



## **Terms of Reference (ToR), Strategic Plan, Delegations of Authority – July 2015**

### **1. Vision, Mission and Values**

- a. Vision: A world-class construction sector that creates value and opportunities for New Zealand.
- b. Mission: To work effectively within the industry, with the regulators and other stakeholders, to continuously improve efficiency, resilience, quality and professionalism.
- c. Values: Collaboration, Integrity and Leadership.

### **2. Strategic Plan**

- a. See current *Strategic Plan* attached.

### **3. Aims**

- a. New Zealand Construction Industry Council (NZCIC) is a joint national council of Member Organisations working to better New Zealand's built environment. It is driven to serve society, give leadership to and add value to the industry as a whole, through member organisations collectively achieving change.
- b. NZCIC is the key body that speaks with representative authority on the diverse issues connected with design and construction without being constrained by the self-interest of any particular sector or organisation. It provides a single front-door to the building and construction sector for engagement by key stakeholders including government bodies.
- c. NZCIC aims to use the increased benefits from additionality of its Member Organisations to create better outcomes, than individual organisations working on their own. It is acknowledged that NZCIC Member Organisations are the industry 'doers' and represent most of the construction workforce that conceives of, designs, builds, constructs, measures, manages, governs and improves New Zealand's built environment.
- d. NZCIC delivers tangible outputs and outcomes as reflected in its work programme.

### **4. Impact of NZCIC's Scope**

- a. NZCIC operates across New Zealand on issues of importance to the broader building and construction sector and seeks to engage and work with key influencers in the market.
- b. NZCIC's operates across two broad areas of work:
  - i. Detailed, principles-led projects that respond to key issues in the sector, that can be monitored and measured and provide tangible success for the industry, as driven by NZCIC sub-committees, and
  - ii. Information sharing, peer-to-peer learning and effectively responding to government with timely and quality submissions on issues that NZCIC can contribute to.
- c. NZCIC work programme is driven by being proactive in addressing strategic areas of importance identified by the Council, as well as being responsive to industry and government bodies. This includes work that adheres to key foundation principles:

- i. Commitment to the broader good and improvement of the industry, even if it means not fully gaining direct benefit as a Member Organisation.
- ii. Decisions at NZCIC may not always achieve unanimity but do need to achieve a consensus (i.e. a majority).
- iii. NZCIC brings an independent view of the broader industry and the critical issues facing it.
- iv. NZCIC is here not only to represent the Member Organisations – the industry that conceives of, designs, builds, constructs, measures, manages, governs and improves the built environment, but also to represents the interests of the industry as a whole.
- v. NZCIC has the ability to set aside individual Member Organisation positions and deliver to the common good of the industry.
- vi. Any work NZCIC does must provide a level of additionality not achievable by individual Member Organisations
- vii. NZCIC values of collaboration, integrity and leadership are guiding forces.
- viii. NZCIC co-ordinates and articulates collective strategic priorities to influence the sector and stakeholders to enhance built outcomes.
- ix. NZCIC works to develop and enhance key stakeholder relationships.
- x. NZCIC operates a fit-for-purpose (FFP) governance and administrative structure.
- xi. NZCIC connects Member Organisations with information and research, and develop research that supports strategic priorities.
- xii. NZCIC assists in promoting the skills base and development of professionalism in the sector.

## 5. Structure and Membership

- a. NZCIC is representative of Membership Organisations that are professional bodies, research organisations and specialist business associations in New Zealand’s building and construction sector.
- b. NZCIC is governed by a Council, with Office Holders headed by a Chair, and comprises approximately 30 Member Organisations that may form Sub-Committees in response to issues or strategic priorities:
  - i. Council = all Member Organisations form the wider NZCIC Council.
  - ii. Office Holders = Chair, Deputy Chair, Secretary, Treasurer – nominated and voted in at each AGM with **Delegations of Authority** as attached.
  - iii. Executive Group = three to five Member Organisation representatives – nominated and voted in at each AGM – plus Chair and Deputy Chair.
  - iv. Executive Officer = reports to Executive Group and performs to **Job Description** attached.
  - v. Sub-committees = three to five Member Organisation representatives – self-nominated at a Meeting according to their position relative to the project issue or submission topic.
    - a) Proposed to be two to three strategic issues in response to current issues or submissions and one to two strategic issues of significance to NZCIC.
    - b) Member Organisations can align on issues according to where they see their interests lie according to expertise, such as Compliance, Property, Materials, Design, Built, Engineering, Research or Other. See below **NZCIC Sector Interest Wheel**.
    - c) Sub-committee to nominate their Driver as the person liaising with the Executive Group and responsible for Sub-Committee tangible output and outcomes.

