

1 October 2021

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By email: ██████████

Tēnā koe ██████████

Request for Information – Local Government Official Information and Meetings Act 1987

We refer to your official information request dated 10 September 2021 for the following information:

- Agendas and minutes for project team since 1 August 2021
- Project board terms of reference and list of members
- Project board previous agenda and minutes

Project team meetings

No project meetings took place in August, as much of the work was still focused on formalising the scope of Phase 4 of the Climate Change Response Programme, before commencing Phase 4.

In regards the weekly meetings and their structure, they are 3 “live” documents and a standard list of topics that are worked through in an agile process:

- Trello board run through (focus for the week)
- Risks and issues review (exception reporting)
- Barriers/dependencies

This means that traditional agenda/minutes are not utilised. We do however keep notes (on relevant activity cards) in Trello, summaries of which have been enclosed in this letter.

Board

The Project Board has the following members:

Helen Oram
Kara Puketapu-Dentice
Matt Boggs

There is no formal Terms of Reference document for the Board, albeit their role is described in the original project plan as follows:

7. ROLE DESCRIPTIONS

7.1 PROJECT BOARD

The Project Board has the following duties:

- To be accountable for the success or failure of the project.
- To provide unified direction to the project and Project Manager.
- To provide the resources and authorize the funds for the project.
- To provide visible and sustained support for the Project Manager.
- To ensure effective communication within the project team and with external stakeholders.
- Authorize any deviation if tolerances are forecasted to or have exceeded.

7.1.1 Members of the Project Board

SPONSOR

- The person responsible for the project
- Focused on whether the project is delivering value for money
- Responsible for securing the project funding and resourcing

The last board meeting in the time covered by your request took place on 25 August, and the minutes are enclosed also.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that this letter (with your personal details removed) may be published on the Council's website.

Nāku noa, nā

Jörn Scherzer

Head of Climate & Solid Waste

Enclosed:

- Weekly project team meeting minutes – 16 August 2021
- Weekly project team meeting minutes – 30 August 2021
- Weekly project team meeting minutes – 6 September 2021
- Community Engagement Project Board meeting minutes – 25 August 2021

Community Climate Change Response Programme

Weekly Programme Team Stand Ups

Attendees:	<ul style="list-style-type: none">• Kylie Hathaway - CHQ Programme Director• Amy Prebble - CHQ Strategy• Alexandra Lutyens - CHQ Senior Innovation Specialist• Rachael Brown - CHQ Programme Coordinator & Analysis
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Weekly Agenda

- Review of Trello board (focus for the week)
- Risks and issues review (exception reporting)
- Barriers / dependencies

Weekly Programme Team Meeting Trello Notes:

Date / Time:	Monday, 16 August 2021 - 9.15am – 10.15am
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Meeting notes

- A new Hutt City Council (HCC) communications resource will be hired for 20 hours/week
- CHQ will not be undertaking HCC work on Fridays due to other projects and availability
- The programme will see an increase in project management operations for greater transparency and management
- It was agreed the CHQ comms channel to be used is WhatsApp
- **ACTION:** Overall sprint calendar to be established under climate-action@creativehq.co.nz
- Trello set up according to 2-week sprint cycles

Date / Time:	Monday, 30 August 2021 - 9.15am – 10.15am
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Meeting notes

- Limited capacity in September
- No time for resourcing in smaller business engagements - focusing on the Big 5 and tiered sponsorship strategy can not be progressed with resourcing
- Consider community communication roles and conflicts of interest
- Internal HCC stakeholders are not currently on board with the programme

- There is no business engagement lead in HCC or Chamber of Commerce – add to risk register.

General items noted at meeting:

- Keep WhatsApp to weekdays - critical work to be sent via email
- Calendar draft to be put in Trello
- Draft document Roadmap framework
- Personas: Based on LH hui demographics
- Establish scope of roadmap
- Confirm Problem Statements with Lead Group
- Clean up Phase 3 community insights report
- Integrate August with Phase 4 board
- Stakeholder Invitation List - populate ownership
- Set up CoLab list
- Scoping of sponsorship packages - 1-pager
- EECA meeting
- New HCC PM to take over comms
- Invited to CoLab sent- designed invite and clarity on process

Date / Time:	Monday, 6 September 2021 - 9.15am – 10.15am
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Meeting notes

