TIMARU DISTRICT COUNCIL
Te Kaunihera ā-Rohe o Te Tihi o Maru

Corporate Services - Advisory, Governance and Organisational Capability

Activity Management Plan

2027-37

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Date finalised: <<insert date>>
Doc no: 1859088.

Contents

Part 1: Strategic Management

About this Activity

What does it deliver to our community?

This activity brings together the Council's core corporate governance, planning and assurance functions that support effective decision-making, organisational performance and public accountability. The activity encompasses Communications & Engagement, Legal Services, Risk & Assurance, Corporate Planning & Strategy, Policy, and Governance. Together, these services provide the frameworks, advice, systems and support that enable the Council to meet its statutory obligations, deliver on community expectations, manage organisational risks and maintain public trust and confidence.

The activity plays a critical role in supporting both elected members and staff. It helps ensure that decisions are informed by robust policy advice, legal considerations and effective planning processes; that organisational risks are identified and managed appropriately; that Council performance is monitored and reported transparently; and that governance processes comply with legislative and regulatory requirements. The activity also supports meaningful engagement with the community by providing strategic communications and consultation expertise that helps residents, stakeholders and elected members participate in local decision-making.

As community expectations, regulatory requirements and the operating environment continue to evolve, these services help the Council remain responsive, resilient and accountable. Through effective governance, planning, assurance and communication practices, the activity contributes to the achievement of Council's strategic objectives, supports continuous improvement across the organisation and helps ensure resources are used efficiently and responsibly for the benefit of the Timaru District community.

This activity delivers community benefit by helping ensure that the Council is well governed, legally compliant, financially and operationally accountable, and responsive to community needs and expectations. While many of the services within this activity operate behind the scenes, they play a critical role in supporting transparent decision-making, effective public participation, responsible risk management and the efficient use of public resources.

The activity helps residents stay informed about Council services, projects and decisions, provides opportunities for meaningful community engagement on important issues, and supports elected members to make informed decisions in the best interests of the district. Strong governance, planning, policy development, legal oversight and assurance processes also help protect community assets, maintain public trust and confidence, and ensure the Council can continue delivering essential services now and into the future.

Through these functions, the activity contributes to a Council that is accountable, resilient, well managed and capable of responding to the changing needs of the Timaru District community.

Services within this Activity

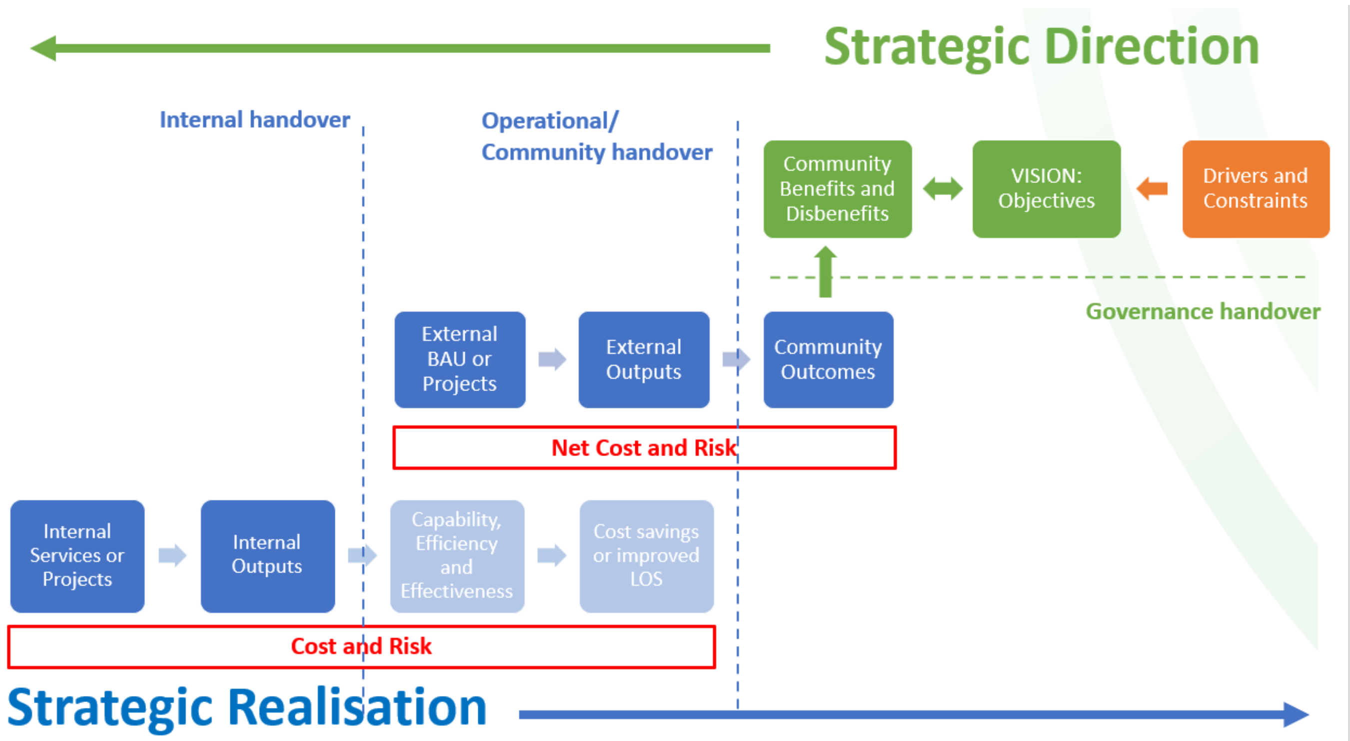
This activity comprises the following services:

- **Communications & Engagement** – strategic communications, media relations, community engagement, consultation and public information.
- **Legal Services** – legal advice, contract management, statutory compliance support and management of legal risks.
- **Risk & Assurance** – enterprise risk management, internal controls, assurance activities, business continuity and organisational resilience.
- **Corporate Planning & Strategy** – strategic planning, Long-Term Plan and Annual Plan coordination, performance measurement and organisational reporting.
- **Policy** – development, review and implementation of Council policies, bylaws and strategic policy advice.
- **Governance** – support for elected members, Council and committee meetings, statutory governance processes, official information management and democratic services.

This activity underpins the effective operation of all Council activities and services, providing the oversight, coordination and assurance necessary to support good governance and organisational success.

Over the next ten years, this activity will operate in an environment characterised by increasing legislative obligations, rising community expectations, workforce and financial constraints, ongoing technological change, and evolving central government policy settings. The activity is highly dependent on effective governance, organisational collaboration, reliable information systems and the availability of specialist expertise. The AMP assumes that the Council will continue to require strong governance, planning, policy, legal, communication and assurance functions to support informed decision-making, organisational resilience and public accountability. These factors will be actively managed through workforce planning, continuous improvement initiatives, technology investment, risk management practices and regular review of service priorities.

