

Terms of Reference

Review of the Wellington Regional Strategy

May 2010

(add all Councils or WRS logos)

Draft

1. Background

The nine Councils in the Wellington region worked together to develop the Wellington Regional Strategy ("Strategy"). The final proposal for the Strategy was adopted by Greater Wellington Regional Council, on behalf of the region, in early 2007.

Following a mediated agreement between Hutt City Council, Upper Hutt City Council and Greater Wellington Regional Council (GW) the final proposal was adopted by GW, on behalf of the Region, on 8 May 2007. The mediated agreement involved the commitment to undertake a review:

"By 30 June 2011, a full and independent review of the effectiveness of the entire Wellington Regional Strategy be completed and reported to the WRS Committee. The WRS Committee must recommend whether or not GW will continue to carry out the function of regional economic development in accordance with clause 1.2."

Clause 1.2 states:

"That GW will cease to carry out the function of regional economic development on 30 June 2012. Prior to 30 June 2012, if GW wishes to carry out the function of regional economic development after 30 June 2012, it must undertake the process set out in section 16 of the LGA 2002 or such other process that applies at the time."

It is therefore very important to have an independent, clear assessment of the effectiveness of the Strategy to enable the WRS Committee and Greater Wellington Regional Council to make a decision on whether to cease or continue with the Strategy past 30 June 2012.

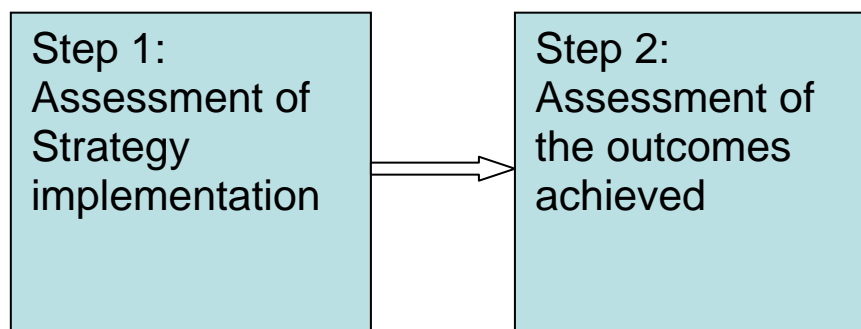
The WRS Committee is made up of the Mayors of Hutt, Upper Hutt, Wellington, and Porirua city councils, the mayor of Kapiti Coast District Council, one representative mayor of the three Wairapara councils and the Chair of Greater Wellington Regional Council. There are also five independent members of the WRS Committee.

The Chief Executives of the region's councils are therefore seeking to engage a suitably qualified consultant to undertake an assessment of the effectiveness of the Strategy.

Supporting the CEOs in this process and the Strategy work is a group of senior council officers known as SORT (Senior Officers Resource Team).

2. Nature and Scope of the Review

The review is to be both a qualitative (i.e. talking to people about their experience) and quantitative (using facts to assess the results) assessment of the effectiveness of the Strategy. This includes two steps as outlined below:



Step 1: Assessment of the Strategy Implementation

This part of the review is to provide an assessment of the effectiveness of the implementation of the WRS. The key question to be answered in this part of the review is:

Has the Strategy been implemented as envisaged?

In particular the assessment should include, but is not limited to, the following areas:

- The governance structure – was this effective in the way it was established, how it operated and its role in making decisions regarding the Strategy?
- Resources – was the allocation of financial and people resources available for delivering projects/actions, effective? This should include both Grow Wellington projects and council-led projects.
- The establishment and focus of Grow Wellington – was the way Grow Wellington was set up and its main focus, the most effective means for delivering economic development projects?
- External funding – was the success and effectiveness in attracting external funding to support the Strategy outcomes, to the level expected?
- WRS Office role and function – to what extent did this support the implementation of the Strategy and assist in its effectiveness
- Factors that may have hindered or contributed to the implementation of the Strategy.

Step 2: Assessment of the outcomes achieved

This part of the Strategy review is to provide an assessment of the extent to which the expected outcomes of the Strategy have been achieved to date. This assessment should recognise that the Strategy was intended as a 20 year strategy and so therefore not all outcomes would be expected to be achieved to date. This needs to include a measure of achievement against the action plans within the Strategy. Essentially the question to be answered in this part of the review is:

How effective has the Strategy and its implementation been in achieving the required outcomes?

