to Council for approval as part of the LTP or Annual Plan.

Documentation & Activities

- ☐ *Project Particulars in PLM*: Provides a brief outline of the project, including the planned approach to managing quality, issues, risk, communications and stakeholders.
- ☐ *Terms of Reference*: Formally authorises the project, defining its objectives, scope, constraints, assumptions, and key stakeholders. The TOR must be attached in the Project Particulars.
- ☐ *RASCI Register*: Defines project roles and responsibilities; must be attached in the Project Particulars.
- ☐ *Baseline Registers*: Previously managed in Excel, these are now managed within PLM and include risks, issues, benefits, external funding, actions, lessons, decisions, stakeholders, along with supporting project documentation.

3. Detailed Planning

Detailed Planning is the phase where the project is fully defined through the development of schedules, budgets, resource allocations, and risk mitigation strategies, establishing baselines that guide Execution. Key documents like the Project Management Plan, Work Breakdown Structure (WBS), RASCI matrix, and Risk Management Plan form the blueprint for the project.

While PLM supports this phase by tracking baselines, risks and financial forecasts to provide a single source of truth, Detailed Planning artifacts such as WBS, Gantt Charts, and Implementation Plans are created and maintained by the Project Manager outside of PLM and must be attached to the project record for reference. Thorough planning reduces uncertainties, optimises resource use, and improves predictability, ensuring a coordinated and well managed project delivery.

Documentation & Activities

- ☐ *Work Breakdown Structure (WBS)/GANTT*: A hierarchical decomposition of the project's scope into manageable work packages, tasks, and deliverables including resource assignments. This must cover stakeholder activities, reporting requirements, procurement and communications timeframes. The WBS exists outside of PLM and must be attached in the Project Particulars.
- ☐ *Implementation Plan*: A detailed roadmap outlining steps, timeline, responsibilities, and resources needed to deploy project deliverables and transition them into operational use. This plan should be reflected in the project's Gantt chart.
- ☐ *Measurement Framework*: Using KPI's from the Business Case, this framework establishes how project performance will be monitored during execution and post-implementation. While post-implementation measurement is the responsibility of the business owner, the project must develop and hand over the measurement tools and criteria during the Implementation phase. Copies of all measurement frameworks must be attached to the project record.

4. Execution

The Execution stage is where the project plan is put into action, with tasks performed, resources managed, and progress tracked to ensure alignment with project objectives and timelines. Project Managers and their teams are responsible for day-to-day task management, contractor coordination, and stakeholder engagement, while PLM supports high-level tracking of project status, financial performance, risks, and changes.

Key documentation during this phase includes Progress Reports, Change Requests, and Quality Assurance Records, which enable real-time monitoring and informed decision-making. PLM streamlines reporting and enhances governance visibility, but the operational delivery remains in the hands of the project team.

Documentation & Activities

- ☐ *Progress Reports*: Generated from project dashboards, these provide regular updates on progress, including milestone achievements, current issues, risks, and upcoming tasks. They help highlight key focus areas across both individual projects and the broader portfolio.
- ☐ *Quality Assurance Register in PLM*: Records all quality control activities, such as inspections, tests and validations to ensure deliverables meet required standards: both contractual (with suppliers) and internal.
- ☐ *Business Case Register in PLM*: Must be regularly reviewed and updated to capture any changes in timeframes, budgets, scope, or quality and assess their impact on delivering the agreed outcomes and benefits.

5. Implementation

The Implementation stage marks the transition of project outputs into operational use, integrating them into existing systems, processes, or workflows. It is a critical handover period where ownership shifts from the project team to operational teams. The Project Manager plays a central role in coordinating this transition, ensuring all documentation, training, and processes are in place, and remains responsible for managing defects, outstanding issues, and benefits transition.

Supporting materials such as the Implementation Plan, user training documents, and Post-Implementation Review Reports help ensure a smooth deployment. PLM facilitates the handover by tracking asset transfers and Sponsor acceptance. Once these activities are completed and formally accepted by the Sponsor, the project moves into the Closure stage.

Documentation & Activities

- ☐ *Asset Transfer Checklist in PLM*: Tracks the formal handover of project assets to the operational team.
- ☐ *Operational Manuals and User Training*: Includes all relevant operation and maintenance information, training materials, user guides, or workshop content to support end users. These must be attached to the project record in PLM.
- ☐ *Post-Implementation Review Report*: An assessment of the project's implementation process, including lessons learned, challenges encountered, and recommendations for future improvements. This report must also be attached to the project record.

6. Closure

The Closure stage marks the formal completion of a project, confirming that all deliverables have been accepted, activities finalised, financials reconciled, and outcomes transitioned to business-as-usual operations. It ensures that governance, financial, and asset management obligations are fulfilled. Key documentation such as the Project Closure Report, Lessons Learned Document, and Stakeholder Feedback Surveys captures insights and supports continuous improvement.

While PLM facilitates closure workflows, including sponsor sign-off, asset capitalisation, and project archival, the Project Manager and Sponsor are ultimately responsible for ensuring that all closure activities are completed to standard and approved by the business.

Documentation & Activities

- ☐ *Project Closure Report*: Summarises the project's achievements, challenges, lessons learned and recommendations for future initiatives. A comprehensive report summarising the project's achievements, challenges, lessons learned, and recommendations for future projects.
- ☐ *Lessons Learned Document*: Captures key insights, best practices, and areas for improvement identified during the project, to inform and enhance future projects.
- ☐ *Stakeholder Feedback Surveys*: Collects input on stakeholder satisfaction with project outcomes, processes, and overall delivery experience.
- ☐ *Capital Asset Capitalisation*: Ensure all eligible capital assets are properly capitalised in line with Council requirements.
- ☐ *Documentation Archiving*: All project documentation must be archived in accordance with Council policy.

Conclusion

Rotorua Lakes Council's Project Management Framework provides a clear, structured approach to delivering successful capital and operational projects. While the introduction of PLM streamlines workflows, approvals, and reporting, core responsibilities such as thorough planning, stakeholder engagement, and effective risk management remain with project managers, sponsors, and governance groups.

PLM supports project delivery by offering transparency, consistency, and system-driven tools, but it does not replace the need for strong leadership and sound decision-making. By following this framework and leveraging PLM effectively, the Council ensures projects are delivered with accountability, drive meaningful outcomes, and contribute to community wellbeing, infrastructure resilience, and environmental sustainability.

Version Control

	Name	Position	Date
Author	Elrond McCarthy	Capital Delivery Manager	24/07/2024
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Revisions

[illegible]

Attachment 4 -
Example Guidance Project Ideation
Process – Creating your project
proposal

PROJECT IDEATION PROCESS: CREATING YOUR PROJECT PROPOSAL

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Project Ideation Process

Introduction

The Project Ideation Process (PIP) serves as the backbone of innovation, efficiency, and community well-being within our organisation. It is a structured approach aimed at harnessing the collective expertise, creativity, and insights of our staff to identify, develop, and prioritise projects that align with our strategic goals and community needs. Here is a detailed breakdown:

Empowering Innovation: Our organisation thrives on innovation, and the PIP is the conduit through which novel ideas are generated and refined. Staff members are encouraged to think outside the box, challenge conventional norms, and propose projects that address emerging challenges or capitalise on untapped opportunities.

Collaborative Approach: The PIP emphasises collaboration across departments and teams. By soliciting proposals from diverse areas of expertise, we ensure that projects are approached holistically, drawing upon a broad spectrum of knowledge and skills. This collaborative effort not only enhances the quality of proposals but also fosters a sense of ownership and buy-in from all stakeholders.

Ownership and Commitment: Staff involvement in the ideation process instils a sense of ownership and commitment to the proposed projects. When employees are empowered to contribute ideas and shape initiatives, they become personally invested in their success. This heightened level of engagement translates into greater dedication and accountability throughout the project lifecycle.

Key Areas for Proposal Submission: The scope of proposals accepted through the PIP is intentionally broad, encompassing various domains critical to our organisation's priorities and objectives. Staff members are encouraged to submit proposals in areas such as:

- Service enhancements and innovations
- Efficiency improvements
- Sustainability initiatives
- Community engagement projects
- Infrastructure developments
- Cost-saving measures
- Risk mitigation strategies
- Technology advancements
- Environmental conservation efforts

Guidance and Support: To assist staff in developing high-quality proposals, we provide comprehensive guidance and support materials. These resources include templates, best practices, and examples of successful proposals. Additionally, dedicated workshops and training sessions are offered to help staff navigate the proposal development process effectively.

Submission Process: Proposals are submitted through an online platform accessible to all staff members. The submission form includes mandatory fields designed to capture essential information about the proposed project, including its objectives, expected outcomes, resource requirements, and alignment with organisational priorities.

Review and Decision-Making Process: Once submitted, proposals undergo a rigorous review process to assess their viability, feasibility, and alignment with our strategic goals. The review process typically involves the following stages:

1. **Initial Screening:** Proposals are reviewed by an executive sponsor to determine their alignment with organisational priorities and feasibility.
2. **Evaluation by Project Ideation Committee:** Selected proposals are further evaluated by a cross-functional committee tasked with assessing their potential impact, resource requirements, and scalability.
3. **Leadership Review and Approval:** Proposals recommended by the Project Ideation Committee are presented to the executive team for final review and approval. The leadership team considers factors such as strategic fit, resource availability, and potential risks before making a final decision.

Community Engagement: Throughout the review process, we remain committed to transparency and community engagement. Proposals selected for further consideration may undergo consultation with relevant stakeholders, community members, and subject matter experts to gather feedback and ensure alignment with community needs and expectations.

