



Programme Management Office

Activity Management Plan

2027-37

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Part 1: Strategic Management

About this Activity

What does it deliver to our community?

The Programme Management Office (PMO) is an internal-services activity that provides programme and project management leadership, frameworks, tools, coordination and support/training across Council, while also promoting strategic alignment with the investment framework and priorities led from the Corporate Group.

It supports operational teams to undertake consistent, best-practice initiation, planning, prioritisation, delivery and reporting of projects and programmes to improve transparency, value for money and the achievement of strategic outcomes across whole of Council delivery. It also provides SLT and governance with portfolio level insights across the entire capital programme in order to monitor and respond to trends around delivery and performance.

As an internal service, the PMO's outcomes and benefits are realised through enabling capability, efficiency and effectiveness in other business units, which in turn maintain or improve levels of service and realise cost savings for the community, and through enabling informed SLT and governance level decision making around investment priorities.

FY2025/26 – FY2026/27 establishment work programme

The PMO was initiated via Council restructure in August 2025 and an establishment work programme and road map was endorsed by the CE/SLT in November 2025. The work programme priorities are based on a council-wide stocktake which engaged ten council Groups, reviewed the systems, tools and templates in current use, and benchmarked practice against six other New Zealand councils and the PMI/PMBOK, PRINCE2 and Better Business Cases (5-case) methodologies. It also leveraged insights from the 2020 Axelos P3M3 assessment which scored Council's project-management maturity at 1.3 out of 5, against a minimum "appropriate" score of 3.0 for an organisation of this size and complexity.

New templates and processes have now been prepared, tested and revised via a piloting/feedback phase (March - June 2026), while April 2026 saw the inaugural meeting of an internal, multi-disciplinary Project Control Group (PCG) which now meets regularly to provide peer review of project briefs or business cases with a mandate to provide feedback and follow up support *before* projects come to governance level for review and funding approval.

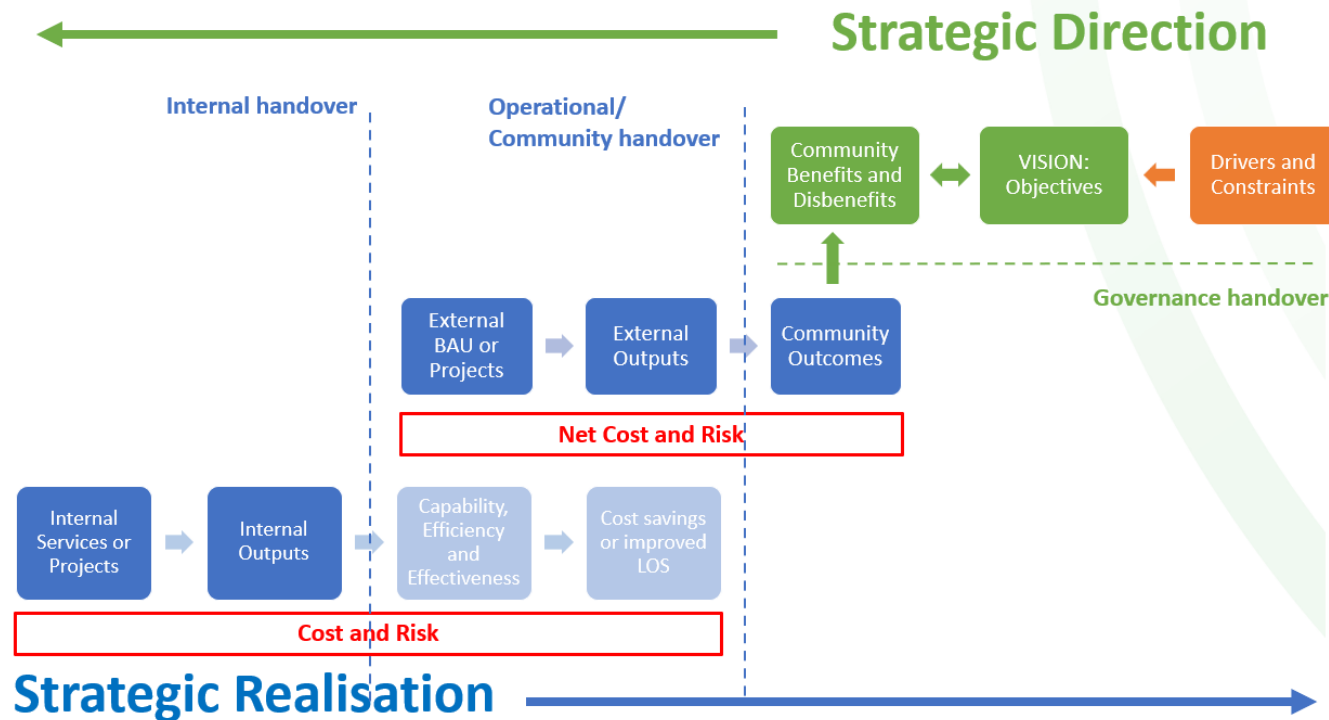
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Members of this group consider that they will be better able to support rigorous project scoping, clarification of success criteria, identification of project risks and opportunities, and alignment of internal resource from FY2027 when the process sequence (initiation documents and peer review *before* issuance of funding approval) has been formally mandated and fully embedded.