In particular the assessment should include, but not be limited to examining the effectiveness and objectives of the three key focus areas:

- Leadership and partnerships
- Investment in growing our economy, especially exports
- Investment in good regional form

3. Further Analysis and Consultation

We will also expect the following to be undertaken as part of the above review:

- An assessment of the Wellington Regional Strategy document and key background papers compiled as part of the Strategy development.
- Consultation with a range of local body, central government and private sector people and organisations who have been involved in either the development of the Strategy and/or the implementation of the Strategy. A list of organisations and individuals expected to be interviewed is attached as Appendix 1. Others may be suggested by the consultant.
- An assessment of and comparison with other similar strategies – particularly with regards to their implementation and outcomes. As an example, comparable strategies would include strategies developed and implemented on a regional basis.
- An assessment of the qualitative and quantitative measures of effectiveness and an assessment of Grow Wellington's performance measures.
- An assessment of observations emerging from the review that may assist the Strategy to continue into the future (if that decision is made).

4. Information required from Consultants

Consultants are required to provide at least the following information with their proposal.

- An organisation profile that includes information on services provided by the individual/organisation and a list of current clients across the services provided.
- The name, title and contact information of the main person authorised to represent the organisation in this RFP process
- Details of qualifications, skills and experience of the people who will work on the projects. In particular this should include a section on any successfully completed similar assignments and any past experience people have working with local government.
- Names and contact details of referees from similar assignments
- The recommended methodology to be used to implement this review. This should include but not be limited to:
 - How you will approach the assessment of “effectiveness” including defining what effectiveness means and its relevance for this review.
 - How you propose to undertake the consultation phase of this review to ensure maximum output from interaction with suggested parties at an effective cost
 - An outline of the key steps to be used and outcomes/milestones from each step.
 - How you propose to work with, keep informed and test feedback with the regional CEOs, SORT and the local government politicians involved in this process.
- Details of the time, cost and likely disbursements to be charged for this assignment including comment on any key risks associated with these.
- Comment on the timings proposed and any risks/issues you see with this timing.

5. Timetable

The timetable for this RFP and output from this project are below:

Activity	Date
RFP timing:	
Issue RFP documents	August / September 2010
Q & A session/clarification of requirements	30 Sept. – 16 October
RFP closes	29 October
Possible shortlisted company(ies) presentation to the evaluation team	12 November
Recommendation to WRS Committee on preferred candidate	30 November
Project timing:	
Contract start date	???
Discussion with CEOs on preliminary findings	???
1 st draft report	???
Report from SORT on 1 st draft report	???
2 nd draft report	???
Report from SORT on 2 nd draft report	???
Discussion with CEOs on final findings and recommendations and feedback provided on 2 nd draft report	1 May 2011
Final report and presentation to WRS Committee	30 May 2011
WRS Committee to make decision on Strategy to continue or not	30 June 2011

As previously noted, this assessment is required to enable the WRS Committee to make a decision by 30 June 2011 as to whether to continue or cease the Strategy. Therefore timing of the final report to the WRS Committee is very important.

6. Submission and Evaluation Process

Submission Process:

You are required to submit your proposal which should include all the information outlined above by 5pm xxxx 2010.

Proposals should be mailed or emailed to:

Proposal for Review of Wellington Regional Strategy

Mail:

Greater Wellington Regional Council
142 Wakefield Street, Wellington
P O Box 11646, Manners Street, Wellington. 6142
Attention: Jane Davis

Courier or Hand Delivery:

Ground floor reception
Greater Wellington Regional Council
142 Wakefield Street, Wellington.
Attention: Jane Davis

Email:

jane.davis@gw.govt.nz

Evaluation of Proposals:

Proposals will be assessed against the requirements set out in this RFP by the Chief Executives of the region resulting in a recommendation of a short list of preferred candidates.

Factors that will be taken into account when evaluation proposals will include but are not limited to the following, which are not in any order of priority:

- Proposed Methodology
- Qualifications, skills and experience of the people who will work on the projects
- Evidence that the people to work on this projects have successfully completed similar assignments
- Organisation fit and ability to communicated effectively with all levels of staff and politicians within Councils
- Pricing

Evaluation Process:

The evaluation process will include the following points:

- Each proposal will be assessed by the evaluation team as to the capability and strength of the proposal.
- Your organisation may be shortlisted and required to make a presentation to the evaluation team as part of the overall evaluation process.
- The evaluation team may also include in their evaluation of your proposal their own past experience with you/your organisation. This may include whether you have met all contractual requirements and delivered a satisfactory outcome.

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Appendix 1: Parties expected to be consulted during review

- Mayors and Chief Executives of the region's councils
- Chair and CEO of Greater Wellington Regional Council
- Chair and independent members of the WRS Committee
- WRS Office
- Chair and members of the Board of Grow Wellington
- CEO and staff of Grow Wellington
- Ministry of Economic Development
- Businesses from the Activate and Incubator programmes
- Angel HQ investors
- Partners/members of the Centres of Excellence
- Ministry of Social Development
- NZ Trade and Enterprise
- The Wellington Employers' Chamber of Commerce
- Employers and Manufacturers Association
- Senior Officers Resource Team (SORT)
- Participants in the Strategy working groups
- Other key partners in the Strategy