The Project Ideation Process is a cornerstone of our organisation's commitment to innovation, collaboration, and community-centric decision-making. By empowering staff to propose and develop projects that address real-world challenges and opportunities, we foster a culture of continuous improvement and drive positive change within our organisation and community. We are grateful to all staff members who contribute their ideas and expertise to this vital process, and we look forward to seeing the transformative impact of the projects that emerge from the PIP.

Guidance Notes for Completing Project Proposals

Detailed guidance notes for each of the required proposal elements are provided below. Please use this guidance to complete your proposal thoroughly. For areas requiring detailed information, supplementary notes have been provided along with examples using fictitious scenarios. Your proposal will be evaluated based on the information provided, so be as detailed and informative as possible. If you have any questions or need further assistance, do not hesitate to contact CapitalDelivery@rotorualc.nz.

Details required for your proposal

Title: Choose a concise and compelling project title that conveys its purpose and scope.

Source of Proposal: Select the source or reason for your proposal (e.g., Council directive, strategic initiative, existing project, statutory requirement). Describe why this proposal is being submitted.

Council Priority: Select the Council priority and strategic focus area(s) that align with your proposal. These can be found in table 1.

Strategic Focus Area(s): Select the strategic focus areas that your proposal addresses. Describe how your proposal contributes to achieving these outcomes. These are listed in Table 1.

Table 1: Priorities and Strategic Objectives

Priority	Focus Areas
Economy: Recognising the pivotal role a thriving economy plays in the well-being of our community, this priority focuses on fostering sustainable economic growth, attracting investment, and creating opportunities for businesses, entrepreneurs, and local industries. We are dedicated to supporting innovation, entrepreneurship, and job creation while ensuring that economic prosperity is shared by all segments of our society.	• Enable and attract smart investment • Confidence and vibrant reputation • World class tourism destination • Revitalised inner city and Fenton Street Corridor
Infrastructure: An efficient and robust infrastructure network is fundamental to the development and progress of any community. This priority underscores our commitment to maintaining and enhancing our existing infrastructure while strategically investing in new projects. We will prioritise sustainable and resilient infrastructure systems that support the needs of our growing population, including transportation, utilities, digital connectivity, and environmental infrastructure.	• Safe and reliable • Resilient to climate change • Enabling targeted growth • Protect and restore our natural environment
Community: Our community lies at the heart of our council's endeavours, and this priority focuses on enhancing the well-being, inclusivity, and social cohesion of our residents. We aim to foster a sense of belonging and promote community engagement and participation. We will work collaboratively with local organisations, community groups, and individuals to address social issues, support cultural diversity, and promote recreational and cultural opportunities.	• Enhanced community wellbeing for all: Urban and rural, young, old, Māori and non-Māori • Safe and proud communities
Housing: Recognising the challenges and opportunities associated with housing in our region, this priority aims to ensure access to affordable, quality housing for all members of our community. We will work towards creating an enabling environment for housing development, promoting sustainable housing options, and addressing housing affordability and homelessness issues. Our focus will be on collaborative partnerships, innovative solutions, and long-term planning to meet the housing needs of our residents.	• Planning and consenting to provide enough housing options • Ensuring homes are healthy and fit for purpose
Council: As the governing body responsible for the effective delivery of services and the overall well-being of our community, this priority focuses on improving council operations, transparency, and accountability. We will strive to enhance our governance, strengthen financial management, and improve our responsiveness to community needs. We are committed to promoting open communication, effective decision-making, and efficient service delivery.	• Positively working together for all our people • Prudent financial management • Authentic engagement and communication • Genuine Partnership with Iwi and mana whenua • Trusted stewards of resources • Sound, responsible and well-informed decision making

Outcome Theme: Select the overarching theme or category that best describes the desired outcome of your proposal (e.g., environmental sustainability, economic growth, community well-being).

Project Name: Provide a concise, descriptive name for your project or initiative.

Deliverables: Outline the key deliverables, products or outputs that you expect to deliver through your proposal. Be specific about what will be delivered.

Identifying specific deliverables helps to ensure that they are appropriate to meet the desired outcomes. It also helps us to communicate to key stakeholders exactly what exactly will be delivered. Once agreed, these deliverables become the focus areas for project planning, execution, and evaluation.

Example 1: Developing a Strategy or Plan (e.g. marketing strategy)

Deliverables:

1. Comprehensive Marketing Strategy Document: A detailed document outlining the overarching marketing strategy, including target audiences, channels, and messaging.
2. Actionable Marketing Plan: A practical plan specifying the steps, activities, and timelines for implementing the strategy.

Example 2: Capital Project (E.g., Park Renovation)

Deliverables:

Renovated Park Facilities: Upgraded and modernised park amenities, including:

- Playground equipment for 5-11yr
- Pathways
- Landscaping

Financial Management Type: Select the financial management type applicable to your proposal (e.g. capital expenditure, operational expenditure).

Capital Expenditure (Capex):

Capex refers to investments in long-term assets and infrastructure projects, such as building a new community centre or upgrading road networks. These expenses are typically incurred to acquire, improve, or extend assets and provide long-term benefits to the community.

Capex is often funded through loans, grants, or reserves and is recorded on the balance sheet as assets.

Operating Expenditure (Opex):

Opex encompasses day-to-day operational expenses necessary for the council's ongoing activities and services. These expenses cover staff salaries, utilities, maintenance, and routine operational costs.

Opex is funded from the council's annual revenue and is recorded as expenses.

Revenue:

Revenue includes income generated by the council, which can come from various sources, such as rates, fees, fines, and grants.

Revenue is a crucial funding source for both Capex and Opex and is used to support council activities, services, and projects.

Revenue can be categorised into operating revenue (related to ongoing activities) and non-operating revenue (e.g., grants or one-time income).

In summary, capital expenditure is focused on long-term investments in assets, operating expenditure covers day-to-day operational costs, and revenue represents the funds generated to support both types of expenses in a council's budget. Balancing these elements is essential for financial sustainability and effective service delivery.

If you are uncertain, please contact your finance business partner for confirmation.

Existing or New: Select whether your proposal involves an existing project or is a new initiative.

Group: Categorise your proposal into the appropriate business group within the Council.

Business Unit: Specify the Council business unit responsible for implementing your proposal.

Project Lead: Identify the individual who will lead the project or initiative.

Proposal Description: Provide a clear and concise overview of your proposal. Explain the problem or opportunity it addresses and why it is important.

Writing a proposal description is a crucial step in effectively communicating your project or initiative to stakeholders and decision-makers. It should provide a clear and concise overview of the proposal's purpose, scope, and expected outcomes.

How to Write a Proposal Description:

Provide Context: Briefly explain the background or context that necessitates the proposal.

Problem Statement: Start with a concise and compelling statement that outlines the problems that the project is required to resolve.

Emphasise the Key Benefits and Outcomes: Clearly state the expected outcomes and benefits of the proposal. Explain how they address organisational and community needs.

Target Audience: Identify the primary stakeholders or target audience that the proposal serves. Highlight who will benefit from the project.

Budget and Resources: Mention the high-level financial resources and any special requirements needed for successful implementation.

Timeline: Provide a high-level overview of the project timeline, including start and end dates or key milestones.

Example 1: Developing a Strategy or Plan

Proposal Description:

Our community is experiencing a disconnect between residents and local decision-making processes, resulting in reduced engagement and collaboration in civic matters. We propose the development of a comprehensive Community Engagement Strategy aimed at fostering greater interaction, communication, and participation among our diverse community members. The entire community, including residents, local organisations, and governing bodies, will benefit from increased civic engagement and improved collaboration. This strategy will leverage digital platforms, community events, and outreach programs to bridge the gap and create opportunities for meaningful engagement. Anticipated Cost: \$150,000 | Timeframe: 12 months.

Example 2: Capital Project (E.g., Park Renovation)

Proposal Description:

Our local sports field has deteriorated over the years, posing safety concerns and limiting recreational opportunities for our youth and sports enthusiasts. We propose a Sports Field Refurbishment project to address these concerns. This initiative includes resurfacing, installing modern lighting for extended use, and improving spectator amenities. It will revitalise our sports infrastructure, promote healthy lifestyles, and provide a safe environment for sports and recreational activities. This is an open access facility available for all members of our community, local youth and sports clubs will particularly benefit from a safe, well-maintained sports field conducive to various outdoor activities.

Business Case: Include a high-level business case for your proposal. Explain the rationale, benefits, risks, and alternatives considered.

Writing a summarised business case for your proposal is essential for conveying the rationale, benefits, and feasibility of your project or initiative to decision-makers and stakeholders. Here is a brief description of how to create a succinct business case, along with two examples—one for developing a strategy or plan and another for a capital project:

How to Write a Summarised Business Case:

- **Executive Summary:** Begin with an executive summary that provides a concise overview of the proposal. Include the project's purpose, key benefits, estimated costs, and expected outcomes.
- **Problem Statement:** Clearly articulate the problem or opportunity that the proposal addresses. Explain why it is important and why action is needed.
- **Objectives:** State the specific objectives and goals of the project. What do you aim to achieve, and how will it benefit the organisation or community?
- **Strategic Alignment:** Describe how the proposal aligns with the organisation's strategic goals, mission, or community needs.
- **Benefits and ROI:** Highlight the anticipated benefits and return on investment (ROI) of the proposal. Explain how it will create value or solve the identified problem.
- **Scope and Deliverables:** Summarise the project's scope, including key deliverables, milestones, and any potential risks or challenges.
- **Financial Summary:** Provide a high-level financial summary, including estimated costs, funding sources, and a cost-benefit analysis.
- **Timeline:** Outline the project's timeline, including start and end dates, major milestones, and key activities.
- **Resource Requirements:** Mention the required resources, such as personnel, technology, or equipment, and how they will be allocated.
- **Recommendation:** Conclude with a clear recommendation for or against the proposal, along with any next steps or decisions required.

