

SOUTH WAIRARAPA DISTRICT COUNCIL

31 OCTOBER 2014

AGENDA ITEM B2

TERMS OF REFERENCE MARTINBOROUGH COMMUNITY CENTRE STEERING GROUP

Purpose of Report

To adopt the revised Martinborough Community Centre Steering Group Terms Of Reference.

Recommendations

The Chief Executive Officer recommends that Council:

1. *Receive the information.*
2. *Adopts the revised Martinborough Community Centre Steering Group Terms of Reference.*

1. Executive Summary

The Martinborough Town Hall Working Group terms of reference (TOR) were considered, it was resolved to develop a TOR for the Martinborough Community Centre Steering Group.

Attached are the revised terms of reference.

Contact Officer: Paul Crimp, Chief Executive Officer

TERMS OF REFERENCE

MARTINBOROUGH COMMUNITY CENTRE STEERING GROUP

Overall Role

To be responsible for the overall project leadership and management of the Martinborough Community Centre, including the approval and on-going monitoring and support of effective processes to ensure the:

- i. Completion of the overall project design and construction, within budget
- ii. Identification of all possible avenues of public and private funding and that the best possible strategies and approaches are then actioned to optimise all non-Council funding to achieve the required project funding. To also ensure all obligations to public funders and donors are met
- iii. Effective communication with all stakeholders throughout the duration of the project
- iv. Fit-out of the Centre, which maximises use of stakeholders existing equipment, identifies and prioritises the new fit-out required within budget, and working with stakeholders (e.g. Library staff, Destination Wairarapa) manages the Centre fit-out in conjunction with the building's commissioning
- v. Consideration and development of future operational strategies for the Martinborough Community Centre to achieve the quality provision of all services and cost effective practice, but also optimises future community use and meets all obligations to stakeholders (e.g. Destination Wairarapa, Plunket)
- vi. Consideration and then recommendation of any future required ownership, governance and management structure and solutions, and once approved by Council, to assist with the establishment and/or implementation of such structures to achieve the smooth transition of responsibility to the future governance and management entity/ies
- vii. To create subgroups and appoint members to carry out the above tasks (subgroup structure as per Appendix 1).

In summary, the fundamental roles of the Steering Group are to ensure the effective design, build and fit-out of the Martinborough Community Centre within budget; that sufficient non-Council funds are secured to meet all costs; that at all times effective and regular communication occurs with all stakeholders; and that the Steering Group recommends and then with the approval of Council, supports the implementation and smooth transition to the future agreed governance and management entity/ies for the Centre.

Guiding Principles

- i. To ensure equality in decision-making. The Steering Group must make sure the project meets the needs of as many participants as possible. This means it must fairly weigh all requests and act impartially to do the most good with the resources it has available
- ii. Respect for each other's opinions and skills and to seek to achieve consensus in decision making by good preparation, actively listening to other's opinions (both of other Group members and of stakeholders), and sourcing further information when needed
- iii. To work in a spirit of co-operation and collaboration with each other and with all stakeholders
- iv. To have a commitment to early, honest and regular communication with each other and stakeholders
- v. A collective commitment to and culture of problem solving – a can-do attitude, and to strive to achieve smarter solutions/continuous improvement at every stage during the project
- vi. Within authorised parameters, to accept the responsibility for decision making to optimise project outcomes, and it is acknowledged at times some compromises may need to be made and/or some difficult decisions taken

Authorities

For each stage of the project, the Steering Group will be pre-authorised by Council to approve all decisions relating to all aspects of the project, on the proviso the scope of those decisions are clearly explained to Council prior to each stage, and that all decisions fall within the approved budget for that stage.

The current Project Programme is a key guiding document to inform Council of the required steps within each project phase, i.e. currently details the principal design, construction and some funding elements of the project.

The overall Project Budget, prepared by Rawlinsons Quantity Surveyors, is the other key guiding document.

Meeting Frequency

Steering Group meetings are to be held no less than every two months, and usually about every 6 weeks, but are to also coincide with logical reporting and decision making points for the project.

