

**Long Term Plan 2021-31**  
**Activity Plan**  
**Programme Management Office**  
**(Internal Activity)**  
**Adopted 21 & 23 June 2021**

## Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
General Manager	GM City Services (Acting)	Carolyn Gallagher		04/02/2021
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# 1. What does this activity deliver?

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The Programme Management Office has two functions – the Programme Management Office (PMO), and Business Support.

## 1. Programme Management Office

In the last three Financial Years (FY 18-20), Christchurch City Council has had an average of 968 in-flight projects, spending approximately \$430m per annum on capital works. This is across multiple capital delivery units that includes Transport, 3 Waters, Community and Major Facilities and IT.

Consistency in delivery, as well as transparency of progress against projects is critical to enabling timely and good decision making, as well as ensuring accountability for delivery of projects and programmes in accordance with agreed parameters.

The **Programme Management Office** is an enterprise function that 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 through the following services:

- **Strategy and Prioritisation**

*Provision of guidance and tools to support Planning and Project teams in delivering Capital projects and programmes aligned to Strategy and Levels of Service.*

- **Project and Programme Management Delivery Framework**

*Provision of standard, best practice framework for planning and delivery of projects & programmes.*

- **Reporting and Information**

*Provision of fit for purpose, centralised, enterprise wide tools for all of Council capital project and portfolio information, enabling consistency and transparency of information*

*Ensuring a standard and effective approach to measuring project and portfolio success*

*Centralized, consistent reporting on all of Council Capital Performance to the Executive Leadership Team and to Finance and Performance Committee of the Whole*

- **Project Governance**

*Enabling consistent, effective and timely decision making at project and programme level*

- **Guidance and Support**

*Partnering with project planning and delivery teams to facilitate delivery of successful project outcomes*

*Ensuring the use of lessons (failure and successes) to achieve improved project outcomes*

*Independent assessment on progress and project status*

## 2. Business Support

The PMO Business Support function supports over 450 staff, both Capital Delivery and Operational staff across City Services and Capital Delivery Major and Community teams.

This function covers three main areas

- **Specialist and Technical Business Support**

*End to End Capital Delivery Procurement and Contract Support for City Services and Capital Delivery Major and Community Facilities teams  
Contract Preparation – NZS, Consultant Agreements, Request for Tender, Request for Proposal, Registration of Interest, Tender Documentation including success letters, Start Work Notices, Contract Set Up, Progress Payments in accordance with Contract Conditions, B2B contract monthly claims*

- **General Business Support**

*Includes: Purchasing and Invoicing, Letters to Citizens (including Consultation and Waste Education), Drainage Plans to Citizens and Customers*

- **Business Improvement and Reporting**

*Includes: Process training, Sharepoint support and administration, Project Subject Matter Expert Support, ProMapp Training and Support, Operational reporting, Improvement Initiatives and Change Management*

In quantifying a number of service areas noted above, in 2019/20 this unit:

- coordinated 127 new capital delivery contracts with a total value of more than \$85 million and processed more than 1200 related progress claim payments,
- produced more than 200 Start Works notices keeping our citizens informed of work in their communities,
- researched and supplied 1227 drainage plans for private properties to citizens,
- goods receipted 176 thousand itemised goods & services to the value of \$376.3 million,
- booked 80 schools into 318 sessions for Cycle Safe training and responded to 520 enquiries relating to these programmes,
- issued 32 Permits for trading and events and answered more than 600 related enquiries

## 2. Community Outcomes – why do we deliver this activity?

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The Programme Management Office operates across all of Council Capital to support teams in planning and delivering projects that deliver Community Outcomes.

Visibility of progress on projects that deliver on Community Outcomes is provided through the PMO Capital Project Performance Report at the Finance and Performance Committee of the Whole.

The Capital Prioritisation Tool used in the revised Annual Plan for FY21 and this Long Term Plan includes consideration of the Resident’s Survey and Levels of Service as part of the criteria for prioritisation of projects. This provides a line of sight between Levels of Service that deliver on Community Outcomes and prioritisation weightings on Capital projects.

Refer to the Activity Response against the “Enabling Active and Connected Communities to own their future” strategic priority for how PMO will provide further visibility of Council Capital projects that deliver on Community Outcomes.