Detailed Proposal:

Provide a more in-depth description of your proposal, including its scope, objectives, stakeholders, and timeline.

Writing a detailed project description is essential for providing a comprehensive understanding of your proposal, especially for complex projects. This in-depth document delves into the project's scope, objectives, stakeholders, timeline, and other critical details. Here is a brief description of how to create a detailed project description.

How to Write a Detailed Proposal:

1. **Introduction:** Begin with a concise introduction that outlines the project's name, purpose, and context.
2. **Project Objectives:** Clearly state the specific objectives and goals the project aims to achieve. Ensure they are specific, measurable, achievable, relevant, and time-bound (SMART).
3. **Scope of Work:** Define the project's scope, including what is included and what is not. Provide a detailed breakdown of the work to be undertaken.
4. **Stakeholders and Roles:** Identify the key stakeholders involved in the project, both internal and external. Specify their roles and responsibilities.
5. **Project Timeline:** Create a timeline that outlines the project's major milestones, tasks, and deadlines. Include a Gantt chart or project schedule if necessary.
6. **Resource Requirements:** Detail the resources needed for the project, including personnel, equipment, materials, and budgetary requirements.
7. **Risk Assessment:** Identify potential risks and challenges that could impact the project. Develop a risk management plan to mitigate these risks.
8. **Quality Standards:** Define the quality standards and criteria that the project will adhere to. Explain how quality will be monitored and ensured.
9. **Communication Plan:** Outline the project's communication plan, including how information will be shared, with whom, and at what intervals.
10. **Monitoring and Evaluation:** Explain how the project's progress and performance will be monitored and evaluated. Describe the key performance indicators (KPIs) and reporting mechanisms.
11. **Change Management:** If applicable, include a change management plan that outlines how changes to the project will be managed and communicated.
12. **Dependencies and Constraints:** Identify any dependencies on external factors or constraints that may impact the project's execution or timeline.
13. **Legal and Compliance Considerations:** Mention any legal, regulatory, or compliance requirements that the project must adhere to. Describe how these will be met.
14. **Conclusion:** Conclude the detailed project description by summarising the project's significance, expected outcomes, and the rationale for its approval.

Creating a detailed project description ensures that all relevant stakeholders have a clear and comprehensive understanding of the project's scope, objectives, and execution plan. It serves as a valuable reference document throughout the project lifecycle.

Cost:

Break down the estimated costs of your proposal for each year of the LTP period. Include capital costs, operating expenses, and any associated costs.

Estimating and forecasting guidance notes:

Estimating and forecasting financial information accurately is crucial for the success of council projects and initiatives. It helps ensure that resources are allocated efficiently and that projects are delivered within budget.

Below is a guide to help proposal author's estimate and forecast financial information effectively: By following these guidelines, you can enhance the accuracy of financial estimates and forecasts for council projects and initiatives, ultimately contributing to successful project delivery and prudent financial management.

1. **Identify Costs:** Categorise the costs associated with the project. These may include:
 - **Capital Costs:** Expenses related to acquiring or developing assets (e.g., construction, equipment).
 - **Operational Costs:** Ongoing expenses such as maintenance, staffing, and utilities.
 - **One-Off Costs:** Unique or irregular expenses specific to the project.
 - **Ongoing Maintenance Costs:** Costs required to sustain the project's functionality.
 - **Staff Costs:** Expenses related to hiring and compensating project personnel.
 - **Other Ongoing Costs:** Additional costs not covered in the above categories.
2. **Gather Data:** Collect relevant data and historical information to inform your estimates. This may include past project budgets, industry benchmarks, and market research.
3. **Develop a Budget Timeline:** Create a timeline that outlines when various expenses are expected to occur. This will help in allocating funds over the project's duration.
4. **Use Cost Estimation Methods:** Employ appropriate cost estimation methods, such as:
 - **Analogous Estimation:** Using data from similar past projects as a basis for estimating costs.
 - **Parametric Estimation:** Using mathematical models to estimate costs based on project characteristics (e.g. cost per square foot for construction).
 - **Bottom-Up Estimation:** Breaking down costs into individual components and estimating each component separately.
5. **Consider Extraordinary Inflation and Escalation:** Our finance team will adjust your budget for inflation; however it is important to account for any extraordinary factors currently impacting relevant markets e.g. extraordinary inflation relating to the supply of materials and labour impacting construction projects due to materials and labour shortages.
6. **Include Contingency and Risk Analysis:** Incorporate contingency reserves to cover unexpected expenses or risks. Assess potential risks and uncertainties that could impact costs and include them in your budget.
7. **Validate Estimates:** Review your estimates with subject matter experts or colleagues who have relevant experience. Seek their input and feedback to improve accuracy.
8. **Document Assumptions:** Clearly document all assumptions made during the estimation process. This includes assumptions about resource availability, market conditions, and project timelines.
9. **Monitor and Update Regularly:** Financial forecasting is an iterative process. Continuously monitor project progress and update your forecasts as needed. Adjustments may be necessary if conditions change or new information becomes available.
10. **Use Financial Software and Tools:** If available, leverage financial software and tools that can automate calculations, provide real-time data, and facilitate scenario analysis.
11. **Present Transparently:** When presenting financial information to stakeholders or decision-makers, be transparent about the basis of your estimates, the level of confidence, and any associated risks.
12. **Align with Strategic Goals:** Ensure that your financial estimates and forecasts align with the council's strategic goals and priorities. Link the budget to the desired outcomes and benefits of the project.
13. **Seek Professional Advice:** In complex or high-value projects, consider involving financial experts or consultants to assist with estimation and forecasting.

Estimated Total Cost to Completion (Including Previous or Future LTP): The Estimated Total Cost to Completion is a comprehensive financial projection that accounts for all anticipated expenses related to a project or initiative, taking into consideration both historical expenditures and future financial commitments outlined in Long Term Plans (LTPs). This figure provides a holistic view of the financial scope of the project, ensuring that it remains aligned with the organisation's long-term financial strategies.

By compiling these elements, the Estimated Total Cost to Completion provides a realistic and dynamic financial outlook for the project, taking into account both historical and future financial aspects. It serves as a crucial tool for financial planning, ensuring that the project remains on track, adequately funded, and aligned with the organisation's long-term financial strategies and obligations.

Historic Expenditure: This includes all costs incurred from the project's inception up to the present day, encompassing initial planning, research, development, and any prior phases. Historical expenditures offer insight into the project's financial history and serve as a baseline for estimating future costs.

Future LTP Commitments: Long Term Plans (LTPs) are critical documents that outline an organisation's budgetary priorities and financial commitments over an extended period, often spanning several years. The Estimated Total Cost to Completion integrates the financial allocations and obligations specified in current and future LTPs that pertain to the project. This ensures that the project remains financially sustainable and that funds are secured for its successful execution over time.

Contingencies and Unforeseen Expenses: Prudent financial management requires accounting for contingencies and unexpected costs that may arise during the project's lifecycle. These may include inflation, regulatory changes, or unforeseen challenges. Incorporating contingencies helps mitigate financial risks and ensures that the project remains on budget.

Projected Funding Sources: The Estimated Total Cost to Completion also identifies the expected funding sources for the project, whether through grants, loans, internal funds, or other financial mechanisms. It highlights the sources of revenue that will support the project's financial requirements.

Rates Impact: Estimate the impact on rates for the community as a result of your proposal. To be provided by the finance team.

Debt Impact: If applicable, estimate the impact on the Council's debt levels resulting from your proposal. Provide a dollar figure. To be provided by the finance team.

One-Off Costs: List any one-time costs associated with the proposal.

Ongoing Maintenance Costs: Specify any recurring costs related to the maintenance of the project or initiative.

Ongoing Staff Costs: If relevant, detail any additional staffing requirements and associated costs.

Other Ongoing Costs: Include any other ongoing costs not covered above.

Utilisation Years: Indicate how long the project or initiative is expected to be in use.

Example 1: Developing a Strategy or Plan (e.g. Sustainability Strategy)

A Sustainability Strategy is usually designed to guide an organisation's sustainability initiatives and practices for the next five years, starting from the date of its approval. During this period, it will actively implement the strategy's recommendations and monitor progress towards achieving our sustainability goals. At the end of this initial five-year cycle, a comprehensive review would be conducted to assess the strategy's effectiveness and determine whether adjustments or updates are necessary for the next utilisation phase.

Example 2: Capital Project (e.g. Library Renovation)

The Community Centre renovation project would be expected to have a relatively long lifespan, with an estimated utilisation of at least 25 years following its completion. During this period, the renovated facilities will be open to the community, providing improved services, enhanced accessibility, and a modernised environment for learning and engagement. Routine maintenance and updates would be required to ensure that the facility continues to meet the

community's evolving needs. After 25 years, a comprehensive assessment would be conducted to determine the feasibility of further renovations or facility enhancements based on community demand and usage patterns.

Estimated Reach/Volume Usage: Estimate the number of users or beneficiaries of the product or service per annum. Both reach and volume utilisation are essential for evaluating the impact and effectiveness of council projects and initiatives. Estimating them requires a combination of data analysis, community research, and an understanding of the project's objectives and target audience. These metrics help councils make informed decisions and allocate resources effectively to meet the needs of our community.

Here is a summary of the difference between reach and volume utilisation and how they can be estimated.

1. **Reach:** Reach is a measure of the number of individuals that will use, engage with or be directly affected by a particular product, service, or initiative.

