

Accord Steering Group Terms of Reference



Purpose

The purpose of this document is to define the Terms of Reference (TOR) of the Accord Steering Group (ASG).

The TOR establishes the mandate, scope and role of the ASG members individually and collectively for delivering the second phase of the Construction Sector Accord (the Accord).

The ASG's commitment to the roles, responsibilities, and functions outlined in this TOR will provide the foundations to enable the successful delivery of this phase.

The TOR defines the approach for governing phase two of the Accord. It is acknowledged that future phases may necessitate a review of the TOR including ASG roles and responsibilities and membership.

Construction Sector Accord — context

The Accord is a joint industry and government commitment to work together to achieve a high performing construction sector. Launched in April 2019, the Accord outlines an agreed set of strategic goals, outcomes, principles and early initiatives to support lasting positive change.

The sector faces several challenges that threaten its ability to effectively meet the growing demand for quality housing and infrastructure. The industry has generally been slow to innovate, and faces long-term systemic challenges including skills shortages, fragmentation, poor risk management practices and low productivity. Government regulations need strengthening, procurement practices are inconsistent, and the pipeline of government construction projects uncertain. The Accord is a first step toward addressing the urgent need for transformation in the sector to help ensure New Zealand's future economic success and social wellbeing.

The vision of the Accord is 'A high performing construction sector for the benefit of all New Zealanders'.

It puts forward four goals for the construction sector:

- Increase productivity
- Raise capability
- Improve resilience
- Restore confidence, pride and reputation

The Accord articulates a set of common principles that should guide the sector's behaviour. These principles include:

- building trusting relationships
- being bold
- valuing our people
- acting with collective responsibility.

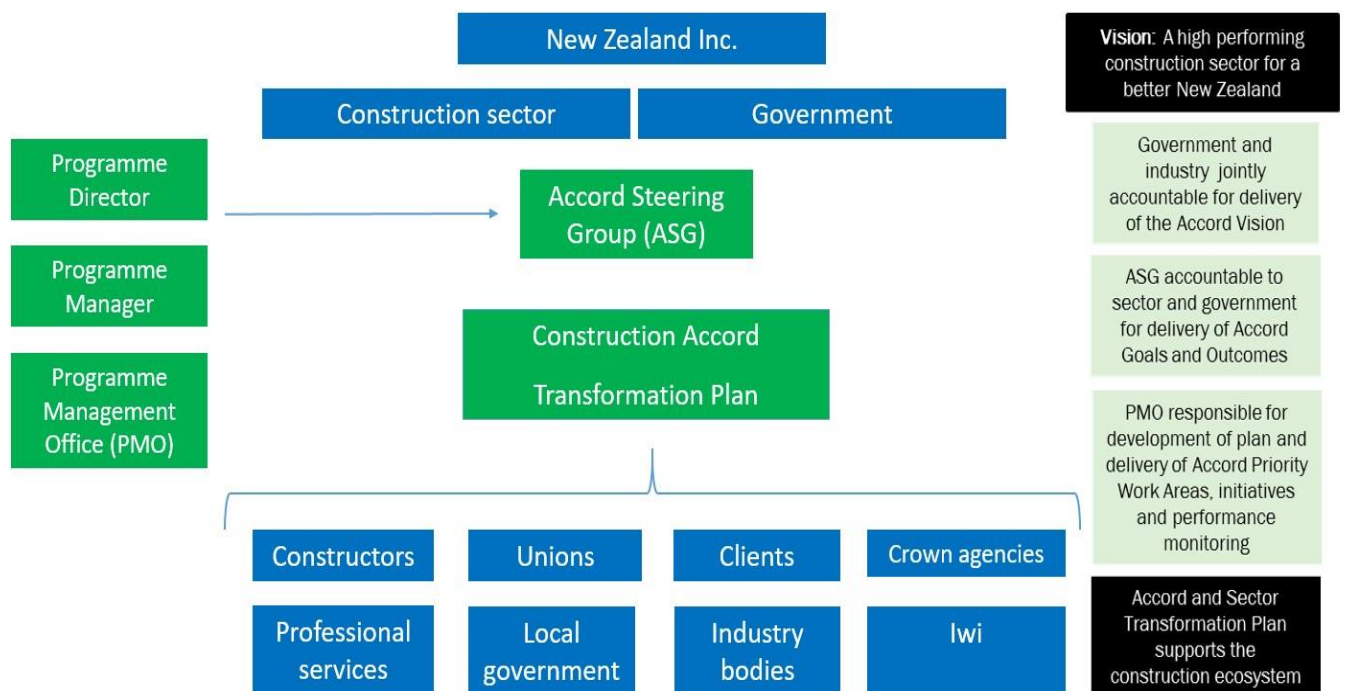
The Accord process was led by an Accord Development Group made up of 13 industry leaders and a DCE from the Ministry of Business Innovation and Employment. The work was supported by KPMG and MBIE's Building Systems and Performance team, with input from other government agencies including NZ Transport Agency, Ministry of Housing and Urban Development, Housing New Zealand Corporation, Interim Infrastructure Transactions Unit within Treasury and WorkSafe New Zealand. Other units contributing from