Strategic Alignment



NB Note that Outcomes and Benefits for *internal* services or projects will *also* be internal in the form of enabling capability, efficiency or effectiveness in *other* business units who can then improve or maintain a LOS or realise cost savings. Outcomes and Benefits for internal services or projects should therefore describe the opportunities they enable *across other business units.*

How does this activity contribute towards Council/your key stakeholders' stated strategic priorities for 2027-37?

Corporate Services BAU Activities: Strategic Alignment Map

Area	BAU Activities	Outputs	Outcomes	Community Benefits	Strategic Priorities	Key Drivers
Communications and Engagement	Media relations, internal communications, public information, consultation support, community engagement planning, website and digital content management, issues management	Media releases, consultation materials, newsletters, website content, social media updates, engagement reports, communication plans	Informed residents understand and are able to participate in Council decision-making	Improved public understanding, strengthened trust and confidence, effective community participation, better decision-making through community input	Community engagement, transparent decision-making, trusted and responsive Council	Legislative consultation requirements, community expectations, major projects, emergency communications, reputation management
Legal Services	Provision of legal advice, contract review, legislative interpretation, statutory compliance support, management of legal disputes, procurement advice	Legal opinions, reviewed contracts, compliance advice, statutory documentation, dispute resolution support	Council decisions and operations comply with legal obligations	Reduced legal risk, protection of Council interests, robust decision-making, improved governance	Good governance, regulatory compliance, organisational stewardship	Legislative change, contractual obligations, regulatory requirements, complex projects, risk management
Risk and Assurance	Enterprise risk management, internal audit coordination, business continuity planning, assurance reviews, fraud and integrity oversight, insurance management	Risk registers, audit reports, assurance reviews, business continuity plans, insurance programmes, risk reporting	Relevant units effectively identify, manage and monitor their risks	Organisational resilience, reduced risk exposure, improved controls, increased confidence in Council operations	Organisational resilience, effective stewardship, continuous improvement	Regulatory expectations, audit requirements, emerging risks, climate and emergency risks, organisational complexity
Corporate Planning and Strategy	Long Term Plan coordination, Annual Plan development, annual reporting, performance monitoring, strategic planning support, organisational performance reporting	Long Term Plans, Annual Plans, Annual Reports, performance reports, strategic planning documents, KPI reporting	Council invests in and effectively monitors activities that are aligned with strategic goals	Improved accountability, informed decision-making, efficient resource allocation, long-term sustainability	Strategic planning, accountability, sustainable service delivery	Local Government Act requirements, reporting obligations, financial sustainability, performance expectations, future growth and demand
Policy	Policy development and review, bylaw support, research and analysis, regulatory policy advice, strategic policy projects, monitoring legislative developments	Policies, bylaws, policy reviews, discussion papers, impact assessments, recommendations	Council makes decisions aligned to clear and effective policy settings	Consistent decision-making, compliance with legislation, improved community outcomes, strategic direction for Council activities	Effective governance, community wellbeing, strategic leadership	Legislative reform, community expectations, emerging issues, central government direction, organisational priorities
Governance	Democratic services, meeting administration, agenda and minutes preparation, elected member support, official information management, elections support, governance advice	Council and committee agendas, minutes, governance advice, elected member support services, statutory records	Council makes democratic decisions via effective and transparent governance processes	Public accountability, strong governance practices, informed elected members, legislative compliance	Democratic accountability, effective decision-making, transparency	Local Government Act requirements, elected member needs, public accountability expectations, information management obligations

What are the key constraints, dependencies and assumptions for this activity for the next ten years?

Constraint	What are the implications?	How is this being managed?
Legislative and regulatory requirements	Council must comply with a wide range of legislative obligations, which can limit flexibility and increase administrative workload. Failure to comply may expose Council to legal, financial and reputational risk. The activity operates within a framework established by: • Local Government Act 2002 • Local Government Official Information and Meetings Act 1987 • Public Records Act 2005 • Privacy Act 2020 • Health and Safety at Work Act 2015 • Council's Long-Term Plan, Annual Plan and strategic framework • Council policies, bylaws and governance protocols • Audit and assurance standards and professional codes of practice	Ongoing legal oversight, policy reviews, governance support, compliance monitoring and staff training.

Resource and financial constraints	Demand for corporate support services may increase faster than available funding and staffing resources, resulting in competing priorities and service pressures.	Prioritisation of work programmes, business planning, efficiency improvements and regular review of service levels.
Workforce capability and capacity	Specialist skills in legal, policy, governance, communications and assurance roles can be difficult to recruit and retain. Loss of key staff could affect service continuity and institutional knowledge.	Succession planning, professional development, knowledge management and use of external specialist advice where required.
Technology and information management limitations	Reliance on corporate systems and information quality may affect service delivery, reporting capability and organisational efficiency.	Ongoing investment in digital systems, information governance practices and process improvement initiatives.
Increasing public expectations	Communities increasingly expect timely information, transparency, engagement opportunities and responsive services. Failure to meet expectations may reduce public confidence.	Continuous improvement in engagement practices, customer experience, communications channels and reporting transparency.
Political and policy environment	Changes in central government policy, local government reform and evolving community priorities may require significant organisational adaptation.	Environmental scanning, strategic planning, policy monitoring and regular review of organisational priorities.

Dependency	**What are the implications?**	**How is this being managed?**

Elected members and governance structures	Effective delivery depends on clear governance direction and timely decision-making. Changes in priorities may alter work programmes and resource allocation.	Regular reporting, workshops, governance support and strategic planning processes.
All Council business units	Corporate services support every Council activity. Delays, data quality issues or competing demands may affect delivery.	Relationship management, service planning, prioritisation frameworks and cross-organisational collaboration.
Information and data quality	Planning, reporting, policy development and communication activities rely on accurate information from across the organisation.	Defined reporting processes, quality assurance reviews and data governance practices.
Information technology systems	Many services depend on digital platforms, document management systems, websites, reporting tools and communication channels.	ICT investment, business continuity planning and system lifecycle management.
External advisors and service providers	Specialist legal, audit, communications and consulting services may be required from time to time. Market constraints or rising costs may affect service delivery.	Procurement arrangements, panel contracts and budget planning.
Central Government agencies and regulators	Legislative reform and regulatory expectations directly influence policy, planning, governance and assurance activities.	Active monitoring of legislative developments and participation in sector networks.

Assumption	**What are the implications?**	**How is this being managed?**

Council will continue to require centralised governance, planning, policy, communications, legal and assurance functions	Ongoing investment in organisational capability and support services will be required.	Workforce planning and periodic review of service delivery models.
Legislative compliance requirements will remain significant and may increase over time	Demand for specialist advice, reporting and assurance activities is expected to continue growing.	Capacity planning, process improvement and regular policy review programmes.
Community expectations for transparency and engagement will continue to increase	Greater emphasis will be required on communications, consultation and performance reporting.	Investment in engagement methods, digital channels and reporting frameworks.
Digital technologies will continue to transform service delivery	Opportunities for efficiency and improved accessibility will emerge, but ongoing investment and capability development will be required.	Digital transformation programmes, technology upgrades and staff development.
Organisational risks will become more complex	Risk management, business continuity and assurance functions will remain critical to organisational resilience.	Maintenance of enterprise risk management frameworks and assurance programmes.
Council will continue to operate within a constrained financial environment	Pressure will remain on all support functions to demonstrate value, efficiency and alignment with strategic priorities.	Continuous improvement, service reviews and prioritised investment decisions.

