

## 4.1 SUGGESTED MANAGEMENT FRAMEWORK FOR THE COMPLETION OF CATHEDRAL SQUARE

<b>Officer responsible</b> Transport and City Streets Manager	<b>Author</b> Jane Parfitt, General Manager City Environment, DDI 941-8656
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### 1. SUMMARY

The primary purpose of this report is to recommend an appropriate management framework which will enable the Cathedral Square Completion Sub-committee to complete its tasks.

The secondary purpose is to emphasise that the date for completion of the Stage 5 development presents an extremely challenging deadline and therefore it is imperative that all those involved work together.

### 2. BACKGROUND

#### 2.1. Subcommittee Membership

At the council meeting on 25 March 2004, the Council formed a subcommittee comprising the Mayor, Councillors Wright, Anderton, Sheriff, and Williams.

#### 2.2. Subcommittee Terms of Reference

The terms of reference of this subcommittee are to:

- a) approve the details of traffic engineering relating to the stage 5 project
- b) authorise the detailed design and budget of that project
- c) oversee on behalf of the council the implementation of construction of the project.

#### 2.3. Draft Programme – Stage 5

A draft programme for stage 5 was tabled at the Council meeting. This has now been updated to include subcommittee meetings (and also an alternative “long consultation process” scenario). It is attached as Appendix 1. This illustrates how tight the timeframe is.

Please note that consultation is discussed in a separate paper.

#### 2.4. Resolution to Finalise the Project

In addition to stage 5, the Council resolution of 25 March also provided for the subcommittee to complete all other design elements required to finalise the Cathedral Square project. As in the case for stage 5, this means that this is not only a transport and streets issue but it also encompasses other units within the city environment group (e.g. Greenspace), and other units of the Council (e.g. Planning, Communication).

It is important to note that while it is achievable to complete Stage 5 by November and finalise some other design elements, the latter will not necessarily all be in place.

#### 2.5. Project Goals

In order to focus the project, clear goals must be articulated. It is suggested that these are as follows:

- To complete the Stage 5 development of the Cathedral Square Project by November 2004.
- To take an integrated approach to the planning for and management of the completion of Cathedral Square which ensures relationships between people, heritage, landscape and traffic are appropriately considered.
- To ensure the outcome is both operationally sound and something the city can be proud of.
- To keep key stakeholders well informed as the project progresses.

## 2.6. Scope of Council Resolutions

Given past difficulties in relation to the Cathedral Square project it is important that there is a clear understanding of what the recently passed Council resolutions actually mean. An examination of the resolutions has identified a potential for future debate on the scope of the delegation to the subcommittee.

The first two resolutions are quite straight forward, ie the responsibilities previously given to the Sustainable Transport and Utilities Committee and the Property and Major Projects Committee have been transferred to the Cathedral Square Completion Subcommittee. However, resolution 5 provides that the terms of reference of the subcommittee relate to Stage V of the project (see 2.2 above). Resolution 3 is consistent with this. However resolution 4 appears to relate to design elements other than stage 5. Importantly these other elements, which were identified in the December 2002 report (resolution 3), are not currently funded. They included such matters as large relocatable bollards, changes in the vicinity of the War Memorial, and Police Kiosk replacement. The December 2002 report determined that these would either be the subject of future bids for funding in the longer term, or alternatively funded (eg by sponsorship).

The subcommittee may need to seek further delegation from the Council in due course should it seek to finalise these or other issues outside of the Stage 5 area as part of its brief.

It is also noted that there may be some processes which are unable to be delegated and will require Council resolution, eg the formal process of bylaw change.

## 2.7. Proposed Management Framework

The subcommittee could appoint the General Manager City Environment to manage the project on its behalf. However, because of the size, profile, timelines, and cross-organisational impact of this project, the recommended management approach is to appoint a Project Steering Team. (Accountability still remains with the General Manager City Environment.)