Throughout the implementation period for Altitude (FY2026-27, potentially to December 2027) the PMO will continue to promote offline templates and processes, however this Activity Management Plan contemplates the future adoption of a project management software solution in the new LTP cycle. This will streamline management and reporting tasks for project and General Managers, and will enable the PMO to prioritise project and programme support and training functions over data collation and coordination.

The inclusion of current and suitably structured strategic and economic information across *all* of the 2027-37 Activity and Asset Management Plans will also significantly streamline the work required of Project and General Managers during project initiation and planning as benefits, outcomes, risks/mitigations, opportunities/exploitations, assumptions, dependencies, constraints, relationships to Levels of Service (including compliance and demand considerations) will in many cases be fairly consistent within a given activity. Rework may therefore be avoided where future reference can be made, or excerpts taken, from existing investment logic and activity parameters to support the relevant brief or business case.

Strategic Alignment

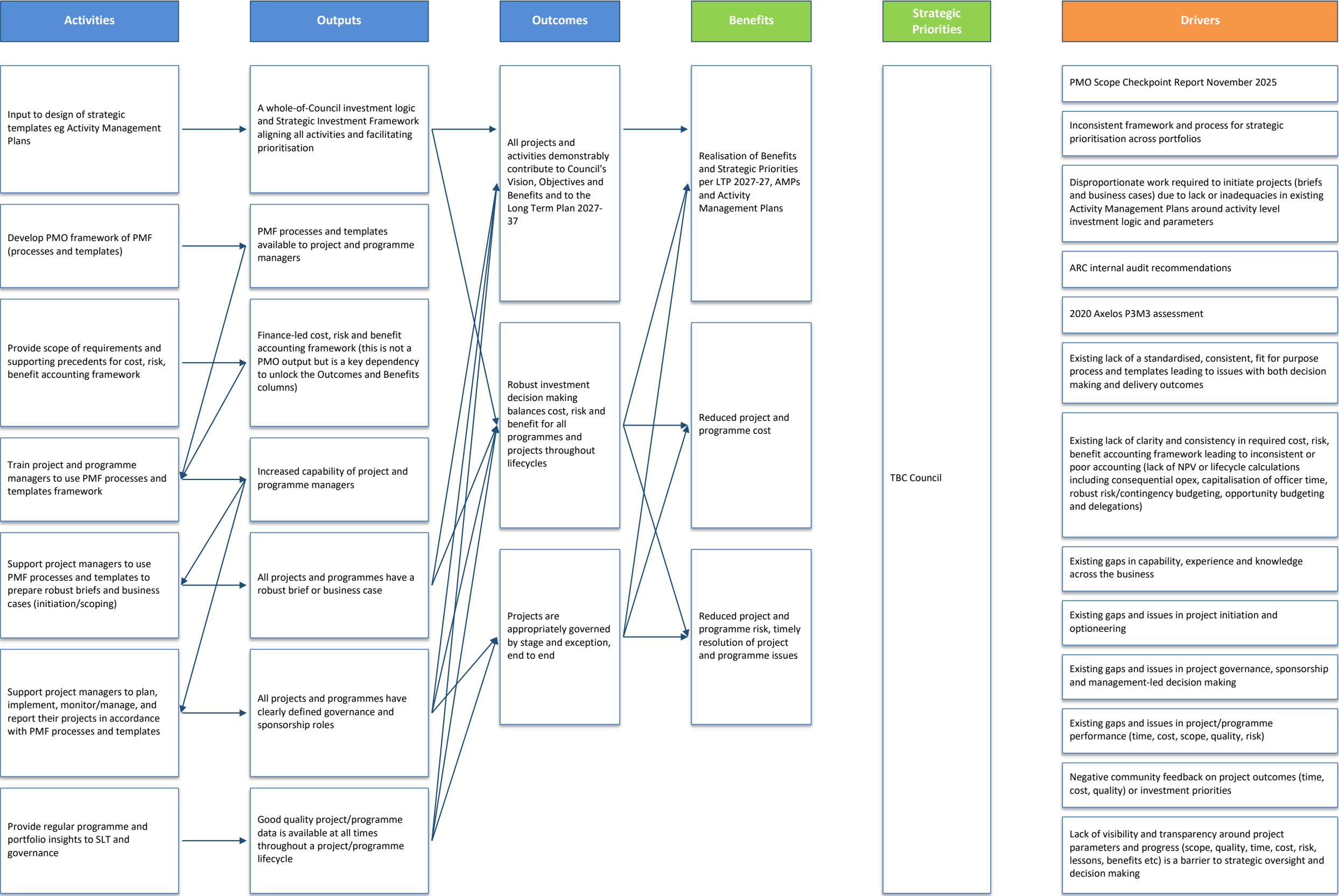


NB Note that Outcomes and Benefits for *internal* services or projects will *also* be internal in the form of enabling capability, efficiency or effectiveness in *other* business units who can then improve or maintain a LOS or realise cost savings. Outcomes and Benefits for internal services or projects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