Estimation: To estimate reach, consider the following:

- Identify the target audience or community segment.
- Determine the channels or methods through which the product or service will be promoted or accessible.
- Use historical data, surveys, or market research to estimate the potential audience size and the effectiveness of promotional efforts.
- Calculate the number of people reached based on these factors.

2. **Volume Utilisation:** Volume utilisation refers to the number of times an individual will use the product, service, or facility.

Estimation: To estimate volume utilisation, consider the following:

- Define the specific metric for usage (e.g., the number of users, transactions, visits, or interactions)
- Gather historical data if available to understand past usage patterns.
- Consider factors that may influence usage, such as seasonality or external events.
- Estimate future usage based on historical trends, community needs, and any changes or improvements made to the product or service.

Key Distinction:

- **Reach** focuses on the extent to which a project or initiative engages an individual
- **Volume** measures the usage rate or interaction with of the product or service, emphasising usage metrics.

Budget Calculations and Assumptions: Explain the assumptions and calculations used to arrive at the budget figures. Include any key financial assumptions.

Confidence in Budget Calculations (%):

Provide a percentage indicating your confidence level in the accuracy of the budget calculations.

When evaluating the confidence level in budget calculations, it is essential to consider the quality of the data, the robustness of the assumptions, the level of detail provided, and the transparency of the calculations. Please ensure that you select the level that best reflects your judgment based on the information presented in the proposal.

Confidence Scale	
0 - 10%: Very Low Confidence	Very low confidence suggests that there are significant doubts about the accuracy of the budget calculations. The calculations are considered highly uncertain, and there may be substantial errors or omissions.
10 - 20%: Low Confidence	Low confidence implies that there are notable concerns regarding the accuracy of the budget calculations. While there may be some effort to provide accurate figures, there are still significant doubts about their reliability.
20 - 30%: Low to Moderate Confidence	At this level, there is a mixture of low and moderate confidence. Some aspects of the budget calculations may be reasonably reliable, but there are still substantial concerns in other areas.
30 - 40%: Moderate Confidence	Moderate confidence indicates that the budget calculations are considered reasonably accurate. There may be some uncertainties or risks, but overall, the figures are believed to be reliable.
40-50%: Moderate to High Confidence	This level reflects a balance between moderate and high confidence. The budget calculations are generally trustworthy, with only minor concerns about accuracy or assumptions
50-60%: High Confidence	High confidence suggests a strong belief in the accuracy of the budget calculations. The calculations are viewed as dependable and are unlikely to contain significant errors or uncertainties.
60-70%: Very High Confidence	Very high confidence implies an exceptionally high degree of trust in the budget calculations. There is a strong belief that the figures are accurate, and any uncertainties are minimal.
70-80%: Extremely High Confidence	Extremely high confidence indicates an almost unwavering trust in the accuracy of the budget calculations. The calculations are considered highly reliable, with almost no room for doubt
80-90%: Almost Certain Confidence	At this level, there is almost complete certainty in the accuracy of the budget calculations. It is believed that the figures are virtually error-free, and the level of confidence is extremely high.
90-100%: Absolute Certainty	Absolute certainty represents the highest level of confidence possible. There is an absolute belief that the budget calculations are entirely accurate and free from any errors or uncertainties.

Name and Checked By: Fill in the name of the person submitting the proposal and the name of the individual who reviewed or checked the proposal.

Risk Assessment: Assess the risks associated with your proposal and attach the Risk Assessment document to your proposal. Guidance on how to calculate risk is contained within the Risk Assessment Template.

KPIs (Key Performance Indicators) and Measures:

Identify the key performance indicators or metrics that will be used to measure the success of your proposal. Define how these metrics will be measured.

Developing baseline Key Performance Indicators (KPIs) for council projects and initiatives is a critical step in measuring success and tracking progress. Here's a brief summary of the process to develop baseline KPIs for such endeavours:

1. **Identify Key Metrics:** Identify the specific metrics or indicators that will measure progress and success. These should align with the project's goals and objectives.
2. **Benchmark Current Performance:** Gather historical data or baseline information related to the selected KPIs. This establishes the starting point against which future progress will be measured.
3. **Set Realistic Targets:** Establish realistic and achievable targets for each KPI. These targets should be based on data, best practices, and the project's scope.
4. **Select Relevant KPIs:** Ensure that the chosen KPIs are directly relevant to the project's objectives and can effectively measure its impact. Avoid collecting excessive data that may not be actionable.
5. **Establish Data Collection Methods:** Define how data for each KPI will be collected, whether through surveys, sensors, reports, or other means. Consider data frequency and sources.

Examples of KPIs for Strategic Projects

- **Job Creation Rate:** Measure the number of new jobs created in the local community as a direct result of the economic development initiative over a specified period.
- **Business Growth Index:** Evaluate the percentage increase in the number of new businesses established or existing businesses expanding within the council area.
- **Community Engagement Score:** Assess community involvement and satisfaction with the economic development efforts through surveys and feedback mechanisms.
- **Investment Attraction Ratio:** Calculate the ratio of external investments attracted to the council's economic development projects compared to the initial investment.
- **Revenue from New Ventures:** Track the increase in revenue generated from new businesses or ventures established within the council's jurisdiction.

Examples of KPIs for Infrastructure Projects

- **Completion Timeline Adherence:** Measure the percentage of the project completed within the specified timeline compared to the planned schedule.
- **Budget Variance:** Evaluate the difference between the actual project expenditure and the approved budget, ensuring financial control.
- **Traffic Flow Improvement:** Monitor the change in average travel time and traffic congestion levels on the expanded road compared to the pre-expansion period.
- **Safety Enhancement:** Track the number of road accidents and incidents before and after the road expansion to assess safety improvements.
- **Environmental Impact:** Assess the project's environmental sustainability, including measures to minimise ecological disruptions and reduce carbon emissions.
- **Stakeholder Satisfaction:** Gather feedback from residents, businesses, and commuters regarding the project's impact on their daily lives and overall satisfaction with the infrastructure upgrade.

Developing baseline KPIs is a fundamental step in project management, allowing councils to assess their progress, make data-driven decisions, and demonstrate accountability to the community. Regularly reviewing and updating KPIs ensures that they remain aligned with the evolving needs and goals of council projects and initiatives.

Proposal Status: Select the current status of the proposal (e.g., not started, in progress, awaiting approval, approved, rejected).

Attachment 5 - Project Risk Assessment Framework

PROJECT RISK ASSESSMENT FRAMEWORK

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Project Risk Assessment Framework for Rotorua Lakes Council

Overview

The Project Level Risk Assessment Framework is a critical component of the Rotorua Lakes Council's project management approach. It is designed to systematically identify, evaluate, and manage risks that could potentially impact the successful delivery of council projects. This framework serves as a proactive tool to anticipate challenges, plan for uncertainties, and ensure the efficient and effective use of resources.

Purpose and Objectives

The primary purpose of this framework is to safeguard project objectives against the adverse effects of risks. It aims to:

1. **Enhance Decision-Making:** Provide structured and informed analysis to guide decision-making processes.
2. **Promote Proactive Management:** Encourage proactive identification and mitigation of potential risks before they materialise.
3. **Minimise Negative Consequences:** Reduce the likelihood and severity of negative outcomes on project cost, time, quality, and scope.
4. **Optimise Resource Utilisation:** Ensure efficient allocation and use of resources by avoiding or mitigating risks.
5. **Strengthen Stakeholder Confidence:** Build trust and confidence among stakeholders through transparent and effective risk management.
6. **Foster Continuous Improvement:** Establish a culture of continuous learning and improvement in project management practices

Application

This framework is applicable to all projects managed by the Rotorua Lakes Council, regardless of their scale, complexity, or type. It is a mandatory tool for project managers and teams that will ensure a uniform approach to risk management across the council's portfolio of projects.

Framework Principles

The framework is built on the following principles:

1. **Comprehensiveness:** All potential risks, whether internal or external, should be considered.
2. **Integration:** Risk management should be an integral part of the project management process.
3. **Stakeholder Involvement:** Engage a diverse range of stakeholders to gain comprehensive risk insights.
4. **Dynamic Review:** Regularly review and update risk assessments to reflect changes in project conditions.
5. **Transparency and Accountability:** Maintain clear documentation and communication about risk status and management actions.
6. **Adaptability:** Be flexible to adapt to different project needs and changing environments.

Importance for Rotorua Lakes Council

Effectively managing risks is crucial for delivering value to the community and achieving excellence in project execution. Projects, whether they are infrastructure developments, community projects, or operational initiatives, have inherent uncertainties. This framework ensures that such uncertainties are managed systematically, aligning with the council's strategic goals and enhancing its reputation for effective governance. It empowers teams to anticipate challenges, respond effectively to unforeseen events, and deliver projects successfully, thereby contributing positively to the community's well-being and development.

Risk Identification

Risk Identification is the first and foundational step in the Project Risk Assessment. It involves the systematic detection and documentation of potential risks that could negatively influence the project's objectives. The effectiveness of subsequent risk management processes, including assessment, mitigation, and monitoring, heavily relies on the thoroughness of this step.

Recommended Approach and Methods

- **Workshops:** Conduct structured workshops with project teams and stakeholders to draw out a wide range of risks. Encourage open communication and the sharing of diverse perspectives.
- **Historical Analysis:** Review records and reports from previous projects to identify risks that have occurred in the past. This can provide valuable insights into potential recurring issues.
- **Expert Consultation:** Engage with experts or consultants who have specialised knowledge or experience in similar projects. Their insights can reveal risks that may not be immediately apparent to the project team.
- **Checklists and Templates:** Use standardised checklists or risk identification templates to ensure all common risk categories are considered. This includes financial, operational, strategic, compliance, environmental, and reputational risks.
- **SWOT Analysis:** Conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to identify internal and external factors that could impact the project.
- **Delphi Technique:** Utilise the Delphi technique, where experts independently provide their views on potential risks, and the responses are summarised and redistributed for further review until a consensus is reached.
- **Environmental Scanning:** Monitor external environmental factors, such as economic, political, technological, and social trends, that could introduce risks to the project.