- c. Refer to **NZCIC Rules** for Membership types and process to join NZCIC.

## **6. Roles and Responsibilities**

- a. Council meets on a quarterly basis. The purpose of the Council is to share information relevant across Member Organisations and to work on identified projects. Areas of responsibility include:
  - i. Quarterly connection with broader group.
  - ii. Information sharing at meetings and through digital means.
  - iii. Receive keynote presentation/s on topical issues.
  - iv. Strategy setting with annual strategic retreat.
  - v. Contribute to specific submissions through sub-committee or other means.
  - vi. Share relevant information within Member Organisations' own membership.
- b. Executive Group meets on a monthly to six-weekly basis. The purpose of the Executive Group is to provide momentum to the Council's strategic work areas.
  - i. Drive work programme tangible outputs and outcomes.
  - ii. Engage subcommittee chairs and delegate work to them.
  - iii. Accountable to Council for work programme, including updates.
  - iv. Key support for Executive Officer (EO) to manage NZCIC work programme.

## **7. Meetings**

- a. The meetings should be scheduled to enable quarterly Council meetings at urban centres relative to location of Member Organisations. At conclusion of Council meetings keynote presentations need sign-off prior to disclosure to wider Member Organisation members.
- b. The 4-6 weekly Executive Group meetings may be organised through digital means if a physical meeting is not possible.
- c. In the absence of the Chair, the Deputy Chair assumes the chair. In the absence of the Chair and Deputy Chair, members of the meeting elect a chair for that meeting.
- d. Minutes of NZCIC Council meetings are distributed to the Member Organisations.
- e. Minutes of NZCIC Executive Group meetings are distributed to the Member Organisations.
- f. Subcommittees will convene as needed once established by the Executive Group.

## **8. Documents and Submissions**

- a. The procedure for review of development of NZCIC documents including submissions and reports is as follows:
  - i. NZCIC document draft developed with sub-committee relevant to that issue.
  - ii. Draft document presented to Council by electronic or other means for comment.
  - iii. Final draft sent to sub-committee organisations for endorsement prior to publication.
  - iv. No documents may be published without endorsement by a majority of Member Organisations.
- b. NZCIC arranges for the publication, distribution and possible sales of NZCIC documents following their endorsement.
- c. Copyright of NZCIC documents is held by NZCIC. Reported copyright violations are reviewed and enforced by the Council.

## **9. Administration Priorities**

- a. The services of an Executive Officer (EO) will be appointed by an appropriate committee from the Council Executive Group. Key skills of EO are in writing, facilitation,

organisation, spoken communication, policy understanding and income generation. EO maintains contact via Chair.

- b. Additional staff as needed will be appointed by the EO as agreed by the Council Executive Group.
- c. All administrative and operational costs are to be sustained by NZCIC.
- d. A budget estimate is prepared each year for NZCIC by the EO in consultation with the Treasurer for Council approval.
- e. Quarterly financial statements of operations for NZCIC against the annual budget are prepared by the EO in consultation with the Treasurer for Council distribution.

**10. Communication Priorities**

- a. Provide effective and transparent communications with Member Organisations, through regular internal meeting minutes, maintaining an effective external website, and public submissions on key issues as required.
- b. Internal NZCIC issues require majority agreement to form a public position. In the case that an internal NZCIC issue cannot be resolved, then a public position cannot be disclosed.
- c. Internal NZCIC document drafts to be communicated through a secure shared portal web-based interface.
- d. NZCIC to play a major role with integrated industry vehicles, such as the former Productivity Partnership, as and when they are initiated.
- e. A mutually supportive relationship with government to be nurtured, particularly through the Ministry of Business, Innovation and Employment (MBIE).
- f. Robust relationships with all other relevant parts of government to be developed.

