

Terms of Reference

Economic Development Kotahitanga Board (EDKB)

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Purpose

Establish an independent Economic Development Kotahitanga Board supported by Kāpiti Coast District Council (KCDC) for the purpose of:

- Building trust with our key partners and stakeholders in the district.
- Providing a unified strategic direction for economic activity for the district.
- Supporting the growth of a vibrant, diverse economy in order to provide increased opportunity, resilience and wellbeing for all.
- Oversee delivery and implementation of the Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-23

This will be fundamental to our success, and the building of strong foundations with our communities and their wellbeing over the next three years as well as working towards our Economic Development Strategy and Implementation Plan 2020-2023 vision:

Through partnership, support the growth of a vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience and well-being for all

There is recognition that governance needs to be consistent, continuous, and effective. It is the shared view of Council, our partners and stakeholders, that the governance of the Economic Development Strategy and Implementation Plan 2020-2023 should be independently led, and council supported with future transition to a more independent model. All partners and stakeholders are committed to governance principles based on:

- Transparency
- Accountability
- Stewardship
- Integrity
- Trust

Scope

The Economic Development Kotahitanga Board (EDKB) with support from KCDC will:

- Provide strategic leadership and professional input and advice on key actions to be delivered and any other economic development opportunities.
- Be ambassadors for the Kāpiti district.
- Work with Iwi representatives to establish tikanga Māori principles that will provide guidance to ensure the obligations of the Treaty of Waitangi are upheld;
 - The principles of partnership, participation, good faith and protection underpin the relationship between the Government and Māori under the Treaty of Waitangi
 - Tikanga are Māori customary practices. The concept is derived from the Māori word 'tika' which means 'right' or 'correct' so, in Māori terms, to act in accordance with tikanga is to behave in a way that is culturally proper or appropriate.
- Be accountable to the Strategy and Operations Committee of Council for the duration of the 3-year Economic Development Strategy and Implementation Plan

2020-2023, reporting and monitoring against responsibilities and outcomes outlined in this document.

Board Responsibilities

Initial responsibilities for the EDKB, include:

- Provide strategic leadership and input into the implementation and delivery of key priorities within the Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-23 (the Strategy) and other economic development projects and initiatives that will enhance the wellbeing of our district.
- Advise on the reprioritisation or change in actions (if required) to be delivered in the Strategy. Any changes are to be discussed and agreed with Council and Delivery Partners as outlined in the Strategy.
- Oversee the implementation and delivery of the economic actions of the Kāpiti Coast Covid19 Recovery Plan in parallel to the implementation plan of the Strategy.
- Build strategic relationships, with a core focus on enhancing and progressing economic development and wellbeing opportunities and outcomes.
- Strategically support the Kāpiti Coast District Council Economic Development Unit and Strategy Delivery partners to achieve the Implementation plan agreed outcomes.
- Ensure a core focus on how we can work more strategically together, with our partners, other agencies and as a district to better enhance economic wellbeing outcomes in the community.
- Apply a consistent and integrated lens to Kāpiti's declared Climate Change emergency, natural environment, coastal management and land use across the priorities of the Strategy and any future projects. This means recognizing that a thriving economy must exist within socio-ecological limits and environmental boundaries.

Authority

Following establishment of the Economic Development Kotahitanga Board (EDKB):

- EDKB will be accountable to and report directly to the Strategy and Operations Committee of Council
- A performance agreement will be agreed between Council and the Economic Development Kotahitanga Board. This will set out the resources and performance measures required to deliver agreed outcomes.

Written and verbal reports to the Committee are to be provided by the Board Chair every six months outlining activities of the Board and performance to date against agreed measures.

In addition, six monthly updates are to be provided to the Te Whakaminenga o Kāpiti Committee.

Board Structure

Roles

The EDKB will consist of seven members, of which three members will represent each local iwi (Ngāti Toa Rangatira, Te Āti Awa ki Whakarongotai, Ngāti Raukawa ki te Tonga). An independent chair will be appointed and supported by a secretariat. Sector specialists may be seconded to the EDKB as required.

