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

Information Technology

Activity Management Plan

2027-37

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Contents

Part 1: Strategic Management

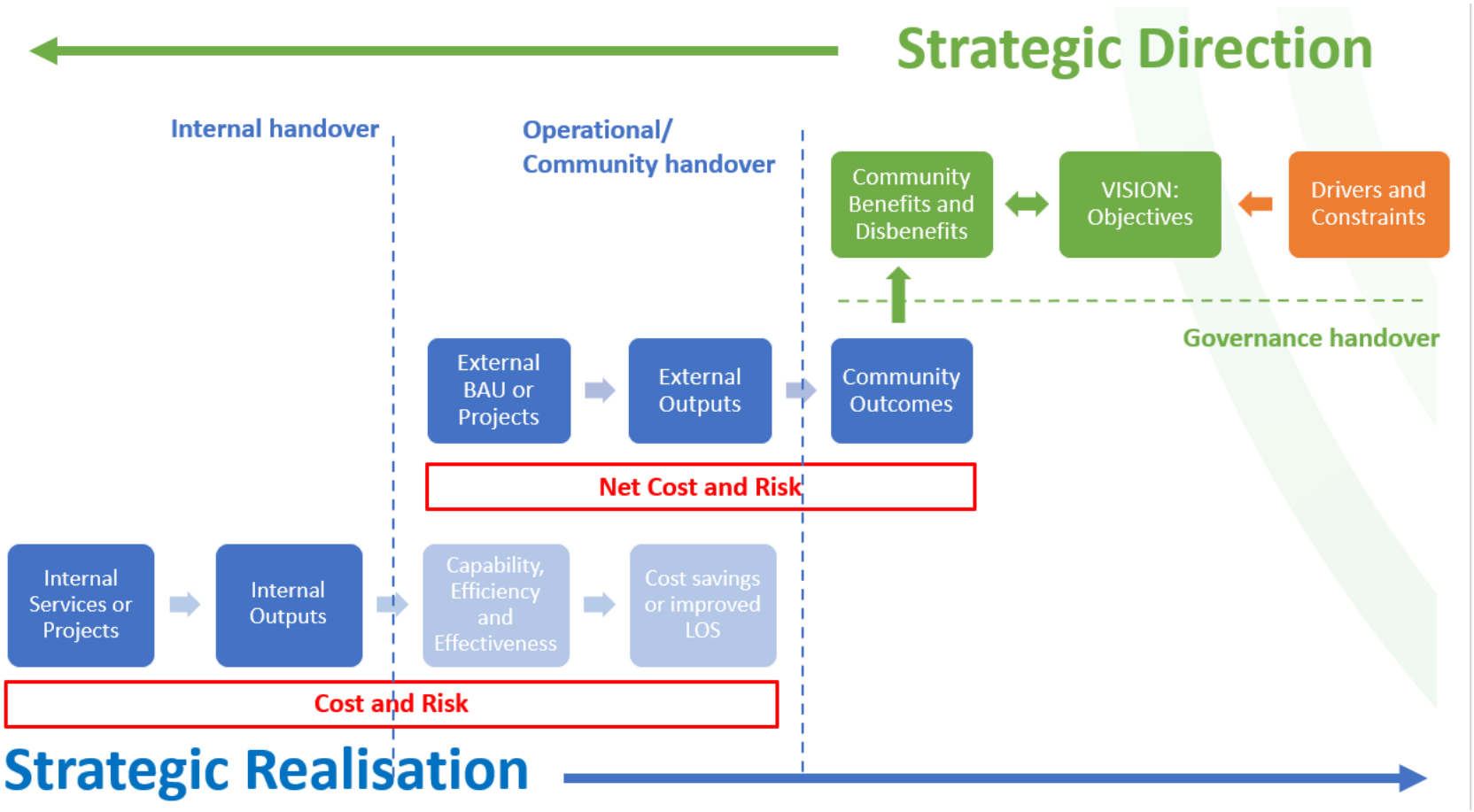
About this Activity

What does it deliver to our community?

Information Technology is an internal enabling activity for every Council service. The 2026 digital strategy sets the direction of delivering value and trust for the community by transforming Council services online, improving access and efficiency, and supporting secure, resilient and inclusive service delivery.

