

Long Term Plan 2024-34 Activity Plan

# Programme Management Office

- *Programme Management Office (All of Council Planning and Delivery)*

Adopted 25 and 27 June 2024

## Final Version

- The Long Term Plan 2024-2034, and all its associated documents, including amendments to the draft LTP were adopted by Council on the 27<sup>th</sup> of June 2024. Approved changes, as appropriate, have been reflected in this Activity Plan.
- Uploaded 26 June 2024

## Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
General Manager	Assistant Chief Executive and General Manager Strategic Policy and Performance	Lynn McClelland	Lynn McClelland	22 January 2024
Finance Business Partner	Finance Business Partner	Nick Dean	Nick Dean	2 February 2024
Activity Manager	Head of Programme Management Office (Previous)	Andrew Robinson	Andrew Robinson	18 December 2023

## Authors and advisors to this Activity Plan

Group	Business Unit	Position	Name
Strategic Policy and Performance	Programme Management Office	Head of Programme Management Office (Previous)	Andrew Robinson

## Contents

<b>1. WHAT THIS ACTIVITY DELIVERS .....</b>	<b>4</b>
<b>2. WHY WE DELIVER THIS ACTIVITY.....</b>	<b>7</b>
2.1. COMMUNITY OUTCOMES: HOW THIS ACTIVITY CONTRIBUTES.....	7
2.2. STRATEGIC PRIORITIES - HOW THIS ACTIVITY SUPPORTS PROGRESS ON OUR PRIORITIES .....	8
2.3. CLIMATE RESILIENCE GOALS: HOW THIS ACTIVITY SUPPORTS CLIMATE RESILIENCE GOALS .....	9
<b>3. HOW WE ARE PLANNING FOR FUTURE IMPACTS .....</b>	<b>10</b>
3.1. ISSUES IMPACTING CURRENT AND FUTURE ACTIVITY DEMAND AND DELIVERABILITY .....	10
3.2. THE HIGH IMPACT ISSUES AND MITIGATIONS PLANNED .....	11
<b>4. OUR LEVELS OF SERVICE .....</b>	<b>12</b>
<b>5. HOW ASSETS WILL BE MANAGED TO DELIVER THE SERVICES.....</b>	<b>13</b>
<b>6. CAPITAL EXPENDITURE AND KEY CAPITAL PROJECTS .....</b>	<b>14</b>
<b>7. FINANCIAL RESOURCES NEEDED .....</b>	<b>15</b>
7.1. RESOURCES NEEDED.....	15
7.2. FUNDING CONSIDERATION AND OUTCOME .....	16
<b>8. POSSIBLE SIGNIFICANT NEGATIVE IMPACTS ON WELLBEING.....</b>	<b>17</b>
<b>A. APPENDIX A: LEVELS OF SERVICE DETAIL .....</b>	<b>19</b>
A.1. CONTINUOUS IMPROVEMENT REVIEW (S17A) – RECOMMENDATIONS FOR CHANGE .....	19
A.2. LEVELS OF SERVICE: PERFORMANCE MEASURES IN DETAIL .....	20
A.3. LEVELS OF SERVICE CHANGES FROM LONG-TERM PLAN 2021-31, AND WHY .....	21
<b>B. APPENDIX B: POSSIBLE ISSUES IMPACTING THE ACTIVITY &amp; THE MITIGATIONS PLANNED .....</b>	<b>24</b>
B.1. CHANGING CUSTOMER NEEDS .....	24
B.2. TIRITI PARTNERSHIPS (NO IMPACT) .....	24
B.3. TECHNOLOGICAL GROWTH (NO IMPACT) .....	24
B.4. RESILIENCE AND ENVIRONMENTAL CONSIDERATIONS .....	25
B.5. INFRASTRUCTURE (MEDIUM IMPACT) .....	25
B.6. REGULATIONS & REFORM (NO IMPACT) .....	26
B.7. IDENTIFIED BUSINESS UNIT RISKS.....	27

# 1. What this activity delivers

In the last three Financial Years up to 30 June 2023, Christchurch City Council has had approximately 1000 projects, spending between \$360m and \$440m each year on core infrastructure capital works.

The above values are ‘normalised’ for better comparisons and exclude one off major facility items such as Te Kaha, Parakiore, The Town Hall Upgrade, Matatiki and the Performing Arts Precinct. These major facility projects tend to skew historical trends. In FY23 for example, including all capital projects, the expenditure was \$590m.

Programme Management Office is responsible for delivering the following:

**Strategy Planning and Delivery** – alignment of capital programme with strategic documents such as LTP and oversight of delivery to achieve these goals.


**Facilitation of Capital Programme Prioritisation** – categorisation within financial and deliverable constraints that ensure an achievable and balanced capital programme on an annual basis.

**Project and Programme Management Delivery Framework** – development, maintenance, and training in standardised, best practice framework for consistent delivery of capital projects.

**Project Governance** – support to Project Teams in programme and project governance, including management of budgets, gateways, and milestones, change management including delegations and risk frameworks.