## 3. Strategic Priorities – how does this activity support progress on our priorities ?

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Strategic Priorities	Activity Responses
<b>Enabling active and connected communities to own their future</b>	PMO will provide quarterly progress updates to Community Board meetings enabling visibility of delivery and current progress against approved Long Term Plan. This will enable visibility of the contribution capital expenditure makes to delivering our community outcomes.
<b>Meeting the challenge of climate change through every means available</b>	The Capital Prioritisation Tool developed during the Long Term Plan includes both carbon reduction and climate change as part of the criteria for prioritisation of projects. PMO will ensure Council’s standard delivery framework guides and enables projects and programmes to prioritise sustainability and climate change as part of options analysis, delivery planning and implementation. Any improvements will be guided and aligned to the Council Climate Change Strategy. The Business Support function will continue to identify and implement sustainable business processes and tools.
<b>Ensuring a high quality drinking water supply that is safe and sustainable</b>	PMO exists to support the 3 Water and Waste unit in the planning and delivery of all Capital Works projects and programmes aligned to this strategic priority.
<b>Accelerating the momentum the city needs</b>	PMO exists to support the planning and delivery of all Capital Works projects and programmes aligned to this strategic priority.

**Ensuring rates are affordable and sustainable**

PMO is predominantly capital funded and exists to support the planning and delivery of all Capital Works projects and programmes aligned to this strategic priority.  
PMO provides independent oversight and guidance on all Capital project and programmes to deliver within approved budgets.  
PMO provides the processes and tools to ensure the capture and ongoing visibility of operational impact as a result of capital works.

## 4. Increasing Resilience

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This internal function exists to support all of Council Capital Planning and Delivery Units in planning and implementation of projects and programmes that will increase resilience to a shock and/or stressor.

Prior to the Christchurch earthquakes, all Capital Delivery project reporting was completed through a manual excel based spreadsheet. This resulted in inefficiencies, technology failures, and limited visibility of progress. The manual reporting limited Council’s ability to report performance insightfully, resulted in numerous excel spreadsheet “crashes” and put at risk the ability for management and governance to make timely and effective decisions.

Since the Christchurch earthquakes, PMO has implemented a centralised Capital Project Management System integrated with the financial management system (SAP). Clear processes have been established around project information and project reporting enabling consistency of reporting across all projects, and a centralised location for all Capital Delivery information.

Subsequent to the implementation of CPMS, a dashboard of all information in CPMS has been developed (ParagonIQ) which presents project progress information, as well as additional insights (graphs, trends, performances by portfolio and all of Council) enabling visibility of progress and future forecasts.

PMO is responsible for providing these processes, tools and systems that enable ongoing visibility of project and programme progress.

In the event of any shock and/or stressor, PMO processes and tools are adaptive to change and able to scale up as required to meet demand.

In any event, transparency of current Capital Delivery status will be imperative to ensure timely decision making, continuity of service and/or prioritisation of activity.

## 5. Specify Levels of Service

LOS number	C/ M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
Business Support (City Services, Capital Delivery Major and Community)										
13.13.1	M	Provide all of City Services and Capital Delivery Major and Community internal customers with effective and efficient Business and Administrative support and advice to meet their needs.	2019/20: 98% 2018/19: 99% 2017/18: 93%		Business Support tasks completed within agreed timeframes 98%	Business Support tasks completed within agreed timeframes 98%	Business Support tasks completed within agreed timeframes 98%	Business Support tasks completed within agreed timeframes 98%	Service level agreement detailing service and delivery timeframes is agreed with customer group annually	Internal service
13.13.5	M	Provide all of City Services Capital Delivery Major and Community internal customers with effective and efficient Business and Administrative support and advice to meet their needs.	2019/20: 96% 2018/19: 99% 2017/18: 98%		Overall Quality Audit score 95%	Overall Quality Audit score 95%	Overall Quality Audit score 95%	Overall Quality Audit score 95%	Service level agreement detailing service and delivery timeframes is agreed with customer group annually	Internal service

<sup>1</sup> C/M – Community or Management level of service (LOS)

Community LOS - Previously known as LTP LOS. These are LOS that are community facing and will be published in our Statement of Service Provision.

Management LOS - Previously known as Non-LTP LOS. These are LOS that are measured in the organisation to ensure service delivery.



LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
13.13.7.4	M	Provide all of City Services and Capital Delivery Major and Community with effective and efficient Business and Administrative support and advice to meet their needs.	8.00am to 5pm Monday - Friday		8.00am to 5pm Monday - Friday	8.00am to 5pm Monday - Friday	8.00am to 5pm Monday - Friday	8.00am to 5pm Monday - Friday	Hours available for business support are in line with core hours	Internal service
13.13.2	M	Provide all of City Services and Capital Delivery Major and Community internal customers with effective and efficient Business and Administrative support and advice to meet their needs.	2019/20: 96.5% 2018/19: 96% 2017/18: 92%		At least 86% of users are satisfied with the service	At least 86% of users are satisfied with the service	At least 86% of users are satisfied with the service	At least 86% of users are satisfied with the service	6 monthly Satisfaction Survey is used to monitor, evaluate and respond	Internal service
<b>Programme Management Office (All of Council Planning and Delivery)</b>										
13.13.11	M	Capital Programme planning and delivery processes and methodologies support the business structure and required outcomes for spend, delivery and reporting	Processes currently work for planning and delivery purposes, however there are a number of key areas that can be addressed that deliver improvements in capital delivery		Best practice establishment of process.  Continuous improvement focus to match evolving Capital plans, business structure and priorities.	Best practice establishment of process.  Continuous improvement focus to match evolving Capital plans, business structure and priorities.	Best practice establishment of process.  Continuous improvement focus to match evolving Capital plans, business structure and priorities.	Best practice establishment of process.  Continuous improvement focus to match evolving Capital plans, business structure and priorities.	Ongoing feedback loop to PMO from all other units ensuring ongoing fit for purpose Capital Planning and Delivery framework and processes (ensuring methods used align to sustainability, climate change, community outcomes and strategic priorities)	Internal service

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
13.13.12.3	M	Support Management and Governance roles through data validation, visibility of project and portfolio performance	Data accuracy in CPMS continues to be a critical issue for the organisation to manage. Reporting was manually created and delivered on a monthly basis. It is out of date as soon as a snapshot is taken. There were no automated systems to assist in resolving this until the introduction of Paragon IQ which now provides real time information on status.		Reporting Tool and project data meets all delivery and governance requirements.	Reporting Tool and project data meets all delivery and governance requirements.	Reporting Tool and project data meets all delivery and governance requirements.	Reporting Tool and project data meets all delivery and governance requirements.	Monthly quality assurance of project and programme information to ensure consistency and accuracy of Capital Performance Reports to ELT and Council.	Internal service
13.13.13.1	M	Capital programme planning and delivery reporting requirements	CPMS platform is now an established platform for Capital data and information. CPMS integrates with SAP to ensure real-time information on finance. Reliability of information, updates and timeliness of reporting all hangs from CPMS. This information flows through the reporting dashboard, Paragon.		Live reporting dashboard using CPMS datasets that meets ELT, delivery and governance needs.	Live reporting dashboard using CPMS datasets that meets ELT, delivery and governance needs.	Live reporting dashboard using CPMS datasets that meets ELT, delivery and governance needs.	Live reporting dashboard using CPMS datasets that meets ELT, delivery and governance needs.	CPMS and reporting dashboard functionality supports wider business areas such as GIS, Procurement and Planning functions.	Internal service

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
13.13.13.2	M	All of Capital programme planning and delivery are supported by clear, consistent planning and project training			Delivery of monthly Project Management induction sessions inclusive of process, tools, systems and units interfacing with Capital Delivery to new and established staff.	Delivery of monthly Project Management induction sessions inclusive of process, tools, systems and units interfacing with Capital Delivery to new and established staff.	Delivery of monthly Project Management induction sessions inclusive of process, tools, systems and units interfacing with Capital Delivery to new and established staff.	Delivery of monthly Project Management induction sessions inclusive of process, tools, systems and units interfacing with Capital Delivery to new and established staff.	Standard project management inductions ensuring consistency of information and set up for success.	Internal service
13.13.15	M	PMO to conduct 6 monthly audits on Capital Process / Planning and Delivery as requested by ELT / Governance.			6-monthly Health Check / Audit shows incremental improvements to process, tools and systems based on Audit findings supporting Capital Delivery targets for milestones, budget & scope.	6-monthly Health Check / Audit shows incremental improvements to process, tools and systems based on Audit findings supporting Capital Delivery targets for milestones, budget & scope.	6-monthly Health Check / Audit shows incremental improvements to process, tools and systems based on Audit findings supporting Capital Delivery targets for milestones, budget & scope.	6-monthly Health Check / Audit shows incremental improvements to process, tools and systems based on Audit findings supporting Capital Delivery targets for milestones, budget & scope.	Independent stage gate facilitation services  Incremental improvements based on 6 monthly audit findings.  PMO support Risk and Audit in Capital project related audits.	Internal service
13.13.17	M	Provide an effective and efficient Programme Management Office that meets the needs of the Council.			Achieve a 10% increase in customer satisfaction.	Achieve a 10% increase in customer satisfaction.	Achieve a 10% increase in customer satisfaction.	Achieve a 10% increase in customer satisfaction.	Annual Satisfaction Survey is used to monitor, evaluate and respond.	Internal service