Who are the key stakeholders for this activity?

This activity has a significant or strategic relationship with the following:

The Corporate Governance, Planning & Assurance activity maintains relationships with a wide range of internal and external stakeholders. Effective management of these relationships is critical to supporting good governance, legislative compliance, informed decision-making, organisational resilience and meaningful community engagement. Given the cross-organisational nature of the activity, many stakeholder relationships are strategic, influencing Council priorities, service delivery and long-term outcomes for the district.

Group / Organisation	Nature of Relationship
Elected Members (Council	Primary governance relationship. Receives advice, reports, policy recommendations, performance information and governance support to enable informed decision-making.
Chief Executive and Executive Leadership Team	Strategic leadership, organisational performance, risk management, planning and implementation of Council priorities.
All Council Business Units	Corporate partner providing governance, planning, legal, communications, policy and assurance support across all Council activities.
Timaru District Community	Receives information, participates in consultations and engagement processes, and influences Council decision-making through feedback and submissions.
Mana Whenua / Te Rūnanga o Arowhenua	Strategic relationship supporting partnership, engagement, statutory obligations, policy development and informed decision-making.
Community Boards	Governance and decision-making support, statutory processes, communications and community engagement.
Central Government Agencies	Legislative compliance, policy implementation, regulatory reporting and participation in reform programmes.
Ministry of Cities, Environment, Regons and Transport (MCERT)	Oversight of local government legislation, elections, governance and regulatory matters.

Office of the Auditor-General and Audit New Zealand	External audit, assurance, governance oversight and financial and performance reporting review.
Local Government New Zealand (LGNZ)	Sector advocacy, professional guidance, governance development and policy collaboration.
Taituarā	Professional development, sector benchmarking, policy support and best-practice guidance.
External Legal Advisors	Specialist legal advice and support on complex matters, litigation, contracts and regulatory issues.
Specialist Consultants and Professional Service Providers	Provision of technical expertise in communications, engagement, planning, assurance, governance and policy development.
Regulators and Oversight Agencies	Monitor compliance with legislative, privacy, employment, health and safety, environmental and information management obligations.
Media Organisations	Important channel for communicating Council decisions, projects, issues and community information.
Community and Stakeholder Groups	Engagement on policies, plans, bylaws, projects and issues affecting the district.
Timaru District Holdings Limited and Council-Controlled Organisations	Governance oversight, strategic alignment, reporting and stakeholder management.
Neighbouring Local Authorities and Regional Partners	Collaboration on regional issues, shared interests, policy matters and service improvement initiatives.
Emergency Management Partners	Coordination of risk management, resilience planning, business continuity and emergency communications.

Part 2: Performance Management (Levels of Service)

Levels of service for 2027-37

Commented [SF1]: Pause on this for now - we will likely be getting set measures through reform

Performance Measure	Levels Of Service	Community or Technical LOS (C/T)	Benchmarks (Targets)	Future Performance Targets				Method of Measurement (where & how)
				Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Years 4-10 2027/34	
Eg For Project/Activity Output or Outcome	Eg For Project/Activity Outcome or Benefit	C	100%	80%	85%	90%	95%	Follow up customer survey results to consent applicants (CM9 # xxxxxx)

Levels of service are measurable qualities or attributes of an activity that relate to the way people experience the service.

Performance measures are the indicators that are used to determine whether levels of service are being delivered.

Benchmarks relate to your performance measures – for example, are there benchmarks set by industry standards for your activity?

Performance targets are the desired levels of performance against the performance measures.

Proposed Changes to Activities, Projects and Levels of Service

(**Note for any changes that the Investment Summary in Part 7 must be completed for <u>EACH</u> proposed change**)

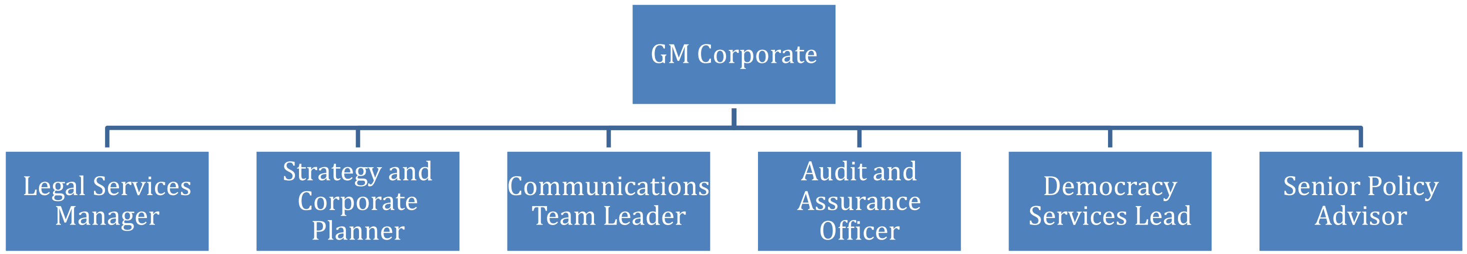
What changes are being proposed for this activity for the LTP 2027-37 (cf LTP 2024-34 LTP)?

Proposed Activity Change or Project	Change from 2024/34 LTP (New or Amended)	Impact on Level of Service (Start, Stop, Change higher/lower)	Reason/Rationale	Options for consultation	Project Brief or Business Case Completed?
None					

Part 3: Activity Management

Overall Management

How is the activity managed, including roles, staffing levels, accountabilities, monitoring, evaluation, and reporting processes including key delegations?



The Corporate Governance, Planning & Assurance activity is managed by the **General Manager Corporate** and comprises the Communications & Engagement, Governance, Policy, Corporate Planning & Performance, Legal Services, and Risk & Assurance functions. Collectively, these functions provide the governance, planning, compliance, assurance and engagement frameworks that support the effective operation of the Council and informed decision-making by elected members.

The activity is delivered through a combination of permanent staff, specialist contractors and professional service providers. Day-to-day service delivery is led by the relevant team leaders and managers, who are responsible for operational management, service planning, budget management, workforce capability, performance monitoring and continuous improvement.

The General Manager Corporate is accountable for:

- Strategic leadership of the activity.
- Achievement of agreed levels of service and performance measures.
- Activity budget and financial management.
- Workforce planning and capability development.
- Risk management and legislative compliance.
- Reporting to the Chief Executive, Executive Leadership Team, Council and Committees.

Monitoring, Evaluation and Reporting

Performance is monitored through:

- Long-Term Plan and Annual Plan performance measures.
- Quarterly organisational performance reporting.
- Annual Report reporting requirements.
- Audit and Risk Committee reporting.
- Risk and assurance reporting.
- Internal audit findings and recommendations.

- Customer and stakeholder feedback.
- Annual staff and business planning processes.