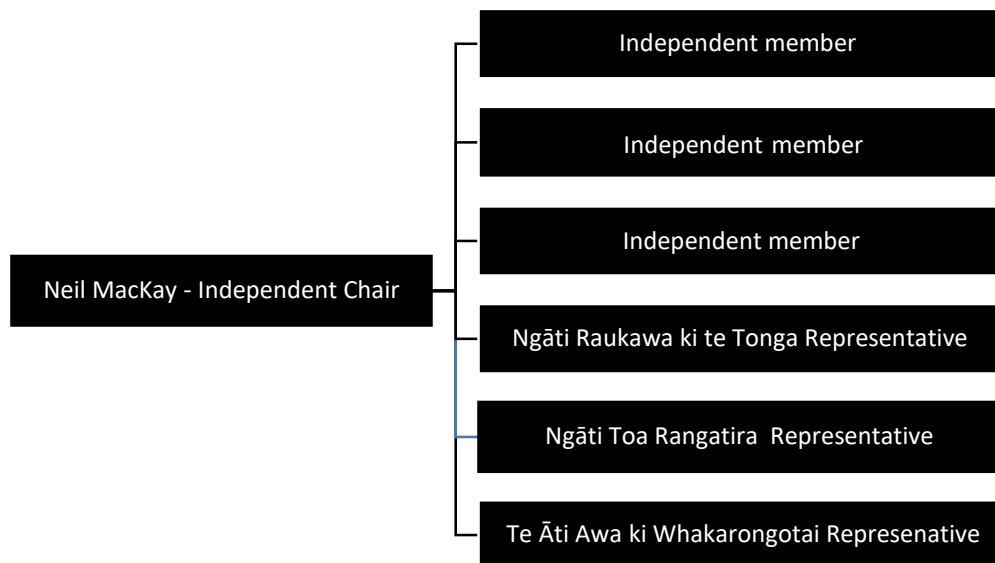
Appointment of EDKB members:

- focus will be on skills / experience and connections
- local iwi (Ngāti Toa Rangatira, Te Āti Awa ki Whakarongotai, Ngāti Raukawa ki te Tonga) will each be represented
- an elected councillor representative will be an ex-officio member of the EDKB
- A role description for the member positions have been developed and is to be approved by the Strategy and Operations Committee.

EDKB Responsibilities

- the independent chair Neil MacKay (initial 1-year term) has been appointed by Council (30 July 2020) to build trust, pull together a strong Board membership and provide a unified strategic direction
- a transparent recruitment process of the EDKB members and secretariat will be adhered to by the selection panel.
- the EDKB member appointments will be for no less than one year, but no longer than three years depending on skill sets and key priorities of the Board.
- the EDKB needs to be able to work productively with multiple partners and stakeholders within and outside the district.
- the EDKB will assist in finalising and agreeing the monitoring and reporting framework for the Strategy.

Economic Development Kotahitanga Board Structure:



Recruitment

Process

- The appointment of three iwi representatives will be formalised with Te Whakaminenga o Kāpiti or with iwi individually through their respective boards (working with Council's Iwi Partnerships team).
- The appointment of independent members will be led by a selection panel made up of:
 - Independent Chair, Economic Development Kotahitanga Board
 - Chair, Strategy and Operations Committee
 - Third panel member to be nominated by Chair, Te Whakaminenga o Kāpiti

This will be undertaken in co-ordination with Councils' Economic Development team.

- The appointment of a Council representative to attend meetings as an ex-officio member of the Board will be a decision of the Strategy and Operations Committee. Skills targeted for this role to include:
 - Commercial acumen
 - Business acumen
 - Networked local and regional businesses/other agencies
 - Advocacy
- The appointment of a part-time secretariat role to support the Board will be undertaken by Council's Economic Development team in coordination with the Chair.

Meeting arrangements

The EDKB will meet for a minimum of six times per year. In addition, meetings of a sub group of directors may also be required for specific projects or sector/industry initiatives.

Monitoring and Reporting

Monitoring progress and making recommendations for the future is critical to a well-functioning Strategy and Implementation Plan. It helps us know what is working and what might need to be changed. These are important mechanisms for managing risk and holding each other to account if implementation does not happen as it should.

Reporting requirements

- A half yearly report will be prepared outlining progress to date against each of the actions, timeframes and issues and risks. This report will be published on the Council's website with immediacy after each meeting. Elements of the report may be withheld if there are reasons to do so, such as commercial-in-confidence information.
- The Chair will provide an in-person report to the Strategy and Operations and Te Whakaminenga o Kāpiti Committees at least every six months to detail progress against the Strategy and Implementation Plan.
- The Chair will oversee development of an annual report for publication at the end of Year 1 and Year 2 of operations, identifying progress, risks, and next steps. Council senior leadership and staff will make themselves available to work with the EDKB on actions and provide updates, as is deemed reasonable and fair.