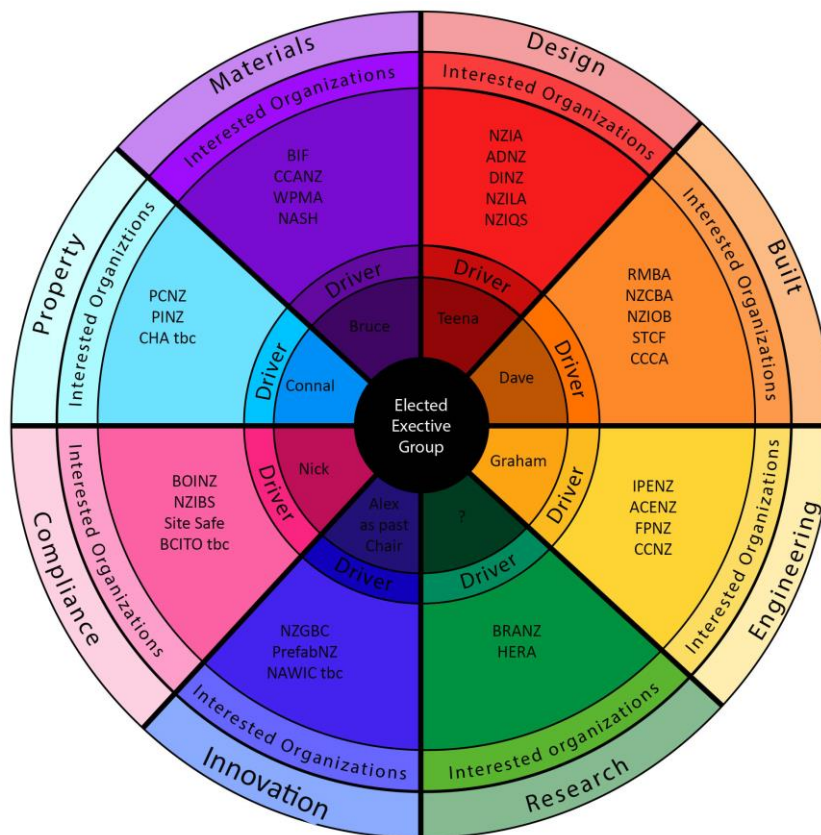


Image: NZCIC sector interest wheel

## CIC Strategic Plan - February 2014

**CIC Vision:** A world-class construction sector that creates value and opportunities for New Zealand.

**Mission:** To work effectively within the industry, with the regulators and other stakeholders, to continuously improve efficiency, resilience, quality and professionalism.

**Values** to remain the same: Collaboration, Integrity and Leadership.

### Strategic Plan:

<b>Vision</b>				
A world-class construction sector that creates value and opportunities for New Zealand.				
<b>Mission</b>				
To work effectively within the industry, with the regulator and with other stakeholders, to improve efficiency, quality and professionalism				
<b>Values</b>				
Collaboration, Integrity, Leadership				
<b>Programme</b>				
Co-ordinate and articulate our collective strategic priorities to influence the sector and stakeholders and enhance outcomes	Develop and enhance key stakeholder relationships	Establish a fit-for-purpose (FFP) governance and administrative structure	Connect members with information and research, and develop research that supports our strategic priorities	Assist in promoting the skills base and development of professionalism in the sector
<b>Activities to deliver programme (Year 1)</b>				
<ul style="list-style-type: none"> <li>• Identify and agree on key priorities</li> <li>• Identify plans for expanding on each priority</li> <li>• Develop public position on each priority</li> <li>• Prepare communications opportunities to share priorities</li> <li>• Prepare brief for incoming minister</li> <li>• Clarify desired outcome</li> </ul>	<ul style="list-style-type: none"> <li>• Map key stakeholders</li> <li>• Develop relationship plan</li> <li>• Implement plan starting with strengthening key relationships and building new</li> <li>• Align with relevant partners</li> </ul>	<ul style="list-style-type: none"> <li>• Review business model and funding</li> <li>• Review structure and implementation</li> <li>• Review rules and propose recommendations</li> <li>• Identify resources required to deliver</li> <li>• Update website</li> <li>• Produce collateral where necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Formulation of information collection and sharing plan</li> <li>• Review existing research agenda and compare with CIC priorities</li> <li>• Cultivate key research relationships</li> <li>• Contribute to or commission key research that aligns with public priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Connect with key stakeholders and understand existing baseline</li> <li>• Identify gaps and opportunities for CIC influence</li> <li>• Prepare plan for assisting change</li> </ul>
<b>Activities to deliver programme (Year 2)</b>				
<ul style="list-style-type: none"> <li>• Review progress on priorities</li> <li>• Determine for priorities' success/failure</li> </ul>	<ul style="list-style-type: none"> <li>• Measure relationship plan against KPIs</li> <li>• Review alignments and measure progress against targets</li> </ul>	<ul style="list-style-type: none"> <li>• Implement structure and measure against KPIs.</li> <li>• Check resources delivering requirements</li> <li>• Maintain website</li> </ul>	<ul style="list-style-type: none"> <li>• Determine BRANZ research in tune with CIC research agenda</li> <li>• Review Parliamentary submission process working satisfactorily</li> </ul>	<ul style="list-style-type: none"> <li>• Measure overall performance</li> </ul>

## CIC Delegations of Authority

### *Chair – duties and delegations of authority*

#### **Introduction**

For the chair of CIC there are a number of core functions to be performed which carry a higher degree of authority and responsibility than those of other office holders of the CIC.