Delegations

Delegations are governed by:

- Council Delegations Register.
- Financial Delegations Policy.
- Procurement and Contracts Policy.
- Local Government Act statutory delegations.
- Chief Executive sub-delegations.

Operational decisions are undertaken within approved delegations, with matters of strategic significance escalated to the Executive Leadership Team, Council or Committees as required.

Project Activities

- Long-Term Plan development
- Annual Plan development
- Major consultation programmes
- Corporate policy reviews
- Organisational improvement initiatives

- Assurance and internal audit programmes
- Local government reform implementation
- Governance improvement initiatives

Capitalisation of Officer Time

Officer time within this activity is generally treated as an operating expense. Time may be capitalised where staff are directly contributing to the planning, procurement, design, delivery or implementation of a capital project and where the expenditure meets applicable accounting standards and Council accounting policies.

Examples may include:

- Strategic project management.
- Capital project consultation programmes.
- Land acquisition and legal support associated with infrastructure projects.
- Business case development directly attributable to capital investment.

Capitalisation is undertaken in accordance with Council financial policies and subject to finance review and approval.

Workflow Management

How does the activity intersect with other activities and workflows across the business?

The Corporate Governance, Planning & Assurance activity is an enabling function that supports all Council activities and business units. Unlike service-based activities that have defined service delivery interfaces, the services within this activity are embedded across the organisation and contribute to strategic planning, governance, risk management, policy development, legal compliance, organisational performance, communications, community engagement and decision-making processes.

As a result, the activity has a high degree of interaction with every Council business unit. Workflows are typically managed through established governance processes, project teams, business planning cycles, committee reporting, service requests, corporate policies and digital workflow systems. The activity's role is generally to provide advice, coordination, oversight, assurance or facilitation rather than direct operational service delivery.

Suggested Table

Other Business Unit	Other Business Activity	Point of Intersection	Workflow Solution	Relationship Owner (This Unit)	Relationship Owner (Other Unit)
All Business Units	Strategic planning and performance reporting	Planning, budgeting, performance measurement and reporting	Annual planning process, reporting calendar, business planning framework	Strategy and Corporate Planner	Relevant Manager
All Business Units	Risk management and assurance	Risk identification, reporting and assurance activities	Risk management framework, audit programme, reporting processes	Risk & Assurance Lead	Relevant Manager
All Business Units	Policy development and implementation	Creation, review and implementation of policies and bylaws	Policy framework and consultation processes	Policy Lead	Relevant Manager

All Business Units	Governance and decision-making	Committee reports, decision-making and implementation of resolutions	Governance processes and report templates	Governance Manager	Relevant Manager
All Business Units	Communications and engagement	Public communications, consultation and stakeholder engagement	Communications protocols, engagement plans and project teams	Communications & Engagement Manager	Relevant Manager
All Business Units	Legal and statutory compliance	Contracts, procurement, regulatory issues and legal advice	Legal review processes and delegation framework	Legal Services Manager	Relevant Manager

Systems Management

What different management systems are used for this activity?

Include accounting or financial systems, any IT licensed software or specified hardware for this activity, and customer service support systems for the activity.

Information Management

What are the key information sources used for decision making in this activity, including for asset management/replacement/renewals (as appropriate), and for determining priorities for this activity?

The Corporate Governance, Planning & Assurance activity relies on a diverse range of internal and external information sources to support strategic planning, policy development, governance decision-making, performance monitoring, risk management, legal compliance and community engagement. These information sources are used to establish priorities, assess organisational performance, identify emerging issues and support evidence-based decision-making.

Information Source	**Purpose**	**Collection and Monitoring**	**Storage and Management**
Long-Term Plan, Annual Plan and Annual Report	Strategic direction, service levels, performance monitoring and resource allocation	Updated through statutory planning cycles and annual reporting processes	Corporate document management systems and Council website
Council Strategies, Policies and Bylaws	Supports decision-making, compliance and organisational priorities	Reviewed in accordance with scheduled review programmes	Objective, SharePoint and governance systems
Council and Committee Decisions	Provides direction on priorities, projects and service delivery expectations	Captured through meeting agendas, minutes and resolutions	Governance and records management systems
Performance Measures and KPI Reporting	Monitoring organisational performance and achievement of service levels	Quarterly and annual reporting cycles	Corporate reporting systems
Enterprise Risk Register and Assurance Reports	Risk assessment, prioritisation and organisational resilience planning	Regular review and reporting through assurance processes	Risk management and document management systems

Internal and External Audit Reports	Improvement opportunities, compliance monitoring and assurance activities	As audits are completed and recommendations monitored	Audit and assurance records
Community Engagement and Consultation Feedback	Understanding community expectations, emerging issues and stakeholder priorities	Collected through consultation processes, surveys, submissions and engagement activities	Consultation records, submissions databases and reporting systems
Customer Requests and Service Request Data	Identification of trends, issues and service improvement opportunities	Ongoing monitoring through customer service systems	CRM and customer management systems
Financial and Budget Information	Resource planning, forecasting and financial performance monitoring	Monthly, quarterly and annual reporting cycles	Financial management systems
Legislative and Regulatory Information	Ensures compliance and informs policy, governance and operational decisions	Monitored through legal updates, professional networks and government publications	Legal, policy and governance records
Demographic, Social and Economic Data	Supports strategic planning, policy development and future demand assessment	Obtained from census data, government agencies and sector research	Planning and policy information repositories
Sector Benchmarking and Professional Networks	Identifies trends, best practice and continuous improvement opportunities	Ongoing participation in local government and professional forums	Internal business planning and improvement records

Commercial Management

What are the key considerations for procurement and contract management in this activity?

Include any parameters or constraints eg legislative or industry imposed and alignment to the Procurement and Contracts Policy and Manual. For example, standard contract types and terms, typical cost structure/types used, typical approach to risk sharing, usual delegations (eg GM vs Engineer to Contract vs Project Manager etc). Link to any related documents eg approved/preferred contractors register etc

The Corporate Governance, Planning & Assurance activity procures a range of professional services, software solutions and specialist advisory services that support governance, compliance, planning, communications, risk management and organisational performance.

Procurement activities are undertaken in accordance with Council's Procurement and Contracts Policy, Delegations Register, Financial Policies and applicable legislative requirements. Procurement decisions seek to achieve value for money, manage risk appropriately, maintain transparency and fairness, and ensure the Council has access to the specialist expertise required to meet its statutory and operational obligations.

Typical Procurement Categories

- Legal services and specialist legal advice
- Internal and external audit services
- Risk and assurance consultancy
- Strategic planning and policy consultancy
- Community engagement and research services
- Communications and marketing services
- Governance and election support services

- Software licensing and subscriptions
- Professional training and development services
- Specialist facilitation and advisory services

Key Procurement Considerations

Consideration	Implications
Legislative compliance	Procurement processes must comply with relevant legislation, Council policies and principles of fairness, transparency and accountability.
Specialist expertise availability	Many services require sector-specific or professional expertise that may be limited within the local market.
Value for money	Procurement decisions balance cost, quality, capability, experience and risk.
Independence and objectivity	Certain services, such as audit and assurance engagements, require independence from operational decision-making.
Confidentiality and privacy	Contracts may involve access to commercially sensitive, personal or legally privileged information.
Continuity of service	Long-term advisory relationships and critical support systems require careful contract management and succession planning.