Mandatory Documentation

Risk Register: Include descriptions of each risk, raw consequence and likelihood scoring, mitigations/action plan and residual consequence and likelihood scoring as per the scoring matrix provided.

Continuous Improvement

Risk identification is not a one-time activity but a continuous process throughout the project lifecycle. New risks may emerge as the project progresses, requiring regular review and updates to the risk register.

Stakeholder Involvement

Involving a broad range of stakeholders, including project team members, management, clients, and external experts, is crucial for comprehensive risk identification. Different stakeholders can provide unique insights based on their experiences and expertise.

Effective risk identification lays the groundwork for successful risk management. By thoroughly identifying and documenting potential risks using various methods and tools, the Rotorua Lakes Council can proactively prepare to address challenges that may arise during the course of its projects.

Risk Categorisation

Risk Categorisation is a crucial step following risk identification in the risk management process. It involves organising identified risks into distinct categories. This step aids in understanding the nature of each risk, facilitates targeted risk assessment and mitigation strategies and ensures consistent handling of similar risks across different projects.

Purpose and Benefits

- **Clarity and Focus:** Categorising risks allows project teams to understand the nature and origin of risks, providing clarity and focus for subsequent analysis and action.
- **Resource Allocation:** It helps in prioritising and allocating resources effectively to areas with the highest risk exposure.
- **Expertise Utilisation:** Different categories of risks may require different types of expertise for management and mitigation.
- **Facilitates Communication:** Simplifies risk communication to stakeholders by grouping risks into understandable categories.

Categories of Risks

1. Cost

- Cost risks involve potential variations in the budgeted expenses of a project. They include risks related to increases in material or labour costs, funding shortfalls, or unexpected expenditures. Managing cost risks is crucial to maintaining financial control and ensuring the project stays within its allocated budget.

2. Time

- Time risks are associated with potential delays in the project timeline. These can arise from extended delivery times, unforeseen work, or resource availability issues. Timely completion is often critical, and delays can have cascading effects on other aspects of the project.

3. Scope

- Scope risks pertain to changes in the project's defined deliverables or objectives. These risks can stem from unclear project requirements, scope creep, or changes in stakeholder expectations. Effective scope management ensures that the project meets its intended goals without unnecessary expansion or reduction.

4. Quality

- Quality risks involve threats to the standard or specification of the project deliverables. They may be related to design flaws, non-compliance with standards, or poor workmanship. Quality risks can have consequences for the functionality, performance, and perception of the project's outcomes.

5. Service Delivery

- Service delivery risks are concerned with the project's ability to provide services as expected. These include risks of service interruptions, failure to meet service standards or issues with service level agreements. Effective management of these risks is essential to maintain customer satisfaction and service reliability.

6. Health & Safety

- Health and safety risks relate to potential hazards that could cause injury or harm to individuals involved in or affected by the project. These risks encompass workplace accidents, unsafe practices, and non-compliance with health and safety regulations. Mitigating these risks is crucial to protect individuals and to comply with legal and ethical standards.

7. Environment

- Environmental risks refer to potential negative consequences of the project on the natural environment. These include pollution, resource depletion, habitat destruction and non-compliance with environmental regulations. Managing these risks is important for sustainable development and corporate responsibility.

8. Reputation

- Reputation risks are associated with factors that could negatively affect the public image or standing of the organisation undertaking the project. This could arise from project failures, ethical breaches or public controversies. Reputation risks are critical as they can have long-term consequences on trust and credibility.

9. Legal

- Legal risks involve potential violations of laws, regulations or contractual obligations related to the project. These risks can result in legal actions, fines or penalties and can arise from non-compliance with regulatory requirements, contractual disputes or legal changes. Effective legal risk management is vital to avoid legal repercussions and ensure project compliance.

Risk Categorisation Process

1. ***Review Identified Risks***: Start with the list of risks identified during the risk identification process.
2. ***Determine Appropriate Categories***: Match each identified risk to the most relevant category. A risk may fit into more than one category, in which case, it should be noted in all applicable categories.
3. ***Expert Involvement***: Involve experts or functional leads in categorising risks, particularly for complex or technical risks.
4. ***Update Risk Register***: Document the categorisation in the risk register, ensuring that each risk is placed in the correct category or categories.

Continuous Reassessment

Risk categorisation is not static. As the project progresses and more information becomes available, the categorisation of risks may need to be revisited and revised.

Stakeholder Engagement

Engaging stakeholders in the categorisation process can provide additional insights especially when dealing with complex or multi-faceted risks.

The process of risk categorisation allows for a structured approach to risk management ensuring that each risk is addressed with appropriate strategies and resources. By categorising risks accurately, the Rotorua Lakes Council can enhance its risk management effectiveness, align resources with risk priorities and improve overall project outcomes.

Risk Assessment

Risk Assessment is a critical step that follows the identification and categorisation of risks. It involves evaluating the potential consequence and likelihood of each identified risk. This process clarifies the magnitude of a risk and is essential for determining the appropriate risk response strategies.

Objectives

1. *Determine Consequence:* Assess the potential severity of the consequences if the risk were to occur.

Consequence Table										
Severity	COST	TIME	SCOPE	QUALITY	SERVICE DELIVERY	HEALTH & SAFETY	ENVIRONMENT	REPUTATION	LEGAL	SCORE
SEVERE	>\$1M	Overall project schedule slips > 20%	Project item is effectively useless	Project end item is effectively unusable	Failure to deliver service No systems, training, processes or procedural implementations in place	Loss of life; Multiple serious harms; Permanent severe disability	Damage or degradation: Serious, large or significant area - Irreversible	Loss of community confidence, extremely poor perception of Council and sustained negative International Media Coverage	Significant prosecution and fines	100
MAJOR	\$300K to \$1M	Overall Project slippage 10 - 20%	Scope reduction unacceptable	Quality reduction unacceptable	Significant Consequence on the ability to deliver services Minimal systems, training, process or procedural implementation in place	Serious harm (e.g. broken bones, hospitalisation)	Damage or degradation: Serious, large or significant area - Long Term	Sustained negative national media coverage and loss in confidence by community that will take significant time to remedy	Major breach of regulation	70

MODERATE	\$100K to \$300K	Overall project slippage 5 - 10%	Major areas of scope are affected	Quality reduction requires client approval	Some difficulty in achieving objectives Moderate systems, training, process or procedural implementation in place	Medical treatment required	Damage or degradation: Serious, large or significant area - Recoverable	Negative media coverage for days and adverse political comment	Serious breach of regulation with investigation or report to authority with prosecution powers. Moderate fine possible	40
MINOR	\$25K to \$100K	Schedule slippage < 5%	Minor areas of scope are affected	Only very demanding applications are affected	Minor difficulty in meeting objectives Significant systems, training, process or procedural implementation in place	First aid or minor treatment	Damage or degradation: Serious, limited area - Recoverable	Loss of confidence amongst sections of community and one-week local adverse political comment	Minor legal issues, non-compliances and breaches of regulation	10
INSIGNIFICANT	<\$25K	Insignificant schedule slippage	Any scope decrease is barely noticeable	Quality degradation barely noticeable	Isolated difficulty in meeting service objectives Quality systems, training, process or procedural implementation in place	Minor injury, first aid not required	Damage or degradation: Slight, minor or short-term	Negative feedback from individuals or small group with one day local adverse political comment		1

2. *Evaluate Likelihood*: Estimate the probability of the risk occurrence.

Likelihood table	Probability of occurrence	Description	Rating
ALMOST CERTAIN	80% - 100% to occur during the life of the project	The risk is occurring or can be expected to occur	5
LIKELY	50% - 80% to occur during the life of the project	The risk will quite commonly occur	4
POSSIBLE	30% - 50% to occur during the life of the project	The risk may occur occasionally	3
UNLIKELY	5% - 30% to occur during the life of the project	The risk could infrequently occur	2
RARE	0-5% to occur during the life of the project	The threat may occur in exceptional circumstances	1

3. *Prioritise Risks*: Use Consequence and likelihood assessments to prioritise risks based on their potential effect on project objectives.

Consequence / Likelihood	INSIGNIFICANT	MINOR	MODERATE	MAJOR	SEVERE
Almost Certain	Very Low Risk	Medium Risk	High Risk	Extreme Risk	Extreme Risk
Likely	Very Low Risk	Low Risk	High Risk	High Risk	Extreme Risk
Possible	Very Low Risk	Low Risk	Medium Risk	High Risk	High Risk
Unlikely	Very Low Risk	Low Risk	Medium Risk	Medium Risk	Medium Risk
Rare	Very Low Risk	Very Low Risk	Low Risk	Medium Risk	Medium Risk

Risk Assessment Process

1. *Define Consequence and Likelihood Scales*: Establish clear, consistent criteria for rating the Consequence and likelihood of risks. This might include a numerical scale (e.g., 1-5) or qualitative descriptors (e.g., low, medium, high).
2. *Assess Each Risk*:
 - *Consequence Assessment*: Evaluate the potential severity of the consequence for each risk on different project aspects such as cost, schedule, scope, quality, and safety.
 - *Likelihood Assessment*: Estimate the probability of each risk occurring within the project's timeframe.
3. *Use of Risk Matrices*: Utilise risk matrices to plot the consequence and likelihood assessments, providing a visual representation of risk severity.
4. *Consider Risk Interdependencies*: Understand how risks might influence one another. One risk occurring may increase or decrease the likelihood or consequence of another risk.
5. *Document the Assessment*: Record the results of the risk assessment in the risk register, detailing both the consequence and likelihood ratings.