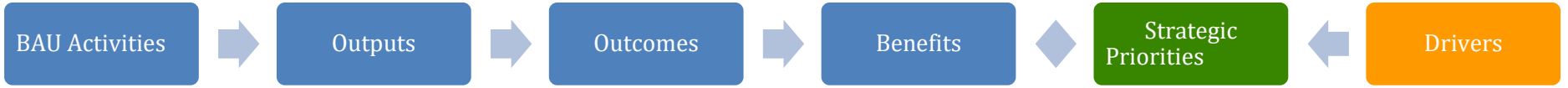
The IT Project Multi-Year Roadmap snapshot was generated from Jira on 14 May 2026. It records a 2026-2029+ horizon, plus TBA work, and reports 46 active projects: 21 on track, 19 waiting or blocked, 5 requiring a decision, 1 completed and 1 cancelled. Work is grouped across Customer and Digital Services, Core Systems and Integrations, Infrastructure and Cloud, Data and Analytics, Cyber and Resilience, and Portfolio and Planning.

Strategic Alignment



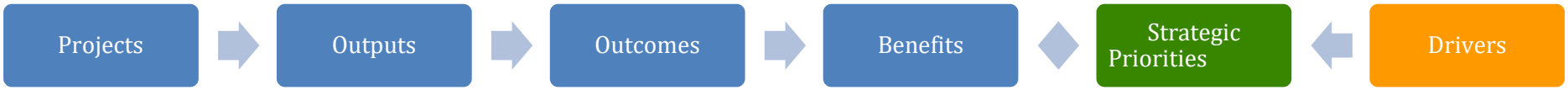
The activity contributes through four strategic pillars: Customer Focus, Enable Our People, Deliver Value and Data Security. These support all five LTP wellbeing outcomes - Connected Citizens, Enhanced Lifestyle, Sustainable Environment, Diverse Economy and Resilient Infrastructure - by enabling digital-first services, modern workplace capability, shared platforms, lifecycle investment, automation, data-driven decisions, cyber security, privacy protection, backup and disaster resilience. Strategic enablers are partnerships, governance and risk, data and analytics, and financial stewardship.

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



BAU Activities →	Outputs →	Outcomes →	Benefits →	Strategic Priorities	← Drivers
Manage and maintain core enterprise platforms, including lifecycle planning and modernisation.	Supported core enterprise applications and shared platforms.	Business units can use more reliable core systems and integrations.	Reduced legacy-platform risk and more resilient Council service delivery.	Diverse Economy; Resilient Infrastructure; Sustainable Environment.	Ageing systems, technical debt and legacy on-premise dependencies; cost pressures; need for lifecycle investment.
Provide and continually improve digital-first services, shared service platforms and customer channels.	Digital service channels and simpler online access.	Residents and customers can reach and use Council services through digital channels.	Improved customer satisfaction and increased digital uptake.	Connected Citizens; Enhanced Lifestyle.	Rising community expectations for digital services; customer-first design.
Operate cyber security, privacy, backup, recovery and disaster-resilience controls.	Cyber and privacy protections, backup/recovery capability and resilient platform design.	Council can protect information and maintain continuity of critical services.	Stronger cyber resilience, privacy protection and public trust.	Resilient Infrastructure; Connected Citizens.	Increasing security, privacy and resilience requirements; protection of public trust and continuity.
Provide modern workplace tools, digital workforce capability and automation of routine work.	Modern workplace tools, process redesign and automation capability.	Staff can deliver reliable services faster.	Improved operational efficiency and service delivery capability.	Connected Citizens; Resilient Infrastructure.	Workforce capability challenges; need to automate routine work and modernise workplace tools.

BAU Activities →	Outputs →	Outcomes →	Benefits →	Strategic Priorities	← Drivers
Maintain integration architecture, data and analytics capability, and platform governance across core systems.	Integration standards, governed shared platforms, and data/analytics capability.	Business units can use more reliable integrations and data for decisions.	Better data-driven decisions and more reliable integrations across Council platforms.	Diverse Economy; Resilient Infrastructure; Sustainable Environment.	Need for modern integration patterns, architecture standards, data quality and business ownership.
Manage the IT portfolio through roadmap, risk, dependency and benefits reporting.	Prioritised roadmap, quarterly reporting and investment assurance.	SLT and business owners can make coordinated investment and sequencing decisions.	Sustainable investment, stronger value realisation and coordinated delivery of dependent work.	All five LTP wellbeing outcomes (strategy-wide enabler).	Need to sequence foundation work before dependent improvements; governance, risk management and financial stewardship.