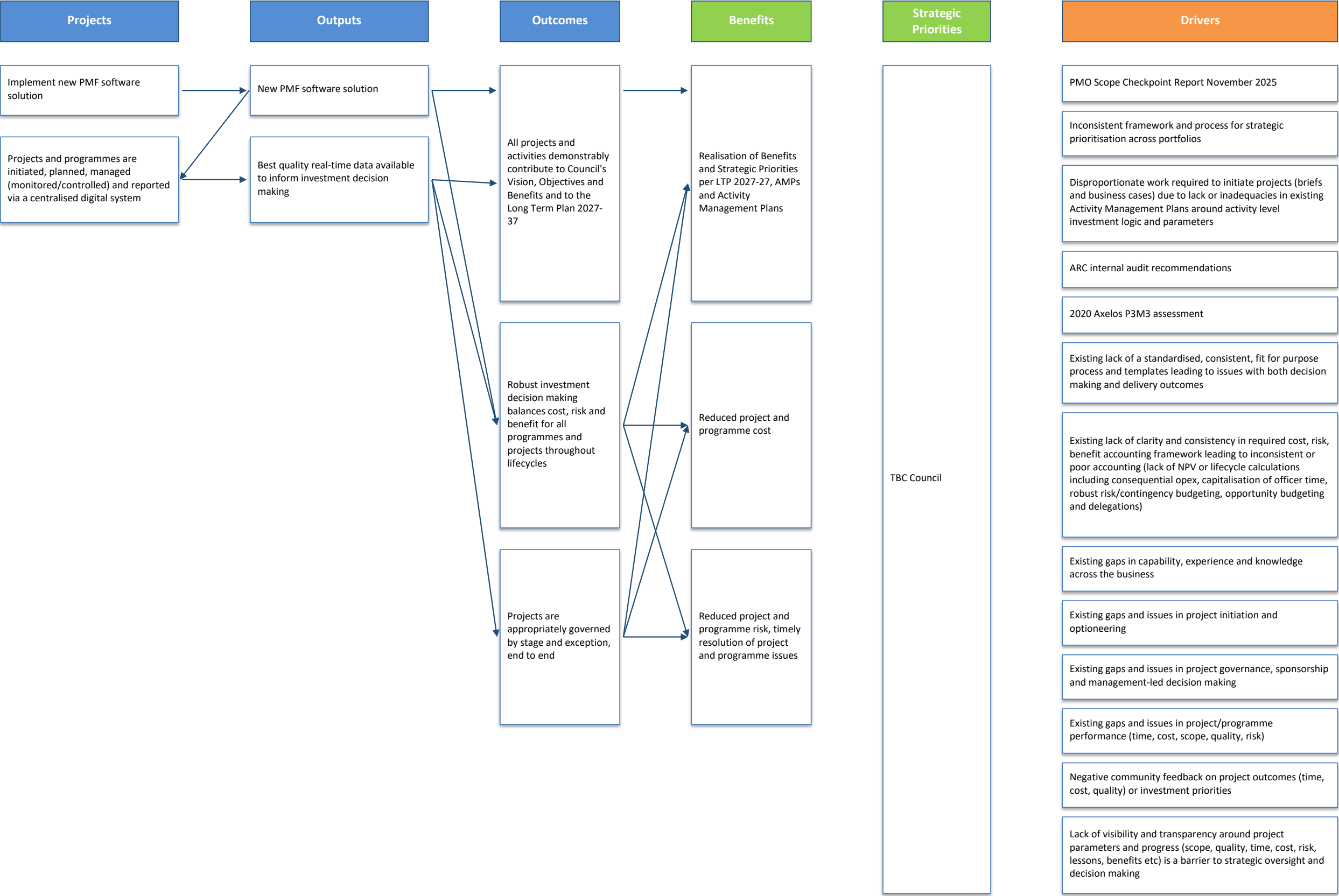
How does this activity contribute towards Council/your key stakeholders' stated strategic priorities for 2027-37?