within MBIE were Labour and Immigration Policy, NZ Government Procurement and Property, and Provincial Development.

Phase two of the Accord is to build sector participation and buy-in, and to develop a detailed sector transformation plan. This phase of work will be led by the ASG and includes:

- Development of the transformation plan
- Use of beacon projects to test the initiatives and principles
- Delivery of industry commitments named in the Accord
- Defining performance measures and reporting processes to monitor execution of the plan
- Encouraging wider sector representation and input

Programme ecosystem and accountabilities



Accord Steering Group objectives

ROLE

The ASG is a joint industry and government leaders' group, collectively accountable for developing and delivering the construction sector Transformation Plan.

The ASG will govern the programme of work and will be guided by the Accord's principles. In particular, the ASG will:

- provide industry and government leadership and oversight of the Accord programme
- steer and govern the programme, providing direction to the Programme Director and PMO
- ensure the programme delivers on the objectives to be agreed for the second phase including prioritisation and proactive management of risks and issues
- ensure stakeholder confidence that the right actions and engagements are in place to deliver on the goals and outcomes of the Accord
- provide advice to Accord Ministers as necessary
- act as Accord champions and conduits for their wider stakeholder groups to make sure that voices of the ASG are those of the sector, not simply individuals
- communicate Accord activities to embed the transformation across the ecosystem
- lead in such a way that Accord benefits are delivered and sustained
- define what is acceptable practice in accordance with the Accord and call those to account who depart from Accord principles

MEMBERSHIP

The Accord Steering Group is made up of leaders from government and industry. The Accord intends to support a higher performing sector for the benefit of the full construction ecosystem. Steering Group members were therefore selected to represent the diversity of perspectives from across the industry supply chain including major clients, designers, constructors, engineers, trainers, regulatory bodies and customers.

Members are well-regarded leaders in the construction sector at CEO or senior leadership level, with extensive industry experience. They have decision-making authority, are experienced in leading change and have the ability to influence the culture and behaviours of sector participants.

Membership will be reviewed as required to ensure the governance and sector participation needs of the programme are met.

The members of the Group are listed in Appendix 1.

Steering Group responsibilities

The ASG is responsible for the delivery of a transformation plan that is able to produce the outcomes set out in the Accord. The plan will be in line with the Accord principles of building trusted relationships, being bold, valuing people and acting with collective responsibility.

The Steering Group will provide leadership and oversight and ensure the Accord objectives are met through strategic decision making.

The ASG will support and challenge the thinking of the PMO and work in partnership with Accord Ministers. The Group will act with collective responsibility and ASG members will be responsible for championing the Accord within their spheres of the sector.

