

Wellington City Council Advisory Groups

Terms of Reference

The Wellington City Council Strategic Advisory Groups are:

- Disabled Communities Advisory Group (DCAG)
- Ethnic Communities Advisory Group (ECAG)
- Pacific Communities Advisory Group (PCAG)
- Takatāpui Rainbow Communities Advisory Group (TRCAG)
- Rangatahi Youth Communities Advisory Group (RYCAG)

In addition, all Advisory Groups will collectively feed into the Combined Strategic Advisory Panel.

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Terms of Reference

The Terms of Reference set out the purpose, role, and operating protocols for all Wellington City Council Advisory Groups. Members are expected to uphold the values and principles outlined in the Council Code of Conduct for Advisory Group Members (see Appendix A)

Groups

The Wellington City Council Advisory Groups are:

- Disabled Communities Advisory Group (DCAG)
- Ethnic Communities¹ Advisory Group (ECAG)
- Pacific Communities Advisory Group (PCAG)
- Takatāpui Rainbow² Communities Advisory Group (TRCAG)
- Rangatahi Youth Communities Advisory Group (RYCAG)

In addition, all Advisory Groups will collectively feed into the Combined Strategic Advisory Panel (Appendix B).

Purpose

Advisory Group members provide high-level, strategic advice to Wellington City Council. Their role is to support inclusive, forward-looking decision-making that reflects the diverse needs of Wellington's communities (see Appendix C). This advice focuses on Council's work programme, including its policies, plans, projects, and key initiatives.

Each Group focuses on strategic issues relevant to their community identity, rather than providing technical expertise.

Advisory Group members are not appointed as representatives or spokespersons for entire communities, organisations, or interest groups. Rather, they are selected as individuals who bring identity-informed perspectives, strategic thinking, and relevant lived experience. While members may maintain strong relationships with their communities, they do not hold a mandate to speak on behalf of those communities.

¹ According to the Ministry for Ethnic Communities (New Zealand Government), **Ethnic Communities** include people who identify as **Asian, African, Continental European, Latin American, and Middle Eastern**. These groups are recognised as distinct from Māori, Pacific Peoples, and Pākehā (New Zealand Europeans).

² **Rainbow** as an umbrella term, including but not limited to: Māori identities such as Takatāpui identities, tāhine, or lesbian, gay, bisexual, transgender, queer, intersex individuals, asexual, or identities of the Pacific such as MVPFAFF+, fa'afafine and fakaleiti communities.

Their role is to share advice that draws on both their personal experiences and what they have learned through engaging with others.

Expectations

The role of Advisory Group members is to share advice that draws on both their personal experiences and what they have learned through engaging with others

Members are expected to:

- Engage constructively in strategic conversations.
- Focus on high-level Council strategies and projects.
- Uphold kaupapa Māori principles.
- Draw on their lived experience and community-informed perspectives to support strategic discussions.
- Attend induction and training sessions.
- Participate actively in both Group and Panel meetings.
- Contribute to the Group's Annual Report

Members are accountable for their contributions - within their capabilities and any legitimate time or resource constraints – to:

- Provide strategic, identity-based advice on Wellington City Council's strategies and projects.
- Where possible, identify evidence, community insights, and solutions that reflect the diverse needs, experiences, and aspirations of their communities.

Each Advisory Group's strategic input will be guided by an agreed Strategic Work Programme, developed in collaboration with Council Officers.

The work programme will align with the Council's long-term strategies, critical projects, and triennial priorities.

Council Officers will provide feedback to Advisory Groups on how their advice has been considered and incorporated, including rationale where advice was not adopted.

Council will take all reasonable steps to ensure that meetings are accessible, inclusive, culturally safe, and welcoming for all members.

The Council Liaison Officer, in partnership with Co-Chairs, will monitor member engagement, including:

- Punctuality and meeting attendance.
- Alignment with the Code of Conduct.

- Active and meaningful participation in the Group's strategic work programme (see also: Terms of Appointment).

Reporting

The Advisory Groups will report to the appropriate Council committee with the agreed workplan within the first four months of each financial year.

Each Advisory Group will contribute to an Annual Report prepared for the Council's relevant Committee. The report will be submitted within the first four months of each financial year.

The Annual Report will:

- Refer to the Group's Strategic Work Programme.
- Outline progress against the agreed priorities over the previous year.
- Highlight key insights and strategic advice provided.