- Waste has been changed to consumption in Priority areas
- Roadmap outline - team to see revised framework structure
- Strong pushback from LG to stick to LH objective and not go over scope
- Integrate Aotearoa Biodiversity strategy with the programme - slot in with Department of Conservation (DoC) on Thursday
- Establish regular HCC CHQ meetings
- CoLab condensed 1-pager sent
- Contacts and newsletter MGMT - explore CRM capacity under CHQ
- Create CCRP master contact list
- Weekly status report to include weekly Mavenlink reports
- Problem Statements to be sent by EOD for feedback
- Confirm roadmap framework by EOW

Achieved - Week 3 September:

- Design Logs completed and distributed
- Phase 3 analysis closed out
- Phase 4 proposal & new budget document
- CHQ Board paper
- Design support requirements identified
- Regular forecasting meetings with CHQ established
- Mavenlink set up
- Gusto visual design onboard
- Transport Problem Statements working session
- IBM tech sponsorship secured
- Conflict of Interest register updated
- Weekly status report completed
- CSO prepared
- Programme meeting
- DoC initial sponsorship meeting
- RID established
- NZTA initial sponsorship meeting
- LHEC Comms re: CoLab venue picked up
- Problem Statement workshop
- MBIE initial sponsorship request
- RACI created
- LG Hui workshop dates confirmed

Community Climate Change Response Programme

Programme Board Meeting

Date / Time:	Wednesday, 25 August 2021 – 1.00pm – 2.00pm
Attendees:	<ul style="list-style-type: none">• Helen Oram, Director Environment and Sustainability• Kara Puketapu-Dentice, Director of Economy & Development• Matt Boggs, Director of Strategy & Engagement• Jörn Scherzer, Head of Climate & Solid Waste – HCC• Kylie Hathaway, Programme Director
Apologies:	None noted

Agenda:

- Review of Trello board (focus for the week)
- Risks and issues review (exception reporting)
- Barriers / dependencies

Approved: Programme progresses with Option 3: Commit to community co-design process in CHQ proposal.

- HCC will underwrite costs for the programme from 10 August - 15 December 2021.
- This is estimated between \$350 - \$550k (for the full programme).
- CHQ proposal of approx \$330,000 approved.
- Contract with CHQ needs to ensure we are clear on outcomes, appropriate controls are in place to provide more confidence services will be managed within budget frame allocated and early indications are provided to the Board on risks, budget overruns and significant scope variation
- Board also acknowledged original intent and budget allocation was for a 'Project' of work resulting in a 'product'. As scope and environmental pressure has evolved, the work has transitioned into a programme of delivery requiring an outcomes focus.
- Responsible, efficient and effective management of spend is critical. However, the Board also recognised that although co-funding/partnerships are being explored, the programme inherently carries risk and the board is comfortable to approve the programme to move forward as high gains/impact are also expected.
- The movement, momentum within the community and HCC stakeholders expressed a high level of concern and low confidence in delivering within the budget frame allocated.
- The Board noted these concerns, recognising the robust governance decision that followed. The board also noted the risk of the SRO not 100% bought into the

approach/plan and HCC spirit and drive are a critical factor in ensuring the programme's success - and getting it over the line.

- **Action:** Draft a new CSO for Option 3 and liaise with HCC to get contracts in place asap.

Approved: Recruitment of new Project Manager

- HCC and CHQ are currently interviewing and are to proceed with PM recruitment for the start date ASAP.
- **Action:** Interim measures in place with weekly briefings. Board meetings to be set in diary as per slide deck:
 - 21st – 24th September (Proposed co-lab design and pathway to roadmap development)
 - 12th – 15th October (Stakeholder engagement/Lead Group update on co-lab design, problem statements, design teams, design requirements/constraints)
 - 1st – 3rd November (Run through of co-lab and HCC role)
 - 6th November 9am – 4pm – Co-Lab
 - 22nd – 26th November (Overview of co-lab feedback and proposed integration in roadmap/action plans)
 - 6th – 10th December (HCC close out phase 4)

Approved: Dedicated Communications Support

- The programme urgently requires more communication and content development support.
- It was recognised by the Board that this has been a significant issue and risk for the programme for the last Phase of work.
- Proposal from CHQ is dependent on comms resources being integrated and delivering within the programme.
- Covering the cost of Comms resource (\$100p/h) as Koha into the programme is an option
- **Action:** Explore communications and potential design requirements. Contract resource is the most pragmatic option, however before this is engaged we need to ensure this is the right solution.