**Reporting and Information** – Provision of tools and processes to provide consistent, timely, transparent, and accurate data and information to ELT and Elected Members.

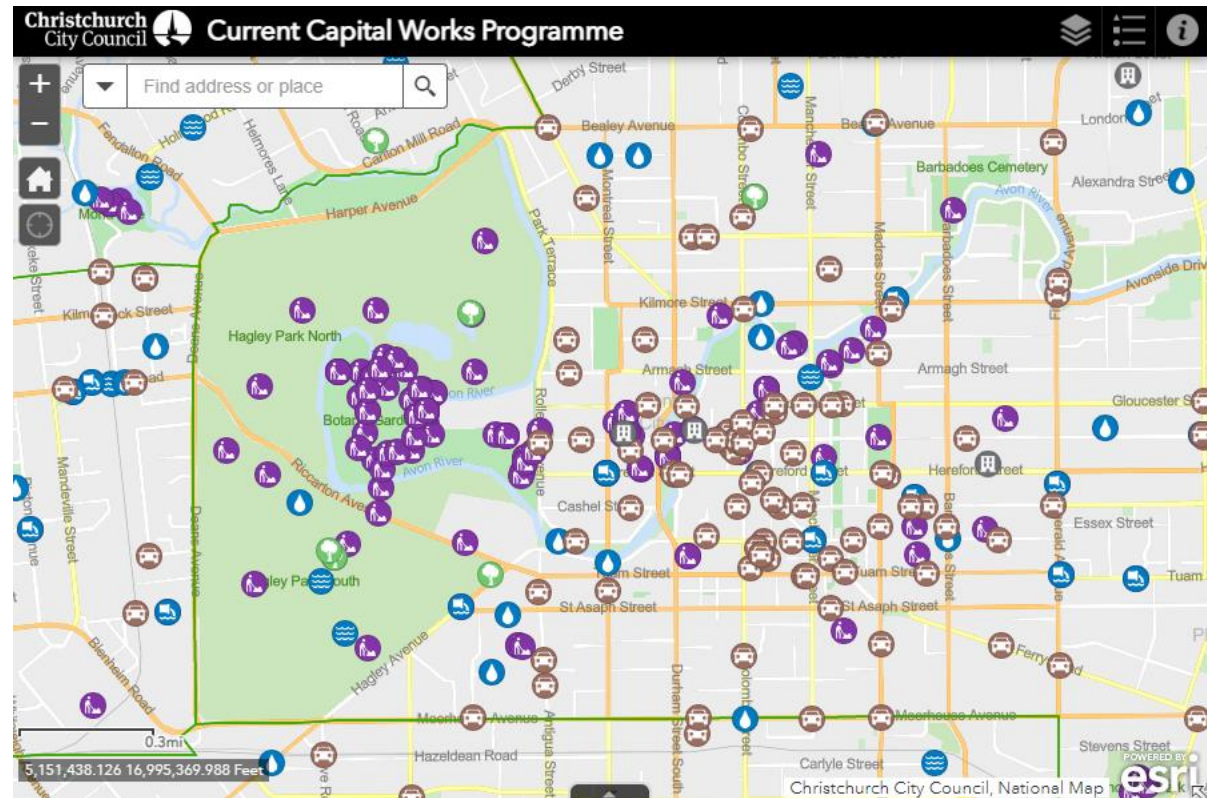
**Specialist Project Advice** – thought leadership and resources, including collaboration and integration of organisational objectives into capital planning (such as Carbon assessments, hazard mapping, digital engineering); national infrastructure planning; technical seminar facilitation.

Services		Contributes to Community outcomes
	<b>Programme Management Office</b> is an enterprise function that influences and supports all of Council capital planning, project, and programme teams to plan and deliver in accordance with the Long-Term Plan (LTP) and Annual Plan (AP) to time, scope, quality, and budget.	This activity is an internal service and has a low contribution across all community outcomes



## A snapshot of provision and use for 2023/24:

- ✓ We oversee over 1000 projects in the capital programme each year.
- ✓ The total capital programme is valued at over \$700m for 2024.
- ✓ We work with over 100 Project Managers in support of delivering the programme.
- ✓ We achieved a satisfaction score of 71% from the inaugural annual internal services survey.
- ✓ We provide an easy to navigate information page to understand capital projects progress.
- ✓ We seek to lift capability and strive to continuously improve Project Delivery.



Map of current capital works programme in Christchurch CBD

### Where we came from

In 2022 PMO released Snapshot – a definitive easy to use tool that allows capital programme reporting to all staff and is used as the basis for all Council Capital Reporting.

In 2023 PMO developed a framework and toolset to support the planning and delivery of all Capital Works projects and programmes aligned to the strategic framework, including increased understanding on the effects on embedded Carbon in the capital infrastructure.