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
13.13.18	M	Support Management and Governance board roles through visibility of project and portfolio performance			100% delivery within target delivery date	100% delivery within target delivery date	100% delivery within target delivery date	100% delivery within target delivery date	Monthly Capital Performance Reports, Unit review meetings with HOD and Quarterly community board reports are delivered within agreed time frame	Internal service

## 6. Does this Activity Plan need to change as a result of a Service Delivery Review (S17A)?

No S17A Service Delivery Review for this planning period.

## 7. What levels of service changed from the LTP 2018-28 and why?

Modifications				Rationale	Options for consultation
LOS ID	LOS Description	Old	New		
13.13.11	Capital Programme planning and delivery processes and methodologies support the business structure and required outcomes for spend, delivery and reporting	<b>Method of Measurement:</b> Monthly update meetings between Capital Advisors and their respective areas of support to understand areas for focus and improvement. OPDM governance and resolution. Capital Delivery Improvement group outputs.	<b>Method of Measurement:</b> Ongoing feedback loop to PMO from all other units ensuring ongoing fit for purpose Capital Planning and Delivery framework and processes (ensuring methods used align to sustainability, climate change, community outcomes and strategic priorities)	It is the joint responsibility of all roles within the PMO unit to engage with Capital Planning and Delivery in order to provide a framework that optimises delivery and considers strategic priorities.	N/A
13.13.12.3	Support Management and Governance roles through data	<b>Target:</b> All Capital progress reporting from PMO team is delivered through Paragon IQ.	<b>Target:</b> Reporting Tool and project data meets all delivery, management and governance requirements.	It is the PMO responsibility to deliver a reporting mechanism and tool to meet business outcomes, agnostic of product.	N/A

Modifications				Rationale	Options for consultation
LOS ID	LOS Description	Old	New		
	validation, visibility of project and portfolio performance	Process checks established and CPMS data is validated monthly.		Process and data checks is implicit to ensuring that the tool and data meets delivery, management and governance requirements.	
		<b>Method of Measurement:</b> Regular use of Paragon validation reports by Team Leaders and Managers.	<b>Method of Measurement:</b> Monthly quality assurance of project and programme information to ensure consistency and accuracy of Capital Performance Reports to ELT and Council.	Revised measurement reflects the responsibility the PMO unit has to ensure project and programme reported information aligns to standard reporting guidelines and is accurately presented to management and governance.  Revised method of measurement prioritises transparency of information to all stakeholder groups as opposed to solely internal customers.	N/A
13.13.13.1	Capital programme planning and delivery reporting requirements	<b>Target:</b> Quarterly meetings with Hod's and associated managers to understand the required reporting for their respective areas.	<b>Target:</b> Live reporting dashboard using CPMS datasets that meets ELT, delivery and governance needs.	Informed decision making and optimised reporting requires timely feedback, rather than once a quarter. This is now established through feedback mechanisms as noted in 13.13.11 above, and regular sessions with Heads of Planning and Delivery as noted in 13.13.12.3 above. Revised target enables enhancement and continual improvement based on this feedback to meet organisation needs.	N/A
		<b>Method of Measurement:</b> Live reporting via Paragon using accurate data sets within CPMS. Team Leaders and Managers ensure CPMS is accurately populated as their KPI's are derived from CPMS data. Staff request and we deliver the additional functionality to support wider business areas such as GIS, Procurement and Planning functions.	<b>Method of Measurement:</b> CPMS and reporting dashboard functionality supports planning and delivery teams as well as wider business areas such as GIS, Procurement and Planning functions.	As above.	N/A

Modifications				Rationale	Options for consultation
LOS ID	LOS Description	Old	New		
		Ongoing feedback through Capital Improvement group and OPDM meetings.			
13.13.15	PMO to conduct 6 monthly audits on Capital Process / Planning and Delivery as requested by ELT / Governance.	<b>Method of measurement:</b> PMO to audit process, results, methodology, Purchase Orders or as directed by ELT to assist	<b>Method of measurement:</b> Independent stage gate facilitation services Incremental improvements based on 6 monthly audit findings. PMO support Risk and Audit in Capital project related audits.	Specific measurements that set clear expectations and provide clarity on ability to achieve the target.	N/A
		<b>Target:</b> Incremental improvements from Audit data are realised in planning timelines, delivery capability, carry forward % reduction and % bring back reduction.	<b>Target:</b> 6-monthly Audit shows incremental improvements to process, tools and systems based on Audit findings, supporting Capital Delivery targets for milestones, budget & scope.	Target generalised to reflect fluidity of improvement priorities based on the findings and recommendations of 6 monthly audit.	N/A

