

CASE STUDY:

Hamilton City Council Programme Assurance for Peacocke Network Infrastructure Workstream.



BACKGROUND

The Peacocke activities were established as a formal programme. This programme makes the most of a 10-year interest free loan from the Housing Infrastructure Fund in accordance with the Peacocke HIF Detailed Business Case on the 2018-2028 LTP and is a contract between Hamilton City Council (HCC) and the Crown (a 10-year interest free loan from the Housing Infrastructure Fund). The primary purpose of the programme is to enable development-ready land for housing. When completed, Peacocke will be home for a new community homing more than 20,000 Hamiltonians.

The Peacocke Network Infrastructure Workstream Gateway Projects will deliver a new bridge, main roads and strategic water, wastewater, and stormwater networks essential to open the Peacocke Structure Plan Area Stage 2. Without a wastewater connection, there can be no housing connections. Transport is also constrained.

This assignment is current with the Bridge expected to be opened later this year and Nonsuch's activities related to Programme Assurance expected to be finished in 2025.

THE CHALLENGE

The Peacocke programme was an urgent collection of related initiatives identified and funded by urgent Central Government funding in response to the Covid pandemic initiated to support the 'shovel ready' initiatives to inject funding and economic support into Hamilton and the wider Waikato districts. This challenge involved getting the balance right between moving rapidly with control as opposed to recklessly with no controls in place. All parties needed to work together in a strong collaboration mode combined with a high trust model. That meant that at times, drafts and early versions of planning, estimating, and contractual obligations were shared in an effort to better meet the urgency to get the project started.

THE SOLUTION

Nonsuch was engaged by HCC to provide a complete suite of Programme Assurance support and artefacts. Nonsuch was engaged before procurement was commenced and provided the assurance required at each stage of the programme. This involved the following assurance activities:



Solution continued....

- Review of the Programme Business Case with special focus on the Commercial, Management, and Strategic cases. Nonsuch supported HCC's decision to time the procurement to market and to review the procurement documentation
- Regular Reviews and Assurance activities at major and minor milestones of the project over the past 3 years including internal Gate reviews instituted by the PMO
- Provided coaching and support to the Programme Team on various aspects of Project and Programme management including but not limited to Risk, Estimating, Scheduling, and Reporting capabilities

Led by Youssef Mourra, Nonsuch provided active support to this programme through the review and creation of various Programme reports when required by both HCC and the vendors. Nonsuch provided comfort to both HCC and its vendors by ensuring the open discussion about any issues or opportunities were brought to all parties for discussion and resolution.

THE OUTCOME

The assignment is still an active one, so it's too early to comment on final outcomes. Nevertheless, Nonsuch is currently engaged in providing independent assurance on the hand-over process that is required for HCC to capitalise its soon to be completed and owned assets. Nonsuch will be providing some advice for systemic change to the process as the current process still has some of the well-known entrenched behaviours from both the providers and receivers of these new capital assets. Nonsuch is very grateful and proud to have been given the opportunity to work alongside HCC and its vendors through the whole lifecycle of this important and key piece of infrastructure in Hamilton.

REFERENCES

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