The PMO contributes to Council's strategic priorities for 2027-37 by lifting the maturity, consistency and transparency of how Council plans, prioritises, delivers and reports on its capital and operational work programmes as follows:

Programme Management Office BAU Activities: Strategic Alignment Map



Programme Management Office Projects: Strategic Alignment Map



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

Constraints	What are the implications?	How is this being managed?
Supportive, not directive or controlling, mandate	The PMO enables and coordinates best practice but cannot compel Groups to change their delivery; uptake depends on senior buy-in.	Mandate confirmed via PMO position descriptions and CE/SLT support for work programme and agreed FY2026/27 approach (confirmed July 2026); the Programme Control Group provides coordinated oversight.
Resourcing and budget	Some recommendations require resource reprioritisation and/or unbudgeted expenditure and may disrupt business as usual.	Programme scope and resourcing (2 FTE) matched to agreed corporate parameters; any further resourcing or budget requests (eg integrated software solution) referral to the 2027 planning cycle.
Statutory and policy parameters	Governance, delegations and project tolerances must align with the LGA 2002, Standing Orders, Delegations Manual, Procurement Manual and Significance and Engagement Policy (eg CE delegations, Schedule 7 para 32 LGA).	Governance models and tolerances designed to align with delegations; escalation enabled via Notice of Motion to avoid unnecessary extraordinary committee meetings.
Dependencies	What are the implications?	How is this being managed?
Finance Group – 3P accounting	Consistent project financial management cannot be embedded until corporate methodologies for cost, risk and benefits accounting, forecasting, resource capitalisation, procurement and contracts are in place.	Nine next steps mutually agreed with Finance since November 2025 however tasks remain outstanding with no committed delivery date. PMO is looking for external precedents to patch this gap.
Finance coding	At present projects do not have a unique identifier that allows for system generated tracking of	This consideration will be included in the cost structure review however it is anticipated that unique identifiers will be required that sit <i>alongside</i> budget coding which must continue to align

	financial commitments and expenditure (some have a dedicated work order, some share a work order, and some use more than one work order)	hierarchically with business activities and owners. This opportunity is being discussed with Civica/Altitude by the Continuous Improvements Business Partner and the Project Business Partner.
Corporate Group – frameworks and policy	The Project Management Framework relies on a Strategic Investment Framework, agreed investment logic, Risk Management Toolkit and governance models led by Corporate.	The Corporate Group has assimilated updates to Activity Management Plan templates have been assimilated to ensure consistent and sufficient capture of full investment value chain (projects/activities through outputs, through stakeholder outcomes and benefits).
Systems rollout	Timeframes and product functionality for Altitude (contracts/P2P), Element Time and a future project management software solution is uncertain	Interim manual reporting for FY2025-26 and FY2026-27 capex (anticipate also FY2027-28); JIRA capex tracking discontinued due to issues with collective data inputs and maintenance (shift to Sharepoint spreadsheet)
Assumptions	What are the implications?	How is this being managed?
Continued executive support	The programme proceeds through delivery	Regular CE/SLT updates around work programme delivery and staging, decision check points
Cross-Group enablement	Maturity uplift depends on Groups updating underlying policies, guidelines, tools and systems.	Pilot process has confirmed initial in-principle support from Group Managers and project managers subject to resourcing. PMO members available to assist with technical guidance and streamlining between current and new practices and documentation.
Transferable precedents	Fit-for-purpose frameworks and templates from other councils can be adapted, reducing development effort.	Benchmarking completed against six NZ councils and 3P best-practice methodologies. Finance guidance and templates now being refined, these align with external best practice.
Workable interim arrangements	Interim manual processes remain workable until a fit-for-purpose	Interim manual quarterly capex reporting; transition tools (Altitude, Element Time) adopted as available.

	project management solution is procured.	
No provision for Head Start restructure	The present Activity Management Plan is fit for purpose for the Timaru District Council.	In the event of amalgamation (details TBC) content from this Activity Management Plan would inform an equivalent strategic approach for the new entity, together with inputs from partner councils. Approaches have been made to neighbouring Councils to identify and align existing PMO approaches wherever feasible.

Who are the key stakeholders for this activity?

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

Group/Organisation	Nature of relationship
Chief Executive and Senior Leadership Team (SLT)	Sponsor and approver of the PMO work programme; sets corporate parameters and confirms budget/resourcing.
Council and its committees (Development & Growth, Strategic Planning, Projects & Procurement, Audit & Risk)	Governance and decision-making; confirm business cases, project priority and reporting for significant projects.
Elected members	Reporting audience with expectations for improvements to reporting scope, format, frequency and committee audience
Finance Group	Key delivery partner for 3P accounting – cost, risk and benefits methodologies, reporting and systems
Corporate Group (Assurance, Policy, Legal, Planning)	Leads the Strategic Investment Framework, investment logic, Risk Management Toolkit and governance models.
Infrastructure Groups	Infrastructure Strategy 2027-37 and Asset Management Plan updates; owners of the major capital programme.

