



Operations – Technical Working Group

Terms of Reference



Terms of Reference

These terms of reference govern the Operations Technical Working Group. The Working Group shall review the terms of reference annually and make recommendations to the Infrastructure Sustainability Council's Chief Operating Officer in relation to any proposed changes. The ISC will review the successful functioning of the TWGs from time to time.

Technical Working Groups – Strategic Context

The Infrastructure Sustainability Council (ISC) has formed a number of Networks and Technical Working Groups (TWGs) to help shape the future of sustainability in Infrastructure (see Figure 1 below), as a part of ISC's Strategic Plan 2020-2025. [Strategic-Plan-2020-2025-Overview_1.pdf \(netdna-ssl.com\)](#)

Technical Working Groups (Quarterly)

Approved by Infrastructure Sustainability Council:

- Support development of tools, templates, training content etc. (Workplan items)
 - Provide recommendations on benchmarks, technical development
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Proponent	IS Planning	IS D&AB	IS Operations	IS Essentials	Sustainable Materials
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Figure 1

Operations Technical Working Group

Purpose

The Purpose of the Operations Technical Working Group is to enable ISC's Strategic Goal of 'Leadership'. The Group is to enable and assist ISC provide industry with a valid Operations Rating scheme and Tools that promote continuous improvement and innovation.

Objectives

- To assist in the continuous improvement and development of the ISC Operations Rating scheme and Tools;
- To report and make recommendations on matters relating to the Operations Rating scheme development (i.e. issues/challenges/future directions);
- To report and make recommendations on stakeholder views relevant to ISC.

Responsibilities

1. As industry leaders and experts, provide robust engagement and recommendations (in line with the ISC Continuous Improvement process) on:
 - a. Technical issues and challenges;
 - b. The ISC benchmarks and the balance between benchmark requirements and feasibility;
 - c. Identifying and resolving how the IS rating scheme can be used across a range of projects, assets and infrastructure types;
 - d. The future of infrastructure sustainability and the mechanisms needed to achieve this future.
2. Report on and evaluate stakeholder views relevant to ISC, and provide recommended ways forward
3. Help shape the Group's Workplan and actively work on resolving items identified

Duties/Scope

Refer to the '*Operations Workplan*' for specific duties/scope.

(note, the Workplan is reviewed and updated annually with opportunity to add high importance issues on an as needs basis. It will also include time for the group to comment on ISC items (as related to the above) as they arise.)

Group Composition

- Max 12-14 members per group + 2 ISC Team members (ISC Nominated Representative + relevant Project Manager)
- It is expected that members of the Group will hold influential positions in organisations associated with the Operations Rating scheme
- Participants will be part of a member organisation
- ISC welcomes participants from a broad range of asset classes
- All appointments to the Group shall be approved by ISC
- A member of the Group will act as the chair of the Group.
- ISC strongly encourages a mix of backgrounds, geographies (Australia & New Zealand), genders and ages.
- ISC strongly welcomes professionals with Aboriginal, Torres Strait Islander and Māori background to join us.
- Member selection - Members are selected based on Selection Criteria (experience, relevance etc.) to ensure there is an appropriate balance per Working Group.

Term

- Individuals are appointed (not companies)
 - ISC may accept replacements from within a company, but members are required to ask first, and ISC reserves the right to say no.
- Appointment term – 2 years (except in the inaugural appointment where members are appointed for 3-4 years to manage a level of continuity)
 - Renewal/extension of term for members— the process typically does not allow renewals/extension of terms to allow maximum market participation. Members are welcome to reapply for a seat at the end of their term.
 - Renewal/extension of term for Chair – opportunity for extension at ISC’s discretion
 - **Mechanism for change** - After the term of appointment is complete (or if current members are no longer able to carry out their duties) ISC will put out a call for new members to allow different stakeholders to be involved

Group Structure

The preferred **Group Structure** is to typically remain the same i.e. circa total 12-14 members made up of:

- 3 Proponent representatives (Sustainability Managers)
- 2 FM representatives
- 1 Consultant
- 1 Environmental Manager
- 1 Asset Management Consultant
- 1 Waste (circularity) Consultant
- 1 Stakeholder Manager
- 1 Assessor representative
- 1 Verifier representative
- 1 seat reserved for Environmental representative
- 1 seat reserved for Social representative

Note, ISC does not allow the same individual to be a member of more than 2 TWGs.

