



Building Control

Activity Management Plan

2027-37

Author: Jayson Ellis
Authoriser: Paul Cooper
Date finalised:
Doc no: #

Contents

PART 1: STRATEGIC MANAGEMENT	3
ABOUT THIS ACTIVITY	3
STRATEGIC ALIGNMENT.....	4
PART 2: PERFORMANCE MANAGEMENT (LEVELS OF SERVICE).....	9
LEVELS OF SERVICE FOR 2027-37	9
PROPOSED CHANGES TO ACTIVITIES, PROJECTS AND LEVELS OF SERVICE	10
PART 3: ACTIVITY MANAGEMENT	11
OVERALL MANAGEMENT	11
WORKFLOW MANAGEMENT	13
SYSTEMS MANAGEMENT	14
INFORMATION MANAGEMENT.....	14
COMMERCIAL MANAGEMENT	15
COMMUNICATION MANAGEMENT	15
PART 4: ASSET MANAGEMENT.....	16
ASSET MANAGEMENT OVERVIEW	16
ASSET MANAGEMENT PLAN (IF RELEVANT)	16
PART 5: FINANCIAL MANAGEMENT	17
TEN YEAR OPERATING AND CAPITAL BUDGET	17
PLANNED CAPITAL EXPENDITURE FOR KEY CAPITAL PROJECTS.....	18
FUNDING CONSIDERATIONS	18
PART 6: RISK AND OPPORTUNITY MANAGEMENT	21
PART 7: NEW PROJECTS OR PROGRAMMES INVESTMENT SUMMARY	28

Part 1: Strategic Management

About this Activity

What does it deliver to our community?

The Building Control Unit has a continuing focus on providing efficient and compliant services to the Timaru district in accordance with the regulatory framework of the Building Act 2004, various building regulations and associated legislation which will also include consideration of the councils “Thriving Together” mantra.

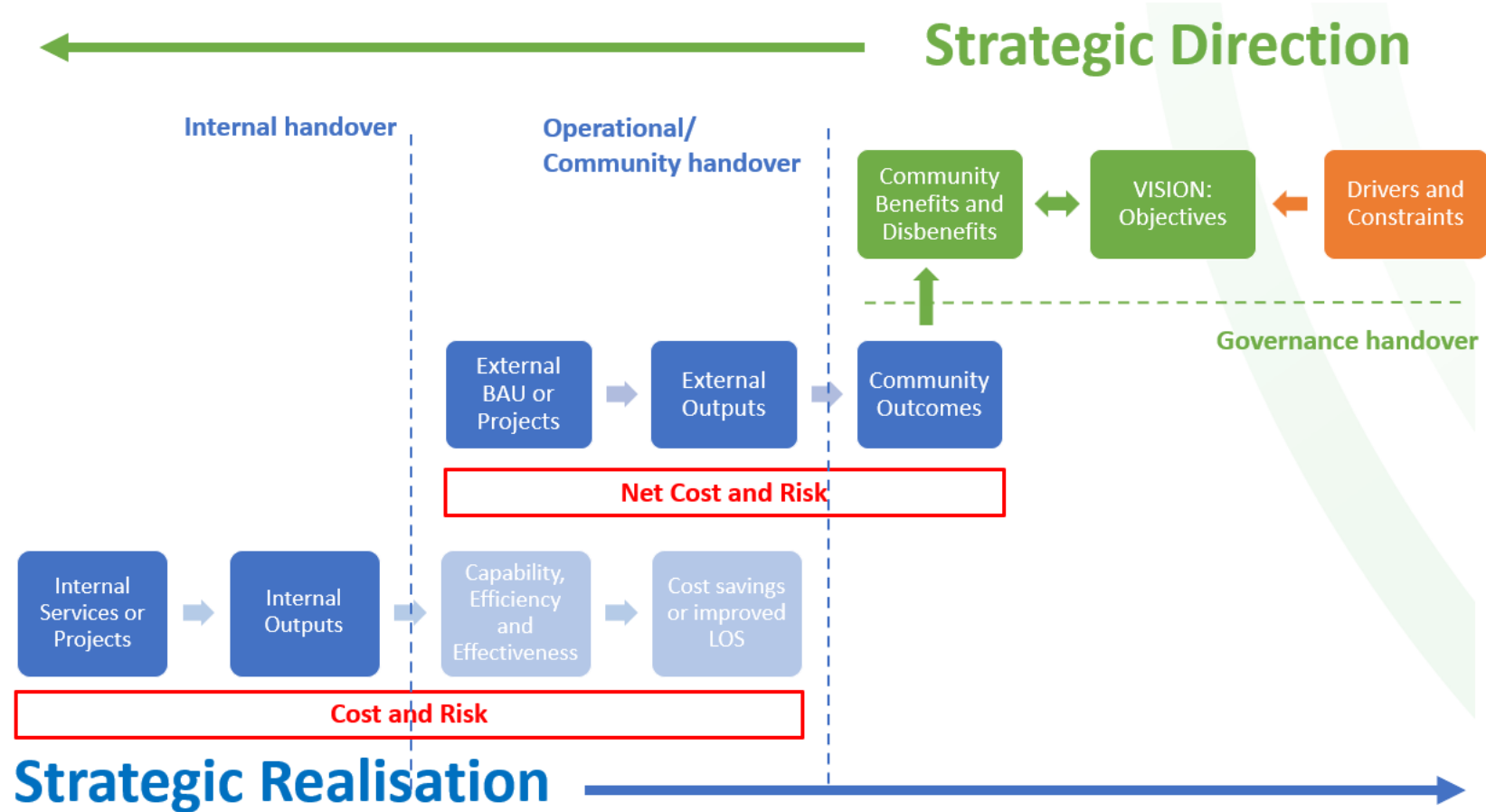
The Building Control Unit performs the functions and services as a Building Consent Authority (BCA) and as a Territorial Authority (TA) pertaining to regulatory approvals, compliance and enforcement of the Building Act 2004.

