

# The Landing – Okahu Bay Operational Model



June 2018

## Operational Model – The Landing – Okahu Bay

### **Purpose:**

The purpose of developing the operational model which engages all stakeholders is to work through any operational risks, issues and opportunities in a collaborative and engaged approach and getting The Landing Concept Plan 2013 back on track.

### **Risks:**

Risks identified with the status quo of working is that there is a lack of stakeholder coordination which impacts on how The Landing is managed operationally and the direction toward delivering The Landing Concept Plan.

### **Issues:**

There is currently a fractured approach which impacts on stakeholder relationships and therefore the smooth management of The Landing.

### **Opportunity:**

There is an opportunity to re-set and start again by implementing a model which will give clear direction in how risks, issues and opportunities are managed as a collective across The Landing and mending some of the relationships already under strain.

### **GOAL:**

To ensure all stakeholders have an avenue to raise any risks, issues and opportunities which are dealt with in a professional and timely fashion through the correct channels.

## Status Quo:

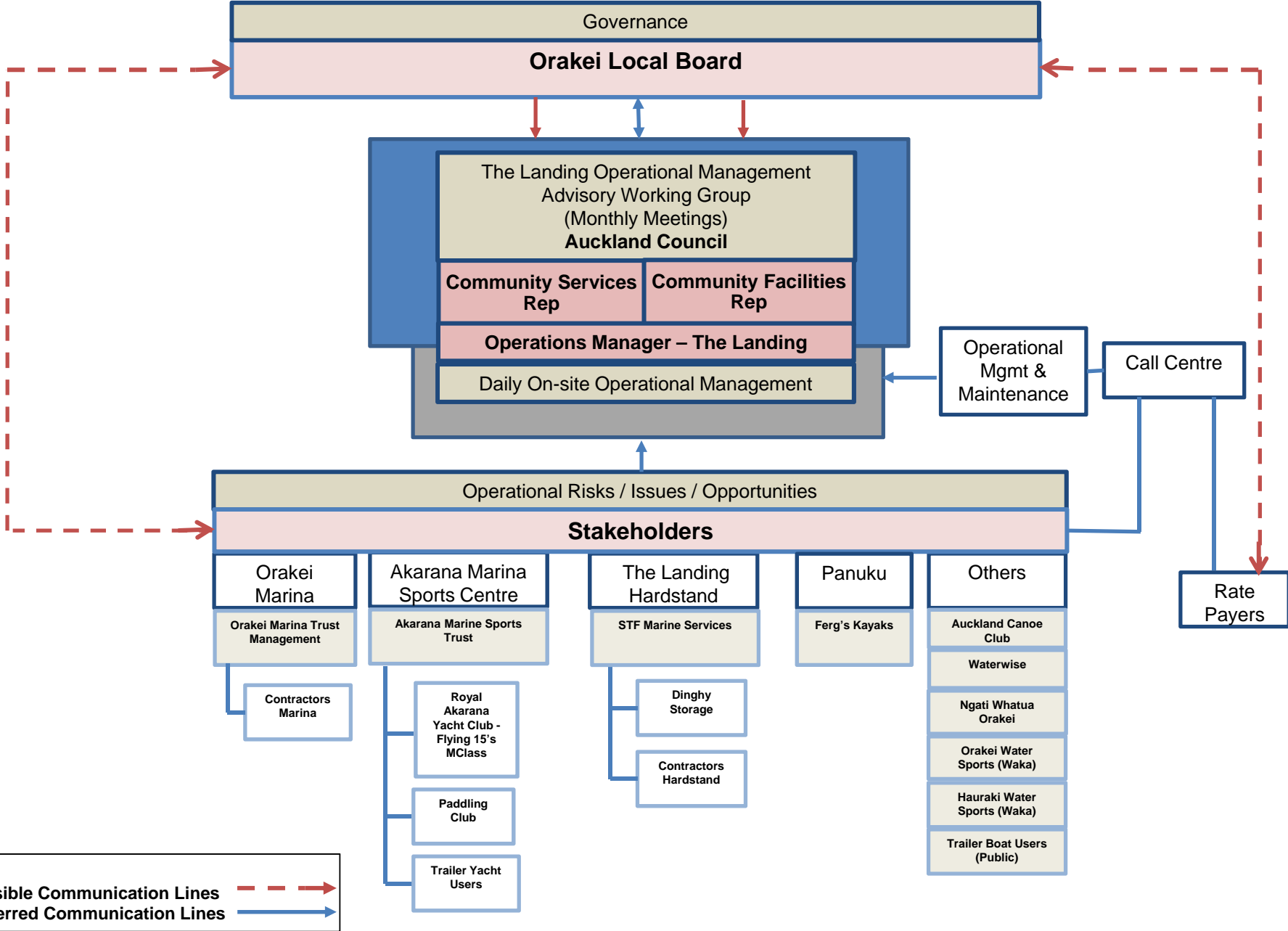
### Risks:

