

# Value for Money Programme

Quarterly update

December 2019

# Auckland Council Group Value for Money Programme



<b>Programme Lead</b>	Ross Chirinside
<b>Business Owner</b>	Kevin Ramsay
<b>Sponsor</b>	Matthew Walker
<b>Programme Health</b>	<span style="color: green;">●</span> Schedule <span style="color: green;">●</span> Resource

<b>Reporting Period</b>	December 2019
<b>Programme health overall</b>	<span style="color: green;">●</span>

<b>Programme Health</b>	<span style="color: green;">●</span> Schedule <span style="color: green;">●</span> Resource <span style="color: green;">●</span> Budget <span style="color: green;">●</span> Risk
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## Programme overview and monthly progress

### Briefing paper to incoming Council

A briefing paper has been prepared for the incoming council outlining the work programme for the first 6 months of this calendar year.

Some changes to the programme have been recommended to improve the effectiveness of the reviews. There is reduced review activity during the CCO Review.

This is the final implementation report for Domestic Waste. With the completion of the procurement for integrated waste collection all recommendations have substantially been recommended.

### Human Resources review

Review has been placed on hold pending the completion of the CCO Review.

## Next Steps

Implement work programme until June 2020 as agreed with the VFM committee.

## Key risks and issues

### CCO Review

Risk of loss of momentum of the programme during CCO Review.

**Key for all pages**



On track



Some issues which may impact achieving targets



Some issues which will impact achieving targets

# Auckland Council Group Value for Money Programme

	Phase	RAG	Implementation complete	Next Steps (if not in close phase)
Three Waters	Close	●	●	
Domestic Waste	Benefit realisation	●		<ul style="list-style-type: none"> <li>Final implementation progress update as at December 2019</li> </ul>
Communications and engagement	Close	●	●	
Investment attraction	Close	●	●	
Parks and open spaces	Deliver	●		<ul style="list-style-type: none"> <li>On-hold until after completion of next phase of governance review</li> <li>VfM team to discuss with management if any initiatives can be progressed</li> </ul>
Group Procurement	Close	●	●	
Information, comms. and technology	Benefit realisation	●		<ul style="list-style-type: none"> <li>Implementation progress update - April 2020</li> </ul>
Customer services	Benefit realisation	●		<ul style="list-style-type: none"> <li>Implementation progress update - April 2020</li> </ul>
Financial services	Benefit realisation	●		<ul style="list-style-type: none"> <li>Implementation progress update - April 2020</li> <li>Shared services strategy - delayed start</li> </ul>
Legal and risk	Benefit realisation	●		<ul style="list-style-type: none"> <li>Implementation progress update - April 2020</li> </ul>
Human resources	Deliver	●		<ul style="list-style-type: none"> <li>On hold due to CCO Review. Will assess following completion of that review</li> </ul>

Organisation support





Reporting Period (last quarter) June 2019

Review	Responsible officer	Benefit planning	Value	Cash releasing financial benefit (\$m 10 years)			Non-financial benefit opportunity	Comment (if not green must comment)
				VFM opportunity	Forecast	Realised		
Domestic waste	Parul Sood	●	●	42	4	0	<ul style="list-style-type: none"> <li>Focus on non-domestic waste</li> </ul>	<ul style="list-style-type: none"> <li>Benefits determined following procurement in 2020</li> </ul>
Customer services	Wendy Beban	●	●	10.5	TBD	-		
Information, Communications and technology	Mark Denvir	●	●	18	18	-	<ul style="list-style-type: none"> <li>Group ICT strategy</li> </ul>	<ul style="list-style-type: none"> <li>More group opportunity to be assessed</li> </ul>
Financial services	Debbie Acott	●	●	18	18	0.5		
Legal and risk services	Dani Gardiner	●	●	NA	NA	NA	<ul style="list-style-type: none"> <li>Better management of risk</li> <li>Business case to determine if any efficiency benefit</li> </ul>	
<b>TOTAL</b>				<b>88.5</b>	<b>40</b>	<b>0.5</b>		

### Benefit Realisation detail

Benefit \$M	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Forecast	40	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Realised	0.5	0.5									