Subgroups (self-organising)

- Subgroups can form when multiple members apply for a specific seat(s) (and all applicants meet the Evaluation Criteria)
 - e.g. 6 Proponent members apply for the Design and As Built group but only 3 Proponent seats are available - then all the Proponent members that applied (and meet the Evaluation Criteria) can form a subgroup. The subgroup then selects 3 of their members to represent their voice at the Core Group i.e. be the Subgroup Representative(s)
- The Subgroups vote for the Subgroup Representative(s) to represent them at the relevant Working Group
 - The Subgroup Representative could be an organisational ISC member or a peak body ISC member
 - Subgroup Representatives must represent the majority views of the subgroup within the main group (in line with the Consensus section of this document)
 - A register of subgroup members is to be maintained by the Subgroup Representative and then provided to ISC for meeting minutes distribution
 - Subgroups are updated at the same time as the main working groups and therefore new Subgroup Representative(s) is voted in every 2 years (unless subgroup raises a concern with ISC)

Figure 2: Preferred Group Structure

Proponent	Planning*	Design & As Built*	Essentials*	Operations*	Sustainable Materials*
1. Proponent	1. Proponent Representative	1. Proponent Representative	1. Proponent Representative	1. Proponent Representative (Sustainability Manager)	1. LCA provider/consultant Representative
2. Proponent	2. Proponent Representative	2. Proponent Representative	2. Proponent Representative	2. Proponent Representative (Sustainability Manager)	2. Proponent Representative
3. Proponent	3. Proponent Representative	3. Proponent Representative	3. Proponent Representative	3. Proponent Representative (Sustainability Manager)	3. Design Consultant
4. Proponent	4. Contractor Representative	4. Contractor Representative	4. Contractor Representative	4. FM Representative	4. Circular Economy Consultant
5. Proponent	5. Funder / Investor	5. Contractor Representative	5. Contractor Representative	5. FM Representative	5. Concrete Industry Representative
6. Proponent	6. Funder / Investor	6. Contractor Representative	6. Contractor Representative	6. Consultant	6. Asphalt Industry Representative
7. Proponent	7. Planning Consultant	7. Design Consultant	7. Design Consultant	7. Environmental Manager	7. Steel Industry Representative
8. Proponent	8. Planning Consultant	8. Design Consultant	8. Design Consultant	8. Asset Management Consultant	8. Waste (circularity) Consultant
9. Proponent	9. Planning Consultant	9. Design Consultant	9. Design Consultant	9. Waste (circularity) Consultant	9. EPD Australasia
10. Proponent	10. Academic and/or Researcher**	10. Design Consultant	10. Design Consultant	10. Stakeholder Manager	10. Material/product Certifier Representative
11. Proponent	11. ISAP Assessor Representative	11. ISAP Assessor Representative	11. ISAP Assessor Representative	11. ISAP Assessor Representative	11. ISAP Assessor Representative
12. Proponent	12. ISAP Verifier Representative	12. ISAP Verifier Representative	12. ISAP Verifier Representative	12. ISAP Verifier Representative	12. ALCAS
13. Proponent	13. Reserved for Environmental Representative seat	13. Reserved for Environmental Representative seat	13. Reserved for Environmental Representative seat	13. Reserved for Environmental Representative seat	13. Reserved for Environmental Representative seat
14. Proponent	14. Reserved for Social Representative seat	14. Reserved for Social Representative seat	14. Reserved for Social Representative seat	14. Reserved for Social Representative seat	14. Reserved for Social Representative seat

* Subgroups can form when multiple members apply per for a specific seat(s) (and all applicants meet the Evaluation Criteria), but subgroups are not mandatory.

**To be identified by ISC.

Meetings

- At least 4 times per year (and additionally as necessary) to report back to ISC
- The meetings will be chaired by the Group Chair, unless delegated.
- A quorum will be a minimum of 50% of the members plus the nominated ISC representative (or delegate). Working Group members are expected to attend most meetings.
- Generally, meetings will be held via teleconference or web conference at a suitable time for all members of the group (considering time zones). If the group decides a face to face meeting is needed, it is expected that the working group members will be responsible for their own travel costs to attend these meetings.
- Meeting logistics (i.e. date, time and method of meeting) will be arranged by ISC in advance of the meeting
- An agenda (and appropriate papers, if applicable) will be circulated to the Working Group (including subgroups) prior to each meeting
- Group members will be informed of major issues to be considered prior to each meeting
- Members of the Group will be invited to disclose conflicts of interest at the commencement of each meeting.
- Proceedings of all meetings are minuted and ratified by members in attendance
- Each member of the Group acknowledges that the legal interest in any intellectual property in material developed by the Group will vest in ISC.