Projects →	*Outputs →*	*Outcomes →*	*Benefits →*	*Strategic Priorities*	*← Drivers*
Authority/Civica Altitude Upgrade	Upgraded core Authority/Civica Altitude platform, with dependent modules sequenced after foundation readiness.	Council operates on a modern, supported core enterprise platform that enables reliable business services and future integrations.	Reduced legacy-platform risk, improved resilience, and a stronger foundation for efficient digital services.	Diverse Economy; Resilient Infrastructure; Sustainable Environment.	Deliver Value and Data Security pillars; foundation-before-expansion sequencing; ageing systems, technical debt, security, integration and resilience requirements.

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?**
Ageing systems, technical debt and legacy on-premise dependencies.	Higher operational and security risk; reduced ability to integrate, automate and add future modules.	Sequence lifecycle investment and Authority/Civica Altitude modernisation before dependent service improvements.
Rising regulatory, privacy, resilience and security requirements, together with cost and workforce capability pressures.	More assurance, specialist capability and sustainable funding are required while business-as-usual services continue.	Use governance, risk and architecture standards, security by design, strategic partnerships, cost optimisation and phased investment.
Dependencies	**What are the implications?**	**How is this being managed?**
Authority/Civica Altitude readiness, upgrade and on-premise uplift.	Timesheets, contracts, finance, CRM and integration work rely on foundation readiness.	Complete code-base readiness and foundation work first, then sequence dependent modules through the roadmap.
Business ownership, executive sponsorship, architecture, data quality, security and integration decisions.	Unresolved ownership or assurance decisions can delay prioritisation and delivery.	Quarterly roadmap, risk, dependency and benefits reporting; business-case prioritisation; architecture, data, security and integration assurance.
Assumptions	**What are the implications?**	**How is this being managed?**
Roadmap planning defaults use updated Jira due dates; Idea and TBA items remain unscheduled until prioritised.	Roadmap phases are a planning view and may change when status, due dates, dependencies or decisions change.	Update Jira status, due date and Roadmap Phase once work is approved or rescheduled.
The roadmap places past-due 2025 items into 2026 H1 for review, undated On Track items into 2026 H2, and Waits items by date or dependency/theme.	Items without confirmed dates or approvals have lower delivery certainty.	Validate older dates, confirm dependencies and move items when current resourcing and priorities are agreed.

Who are the key stakeholders for this activity?

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

Group/Organisation	Nature of relationship
Community, citizens, ratepayers and businesses	Users of Council services enabled by IT; the strategy seeks simpler digital access, multiple customer channels and improved trust.
Council staff and business units	Internal customers, business owners and delivery partners who define requirements and use core platforms, information, integrations and workplace tools.
Elected members, Senior Leadership Team and executive sponsors	Governance, strategic direction, prioritisation, lifecycle funding, performance oversight and sponsorship of transformation.

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 2029/30	Years 4-10 2030/31-2036/37	
Progress of approved roadmap items against their assigned phase	Digital investment is governed and sequenced so foundation work precedes dependent service improvements.	T	14 May 2026 snapshot: 21 on track, 19 waiting/blocked and 5 requiring a decision.	No target stated in sources	No target stated in sources	No target stated in sources	No target stated in sources	Quarterly roadmap, risk and dependency reporting using Jira and the IT Project Multi-Year Roadmap.
Initial helpdesk response by ticket priority	IT support requests receive a timely initial response.	T	Low: 1 week; Medium: 24 hours; High: 4 hours; Urgent: 1 hour.	Low: 1 week; Medium: 24 hours; High: 4 hours; Urgent: 1 hour.	Low: 1 week; Medium: 24 hours; High: 4 hours; Urgent: 1 hour.	Low: 1 week; Medium: 24 hours; High: 4 hours; Urgent: 1 hour.	Low: 1 week; Medium: 24 hours; High: 4 hours; Urgent: 1 hour.	Jira/service desk ticket reporting.
Customer satisfaction and digital uptake	Digital-first services and multiple customer channels improve access and service experience.	C	>4.5/5	>4.5/5	>4.5/5	>4.5/5	>4.5/5	Jira satisfaction rating on helpdesk tickets.
Core platform resilience and legacy-risk reduction	Core Council platforms are secure, resilient, supported and capable of integration and future change.	T	Authority/Civica Altitude uptime >99%	Uptime >99%	Uptime >99%	Uptime >99%	Uptime >99%	Quarterly uptime reports and cyber security reports.

