



TERMS OF REFERENCE

Vision

Kawerau is the destination of choice for industrial symbiosis opportunities that increase the prosperity and resilience of the community

Purpose

To provide leadership, inspiration and confidence to industry, investors, community, government and other stakeholders in the establishment of Kawerau as a leading example of industrial symbiosis through:

- Creating strong, collaborative relationships
- Identifying opportunities for increased IS and any inhibitors to future growth
- Instigating action plans to encourage new activity and remedy inhibitors
- Effective promotion, communication, advocacy & lobbying
- Securing sufficient funds to ensure the sustainability of the initiative.

Guiding Principles

- Shared value
- Engage with honesty & integrity – no hidden agendas
- Communicate openly with stakeholders, the wider community & public. Communication with the community and public to follow paths as set out in the communications plan to ensure consistency of message/s
- Operate ethically while respecting the commercial value or economic right of business and the inherent elements of confidentiality
- Balance commercial aspiration with belief in the greater good & social values
- Resource stewardship – Kaitiakitanga – Pause, reflect, discuss & demonstrate care for the environment
- Manage relationships with external parties that become involved, ensure they adopt project values
- Collaborate & include – Be future focused, leave the past at the door
- Enjoy the project and have fun
- Have the passion to drive opportunity, courage to make decisions & commitment to make things happen
- Create credible goals & timelines
- No talk fests – discussion must lead to action

Scope	
In Scope	Out of Scope
<ol style="list-style-type: none"> 1. Defining, articulating and promoting IS Kawerau 2. Involvement in non-competitive activities 3. Creating connections & networking 4. Acting as: <ol style="list-style-type: none"> a. A fair broker b. An effective enabler c. An objective enabler – remaining neutral 5. Evaluate & measure the success of the IS initiative 	<ol style="list-style-type: none"> 1. Acting as: <ol style="list-style-type: none"> a. An investment broker b. A statutory organisation 2. Providing legislative advice 3. Capital funding 4. Influencing project ownership

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