Provide direction

- Challenge thinking, test and approve scope changes to maintain programme integrity and momentum
- Make decisions in relation to resourcing required for planning and delivery of the programme
- Advise Ministers on progress
- Individual members will represent their respective parts of the sector and ensure activities are aligned with the Accord vision and principles

Champion the programme

- Lead the culture and behavioural change called for in the Accord
- Enlist support for the Accord in the sector
- Where required, establish and manage any complex stakeholder relationships
- Individual members will:
 - Call attention to behaviour contrary to the Accord
 - Publicly champion the programme within their respective areas of the construction sector and across the ecosystem

Identify industry initiatives and opportunities for alignment

- Identify, prioritise, and align industry initiatives that support the delivery of the goals of the Accord
- Individual members will provide advice to the Group on where there are gaps in the plan

Address issues and risks

- Facilitate the resolution of key programme issues
- Own critical programme risks
- Remove obstacles to programme delivery within their level of influence
- Call those to account who depart from the Accord principles or do not align with the Transformation Plan

Scope of decision making

Collectively the ASG will:

- provide overarching governance over the development and execution of the construction sector Transformation Plan
- decide which initiatives are in and out of scope and will therefore receive guidance and support from the ASG and Accord programme
- make decisions related to prioritising initiatives for inclusion that deliver the objectives articulated in the Accord

STEERING GROUP MEMBER RESPONSIBILITIES

Role	Responsibilities
Co-Chairs	<ul style="list-style-type: none"> • A full member and chair of the ASG • Ultimate decision makers, in consultation with ASG members • Accountable for the programme's success and the realisation of Accord vision and goals • Ensure the Accord Ministers are fully informed on the programme's status and progress • Responsible for inviting members to join / retire from the ASG • Authorise and empower the Programme Director and PMO to deliver the programme on behalf of the Group
Steering Group members	<ul style="list-style-type: none"> • Provide input into and support decisions made by the ASG • Champion the Accord and Sector Transformation Plan to drive alignment and ensure stakeholder buy-in • Proactively drive and advocate for the Accord across all relevant ecosystem groups, industry bodies and member organisations through presentations, updates, information cascade etc. • Constructively challenge status quo and other ASG members to be bold • Ensuring alignment across government and industry • Individually answerable to the Co-Chairs for their areas of responsibility within the programme • Enable and deliver quick wins or beacon projects as required • Ensure performance KPIs are delivered and sustained • Call those to account who depart from the Accord principles or do not align with the Transformation Plan
Programme Director	<ul style="list-style-type: none"> • Empowered to deliver the programme on behalf of the Group • Responsible for the development and execution of the plan • Represents the programme on the Group • Brings industry leadership experience and credibility to the programme • Embedding culture of collaboration, as well as holding the ASG to account and calling out where behaviours / actions are not occurring

SUPPORTING MEMBER RESPONSIBILITIES

Role	Responsibilities
Programme Manager	<ul style="list-style-type: none"> • Attends the ASG and provides support and advice as required • Acts as a delivery arm for the Programme Director • Runs the PMO • Ensures that the programme is able to deliver the agreed benefits and objectives defined in the Cabinet papers • Plans and designs the Programme using supporting analytics and proactively monitors its progress • Resolves and escalates issues and initiates appropriate corrective actions. • Ensures there is effective change management • Ensures appropriate communication and engagement with all stakeholders • Manages and escalates risks and issues to the Programme Director • Works with the agencies (or equivalent) on the transition from Programme and project delivery to a business as usual position; and • Provides regular reporting to the Group to keep them informed of progress.
Steering Group secretariat	<ul style="list-style-type: none"> • Provides administrative support to the Steering Group • Responsible for scheduling Group meetings, sending out meeting documentation, taking and distributing minutes, ensuring action points are recorded and providing administrative support around the attendance of the Group members.