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?
Authority/Civica Altitude modernisation and dependent modules, including the Timesheets and Contracts modules listed above	Comparison with the 2024-34 LTP is not available.	Maintain and improve	Reduces legacy and on-premise risk and enables finance, contracts, timesheets, CRM and integration work.	Not provided	Yes

Project classification note. Most Information Technology activity and roadmap work is business as usual, operational improvement or lifecycle work rather than a project for this Activity Management Plan. The project table therefore includes only the Authority/Civica Altitude Upgrade. Any other item requiring new funding, capital expenditure or a formal investment decision must be assessed separately and supported by its own Part 7 Investment Summary.

Part 3: Activity Management

Overall Management

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

Current Information Technology structure

Chief Information Officer				
Continuous Improvement	**GIS**	**IT Development**	**IT and Data Support**	**Network/Systems**
Continuous Improvement Business Partner	GIS Team Leader GIS Analyst Data Governance Specialist Data Governance Officer	IT Development Team Leader Front End Developer Digital Content Coordinator Data Analyst Application Support Analyst Process Analyst	IT and Data Support Team Leader Information Management Systems Analyst Information Management Advisor - Training and Support Information Management Advisor (Archives) Technical Support Officers (2)	Network/Systems Team Leader Senior Network/Systems Engineer

The activity combines business-as-usual support with a governed programme of digital change. The 2026 strategy assigns executive sponsorship and quarterly roadmap, risk, dependency and benefits reporting to governance and SLT. Business-case prioritisation, lifecycle funding, cost optimisation and architecture, data, security and integration assurance are expected for major platform changes. SLT provide high-level IT strategic guidance and annual external IT audits. Time is capitalised to large projects.

What the Information Technology Teams Do

Councillor overview. The Information Technology activity enables every Council service. This page provides a plain-English summary of why each team exists, the services it contributes and the value it creates. It is an explanatory guide, not a formal delegation or exhaustive service catalogue.

CIO / cross-team governance

Purpose. Sets direction and oversees IT investment, risk, performance and cross-team priorities.
Core services. Strategy and portfolio prioritisation; executive sponsorship; architecture, data, security and integration assurance; quarterly roadmap, risk, dependency and benefits reporting.
Examples. Sequence core-platform changes; resolve competing priorities or cross-team dependencies.
Value. Keeps technology investment aligned with Council priorities while managing risk, affordability and expected benefits.
Evidence status: confirmed current operating model.

Continuous Improvement

Purpose. Helps business areas improve how work is performed and realise benefits from change.
Core services. Improvement discovery; process mapping and redesign; outcome and benefit definition; change readiness and adoption support.
Examples. Simplify a manual workflow before digitisation; check whether a completed change delivered the expected benefit.
Value. Improves efficiency, staff experience and the quality of services supported by the changed process.
Evidence status: confirmed current operating model.

GIS

Purpose. Provides spatial information and supports governance of data used for asset and service decisions.
Core services. GIS analysis and mapping; spatial and asset data; data ownership and quality; data governance, integration and stewardship.
Examples. Map Council assets or service information; improve the ownership and quality of a shared dataset.
Value. Provides reliable location-based information and governed data for operational, planning and investment decisions.
Evidence status: confirmed current operating model.

IT Development

Purpose. Designs, builds, integrates and improves Council's digital services and business applications.
Core services. Websites and online forms; front-end development and digital content; applications and integrations; data analysis, automation and process analysis.
Examples. Deliver an online service form; configure or integrate an Authority/Civica Altitude module.
Value. Creates simpler digital access, more efficient processes and applications capable of supporting future change.
Evidence status: confirmed current operating model.

IT and Data Support

Purpose. Supports staff, applications and information systems and helps people adopt technology changes.
Core services. Jira/service-desk triage; technical and application support; information-management systems, records and archives; training, documentation and knowledge support.
Examples. Resolve a user or application ticket; prepare training and records guidance when a system changes.
Value. Keeps staff productive, helps Council information remain managed and improves successful adoption of new services.
Evidence status: confirmed current operating model.