These functions include:

- Building consents
- Certificate of Acceptance
- Building Warrant of Fitness
- Swimming Pools
- Earthquake-prone Buildings
- Exempt Building Work
- Dangerous, Affected & Insanitary Buildings
- Building Complaints
- Project Information Memorandum
- Notice to Fix

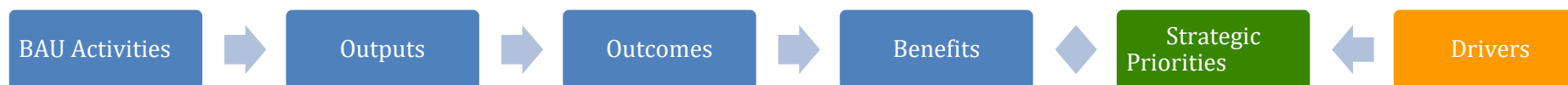
Snapshot of the provision/use of this activity for 2026/27 (i.e. stats).

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?



BAU Activities →	Outputs →	Outcomes →	Benefits →	Strategic Priorities	← Drivers
Receive, , approve, inspect and certify building consents and other applications eg Project Information Memorandum, Exemptions, Certificate of Acceptance (TA functions)	Building consents, certifications, and exemptions issued	Compliant buildings and building work,	Community prosperity (economic and social)	Economic growth and demand response	Building Act 2004 and regulations
Monitor, assess, issue and enforce building infringements such as notices to fix, dangerous, affected and unsanitary buildings, swimming pools and building related complaints (TA function)	Infringement notices issued and enforced as appropriate	Customers undertake required remedial work/actions in response to infringement notices	Community safety and wellbeing	Statutory/regulatory compliance	Non-compliant (unsafe or not fit for purpose) buildings pose a threat to community safety and wellbeing (including but not limited to Dangerous Buildings)
Provide building information advisory services (specific and general)	Accurate and reliable information available to customers/community via LIMs, PIMs, file requests and general enquiries	Customers/community purchase, use and occupy safe, fit for purpose buildings	Customer satisfaction	Supporting the community	Community complaints/dissatisfaction with the service or service outcomes including perceived barriers to growth and development

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?
-------------	----------------------------	----------------------------

Legislation	Changes to legislation could impact services provided, cost of services or relevant compliance standards (and associated costs)	Through communication and engagement with MBIE and the construction sector to ensure early awareness of and adaptation to legislative changes, together with proactive communication of changes to customers and the community. Review of and submission on proposed changes as/where opportunities are provided.
Regulation	Changes to regulations could impact services provided, cost of services or relevant compliance standards (and associated costs)	Through communication and engagement with MBIE and the construction sector to ensure early awareness of and adaptation to regulatory changes, together with proactive communication of changes to customers and the community. Review of and submission on proposed changes as/where opportunities are provided.
Policies	Council policies ensure officers' use discretion appropriately to interpret and apply relevant legislation and regulation.	Regular review of relevant Council policies to ensure that these are fit for purpose ie appropriately balance compliance, safety, prosperity and customer satisfaction considerations.
Dependencies	What are the implications?	How is this being managed?
Technology	Limited autonomy to make changes	Communication and feedback to software provider on an individual and or wider user group basis.
Local, National, International economies	Limited influence relating to scale of workflow	Engagement with external entities to develop additional consent work streams.
MBIE	Being able to adapt to Act and regulatory changes	Through communication, consultation and engagement with the relevant MBIE departments.
Assumptions	What are the implications?	How is this being managed?
Local Authority changes	Uncertainty of the scale and functionalities of the new authority	Central government, Mayors and Chief Executives