Examples

- *Example of Consequence Assessment*: A risk related to a key supplier failing to deliver might have a 'high' Consequence on the project schedule but a 'medium' Consequence on the budget.

- *Example of Likelihood Assessment:* The probability of encountering archaeological finds during a construction project might be assessed as 'low' based on the known history of the site.

Expert Involvement and Tools

- *Expert Judgement:* Leverage the knowledge and experience of experts in assessing risks, especially for technical or specialised risks.
- *Analytical Tools:* Use tools like decision trees, Monte Carlo simulations, or sensitivity analysis for complex risk assessments.

Review and Update

- *Regular Reviews:* Conduct periodic reviews of risk assessments to capture any changes in the project environment or new information.
- *Dynamic Adjustments:* Be prepared to adjust risk assessments as project circumstances evolve.
- Provide a mandatory minimum review period here? Monthly, quarterly etc.

Stakeholder Involvement

- *Stakeholder Input:* Engage stakeholders to provide different perspectives especially for risks that might affect them directly.
- *Transparency in Assessment:* Maintain transparency in the assessment process to build trust and ensure that stakeholders understand the risk landscape.
- Provide a mandatory opportunity for stakeholders to share their input – or a confirmation to accept risk is being identified and assessed satisfactorily.

Risk assessment is a dynamic and critical part of the risk management process providing a foundation for informed decision-making. By systematically evaluating the consequence and likelihood of identified risks the Rotorua Lakes Council can prioritise its responses effectively, allocate resources where they are most needed and enhance the overall success of its projects.

Risk Scoring

Risk Prioritisation

Risk Prioritisation is a critical step in the risk management process where the risks, after being identified, categorised, assessed, and scored, are ranked in order of their importance or urgency. This process helps the project team to focus on managing the most significant risks that could have the greatest impacts on the project's objectives.

Purpose and Benefits

- *Efficient Resource Allocation:* Ensures that resources are focused on managing risks that pose the greatest threat to project success.
- *Strategic Focus:* Helps in aligning risk management efforts with the project's key objectives and the council's strategic priorities.
- *Enhanced Decision Making:* Provides a clear framework for making informed decisions about where to allocate time and effort in risk mitigation.

Risk Prioritisation Process

1. *Utilise Risk Scores:* Use the scores derived from the risk scoring process to rank risks. Higher scores typically indicate higher priority risks.
2. *Consider Risk Thresholds:* Establish thresholds to categorise risks into different priority levels (e.g., high, medium, low). This can be based on the risk scores or a combination of consequence and likelihood ratings.

Project Risk Matrix

		Consequence				
		INSIGNIFICANT	MINOR	MODERATE	MAJOR	SEVERE
Likelihood	Almost Certain	Very Low Risk	Medium Risk	High Risk	Extreme Risk	Extreme Risk
	Likely	Very Low Risk	Low Risk	High Risk	High Risk	Extreme Risk
	Possible	Very Low Risk	Low Risk	Medium Risk	High Risk	High Risk
	Unlikely	Very Low Risk	Low Risk	Medium Risk	Medium Risk	Medium Risk
	Rare	Very Low Risk	Very Low Risk	Low Risk	Medium Risk	Medium Risk

The Risk Threshold Matrix visualises how risks are categorised based on their consequence and likelihood scores. Each cell in the matrix represents a combination of consequence and likelihood, with the colour indicating the resulting risk score:

Low Risk (Blue/Green zones): Risks in this category have lower consequence and likelihood scores. These are typically managed through routine procedures and monitoring.

Medium Risk (Yellow/Orange zone): These risks have moderate consequence and likelihood scores. They require more attention and possibly specific mitigation strategies.

High Risk (Orange/Red zone): High Consequence and high likelihood risks fall into this category. They are prioritised for immediate action and rigorous management.

This matrix helps in visualising and categorising risks, aiding in decision-making about where to focus risk management efforts.

3. *Factor in Project Objectives:* Align risk prioritisation with the specific objectives and constraints of the project. Some risks may be more critical due to their direct consequence on key project deliverables or goals.
4. *Evaluate Risk Interdependencies:* Understand how different risks relate to and affect each other. A risk with a domino effect on multiple other risks may be prioritised higher.
5. *Review and Validate with Stakeholders:* Engage project stakeholders in reviewing the prioritised list of risks to ensure that it aligns with their understanding and expectations.

Documentation

- *Risk Register Updates:* Document the prioritisation of risks in the risk register, providing a clear rationale for the prioritisation decisions.
- *Prioritisation Matrix:* Provides a visualisation tool to illustrate the ranking and categories of risks

Project Risk Prioritisation Matrix

		Risk Consequence				
		INSIGNIFICANT	MINOR	MODERATE	MAJOR	SEVERE
Risk Likelihood	Almost Certain	Very Low Risk	Medium Risk	High Risk	Extreme Risk	Extreme Risk
	Likely	Very Low Risk	Low Risk	High Risk	High Risk	Extreme Risk
	Possible	Very Low Risk	Low Risk	Medium Risk	High Risk	High Risk
	Unlikely	Very Low Risk	Low Risk	Medium Risk	Medium Risk	Medium Risk
	Rare	Very Low Risk	Very Low Risk	Low Risk	Medium Risk	Medium Risk

The Prioritisation Matrix illustrated above visualises how risks are categorised based on their urgency and importance. This matrix is particularly useful in guiding decision-making on where to focus resources and efforts:

Low Priority (Lighter Blue Area): These are risks with lower urgency and importance. They are generally addressed after higher priority items but should still be monitored.

Medium Priority (Darker Blue Area): These items have moderate urgency and importance. They require timely attention and may become high priority if left unaddressed.

High Priority (Dark Blue Area): Risks in this category are both urgent and important. They require immediate action and are top priorities in management and resource allocation.

*** Tasks mentioned here for the first time. Could cause confusion? Stick to risk.*

Examples

- **High-Priority Risk Example:** A risk with a high score due to its potential to significantly delay project completion might be prioritised as a high-risk, especially if the project has a strict deadline.
- **Lower-Priority Risk Example:** A risk with a lower score that might cause a minor budget increase could be considered a medium or low priority if the project budget has a contingency reserve.

Continuous Reassessment

- **Dynamic Process:** Risk prioritisation is not a one-time activity but should be revisited regularly throughout the project lifecycle to reflect any changes in the project environment or risk status.

Stakeholder Engagement

- **Stakeholder Input:** Regularly engage with stakeholders to ensure that the risk prioritisation remains aligned with their perspectives and the evolving project context.

By systematically ranking risks based on their scores, consequence on project objectives and interdependencies the council can ensure that its risk management resources are deployed effectively, contributing to the successful delivery of its projects.

Risk Mitigation Planning

Risk Mitigation Planning is the process of developing strategies to reduce the potential consequence of identified risks on a project. The purpose is to either minimise the likelihood of a risk event occurring or reduce its impact on the project if it does occur.

Objectives

- **Reduce Consequence and Likelihood:** Implement strategies to lower the probability of risk occurrence and its potential consequence on project objectives.
- **Enhance Project Resilience:** Increase the project's ability to withstand or recover from adverse events.
- **Optimise Resource Allocation:** Ensure resources are efficiently used to manage and mitigate risks.

Process of Risk Mitigation Planning

1. **Develop Mitigation Strategies:** For each risk, develop specific actions or measures that can be taken to mitigate the risk. These strategies may involve:
 - a. **Avoidance:** Changing project plans to eliminate the risk or its consequence.
 - b. **Reduction:** Taking steps to reduce the likelihood or consequence of the risk.
 - c. **Transfer:** Shifting the risk to a third party possibly through insurance or outsourcing.
 - d. **Acceptance:** Acknowledging the risk and preparing to deal with consequences which is often used for low-priority risks.
2. **Assign Responsibilities:** Assign each mitigation action to a specific team member or department. This person is known as the 'Risk Owner'. Ensure they have the necessary authority and resources to implement the strategies.
3. **Set Timelines:** Establish clear timelines for implementing mitigation actions that are aligned with project schedules and milestones.
4. **Cost-Benefit Analysis:** Assess the cost-effectiveness of each mitigation strategy. The benefits of reducing the risk should justify the resources expended.
5. **Document the Plan:** Update the risk register with detailed mitigation plans including actions, responsibilities, and timelines.
6. **Stakeholder Engagement:** Involve stakeholders in developing and reviewing mitigation strategies to ensure their buy-in and support.

Examples

- **Risk Mitigation Example for Financial Risk:** If a project faces a high risk of cost overrun, a mitigation strategy might include negotiating fixed-price contracts or building a contingency budget.
- **Risk Mitigation Example for Operational Risk:** For risks related to technology failure, mitigation strategies could involve regular system backups, investing in redundant systems or training staff in manual processes.

Review and Update

- **Continuous Monitoring:** Regularly review the effectiveness of mitigation strategies throughout the project lifecycle and make adjustments as needed.
- **Adapt to Changes:** Be prepared to modify mitigation plans in response to changes in the project environment or risk status.
- **Set a minimum mandatory review cycle?**

Communication and Reporting

- **Regular Updates:** Provide regular updates on the status of risk mitigation efforts to project stakeholders, including any changes to the plan.
- **Transparency:** Maintain transparency in reporting the progress and effectiveness of mitigation strategies.

Assignment of Risk Ownership

The Assignment of Risk Ownership is a crucial step in the risk management process where specific individuals or teams are designated as 'Risk Owners'. These owners are responsible for managing specific risks, including monitoring, implementing mitigation strategies and reporting on risk status. This step ensures that each risk is actively managed by someone with the appropriate knowledge, authority and resources.