Network/Systems

Purpose. Keeps Council's technology foundations secure, available, supported and recoverable.
Core services. Networks; cloud and on-premise platforms; cyber security and access; backup and recovery; monitoring, patching and lifecycle renewal.
Examples. Provision and harden a platform; monitor infrastructure or recover a service following disruption.
Value. Protects service continuity, reduces legacy risk and provides the resilient foundations required by Council services.
Evidence status: confirmed current operating model.

How to read this page. The teams work together: a business need may pass through several teams from intake and design to delivery, support and improvement. The traceability and swim-lane views that follow show how this work links to LTP outcomes, AMP management and cross-team hand-offs.

LTP-to-AMP Delivery Traceability

Purpose. This view makes the line of sight explicit: LTP community outcomes set direction; the IT strategy and AMP translate that direction into priorities, levels of service, risk controls and investment; the team delivery model turns approved demand into supported services; and performance and benefits reporting feed the next AMP and LTP review.

Direction > planning and investment > delivery and operation > evidence for review

Team contribution to AMP and LTP outcomes

TEAM LANE	PRIMARY AMP CONTRIBUTION	LTP / STRATEGIC LINKAGE	EVIDENCE STATUS
CIO / cross-team governance	Portfolio prioritisation, sponsorship, assurance, funding pathway and quarterly roadmap, risk, dependency and benefits reporting.	All five LTP outcomes; strategy-wide support across Customer Focus, Enable Our People, Deliver Value and Data Security.	Confirmed current operating model
Continuous Improvement	Process discovery and redesign, change readiness, adoption and benefits tracking for approved improvements.	Deliver Value and Enable Our People; contributes to LTP outcomes through the business services being improved.	Confirmed current operating model
GIS	Spatial and asset-data services, data ownership, governance, quality, integration and stewardship.	Diverse Economy, Resilient Infrastructure and Sustainable Environment; supports Deliver Value and Data Security.	Confirmed current operating model
IT Development	Digital channels, applications, content, analytics, integrations, automation and application lifecycle improvement.	Connected Citizens and Enhanced Lifestyle; supports Customer Focus, Deliver Value and Enable Our People.	Confirmed current operating model
IT and Data Support	Jira/service-desk triage, application and information-management support, records, training, transition and knowledge.	Connected Citizens and Resilient Infrastructure; supports Enable Our People and Data Security.	Confirmed current operating model
Network/Systems	Infrastructure, cloud, network, cyber security, access, backup, recovery, monitoring and lifecycle renewal.	Resilient Infrastructure and Connected Citizens; supports Data Security and Deliver Value.	Confirmed current operating model

Interpretation note. The LTP outcomes and strategic pillars are taken from Part 1 of the AMP. Team accountabilities and operating-model linkages reflect the confirmed current Information Technology structure.

Team-Aligned Delivery Swim Lanes

Purpose. This view translates the Activity Management Plan workflow into confirmed team-aligned lanes. The workflow stages reflect the plan's Jira/service-desk, roadmap, assurance, phased-delivery, adoption, lifecycle-support and quarterly-reporting processes.

TEAM LANE	1 INTAKE & DEMAND	2 ASSESS & PRIORITISE	3 DESIGN & PLAN	4 DELIVER & TRANSITION	5 OPERATE & IMPROVE
CIO / cross-team governance Chief Information Officer	**Sponsor.** Receive strategic demand and escalations.	**Decide.** Set priorities, sponsorship and funding pathway.	**Assure.** Set architecture, data, security and integration gates.	**Govern.** Resolve major decisions, risks and dependencies.	**Review.** Report quarterly on roadmap, risk, dependencies and benefits.
Continuous Improvement Continuous Improvement Business Partner	**Discover.** Capture improvement opportunities and pain points.	**Frame.** Define process scope, outcomes and expected benefits.	**Redesign.** Map the future process and change approach.	**Adopt.** Coordinate business readiness and process transition.	**Measure.** Review benefits and return improvements to the roadmap.
GIS GIS Team Leader; GIS Analyst; Data Governance Specialist; Data Governance Officer	**Capture.** Receive spatial, asset-data and governance needs.	**Assess.** Confirm data ownership, quality, value and priority.	**Design.** Define spatial data, governance and integration approach.	**Enable.** Configure GIS services and governed datasets.	**Steward.** Support GIS services and monitor data quality.
IT Development IT Development Team Leader; Front End Developer; Digital Content Coordinator; Data Analyst; Application Support Analyst; Process Analyst	**Qualify.** Shape digital, application, content, data and integration demand.	**Estimate.** Assess effort, dependencies and roadmap fit.	**Design.** Plan solution, content, data, integration and testing.	**Build.** Configure, develop, integrate, test and release.	**Improve.** Maintain applications, automate and optimise.
IT and Data Support IT and Data Support Team Leader; Information Management Systems Analyst; Information Management Advisor - Training and Support; Information Management Advisor (Archives); Technical Support Officers (2)	**Triage.** Receive and route Jira/service-desk demand.	**Classify.** Identify incident, request, information or application need.	**Prepare.** Plan support, records, training and transition requirements.	**Transition.** Test, document, train and move changes into service.	**Support.** Provide user, application and records support; maintain knowledge.
Network/Systems Network/Systems Team Leader; Senior Network/Systems Engineer	**Capture.** Receive infrastructure, cloud, network and security demand.	**Assess.** Evaluate capacity, lifecycle, resilience and technical risk.	**Design.** Plan platform, access, backup and recovery controls.	**Provision.** Build, harden, migrate and validate services.	**Operate.** Monitor, patch, recover and renew infrastructure.