\* Benefits are cash benefit (both operating and capital). **Benefit opportunity** – potential identified by VFM review (10 years), **Benefit forecast** – amount forecast by management based on implementation progress (10 years), **Benefit realised** – amount “banked” in accounts (1 year)

# Value for Money Programme

<b>Review</b>	Domestic Waste
<b>Responsible officer</b>	Parul Sood
<b>Implementation Health</b>	● Benefit planning ● Implementation

<b>Reporting Period</b>	January 2020
<b>Programme health overall</b>	●
<b>Value</b>	● Risk

## Implementation overview

- All key review recommendations have been implemented, and the resulting projects are either on track or completed. This will be the final VfM update.

## Key achievements in last quarter

- Supplier recommendations for the new integrated waste collection model were approved in December 2019. The model has one supplier providing all three waste collection services (refuse, recycling and food scraps) for each single contract area across the region. These contracts involve the use of electric collection vehicles which will help significantly reduce carbon emissions and air pollution. The integrated waste collections procurement achieved a \$76 million savings including a contract contingency of 17.5 percent (\$74.5 million). This contingency has not been included in the benefit forecast above to reflect risk around unforeseen cost increases and/or changes to waste volumes.
- Food scraps processing contract finalised with Ecogas Limited.
- Sourcing of co-funding continues. Council receives \$7 million a year from the central government Waste Minimisation Fund for ongoing services. The Onehunga Community Recycling Centre has also received \$2.2 million funding from the national Waste Minimisation Fund.

## Benefit Realisation detail

Benefit \$M	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Forecast	3.7	\$-.004M	-\$7.66M	-\$6.81M	\$0.3M	\$3.92M	\$3.11M	\$2.82M	\$2.45M	\$2.02M	\$1.89M	\$1.65M
Realised												

## Benefit Realisation summary

Benefit Opportunity \$M	Benefit Forecast \$M	Variance to Opportunity \$M	Benefit Realised \$M	Benefit realisation plan developed	RAG
\$42M	\$4M	(\$38m)	\$0M	Yes	●

## Key activities for next quarter

- Implementing the integrated waste collection services with the initial focus on maintaining a consistent quality of collection service throughout the contractor change over period in July 2020.
- The government has signalled a review of the waste levy. Council provided a submission advocating for increasing and expanding the levy – this could provide additional funding for resource recovery in future.
- Staff will continue to focus on achieving savings, through managing the integrated collections to minimise requirement for contingency and seeking increased co-funding from the central government waste levy.

## Key risks and issues

- The integrated waste collections procurement has delivered savings of \$1.5 million over the ten year contract period (excluding \$74.5 million contingency). Savings will be achieved through the competitive rates negotiated for collection services and households diverting more waste through food scraps.

\* Benefits are cash benefit (both operating and capital). **Benefit opportunity** – potential identified by VfM review (10 years), **Benefit forecast** – amount forecast by management based on implementation progress (10 years), **Benefit realised** – amount “banked” in accounts (1 year)

# Value for Money Programme

<b>Review</b>	Domestic Waste	<b>Reporting Period</b>	January 2020
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## Status of implementation recommendations