All Groups / business units	Owners of Activity Management Plans; provide project sponsors and senior users.
People and Capability	Project Management Competency Framework, coordinated training, and confidential training and health-and-safety records.
Information Services / Continuous Improvement	Programme/project software solution and system integration; alignment with the Information Services Strategy, Edge Consulting and Flowingly; Leadership of the Altitude programme roll out and corresponding dependencies for project and contract management
Programme Control Group (PCG)	Internal multi-disciplinary review of project briefs and business cases at the Projects Gateway.
Project Coordination Group	Wider and external technical/corridor management coordination, led by the Road Corridor Technician.
Other councils, PM agencies	Benchmarking, precedents and external advisory input.

Part 2: Performance Management (Levels of Service)

Levels of service for 2027-37

Performance Measure	Levels Of Service	Community or Technical LOS (C/T)	Benchmarks (Targets)	Future Performance Targets				Method of Measurement (where & how)
				Year 1 2027/28	Year 2 2028/29	Year 3 2028/29	Years 4-10 2029/37	
% funded projects with brief or business case	All projects have an approved brief or business case before expenditure is approved	T	N/A	60%	80%	100%	100%	PMO project register / Programme Control Group records
% funded projects peer reviewed	All projects are peer reviewed by the internal, multi-disciplinary Project Control Group prior to seeking spend approval	T	N/A	60%	80%	100%	100%	PMO project register / Programme Control Group records
Standard and frequency of reporting on the capital programme	SLT and relevant committees receive quarterly updates on the capital programme that cover status, cost, schedule, scope and quality summary for all approved projects	T	Interim quarterly SharePoint (FY25/26)	Quarterly	Quarterly	Quarterly via Major Projects Dashboard	Per agreed reporting standard	Reporting compliance log / committee records
Standard and frequency of major projects reporting	All major projects (nominated to Projects and Procurement Committee) provide a project management plan following approval, together with a dashboard update to each committee meeting during the project life cycle, and a close out report at completion	T	Report format as at FY25/26	80%	100%	100%	100%	Reporting compliance log / committee records

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

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?
1. Project Management Framework (PMF) and Information System (PMIS) – Tasks 1.1-1.6	New	Change higher	Closes the 3P maturity gap; single source of truth, project classification matrix, monitoring of project success and lessons logs	Consultation completed FY2025/2026 via internal stocktake and pilot	Yes - requires budget for software solution

2. Management by Stage and by Exception – governance and sponsorship – Tasks 2.1-2.4	New	Change higher	Consistent stage gating, tolerances and escalation; committee reporting for significant projects	Consultation completed FY2025/2026 via internal stocktake	No
3. Internal communication and coordination – Projects Gateway / PCG – Tasks 3.1-3.1A	New	Change higher	Multi-disciplinary early review improves scope, quality and risk identification	Consultation completed FY2025 via pilot	No
4. Strategic Investment Framework (Corporate-led) – Tasks 4.1-4.1B	New	Change higher	Evidence-based portfolio prioritisation aligned to the NZ Treasury 5-case model	LTP internal process (Corporate Planning)	No
5. Consistent and simplified investment logic (Corporate-led) – Tasks 5.1-5.1A	New	Change higher	Consistent terminology pulled through portfolio → programme → project	LTP internal process (Corporate Planning)	No
6. Risk Management Toolkit (Corporate-led) – Tasks 6.1-6.5	New / Amended	Change higher	Aligned risk registers, policy, appetite statements and assessment tool; Capital Projects Risk Register	Audit and Risk Committee (GM Corporate)	No
7. Infrastructure Strategy 2027-37 and AMP updates (Infrastructure-led) – Tasks 7.1-7.2H	Amended	Change higher	Portfolio-level prioritisation; Property AMP; resilience and renewals analysis	LTP internal process (Corporate Planning)	Partly – AMPs exist
8. Activity Management Plans – template and review – Tasks 8.1-8.1A	New / Amended	Change higher	All Groups map strategic alignment, LOS, risks and constraints to support pull-through	LTP internal process (Corporate Planning/PMO)	This document is part of the rollout
9. 3P Accounting (Finance-led) – Tasks 9.1-9.9	New	Change higher	Consistent cost, risk and benefits accounting; financial systems integration	Internal	Next steps agreed, details TBC
10. Health and Safety, Learning and Development – PMCF and training (P&C-led) – Tasks 10.1-10.3	New	Change higher	Project Management Competency Framework and coordinated training	Internal	No

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 PMO is a small internal-services team led by the Programme Office Lead. Its business-as-usual (BAU) activities include maintaining the Project and Programme Management Framework, tools and templates; coordinating the Project Control Group and feedback/next steps for project managers; collating portfolio, programme and project reporting; and supporting business units with programme/project, risk and benefits management.