- Siloed approach, conflicting agenda's and priorities.
- Issues and risks dealt with in isolation and not for the greater good of The Landing
- Not a cohesive approach to the management of stakeholder interests at The Landing.
- Non delivery on The Landing Concept Plan 2013 as agreed amongst stakeholders and endorsed by the Orakei Local Board.

### Conclusion:

- Status quo has not been working, it has created a fractured approach and strains on stakeholder relationships.
- The Orakei Local Board and Auckland Council as governors and principal stakeholders have not been kept informed of risks, issues and opportunities.

**DRAFT : Operational Model – The Landing – Okahu Bay – Option 2**



## The Landing: Roles & Responsibilities – Option 2

The purpose of the operational model is to achieve a cohesive stakeholder operational structure to ensure the site operates effectively and efficiently, which includes equity of access, minimal conflict, environmental best practice and excellence in health and safety practices.

**Common Goal: To provide the best outcomes for the community and users on The Landing site.**

### Orakei Local Board (Governance)

### Advisory Working Group (Risks, Issues, Opportunities)

This group is made up of the following two representatives who will report quarterly to the local board,  
This working group will manage any risks, issues or opportunities identified by the stakeholders that have been escalated by the Operations Manager or from the Local Board

#### Community Services Rep

Responsible for identifying the service outcome that the Local Board wants to achieve and to identify and work with the stakeholders that have an important part in the outcome for the site.

**Parks Sports and Recreation Portfolio Manager**

#### Community Facilities Rep

Responsible for operational management via respective representative within the Operations Division. Led by Commercial Leasing & Businesses with engagement of SME from below depending on the issue.

- **Operational Management & Maintenance (OMM)**  
Responsible for any asset operational issues and the upkeep of the site.
- **Commercial Leasing & Businesses (CL&B)**  
Contract management that provides potential non-rates revenue generation from the asset.
- **Stakeholder & Land Advisory**  
Manages the community leases, advises on land designation/use and undertakes stakeholder advisory.
- **Investigation & Design (I&D)**  
Investigate and design solutions for the assets to deliver service outcomes.
- **Asset Management Intelligence Support (AMIS)**  
Provides asset information, condition assessments as is needed.
- **Project Delivery**  
Deliver renewals or new builds if there is a project with a budget.

Community Services & Community Facilities work with the Operations Manager on daily operational issues and report quarterly to the Orakei Local Board.

## The Landing: Roles & Responsibilities – Option 2

### **The Landing OPERATIONS MANAGER (On-site Management - Operational Risks, Issues & Opportunities)**

**The Operations Manager works closely with the Community Services and Community Facilities team to resolve day to day operational issues.**

The Landing Operations Manager will be the first port of call for stakeholders to raise any risks, issues or opportunities.

To manage a Risk, Issues & Opportunities register where each stakeholder is able to raise any concerns and capture the resulting decisions / actions.

All day to day operational risks, issues and opportunities will be managed by Operations Manager in the first instance with any unresolved risks or issues escalated to the Advisory Working Group.

Regular meetings with Stakeholders will be facilitated by the Operations Manager with representation from Community Services/Community Facilities

The Operations Manager will capture these risks, issues and opportunities and work with Community Services/Community Facilities to get clarity and guidance from Auckland Council when required.

