

Lessons learned from one of New Zealand's most challenging civil engineering projects: rebuilding the earthquake damaged pipes, roads, bridges and retaining walls in the city of Christchurch 2011 - 2016.

Horizontal Infrastructure Governance - Client Governance Group

Story: Structure and Governance

Theme: Governance and Decision Making

A document which details the structure, roles and terms of reference for the Client Governance Group (CGG).

This document has been provided as an example of a tool that might be useful for other organisations undertaking complex disaster recovery or infrastructure rebuild programmes.

For more information about this document, visit www.scirtlearninglegacy.org.nz



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Horizontal Infrastructure Governance - Client Governance Group

Glossary of Terms

Acronym	Description
BERP	Built Environment Recovery Programme
CCC	Christchurch City Council
CERA	Canterbury Earthquake Recovery Authority
CGG	Client Governance Group
CMT	Client Management Team
IRTSG	Infrastructure Rebuild Technical Standards and Guidelines
NZTA	New Zealand Transport Authority
SCIRT	Stronger Christchurch Infrastructure Rebuild Team

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Purpose of the Client Governance Group:

The Purpose of the Client Governance Group is to provide leadership so that CCC, CERA and NZTA will work together to deliver the recovery of the City's Horizontal Infrastructure¹, which is effective, efficient and resilient, for the People of Christchurch and New Zealand.

The Client Governance Group will fulfil its role with support from the SCIRT Board, the Scope & Standards Committee, Infrastructure Funding Team, Strategy Committee, Client Management Team, and other working groups as required.

Term

This Board will exist through to April 2016.

Membership of Client Governance Group

There are three **Full Members** of the Board, being one per CCC, CERA and NZTA respectively.

Members (*and alternates*) are:

- Independent Chair - Mark Ford
- Christchurch City Council - Jane Parfitt (*Kevin Locke*)
- CERA - Richard MacGeorge (*Bruce McLean*)
- NZTA - Dave Brash (*Jim Harland*)

Role of the Independent Chair

To be confirmed from the letter of appointment.