For project and programme activities the PMO provides methodology, governance and assurance support but, with exceptions, does not deliver programmes or projects directly. Delivery ordinarily sits with business units, each project/programme having a Sponsor and a Senior User, supported by an internal project/programme manager or, for externally delivered work, a nominated Engineer to the Contract.

We are moving towards a model where governance will operate by stage and by exception (ie a parameter or 'tolerance' for time/cost/scope/quality or risk has been or will be breached), with significant projects reporting through the new committee structure (Development and Growth, Strategic Planning, and Projects and Procurement Committees) within CE delegations (Schedule 7, para 32 LGA 2002).

Officer time may be capitalised to projects where it relates directly to the creation of an asset, in accordance with corporate policy. A consistent approach to resource allocation and the capitalisation of hours – supported by a time-recording solution such as Element Time – is to be confirmed by the Finance Group however at this time PMO hours are not capitalised but are treated as an organisational overhead.

Workflow Management

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

Other business unit	Other business activity	Point of intersection	Workflow solution	Relationship owner this unit (role)	Relationship owner other unit (role)
Finance	3P accounting, project finance, procurement and contracts systems	Cost/risk/benefits methodologies, reporting, GL/WO, capitalisation	PMO outreach and coordination; PCG participation	Programme Office Lead	Projects Accountant; Finance Manager; Procurement Lead
Corporate (Policy, Assurance, Legal, Planning)	Strategic Investment Framework, Risk Toolkit, governance models	LTP, APs, Infrastructure Strategy, AMPs/Activity Management Plans	PMO outreach and coordination, input to corporate tools and templates	Programme Office Lead	Corporate and Strategic Planner
Information Services / Continuous Improvement	PMIS, systems integration, process mapping	System selection and integration	Flowingly for process flows; PCG participation	Programme Office Lead	Continuous Improvement Business Partner
Infrastructure Groups	Capital programme, Infrastructure Strategy, AMPs	Major-projects reporting and renewals tracking; one:one support to project and programme managers	Forward work programme; projects register; quarterly reporting; PBP liaison	Programme Office Lead; Projects Business Partner	Infrastructure managers; project and programme managers and team leads
People and Capability	Training, competency, health and safety	Project Management Competency Framework and coordinated training	PCG participation (Health and Safety)	Programme Office Lead	Learning & Development Lead / H&S Lead

All Groups / business units	Project delivery and Activity Management Plans	Sponsors/senior users, Projects Gateway, AMP pull-through	PCG participation (corridor management; district and infrastructure planning; climate change; communications and engagement); AMP template	Programme Office Lead	Project sponsors / Group managers / shared services team leads and managers
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Systems Management

What different management systems are used for this activity?

The PMO does not own a dedicated activity management system. In the interim it uses a SharePoint spreadsheet for quarterly FY2025-26 (and FY2026-27) capital programme reporting (noting that the JIRA system is disconnected from core project, contract and financial processes and has been discontinued for capex tracking); and standard tools (Microsoft Project and Excel, Adobe Pro) where licensed for project managers.

Related corporate systems include Authority and in due course Altitude (contract management and P2P procurement), Element Time (time recording), Esker (payments, transitioning to P2P) and Flowingly (process mapping). The medium-term goal is a fit-for-purpose project/programme management software integrating project, contract, financial and resource data, aligned with the Information Services Strategy. As an internal service the activity has no external customer-facing service-support system but has a JIRA hub where internal stakeholders (other business units) can access support, templates etc.

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?

Key information sources for decision-making include the 2020 Axelos P3M3 maturity assessment, the 2025 stocktake inputs spreadsheet (by source and business group), the SharePoint capital-programme spreadsheet/s, project business cases and briefs, the (proposed) lessons logs, and corporate and infrastructure plans and strategies including Long Term and Annual Plans, the Infrastructure Strategy, AMPs and Activity Management Plans. Precedents and templates from other councils and 3P methodologies (PMI/PMBOK, PRINCE2, Better Business Cases) inform framework design. Information is currently collected and stored across CM9, Teams and SharePoint and maintained by the PMO. Over time it is intended to be consolidated into the PMIS as a single source of truth, with benefits and lessons reviewed and reused systematically.

Commercial Management

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

The PMO has no budget and therefore procures nothing directly however in the event any approved future procurement (eg software, advisory, training etc) would align with Council's Procurement Policy and Manual and Contract Management Manual.

The PMO also works to support the Procurement Lead by promoting best-practice procurement and contract management across all projects and programmes with prompts embedded within PMO templates and processes. The PMO Business Case (Commercial Case template) prompts all business units to consider consistent contract types and terms, sound risk-sharing, and clear delegations (eg General Manager, Engineer to the Contract, Project Manager) per the Delegations Manual. The Altitude Contracts module is proposed to capture contract and variance data and automate management tasks.

