

## Bay of Connections Leadership Group Terms of Reference

### Purpose

Bay of Connections is an economic development catalyst for the wider Bay of Plenty region. Its role is to connect the dots and advance tactical projects across the Bay of Plenty, with the goal of delivering regional, transformational and long-term benefits. Its targeted approach involves working alongside local areas, helping ensure alignment where it makes sense, minimising the potential for duplication and providing thought leadership where required.

The Bay of Connections operates under the Regional Development Activity stream of the Bay of Plenty Regional Council's Long-Term Plan and is not a standalone entity or Regional Economic Development Agency.

### Function of the Leadership Group

The Bay of Connections Leadership Group is an independent governance and strategic advisory group whose cores functions are to:

- Set direction on regional economic development activities, aligned to Bay of Connections' key focus areas: Infrastructure, Workforce, Maori Economic Development and Transition to a Low Carbon Circular Economy
- Provide a valuable link between key stakeholders, sub-regional EDAs, industry, and local and central government to create a shared understanding of regional and sub-regional economic development priorities
- Identify challenges and opportunities that require regional conversations
- Actively lead a change in thinking to support better cross-region decision making on matters of sustainable regional economic development
- Assist in achieving regional economic development outcomes that benefit the wider Bay of Plenty and its communities.

### Objectives

Key Leadership Group activities include:

- Advancing tactical projects aligned to BOC's key focus areas, ensuring these are evidence-based, aligned to and/or support sub-regional economic development activities and deliver long-term benefits for the region;
- Attendance at quarterly half-day meetings at which ideas, recommendations and workshops are held and presented by the BOC Operational Team;
- Ad-hoc meetings from time to time between sub-groups of the BOP Leadership Group and the BOC Operational Team on various topics;
- Reviewing and monitoring (via monthly dashboard reports) performance of the BOC against agreed targets;
- Providing strategic advice, direction and support to the BOC Operations Team (and BOPRC as required), insight into emergent trends and implications for the wider Bay of

- Plenty's economic development;
- Seek to collaborate, co-ordinate and communicate regularly through engagement with key stakeholders via emails and newsletters, in-person meetings, presentations to committee/board meetings where appropriate and workshops with key stakeholders and members of industry;
- Encourage a collaborative, integrated and regional perspective to sustainable economic development, contributing towards BOPRC's community outcome of 'a vibrant region'.

### **Membership**

The independent Leadership Group will include up to six members, comprised of:

- An elected Chairperson
- Three to five business leaders

Members of the Leadership Group will be selected on the basis of skills and experience (see Appendix A) and not as representatives of a particular industry sector, community, area or sub-region. The Leadership Group is expected to have gender balance and Māori representation.

### **Appointment**

Leadership Group members are appointed by the Bay of Plenty Regional Council (BOPRC) on the recommendation of an appointment panel. The appointment panel consists of: BOPRC Chief Executive, BOC Chairperson, BOC Programme Manager and two representatives from sub-regional EDAs.

Process:

1. Expressions of Interest (EOI) sought, received by the BOPRC General Manager Strategy & Science.
2. Appointment panel assesses EOIs against the required skills and experience outlined in the 'Appointee profile' of the BOC Leadership Group Terms of Reference.
3. Shortlisted candidates are interviewed to confirm their suitability for the role.
4. Recommendation made to Council for consideration and appointment.

The call for Expressions of Interest will be made via the Bay of Connections newsletter, posted on the BOC website and social media channels, and shared with the four sub-regional EDAs for dissemination via their respective communication channels.

Interested candidates must reside within the Bay of Connections region.

Leadership Group members can nominate themselves or another member for Chairperson when that role becomes available. The Chairperson will be appointed by majority vote of the Leadership Group. In the case of no internal nominations, or an inconclusive vote, a call for Expressions of interest will be made, following the process outlined above.

### **Term**

Business Leader member appointments are made for a term of up to three years, with the option to apply for reappointment.

The Chairperson is appointed for a two-year term, with the option to apply for reappointment.

All Leadership Group members must give three months' notice of their intention to stand down

at any time during or prior to the end of their tenure. Members must also give three months' notice of their intention to apply for reappointment prior to the end of their tenure.

Members applying for reappointment will be subject to the relevant (Business Leader or Chairperson) appointment process outlined above, to be considered against new candidates.

### **Succession**

A framework and process will be developed and implemented to ensure staggered tenure of Leadership Group members to deliver seamless transition and succession.

### **Termination**

A member's appointment may be terminated at any time by the Chief Executive of BOPRC by way of written notice. Consultation with the appointment panel will be undertaken prior to notice being given. There will be no compensation payable to members for early termination.

### **Member induction**

Leadership Group members will receive an orientation pack containing information explaining the role of Bay of Connections, the purpose and functions of the Leadership Group and operational team, an overview of key stakeholders and synopsis of current projects.

The Programme Manager will schedule meetings to introduce new members to key stakeholders within six weeks of that member's appointment.

### **Remuneration**

Leadership Group members will be remunerated for their contribution. The Chairperson is remunerated at a level that reflects the additional responsibility and workload of the role. All business leader members receive the same level of remuneration.