In 2023 PMO finalised the transition of a GIS based toolset from the CCC to a national foundation that allows all asset owners and their suppliers across Aotearoa to coordinate and plan their projects nationally, publish maps such as hazards, and sensitive areas and ultimately to better define underground asset information.

In 2023 PMO supported Te Waihangā (NZ Infrastructure Commission) in publishing CCC's capital programme in the National Pipeline on a quarterly basis.



## What our community is saying





In 2023 we surveyed our internal stakeholders with help from Internal Support Services and found the following: Programme Management Office received an overall satisfaction score of 71% in its inaugural annual survey (from Managers, HOS, Team Leaders, and a selection of PMs).

Below is a list of our key stakeholders and customers:







Stakeholder	Relationship with Programme Management Office
Finance and Performance Committee of the Whole	<b>Governance Board</b> Confirms capital delivery spend within Annual Plan and Long Term Plan. Provides direction based on desired community outcomes and needs.
Executive Leadership Team (ELT)	<b>Management Board</b> Directs capital delivery projects and programmes based on progress reporting.
Assistant Chief Executive and General Manager Strategic Policy and Performance	<b>PMO Sponsor</b> Provides guidance and supports PMO on delivery of objectives as defined within this document.
Legal, Procurement and IT Operations	<b>Collaborative Partner</b> Sets requirements, standards, and provides advice.
Finance	<b>Collaborative Partner</b> Sets financial reporting requirements and financial delegations and provides advice and support on budget planning and change management.
Heads of Service	<b>Collaborative Partner</b> Represents project and programme progress to ELT and Finance and Performance Committee of the Whole, in conjunction with, and when required by PMO. PMO provides Department Heads guidance, information and analytics on project and programme progress.
All Project Sponsors	<b>Customer PMO</b> sets the standard, provides training and guidance on governance roles and responsibilities.
All Project Managers All Project Manager Team Leaders All Programme Managers	<b>Customer PMO</b> supports project managers in their mission to deliver successful projects. PMO sets the standard, provides training and tools for project and programme management. PMO sets standard project and programme reporting requirements. PMO provides ad hoc guidance and direction.
All Asset Planners	Customer PMO supports planners in their mission to plan projects effectively, setting projects up for success. PMO sets the standard, provides training and tools for all Capital planning phases. PMO provides ad hoc guidance and direction.

## 2. Why we deliver this activity

### 2.1. Community Outcomes: How this activity contributes

Community Outcomes	Contribution*	Key contributions to achieving our community outcomes
 <p><b>A collaborative confident city</b> Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe</p>	★	<ul style="list-style-type: none"> <li>The Programme Management Office contributes to this outcome through strong leadership and integration of the Council’s Capital Programme including providing information, advice, and interpretation as part of the public engagement through Annual Planning processes.</li> </ul>
 <p><b>A green, liveable city</b> Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy</p>	★	<ul style="list-style-type: none"> <li>The Programme Management Office contributes to this outcome through strong collaboration with the Climate Resilience Team and giving visibility to mitigations against climate change, measuring embedded Carbon in built infrastructure and definition of environmental/natural infrastructure.</li> </ul>
 <p><b>A cultural powerhouse city</b> Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events ‘powerhouse’</p>	★	<ul style="list-style-type: none"> <li>The Programme Management Office contributes to this outcome through strong collaboration with Service Areas giving visibility to social and cultural infrastructure that contributes towards this goal.</li> </ul>
 <p><b>A thriving prosperous city</b> Our city is a great place for people, business, and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions</p>	★	<ul style="list-style-type: none"> <li>The Programme Management Office contributes to this outcome through strong collaboration with Service Areas giving visibility to economic infrastructure investment that supports a prosperous city.</li> </ul>
<p><b>*Level of contribution – what this means</b></p>		
★★★★	This activity is critical to the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service	
★★★	This activity strongly supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements	
★★	This activity supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable	
★	This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact	