Although this approach could be viewed as "another layer", in my view it is necessary because:

- The subcommittee cannot "manage" the project as its role is governance.
- This provides the opportunity for staff/management representatives, from other than City Environment to take a leadership role.
- To get the job done in the time permitted, we need a vehicle for staff and Councillors to work together at a senior level so that all the components of the project are managed together.
- To assign Councillors from the subcommittee straight to sub projects, may be seen as interference rather than working together.

Appendix 2 charts where this team would fit in relation to the subcommittee and the other components of the project, most of which are already under way. It also shows the membership, terms of reference and deliverables for each of these teams. The presentation is intended to illustrate that these teams all need to interact with each other and events will not necessarily happen sequentially, rather they will have to appear concurrently. There also needs to be an ongoing emphasis on communication.

## 3. STEERING TEAM MEMBERSHIP - OPTIONS

There are three options with respect to membership of this team.

### 3.1. Staff Only

The main benefit of a "staff only" approach is that this is how we have traditionally "done business" and therefore it would be business as usual. There are no particular disbenefits to this approach although it could potentially slow the process.

### 3.2. **Staff and Councillors**

The benefits of this approach are that it has the potential to streamline the process, to risk manage some potentially difficult decisions and it signals a new way of working together. The disbenefits are that staff and/or Councillors may feel somewhat uncomfortable about taking a shared approach and accepting shared responsibility.

### 3.3. **Staff Plus Councillors Plus Stakeholders**

The pros and cons of this approach are similar to 3.2. The added benefit is that we are seen to be working with community: this would be counteracted by the fact that the steering team could become too big and/or we would miss somebody out.

### 3.4. **Preferred Option**

The preferred option is to have a mix of Councillors and staff because of the benefits already listed.

It is suggested that all the Councillors and the Mayor be appointed to the steering team as well a representative from Planning (Dave Hinman), Greenspace (Anne Greenup), City Solutions (Kevin Mara), the General Manager, City Environment (Jane Parfitt), and the General Manager, Public Affairs (Stephen Hill).

## 4. **STEERING TEAM TERMS OF REFERENCE**

The key tasks which the steering team should address are to recommend to the subcommittee:

- The preferred method of consultation (to evaluate the 2 options for traffic with regard to stage 5).
- The preferred traffic option for stage 5.
- The other design elements required.

The expectation would be that in order to achieve these things, the steering team would formulate a project plan to ensure that results are delivered within budget and on time and that they would monitor the implementation of the plan. (Note, this plan would go beyond November 2004, as it would need to encompass other design elements.)

It is also anticipated that where individual Councillors have skills in particular areas that they could work with the relevant staff project team.

### **Staff**

#### **Recommendation:**

That the Cathedral Square Completion Subcommittee:

1. Receive the report entitled Management Framework for the completion of Cathedral Square, dated 2 April 2004.
2. Adopt the following as the overall project goals:
  - (a) To complete the Stage 5 development of the Cathedral Square Project by November 2004.
  - (b) To take an integrated approach to the planning for and management of the completion of Cathedral Square which ensures relationships between people, heritage, landscape and traffic are appropriately considered.
  - (c) To ensure the outcome is both operationally sound and something the city can be proud of.
  - (d) To keep key stakeholders well informed as the project progresses.

3. Note that it does not appear to have delegated authority to finalise Cathedral Square design issues outside of the currently budgeted stage V area and that this will be addressed in a future report to the Council.
4. Appoint a Project Steering Team comprising .....(*members to be determined at the meeting*) to manage the completion of the Cathedral Square Project.
5. Appoint ..... as chair of the steering team.
6. Adopt the following terms of reference for the Steering Team:
  - (a) To recommend to the subcommittee:
    - The preferred method of consultation to assist in the evaluation of the options for traffic with regard to stage 5.
    - The preferred traffic option for stage 5.
    - The other design elements required.
  - (b) To manage the completion of the Cathedral Square project.
7. Instruct the steering team to develop an overall project plan which will ensure the completion of Stage V of the Cathedral Square Project by 12 November 2004.
8. Note the Project Framework outlined in Appendix 2.