Delivery of service	Uncertainty of future local government change into the future.	Central government, Mayors and Chief Executives and private entities. However, legislation and regulation allows the status quo to continue to be managed in a similar manner regardless of the entity size and scale.
---------------------	--	--

Who are the key stakeholders for this activity?

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

Group/Organisation	Nature of relationship
Architects/Designers	Significant
Engineers	Significant
Building & Construction Related Trades	Significant
Building owners	Significant & Strategic
Building Consent Applicants	Significant
General Public	Significant & Strategic
Ministry Business Innovation & Employment (MBIE)	Significant & Strategic
Southern Building Controls Group	Strategic
South Island Independent Qualified Persons (IQP) Registration Panel	Significant & Strategic
Building Officials Institute New Zealand (BOINZ)	Significant & Strategic
Objective Build	Significant & Strategic

Private Building Consent Authorities	Significant & Strategic
Objective Build User Group Forum	Strategic

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 2030/37	
Building Consent Authority Accreditation	Deliver timely, efficient processing of consents and related requirements in line with statutory requirements		Building Consent Authority accreditation retained	Building Consent Authority accreditation retained at all times				Building Consent Authority assessment.
Building Control consent average processing time			<12 working days	<12 working days	<12 working days	<12 working days	<12 working days	Objective Build consenting system
% of building consent applications processed within statutory timeframes			100%	100%	100%	100%	100%	Objective Build consenting system
Building and planning services. Provide the local community and/or local industry with regular updates and information at least four times per year.	Provide useful, timely and consistent information and education on building services.		100%	100%	100%	100%	100%	Newsletters and information publications are available to the community and/or local industry.
Resident/ customer satisfaction with building consent process			≥90%	≥90%	≥90%	≥90%	≥90%	Customer survey results (CM #F3345) Biennial Resident Survey – Key Research
BWOF Audits completed	Ensure buildings with a Building Warrant of Fitness (BWOF), swimming pools, food and liquor premises are certified safe and comply with legislation		20% per annum	20%	20%	20%	20%	CM #1601534
% of residential swimming pools’ fencing in the district audited at least once every 3 years			100%	33%	66%	100%	100%	Authority register #8
Reassessment of all Earthquake Prone buildings in it district to comply with the new legislation	Council’s responsibility for regulating the management of earthquake prone buildings are met					100%		review of current EPB register

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 EACH proposed change)