## 2.2. Strategic Priorities - How this activity supports progress on our priorities

Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	<b>Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility, and connection.</b>	★★	<ul style="list-style-type: none"> <li>• Programme Management Office will provide monthly updates to Finance &amp; Performance Committee meetings enabling visibility of delivery and current progress against approved Long Term Plan. This will enable visibility of the contribution capital expenditure on all infrastructure makes to delivering our strategic priorities.</li> <li>• Programme Management Office will monitor and report on wider industry trends and forecasts to support understanding of Council’s capital programme, performance, and challenges.</li> </ul>
	<b>Champion Christchurch and collaborate to build our role as a leading New Zealand city.</b>	★	<ul style="list-style-type: none"> <li>• Programme Management Office participates with other organisations across Aotearoa showcasing and promoting its capital programme alongside the national infrastructure pipeline.</li> <li>• Programme Management Office will engage with industry alongside Service Areas to communicate Council’s pipeline of work to promote Council’ intentions and help with wider industry investment to support delivery.</li> </ul>
	<b>Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.</b>	★	<ul style="list-style-type: none"> <li>• Programme Management Office provides tools and processes to provide consistent, timely, transparent, and accurate data and information to Executive Leadership Team and Elected Members, responding to one off requests as required.</li> </ul>
	<b>Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.</b>	★	<ul style="list-style-type: none"> <li>• Programme Management Office will collaborate with the Climate Resilience Team and other Council Service Areas to give greater visibility against the Capital Programme on projects related to resilience, adaptation, and green/natural infrastructure.</li> <li>• Programme Management Office will also report on Embedded Carbon in the Capital programme.</li> <li>• Programme Management Office supports and makes available guidance for project development and design that supports sustainable project outcomes.</li> </ul>
	<b>Manage ratepayers’ money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.</b>	★★	<ul style="list-style-type: none"> <li>• Programme Management Office will report on expenditure and forecasts against the Capital Programme together with milestone commitments as a measure of project success.</li> <li>• Programme Management Office provides independent oversight and guidance on all Capital project and programmes to deliver within approved budgets.</li> </ul>
	<b>Actively balance the needs of today’s residents with the needs of future generations, with the aim of leaving no one behind.</b>	★	<ul style="list-style-type: none"> <li>• Programme Management Office provides categorisation within financial and deliverable constraints to support decision making for a balanced capital programme on an annual basis and through the LTP.</li> </ul>


**\*Levels of contribution - what this means**

- ★★★★★ This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service
- ★★★★ This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements
- ★★★ This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable
- ★ This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact




## 2.3. Climate Resilience Goals: How this activity supports climate resilience goals


### Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity includes:</p> <ul style="list-style-type: none"> <li>• There are minimal sources of GHG emissions from the Programme Management Office activity.</li> <li>• The primary source of GHG emissions is likely to be office electricity consumption.</li> </ul> <p>Programme Management Office are taking the following actions to reduce greenhouse gas emissions in a broader sense:</p> <table border="1"> <tr> <td data-bbox="212 359 1176 614"> <p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> <li>• Programme Management Office staff use a variety of active transport modes and WFH when appropriate to reduce its carbon footprint.</li> <li>• Programme Management Office support reduction of GHG indirectly by highlighting embedded emissions through Capital Programme Management System (CPMS) reporting functionality developed in 2023.</li> </ul> </td> <td data-bbox="1176 359 2112 614"> <p>Greenhouse gas emissions by users of Programme Management Office</p> <ul style="list-style-type: none"> <li>• Support Climate Resilience Team with publication and access to climate assessment tools, emissions factors in capital infrastructure and standards for Project Managers to use during project development and delivery.</li> </ul> </td> </tr> </table>	<p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> <li>• Programme Management Office staff use a variety of active transport modes and WFH when appropriate to reduce its carbon footprint.</li> <li>• Programme Management Office support reduction of GHG indirectly by highlighting embedded emissions through Capital Programme Management System (CPMS) reporting functionality developed in 2023.</li> </ul>	<p>Greenhouse gas emissions by users of Programme Management Office</p> <ul style="list-style-type: none"> <li>• Support Climate Resilience Team with publication and access to climate assessment tools, emissions factors in capital infrastructure and standards for Project Managers to use during project development and delivery.</li> </ul>
<p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> <li>• Programme Management Office staff use a variety of active transport modes and WFH when appropriate to reduce its carbon footprint.</li> <li>• Programme Management Office support reduction of GHG indirectly by highlighting embedded emissions through Capital Programme Management System (CPMS) reporting functionality developed in 2023.</li> </ul>	<p>Greenhouse gas emissions by users of Programme Management Office</p> <ul style="list-style-type: none"> <li>• Support Climate Resilience Team with publication and access to climate assessment tools, emissions factors in capital infrastructure and standards for Project Managers to use during project development and delivery.</li> </ul>		

### We understand and are preparing for the ongoing impact of Climate change

	<p>Key climate risks for the Programme Management Office activity includes:</p> <p>There are minimal direct climate impacts for this activity, however individual projects in the Capital Programme Management System are likely to be impacted by climate impacts such as:</p> <ul style="list-style-type: none"> <li>• Sea level rise and coastal inundation</li> <li>• Surface flooding</li> <li>• An increase in extreme weather events is more likely to cause delays to construction through either physical impacts or supply chain disruption.</li> </ul> <p>Options being considered to reduce the risks to the Programme Management Office activity and the community posed by those climate risks include:</p> <ul style="list-style-type: none"> <li>• The Programme Management Office will continue to promote organisational advice on reducing climate risks for individual projects across council's portfolio.</li> <li>• The Programme Management Office will consider options for monitoring overall investment in areas with significant climate risks.</li> </ul>
--	--