*NB: All Health & Safety issues reported in Auckland Council's Risk Manager system.*

### **Stakeholders**

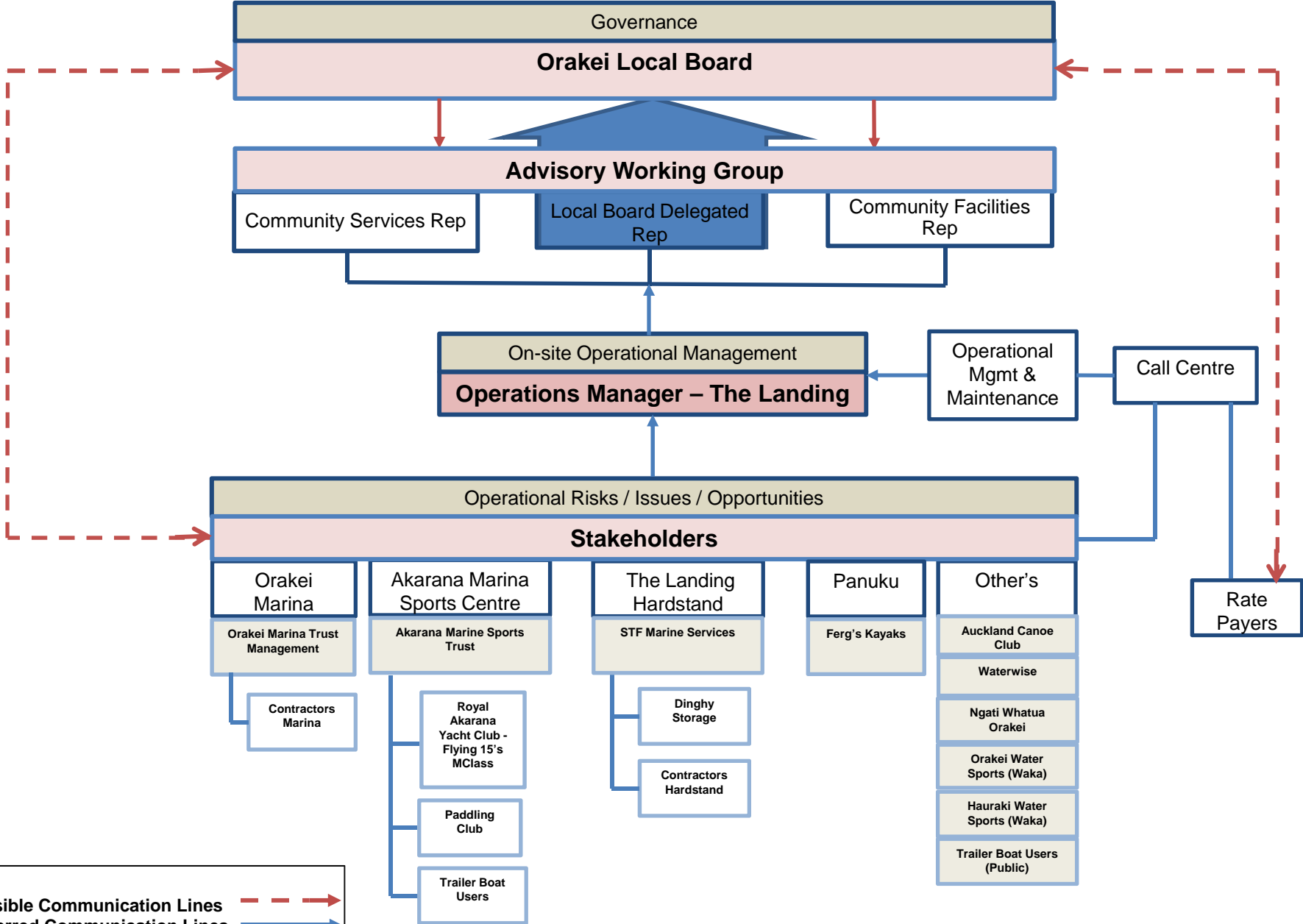
Day to day operational risks and issues will be managed by the Operations Manager.

A Risk, Issues & Opportunities register will be managed by the Operations Manager where each stakeholder is able to raise any concerns and the resulting decisions / actions will also be captured.

The risks, issues and opportunities register will be presented monthly to the advisory working group and any unresolved risks or issues will be resolved by the working group.

All day to day operational risks, issues and opportunities are to be channeled via the Operations Manager in the first instance.