#### **Responsibility for the working of the CIC**

This is the chair's principal role and includes the tasks outlined below.

*Providing leadership:* Providing leadership to the CIC.

*Setting Agendas:* Setting the Agenda for CIC meetings, in conjunction with the Executive Officer, and ensuring all meeting documents are received, and distributed within acceptable timeframes.

*Chairing meetings:* Chairing meetings of the CIC in such a manner that will stimulate debate on the issues before the CIC and encourage the most effective contribution from each member.

*Minutes of meetings:* Reviewing and sending out the Minutes of meetings of the CIC, before the meeting at which they will be presented for confirmation, to ensure that they are an accurate record of discussions, action points, and decisions.

*Member induction:* Arranging for new members to be properly inducted.

*Annual Strategic Plan:* Initiating, in conjunction with the CIC, the formulation of a work plan to ensure that the CIC establishes at the beginning of each year, the goals it wishes to achieve and the means by which this will be carried out.

*Committees:* Initiating the establishment of committees and ensuring that they achieve their objectives.

*Reporting:* Responsible for preparation annual report that is presented at the Annual General Meeting (AGM).

*Representation of CIC Interests:* The chair is the representative of CIC when dealing with other organizations (for example: government agencies).

*Media:* The chair is the representative of CIC when dealing with the media. The chair will only provide a view or position to the media on issues where the clear position of the CIC has been established and a general policy position or statement of principle has been approved by members in a members meeting, or approved in a submission.

*Operational Decisions:* The chair is authorised (with the agreement of the deputy chair) to make decisions that relate to the following area(s):

The provision of services such as Executive Officer appointment, secretariat support services and administration services to CIC. (**Note:** this is to ensure the effective administrative operations of CIC. This decision making ability does not include executive decision making authority on all CIC decisions.)

*Financial Delegations:* The chair is able to make financial decisions in accordance with the approved CIC financial delegations policy.

## ***Deputy Chair – duties and delegations of authority***

### **Introduction**

For the deputy chair of CIC there are a number of core functions to be performed which carry a higher degree of authority and responsibility than those of other office holders of the CIC.

### **Responsibility for the working of the CIC**

This is primarily being the principal stand-in if the chair is unavailable. The deputy chair's role is any, or all of those detailed in the chair's duties, if the chair cannot, or is unavailable to perform any of her/his duties.

*Operational Decisions:* The deputy chair is authorised (with the agreement of the chair) to make decisions that relate to the following area(s):

The provision of services such as Executive Officer appointment, secretariat support services and administration services to CIC. (**Note:** this is to ensure the effective administrative operations of CIC. This decision making ability does not include executive decision making authority on all CIC decisions.)

*Financial Delegations:* The deputy chair is able to make financial decisions in accordance with the approved CIC financial delegations policy.

## ***Society Secretary – duties and delegations of authority***

### **Introduction**

The society secretary provides support for the chair of CIC in the areas of governance, and compliance.

*Governance Advice:* Supports the chair with advice on aspects of resolutions, meeting procedures, the society's rules, the code of ethics, and policies to ensure that proper processes are followed during CIC meetings.

*Annual General Meeting:* Arranging and coordinating the AGM including notices, proxies, and voting.

*Liaising with Executive Officer:* Working with the Executive Officer to assist and support the chair where necessary.

*Annual Filing:* Ensuring statutory compliance by filing the required annual return with the Societies Office.

## ***Duties of the Treasurer, and delegations of authority***

### **Introduction**

The treasurer provides oversight of the CIC's budget, and financial administration for CIC.

*Budgets:* Develops the annual budget with the Executive Officer.

*Invoices and Payments:* Approves invoices received by CIC, and liaises with the Executive Officer on any financial matters.

*Audits:* Liaises with the auditor and Executive Officer to have annual accounts prepared and audited.

*Financial reporting:* Presents the annual financial report to the AGM.