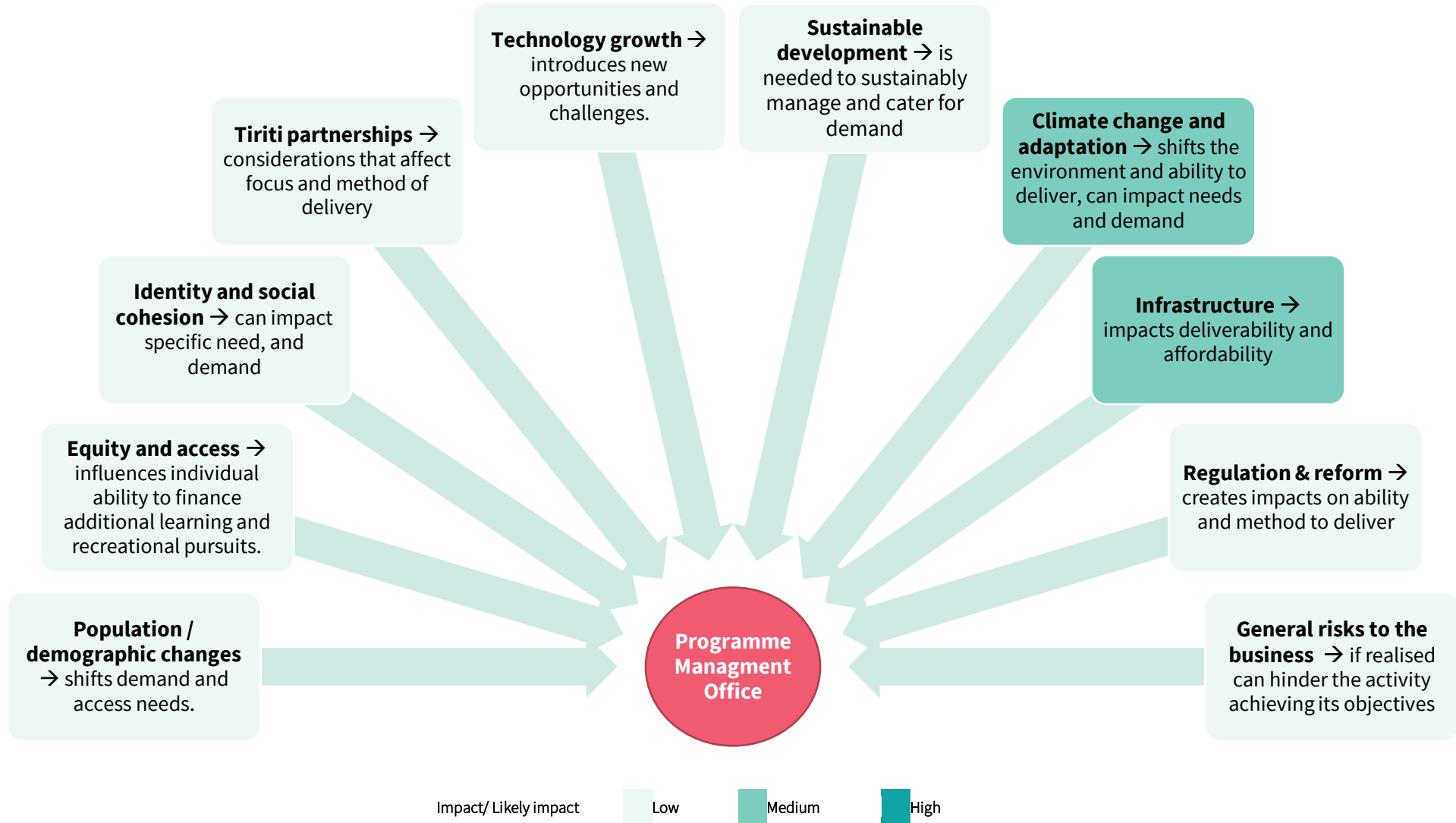
### We are guardians of our natural environment and taonga

	<ul style="list-style-type: none"> <li>• We provide the framework and enable the recording and reporting of assessments of climate impact. PMO is an enabler for this work with Climate Team. PMO promotes and supports improvements in recognition, awareness, and reporting on progress with Climate Action through the Capital Programme.</li> </ul> <p>Please explain any levels of service changes in this LTP, or that may be required in the future because of climate change.</p> <ul style="list-style-type: none"> <li>• This activity has no level of service changes that may be required because of climate change.</li> </ul>
--	---

# 3. How we are planning for future impacts

There are various factors influencing current and future demand for PMO services and activities. These are listed below.

## 3.1. Issues impacting current and future activity demand and deliverability



## 3.2. The high impact issues and mitigations planned

*The more prominent ones that in particular effect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.*

**This activity has identified no high impact issues.**

**All current and future demand and deliverability impacts are identified as having medium to no impact for this Activity.**

## 4. Our levels of service

Council's Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

### Services & Levels of Service measurements

This activity has no community levels of service.