Business leader members: Annual Payment of \$9,500 to be paid in quarterly instalments of \$2,375 each. Leadership Group members shall invoice BOPRC following each quarterly meeting of the Leadership Group.

Chairperson: Annual payment of \$28,800 to be paid in monthly instalments of \$2,400 each. The Chairperson shall invoice BOPRC after the final day of each month.

The remuneration is for services and contribution to the Bay of Connections, as outlined in these Terms of Reference, and includes disbursements and GST.

### **Members' responsibilities**

Leadership Group members will provide advice on priority focus areas, guidance on actions and strategy, and support on specific projects as required.

In addition to attending quarterly meetings, Leadership Group members are expected to participate in stakeholder engagement activities such as Bay of Connections-led workshops and annual forum, as required.

Members are not prohibited from providing contract services to projects within the Bay of Connections work programme. The Bay of Connections is required to follow the BOPRC procurement process for sourcing and contracting services.

### **Chair responsibilities**

The Chairperson steers the Leadership Group and Chairs the Leadership Group meetings.

The Chair works with the Programme Manager to provide regular guidance and advice on the work programme, including providing support around issue and opportunity areas.

The Chair is also responsible for half-yearly reporting to BOPRC Council and/or Strategy & Policy Committee, and leads stakeholder engagement around specific set-piece activities, i.e. key workshops, etc.

The Chairperson is expected to commit two days per month to the role, including meeting attendance.

### **Delegations**

Financial delegation sits with the BOPRC staff responsible for the Regional Development budget, including the Programme Manager – Regional Economic Development.

The Leadership Group sets the direction of Bay of Connections' activities and projects based on well-evidenced and budgeted project/activity plans provided by the Programme Manager.

### **Frequency of meetings**

The Leadership Group will attend in-person quarterly meetings in February, May, August and November each calendar year. It is expected that members will attend at least three of the four meetings during the calendar year.

The quorum for all meetings is four members.

The Leadership Group will make decisions by majority vote, the Chairperson will provide the casting vote in instances of equal votes.

Meeting dates and locations are set at the final meeting of the preceding calendar year. Meetings are expected to be held across the wider Bay of Plenty region, as appropriate.

All meetings will be physical (in person). Video-conferencing technology will be used in instances where a physical meeting is not possible due to natural hazards or restrictions on movement or gatherings resulting from an escalation of the COVID-19 alert level in the Bay of Plenty. The decision to use video-conferencing in lieu of a physical meeting will be made by the Chairperson and Programme Manager.

### **Reporting**

Bay of Connections is currently funded and resourced by Bay of Plenty Regional Council.

The Leadership Group (via the Chairperson) reports to the Bay of Plenty Regional Council Chief Executive and may be required to periodically present to Regional Council.

### **Operations**

The Leadership Group is supported by the Bay of Connections operational team (see Appendix B), Bay of Plenty Regional Council staff and other specialists as appropriate.

The current Bay of Connections operational team consists of the following BOPRC staff:

- Programme Manager – Regional Economic Development
- Analyst - Data and Insights
- Coordinator (0.5 FTE)

Strategic and Communications support is provided by an external resource.

The Bay of Connections operational team provides administrative support to the Leadership Group, preparing the agenda and briefing papers for each meeting, recording minutes and maintaining an action item register. All Leadership Group meeting documentation is stored on the BOPRC Objective system.

The operational team implements the projects and direction set by the Leadership Group, in collaboration with key stakeholders.

**Confidentiality**

In the course of their duties, Leadership Group members may receive information that is confidential in nature. This information will be marked as such and is not for general circulation.

**Conflicts of interest**

Leadership Group members are expected to declare any conflict of interest prior to appointment, and at the outset of any individual meeting or agenda item where a real or perceived conflict of interest may arise. The BOC Operational Team will maintain a conflicts register.

**Contact with media**

All media enquiries are to be redirected to the Programme Manager in the first instance, who will work with the Communications provider to develop and provide an appropriate response.