Recommendation	Start date	Completion date	RAG	Completed	Comment (if not green must comment)
Prepare a plan to focus on the total waste stream and include it in the Waste Management and Minimisation Plan	Nov 17	June 2018	●	●	<ul style="list-style-type: none"> <li>The Waste Management and Minimisation Plan was adopted in 2018 and includes a focus on reducing non-domestic waste. Waste staff are now working with partners such as HLC and Community Facilities to reduce the volume of construction and demolition waste sent to landfill.</li> </ul>
Evaluate options of ownership for non-strategic assets and associated services	Feb 18	Feb 19	●	●	<ul style="list-style-type: none"> <li>An independent business case from PricewaterhouseCoopers relating to options for ownership and management of key waste assets and services has been completed. The business case made the following recommendations:               <ul style="list-style-type: none"> <li>Whitford Landfill – retain council’s 50 per cent ownership and develop a resource recovery park on the site.</li> <li>Waitākere Transfer Station – council should continue to own and manage, including development of a resource recovery park on the site.</li> <li>Community recycling centres – continue developing 12 centres as planned and two resource recovery parks.</li> <li>Staff support these recommendations and will present an updated version of the resource recovery network strategy to Environment and Climate Change Committee in mid 2020.</li> </ul> </li> <li>The business case also made a number of commercially sensitive recommendations relating to waste collection services. These have been actioned through the integrated waste collections procurement process.</li> </ul>
New services or trials must include: <ul style="list-style-type: none"> <li>Consideration for co-funding support from the national Waste Minimisation Fund and business cases</li> </ul>	Nov 17	Ongoing	●	●	<ul style="list-style-type: none"> <li>An application to the national Waste Minimisation Fund to fund aspects of the resource recovery network was partially successful. \$2.2 million of funding was received for the development of a community recycling centre in Onehunga.</li> <li>An application has been made to the national Waste Minimisation Fund to undertake a detailed feasibility study for on-shore management and processing of mixed paper and cardboard fibre in New Zealand. No response on this application has been received to date.</li> </ul>

# Value for Money Programme

Review	Domestic Waste	Reporting Period	January 2020
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## Status of implementation recommendations

Recommendation	Start date	Completion date	RAG	Completed	Comment (if not green must comment)
Lift economic discipline by including evidence-based market research, ranking initiatives by cost effectiveness and carrying out independent reviews	Nov 17	Ongoing	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Various waste initiatives were ranked by cost-effectiveness during development of the Waste Management and Minimisation Plan 2018. Waste Solutions regularly commissions market research, cost benefit analysis and reviews to guide effective delivery of services.</li> </ul>
Review of Auckland Council's waste grant scheme	Nov 17	Ongoing	<span style="color: green;">●</span>		<ul style="list-style-type: none"> <li>A review of the Waste Minimisation and Innovation Fund is underway. Results of the review will be presented to Environment and Climate Change Committee in the first half of 2020. Recommended changes will then be implemented.</li> </ul>
Develop site waste management plans to minimise waste	July 18	Dec 18	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Contract specifications requiring site waste minimisation plans (including a ban on priority materials going to landfill) have been included in all facilities maintenance projects under \$300,000 being delivered by the council group.</li> <li>The council's Sustainable Procurement Framework now includes a Zero Waste by 2040 requirement.</li> </ul>
Gather evidence for diverting waste from landfill – carry out household behaviour studies	Nov 17	Ongoing	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Market research on householders' willingness to achieve and pay for waste reduction initiatives has been procured in the past and the council will continue to do so when required.</li> </ul>
Do further research into whether central government should lift the landfill levy	Nov 17	July 18	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>In November 2019 the Ministry for the Environment released a consultation document on a review of the national waste levy.</li> <li>Auckland Council has developed a comprehensive submission in response to this consultation document. The submission supports a significant progressive increase to the current waste levy and the expansion of the waste levy to apply equally across all classifications of landfill.</li> </ul>
Implement outcome based contracting for waste collections	Nov 17	Ongoing	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>On 10 December 2019 the Strategic Procurement Committee approved the supplier recommendations for the integrated waste collection contracts. This procurement achieved a \$1.5 million saving over the life of the contract term (excluding \$74.5 million contingency).</li> </ul>

# Value for Money Programme

<b>Review</b>	Customer services
<b>Responsible officer</b>	Melissa Colquhoun / Sarah O’Hagan
<b>Implementation Health</b>	● Benefit planning ● Implementation

<b>Reporting Period</b>	December 2019
<b>Overall programme health</b>	● Risk
<b>Implementation</b>	● Value ● Risk

## Implementation overview

- Report a problem service went live on 5 December 2019 – customers and staff can report property maintenance issues online and internal process streamlined
- MyAuckland – the ability for customers to transact regarding their rates has seen 28,000 properties added since go live in August 2019.