In the interest of transparency:

The names of Advisory Group members will be made publicly available on the Council's website and through the Council's Annual Report.

Structure and Meetings

- DCAG, ECAG, PCAG and TRCAG will meet between five and seven times per year, with meeting schedules aligned to key Council priorities and planning cycles. As part of the Council's commitment to promoting youth participation and civic education, RYCAG may meet more frequently—up to 10 times per year.
- The Strategic Advisory Panel will convene three to four times per year, bringing together all Advisory Groups to provide collective, intersectional input on major Council strategies and initiatives.
- Strategic Advisory Panel meetings will be facilitated to ensure inclusive participation, constructive dialogue, and transparent decision-making processes.
- Each Advisory Group will be composed of eight members, with the exception of RYCAG, which will include up to 12 members to reflect the transitional nature of youth involvement.
- Each Group will elect two Co-Chairs, who will provide leadership, guide discussions, and liaise with Council staff and the Strategic Advisory Panel.
- Meetings of the Strategic Advisory Panel may include breakout caucus sessions as needed, allowing members to engage in focused discussions within their Advisory Groups before contributing to broader strategic conversations.

Membership

General Criteria for All Advisory Group Members

To be eligible for membership, applicants must:

- Live within the Wellington City Council boundaries at the time of selection.
- Demonstrate the ability to work collaboratively in a team environment that values diverse lived experiences.
- Bring a strategic, identity-based perspective, rooted in lived experience and/or strong community connection.

Further details of member roles and accountabilities (including Co-Chairs) and support roles (e.g. Liaison Officers) are outlined in Appendix C.

Group-Specific Membership Criteria

Disabled Communities Advisory Group (DCAG)

Members must:

- Have lived experience with disability and/or strong knowledge of disability issues.
- Possess a broad understanding of accessibility issues across Wellington, with the ability to offer strategic input that reflects the diverse needs and experiences of disabled communities.
- Have good relationships and networks with a range of communities.

Two seats will be reserved for Māori members.

In recruitment, the Council will seek to maintain a balance across:

- Disabilities
- Cultural backgrounds
- Age
- Gender identities
- Diversity of Māori and other ethnic communities.

Ethnic Communities Advisory Group (ECAG)

Members must:

- Identify as belonging to an Ethnic Community.
- Possess a broad understanding of issues affecting ethnic communities across Wellington, with the ability to offer strategic input that reflects their diverse needs, identities, and experiences.

- Have good relationships and networks with a range of communities.

In recruitment, the Council will seek to maintain a balance across:

- Ethnic backgrounds
- Languages
- Gender identities
- Age.

Pacific Communities Advisory Group (PCAG)

Members must:

- Identify as belonging to a Pacific community (including Pasifika peoples of diverse nationalities, cultures, languages and heritage).
- Possess a broad understanding of issues affecting Pacific communities across Wellington, with the ability to offer strategic input that reflects their diverse needs, strengths, and experiences.
- Have good relationships and networks with a range of communities.

In recruitment, the Council will seek to maintain a balance across:

- Pacific national, cultural heritage, languages and dialects spoken
- Gender identities
- Age.

Takatāpui Rainbow Communities Advisory Group (TRCAG)

Members must:

- Identify as belonging to a Rainbow community, including people of diverse sexual orientations, gender identities, and sex characteristics.
- Possess a broad understanding of issues affecting Rainbow communities across Wellington, with the ability to offer strategic input that reflects their diverse needs, identities, and lived experiences.
- Have good relationships and networks with a range of communities.

Two seats will be reserved for takatāpui (Māori rainbow community members).

In recruitment, the Council will seek to maintain a balance across:

- Cultural backgrounds
- Gender identities
- Sexual orientations

- Age.

Rangatahi Youth Communities Advisory Group (RYCAG)

Members must:

- Be aged between 14–23 years at the time of appointment.
- Be interested in the issues that affect young people in Wellington and be willing to share ideas that reflect their diverse backgrounds, experiences, and needs.

Three seats will be reserved for rangatahi Māori (Māori youth members).

In recruitment, the Council will seek to maintain a balance across:

- Cultural backgrounds
- Gender identities
- Interests
- Ages.

Given the transitional nature of this age group, RYCAG will have a larger membership (up to 12 members).