LOS number	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Performance Targets	Method of Measurement	Rationale	Options for consultation
New (replaces 13.13.13.2 performance target below)	All of Capital programme planning and delivery are supported by clear, consistent planning and project training		Delivery of monthly Project Management induction sessions inclusive of process, tools, systems and units interfacing with Capital Delivery to new and established staff.	Standard project management inductions ensuring consistency of information and set up for success.	Ensuring single source of truth for how projects are planned and delivered at Council.	N/A
New	Provide an effective and efficient Programme Management Office that meets the needs of the Council.		Achieve a 10% increase in customer satisfaction.	Annual Satisfaction Survey is used to monitor, evaluate and respond.	Ensuring that we are meeting the needs of our customers and identifying areas of opportunity.	N/A
13.13.12.2	Support project governance through data validation	Reporting is manually created and delivered on a	Validation reports are available 24 hours before CPMS monthly close date	Requests for additional reporting frameworks from staff.	Covered by Levels of Service proposed for LTP 21-31 as follows:	N/A

LOS number	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Performance Targets	Method of Measurement	Rationale	Options for consultation
		monthly basis. It is out of date as soon as a snapshot is taken. Data accuracy in CPMS continues to be a critical issue for the organisation to manage. No automated systems to assist in resolving until now with the introduction of Paragon IQ.	for managers to utilise and make required changes to ensure 100% of reviewable data is considered accurate	Data accuracy within CPMS becomes a minor issue and is quickly identified & easily resolved.	13.13.12.3 – Support Management and Governance roles through data validation, visibility of project and portfolio performance  Method of Measurement:  Reporting Tool and project data meets all delivery, management and governance requirements.	
13.13.13.2	Capital program planning and delivery reporting requirements are supported by CPMS platform development and Paragon IQ Reporting Tool development and align to ELT initiatives		Monthly training sessions with new and established staff to roll out new reporting suites	Live reporting via Paragon using accurate data sets within CPMS. Team Leaders and Managers ensure CPMS is accurately populated as their KPI's are derived from CPMS data. Staff request and we deliver the additional functionality to support wider business areas such as GIS, Procurement and Planning functions. Ongoing feedback through Capital Improvement group and OPDM	This is now proposed to be replaced by a new level of service that covers process, tools and systems as follows:  All of Capital programme planning and delivery are supported by clear, consistent planning and project training  This applies to both new and existing staff, including where continuous improvement items are implemented.	N/A
13.13.16	Capital Programme Advisors play a strong support and advisory role within the capital planning and delivery areas within CCC		Capital Advisors to meet respective planning and delivery managers monthly. Revise and review immediate delivery bottlenecks and develop	Improved programme deliverability. Accurate and relevant programmes and projects loaded into AP and LTP frameworks.	It is the joint responsibility of all roles within the PMO unit to ensure we support best practice and optimal performance in planning and delivery through processes and tools.	N/A

LOS number	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Performance Targets	Method of Measurement	Rationale	Options for consultation
			workstreams to support planning functions for LTP development.	Survey Monkey feedback every 6 months (November and May) to understand areas for focus, improvement and investment. Capital advisors drive the ongoing development and delivery of 3 year rolling programme visibility and qualification	Customer satisfaction survey included as a measurement method to identify strengths and areas of opportunity.	
13.13.14.2	PMO drive planning workshops, review outputs and manage the prioritisation of AP and LTP programmes with ultimate Head of approval and sign off		PMO issues dates, timelines and chairs planning workshops with key Managers and Planning leads to ensure deadlines are met for establishment of delivery programme	AP and LTP programmes are delivered on time for review. They have been Unit/Group reviewed, been created from the bottom up and have both head of and financial approvals before proceeding to ELT and Governance.	Part of providing planning and delivery frameworks that meet organisational needs (13.13.11)	N/A

## 8. How will the assets be managed to deliver the services?

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No Asset Management Plan for this activity.