## ***Financial Policy***

### **Annual Budgeting process**

- Budget to be developed to support the success criteria in the Strategic Plan
- Budget to be agreed each year at the CIC AGM

### **Financial Condition**

The financial viability of the organisation must be protected at all times. Therefore, the CIC executive shall not:

- Incur unauthorised debt.
- Violate generally accepted accounting practices or principles.
- Use tagged funds for purposes other than those approved.
- Spend more funds than have been allocated in the fiscal year.
- Fail to ensure all money owed to CIC is collected in a timely manner.
- Fail to make timely payment to creditors.
- Sell or purchase unauthorised property.
- Spend on single items beyond a CIC-established limit.
- Fail to ensure that all relevant government returns are completed on time
- Fail to ensure that no one person has complete authority over CIC's financial transactions.
- Without approval of the Chair & Deputy Chair make any purchase within the CIC's approved annual budget:
  - Of over \$10,000 without having obtained comparative prices and quality.
  - Of over \$10,000 without an adequate review on ongoing costs, value and reliability.
- Without CIC approval make any purchase outside of the Council's approved annual budget:
  - Of over 10% of set budget without having obtained comparative prices and quality
  - Of over 10% without an adequate review of ongoing costs, value and reliability,



## ***Council Members – code of conduct for members and their representatives***

### **Introduction**

CIC is committed to the highest standards of professional conduct on the part of individuals (representatives) representing members and member organisations themselves.

### **Purpose**

This code of conduct is designed to provide clarity on appropriate behaviour for member organisations and their representatives.

The focus of this document is on representative behaviour and conduct. If there has been a breach of this code of conduct by a member representative, then it is deemed to be a breach by the member organisation.

### **CIC Meetings**

*Attendance and Punctuality:* Representatives will ensure that they attend meetings regularly, and arrive on time.

*Unscheduled Absence:* Apologies are given to the chair in writing, or Executive Officer prior to any meeting.

*Harassment:* No representative will harass another individual in any way.

*Preparation for meetings:* Representatives will ensure they have read any documentation prior to meetings to ensure they are prepared.

*Use of information:* A representative may:

- Use, or act on information discussed, or made available at a CIC meeting providing that the individual, or organisation that has provided the information is not identified.

#### **Except**

- Where it has been specifically requested that information is not disclosed. This may occur where there are guest speakers with presentations that contain information that is sensitive.

*Conflict of Interest:* While representatives are on the CIC to put forward the views of their respective members, and must be free to communicate these views both within CIC, and outside of meetings, there will be occasions where the CIC may take a position that is contrary to the view of an individual representative or member organisation.

If a representative is an office holder who must represent the views of CIC in a given situation, and feel that they are conflicted, or unable to represent CIC, they shall remove themselves from any situation having a conflict of interest.

Where a conflict of interest exists, the representative will notify the chair and remove themselves from the meeting or situation if needed.

## **Process for Investigating Breaches**

CIC will investigate a potential breach of this code of conduct by allowing the member to be heard at a CIC meeting. CIC members may decide (by resolution at an annual, or special general meeting) to either suspend, or expel a member if they are found guilty of breaching this code of conduct. Further details can be found in the CIC Rules in *Section V Termination and Suspension of Membership*.

## **Membership Policy: CIC**

### **Purpose**

To provide clear guidance on new member applications to support the Rules of CIC.

### **Background**

The CIC wants diverse and sound representation in its membership in order to fulfil its objects as the peak body for the construction industry. This policy aims to support this.

Note: This document is for guidance only. CIC may decide approve/not approve a potential member's application based on factors other than those detailed below.

Factors to take into account for all member applications:

- Is the organisation domiciled in New Zealand?
  - The applicant organisation needs to have its head office in New Zealand. Local chapters/branches of overseas based organisations are not eligible to be CIC members.
- What value/benefit will the applicant organisation bring as a member of CIC?
- Is the organisation representative of its sector, well connected, and influential in its sector, and/or the wider construction industry?
- Will the organisation work collaboratively with the rest of current CIC members to help CIC achieve its purposes?
- Is there any duplication in terms of sector coverage with existing member organisations of CIC? If so, is this an issue?

### **Application Process**

The application process is detailed in the Rules of CIC. These are detailed in the CIC Rules in *Section IV Membership*.

The application process entails a representative from the applicant organisation presenting their case to a meeting of the CIC. Note: The onus is on the applicant organisation to provide enough information for a meeting of CIC to have an informed view on the value of the organisation joining CIC.

### **Timelines and Deadlines for Receiving Discussion Papers, Agendas, Minutes for CIC meetings**

- Agendas, past minutes, and discussion papers must be sent out 5 working days prior to a CIC meeting.
- Any papers for discussion must be sent to the Chair at least 10 working days prior to a CIC meeting.
- Meeting minutes must be written, and distributed to member representatives within 10 working days after a meeting.