Typical Contract Types

- Professional Services Agreements
- Consultancy Agreements
- Panel Contracts
- Software Licence Agreements
- Software-as-a-Service (SaaS) Agreements
- Fixed Price Engagements
- Time and Materials Contracts
- Subscription Agreements
- Memoranda of Understanding

Typical Cost Structures

- Annual operating budgets
- Salaries and employment costs
- Fixed-fee consultancy engagements
- Hourly or daily professional rates
- Software subscription and licensing fees
- Retainer arrangements

- Project-specific budgets

Approach to Risk Sharing

For most professional services contracts:

- Providers are responsible for the quality and accuracy of professional advice delivered.
- Council retains responsibility for governance decisions and statutory obligations.
- Professional indemnity insurance requirements are typically specified for high-risk advisory engagements.
- Liability limitations are considered on a case-by-case basis based on risk exposure and contract value.

Delegations

Procurement approvals are exercised in accordance with Council's Delegations Register and Procurement and Contracts Policy.

Typically:

Responsibility	Typical Authority
Operational purchasing	Team Leader / Manager
Professional service engagements within budget	Manager or General Manager
Significant contracts and strategic procurements	General Manager and/or Chief Executive
Major commitments beyond delegated authority	Council approval

Supporting Documents

- Procurement and Contracts Policy
- Procurement and Contracts Manual
- Delegations Register
- Financial Policies
- Approved Supplier Register (where applicable)
- Contract Management Procedures
- Information Security and Privacy Policies

What are the key estimation and forecasting tools/methodologies relevant to this activity?

Describe how this activity estimates/forecasts budgets or price envelopes for BAU activities and projects (both internal resource and external costs)? For example QS, Engineer's Estimate, Quotes, Proposal/s, Comparison projects, industry rates and estimated measures, schedule of quantities etc

The Corporate Governance, Planning & Assurance activity primarily comprises staff resources, professional services, technology platforms and work programme delivery. Budget forecasting generally focuses on anticipated service demand, staffing requirements, contractual commitments and organisational priorities rather than asset replacement costs.

Business-as-Usual (BAU) Activities

BAU budgets are typically developed using:

Methodology	Application
Historical expenditure analysis	Review of previous expenditure trends and service demands.
Established staffing budgets	Forecasting based on approved FTE structures and employment costs.
Contract renewals and known commitments	Existing software licences, subscriptions and service agreements.
Inflation modelling	Allowances for wage, consultancy and supplier cost increases.
Benchmarking	Comparison with comparable councils and industry standards.
Work programme assessment	Anticipated demands arising from strategic priorities, legislative requirements and planned reviews.

Project Activities

Project budgets and price envelopes are generally estimated using:

Methodology	Application
Quotations	Market testing for specific services or project components.
Consultant proposals	Scope-based pricing from specialist providers.

Comparable projects	Reference to previous Council projects and sector experience.
Industry rates	Professional hourly or daily charge-out rates.
Resource modelling	Internal staff effort estimates based on project complexity and duration.
Business case analysis	Detailed cost assessment for significant projects or initiatives.
Procurement processes	Pricing obtained through RFQ, RFP or tender processes.

Internal Resource Forecasting

Internal costs are typically estimated using:

- Staff establishment numbers (FTEs)
- Salary and employment cost forecasts
- Anticipated project effort and resource allocation
- Capacity assessments
- Historical workload trends
- Planned strategic initiatives
- Legislative work programme requirements

External Cost Forecasting

External costs are typically estimated using:

- Existing contractual commitments
- Supplier quotations
- Market testing
- Professional service rate schedules
- Comparable local government projects
- Inflation and market cost assumptions
- Industry benchmarking

Forecast Review

Forecasts are reviewed through:

- Annual Plan and Long-Term Plan processes
- Quarterly budget monitoring
- Project governance and reporting frameworks
- Contract management reviews
- Organisational business planning cycles

This approach ensures financial forecasts remain aligned with service demand, organisational priorities, legislative requirements and available funding over the life of the Activity Management Plan.

Communication Management

How does this activity ensure effective communication and engagement with governance and the community?

Describe how this activity typically identifies, plans for and implements opportunities for communication and engagement with key stakeholders (internal and external), clearly outlining roles and responsibilities and key documents, processes or channels in use.

The Corporate Governance, Planning & Assurance activity plays a central role in ensuring effective communication and engagement across Council, elected members, stakeholders and the wider community. Communication and engagement are embedded within the activity through the dedicated Communications & Engagement function, supported by Governance, Policy, Corporate Planning & Performance, Legal Services and Risk & Assurance.

The activity ensures elected members receive timely, accurate and relevant information to support effective decision-making through Council and committee reporting, workshops, briefings, performance reporting and governance processes. Community engagement is undertaken through a range of statutory and non-statutory consultation processes, public information campaigns, stakeholder engagement activities, digital communication channels and community events.

Communication and engagement requirements are identified throughout project planning, policy development, strategic planning processes and major organisational initiatives. The Communications & Engagement team provides specialist advice and support to business units to ensure communication and engagement activities are proportionate, accessible, timely and aligned with Council objectives.

Key communication channels include:

- Council and committee agendas and minutes
- Workshops and elected member briefings

- Public consultation processes
- Council website
- Social media platforms
- Media releases and media engagement
- Community newsletters and publications
- Stakeholder meetings and community events
- Annual Plan and Long-Term Plan engagement processes
- Emergency and issue-specific communications

Responsibilities are shared across the organisation, with business units responsible for subject matter expertise and service delivery, while the Communications & Engagement team provides strategic advice, coordination and implementation support.

The overall objective is to promote transparency, build trust and confidence, support informed participation in local decision-making, and ensure the community and elected members have access to the information required to understand Council activities, priorities and performance.

Part 4: Asset Management

Asset Management Overview

How will the assets be managed to deliver the service?

This is not an asset holding group of activities

Asset Management Plan (if relevant)

N/A

Commented [SF2]: Ignore this section if you do not have any assets in your activity.

Part 5: Financial Management

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Ten Year Operating and Capital Budget

What financial resources are needed?