## 5. How assets will be managed to deliver the services

**Programme Management Office Activity has no assets.**



## 6. Capital expenditure and key capital projects

**Programme Management Office Activity has no Capital expenditure or key capital projects.**

# 7. Financial resources needed

## 7.1. Resources needed

### Programme Management Office

10's	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31	LTP 2031/32	LTP 2032/33	LTP 2033/34
<b>Activity Costs Before Overheads by Service</b>										
Programme Management Office	641	660	674	690	706	721	736	751	766	781
	<b>641</b>	<b>660</b>	<b>674</b>	<b>690</b>	<b>706</b>	<b>721</b>	<b>736</b>	<b>751</b>	<b>766</b>	<b>781</b>
<b>Activity Costs by Cost Type</b>										
Direct Operating Costs				1	1	1	1	1	1	1
Direct Maintenance Costs										
Staff and Contract Personnel Costs	638	657	671	686	702	718	733	747	762	777
Other Activity Costs	3	3	3	3	3	3	3	3	3	3
	<b>(641)</b>	<b>(660)</b>	<b>(674)</b>	<b>(690)</b>	<b>(706)</b>	<b>(721)</b>	<b>(736)</b>	<b>(751)</b>	<b>(766)</b>	<b>(781)</b>
Overheads, Indirect and Other Costs										
Depreciation										
Capital Servicing and Interest										
<b>Total Activity Cost</b>										
<b>Funded By:</b>										
Fees and Charges										
Grants and Subsidies										
Asset Recoveries										
Other Revenues										
<b>Total Operational Revenue</b>	-	-	-	-	-	-	-	-	-	-
<b>Net Cost of Service</b>										
<b>Funding Percentages</b>										
Fees	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fees and Charges	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Asset Recoveries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Capital Expenditure</b>	-	-	-	-	-	-	-	-	-	-
<b>Total Activity Capital</b>	-	-	-	-	-	-	-	-	-	-

## 7.2. Funding consideration and outcome

*Section 101 Local Government Act 2002 - Funding Consideration. The following tables are based on the financials from the previous page.*

Council funds the Programme Management Office activity predominately through the general rate. This means that most funding comes from ratepayers, mostly on the basis of capital value, with benefits mostly received in the same year as the expenditure is incurred.

- **Operating expenditure:** All operational costs for the Programme Management Office activity are allocated out to the external activities by way of Corporate Overhead. For explanation of how each external activity funds Corporate Overhead please refer to section 7.2 of those Activity Plans.
- **Capital expenditure:** The Programme Management Office activity does not have any capital related expenditure.

More information on the Council's Finance and Funding Polices can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

## 8. Possible significant negative impacts on wellbeing



**This activity does not expect to have any significant negative effects on social, economic, environmental, or cultural wellbeing of the local community, now or in the future.**

# Appendices





## A. Appendix A: Levels of Service detail

### A.1. Continuous Improvement Review (S17A) – Recommendations for change

No Continuous Improvement Reviews (S17A) have been identified for this Activity.

## A.2. Levels of Service: Performance measures in detail

Related Levels of Service (now known as Measures of Success and Targets) have been grouped together under Level of Service Statements. This provides a reduced suite of levels of service that are most critical and meaningful, rationalising the overall number to be presented in the LTP and included in future reporting to ELT, Council, and the community, while ensuring continued transparency of non-financial performance across services. Applying this process has resulted in no material changes to Measures of Success or Targets beyond those specifically set out below.

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
<b>Programme Management Office (All of Council Planning and Delivery)</b>											
<b>Provide an effective and efficient Programme Management Office that meets the needs of the Council</b>	13.13.11	Develop and maintain planning tools to support the development of the capital programme	Capital Programme developed in response strategic priorities (including climate adaptation and resilience) and supported by detailed schedules and readily understandable data representation				Capital components delivered on time and to satisfaction of the business and Elected Members	Internal Activity	New Measure in 2024 2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved		M
	13.13.13.1	Capital Programme monitoring and reporting including managing the change process within the agreed delegation's framework and report as required	Live dashboards on CPMS datasets support monthly reporting on agreed business targets to Executive Leadership Team and Finance and Performance Committee				Reliable reporting tools available. Reports delivered on time and to required standards	Internal Activity	New measure in 2024 2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved		M
	13.13.13.2	Develop and maintain project delivery frameworks; build capability in project management and governance, and promote visibility and target setting on embedded Carbon in the Capital Programme	Resource Library maintained and reviewed periodically, project management induction sessions completed when required, facilitate a minimum of 3 Programme Management Office forums held yearly, development and promotion of Carbon measurement and reduction in infrastructure planning and development				Maintain resource library to support standardised project delivery. Delivery of Project Management induction sessions. Facilitation of PMO Forums to promote thought leadership and communities of practice. Carbon impact recorded and understood	Internal Activity	New measure in 2024 2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved		M
	13.13.15	Support the business through management of risk, constructive reviews, and health checks during the project lifecycle to improve the delivery and value	Regular Project and Programme reviews to support PMs, including risk, milestone, budget and stage gate reviews, project initiation, change management and programme validations				Monitoring of monthly performance indicators	Internal Activity	New measure in 2024 2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved		M
	13.13.17	Provide an effective and efficient Programme Management Office that meets the needs of the council		>=75%		>=75% - >=80%	Annual Internal Satisfaction Survey is used to monitor, evaluate	Internal Activity	2022/23: 71% (First year of measurement)		M