Review

- The Chair will commission a short (six week) review mid-way through Year 2 to establish whether the Strategy and Implementation Plan is on track and the governance is working effectively. Recommendations will be provided to the Council and reported on publicly.
- The Chair will initiate planning for the next three years of the Economic Development Strategy and Implementation Plan (i.e. 2023-2026) from the beginning of Year 3. In addition, the annual reporting process will also serve as a mechanism for reviewing progress and establishing future year priorities.

Performance agreement

The performance agreement outlines what responsibilities and outcomes are expected to be delivered or met and identifies how they will be measured. This agreement is made between the Economic Development Kotahitanga Board (EDKB) and the Kāpiti Coast District Council.

It is proposed that the initial core responsibilities of the EDKB are as follows:

1. Oversee the delivery of the Economic Development Strategy and Implementation Plans' 2020-2023 key actions for Year 1 (refer [Table 6 from the ED Strategy](#)), Year 2 and Year 3.
2. Advocate for Kāpiti Coast and for economic development activities in the district
3. Be a relationship broker, with a focus on the establishment of strategic relationships to progress the outlined key priorities of this strategy.
4. The EDKB contribute to finalising and agreeing the monitoring and reporting framework for the Strategy. This recognises that given the Covid-19 pandemic, there is a need to understand more fully the economic, social, environment and cultural impacts on the local economy and community and; how these will affect our economic performance and growth.
5. Implementation and delivery of economic recovery initiatives/projects as outlined in the Kāpiti Coast District Councils Recovery Plan.
6. Build strong working relationships with our Economic Development Agency – WellingtonNZ; local, regional and central Government agencies and business leaders to enhance delivery of the Implementation Plan.

Priorities for year 1

The Economic Development Strategy and Implementation plan contains a number of actions that will be progressed by the EDKB, Council and its key partners over the coming years.

Our Year 1 priority actions are outlined in the table below and will form the primary strategic focus for the Board.

Year 1 – Priority Key Actions

Pillars / Ngā Pou	Year 1 Priority Action	Outcomes	Delivery Timeline
Positioning Kāpiti Coast / Whakapapa	Deliver the Kāpiti Coast Story	<ul style="list-style-type: none"> • Kāpiti Coast's story is launched with the support of Council, Iwi and community with a marketing campaign supported by WellingtonNZ. 	Ongoing
Open for Opportunity / Kaitiakitanga	Provide a coordinated approach for key investment and business opportunities	<ul style="list-style-type: none"> • New businesses are successfully secured. • Key investment opportunities enable growth and diversification. 	Aug 2020 – Ongoing

Pillars / Ngā Pou	Year 1 Priority Action	Outcomes	Delivery Timeline
Growing Skills & Capability / Whānau	Develop a Kāpiti Coast Workforce Plan, including youth initiative	<ul style="list-style-type: none"> Kāpiti Coast Workforce plan completed with key actions outlined. PGF funding secured for a 2-year Ōtaki youth initiative. 	Feb 20 – Jun 21 Sept 20
Supporting key sectors / Manaakitanga	Develop a Kāpiti Coast Destination Plan and a strategy for one other key sector	<ul style="list-style-type: none"> Kāpiti Coast Destination plan completed A key sector strategy is completed. 	Aug 20 - Jun 21 Jun 21
Strengthening Partnerships and Leadership / Kotahitanga	Establish an Economic Development Kotahitanga EDKB and finalise the monitoring and reporting framework and performance agreement and measures for the Strategy.	<ul style="list-style-type: none"> Economic Development Kotahitanga EDKB is established and profiled in the media. Monitoring and reporting framework finalised by EDKB. Terms of Reference including a performance agreement is signed by the Chair and Council. 	Aug-Sept 20 Sept 20 Aug 20

Measuring success

It is important that the Board is able to show the Council, Iwi, Business and the Community that it is adding value to the local economy and the delivery of the Kāpiti Coast Economic Development and Implementation plan 2020-23.

With the final impacts of the COVID 19 pandemic still unclear, putting in place targeted measures is difficult. It is therefore proposed that initial measures reported on by the Board are utilised to establish a benchmark, with growth then measured from these benchmark levels. It is acknowledged that growth and the impacts being measured cannot be fully attributed to the actions of the Board and the Strategy. However, it is important to ensure that trends are understood and responded to accordingly.

