



AUDIT AND RISK COMMITTEE

Open Minutes Attachments

Meeting Date: Friday 29 November 2024

Time: 9.30am – 12.36pm

Venue: Breakout Room 1
War Memorial Centre
Marine Parade
Napier

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Item 1	Strategic Risk SR36
Attachment 1	EPMO Update presentation (Doc Id 1815542)2

EPMO Update

Audit & Risk Committee

29 November 2024



NAPIER
CITY COUNCIL
Te Kaunihera o Ahuriri

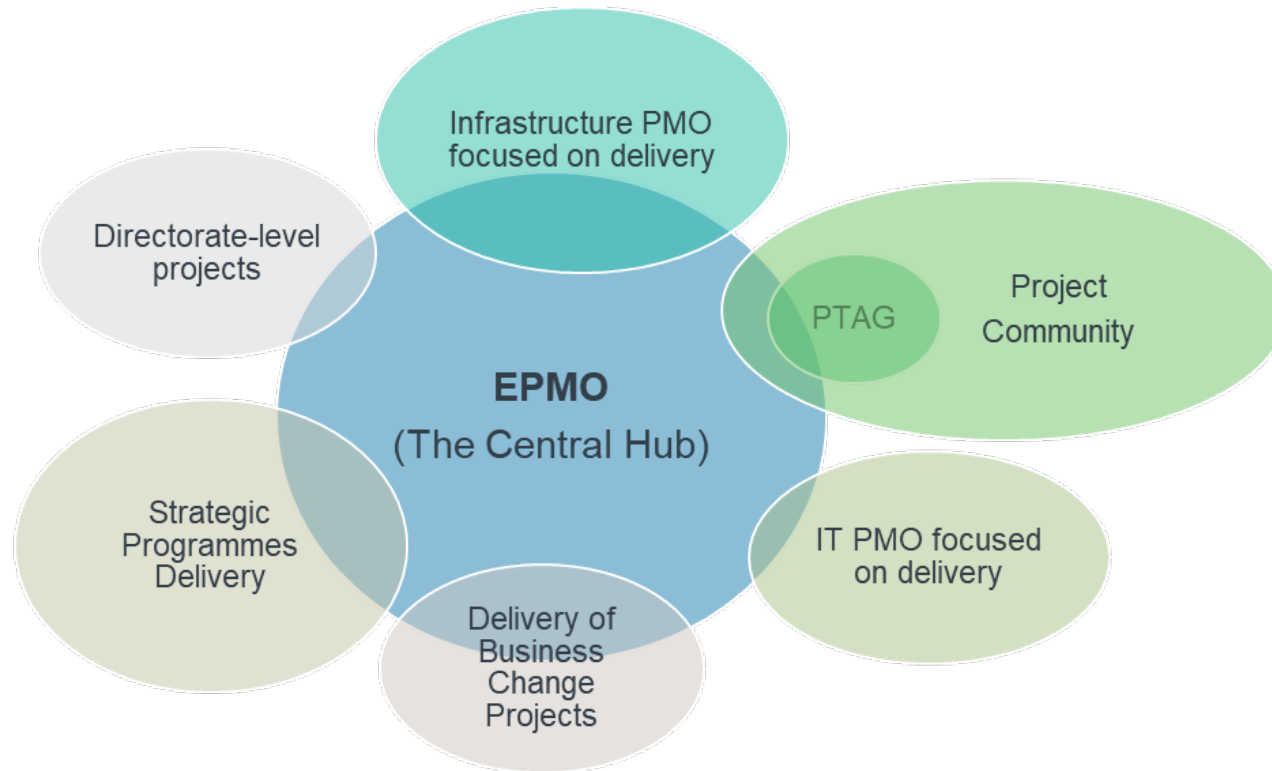
Recap – Why an EPMO?

- Improve collective understanding and agreement on how Council's strategic priorities will be delivered.
- Efficiency gains leading to improved return on investments and delivering more strategic value with available resources.
- Improved confidence in executive, governance and project resource decision making and support.
- Improved reputation for managing resources well and delivering on strategic priorities.

“Deliver the right projects, in the right way”



How will the EPMO operate?



The EPMO Establishment Plan

The EPMO Establishment Plan will be implemented in four phases as follows:

- Phase 1 – Quick Wins
- Phase 2 – EPMO Framework – “doing the projects right”
- Phase 3 – EPMO Portfolio Definition – “doing the right projects”
- Phase 4 – EPMO Maturity Build

The Project Technical Advisory Group (PTAG) has also been established. PTAG is a council-wide group of people that to provide specialist, practical and independent advice to the EPMO.

Phase 1 – Quick Wins Scope

Phase 1 is largely complete:

- Heath Checks on 30 Projects
 - This identified a number of findings which has in turn fed into the Business Improvement Initiative plan
- BASIC Initiation Process
 - This has been approved and ready for implementation
- Business Improvement Initiatives
 - A new Project Business Improvement (PBI) Steering Group has been created to govern these initiatives
- Transition to EPMO Manager
 - The EPMO Manager is the Chair of the PBI Steering Group

Initiatives the EPMO is involved in

The EPMO is also involved in the following initiatives:

- EPMO recruitment
 - Three vacant roles now filled, waiting for commencement
- Project Management Information System (PMIS)
 - Data cleanse, system (Camms.Project/Sycle) review
- 3 Waters / Water Done Well
 - Pipeline development (see Infrastructure Plan on the Page)
 - Project risk management framework
- Organisational Change initiatives
 - There is a large programme of change likely to impact council staff, we are working to develop a heat map, understand the impacts, and smooth the change.

EPMO Collaboration

It is important that the EPMO operates in a collaborative manner across the entire council at a strategic level. Examples of what areas the EPMO have engaged with:

- **Comms and Engagement** – new C&E strategy development
- **Finance** – GL review / MAGIQ integration into Sycle
- **Information Services** – digital strategy change impact assessment
- **Infrastructure** – pipeline development and risk framework
- **Procurement** – procurement framework integration into projects
- **Risk** – project risk framework
- **Strategy and Transformation** – understanding the linkages between the EPMO and the LTP process



EPMO Collaboration (continued)

It is clear that EPMOs are being set up across several Local Government councils. The Napier EPMO has recently joined a Regional PMO group that consists of:

- Hamilton City Council
- Matamata-Piako District Council
- Rotorua Lakes Council
- Taupo Council
- Tauranga Council
- Waikato District Council
- Waikato Regional Council
- Whakatane Council
- Thames-Coromandel District Council





END