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

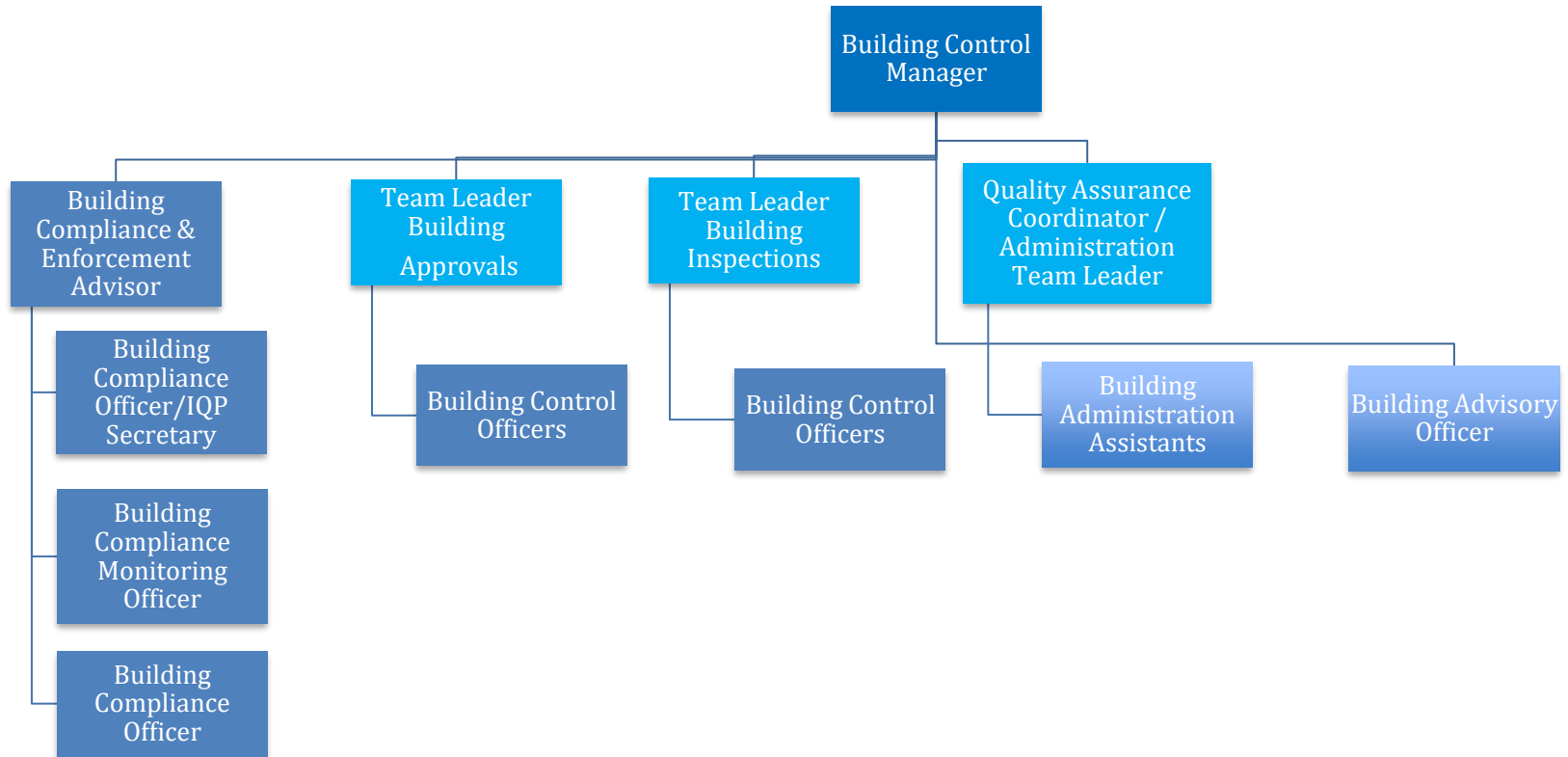
Proposed Activity Change or Project	Change from 2024/34 LTP (New or Amended)	Impact on Level of Service (Start, Stop, Change higher/lower)	Reason/Rationale	Options for consultation	Project Brief or Business Case Completed?
Earthquake-prone Buildings	Amend	Change	legislative change	Not applicable	Not applicable
Performing Building Consents outside the Timaru District	New	Change	To provide an increased level of service to local design and building companies that work outside the Timaru district	Not required	Not required
Local government reform potentially creating a BCA that encompasses 4-5 neighbouring districts	New	Change	Central government legislative change	Yes	Not at this stage

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 Building Control Manager has the business and financial delegation to govern the Building Control functions. However, should any decisions fall outside this level of delegation, the “oneup” approach applies, thus approval would be required from the General Manager Regulation Development and Growth.



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)
Customer Services?	Customer enquiries	Customers in person, email, phone calls	Flowingly,	Building Control Manager	Customer Services manager
Planning?	Resources Consents and District Plan	Building consents and PIMs	Flowingly, Objective Build	Building Control Manager	Planning Manager
Infrastructure Consents?	Water, Sewer, Storm water	Service Consents	Flowingly, Objective Build	Building Control Manager	Infrastructure Planner
Environmental Services?	Health	Building consents and PIMs	Flowingly, Objective Build	Building Control Manager	General Manager Regulatory Development & Growth
Central South Island WaterDrainage and Water?	Water, Sewer	Building consents and PIMs	Flowingly, Objective Build	Building Control Manager	General Manager Water Services

Systems Management

What different management systems are used for this activity?

The systems used to manage the various building control functions include:

- Authority (council wide software)
- Objective Build (building consent software)
- Content Manager (record management software)
- Trapeze (document editing software)
- Microsoft 365 (emails, calendars)
- Microsoft Teams (phone calls internal/external)
- Esker (purchase order and invoice processing)
- MAGIQ (financial software)

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?