The key impacts to be measured are as follows:

1. Employment Growth – increase in local employment options and pathways
2. Mean Income Growth – increase in higher paying local employment and income generating opportunities
3. Business Unit Growth – increase in businesses establishing, expanding and moving to the district
4. GDP Growth – increased growth of the local economy and key sectors.

In addition to the above impacts, the following specific measures are to be reported against:

- Evidence that trust has been established through the establishment of strong working partnership with Council, iwi, business and community.
- The economic recovery plan is delivered in co-ordination with delivery partners.

- Evidence that strategic partnerships formed have enabled wider benefits contributing to economic wellbeing.
- Key priority actions outlined in the strategy are delivered in partnership with delivery partners.
- Māori businesses are supported, with future workforce needs identified.
- Rangatahi have access to greater employment pathway choices, with support for overall well-being.

Budget requirements

- Board members will be remunerated for attendance at Board meetings.
- Remuneration for the Board Members and Secretariat role, including incidentals will be met by Kāpiti Coast District Council.
- Budget has been allocated by Council internally to enable Year 1 Priority actions to be delivered.
- Any additional budget required for Year 2 and Year 3 deliverables as outlined in the Economic Development Strategy and Implementation Plan 2020-2023, will be sought through the Long Term Plan process.
- Any new projects or initiatives driven by the Board that require budget, will need to be sought through the Long Term Plan process.

Position Description

BOARD MEMBER ROLE September 2020

Position Title: Board member / Iwi representative

Authority: The Board will be accountable to and report directly to the Strategy and Policy Committee of Council. A performance agreement between the Council and the Board sets out the resources and performance measures required to deliver agreed outcomes.

Meeting arrangements: The Board will meet a minimum of 6 times a year. In addition, meetings of a sub group of directors may also be required for specific projects or sector/industry initiatives.

Purpose of the Board:

- Building trust with key partners and stakeholders in the district.
- Providing a unified strategic direction for economic activity for the district.
- Supporting the growth of a vibrant, diverse economy in order to provide increased opportunity, resilience and wellbeing for all.
- Oversee delivery and implementation of the Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-23

This will be fundamental to our success, and the building of strong foundations with our communities and their well-being over the next three years as well as working towards Kāpiti Coasts Economic Development Strategy's vision:

Through partnership, support the growth of a vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience and well-being for all

Economic Development Kotahitanga Board – KEY RESPONSIBILITIES AND OUTCOMES

- Provide strategic economic leadership and input to the implementation and delivery of key priorities and other economic development projects and initiatives that will enhance the wellbeing of our district.
- Reprioritisation (if required) of actions (year 1, year 2, year 3) to be delivered within the Implementation Plan of the Economic Development Strategy (EDS) are discussed and agreed with the Economic Development team and action leads identified as outlined in the Implementation Plan.

- Oversee the implementation and delivery of economic actions of the Kapiti Coast Covid 19 Recovery Plan in parallel to the implementation plan of the Economic Development Strategy.
- Build strategic relationships, with a core focus on enhancing and progressing economic development and wellbeing opportunities.
- Strategically support the KCDC Economic Development team and partners to achieve the Implementation plan agreed outcomes.
- Core focus on how we can work more strategically together, with our partners, other agencies and as a district to better enhance wellbeing for all.
- Apply a consistent and integrated lens to Kāpiti's declared Climate Change emergency, natural environment, coastal management and land use across the priorities of the strategy and any future projects. This means recognizing that a thriving economy must exist within socio-ecological limits and environmental boundaries.

Essential Skills, Knowledge and Experience

A combination of the following core skills and experience as well as other skills and knowledge as outlined, are a prerequisite for all member roles.

- Proven core skills and experience to include:
 - governance
 - strategy
 - commercial and business acumen
 - networking
 - financial acumen
 - partnerships – private and/or public
- Other specific key skills and knowledge:
 - Environment / Climate Change
 - Economic Development
 - Community well-being
 - Digital technology
 - Marketing / Communications
- Skills or proven expertise relevant to the Year 1 priorities outlined in the Economic Development Strategy and Implementation Plan 2020–2023 would be advantageous.
 - Health care and social assistance
 - Construction and infrastructure
 - Training and education
 - Destination planning and developing Kāpiti's Story
 - Māori business and pathways for rangatahi