## Key achievements in last quarter

- Customer Contact Management platform (Te Auruere):
  - Business case approved for the replacement solution, targeted phased delivery by July for key customer-facing business functions.
  - Project team mobilised and design process underway with selected vendor. Initial focus on customer-facing benefits & risk mitigation.
- Customer strategy programme (CustomerSmart) established with key focus on the two VFM recommendations. Programme is made up of the following workstreams:
  - Consolidate the helpdesks/contact centres across Council into a single centre that drives customers to self-service and first call resolution
  - Drive customers toward digital self-service through use of MyAuckland, closing old channels and creating new rules of engagement for existing service centres and contact centres
  - Make better use of council expertise through drop-in sessions with subject matter experts across different facilities (front of house integration)
  - Development of a customer commitment aka customer charter

## Benefit Realisation detail

Benefit \$M	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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Forecast

TBD

Realised

TBD

## Benefit Realisation summary

Benefit Opportunity \$M	Benefit Forecast \$M	Variance to Opportunity \$M	Benefit Realised \$M	Benefit realisation plan developed	RAG
\$10.5m	TBD	TBD	TBD		●

## Key activities for next quarter

- Confirm and commence delivery of the quick wins in CustomerSmart programme
- Drive service improvement initiatives that enable improved customer experience
- Deliver first phases of design and build, (including ICT Helpdesk) of the Customer Contact Management Platform

## Key risks and issues

- Pace of change required may be compromised due to resource capacity while Regulatory Services remains a priority, including ICT capacity.
- Benefits not yet confirmed for CustomerSmart programme
- Current Customer Contact Management Platform is end of life and support (July 2020); placing significant risk over operations while new platform is developed.

\* Benefits are cash benefit (both operating and capital). **Benefit opportunity** – potential identified by VFM review (10 years), **Benefit forecast** – amount forecast by management based on implementation progress (10 years), **Benefit realised** – amount “banked” in accounts



# Value for Money Programme

Review Customer services

Reporting Period December 2019

## Status of implementation recommendations

Recommendation	Start date	Completion date	RAG	Completed	Comment (if not green must comment)
Design and implemented a Group approach to <u>simplifying the customer channels</u> and points of interaction with the Group	May 19	Ongoing	●		Focus on enhancing the service provided by Customer Services on behalf of CCO's. Further AT customer-facing knowledge (through the iKnow re-write) and processes (e.g. vehicle crossings, parking infringements) re-engineered with AT to streamline service.
Develop a programme of work, building on initiatives underway to <u>improve first time resolution of customer enquires</u> .	May 19	Ongoing	●		Business improvement programme (Kowhai) continues to focus on the onboarding of additional processes (e.g. updating dog status, Tupuna Manuaga gate management, building consent status updates) into Customer Services. Focus on Regulatory Services has seen a drop in transferred calls / emails over the last quarter.

# Value for Money Programme

<b>Review</b>	Information, communications and technology
<b>Responsible officer</b>	Mark Denvir
<b>Implementation Health</b>	<span style="color: green;">●</span> Benefit planning <span style="color: green;">●</span> Implementation

<b>Reporting Period</b>	December 2019
<b>Programme health overall</b>	<span style="color: green;">●</span>
<b>Implementation</b>	<span style="color: orange;">●</span> Value <span style="color: green;">●</span> Risk

## Implementation Overview

- RFA and Auckland Council joint programme of work underway to design the future delivery of ICT shared services
- E-Learning and security services (vulnerability and penetration tests) have been implemented as shared services across the group.
- The group is sharing capability, technology and learnings for Robotics Process Automation (RPA)

## Key activities for last quarter

- RFA and Auckland Council programme of work initiated. Scoping work identified additional complexities that need to be explored in more detail
- Implementation of the initial RPA opportunity for AT

## Benefit Realisation summary

Benefit Opportunity \$M	Benefit Forecast \$M	Variance to Opportunity \$M	Benefit Realised \$M	Benefit realisation plan developed	RAG
\$18M	TBD	TBD	TBD		<span style="color: green;">●</span>

## Key activities for next quarter

- Reset scope and develop plan and costings for the RFA and Auckland Council programme of work for the next 12 months.
- Continue leveraging Auckland Council's RPA infrastructure across AT and ATEED. Implementation of the initial RPA opportunity for ATEED