# Operational Model – The Landing – Okahu Bay – **Option 3**



**Key:**  
 Possible Communication Lines - - - - -  
 Preferred Communication Lines —————

## The Landing: Roles & Responsibilities – Option 3

The purpose of the operational model is to achieve a cohesive stakeholder operational structure to ensure the site operates effectively and efficiently, which includes equity of access, minimal conflict, environmental best practice and excellence in health and safety practices.

**Common Goal: To provide the best outcomes for the community and users on The Landing site.**

### Orakei Local Board (Governance)

### Advisory Working Group (Risks, Issues, Opportunities)

This group is made up of the following three representatives. The Local Board Rep will have full delegated authority of the Local Board and report directly back to them. This working group will manage any risks, issues or opportunities identified by the stakeholders that have been escalated by the Operations Manager or from the Local Board

Community Services Rep	Local Board Rep	Community Facilities Rep
<p>Responsible for identifying the <u>service outcome</u> that the Local Board wants to achieve and to identify and work with the stakeholders that have an important part in the outcome for the site.</p> <p><b><u>Parks Sports and Recreation Portfolio Manager</u></b></p>	<p>Has full delegation of the Orakei Local Board</p> <p>Responsible for ensuring any risks and/or issues are managed and mitigated in a way that ensures the service outcomes are achieved.</p> <p>That new opportunities align to the desired service outcomes of the Local Board.</p> <p>Local Board Rep reports directly to Orakei Local Board. No officer reporting</p>	<p>Responsible for operational management via respective representative within the Operations Division. Led by Commercial Leasing &amp; Businesses with engagement of SME from below depending on the issue.</p> <ul style="list-style-type: none"> <li>• <b><u>Operational Management &amp; Maintenance (OMM)</u></b> Responsible for any asset operational issues and the upkeep of the site.</li> <li>• <b><u>Commercial Leasing &amp; Businesses (CL&amp;B)</u></b> Contract management that provides potential non-rates revenue generation from the asset.</li> <li>• <b><u>Stakeholder &amp; Land Advisory</u></b> Manages the community leases, advises on land designation/use and undertakes stakeholder advisory.</li> <li>• <b><u>Investigation &amp; Design (I&amp;D)</u></b> Investigate and design solutions for the assets to deliver service outcomes.</li> <li>• <b><u>Asset Management Intelligence Support (AMIS)</u></b> Provides asset information, condition assessments as is needed.</li> <li>• <b><u>Project Delivery</u></b> Deliver renewals or new builds if there is a project with a budget.</li> </ul>



## The Landing: Roles & Responsibilities – Option 3

### **The Landing OPERATIONS MANAGER (On-site Management - Operational Risks, Issues & Opportunities)**

The Landing Operations Manager will be the first port of call for stakeholders to raise any risks, issues or opportunities.

To manage a Risk, Issues & Opportunities register where each stakeholder is able to raise any concerns and capture the resulting decisions / actions.

All day to day operational risks, issues and opportunities will be managed by Operations Manager in the first instance with any unresolved risks or issues escalated to the Advisory Working Group.

Regular meetings with Stakeholders will be facilitated by the Operations Manager with representation from Community Services/Community Facilities

The Operations Manager will capture these risks, issues and opportunities and report regularly to the Advisory Working Group.

*NB: All Health & Safety issues reported in Auckland Council's Risk Manager system.*

### **Stakeholders**

Day to day operational risks and issues will be managed by the Operations Manager.

A Risk, Issues & Opportunities register will be managed by the Operations Manager where each stakeholder is able to raise any concerns and the resulting decisions / actions will also be captured.

The risks, issues and opportunities register will be presented monthly to the advisory working group and any unresolved risks or issues will be resolved by the working group.

All day to day operational risks, issues and opportunities are to be channeled via the Operations Manager in the first instance.

## Recommendation

- The Orakei Local Board has Governance over The Landing local park but should not be bogged down by day to day operational issues which can be identified and resolved amongst the stakeholders.
- **Option 2:** Implement the Advisory Group made up of representatives from Community Services, Community Facilities – (Auckland Council) and the operations manager which would report quarterly to the Orakei Local Board any risks, issues or opportunities which require governance decisions. This would allow any operational risks, issues and opportunities to be dealt with quickly and efficiently by bringing in the correct subject matter experts to resolve any operational risks, issues and opportunities.