Roles

- Chairperson
 - The member voted by Group and endorsed by ISC for a term of 2 years
 - The chair will be responsible for (unless delegated):
 - Issuing Meeting Agenda (and any relevant papers/reports) to Group (and subgroups) prior to meeting
 - Facilitating Group meetings
 - Leading group deliberations/recommendations to consensus in a fair and consistent manner
 - Communicating the Group deliberations and recommendations to the ISC Nominated Representative after each meeting within a reasonable period.
 - Collating Workplan suggestions from the Group, and seeking endorsement on these from the ISC Nominated Representative
 - Leading/directing the Group work on the Group Workplan Deliverables, and issuing these to the ISC Nominated Representative
- ISC Nominated Representative
 - ISC will appoint an employee as nominated representative and this person will be the first point of contact by the Group on any matters that need to be raised to ISC
 - This person will be responsible for:
 - Organising meeting logistics (i.e. date, time and method of meeting e.g. Microsoft Teams)
 - Issuing Agenda to Group Chair prior to meeting
 - Coordinating and providing any relevant papers/reports for Group review and consideration to Group chair prior to meeting
 - This may require technical assistance from specific group members from time to time
 - Attending quarterly meetings, and presenting 'ISC updates' slides at the beginning of the meeting, including any ISC Policy position updates
 - Preparing and circulating meeting minutes to the Chair for approval, and then to the rest of the Group (and subgroups)
 - Communicating Group recommendations/deliberations to ISC ITP (and providing feedback loop to Group)
 - Communicating Group Workplan suggestions to ISC ITP (and providing feedback loop to Group)
 - Communicating Group Workplan Deliverables to ISC ITP (and providing feedback loop to Group)
- ISC Internal Technical Panel (ITP)
 - The ISC ITP is responsible for:

- Approving Group members (and approving subgroup members, but not Subgroup Representative)
 - Endorsing the Chairperson
 - Providing feedback/endorsement on Group Recommendations/deliberations
 - Providing feedback/endorsement on Group Workplan suggestions
 - Creating new Workplan items (separate from the Group suggested items)
 - Providing feedback/endorsement on Group Workplan Deliverables
- Group Members
 - Members are responsible for:
 - Attending group meetings and undertaking the actions required to meet Group Purpose, Objectives and Roles (including work on Group Workplan Deliverables)
 - Being compliant with the Group Code of conduct (see below)
 - Being compliant with the Consensus section of this document
- Subgroup Members
 - Members are responsible for:
 - Voting for Subgroup Representative
 - Providing their views and recommendations to the Subgroup Representative
 - Being compliant with the Group Code of conduct (see below)
 - Being compliant with the Consensus section of this document
- Subgroup Representative(s)
 - The representative(s) are responsible for:
 - Representing the majority views of the subgroup within the main group (in line with the Consensus section of this document)
 - Maintaining a register of the subgroup members

Code of conduct

- The Group members are expected to:
 - prepare appropriately for meetings;
 - act responsibly and respectfully in meetings;
 - strive to make recommendations via consensus whenever possible;
 - behave in an ethical manner;
 - exercise independent judgment;
 - act responsibly in relation to confidential information
 - disclose conflicts of interest at the commencement of each meeting
 - act in accordance with competition/antitrust laws section of this document

Competition/antitrust laws

- The Group members are required to comply with all relevant competition/antitrust laws and regulations in Australia, New Zealand and other relevant jurisdictions during all activities related to the Technical Working Groups. Members are required to flag any behaviour which may be deemed as anti-competitive to ISC.

Consensus

- The Group is not a decision-making body. The Group may make recommendations to ISC which will be processed through the ISC continuous improvement process.
- Group recommendations to ISC's Internal Technical Panel (ITP) are decided on the principle of consensus
 - Group members agree to represent the consensus of the group and not individual opinions
 - Members will work with the other group members to seek resolution and look for common ground.
 - Consensus means most people in the group agree and there is no sustained, strong opposition; it does not mean unanimous agreement
- Voting on recommendations should be avoided, but if necessary, will be decided by a majority of votes of members present.
- Deliverables and recommendations will be reported to the ITP and managed through ISC's continuous improvement process.

External Communications

- ISC may publish relevant information about the Group to its members and wider stakeholder community via the ISC website, newsletter, and other relevant channels.
- Information that could be published includes:
 - Members of the Group
 - Purpose
 - Updates on progress
 - Final output(s) of the Group
- The Group may also request that ISC communicate through its channels if the Group needs to inform or seek feedback from the wider membership or stakeholders of ISC.

QUALITY INFORMATION

Document Operations - Technical Working Group – Terms of Reference

Version 1.0

Date 17 September 2021

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