## Key risks and issues

- Nothing to report

## Benefit Realisation detail

Benefit \$M	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Forecast	18	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Realised											

\* Benefits are cash benefit (both operating and capital). **Benefit opportunity** – potential identified by VFM review (10 years), **Benefit forecast** – amount forecast by management based on implementation progress (10 years), **Benefit realised** – amount “banked” in accounts

# Value for Money Programme

<b>Review</b> Information, communications and technology	<b>Reporting Period</b> December 2019
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## Status of implementation recommendations

Recommendation	Start date	Completion date	RAG	Completed	Comment (if not green must comment)
Develop and implement a Group approach to governing ICT to leverage scale and eliminate duplication		Ongoing	<span style="color: green;">●</span>		<ul style="list-style-type: none"> <li>Work has commenced and progress made on how the Group will work together and a number of group initiatives have been identified</li> </ul>
Design and implement a consistent Group-wide approach for managing data centres		Ongoing	<span style="color: orange;">●</span>		<ul style="list-style-type: none"> <li>AC are deploying a multi-cloud approach which can be leveraged across the Group</li> <li>Weak engagement in researching group wide opportunities with AT &amp; Watercare.</li> </ul>
Build on the collaborative approach in the Group Procurement Policy by building an ICT procurement strategy and category plan		Ongoing	<span style="color: green;">●</span>		<ul style="list-style-type: none"> <li>Working with the Procurement team to ensure alignment across the Group any procurement activity while developing the category management plans</li> </ul>
Improve business case development	Dec 19	Dec 20	<span style="color: green;">●</span>		<ul style="list-style-type: none"> <li>Ongoing. Making good progress working with the new Investment Management Office to streamline governance processes and focus on value .</li> </ul>
Create common project practices and a pool of project resources and suppliers	Dec 19	Dec 20	<span style="color: green;">●</span>		<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
Complete and implement business case for CCTV shared service		Ongoing	<span style="color: green;">●</span>		<ul style="list-style-type: none"> <li>A gradual migration of public facing cameras to Auckland Transport is underway. In June 19 approx. 130 Town Centre CCTV cameras migrated to AT – the locations included – Old Papatotoe, Hunters Corner, Pukekohe, Manurewa, Henderson &amp; Mangere.</li> <li>AT are currently migrating approx. 75 CCTV public facing cameras from AC to AT in the CBD – these cameras are of interest to AT &amp; Police</li> <li>RFA are investigating moving their cameras to the same platform</li> </ul>
Alignment of Auckland Council (parent) organisation strategy and ICT priorities		Dec 19	<span style="color: green;">●</span>		<ul style="list-style-type: none"> <li>Strategy 2022 is now completed and ICT have commenced work aligning future roadmaps with the strategy</li> </ul>

# Value for Money Programme

<b>Review</b>	Financial services	<b>Reporting Period</b>	December 2019
<b>Responsible officer</b>	Debbie Acott	<b>Programme health overall</b>	●
<b>Implementation Health</b>	● Benefit planning ● Implementation	<b>Value</b>	● Risk

## Implementation Overview

Good progress has been made on implementing the VFM recommendations. The Group continue to collaborate well under the oversight of the Chief Financial Officers

## Key achievements in last quarter

- Improvements and simplification made to the planning and reporting processes
- Agreed with Tauranga City Council to share finance technology configuration (SAP)

## Key activities for next quarter

- Development of draft shared services strategy
- Engage with CCOs and other large councils to understand opportunities
- Procure budget technology solution

## Benefit Realisation detail

Benefit Opportunity \$M	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Forecast	18	0.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Realised	0.5	0.5									

\* Benefits are cash benefit (both operating and capital). **Benefit opportunity** – potential identified by VFM review (10 years), **Benefit forecast** – amount forecast by management based on implementation progress (10 years), **Benefit realised** – amount “banked” in accounts

## Benefit Realisation summary

Benefit Opportunity \$M	Benefit Forecast \$M	Variance to Opportunity \$M	Benefit Realised \$M	Variance to Forecast \$M	Benefit realisation plan developed	RAG
\$18M	>\$18m	\$0	\$0.5M	\$0		●

## Benefit realisation

- Organisation changes have reduced the number of staff (FTE) in planning to reporting. Assuming these are not replaced savings will be realised over 10 years.