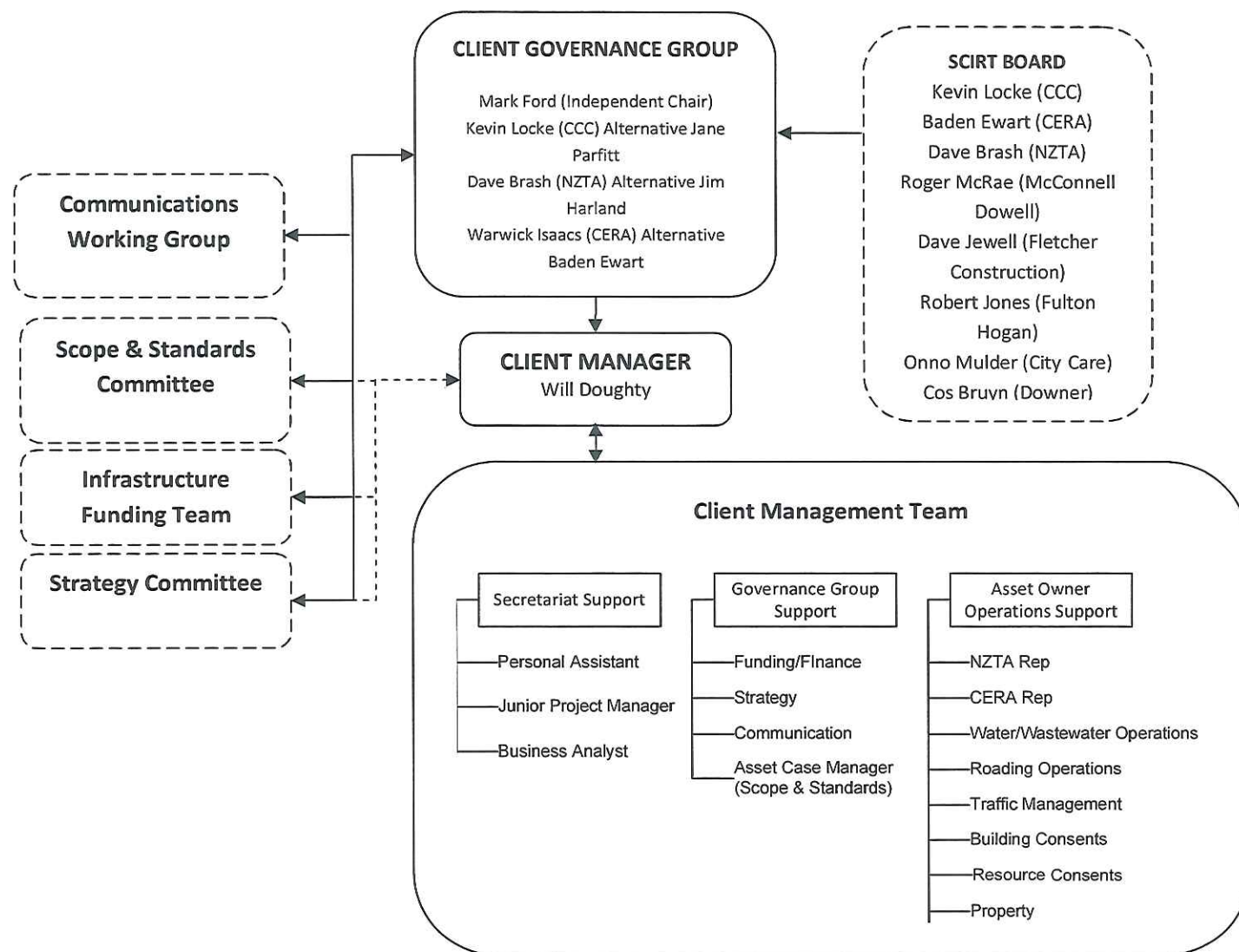
Structure

The structure of the client governance of Infrastructure Rebuild is shown on the page following.

The Client Governance Group will be supported by the Client Manager and his (or her) Client Management Team; and three sub groups being: Scope & Standards Review Committee; Funding Team; and Strategy Review Group. Their terms of reference are in Attachment 1 to this paper.

¹ Sewer, Water, Storm Water, Roading, Structures (Bridges, Culverts, Marine Structures, Retaining Walls, Sea Walls), Parks and Open Spaces Roads, Solid Waste

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Terms of Reference for the Client Governance Group (CGG)

1. Approve a purpose and set of performance objectives / outcomes for the Horizontal Infrastructure Rebuild, that give clear direction to team members who are participating in the Infrastructure Rebuild effort.
2. Develop a culture of trust amongst participating organisations.

Governance

3. Appoint sub-committees and/or work groups and agree the Terms of Reference for these groups
4. Produce and maintain a Governance Framework for the delivery of the Infrastructure Rebuild Plan which includes:
 - a. SCIRT Alliance Governance Framework
 - b. issue escalation and decision making processes, as required
 - c. a register of Client Governance Group Policies and Resolutions for reference by participating organisations

Strategy and Planning Implementation

5. Help inform CERA in the development of the BERP and ensure that progress is made in its absence prior to its approval
6. Ensure that Horizontal Infrastructure Rebuild implementation is consistent with the BERP, including development of a decision making framework for exceptions and betterment.
7. Liaise with CERA to help anticipate and inform on related activities that may be of interest or have implications for the implementation of BERP.
8. Determine role of CGG and Client Management Team in relation to other Horizontal Infrastructure Rebuild beyond SCIRT Scope of Works
9. Anticipate, consider and respond to externally driven changes and related activities, and identify implications, including funding, for Horizontal Infrastructure parties

Funding

10. Approve annual Work Programme and budgets, with advice from working groups and SCIRT Board and submit recommendations to Funding entities
11. Coordinate appropriations and disbursements consistent with the Work Programme
12. Review, endorse and ensure implementation of Audit and Controls
13. Determine reporting requirements from the SCIRT Alliance

Monitoring

14. In relation to SCIRT Alliance, ensure "client" obligations are fulfilled as per the Alliance Agreement
15. Monitor & report budget & forecasts through to 30 June 2016 and submit financial and progress reporting to Funding entities
16. Review a monthly report from SCIRT Board, covering progress, trends and forecasts against agreed milestones and performance objectives.
17. Review a monthly report from Client Manager, covering progress, trends and forecasts against agreed milestones and performance objectives.
18. Ensure value for money and managing prioritisation of costs.

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Client Manager and Client Management Team

19. Endorse organisational structures and members of the Client Management Team
20. Develop and assign levels of delegation and authority to Client Manager
21. Prepare the Client Manager job description
22. Recruit and/or endorse appointment of Client Manager
23. Provide at least bi-annual performance management of Client Manager
24. Endorse job descriptions and appointments of Case Managers in the Client Management Team
25. Review a Survey or equivalent report on the health of relationships within and between organisations in the infrastructure rebuild effort

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**ATTACHMENT 1 – Terms of Reference
 Scope & Standards Committee**

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Scope & Standards Committee, Terms of Reference

Purpose:

To sign off infrastructure Recovery Technical Standards and Guidelines, ensure they are applied consistently, and reviewed as required.

Membership of Scope & Standards Committee

- Chair: Jane Parfitt – CCC (and CGG member)
- Mark Christison – CCC
- Terry Howes – CCC
- Alan Beuzenberg - CCC
- Peter Langbein – CCC
- Warren Ladbroke – CERA
- John O'Dea – CERA
- Janice Brass – NZTA

For this to be achieved the committee will:

- Establish an approval mechanism that allows scope, betterment and standards departures decisions to be delegated into the Alliance as Business as Usual, where they pass the “significance” test.
- Review and approve or recommend all betterment opportunities and ensure they align with the wider Client objectives of delivering value for money, improving resilience and reducing whole of life costs.
- Review and approve or recommend all standards where they result in a material change to Infrastructure Design Standards and Construction Standard Specification.
- Process requests in a timely fashion within agreed delegations of authority as determined by the CGG.
- Escalate unresolved issues or decisions to the CGG.