## A.3. Levels of Service changes from Long-term Plan 2021-31, and why

### Deletions

Activity / Level of Service	Reason/Rationale	Options for Consultation
13.13.18 Support Management and Governance board roles through visibility of project and portfolio performance	13.13.13.1 covers reporting requirements and timeframe for Management & Governance. Deleting to remove further repetition.	No specific consultation required. Change also noted in the Statement of Service Provision
13.13.12.3 Support Management and Governance through data interpretation and provide clear visibility of project and portfolio information	13.13.13.1 covers reporting requirements and timeframe for Management & Governance. Deleting to remove further repetition.	No specific consultation required. Change also noted in the Statement of Service Provision

### New

This Activity has no new levels of service.

### Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
13.13.11 Develop and maintain planning tools to support the development of the capital programme	<b>Description changed from</b> Capital Programme planning and delivery processes and methodologies support the business structure and the required management outcomes for spend and delivery <b>to</b> develop and maintain planning tools to support the development of the capital programme. <b>Target changed from</b> best practice establishment of process. Continuous improvement focus, to match evolving Capital plans, business structure and priorities <b>to</b> Capital Programme developed in line with Council and ELT expectations and supported by detailed schedules and readily understandable data representation. <b>Method of measurement changed from</b> Feedback loop to PMO from users confirming Capital Planning and Delivery framework and processes meet the needs for their Activities. Ensuring methods used align to sustainability,	After discussion with ELT, it was decided to simplify and rationalise to make clearer and more concise and prevent overlap.	No specific consultation required. Change also noted in the Statement of Service Provision

	climate change, community outcomes and strategic priorities are provided for <b>to</b> Capital components delivered on time and to satisfaction of the business and Elected Members		
13.13.13.1 Capital Programme monitoring and reporting including managing the Change process within agreed delegations' framework and report as required	Description changed <b>from</b> provide clear and timely reporting on Capital Programme performance monthly and as required <b>to</b> Capital Programme monitoring and reporting including managing the Change process within agreed delegations' framework and report as required. <b>Target changed from</b> Live reporting dashboard using Snapshot portal on CPMS datasets that meets management and governance needs <b>to</b> live reporting dashboards on CPMS datasets support monthly reporting on agreed business targets to Executive Leadership team and Finance and Performance Committee. <b>Method of measurement changed from</b> Snapshot reliability and performance maintained throughout the year <b>to</b> Reliable reporting tools available. Reports delivered on time and to required standards	After discussion with ELT, it was decided to simplify and rationalise to make clearer and more concise and prevent overlap.	No specific consultation required. Change also noted in the Statement of Service Provision
13.13.13.2 Develop and maintain project delivery frameworks and build capability in project management and governance	Description changed <b>from</b> Capital programme delivery is supported by clear, consistent resources and project training <b>to</b> develop and maintain project delivery frameworks and build capability in project management and governance. <b>Target changed from</b> delivery of monthly Project Management induction sessions to new and established staff. Promotion of PMO Forums to promote thought leadership <b>to</b> resource Library maintained and reviewed periodically, project management induction sessions completed when required and a minimum of 3 Programme Management Office forums held yearly. <b>Method of measurement changed from</b> standard project management inductions ensuring consistency of information and PM competence. PMO Resources Library kept updated to meet the user needs <b>to</b> maintain resource library to support standardised project delivery. Delivery of Project Management induction sessions. Facilitation of PMO Forums to promote thought leadership and communities of practice	After discussion with ELT, it was decided to simplify and rationalise to make clearer and more concise and prevent overlap.	No specific consultation required. Change also noted in the Statement of Service Provision
13.13.15 Support the business through management of risk, constructive reviews,	Description changed <b>from</b> PMO to conduct regular health checks on Capital Delivery to support optimum delivery <b>to</b> support the business through management of risk, constructive reviews, and health checks during the project lifecycle to improve the delivery	After discussion with ELT, it was decided to simplify and rationalise to make clearer and more concise and prevent overlap.	No specific consultation required. Change also noted in the Statement of Service Provision

<p>and health checks during the project lifecycle to improve the delivery and value</p>	<p>and value. <b>Target changed from</b> regular Health Checks to support PMs and show incremental improvements to process, tools and systems based on findings <b>to</b> regular Project and Programme reviews to support PMs, including milestone, budget and stage gate reviews, project initiation, change management and programme validations. <b>Method of measurement changed from</b> independent stage gate facilitation services to support Capital Delivery targets for milestones, budget, scope, and change control <b>to</b> monitoring of monthly performance indicators</p>		
<p>13.13.17 provide an effective and efficient Programme Management Office that meets the needs of the Council</p>	<p>Description changed <b>from</b> Customer satisfaction with.... influence and support of PMO for all of Council capital planning, project, and programme teams to plan and deliver in accordance with the Long-Term Plan (LTP) and Annual Plan (AP) to time, scope, quality, and budget <b>to</b> provide an effective and efficient Programme Management Office that meets the needs of the Council. Target was a 10% increase on customer satisfaction, however there was no baseline. This target has also been simplified.</p>	<p>The baseline was established in 2022/23 at 71% from the PMO's inaugural internal activities satisfaction survey. No prior baseline existed. Target &gt;75% in future years.</p>	<p>No specific consultation required. Change also noted in the Statement of Service Provision</p>



## B. Appendix B: Possible issues impacting the Activity & the mitigations planned

Information for future impacts was collated in preparation of the draft LTP 2024-34 to inform Councillor decisions and community consultation. This section was not updated for final LTP adoption.