GROUP INTERFACES AND RELATIONSHIPS

Interface	Description
Accord Minister's Group	<ul style="list-style-type: none"> • Sets the government vision, outcomes and targets for the Accord • Approves the (government) initiatives within the Accord • Approves all relevant policy papers, including funding proposals, before they are presented to the Cabinet Committee • Ensures appropriate cross-government awareness and alignment of the Accord initiatives in terms of policy, finance and priority • Is the ultimate point of escalation and reporting for the Accord Steering Group
PMO	<ul style="list-style-type: none"> • Represents the delivery arm for the Accord Steering Group • Shapes and drives the effort to develop, consult and design the plan • Coordinates the efforts to carry out gap analysis through research and sector consultation • Enables the ASG to decide what the future looks like • Works with government agencies and industry to ensure existing initiatives align with the Accord • Reports to the Steering Group on Transformation Plan progress • Collects information to report on the current Accord initiatives

GENERAL TERMS OF REFERENCE

It is intended that the Crown will pay the expenses associated with the meetings, and members of the Group will contribute their time and cover their own travel expenses.

MEETINGS

- Meetings will be co-chaired by Peter Reidy and Chris Bunny.
- Decisions related to the programme will be made in consultation with the members of the Accord Steering Group
- A meeting quorum for decision making will be 11 members of the Group, including the Chairs
- Meetings will be held monthly (estimated 3 hours per month)
- Meeting papers will be delivered to members at least 3 days prior to the meeting
- Minutes of the meeting will be distributed by the Programme Manager within 5 working days after the meeting has been held
- Out-of-session approvals can be sought as required via email
- Programme team members leading work within the programme may be invited to the meetings to support specific agenda items as required

STANDARD AGENDA

- Review of minutes and action items
- Programme status update
- Items for decision
- Review of key risks and issues
- Documents for noting and /or endorsement
- Correspondence
- Other business

APPENDIX 1

Accord Steering Group membership

No.	Member	Organisation	Position	Sector perspective
1	Chris Bunny - Co-chair	MBIE	Deputy Chief Executive	Government
2	Peter Reidy - Co-chair	Fletcher Construction	Chief Executive Officer	Construction
3	Dr Ashley Bloomfield	Ministry of Health	Director General	Client - Government
4	Richard Briggs	Hamilton City Council	Chief Executive	Local Government/ LGNZ
5	Graham Burke	Specialist Trade Contractors Federation	President	Specialist trades
6	Andrew Crisp	Ministry of Housing and Urban Development	Chief Executive	Government
7	Steve Evans	Fletcher Residential	Chief Executive	Residential development
8	Leonie Freeman	Property Council NZ	Chief Executive	Client - developers and owners
9	David Gordon	KiwiRail Group	General Manager	Client
10	Iona Holsted	Ministry of Education	Secretary for Education	Client - Government
11	Rick Herd	Naylor Love	Chief Executive Officer	Vertical construction
12	Doug Johnson	Tonkin + Taylor	Managing Director	Engineering
13	Dave Kelly	Registered Master Builders Association	Chief Executive Officer	Industry associations - small and vertical construction
14	Steve Killeen	Downer	Chief Executive Officer	Civil Construction
15	Dean Kimpton	Consultant	Programme Director	N/A
16	Juergen Link	Fonterra	GM Assets & Capital Projects	Client
17	Tim Melville	NZ Institute of Architects	President	Designers
18	Karen Mitchell	Treasury - Infrastructure Transactions Unit	Interim Head	Infrastructure
19	Bill Newson	E Tū	National Secretary	Industry associations - people and workforce
20	Roger McRae	CHASNZ	Chair	Industry associations - health and safety

No.	Member	Organisation	Position	Sector perspective
21	Michael Sentch	Project Unite	Manager	Commercial Construction
22	Janine Stewart	Minter Ellison Rudd Watts	Partner	Legal
23	Carolyn Tremain	MBIE	Chief Executive	Government
24	Steve Webster	Watercare	Chief Infrastructure Officer	Client (procurement)