Operating note. Decision rights, hand-offs, shared responsibilities, escalation routes and business ownership are maintained through the CIO, team leaders, Jira/service-desk workflows, roadmap governance and the wider business relationships described in Part 3.

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)
All Council business units	Business-as-usual support and digital change	Service requests, requirements, prioritisation, business ownership and adoption	Jira/service desk and IT Project Multi-Year Roadmap	IT and Data Support Team Leader; Justin Bagust (CIO) for priority and escalation	Relevant SLT member and CEO
Finance and corporate services	Core systems, finance, contracts, timesheets and integration	Authority/Civica Altitude foundation work and dependent modules	Jira and IT Project Multi-Year Roadmap	IT Development Team Leader; Justin Bagust (CIO)	Andrea Rankin (CFO) and Stephen Doran
Customer-facing, regulatory, records and community-service units	Websites, online forms, animals, LGOIMA, Content Manager, asset data and customer platforms	Digital service design, records/process capability, spatial data and integration	Jira and IT Project Multi-Year Roadmap	IT Development, IT and Data Support, and GIS Team Leaders	Relevant SLT members and business owners
PMO and project governance	New projects, investment planning and continuous improvement	Early identification of information-systems implications, dependencies, resourcing and benefits	PMO/PCG review and IT Project Multi-Year Roadmap	Continuous Improvement Business Partner; Justin Bagust (CIO)	PMO/PCG representatives and project sponsors
Infrastructure, regulatory and CDEM functions	Asset, network, land-management and emergency-management services	GIS, data governance, resilient infrastructure, connectivity and service continuity	Service planning, project governance and operational support workflows	GIS Team Leader; Network/Systems Team Leader	Relevant Group Managers, asset owners and CDEM leads

Systems Management

What different management systems are used for this activity?

The current roadmap identifies Authority/Civica Altitude, finance, contracts, timesheets, CRM, Content Manager, Microsoft 365 integrations, customer websites and forms, cloud and infrastructure services, data and analytics, and cyber/SOC-SIEM work. Jira is the source of the current roadmap. There is also a Jira service desk, Snipe hardware register, SQL-hosted core-system data and an IT knowledgebase/wiki.

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?

Roadmap decisions use Jira status, updated due dates, Roadmap Phase, theme, delivery confidence and dependencies. The roadmap is retained as a dated snapshot and updated through Jira when work is approved, rescheduled or cancelled. The strategy requires data and analytics capability, information-as-an-asset practices, platform governance, data quality and architecture assurance. Snipe is the hardware asset register and Jira/customer feedback as operational information sources.

Commercial Management

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

Commercial management is guided by vendor engagement, shared-platform alignment, investment prioritisation, contract management, vendor performance, cost optimisation and value realisation. All-of-Government arrangements, contract renegotiation and collaboration with other councils are used where these provide value; these arrangements must align with Council's current Procurement and Contracts Policy and Manual.

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

The roadmap uses documented planning rules: updated Jira due dates drive phase placement except for Idea/TBA work; past-due 2025 items are placed in 2026 H1 for review; undated On Track items are placed in 2026 H2; and Waits items are placed by due date or dependency/theme. These are scheduling assumptions, not financial estimates.