Objectives

- **Clear Accountability:** Assign a responsible party for each risk to ensure clear accountability for managing and mitigating that risk.
- **Effective Risk Management:** Facilitate effective and focused risk management by having dedicated individuals overseeing specific risks.
- **Enhanced Communication:** Improve communication and reporting on risk status by having designated points of contact.

Process of Assigning Risk Ownership

1. **Identify Suitable Owners:** Based on the nature of the risk, identify individuals or departments best suited to manage it. The owner should have the relevant expertise, authority, and capacity to take necessary actions.
2. **Define Roles and Responsibilities:** Clearly outline the responsibilities of the risk owner, which include:
 - Monitoring the risk for any changes in status.
 - Implementing and managing mitigation strategies.
 - Reporting on risk status to project management and other stakeholders.
 - Making decisions or escalating issues as required.
3. **Communication and Agreement:** Communicate the assignment to the identified risk owners and ensure they understand and agree to their roles and responsibilities.
4. **Document Ownership:** Update the risk register with details of the risk owners for each risk.
5. **Provide Support and Resources:** Ensure risk owners have access to necessary resources, information, and support to manage their risks effectively.
6. **Integrate into Project Planning:** Incorporate risk owner activities into the overall project plan, ensuring their risk management tasks are aligned with project timelines and objectives.

Examples

- **Example for a Technical Risk:** Assigning a senior IT manager as the risk owner for risks related to cybersecurity in a digital infrastructure project.
- **Example for a Financial Risk:** Designating the finance department head to manage risks associated with budget overruns or funding issues.

Review and Adjustment

- **Regular Reviews:** Regularly review the effectiveness of risk owners in managing their assigned risks. Adjust assignments as necessary based on changes in the project or the risk landscape.

Training and Development

- **Risk Management Training:** Provide training and resources to risk owners to enhance their understanding and skills in risk management.

Stakeholder Engagement

- **Engaging with Stakeholders:** Ensure that key stakeholders are aware of who the risk owners are and understand how to engage with them on risk-related matters.

This process enhances the overall responsiveness and agility of the project team in addressing risks, contributing significantly to the successful delivery of projects by the Rotorua Lakes Council.

Implementation and Monitoring

Implementation and Monitoring involves the execution of risk mitigation strategies and the continuous tracking of risk status throughout the project lifecycle. This phase ensures that risk management plans are designed and adjusted as necessary based on ongoing observations and feedback.

Objectives

- *Effective Execution*: Ensure that risk mitigation strategies are implemented as planned.
- *Dynamic Risk Management*: Adapt risk management strategies in response to changes in project conditions and risk status.
- *Continuous Improvement*: Learn from the risk management process and apply lessons to improve future practices.

Process of Implementation and Monitoring

1. *Execute Mitigation Strategies*: Implement the risk mitigation plans developed in the Risk Mitigation Planning phase. This includes deploying resources, executing actions, and following up on progress.
2. *Regular Monitoring*: Continuously monitor the status of each risk and the effectiveness of mitigation strategies. Use indicators and metrics where possible to quantify progress.
3. *Update Risk Register*: Keep the risk register up-to-date with current information about each risk's status, including any changes in likelihood, consequence and response strategies.
4. *Communication and Reporting*: Regularly communicate the status of risks and the effectiveness of mitigation strategies to stakeholders. Include updates in project meetings, reports, and dashboards.
5. *Review and Adjust Strategies*: Based on the monitoring data, review and adjust mitigation strategies as necessary. Be prepared to develop new strategies if current ones are ineffective or if new risks emerge.
6. *Escalation Procedures*: Establish clear procedures for escalating risks that exceed predefined thresholds or where current mitigation strategies are inadequate.

Tools and Techniques

- *Risk Dashboards*: Use dashboards to provide a visual overview of risk status and mitigation progress.
- *Key Risk Indicators (KRIs)*: Develop and monitor KRIs that can signal changes in risk status or the effectiveness of mitigation strategies.
- *Regular Risk Reviews*: Schedule regular risk review meetings to assess the current risk landscape and discuss necessary adjustments to risk strategies.

Stakeholder Engagement

- *Engage with Stakeholders*: Keep stakeholders informed and involved in decision-making processes, especially when significant changes to risk management strategies are required.

Implementation and Monitoring are vital for ensuring that risk management plans are not only created but also effectively executed and adapted over time. This ongoing process allows the Rotorua Lakes Council to maintain control over project risks, adapt to changing circumstances, and continuously improve its risk management practices, leading to more successful project outcomes.

Risk Reporting

Risk Reporting is a critical component of the risk management process, involving the regular and systematic communication of risk status to stakeholders. The purpose of risk reporting is to ensure transparency, inform decision-making, and enable timely action on project risks. Effective risk reporting provides a clear and current view of the risk landscape they will facilitate informed decisions and proactive risk management.

Objectives

- **Transparency and Awareness:** Ensure stakeholders are fully informed about the risks associated with the project and the efforts being made to manage them.
- **Support Decision-Making:** Provide key information to support decision-making processes at various levels of project management and governance.
- **Track Progress and Performance:** Monitor and report on the progress of risk mitigation efforts and the impact on project risks.

Process of Risk Reporting

1. **Regular Updates:** Include risk status in regular project reports, meetings, and dashboards. Frequency may vary based on the project's nature and the risk's severity but should be consistent.
2. **Clear and Concise Information:** Present risk information in a clear, concise, and understandable format. Tailor the presentation of risk data to the needs and understanding of different stakeholders.
3. **Risk Dashboard:** Utilise a risk dashboard that visually represents key risk information, including current risk status, trends, and mitigation progress.
4. **Highlight Changes and Trends:** Report on any significant changes in risk status, including newly identified risks, closed risks, and risks whose severity has changed.
5. **Document Decisions and Actions:** Record decisions made regarding risk management and any actions, taken or planned, in response to risks.
6. **Feedback Mechanism:** Provide a mechanism for stakeholders to give feedback on risk reports and to request additional information or clarification.

Examples

- **Example of a Risk Report:** A monthly report detailing the current status of all high-priority risks, actions taken, changes in risk scores, and any emerging risks.
- **Example of Dashboard Elements:** A dashboard that shows a heat map of risks based on their scores, a trend graph of risk status over time and a summary of key risk mitigation actions.

Tools and Techniques

- **Risk Management Software:** Utilise the OneCouncil PLM module that facilitate risk reporting by data collection and report generation.
- **Standardised Templates:** Ensure the use of approved standardised templates for risk reports to ensure consistency and completeness of information across the organisation.

Stakeholder Engagement

- **Tailored Communication:** Adjust the depth and detail of risk reporting based on the audience. Senior management might require high-level summaries whereas project teams may need detailed reports.
- **Interactive Reporting:** Consider interactive reporting methods, such as digital dashboards, that allow stakeholders to explore risk data in more detail.

Review and Improvement

- **Continuous Improvement:** Regularly review and improve the risk reporting process based on feedback from stakeholders and the evolving needs of the project.

Risk Reporting is a fundamental aspect of effective risk management, providing stakeholders with the necessary information to understand and make decisions about project risks. By regularly and clearly reporting on risk status, trends, and mitigation efforts, Rotorua Lakes Council can ensure that its projects are managed with a high level of awareness and responsiveness to risks.

Risk Review and Closure

Risk Review and Closure is the final phase in the risk management process. It involves evaluating the outcomes of risk responses and determining when a risk can be considered closed. This phase is crucial for learning from the risk management experience, capturing lessons learned and applying these insights to improve future risk management practices.

Objectives

- *Evaluate Risk Management Effectiveness*: Assess how effectively risks were managed and whether the mitigation strategies achieved their intended outcomes.
- *Document Lessons Learned*: Capture insights and lessons learned from the risk management process for future reference and continuous improvement.
- *Formally Close Risks*: Determine when risks are no longer a threat to the project and can be formally closed.

Process of Risk Review and Closure

1. *Review Risk Outcomes*: Assess the outcomes of risk mitigation strategies. Determine if the risk has been eliminated, its consequence reduced, or if it has materialised.
2. *Capture Lessons Learned*: Document what worked well and what could be improved in managing each risk. Include insights into risk identification, assessment, mitigation and monitoring processes.
3. *Update Risk Register*: Mark the risks that are no longer relevant as 'closed' in the risk register and record the reasons for closure.
4. *Report Findings*: Share the results of the risk review and lessons learned with relevant stakeholders including project teams, management, and governance bodies.
5. *Apply Insights to Future Projects*: Integrate the lessons learned into the risk management practices for future projects. This may involve updating risk management templates, guidelines and training materials.

Examples

- *Example of Risk Outcome Review*: Analysing whether the contingency plans for a high-priority financial risk were effective in mitigating budget overruns.
- *Example of Lessons Learned*: Documenting the effectiveness of communication strategies used for managing stakeholder-related risks.

Tools and Techniques

- *Post-Project Reviews*: Conduct post-project reviews focusing specifically on risk management aspects.
- *Lessons Learned Database*: Maintain a database or repository of lessons learned from various projects for easy reference and knowledge sharing.

Stakeholder Engagement

- *Engage Stakeholders in Review Process*: Involve stakeholders in the review process to gain diverse perspectives on risk management effectiveness.
- *Feedback Mechanism*: Encourage feedback from project teams and stakeholders on the risk management process.

Continuous Improvement

- *Review Risk Management Processes*: Regularly review and update risk management processes, tools, and templates based on lessons learned and feedback.

- **Training and Development:** Incorporate lessons learned into training and development programs for project managers and teams.