(Insert Magiq table here of whole budget summary)

Group	Resource	2026/27 Full Year Budget	2027/28 Year 1	2028/29 Year 2	2029/30 Year 3	2030/31 Year 4	2031/32 Year 5	2032/33 Year 6	2033/34 Year 7	2034/35 Year 8	2035/36 Year 9	2036/37 Year 10
Governance	0683. Elected Members salaries - Pool	785,979	801,699	817,733	834,087	850,769	867,784	885,140	902,843	920,900	939,318	958,104
Governance	0687. Community Board salaries - Pool	57,313	58,459	59,628	60,821	62,037	63,278	64,544	65,835	67,151	68,494	69,864
Governance	0688. Community Board salaries - Non Pool	8,544	8,715	8,889	9,067	9,248	9,433	9,622	9,814	10,011	10,211	10,415
Communications	0300. Salaries	621,311	633,737	646,412	659,340	672,527	685,978	699,697	713,691	727,965	742,524	757,375

Communications	0330. Superannuation - Council Contribution	24,288	24,774	25,269	25,775	26,290	26,816	27,352	27,899	28,457	29,026	29,607
Communications	0345. ACC levy	2,417	2,465	2,515	2,565	2,616	2,669	2,722	2,776	2,832	2,889	2,946
Strategy & Corporate Planning	0300. Salaries	734,512	749,202	764,186	779,470	795,059	810,961	827,180	843,723	860,598	877,810	895,366
Strategy & Corporate Planning	0302. Overtime	13,500	13,770	14,045	14,326	14,613	14,905	15,203	15,507	15,817	16,134	16,456
Strategy & Corporate Planning	0330. Superannuation - Council Contribution	27,223	27,767	28,323	28,889	29,467	30,056	30,658	31,271	31,896	32,534	33,185
Strategy & Corporate Planning	0345. ACC levy	2,910	2,968	3,028	3,088	3,150	3,213	3,277	3,343	3,410	3,478	3,547
Risk and Assurance	0300. Salaries	136,073	138,794	141,570	144,402	147,290	150,236	153,240	156,305	159,431	162,620	165,872
Risk and Assurance	0330. Superannuation - Council Contribution	10,886	11,104	11,326	11,552	11,783	12,019	12,259	12,505	12,755	13,010	13,270

Risk and Assurance	0345. ACC levy	529	540	550	561	573	584	596	608	620	632	645
Governance	0703. Interest Payments - Internal Loans	18,111	18,111	18,111	18,111	18,111	18,111	18,111	18,111	18,111	18,111	18,111
Governance	0980. Overheads Allocated	3,024,412	3,115,144	3,208,599	3,304,857	3,404,002	3,506,122	3,611,306	3,719,645	3,831,235	3,946,172	4,064,557
Communications	0980. Overheads Allocated	195,124	200,978	207,007	213,217	219,614	226,202	232,988	239,978	247,177	254,593	262,230
Strategy & Corporate Planning	0980. Overheads Allocated	266,482	274,476	282,711	291,192	299,928	308,926	318,193	327,739	337,571	347,699	358,130
Risk and Assurance	0980. Overheads Allocated	37,693	38,824	39,989	41,188	42,424	43,697	45,007	46,358	47,748	49,181	50,656
Governance	0315. Fringe Benefit Taxes	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438	10,751	11,074
Governance	0403. Solicitors Fees	10,815	11,139	11,474	11,818	12,172	12,538	12,914	13,301	13,700	14,111	14,534
Governance	0500. Stationery & Office Consumables	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305	1,344	1,384
Governance	0602. Advertising	3,003	3,093	3,186	3,281	3,380	3,481	3,586	3,693	3,804	3,918	4,036

Governance	0618. Elected Members Allowances	53,462	55,066	56,718	58,419	60,172	61,977	63,836	65,752	67,724	69,756	71,848
Governance	0619. Elected Members travel	17,908	18,445	18,999	19,569	20,156	20,760	21,383	22,025	22,685	23,366	24,067
Governance	0640. Telephone Charges	3,023	3,114	3,207	3,303	3,402	3,504	3,610	3,718	3,829	3,944	4,063
Governance	0644. Course Seminar & Conference Registration	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619	33,598	34,606
Governance	0659. Remuneration Authority	6,586	6,784	6,987	7,197	7,413	7,635	7,864	8,100	8,343	8,593	8,851
Governance	0685. Hearing fees	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610	2,688	2,768
Governance	0686. Non Elected Member meeting fees	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715	60,476	62,291
Governance	0699. Mayors Welfare costs	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524	6,720	6,921
Governance	0686. Non Elected Member meeting fees	7,995	8,235	8,482	8,736	8,998	9,268	9,546	9,833	10,128	10,432	10,745

Governance	0456. Citizenship Ceremonies	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305	1,344	1,384
Governance	0603. Sundry Expenses	15,567	16,034	16,515	17,010	17,521	18,046	18,588	19,145	19,720	20,311	20,921
Governance	0405. Consultants	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619	33,598	34,606
Governance	0422. Local Government NZ Sub	88,202	90,848	93,574	96,381	99,272	102,250	105,318	108,477	111,732	115,084	118,536
Governance	0639. Subscriptions Memberships	13,605	14,013	14,434	14,867	15,313	15,772	16,245	16,732	17,234	17,751	18,284
Governance	0625. Taskforce for jobs	16,480	16,974	17,484	18,008	18,548	19,105	19,678	20,268	20,876	21,503	22,148
Governance	0626. Temuka Community Board grants	10,876	11,202	11,538	11,884	12,241	12,608	12,987	13,376	13,777	14,191	14,616
Governance	0627. Geraldine Community Boards grants	22,171	22,836	23,521	24,227	24,954	25,702	26,473	27,268	28,086	28,928	29,796
Governance	0628. Pl Point Community Board grants	37,314	38,433	39,586	40,774	41,997	43,257	44,555	45,892	47,268	48,686	50,147
Governance	0602. Advertising	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143	40,317	41,527

Governance	0663. Sister Cities	22,660	23,340	24,040	24,761	25,504	26,269	27,057	27,869	28,705	29,566	30,453
Governance	0970. Plant Hire - Internal Usage	9,860	10,156	10,460	10,774	11,098	11,430	11,773	12,127	12,490	12,865	13,251
Communications	0500. Stationery & Office Consumables	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016	2,076
Communications	0501. Printing & Photocopying Costs	332	342	352	363	374	385	396	408	421	433	446
Communications	0602. Advertising	30,700	31,621	32,570	33,547	34,553	35,590	36,657	37,757	38,890	40,057	41,258
Communications	0405. Consultants	9,479	9,763	10,056	10,358	10,669	10,989	11,318	11,658	12,008	12,368	12,739
Communications	0636. Insurance	23,137	23,831	24,546	25,282	26,041	26,822	27,627	28,456	29,309	30,189	31,094
Communications	0970. Plant Hire - Internal Usage	1,373	1,414	1,457	1,500	1,545	1,592	1,639	1,689	1,739	1,791	1,845
Strategy & Corporate Planning	0500. Stationery & Office Consumables	515	530	546	563	580	597	615	633	652	672	692
Strategy & Corporate Planning	0603. Sundry Expenses	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610	2,688	2,768

Strategy & Corporate Planning	0640. Telephone Charges	288	297	306	315	324	334	344	354	365	376	387
Strategy & Corporate Planning	0604. Audit Services Financial Reports	386,250	397,838	409,773	422,066	434,728	447,770	461,203	475,039	489,290	503,969	519,088
Strategy & Corporate Planning	0501. Printing & Photocopying Costs	9,612	9,900	10,197	10,503	10,818	11,143	11,477	11,822	12,176	12,541	12,918
Strategy & Corporate Planning	0602. Advertising	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914	4,032	4,153
Strategy & Corporate Planning	0603. Sundry Expenses	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610	2,688	2,768
Strategy & Corporate Planning	0605. Other Audit Services	309,000			337,653			368,962			403,175	
Strategy & Corporate Planning	0405. Consultants	183,452	188,956	194,624	200,463	206,477	212,671	219,051	225,623	232,392	239,363	246,544
Strategy & Corporate Planning	0503. Subscriptions	21,090	21,723	22,374	23,046	23,737	24,449	25,183	25,938	26,716	27,518	28,343