Communication Management

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

Governance communication is expected through executive sponsorship and quarterly roadmap, risk, dependency and benefits reporting. Business units participate as owners, users and delivery partners through Jira/service-desk and roadmap processes. The strategy emphasises digital-first services, multiple customer channels and customer-first design.

Part 4: Asset Management

Asset Management Overview

How will the assets be managed to deliver the service?

The principal asset groups are core enterprise platforms and licences, cloud and on-premise infrastructure, networks and communications, end-user hardware, security and resilience capability, data/integration components and digital service platforms. Assets are managed through lifecycle investment, supported-platform standards, cost optimisation, backup and recovery, disaster resilience and foundation-before-expansion sequencing.

Hardware is recorded in Snipe, licences are renewed annually, hardware and software commonly follow an approximately three-year financial/lifecycle assumption, and retired hardware uses e-recycling. The roadmap identifies platform, cloud, network, security, hardware-management and software-modernisation work.

Asset Management Plan (if relevant)

This document is the Information Technology Activity Management Plan.

Part 5: Financial Management

Ten Year Operating and Capital Budget

What financial resources are needed?

A current 2027-37 operating and capital budget was not provided in the source files. Complete this section from the approved Magiq/LTP budget before finalisation.

No current financial line items or comparison with the 2024-34 LTP were included in the source files. Changes and rationale must be completed from the approved budget.

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?

No current capital project costs, internal-resource capitalisation, depreciation, whole-of-life cost, NPV or future operating projections were provided. Project names and phasing are recorded in the roadmap, but financial values must be added from approved business cases and the Magiq/LTP budget.

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

No beyond-ten-year capital expenditure was identified in the source files. The roadmap includes a 2029+ horizon but records no active projects currently assigned to that phase.

Funding Considerations

LGA s101 Funding Considerations

Funding Policy

Funding Principles

User-pays	Exacerbator-pays	Inter-generational equity	Separate funding
Not assessed	Not assessed	Not assessed	Not assessed

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

No current capital funding mix was provided. Complete this assessment after the 2027-37 Revenue and Financing Policy and project funding decisions are confirmed.

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
Not assessed	Not assessed	Not assessed	Not assessed

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	Not assessed	Not provided in source files
Community	Not assessed	The 2021 AMP stated IT was mostly funded from internal overheads; current funding requires validation.

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.

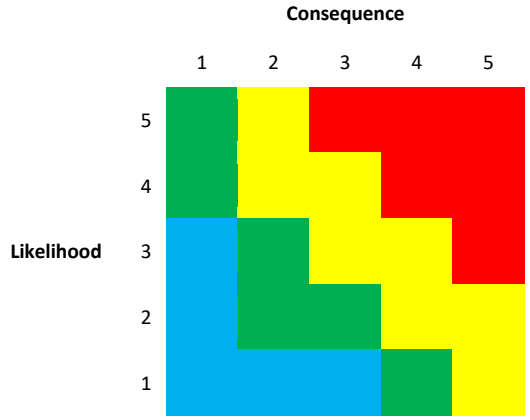
Description	Triggered by	Resulting in	Likelihood	Consequence	Controls and/or Mitigations	Residual Score
Cyber security, privacy and continuity risk	Evolving threats and increasing regulatory, privacy, resilience and security requirements	Loss, disclosure or destruction of information; reputational damage; disruption to critical services	2	5	Security by design; policy and assurance; hardening, detection, monitoring and response; access control; backup, recovery and disaster resilience.	Not assessed
Legacy core-system and technical-debt risk	**Ageing systems, legacy on-premise dependencies and delayed lifecycle investment**	**Service failure, unsupported platforms, constrained integration and automation, and delayed dependent improvements**	3	4	Authority/Civica Altitude code-base readiness, upgrade and uplift; lifecycle investment; phased sequencing; architecture and integration governance.	Not assessed
Portfolio capacity and dependency risk	Growing demand, cost/workforce constraints, unresolved decisions and interdependent projects	Delivery delay, displacement of business-as-usual work, reduced confidence and unrealised benefits	3	3	Executive sponsorship; business-case prioritisation; phased roadmap; quarterly risk, dependency and benefits reporting; validation of due dates and TBA items.	Not assessed
Artificial intelligence adoption and governance risk	Rapid uptake of generative and embedded AI, inconsistent use, immature governance and third-party processing	Privacy, security, records, intellectual-property, bias, accuracy, transparency and public-trust impacts	Not assessed	Not assessed	Council-approved AI governance and acceptable-use requirements; privacy, security and records assessment; human oversight; approved tools; staff guidance; monitoring and assurance.	Not assessed