Risk Review and Closure is an integral part of the risk management lifecycle. It not only marks the end of risk management for specific risks but also serves as a critical learning and improvement opportunity. By effectively closing and reviewing risks Rotorua Lakes Council can enhance its risk management capabilities leading to more successful and resilient project outcomes in the future.

Documentation and Record Keeping

Documentation and Record Keeping is an essential aspect of the risk management process, involving the systematic recording and maintenance of all risk-related information. This step ensures that a comprehensive and accessible record of risk management activities is available, providing a clear audit trail to facilitate continuous learning and improvement.

Objectives

- **Ensure Transparency and Accountability:** Maintain detailed records to support transparency in decisionmaking and accountability in risk management.
- **Facilitate Continuous Monitoring and Reporting:** Use documentation as a basis for ongoing risk monitoring, reporting and communication.
- **Support Knowledge Sharing and Learning:** Provide a repository of information that can be used for training, knowledge sharing and improving future risk management practices.

Key Elements of Documentation

1. **Risk Register:** A central document that records all identified risks, their assessments, mitigation strategies, risk owners and current status. It should be updated regularly and accessible to relevant stakeholders.
2. **Risk Management Plan:** A document outlining the overall approach to managing risks for the project, including methodologies, tools, roles and responsibilities.
3. **Mitigation Strategy Documents:** Detailed descriptions of risk mitigation strategies including actions, resources required, timelines and responsible parties.
4. **Risk Reports:** Regular reports detailing the current status of risks, actions taken and any changes in risk status.
5. **Lessons Learned Logs:** Records of insights and lessons learned from the risk management process, including what was successful and areas for improvement.
6. **Audit Trails:** Documentation of decisions made, changes to risk status, and communications regarding risk management activities

Process of Documentation and Record Keeping

1. **Consistent and Timely Updates:** Ensure that all risk-related documents are updated promptly as new information becomes available.
2. **Standardised Formats and Templates:** Use standardised formats and templates for all risk management documents to ensure consistency and ease of understanding across the organisation.
3. **Secure and Accessible Storage:** Store documents in a secure yet accessible location ensuring that authorised personnel can access them when needed.
4. **Integration with Project Documentation:** Integrate risk management documentation with other project documentation for a holistic view of the project status.

Tools and Technologies

- **Risk Management Software:** Utilise software tools that facilitate documentation, record-keeping, and easy retrieval of risk-related information. PLM.

- **Collaborative Platforms:** Use collaborative platforms (PLM) or document management systems (ECM) to store, share, and manage risk documentation.

Stakeholder Engagement

- **Stakeholder Access:** Provide stakeholders with access to relevant risk documentation as appropriate, ensuring they are informed and can provide input.

Review and Compliance

- **Regular Reviews:** Conduct regular reviews of risk documentation to ensure accuracy, completeness, and compliance with any relevant standards or regulations.
- **Data Protection Compliance:** Ensure compliance with data protection regulations and organisational policies in the handling and storage of risk documentation.

By maintaining thorough and organised records of all risk management activities, the Rotorua Lakes Council can ensure a high degree of accountability, support informed decision-making, facilitate continuous improvement, and enhance the overall effectiveness of its risk management practices.

Implementation Guidelines

Training: Provide training to project managers and teams on risk management processes and tools.

Tools and Templates: Utilise standardised tools and templates for consistency across projects.

Stakeholder Engagement: Engage stakeholders in the risk management process to gain diverse perspectives and enhance buy-in.

Continuous Improvement: Regularly review and update the risk management framework based on feedback and lessons learned from completed projects.

This comprehensive framework provides a structured approach to managing risks, ensuring that projects are delivered successfully while minimising adverse consequences. Consistent application of this framework across all Rotorua Lakes Council projects will enhance project outcomes and stakeholder satisfaction.

Version Control

	Name	Position	Date
Author	Elrond McCarthy	CDT Manager	Click or tap to enter a date.
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Revisions

[illegible]

Attachment 7 -
Capital Delivery Team Enterprise Risk
Register

Risk Event	Raw Risk Level	Mitigations	Residual Risk Level
Insufficient internal capability or capacity (e.g. project managers, engineers) could weaken project oversight, causing schedule slippage, cost escalation, and compromised quality.	High Risk	• Workforce planning aligned to the approved Capital Programme. • Structured recruitment, succession planning and targeted professional development. • Standardised Project Management Framework, templates and PLM supporting consistent delivery. • Programme prioritisation through Executive and Programme Steering Groups to optimise resource allocation. • Business Continuity Plans maintained for critical delivery functions.	Medium Risk
Reliance on third-party contractors or consultants for key deliverables may lead to quality shortfalls, scheduling overruns, or contract disputes if oversight or contractual terms are inadequate.	High Risk	• Procurement undertaken in accordance with Council Procurement Policy. • Pre-qualified suppliers and consultants engaged through established procurement processes. • Performance-based contracts with defined deliverables, KPIs and milestone payments. • Active contract administration, quality assurance and monthly performance monitoring. • Issues escalated through project governance where required.	Medium Risk
Global or domestic supply chain disruptions (e.g. materials, equipment) may delay project milestones, inflate costs, or reduce quality if substitutions are used.	High Risk	• Procurement planning completed during project initiation. • Early identification of long lead items and procurement risks. • Ongoing supplier engagement and market monitoring. • Programme sequencing adjusted where supply constraints arise. • Contingency planning incorporated into programme delivery.	Medium Risk
If cultural values, Te Arawa partnership objectives, or wider community aspirations are not embedded into project planning, there is a risk of community pushback, legal challenge, or reputational fallout.	High Risk	• Stakeholder Engagement Plans developed for major projects. • Early engagement with Te Arawa, tangata whenua, affected landowners and the community. • Cultural values incorporated into project planning and design where appropriate. • Regular communications throughout project delivery. • Significant issues escalated through governance where required.	Medium Risk
Construction activities, public-facing works, and contractor operations present a risk of serious injuries or fatalities if health and safety protocols are not rigorously enforced.	High Risk	• Contractor Health & Safety prequalification and approved Site Specific Safety Plans. • Regular site inspections, audits and leadership safety engagements. • Incident reporting, investigation and corrective action process. • Contractor performance monitored through project governance. • Compliance with legislative Health & Safety obligations.	Medium Risk
Changes to strategic priorities, political pressures, or shifting community aspirations can lead to scope expansion or misalignment with the original project purpose, causing schedule and budget overruns.	High Risk	• Business Cases approved prior to project commencement. • Stage Gate approvals embedded within the Project Management Framework. • Programme Steering Group oversight of scope, programme and benefits. • Formal change control for scope, budget and programme changes. • Regular reporting to Executive Leadership Team and Council Committees.	Medium Risk
Severe weather, earthquakes, or other natural hazards can disrupt major capital projects by damaging worksites, interrupting supply chains, and inflating costs.	High Risk	• Natural hazard risks assessed during project planning and design. • Emergency response and Business Continuity Plans maintained. • Programme contingency planning and resequencing where required. • Appropriate contractual allocation of weather-related risks. • Ongoing monitoring of environmental conditions.	Medium Risk
Lack of planning for the operational phase (e.g. insufficient training, unclear ownership, or missed asset maintenance) may lead to early asset failures or inability to realise project benefits.	High Risk	• Operational representatives engaged throughout project delivery. • Commissioning, operational readiness and transition plans prepared. • Asset information transferred into Council Asset Management Systems. • Training completed prior to operational handover. • Defects Liability Period and Post Project Reviews undertaken.	Medium Risk
Poor engagement with key stakeholders (e.g. funders, iwi partners, residents) may lead to unresolved concerns, project opposition, or reputational harm, particularly around high-profile or disruptive works.	High Risk	• Stakeholder Engagement Framework applied across significant projects. • Project Communications Plans prepared and regularly reviewed. • Regular reporting to funding agencies, regulators and governance groups. • Customer enquiries and complaints actively managed. • Emerging issues escalated promptly through governance.	Medium Risk
Weak governance structures (e.g. unclear roles/responsibilities, poor reporting) may result in delayed decisions, unaddressed risks, or inconsistent project outcomes.	Medium Risk	• Council approved Project Management Framework implemented across the portfolio. • Programme Steering Groups established for significant programmes. • Standard governance reporting covering scope, programme, budget, risk, issues and benefits. • Monthly Executive and governance reporting. • Defined escalation pathways for significant risks and decisions.	Low Risk
Incomplete or poor-quality design phases (e.g. inaccurate scope, poor feasibility) can lead to rework, design changes mid-project, and missed opportunities to meet community needs.	High Risk	• Business Case, feasibility and options analysis completed before project approval. • Stage Gate reviews undertaken prior to progressing to subsequent phases. • Independent technical peer reviews where appropriate. • Standardised Project Management Framework and PLM controls. • Lessons learnt incorporated into future project delivery.	Medium Risk
Failure to comply with relevant legislation, consent conditions, or local bylaws (e.g. RMA, Building Act) may halt capital projects or lead to enforcement actions.	High Risk	• Regulatory requirements identified during project planning. • Early engagement with consenting authorities and regulators. • Specialist legal, planning and technical advice obtained where required. • Compliance obligations monitored throughout project delivery. • Periodic compliance reviews and audits undertaken.	Medium Risk
There is a risk that major capital projects experience cost overruns or insufficient funding due to inaccurate budgeting or unexpected expenses, resulting in delays, scope cuts, or non-completion.	High Risk	• Monthly financial forecasting and programme reporting. • Forecasts reviewed by Project Managers, Programme Managers and Finance. • Portfolio reporting through Executive Leadership Team and governance forums. • Formal change control for scope and budget variations. • Contingency allowances maintained and monitored throughout project delivery.	Medium Risk