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

For its own work the PMO estimates largely on internal-resource effort as these are the only resources available to deploy.

However, when supporting project and programme managers the PMO has requested that estimation and forecasting methodologies are yet to be standardised at corporate level by the Finance Group, including confirmation of costing and minimum data requirements for capital projects (Net Present Value and whole-of-life costs etc). For the present, typical methods encouraged by the PMO for use across relevant activities include Quantity Surveyor and Engineer's estimates, quotes and proposals, comparison projects, industry rates and schedules of quantities, applied through the Better Business Cases approach.

Communication Management

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

The PMO communicates and engages through the new committee reporting structure for significant projects (Outline and Full Business Cases, Project Management Plans and stage-gate reporting to the relevant committees, supplemented by Community and Engagement Plans as appropriate), and internally through the regular Programme Control Group (led by the PMO) and the wider Project Coordination Group led by the Road Corridor Technician.

SLT and governance reporting is supported by the interim SharePoint spreadsheet and, in future, a Major Projects Dashboard will be possible when an integrated software solution is in place.

The PCG has also been set up to include Council's Communications Team Leader so that early visibility of upcoming projects and programmes is supported to enable the Communications Team also to proactively follow up on elements of interest to the community and elected members.

Part 4: Asset Management

Asset Management Overview

How will the assets be managed to deliver the service?

The PMO is a non-asset-owning internal-services activity. It manages no significant physical infrastructure and holds no material asset values, renewals or replacement programmes. Its contribution to asset management is indirect but important: by lifting 3P maturity it improves how Council prioritises, delivers, renews and reports on the capital projects that create and maintain other Groups' assets, and it supports the Infrastructure Strategy 2027-37 and Asset Management Plan updates.

The assets used by the activity are limited to standard office and ICT resources: laptop computers, office space, and licensed software (eg Microsoft Project and Excel, Adobe Pro, SharePoint and, in future, a Project Management Information System). These are owned and managed by the Information Services team and corporate property and facilities rather than by the PMO.

Asset Management Plan (if relevant)

Not applicable – the PMO does not own assets and therefore has no Asset Management Plan.

Part 5: Financial Management

Ten Year Operating and Capital Budget

What financial resources are needed?

[Magiq whole-of-budget summary to be inserted.] The PMO's operating budget covers only team salaries and other overheads and is managed as part of the CE Group and not by the PMO.

It is proposed that this budget be extended to include the purchase/set up and ongoing licensing of a project/programme management software in accordance with the attached Investment Summary 1 information (at pp XX below).

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

The PMO is a new and expanded internal-services activity, so its principal financial change is the establishment and resourcing of the officers together with the request for a fit for purpose project/programme management software that will integrate with the Altitude suite including P2P and Element Time.

The rationale for the requested change is to ensure that accurate, timely and sufficient real-time data is available to inform investment decision making throughout any programme/project life cycle, and to unlock administrative efficiencies for both project/programme and group managers, and for the PMO itself allowing officers to reprioritise time to higher value tasks.

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?

[Capex table to come.] The PMO is an internal-services activity and does not hold a capital programme of its own; any capitalised cost would relate to officer time on specific projects and to software or system implementation (eg a future PMIS). Capital expenditure for Council's projects is recorded under the relevant asset-owning activities. [To be confirmed.]

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

[Capex table to come.] No capital expenditure beyond the next ten years is forecast for the PMO as an internal-services activity. [To be confirmed.]

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;
- Exacerbator-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

The PMO has no capital programme of its own; the principles below apply to Council's capital investment generally. Any capital cost of PMO-enabling systems (eg a future PMIS) would be funded as a service-improvement asset.

Investment type		Initial funding	Serviced and/or repaid by
- Renewal/replacement - Service improvement and other assets - growth		- rates and debt - debt - debt	- rates - rates - rates
Rates	Borrowing	Financial Contributions	Grants and other funds
Low/Medium/High/na	Low/Medium/High/na	Low/Medium/High/na	Low/Medium/High/na

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 applicable (internal service)
Community	High	General rates

