

**Draft Terms of Reference: LGWM Internal Review**

Title	LGWM – Internal review
Purpose	To undertake an internal stocktake of the LGWM programme, to identify risks and opportunities, to enable future and long term success of the programme.
Background	<p>LGWM is a joint initiative between the Government, Wellington City Council (WCC), Greater Wellington Regional Council (GWRC) and the New Zealand Transport Agency (NZTA). The LGWM programme started with establishing the kind of city and region the community wants, and defined the transport system needed to enable that. Its focus is on the area from Ngauranga Gorge to Wellington International Airport, encompassing the Wellington Urban Motorway and connections to Wellington Regional Hospital and eastern and southern suburbs.</p> <p>The Programme is now beginning to better understand the deliverables and following the impacts of Covid-19, the Board and the Governance Reference Group have agreed it is an opportune time to review the Programme to see how the Partners can ensure it is on a pathway to success.</p>
Key Questions for the Review	<p><b>Overarching Question</b></p> <p>What are the building blocks for the successful delivery of LGWM? These are likely to include, but not be limited to, time, cost, resourcing, scope clarity, joined-up decision making between partners, quality, risk management &amp; monitoring. Equally important are the values and behaviours the programme team and partners bring to enable successful delivery of the programme.</p> <p>The five themes we would like the review to focus on are below:</p> <ul style="list-style-type: none"> <li>• <b>Governance:</b> to review the effectiveness of the Partnership, the appropriateness and effectiveness of the Governance and management arrangements including the decision making and delegation frameworks.</li> <li>• <b>Gap Assessment:</b> an assessment of where we are now and where we should be. This could include consideration of strategic and political expectations coupled with what is required to run a programme of this scale from an operational day to day perspective.</li> <li>• <b>People &amp; Culture:</b> this should consider whether the programme team has the right capability to match the complexity of the programme including technical expertise, political understanding, behaviours and the ability to work collaboratively given the highly collaborative nature of the programme. It should also consider the relationship with the home organisations and whether the structure of LGWM is the right one to drive the right behaviours and culture both within LGWM and the home organisations.</li> <li>• <b>Programme:</b> whether the current baseline programme is achievable and if it will deliver on the programme objectives. It</li> </ul>

Released under the Official Information Act 1982

	<p>should also look at the risks of the programme and how well these are being identified and managed.</p> <ul style="list-style-type: none"> <li>• <b>Systems &amp; Processes:</b> to understand the current programme set up and identify any areas of improvement from a systems and processes perspective. This should include People, Communications and Stakeholder management as a minimum.</li> </ul>
Scope	<p>In scope</p> <ul style="list-style-type: none"> <li>• Consideration of whether the programme design and implementation are aligned with the expectations of the partners</li> <li>• Consideration of whether changes to the programme design are required</li> <li>• Development of options/next steps</li> </ul> <p>Out of Scope</p> <ul style="list-style-type: none"> <li>• Technical review of the materials produced</li> <li>• Assessment of the funding and financing of the Programme</li> </ul>
Activities	<ul style="list-style-type: none"> <li>• Review materials to understand the context of the Programme- including the LGWM operational documents</li> <li>• Review Programme collaboration results (where complete)</li> <li>• Gather information to assist in the scope review</li> <li>• Deep dive conversations/interview with key stakeholders</li> <li>• Synthesis learnings</li> <li>• Draft report</li> <li>• Engage with Board on the report findings late October</li> <li>• Engage with the Governance Group (if required) on the findings</li> <li>• Finalise the report including recommendations and implementation suggestions where applicable</li> </ul>
Milestones/Deliverables	<p>Commencement of Engagement: September</p> <p>Review of materials: September</p> <p>Meeting with the Board: 11 September</p> <p>Targeted engagement/Interviews – September</p> <p>Draft Report – October</p> <p>Update to the Board of findings/recommendation: October</p> <p>Final Report - late October/early November</p>
Risks and Mitigations	<ol style="list-style-type: none"> <li>1) Felt like it is being done to the Programme which causes tension in the Programme</li> <li>2) Stakeholders interviewed won't be open and honest in their views</li> <li>3) The reviewers do not fully understand the context of NZ and/or of central and local government, and the complexity of the Programme</li> </ol>
Success Indicators	<ul style="list-style-type: none"> <li>• Board have clear oversight of the current programme, opportunities, risks and areas to focus on</li> <li>• Board can discuss recommendations and agree a clear actionable plan for the next phase of the Programme</li> <li>• Support for findings from key stakeholders</li> </ul>

Released under the Official Information Act 1982

Stakeholders	<p>Key stakeholders to engage with are likely to include</p> <p>LGWM</p> <ul style="list-style-type: none"> <li>• LGWM Programme Director</li> <li>• LGWM Tier 2</li> <li>• LGWM Workstream Leads</li> </ul> <p>NZTA</p> <ul style="list-style-type: none"> <li>• Board members</li> <li>• PSG Members</li> <li>• OIM</li> </ul> <p>WCC</p> <ul style="list-style-type: none"> <li>• Board members</li> <li>• PSG Members</li> <li>• OIM</li> <li>• TAG/TWG members</li> </ul> <p>GWRC</p> <ul style="list-style-type: none"> <li>• Board members</li> <li>• PSG Members</li> <li>• OIM</li> <li>• TAG/TWG</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>• PWC (primary advisor)</li> <li>• Technical Consultants (i.e. BECA, WSP)</li> <li>• Contractors</li> <li>• HR recruitment consultants</li> </ul>
Key Contact for this Arrangement	<p>These terms of reference are commissioned by the LGWM Board and remain your contact. Board contact details will be provided within your Services Level Agreement.</p> <p>Day to day questions/support for you to be able to co-ordinate and delivery the Services can be directed to the administrative contact person under your Services Level Agreement</p>

Released under the Official Information Act 1982