Term of Appointment

- The standard term of appointment for members will be three years, aligned with the Council triennium.
- Before the end of the term, current members will be invited to submit an Expression of Interest (EOI) if they wish to continue serving for another term. Members must still meet the eligibility criteria at the time of reappointment—such as residing in Wellington, and for certain groups like RYCAG, remaining within the eligible age range.
- The Advisory Groups term will end, typically one month prior to the next local government elections.

Cessation of Membership

Membership will cease if a member:

- Resigns.
- Misses three consecutive meetings without providing an apology.
- Misses half of the scheduled meetings in total within a 12-month period, regardless of apologies.
- Does not take part in the Group's activities or provide input into its work over a one-year period.

- Seriously or repeatedly breaches the Code of Conduct (Appendix A), or engages in behaviour that compromises the effective operation, cohesion, or mana of the Group or Council staff. Termination of membership on conduct grounds will only occur after reasonable steps to address concerns, provide support, and seek re-engagement have been taken.

Note: Members on sick leave will not be subject to the attendance or participation criteria above.

Participation and Engagement Process

- The Advisory Group Coordinator will monitor attendance.
- Participation will be monitored holistically, recognising that contribution can vary (e.g. verbal input, written input between meetings, or small group engagement).
- If concerns arise, the Council Liaison Officer will first seek to understand whether barriers to participation exist and provide support.
- If a concern is identified, the member will be contacted by the Co-Chairs and Council Liaison Officer for a confidential conversation. This discussion will:
 - Outline the specific concern.
 - Clarify expectations under the Terms of Reference.
 - Offer appropriate support if needed.
 - Agree on any next steps or commitments.
- The member will be given a reasonable timeframe to demonstrate improvement, with any agreed support put in place.
- If there is no improvement, a formal review of the member's participation will be undertaken by the Co-Chairs and Council Liaison Officer. The member will have an opportunity to provide context or respond.
- Based on the outcome of the review, a decision will be made on whether the member's term will continue or end. This decision will be communicated in writing.
- The decision to end membership will only occur after all reasonable steps to support the member have been explored and documented.

Reappointment and Consecutive Terms

- Members will serve a three-year term aligned with the Council triennium—commencing after the election and disbanding before the next election. Members may reapply for one further term (a maximum of six years total) if they wish.
- After completing the maximum number of consecutive terms, members may reapply for membership following a break of at least one full term.

Leadership Elections

- The election process for Co-Chairs of each Group is outlined in Appendix E.
- Leadership elections will occur early in each Group's term to ensure stable guidance and support for members.

Leadership

- Each Group will elect two Co-Chairs.
- Co-Chairs are responsible for liaising with Council staff and facilitating Group input into the Panel.
- Leadership elections will follow established election procedures.

Payment

For DCAG, TRCAG, PCAG and ECAG

- \$120 per meeting for Advisory Group members.
- \$150 per meeting per Co-Chair

For RYCAG

- \$90 (pro rata) per meeting for Advisory Group members
- \$120 (pro rata) per meeting per Co-Chair

Budget

The Advisory Groups are set up to inform the work and activities of the Wellington Council. The Groups will not be given an independent budget to commission work or undertake activities outside of work that is agreed with the City Council.

Support for Full Participation

Wellington City Council is committed to creating inclusive and accessible spaces where all Advisory Group members can participate fully and confidently.

Participation Support

- The Council will provide support to assist members who face barriers to participating in Advisory Group meetings and Strategic Advisory Panel hui.
- Support will be considered on a case-by-case basis and will be at the discretion of the relevant Council directorate.

Support may include:

- Reimbursement of reasonable travel expenses required to enable participation, particularly for members with mobility or accessibility needs.
- Payment of up to \$40 per hour for a support person if this is necessary to enable a member's full participation in meetings or associated activities.

Limitations

Payments will not be made to cover the cost of childcare or other general family care arrangements associated with attending meetings.

Accessibility of Meeting Venues

All Council-based venues used for Advisory Group and Panel meetings will be fully accessible and will include:

- Accessible entrances and facilities (including accessible toilets).
- Availability of required assistance such as New Zealand Sign Language interpreters where needed.
- Physical and sensory accommodations as appropriate to enable safe and equitable participation.

Members will also have the option to attend meetings online, recognising that flexibility is an important part of ensuring access for all.

The Council is committed to continually reviewing accessibility needs to ensure every member feels welcome, included, and able to contribute fully.