Information generated and collected from all Building Regulatory functions is managed and stored within the following electronic systems:

- Objective Build (receiving, approving, inspecting, certifying building consents – internal & external use)
- Content Manager CM9 (where building related information is stored – organisationally)
- Authority (manage other applications and registers - organisationally)

- Objective Trapeze (editing documentation relating to building consents)

Commercial Management

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

Procurement and contract management are minor activities for the Building Control activity however officers comply with the TDC Procurement Policy and Manual as applicable.

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

Quarterly statistics

Consent reporting

Industry cluster group meetings

Communication Management

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

The Building Unit produces quarterly, an industry newsletter “Got It Nailed”. This is sent out to all local industry businesses and is accessible on the council website. The council website also has a full range of building regulatory information including all applicable fees and charges. Any Building Regulatory updates can be provided on request.

Part 4: Asset Management

Asset Management Overview

How will the assets be managed to deliver the service?

Assets held by the Building Control function are limited to (Computer hardware devices, vehicles, PPE) for which various registers are maintained (or similar) to ensure timely renewal/replacement together with return of any Council property in the event of employee departure.

Asset Management Plan (if relevant)

NA

Part 5: Financial Management

Ten Year Operating Budget

What financial resources are needed?

Revenue

Function	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
BCA	(2,560,000)	(2,624,000)	(2,689,600)	(2,756,840)	(2,825,761)	(2,896,405)	(2,968,815)	(3,043,036)	(3,119,111)	(3,197,089)	(3,277,016)
TA	(625,612)	(641,252)	(657,238)	(673,715)	(690,558)	(707,822)	(725,518)	(743,656)	(762,247)	(781,303)	(800,836)

Expense

Function	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
BCA/TA	(335,718)	(345,789)	(356,163)	(366,848)	(377,854)	(389,189)	(400,865)	(412,891)	(425,278)	(438,036)	(451,177)
Salaries	2,605,440	2,657,549	2,710,700	2,764,914	2,820,212	2,876,616	2,934,149	2,992,832	3,052,688	3,113,742	3,176,017
Overheads	1,127,275	1,161,093	1,195,926	1,231,804	1,268,758	1,306,821	1,346,025	1,386,406	1,427,998	1,470,838	1,514,963

Funding Considerations

LGA s101 Funding Considerations

Funding Policy

Funding Principles Building Consent Authority

User-pays	Exacerbator-pays	Inter-generational equity	Separate funding
Low /Med/ High	Low /Med/ High	Low / Med / Hi	Low / Med / Hi

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.

Duplicate the above for TA functions – best to split to align with Policy and maturity in splitting the cost centers.

Capital Cost Funding Policy

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.

BCA	Funding Target	Funding Mechanisms
Individual/Group	Low/Medium/High	Fees & Charges/Targeted rates (Low, Medium, High)
Community	Low/Medium/High	General rates/Grants & Other (Low, Medium, High)

TA	Funding Target	Funding Mechanisms
Individual/Group	Low/Medium/High	Fees & Charges/Targeted rates (Low, Medium, High)
Community	Low/Medium/High	General rates/Grants & Other (Low, Medium, 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*		Controls and/or Mitigations	Residual Score
			Likelihood	Consequence		
Loss of Accreditation	• Staff not trained to required level • Staff are not considered competent • Failure to maintain other accreditation requirements	• Unable to receive, grant, inspect or certify building consents • Loss of reputation • Negative publicity • Withdrawal of accreditation • Statutory Manager put in place • Review plan	2	4	• Compliance with MBIE accreditation requirements • IANZ two yearly audit • Competency assessments 2 yearly by appropriate assessor • Level 6 Diploma Building Surveying • Customer surveys with Code Compliance Certificate	
BWOF Audits	• Building owner not fulfilling their obligations • IQP failing to do their job • TDC fails to audit against compliance schedule • Poor processes	• Buildings unsafe to be tenanted • Loss of life or serious injury	2	4	• Processes and procedures meet compliance requirements • Annual audit plan • SI IQP register • MBIE oversight/audits	
Residential Pools	• Lack of resources • Lack of knowledge and training of regulatory	• Loss of life • Negative publicity • Regulatory intervention/prosecution	2	4	• BOINZ training • Mentoring programme • Residential swimming pool register • Three yearly cycle audits	