## Key risks and issues

- Impact of CCO review on development and implementation of shared services strategy is unknown

# Value for Money Programme

Review	Financial services	Reporting Period	December 2019
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## Status of implementation recommendations

Recommendation	Start date	Completion date	RAG	Completed	Comment (if RAG not GREEN – Got to Green plan)
Shared services strategy	October 2019	September 2019	●		<ul style="list-style-type: none"> <li>• Scope to include Auckland Council Group and other local government organisations</li> <li>• Developed steering group to develop policy, strategy and operating model</li> <li>• Working with Tauranga City Council on use sharing SAP Finance system technology code</li> </ul>
Group Financial Information strategy	July 2020	June 2021	●		<ul style="list-style-type: none"> <li>• Concept plan developed – dependent on planning and reporting simplification before further work</li> <li>• Some progress has been made in better using existing technologies</li> </ul>
Simplify planning and reporting processes	July 2019	June 2020	●		<ul style="list-style-type: none"> <li>• Process improvements completed</li> <li>• Standardised, focused quarterly reporting to councillors</li> <li>• Monthly performance dashboard implemented for ELT</li> <li>• Organisation changes made reducing 12 FTE – further savings anticipated</li> <li>• Requirements gathered for budget technology solution – procurement February 2020</li> </ul>

# Value for Money Programme

<b>Review</b>	Group legal and risk management
<b>Responsible officer</b>	Kevin Ramsay
<b>Implementation Health</b>	● Benefit planning ● Implementation

<b>Reporting Period</b>	December 2019
<b>Programme health overall</b>	●
<b>Implementation</b>	● Value ● Risk

## Implementation Overview

- Recommendations incorporated into departmental improvement plan.

## Key achievements in last quarter

- Risk Champions (representatives from business) approach gaining traction to increase maturity of risk culture throughout council.
- Proposed approach to insurance renewals for 2020 ascertained.

## Key activities for next quarter

- Quality assurance of data for insurance renewals and compilation of materials for insurers roadshows.
- Continuing work on alternate insurance mechanisms.
- Review completed with ELT of Risk Appetite Statement and confirmation of Risk Management Framework.

## Benefit Realisation summary

Benefit Opportunity	Benefit Forecast \$M	Variance to Opportunity \$M	Benefit Realised \$M	Variance to Forecast \$M	Benefit realisation plan developed	RAG
\$0m	\$0m			\$0		●

## Benefit realisation

- Benefits are still difficult to quantify at this stage.
- The VFM review did not identify any financial benefit.

## Key risks and issues

- Separate systems across the group make it harder to consolidate the risk stories into a single enterprise perspective.
- “Hardening” of the insurance market means a reduced number of suppliers and increased premiums.

# Value for Money Programme

<b>Review</b>	<b>Reporting Period</b>
Group legal and risk management	December 2019

## Status of implementation recommendations

Recommendation	Start date	Completion date	RAG	Completed	Comment (if RAG not GREEN – Got to Green plan)
Group assessment of risk	Oct 2019	TBD	●		<ul style="list-style-type: none"> <li>Quarterly reporting now being produced on a more common basis across the group.</li> <li>However further work required to assess benefits of moving to a common system, as well as ensuring that assessments and definitions are being used consistently, before a true group assessment of risk can be made.</li> </ul>
Business case for technology investment to improve legal efficiency and effectiveness	Oct 2019	TBD	●		<ul style="list-style-type: none"> <li>Business case for new file management/document management system in progress; awaiting ICT support for implementation of system.</li> </ul>
Adopt a more strategic approach to insurance	Oct 2019	TBD (May require public consultation)	●		<ul style="list-style-type: none"> <li>All entities across the group are represented on an insurance leadership group that is meeting regularly to assess levels of cover, acceptable deductibles and limits, before the insurance renewals in June 2020. Alternate mechanisms (such as self-insurance) are also being explored.</li> </ul>