



Project Leadership Team (PLT) – Terms of Reference

Date, 18 August 2022

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DATED 18 August 2022

1. GOVERNANCE OVERVIEW

- A. RiverLink is a transformational integrated programme of works, where Greater Wellington Regional Council (GW), Hutt City Council (HCC), Waka Kotahi and Mana Whenua have agreed to work in partnership to enhance the flood resilience, access and safety and urban development of Hutt City.
- B. These terms of reference should be read in conjunction with the Project Partner Agreement (PPA) and Project Procedures Manual (PPM). These documents set out how the partners will work collaboratively to deliver the RiverLink programme of works and establish structures and governance arrangements.
- C. These terms of reference reflect a decision by the RiverLink Project Board in February 2022 to disestablish the Programme Steering Group (PSG) and to establish the Programme Leadership Team (PLT) to streamline accountability and delivery across the entire RiverLink Programme. These terms of reference set out the governance arrangements and the roles and responsibilities of the PLT.
- D. The following terms of reference refers to the RiverLink Project Board, as per the PAA however this will be replaced by the Partners group at the end of the iPAA phase. Hence, any reference to the RiverLink Project Board also refers to the Partners Group.

2. GOVERNANCE OVERVIEW

The governance structure for RiverLink has been designed to drive accountability. The creation of the PLT as a management and leadership team for RiverLink gives members the autonomy, they require to deliver the programme in an efficient manner, while still providing the parties with sufficient oversight, visibility, and influence over the programme.

The PLT is complemented by the RiverLink Project Board governance and supported by the Programme Management Office (PMO). The Workstream Lead for the PMO is a member of the PLT. Partner approvals are provided either by the RiverLink Project Board (as delegated) or Councils/Waka Kotahi Board and Mana Whenua Steering Group (for non-commercial matters) and in line with partner internal delegated authorities.

The terms of reference for all RiverLink builds on the requirements of the PPA, PPM and PMP between the parties and they should be read in conjunction to one and other. Key to the success of the RiverLink programme is the parties' (including their representatives) commitment to collaborative working as set out in the PPA.

The PPM refers to a PLT. Its states that the role of the PLT is:

“... to make decisions on detailed technical and operational matters and progress the development of the overall programme, with a view to enabling the efficient and effective operation of RiverLink, and to refer items where necessary for decision to the RiverLink Project board.”

3. ROLES AND RESPONSIBILITIES

3.1 PLT Roles and Responsibilities throughout the program lifecycle

- To make decisions on detailed technical and operational matters and progress the development of the overall programme, with a view to enabling the efficient and effective operation of RiverLink, and to refer items where necessary for decision to the RiverLink Project board.”
- The Programme Leadership Team will be guided by adopting a “best for programme” approach to its work.
- The role of the PLT is to steer the delivery of the programme, provide delivery assurance to the RiverLink Project Board and Programme Director, ensure key risks are being well managed, provide advice on strategic direction, support decision making for the programme and assist in managing the dynamic political environment in which the programme operates.
- The PLT has no formal delegated authority, beyond the delegation from their own organisations and the Programme as endorsed by the Partners Group. Also refer to the Programme RASCI for specific delegations. .

The PLT will be responsible for strategic direction and day to day management on matters relating to the delivery of the programme, including, but not limited to:

- (a) Programme resourcing
- (b) Programme scheduling (for example early and advanced works)
- (c) Programme risks, issues and assurance
- (d) Programme integration
- (e) Public engagement
- (f) Costs / budgets
- (g) Scope changes

3.2 Additional responsibilities

The roles of the Management Group under the PPA may also be fulfilled by the PLT as stated in the PPM.

These responsibilities are as follows

- providing **day-to-day directions and decisions on the Works** (including variations to the Works or general Project matters which will or may affect the GWRC Works and HCC Works to the extent that they are Reserved Matters), and in doing so, ensuring such decisions are consistent with the requirements of the MOU and any directions or decisions of the Partners Group;
- taking an active role in **ensuring collaboration and interfacing** is occurring between the parties; reporting to, and interfacing with, the AMT to provide asset owner perspectives; and escalating Issues that are not able to be resolved by the Management Group to the Partners Group.
- Attend AMT as required based on specific scope items or other matters as determined by the PLT or AMT.

4. COMPOSITION AND MEETINGS

4.1 The Programme Director is the chair of the PLT. The role of the Chair includes:

- (a) Leading and running meetings.
- (b) Developing efficient and effective working relationships with members.
- (c) Creating a meeting atmosphere that encourages open and honest discussion and consensus decisions.
- (d) Setting agendas and reviewing papers to ensure high quality meeting packs.

4.2 **The PLT will consist of**

- (a) Programme Director
- (b) Partner Leads from Mana Whenua, Waka Kotahi HCC and GWRC.
- (c) Work Stream Leads (including the PMO)
- (d) Evaluation Team Lead (standing invitee during the iPAA phase)

Integration of the Partner Leads into the Leadership Team allows greater alignment of programme direction, enables streamlining of decision-making and ensures that any obstacles to programme progress are more easily raised and resolved.

4.3 **Meeting Structure**

- (a) A quorum requires a minimum of one representative from each project partner. Where one representative is not available to attend, they may request an alternate attend on their behalf. The alternate must have the ability to make decisions on behalf of the partner or a post-meeting decision is required from the partner representative who is not present.

- (b) The PLT will endeavour to make unanimous decisions however in the case that this is not possible, the Programme Director will moderate and agree a decision with the RiverLink Board on all matters of significance.
- (c) The agenda for each meeting will be determined by the PLT and Programme Director and will consider key relevant activity at the time and items requested by the programme team. Items can be requested by any member of the team, subject to time restrictions.
- (d) A member of the PMO at the direction of the Programme Services Lead will assist with scheduling the meetings, produce the agenda, collate the papers and record the minutes, actions and decisions of the PLT meeting.
 - (i) Meeting packs will be prepared and distributed to members at least two working days prior to the meeting.
 - (ii) Draft actions will be circulated to members for comment within two working days of each meeting, prior to formal acceptance at the next meeting.

5. DECISION MAKING AND VOTING

5.1 Approvals and voting

- (a) The Programme Leadership Team operates by consensus decision making in the form of endorsements for the Programme Director to exercise their delegated authority or escalate to the RiverLink Project Board.
- (b) Any non-consensus decisions will be elevated to the RiverLink Project Board for resolution.
- (c) The Programme Leadership Team will be guided by adopting a “best for programme” approach to its work.
- (d) Any changes to the ToR for the PLT can be approved by the PD in consultation with the Partners.

6. CONFLICTS OF INTEREST

- (a) The RiverLink Programme holds a central register which records declarations of conflicts of interests and completion of confidentiality agreements. Completed forms are also held centrally.
- (b) The PPM sets out the process for noting other relationships and measures to be taken in the event a conflict of interest is identified.

7. INTERACTION WITH PARTIES AND OTHER GOVERNANCE GROUPS

The diagram below depicts the RiverLink PLT’s relationship with other parts of the programme in relation to governance activity.