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*		Controls and/or Mitigations	Residual Score
			Likelihood	Consequence		
Low organisational 3P maturity persists	Insufficient adoption of the PMF or lack of resourcing	Continued cost/time overruns and poor benefits realisation	Possible (3)	Major (4)	PMF rollout, Programme Control Group, training, executive sponsorship	Medium
Governance and sponsorship gaps	No consistent stage gating, tolerances or escalation	Delayed decisions, scope drift, member frustration	Possible (3)	Moderate (3)	Management by stage and exception; committee reporting; governance training	Medium
System fragmentation and data integrity	Disconnected JIRA system; manual re-entry of data	Unreliable reporting and wasted officer effort	Likely (4)	Moderate (3)	Interim SharePoint reporting; discontinue JIRA capex tracking; pursue PMIS	Medium
Dependencies on other Groups not delivered	Finance/Corporate frameworks delayed or unresourced	PMF cannot fully function; stalled maturity uplift	Possible (3)	Major (4)	Issues mapped to lead Groups; agreed next steps (Tasks 9.1-9.9); PMP resourcing	Medium
PMO resourcing and	Unbudgeted scope and	Programme delays and	Likely (4)	Moderate (3)	PMP to confirm resourcing; reprioritisation; cross-team support	Medium

capacity constraints	competing priorities	key-person risk				
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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	Risk Level*		Controls and/or Exploitation (incl climate adaptation and mitigation)	Residual Score
			Likelihood	Consequence		
Lift 3P maturity to an appropriate level (≥3.0)	PMF and PMIS adoption	Better delivery, value for money and transparency	Likely (4)	Major (4)	Phased rollout; precedents from other councils; training	High
Single source of truth (PM software)	Integration of project, contract, financial and resource data	Reduced admin burden, reliable reporting, Major Projects Dashboard	Possible (3)	Major (4)	Align with Information Services Strategy / Edge Consulting; interim tools	High
Strategic Investment Framework	Corporate-led adoption	Evidence-based prioritisation aligned to LTP and Treasury 5-case	Possible (3)	Major (4)	Link to Revenue and Financing Policy / LTP process	High
Benefits realisation and lessons learned	Benefits register and lessons logs	Demonstrable value and continuous improvement	Likely (4)	Moderate (3)	Templates, PMIS, Finance benefits accounting (Task 9.5)	Medium-High

Workforce capability uplift	PMCF and coordinated training	Stronger recruitment and project-delivery skills	Likely (4)	Moderate (3)	Partner with People & Capability / L&D (Tasks 10.1-10.3)	Medium
Climate change/sustainability framework	Climate Change unit proposal	Whole of life environmental costs, risks/opportunities and benefits included in VFM assessments	Likely (4)	Moderate (3)	Support to Climate Change unit to progress updates to both planning and reporting documents (includes briefs and business cases); inclusion of Climate Change Advisor on Project Control Group	Medium-High

Risk Categories - Political - Environmental - Social - Reputational - Financial - Operational - Health & Safety - Legislative/Regulatory - Levels of Service	*KEY (as per Risk Management Policy): Likelihood1 - rare, 2 - unlikely, 3 - possible, 4 - likely, 5 - almost certain Consequences: 1 - less than minor, 2 - minor, 3 - moderate, 4 - major, 5 - extreme	Consequence 12345 Likelihood 5 4 3 2 1
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Investment Summary 1: Project Management Framework (PMF) and PMIS

Business Justification and Scope	
Project/Programme	- Name → Project Management Framework (PMF) and Information System (PMIS) – Tasks 1.1-1.6 (Lead: PMO) - Scope (what will be delivered, what won't be delivered) → Delivers a fit-for-purpose PMF (classification matrix, process flows, business-case/charter/PMP templates), a PMIS integrating project, contract, financial and resource data, 3P reporting incl. a Major Projects Dashboard, benefits monitoring and lessons logs. Excludes the corporate frameworks (Tasks 4-7, 9) on which it depends.
Purpose	Purpose (drivers, problem or opportunity statement)? → Provide a single source of truth and consistent methodology to lift 3P maturity from 1.3/5 and reduce fragmented, manual data handling.
Level of Service	Impact per Activity Management Plan (Achieve compliance / Maintain LOS / Improve LOS / Meet demand) → Improve LOS – enabling capability across all Groups.
Business Justification	- Implications of Current State/Status Quo Option → No central project information or reporting; benefits and lessons not systematically tracked; JIRA disconnected from core processes. - Options Considered and Preferred Option, reasons → Status quo; continued JIRA workaround; or (preferred) a supportive PMO with a phased PMF then PMIS, adapting other-council precedents. - Outcomes (what changes - business or community) → Coordinated project/programme management and reporting; reduced administrative burden and integrity risk. - Benefits (what advantages - internal or community) → Better delivery outcomes, value for money, and the ability to leverage lessons learned. - 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 → Risk: PMIS timeframes/functionality and licensing uncertain. Opportunity: automate procurement/contract tasks and free officer time.
Assumptions, Constraints and Dependencies	- Statutory and Regulatory context (compliance parameters, requirements or conditions) - External decision makers or approvals required - Affordability and funding availability → PMF largely internal effort; PMIS likely requires capital/licensing – to be quantified in the PMP. - 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

[illegible]

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	FM/E	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	PM/MM	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	FM/E	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	PM/MM	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	PM/MM	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	PM/MM	Comments:	Recommend proceeding to detailed scoping in the Programme Management Plan.	