### B.1. Changing customer needs

#### Population / demographic changes (No impact)

This Activity has identified no possible population / demographic change issues impacting the Activity.

#### Equity and access (No impact)

This Activity has identified no possible equity and access issues impacting the Activity.

#### Identity and social cohesion (No impact)

This Activity has identified no possible identity and social cohesion issues impacting the Activity.

### B.2. Tiriti Partnerships (No impact)

This Activity has identified no possible Tiriti partnership issues impacting the Activity.

### B.3. Technological growth (No impact)

This Activity has identified no possible technological growth issues impacting the Activity.

## B.4. Resilience and environmental considerations

### Climate change & adaptation (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Population movement due to managed retreat and adaptation				<ul style="list-style-type: none"> <li>• <b>General summary</b></li> <li>• An <b>initial focus</b> on infrastructure that supports</li> <li>• <b>Short-term</b> (now, and LTP years 1-3):</li> <li>• <b>Medium term</b> (LTP years 4-6):</li> <li>• <b>Longer term</b> (LTP years 6 – onwards):.</li> </ul>

### Sustainable development (Low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Managing GHG emissions (per table above)	GHG are not measured for Capital Projects.	<ul style="list-style-type: none"> <li>• PMO will actively pursue embedded Carbon measurement at programme level alongside the Climate Resilience Team and respective Service Areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of a baseline from which targets can be set for reduction and ultimately seek to reduce GHG impact through built capital.</li> </ul>	
Natural hazards	GIS Maps show coastal inundation and flooding.	<ul style="list-style-type: none"> <li>• PMO will integrate these maps with spatial information for projects and make them available nationally to support better decision making in project selection and resilient future focussed design.</li> </ul>	<ul style="list-style-type: none"> <li>• Better decision making in project selection to support Strategic Priorities.</li> </ul>	

## B.5. Infrastructure (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Delivering on what we say and looking after what we've got	Capital programme historically delivers circa 80% of its	<ul style="list-style-type: none"> <li>• PMO will support decision making to ensure existing infrastructure is maintained through programmes of</li> </ul>	<ul style="list-style-type: none"> <li>• Renewals programmes will be appropriately prioritised and set up to deliver more reliably.</li> </ul>	Ensuring clear reporting to all management levels on capital delivery performance.

	annualised core infrastructure budget (93% delivered in 2023)	<p>renewals and appropriately prioritised.</p> <ul style="list-style-type: none"> <li>• Giving visibility to forecasting will ensure Service Areas are aware of any shortfalls in delivery targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Through good forecasting information Service Areas can provide early interventions where required to lift renewals programme performance.</li> </ul>	
Understanding and maintaining the condition of our infrastructure	Condition ratings and infrastructure assessment require continuous improvement.	<ul style="list-style-type: none"> <li>• Improved asset management plan maturity will guide better decision making on renewals programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased alignment with Infrastructure Strategy priorities.</li> </ul>	Ensuring clear reporting to all management levels on capital delivery performance.

## B.6. Regulations & reform (No impact)

**This Activity has identified no possible regulation and reform issues impacting the Activity.**

## B.7. Identified Business Unit Risks

Business Units aligned with this activity, i.e., Facilities and Asset Planning, Legal and Democracy, Digital and Community Support & Partnerships, will collaborate to deliver the levels of service for this activity.

Business risks that could impact this activity have been considered. A summary of risks currently assessed as most relevant to the activity are listed below. Risks are recorded and periodically reported to the Executive Leadership Team and the Audit and Risk Management Committee.

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations Inherent	Residual Risk Rating
Manage Ratepayers money wisely	<b>Project Data Quality</b> There is a risk of: <ul style="list-style-type: none"> <li>Poor or inaccurate data input or quality leading to poor decision making</li> </ul>	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> <li>Proof of Programme Reviews</li> <li>Programme Health Checks</li> <li>Project Initiation process by PMO</li> <li>Project Forecast reviews</li> </ul>	Low
Manage Ratepayers money wisely	<b>IT/Digital System Performance</b> There is a risk of: <ul style="list-style-type: none"> <li>Inability to report accurately if IT enterprise systems not maintained and supported</li> </ul>	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> <li>Regular liaison with Finance and IT</li> <li>Service Level Agreement with IT</li> </ul>	Low