**Review and evaluation**

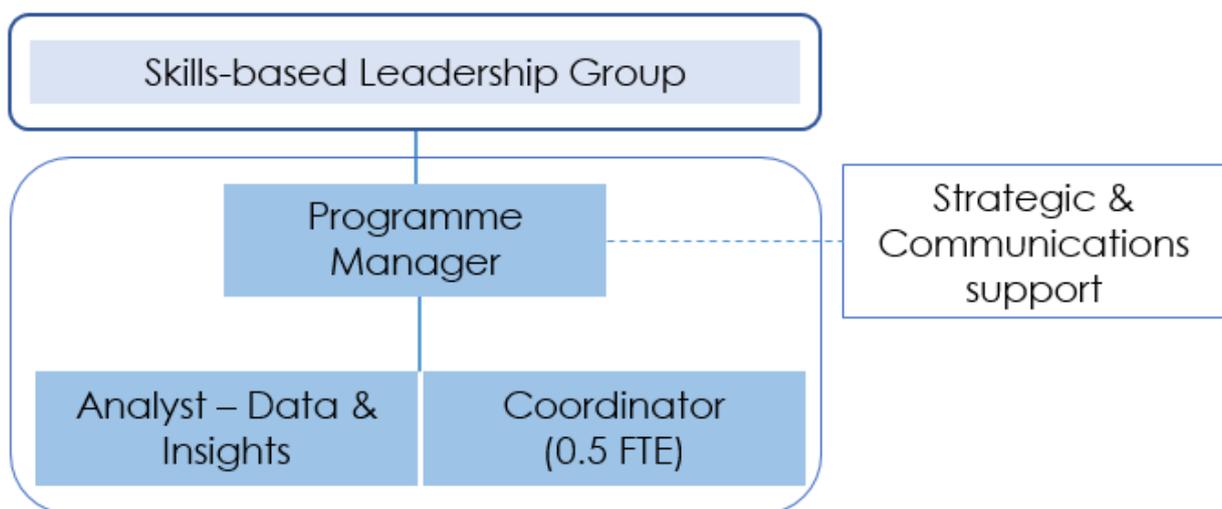
The operation of the Leadership Group and Terms of Reference will be reviewed and evaluated annually.

## Appendix A: The Bay of Connections region

The Bay of Connections covers the wider Bay of Plenty region, including:

- Eastern Bay of Plenty sub-region comprising Whakatāne District, Kawerau District and Ōpōtiki District Councils. The economic development agency operating in this sub-region is Toi-EDA.
- Rotorua sub-region comprising Rotorua Lakes Council. The economic development agency operating in this sub-region is Destination Rotorua/Rotorua Economic Development, with direction from Rotorua Lakes Council.
- Taupō sub-region comprising Taupō District Council. The economic development agency operating in this sub-region is Enterprise Great Lake Taupō.
- Western Bay of Plenty sub-region comprising Tauranga City and Western Bay of Plenty District Councils. The economic development agency operating in this sub-region is Priority One.
- Toi Kai Rawa is a Māori economic development agency that supports Māori and iwi development across the wider region.

## Appendix B: Bay of Connections Structure



## Appendix C: Key stakeholders

- Māori and Iwi
- Local Government, including individual councils and Triennial Mayoral Forum
- Economic Development Agencies:
  - Toi EDA
  - Destination Rotorua
  - Enterprise Great Lake Taupō
  - Priority One
  - Toi Kai Rawa
- Local industry leaders, businesses and communities
- Central Government agencies
- Regional entities, including CONNECT BOP and Regional Skills Leadership Group (RSLG)

## **Appendix D: Membership Appointee Profiles**

Trust, credibility and impact (which requires implementation) are critical to the success of Bay of Plenty Connections; the people appointed to the Leadership Group require specific skills.

### **Chairperson Appointee profile**

Candidates for the Chairperson role will demonstrate relevant experience and possess specific attributes and skills:

- Extensive leadership experience in a business environment
- Enthusiasm for sustainable economic development for the Bay of Plenty Region
- An understanding of the wider interests of the publicly-accountable local and central government stakeholders
- Good at building relationships, onboarding and rallying people and teams
- A solid understanding of governance
- Effective communicator, able to listen and communicate in ways that build rapport
- Be passionate about growing the wider Bay of Plenty and have a truly regional perspective
- Thought leader, able to kick through barriers and provide thoughtful solutions to problems
- Good understanding of Māori economic development within the region
- A high standard of personal integrity
- The ability to work collaboratively and cooperatively within a team and with stakeholders.

### **Leadership Group Member Appointee Profile**

Key attributes required for success:

- Relationship builder, eager to engage with people
- Effective communicator, able to listen and communicate in ways that build rapport
- Thought leader, able to kick through barriers and provide thoughtful solutions to problems
- An understanding of governance issues
- An understanding of the wider interests of the publicly-accountable local and central government stakeholders
- An enthusiasm for the economic development of the Bay of Plenty
- A high standard of personal integrity
- The ability to work collaboratively and cooperatively within a team and with stakeholders.

In addition, the following skills and attributes are sought in the regional Māori business space:

- Strong business skills and strong linkages into the Bay of Plenty Māori business sector and asset base
- Good Māori networks and an appreciation of Māori economic dynamics and potential in the Bay of Plenty
- Understanding of Māori business models and governance arrangements
- Knowledge of the Māori asset and investment base (including opportunities for, and roadblocks to, greater growth and productivity)
- Knowledge of, or experience in, joint venture opportunities involving Māori land and assets, and strategic alliances (regionally and internationally)

## Appendix E: Current Leadership Group Members and Terms

<b>Member</b>	<b>Appointment</b>	<b>Terms ends</b>
Tim Hurdle (Chairperson)	17 December 2020	16 December 2022
Simon Clarke	23 August 2019	22 August 2022
Dr Riri Ellis	23 August 2019	22 August 2022
James Hughes	23 August 2019	22 August 2022
Tina Ngatai	23 August 2019	22 August 2022
<i>Vacancy</i>	Anticipated May 2021	May 2024