Strategy & Corporate Planning	0639. Subscriptions Memberships	3,765	3,878	3,994	4,114	4,238	4,365	4,496	4,630	4,769	4,912	5,060
Strategy & Corporate Planning	0527. Minor Capital Items	515	530	546	563	580	597	615	633	652	672	692
Risk and Assurance	0603. Sundry Expenses	515	530	546	563	580	597	615	633	652	672	692
Risk and Assurance	0639. Subscriptions Memberships	1,643	1,692	1,743	1,795	1,849	1,905	1,962	2,021	2,081	2,144	2,208
Risk and Assurance	0661. Internal audit	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842

Identify the changes to any financial line items and explain the rationale for this change.

Planned Capital Expenditure for Key Capital Projects

How much capital expenditure will be spent, on what asset, and what are the key capital projects for this activity for the next ten years?

(Insert Magiq table here of capex projects. Include whole of Life costs/future operating projections if different from above, and consider NPV. Remember to include officer resource requirements where time will be capitalized, and assets that will be created with corresponding depreciation values). **TABLE TO COME or INSERT FROM Asset Management Plan**

How much capital expenditure will be spent, on what asset, and what are the key capital projects beyond the next ten years?

(Insert Magiq table here of capex projects. Include whole of Life costs/future operating projections if different from above, and consider NPV. Remember to include officer resource requirements where time will be capitalized, and assets that will be created with corresponding depreciation values). **TABLE TO COME or INSERT FROM Asset Management Plan**

Funding Considerations

LGA s101 Funding Considerations

Funding Policy

Funding Principles

User-pays	Exacerbator-pays	Inter-generational equity	Separate funding
Low	Low	Low	Low

This table shows how Council has considered the funding in relation to the activity, using a simple high to low scale. The categories are:

- User-pays – the degree to which the activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Excerbator-pays – the degree to which the activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods, and;
- Separate funding – the degree to which the costs and benefits justify separate funding for this activity.

When an activity is paid for through a number of funding mechanisms, Council's practice is to meet its operating costs in the first instance through fees & charges and grants & subsidies (subject to the considerations outlined above). If the activity requires further operational funding, this remainder is funded through rates.

Capital Cost Funding Policy

This capital programme will be funded in accordance with the following principles: (example below)

Investment type	Initial funding	Serviced and/or repaid by
• n/a	• n/a	• n/a

Rates	Borrowing	Financial Contributions	Grants and other funds
Not Applicable	Not Applicable	Not Applicable	Not Applicable

Operating Cost Funding Policy

This table below shows Council's broad funding target for the activity (i.e. how much is paid by individuals/groups versus the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges etc.). Because there are variations in the balance between individual/group and community funding, the funding target is expressed in broad terms rather than specific percentages. These broad ranges are:

- Low = this source provides 0%-25% of the funding for this activity;
- Medium = this source provides between 26% and 75% of the funding for this activity, and;
- High = this source provides between 76% and 100% of the funding for this activity.

	Funding Target	Funding Mechanisms
Individual/Group	Low	Not funded individually

Community	High	General rates (High)

Part 6: Risk and Opportunity Management

What specific risks are identified for this activity, and what controls and mitigations are planned or in place to address these? Consider impacts on climate change/community outcomes in addition to the risk categories signaled below.

Description	Triggered by	Resulting in	Risk Level (L/C)	Controls or Mitigations	Residual Score
Failure to comply with legislative or regulatory obligations	Legislative change, inadequate controls, procedural failure	Legal challenge, regulatory action, reputational damage, reduced public confidence	High / Major	Legal review processes, governance oversight, policy framework, staff training, compliance monitoring	M
Loss of key specialist staff or capability	Labour market shortages, retirement, staff turnover	Reduced service quality, organisational knowledge loss, project delays	High / Moderate	Succession planning, workforce development, knowledge management, external specialist support	M
Inadequate strategic planning and performance monitoring	Poor information quality, insufficient resources, planning failures	Poor decision-making, inefficient resource allocation, inability to achieve strategic objectives	High / Major	Annual planning processes, performance reporting, management review, governance oversight	M

Significant organisational risk not identified or effectively managed	Emerging risks, control failure, inadequate assurance	Financial loss, service disruption, reputational damage	High / Major	Enterprise risk framework, assurance programme, Audit & Risk Committee oversight, business continuity planning	M
Ineffective community engagement or communications	Poor engagement practices, misinformation, inadequate communication	Reduced community trust, stakeholder dissatisfaction, poor consultation outcomes	Moderate / Major	Communications strategies, engagement plans, staff training, use of multiple engagement channels	M
Governance process failure	Inadequate governance support, procedural errors, delegation breaches	Invalid decisions, legal challenge, reduced confidence in governance processes	Moderate / Major	Governance framework, delegations register, quality assurance, officer review processes	L
Cybersecurity or information management failure	Cyber incident, security breach, poor records management	Information loss, privacy breach, operational disruption	High / Major	ICT security controls, records management systems, business continuity arrangements, staff awareness training	M
Increased legislative reform and regulatory burden	Central government reforms, increased reporting requirements	Increased costs, resource pressure, inability to meet statutory obligations	High / Moderate	Forward work planning, policy monitoring, prioritisation of work programmes, sector collaboration	M

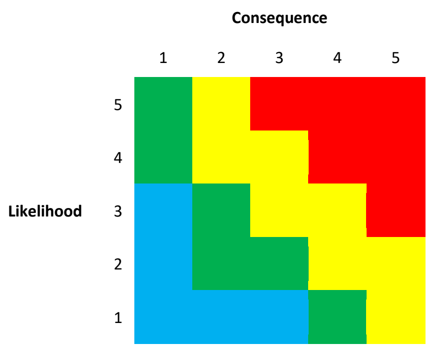
Insufficient funding for corporate capability and assurance functions	Financial constraints, competing organisational priorities	Deferred improvement programmes, increased organisational risk exposure	Moderate / Major	LTP funding process, business case development, risk-based prioritisation	M
Major emergency or disruptive event	Natural disaster, climate event, pandemic, infrastructure failure	Service disruption, inability to support governance and decision-making	High / Major	Business continuity planning, emergency management arrangements, remote working capability	M

What specific opportunities are identified for this activity, and what measures are planned or in place to exploit these?
Consider climate change and community outcome opportunities in addition to the categories signaled below.

