



## **Implementation and Implications Statement**

### ***Kaikōura Economic Development Strategy and Action Plan***

#### **1. Purpose of this Statement**

This Implementation and Implications Statement accompanies the Kaikōura Economic Development Strategy and Five-Year Action Plan and is intended to support informed decision-making by elected members. It sets out the practical implications of adopting the strategy and action-plan, clarifies the nature of Council's commitments, and outlines how implementation will be progressed within existing governance, funding, and resourcing constraints.

This statement is not a statutory document. It does not create legal obligations or funding commitments but provides transparency regarding implementation expectations and limitations.

#### **2. Nature of Council Commitment**

Adoption of the Economic Development Strategy and Five-year Action Plan represents Council endorsement of a strategic direction and long-term vision, rather than approval of specific projects, programmes, or expenditure.

In adopting the strategy and action-plan, Council is:

- Endorsing a shared framework to guide future economic development thinking
- Providing strategic signals to partners, government agencies, iwi, and investors
- Directing staff to use the Strategy as a reference point when developing future proposals

Adoption of the strategy and action-plan does not:

- Commit Council to delivering identified initiatives directly
- Approve capital or operational expenditure
- Create binding obligations on Council, staff, or partners
- Override statutory planning, consultation, or budget processes

#### **3. Governance and Decision-Making Implications**

All actions and initiatives referenced in the strategy and action-plan remain subject to:

- Elected member decisions through established Council processes
- Delegations, business cases, and formal approvals as required
- Alignment with the Long-Term Plan, Annual Plan, and supporting strategies

No initiative will proceed to implementation without specific Council approval at the appropriate decision point. The strategy and action-plan are therefore a guiding document, not an implementation mandate.

#### **4. Financial and Resourcing Implications**

The strategy and action-plan includes a range of potential initiatives that may have future financial and staffing implications. At the time of adoption:

- No new funding is allocated solely by endorsement of the strategy and action-plan
- No additional staffing resources are approved
- No unfunded mandates are created for Council staff

In the context of a constrained funding environment, including anticipated rates-capping pressures, future implementation will be contingent on:

- Affordability within Council's financial settings
- Availability of external funding, partnerships, or co-investment
- Prioritisation through Long-Term Plan and Annual Plan processes

Where proposals require additional resources, these will be brought back to Council with clear costings and options.

#### **5. Risks and Limitations**

There is a risk that strategic documents can create expectations among the community or stakeholders regarding delivery or timing. This strategy and action-plan must therefore be read alongside this Statement to avoid misinterpretation.

Council retains the discretion to:

- Sequence, defer, rescope, or not proceed with initiatives
- Reprioritise actions as circumstances change
- Respond to external shocks, legislative change, or funding constraints

Where feasibility, funding, or partner support is not secured, non-delivery of an initiative should not be interpreted as failure of the Strategy.

#### **6. Principles for Implementation**

Implementation of the strategy and action-plan will be guided by the following principles:

- Evidence-based decision-making
- Financial prudence and affordability
- Elected member oversight at key decision points
- Partnership-led delivery where possible
- Transparency with the community about what Council can and cannot do

The strategy and action plan are intended to be living documents and may be reviewed, amended, reprioritised, or replaced over time through future Council planning, reporting, and decision-making processes.