	- requirements • Poor processes • Register not maintained				MBIE audits	
Earthquake-prone buildings	• Lack of resources • Lack of knowledge and training of regulatory requirements • Poor processes • Register not maintained	• Loss of life • Negative publicity • Regulatory intervention/prosecution	2	3	• Building register • MBIE guidance • EPB Policy - Adequate resource levels	
Building Complaints	• Perceived non-compliant building work • Inability to communicate • Lack of knowledge	• Customer escalates concern • Customer complaint • Negative publicity • Other external parties affected	4	3	• Prompt communication • Regulatory training and education • Building Complaint Policy • Legal advice - MBIE determinations	
Manage Public Challenges	• Under resourced • Loss of accreditation	• Time and cost to investigate, enforce or defend actions or decisions • Perception of being conservative or making unfair decisions • MBIE determination • Legal action	2	4	• Quality Assurance manual • Customer complaint process • Legal opinions & support - Building Advisory Office	
Natural Hazards	• Lack of understanding (both internal or external parties) on what constitutes a natural hazard of concern • Lack of	• Legal challenge by insurers • Ratepayer dissatisfaction • Negative publicity • Loss of reputation • Refusal of	4	4	• ECan flood hazard assessment • Coastal inundation & erosion assessment • Overland flow assessment • TDC GIS overlay - External and internal training e.g. BOINZ, lawyers, senior TDC members	

	information identifying the natural hazard • Poor third party information • Poor internal record keeping	building consent • Loss of life			Developing robust policies and procedures that appropriately manage the associated risks.	
Consent Processing	• Lack of sufficient processes and safeguards to identify and reduce future exposure arising out of increased building and regulatory activity • High turnover of competent staff • Increase in complexity of consent applications to more medium / high density housing • Increase in demand for new house builds • Lack of effective engagement and communication to allow for planning for significant influx of building consent applications • Non-delivery of necessary technical systems to enable efficiencies and process improvements	• Breach of statutory and regulatory requirements • Unexpected environmental outcomes • Inconsistent building resource and environmental consents being granted • Loss of accreditation as a building consent authority • Reputation damage • Future legal liability and/or costly maintenance of infrastructure assets • Loss of life	4	4	• Qualified and competent staff • BOINZ training • Quality assurance and auditing of building consenting processes - Team culture - Risk Based approach to assessment of compliance	

	• Undetected substandard and/or unapproved building products used in construction • Poor quality of information received					
Compliance gap	Legislative and regulatory change	Systems and standards no longer fit for purpose	2	4	Ensuring we are adaptable to legislative change as and when required	
Resilience, capacity and capability	Staff turnover, vacancies undermine team knowledge, experience, skills and capacity	Extended processing times, unsatisfactory outcomes, missed opportunities to save time and cost for Council or customer	3	4	Maintaining a professional development programme that achieves the necessary competency levels to perform all regulatory functions. Ensuring we continually develop team members to perform all regulatory functions.	
Sustainability	Use of methods or materials that are initially cost effective but sub-optimal in terms of whole of life		2	4	Working with MBIE in developing regulation and measures that can manage sustainable housing and construction methods.	

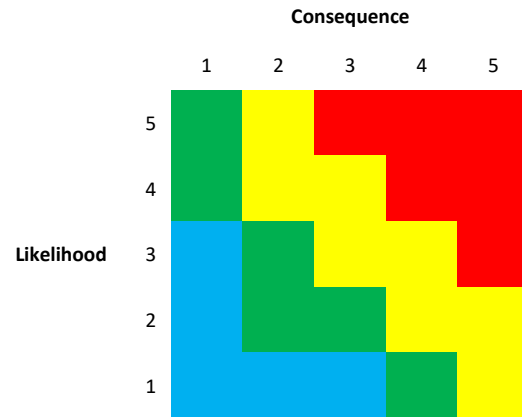
	costs or environmental impacts					
, Dangerous, Affected, insanitary buildings or non-compliant buildings as a result of climate change	Coastal erosion and inundation	More complex decisions and greater understanding required when approving building consents	2	3	Creating robust processes and procedures with the support and direction from MBIE and legal advice that ensure all considerations have the made.	
	Weather events causing flooding (rivers, overland flow, ponding)	More complex decisions and greater understanding required when approving building consents	2	3	Creating robust processes and procedures with the support and direction from legal advice that ensure all considerations have the made.	
Production of emissions	Use of fossil fuelled fleet to transport team members for inspections		3	3	Transition to use of hybrid fleet The use of remote inspections	

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		
More sustainable inspections regime	Fewer fossil-fuelled trips	Reduced emissions	4	4	Shift to hybrid or electric vehicle fleet and/or remote inspections	

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	- 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:		