Description	Triggered by	Resulting in	Opportunity Level (L/C)	Controls or Exploitations	Residual Score
Increased use of digital tools and automation	Emerging technology, process reviews	Improved efficiency, reduced manual effort, enhanced reporting capability	High / Major	Digital transformation initiatives, workflow automation, staff capability development	H
Improved community engagement approaches	New engagement methods, digital platforms, community expectations	Increased participation, improved decision-making, stronger public trust	High / Moderate	Engagement framework, community outreach programmes, continuous improvement	H
Enhanced organisational performance reporting	Improved data quality and systems	Better strategic decision-making and resource allocation	High / Moderate	Investment in reporting systems, KPI framework development, data governance	H
Strengthened organisational risk maturity	Assurance programme development, governance focus	Increased resilience and improved organisational performance	High / Moderate	Risk management framework, assurance reviews, Audit & Risk Committee oversight	H
Better cross-organisational collaboration	Improved governance and workflow processes	Reduced duplication, more efficient service delivery	Moderate / Moderate	Corporate planning processes, project governance, workflow management tools	M

Greater use of evidence-based policy development	Improved data availability and analytics	Better policy outcomes and alignment with community needs	Moderate / Major	Research capability, consultation processes, performance monitoring	H
Increased strategic capability across Council	Workforce development and succession planning	Improved organisational effectiveness and resilience	Moderate / Major	Professional development, leadership development, knowledge sharing	H
Climate adaptation and resilience planning	Climate change response requirements	Improved organisational preparedness and long-term sustainability	Moderate / Major	Strategic planning, risk assessments, resilience initiatives	H
Sector collaboration and shared services opportunities	Local government reform and regional collaboration	Reduced costs, access to specialist expertise, improved service delivery	Moderate / Moderate	Participation in sector networks and collaborative initiatives	M
Enhanced reputation and public confidence	Effective governance, transparency and engagement	Improved trust, stronger stakeholder relationships and community support	High / Moderate	Communications, performance reporting, accountable decision-making	H

Risk Matrix



Key (as per Risk Management Policy):

Likelihood

1. Rare
2. Unlikely
3. Possible
4. Likely
5. Almost Certain

Consequences

1. Less than minor
2. Minor
3. Moderate
4. Major
5. Extreme

Risk Categories

- Political
- Environmental
- Social
- Reputational
- Financial
- Operational
- Health & Safety
- Legislative/Regulatory
- Levels of Service

(USE PROMPTS TO COMPLETE ALL FIELDS)

Part 7: New Projects or Programmes Investment Summary

Business Justification and Scope	
Project/Programme	• Name • Scope (what will be delivered, what won't be delivered)
Purpose	• Purpose (drivers, problem or opportunity statement)?
Level of Service	• Impact per Activity Management Plan ie Achieve compliance, Maintain LOS, Improve LOS, Meet demand/growth (select all that apply)
Business Justification	• Implications of Current State/Status Quo Option • Options Considered and Preferred Option, reasons • Outcomes (what changes – business or community) - will successful delivery enable? (per above section, Strategic Alignment) • Benefits (what advantages – internal or community) – are enabled by the outcomes? (per above section, Strategic Alignment) • Evidence to support the case for investment – attach Project Brief, Business Case or Optioneering Assessment if completed
Risks, Opportunities	• Most relevant only, describe key risks/opportunities and mitigations/exploitations – attach supporting evidence if available
Assumptions, Constraints and Dependencies	• Statutory and Regulatory context (compliance parameters, requirements or conditions) • External decision makers or approvals required • Affordability and funding availability • Sustainability, climate change impacts • Coordination with other agencies/projects/activities (internal or external, public or private) • Previous consultation/stakeholder perspectives • User Acceptance Criteria (UACs) or stakeholder requirements • Minimum Viable Product (MVP) for technical parameters

Cost Summary	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Internal Resource to be capitalised	$									
CAPEX (excl internal resource)	$									
OPEX	$									
Revenue	$									
Project Total (excluding GST)	$									
Detailed cost breakdown attached Y/N?										

Investment Summary – Critical Success Factor evaluation

Notes for users

- These criteria are intentionally generic. The terms in **bold** — such as 'compliance', 'strategic priorities', 'LOS', 'growth/demand', and 'other strategies, programmes and projects' — are placeholders. You will need to define these terms for your activity (using the details populated in Parts 1 and 2 of your Activity Management Plan above) before evaluating the investment proposal. Level of Service' (LOS) refers to the agreed performance standard for a given activity per Part 2 above.
- Scoring by the activity/project manager should be reviewed by at least one other person (eg Team Lead, Manager or PMO) to reduce subjectivity. Supporting reasons should be provided.
- This tool operates within Council's Procurement Policy and Procurement Manual and the Procurement Lead must be engaged if/when progressing to formal procurement planning.
- Scoring does not determine funding priority but is one input into decision making to be read alongside the relevant Investment Summary above and any supporting evidence (Project Brief, Business Case, or Optioneering Assessment).

Critical Success Factor (CSF)	Rating	Does Not Meet/Poorly Meets (DNM/PM)	Partially Meets/Mostly Meets (PM/MM)	Fully Meets/Exceeds (FM/E)
Strategic fit and business needs		Non-compliant, poor **compliance**, medium compliance risk Not at all aligned to **strategic priorities** Not required to maintain **LOS or for growth/demand** Disrupts **other strategies, programmes and projects** No/limited **stakeholder** or community support	Not required for **compliance**/low compliance risk Somewhat aligned to **strategic priorities** Not required to maintain **LOS** but may improve **LOS** or meet **growth/demand** Doesn't disrupt other **strategies, programmes and projects** Some **stakeholder**/community support	Required for **compliance**, fully compliant Fully aligns with agreed **strategic priorities** Required to maintain **LOS** or will improve **LOS** or meet **demand** Fits well with other **strategies, programmes and projects** Considerable **stakeholder**/community support
Potential value-for-money		Low value/improbable benefits, insufficient evidence High costs or costs unknown, insufficient evidence High risk or risks unknown, insufficient evidence	Moderate value/possible benefits, limited supporting evidence Moderate costs and reasonable cost confidence Moderate risk and reasonable confidence in risk analysis	Compelling evidence supports investment, high benefits probability and value Low cost and/or costs well understood and acceptable Low risk and/or risks well understood and manageable
Supplier capacity and capability		No suppliers available to deliver required services Risk of diminishing value for money or unsustainable terms	Non-local suppliers can deliver required services Acceptable contract terms/value for money anticipated	Local suppliers can deliver required services Value-for-money arrangement over contract term is anticipated
Potential affordability		Cannot be met from likely available funding, does not align with activity or corporate priorities Funding gap/other funding constraints Other funding opportunities are more appropriate	Can be met from likely available funding, aligns with either but not both activity and corporate priorities Matches/no other funding constraints Does not leverage any other funding opportunities	Can be met from likely available funding, aligns with both activity and corporate priorities Matches/no other funding constraints Leverages other funding opportunities
Potential achievability		Skills and resource required for successful delivery cannot be prioritised without unacceptable impact on BAU delivery	Skills and resource required for successful delivery constrained, resourcing costs or impact on BAU delivery requires consideration	Sufficient skills and resource available to support successful delivery in parallel with BAU delivery
Overall Rating		Comments:		