## 9. What financial resources are needed?

<b>Programme Management Office</b>											
<b>000's</b>	<b>Annual Plan 2020/21</b>	<b>LTP 2021/22</b>	<b>LTP 2022/23</b>	<b>LTP 2023/24</b>	<b>LTP 2024/25</b>	<b>LTP 2025/26</b>	<b>LTP 2026/27</b>	<b>LTP 2027/28</b>	<b>LTP 2028/29</b>	<b>LTP 2029/30</b>	<b>LTP 2030/31</b>
<i>Activity Costs before Overheads by Service</i>											
Business Support (City Services & CD)	(531)	(518)	(533)	(537)	(559)	(577)	(606)	(619)	(635)	(652)	(668)
Programme Management Office	(565)	(492)	(501)	(510)	(526)	(541)	(560)	(574)	(589)	(604)	(619)
	(1,096)	(1,010)	(1,034)	(1,047)	(1,085)	(1,118)	(1,166)	(1,193)	(1,224)	(1,256)	(1,287)
<i>Activity Costs by Cost type</i>											
Direct Operating Costs	10	25	25	7	8	8	8	8	9	9	9
Direct Maintenance Costs	46	108	110	-	-	-	-	-	-	-	-
Staff and Contract Personnel Costs	(1,167)	(1,155)	(1,182)	(1,068)	(1,106)	(1,140)	(1,188)	(1,216)	(1,247)	(1,280)	(1,312)
Other Activity Costs	15	13	13	13	14	14	14	15	15	15	16
	(1,096)	(1,010)	(1,034)	(1,047)	(1,085)	(1,118)	(1,166)	(1,193)	(1,224)	(1,256)	(1,287)
<b>Activity Costs before Overheads</b>	<b>(1,096)</b>	<b>(1,010)</b>	<b>(1,034)</b>	<b>(1,047)</b>	<b>(1,085)</b>	<b>(1,118)</b>	<b>(1,166)</b>	<b>(1,193)</b>	<b>(1,224)</b>	<b>(1,256)</b>	<b>(1,287)</b>
Overheads, Indirect and Other Costs	1,096	1,010	1,034	1,047	1,085	1,118	1,166	1,193	1,224	1,256	1,287
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Debt Servicing and Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Activity Cost</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>(0)</b>	<b>-</b>	<b>(0)</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>(0)</b>	<b>-</b>
<b>Funded By:</b>											
Fees and Charges	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies	-	-	-	-	-	-	-	-	-	-	-
Cost Recoveries	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operational Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Cost of Service</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>(0)</b>	<b>-</b>	<b>(0)</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>(0)</b>	<b>-</b>

## 10. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?

No capital programme for this activity.

## 11. Does this activity have any significant negative effects on social, economic, environmental or cultural wellbeing, now or in the future?

This activity does not have significant negative effects on social, economic, environmental or cultural wellbeing of the community.

## 12. What risks are identified and what controls and mitigations are planned?

Risk	Planned Controls and Mitigation
There is risk of changing requirements from our customers as a result of the Covid-19 response, and PMO / Business Support do not have the capacity to provide the required support or advice.	A prioritised backlog ensures we can deliver on highest priority work based on need and impact. The team is able to share resources across delivery units to meet demand and business requirements. Close communication and regular check ins with our customers to encourage early advice on risks and issues.
Single Supplier for Capital Programme Reporting Dashboard (Paragon): There is a risk that capital reporting may be compromised as Council has engaged with a sole supplier for delivery.	IT Business Intelligence teams continue to develop alternative Paragon type views using Power BI.  PMO has the ability to create basic excel files of performance data direct from the Capital Project Management System as well should Paragon experience an outage or fail.
There is a risk that the capital reporting tool replacement, Power BI, to be developed internally will require extra time to deliver as a fit for purpose replacement for Paragon. This would mean Council need to extend the licensing and support for Paragon which would result in additional costs.	Early engagement with IT and business representatives in requirements gathering. Agile approach to delivery to ensuring we are able to get feedback at regular intervals. Close communication with IT and business representatives ensuring early visibility of any potential delays, and work with IT to mitigate the extent of delay / impact as much as possible.
There is a risk that multiple Capital PMO entities are being set up across Capital planning and delivery that may provide conflicting advice on Capital Planning and Delivery methodology and process.	Recent audit recommendations have reinforced that Capital process ownership should sit with the PMO and PMO will continue to work with all Capital planning and delivery teams to embed this.  A PMO charter has been agreed with ELT and released to all of Capital Delivery.  Head of PMO holds periodic sessions with Project Managers and Project Administration across all of Council to ensure alignment and identify areas for improvement.