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ATTACHMENT 2 – Terms of Reference
Infrastructure Funding Team

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Infrastructure Funding Team Terms of Reference

Purpose:

- To understand and advise CGG the funding requirements (quantum and timing) needed to deliver the draft infrastructure work programme.
- To recommend apportionment consistent with cost sharing policy (policy is yet to be determined).
- To ensure that payments are made on time.

Membership of Funding Team

- Chair: Richard MacGeorge – CERA (and CGG member) – No longer a member
- Rob Steel – CERA – No longer a member
- Diane Brandish – CCC
- Mark Yaxley – NZTA

Organisations will be represented with the appropriate level of accountability to enable the committee to be a consensus-building body capable of making funding recommendations.

Frequency of meetings

Fortnightly initially and as required to meet funding needs, reporting and budget cycle.

Responsibilities

- Reviewing business cases prepared for the annual work programme
- Provide recommendations to the Client Governance Group prior to submission to the Crown, Council and NZTA for approval of the work programmes and funding plan
- Monitor progress against these work programmes and approved funding cashflow
- Reporting quarterly and annually on the implementation of the funding plan, to Client Governance Group or where significant variance is identified
- Recommend to CGG adjustments to the work programme and funding plan within each year's approved programme.
- Providing recommendations to the CGG on the scope of audit and the audit programme
- Reviewing the quarterly audit reports

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Working Principles for the Funding Team

The Funding Team will work in the best interests of all parties to ensure accountability requirements of each party are met collectively.

In order for the Funding Team to work in a timely manner it is anticipated that each member will ensure they have appropriate delegated authority from their respective agency / Council to:

- make recommendations within the scope of the Funding Team activities
- commit resources to support the work of the Sub-committee and ensure value for money is achieved through all proposed expenditure
- Work with Client Management Team to ensure consistent presentation of funding requirements across all funding parties. Lay foundation for on-going transparency and simple reporting to funders.

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**ATTACHMENT 3 – Terms of Reference
Strategy Committee**

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Strategy Committee

Terms of Reference

Purpose

To ensure strategic issues relating to the horizontal infrastructure rebuild are addressed in a timely manner

For this to be achieved, the committee will:

- Ensure the information captured in the Strategic Issues Resolution Guidelines is relevant, up to date, and monitored.
- Ensure issues (from the IAP report commissioned by the SCIRT Board) identified in the handover report from the Strategy Steering Team are progressed.
- Escalate unresolved issues to the CGG.
- Address any new strategic issues identified by the CGG.
- Report regularly to the client governance group on the programme and progress for resolution of outstanding issues.
- Take into consideration the relevant strategies and documents, while having particular regard to the Recovery Strategy, Recovery Plans and Programmes when providing strategic direction to the Client Governance Group to ensure the actions of the CGG and SCIRT align with the goals of the Recovery Strategy.
- Work with, and keep the Recovery Strategy Officials Group² informed on key issues.

Membership of Strategy Committee

Chair – Dave Brash – NZTA (and CGG member)

Diane Turner · CERA

Mike Theelen · CCC

Terry Howes - CCC

Richard Osborne · NZTA

John O'Dea - CERA

Organisations will be represented with the appropriate level of accountability to enable the committee to be a consensus-building body capable of making strategic level recommendations.

² The Recovery Strategy Officials Group is to support the timely delivery of the Recovery Plans and programmes by providing an integrated partnership approach and communication forum by the strategic partners to advise on critical strategic and technical issues relative to the greater Christchurch Recovery Plans and programmes

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Through membership on the Strategy Committee all representatives are deemed to be fully mandated from their home agencies/organisations to act in an advisory capacity. However, it is accepted that representatives may need to further discuss matters with their home agency or organisation.

Frequency of meetings

Fortnightly initially and as required to meet CGG, SCIRT needs, and reporting cycle.

Procedures

- The Minister for Canterbury Earthquake Recovery and the Chief Executive of CERA retains full decision making powers with regard to the implementation of the Recovery Strategy and the development of recovery programmes and Recovery Plans. However, it is acknowledged that the other funding partners are not bound to fund the work programme decided by the Minister for Earthquake Recovery, or CERA.

Working Principles for the Strategy Committee

The Strategy Committee will work in the best interests of all parties to ensure accountability requirements of each party are met collectively.

In order for the Strategy Committee to work in a timely manner it is anticipated that each member will ensure they have appropriate delegated authority from their respective agency / Council to:-

- make recommendations within the scope of the Strategy Committee activities.
- commit resources to support the work of the committee and ensure decisions are consistent with the overall strategic recovery planning documents.
- work with Client Management Team to ensure consistent presentation of strategy and action related recommendations to the relevant parties. Lay foundation for on-going transparency and simple reporting to clients.

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**ATTACHMENT 4 – Terms of Reference
 Client Management Team.**