Reporting

For each Steering Committee meeting, the following reports will be received:

- i. Overall Project Report update by SGL, in conjunction with the Project Co-ordinator. This Project Report will be a written report and will provide a full update of design, construction and fit-out progress, including progress

relative to the Project Timeline; detailed funding update; advise of any material liaison with stakeholders; risk identification if any; and any matters relating to the future operation of the Martinborough Community Centre

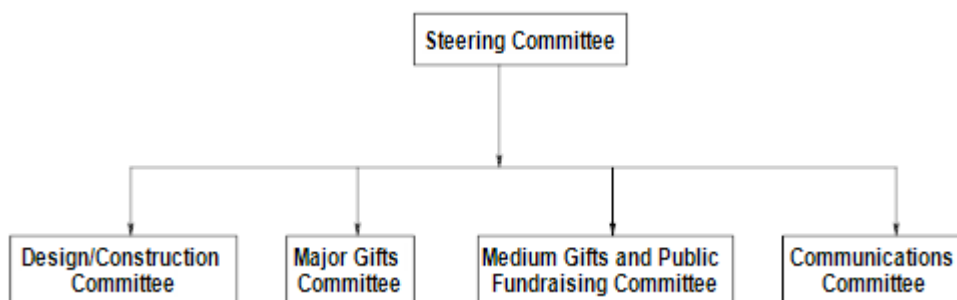
- ii. Financial Report by the SWDC CEO in conjunction with Rawlinsons Quantity Surveyors as required, detailing all actual costs and income for the project for the most recent logical time period and for the total project to date. This Financial Report will be a written report and will clearly report all relevant expenditure and revenue relative to budget, and to explain any material variance
- iii. Verbal reports by the chairs of each of the Design/Construction and Communication Committees

Appendix 1 – Subgroup Structure

The subgroup structure and roles are described in the original Feasibility Study by SGL in 2013. Subgroups are subject to the *Guiding Principles* as described in the Martinborough Community Centre Steering Group Terms of Reference.

- **Design/Construction Group** to be responsible for overseeing all aspects of project design and construction, and for effective project cost management
- **Major Gifts Group** to be responsible for developing, guiding and implementing the overall funding strategy, and for leading and implementing the approaches to all major public, organisation, individual and business funders - as a guide at this stage, for all gifts of \$15,000 and above. Note, it is likely some Major Gifts Committee members will be some of the Trustees of the future Charitable Trust
- **Medium Gifts and Public Fundraising Group** to be responsible for developing with the Major Gifts Committee and then implementing the approaches for all gifts below \$15,000 and for implementing all public fundraising activities, including events and public donation processes in person and on-line
- **Communications Group** to be responsible for developing and implementing all communications for the project, including all channels i.e., on-line, print, media. Note, very important that funding drives communication processes.

All 'Working' subgroups i.e., groups other than the Steering Group are to meet monthly or less frequently as required.



Subgroup Membership

Note: Paul Crimp, Max Stevens, Steve Bramley and Victoria Read are ex-officio on all subgroups and will attend as required.

Group/Subgroup	Membership	Explanatory Commentary
		<i>Position Relevant to Role on Steering Group</i>
Steering	Adrienne Staples - Chair	SWDC Mayor
	Max Stevens – Deputy Chair	SWDC Councillor – Martinborough Ward
	Paul Crimp	SWDC CEO
	Julie Riddell	SWDC Councillor – Martinborough Ward
	Brian Jephson	SWDC Councillor – Martinborough Ward
	Lisa Cornelissen	Martinborough Community Board Chairperson
	Ro Griffiths	Community Representative
	David Kershaw	Community Representative
	Catherine de Groot	Community Representative
	Steve Bramley	Project Leader
	Victoria Read	Project Co-ordinator and Client Representative
Design/Construction	Ro Griffiths - Chair	
	Victoria Read	
	Catherine de Groot	
	Nick Allen	
	Max Stevens	
Major Gifts	Steve Bramley – Chair	
	Victoria Read (Chairs when Steve not in attendance)	
	Max Stevens	
	Dave Kershaw	
	Ro Griffiths	
	James Graham	
	Catherine de Groot	
Medium Gifts and Public Fundraising	Felicity Warren - Chair	
	Juliana Allen	
	Kiri Elworthy	
	Natalie Donaldson	
	Bridget Mathewson	
Communications	Lisa Cornelissen - Chair	
	Catherine de Groot	
	Victoria Read	
	Chris Cassels	
	Caroline Peren	

Option to Implement Finance Subgroup

A Finance Subgroup to oversee total financial performance comprising of Paul Crimp, Steve Bramley, Max Stevens and Ro Griffith is also potentially available to be implemented if required, but in practice to date Paul Crimp and Steve Bramley with Patrick Hay from Rawlinsons Quantity Surveyors have overseen all aspects of budget monitoring and financial management.