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	Likelihood	Consequence	Controls and/or Exploitation (incl climate adaptation and mitigation)	Residual Score
Expand digital-first Council services and customer channels	Rising community expectations and the strategy objective of all Council services online	Simpler access, improved customer satisfaction and digital uptake, efficiency and trust	Not assessed	Not assessed	Customer-first design, shared customer platforms, phased roadmap delivery and multiple channels.	Not assessed
Modernise core platforms and shared services	**Authority/Civica Altitude foundation programme and lifecycle investment need**	**Reduced legacy risk, stronger finance/contracts/timesheets/CRM capability and more reliable integration**	Not assessed	Not assessed	Complete foundation readiness first; apply platform and architecture governance; sequence dependent modules.	Not assessed
Use data, analytics and automation to improve service delivery	Information-as-an-asset, integration, process redesign and cost pressures	Better decisions, reduced routine work, lower operational cost and stronger value realisation	Not assessed	Not assessed	Data and analytics capability, process automation, integration assurance, business ownership and benefits tracking.	Not assessed
Use AI to improve service delivery and staff productivity	Maturing AI capability in approved platforms and demand to reduce routine work	Faster information access, drafting and analysis; reduced routine work; improved customer and staff experience	Not assessed	Not assessed	Prioritise bounded use cases; assess benefits and risks; use approved tools and data controls; retain human review; pilot, train and measure outcomes.	Not assessed

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

Part 7: New Projects or Programmes Investment Summary

Business Justification and Scope										
Project/Programme	Authority/Civica Altitude Upgrade									
Purpose	Deliver the digital strategy outcome of all Council services online while sequencing foundation work, service improvement, resilience and governance. Drivers are community expectations, ageing systems and technical debt, increasing regulatory/security needs, cost pressure and workforce capability.									
Level of Service	Supports maintenance and improvement of technology-enabled Council services and response to demand. The project-specific compliance, maintain/improve-LOS and growth allocation requires validation because no approved project briefs or business cases were provided.									
Business Justification	Current-state implications include legacy and on-premise platform risk, constrained integration and automation, rising security/privacy/resilience requirements, and growing digital-service demand. The preferred programme approach evidenced in the strategy and roadmap is foundation before expansion: modernise Authority/Civica Altitude, apply governance and assurance, then sequence dependent service improvements. Options analysis, cost evidence and project-specific business cases were not provided.									
Risks, Opportunities	Key risks: cyber/privacy/continuity, legacy-platform failure, delivery capacity and dependencies. Key opportunities: simpler digital access, modern shared platforms, data-driven decisions, automation, improved resilience and cost optimisation. Controls include phased sequencing, security by design, architecture/data/integration assurance and quarterly roadmap, risk, dependency and benefits reporting.									
Assumptions, Constraints and Dependencies	Constraints: affordability, workforce capacity, technical debt and regulatory/security requirements. Dependencies: Authority/Civica Altitude readiness, business ownership, architecture, data quality, security and integration decisions. Roadmap assumptions: updated due dates drive phases; Idea/TBA work remains unscheduled; older or undated items use documented review/default placements. Statutory approvals, consultation history, user-acceptance criteria and minimum viable product definitions were not provided.									
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	$ Not provided									
CAPEX (excl internal resource)	$ Not provided									
OPEX	$ Not provided									
Revenue	$ Not provided									
Project Total (excluding GST)	$ Not provided									
Detailed cost breakdown attached Y/N?	No - detailed costs were not included in the source files									

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	Not assessed	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	Not assessed	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	Not assessed	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	Not assessed	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	Not assessed	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

Critical Success Factor (CSF)	Rating	Does Not Meet/Poorly Meets (DNM/PM)	Partially Meets/Mostly Meets (PM/MM)	Fully Meets/Exceeds (FM/E)
Overall Rating	Not assessed	A defensible rating cannot be completed without current costs, supplier evidence, affordability/funding confirmation and resource-capacity evidence.		