Conflict Resolution

Wellington City Council expects all Advisory Group and Panel interactions to be conducted in a spirit of mutual respect, trust, and collaboration. However, if conflict arises, the following steps will guide its resolution:

Initial Conflict Management

In the first instance, the Co-Chairs and Group members will work together and with Council Officers to seek a constructive and respectful resolution.

In the first instance, members are encouraged to approach the other party directly to discuss the issue in a respectful and constructive manner, where appropriate. If further support is needed, the Co-Chairs will work together and with Council Liaison Officer to seek a resolution that upholds the values of the Advisory Groups.

Escalation Pathways

If concerns remain unresolved, members should raise issues as follows:

- If the concern relates to another Group member, the matter should be raised with the Co-Chairs.
- If the concern relates to a Co-Chair, the matter should be raised with the Council Liaison Officer.
- If the concern relates to a Council employee, members should raise the issue with the Group's Council Liaison Officer.

Principles for Conflict Resolution

Confidentiality, cultural safety, and mana-enhancing practices will guide all conflict resolution processes. Where necessary, external facilitation or mediation support may be considered to assist in resolving complex issues.

Conflict of Interest

The integrity and credibility of the Advisory Groups and Strategic Advisory Panel rely on members providing advice that is free from actual, potential, or perceived conflicts of interest.

A conflict of interest occurs when a member's personal interests, relationships, or affiliations could improperly influence—or appear to influence—the advice they give or the decisions they support. This might include situations where a member stands to gain personally, financially, or professionally from a matter being discussed, or where their involvement could favour an organisation or group they are closely connected to.

Members are expected to declare any real or perceived conflicts at the start of each meeting, or as they arise, so appropriate steps can be taken to manage the situation transparently and fairly.

Declaration of Interests

All new members will be required to complete a Conflict of Interest Declaration Form at the time of appointment. Members will reconfirm or update their Conflict of Interest Declaration at the beginning of each year they remain on the Group.

The Council's Advisory Group Co-ordinator is responsible for:

- Providing Conflict of Interest forms during the induction process.
- Coordinating the annual update cycle.

Ongoing Disclosure

Members are expected to declare any new or emerging conflicts of interest at the beginning of each meeting or as soon as they become aware of a conflict during their term.

Definition of Conflict of Interest

A conflict of interest for the purposes of Advisory Group and Panel work arises when a member is involved in giving advice that could:

- Directly or indirectly affect money, funding, contracts, or other resources in which the member has a personal interest.
- Benefit or impact the member's immediate family or whānau.
- Involve official positions the member holds with other organisations, groups, or entities outside of Wellington City Council.

Managing Conflicts

When a conflict is identified, the Council Liaison Officer and Co-Chairs will work with the member to determine the appropriate course of action, which may include:

- The member withdrawing from discussions or decision-making on the relevant topic.
- Noting the conflict for transparency purposes without requiring withdrawal if the risk is minimal.

Maintaining transparency about conflicts of interest is essential to protect the trust, mana, and strategic focus of the Advisory Groups.

Review and Evaluation

The structure and functioning of the Advisory Groups will be reviewed annually. These reviews will help assess the effectiveness of the model and may inform future improvements to ensure continued alignment with Council priorities.

Review of Terms of Reference

The Terms of Reference will be reviewed when needed. Advisory Groups will have the opportunity to participate in any review process.

Support and Training

Wellington City Council is committed to providing Advisory Group members with the guidance, training, and resources required to carry out their roles confidently and effectively. Members will have access to tools and participation support that promote preparedness, inclusion, and meaningful contribution.

Council will provide:

- Full induction for all members.
- Training for all Advisory Group members and specialist training for Co-Chairs.
- Facilitated Strategic Advisory Panel meetings.
- Accessible meeting spaces and participation support (e.g. interpreters, mobility access).

Appendices

- A: Code of Conduct
- B: Strategic Advisory Panel
- C: Role Descriptions (Members, Co-Chairs)
- D: Recruitment and Selection Process
- E: Leadership Election Procedure

Appendix A: Code of Conduct

Objective

The objective of the code is to enhance:

- Mutual trust, respect and tolerance between members as a group and with Councillors and Council staff.
- The credibility and accountability of the Council within its communities.

The following is the standard of behaviour that is expected from members of Wellington City Council and Advisory Groups.

Relationships with others

Members will conduct their dealings with each other, and Elected Members, in ways that:

- Are open, honest and maintain integrity.
- Focus on issues rather than personalities.
- Avoid aggressive, offensive and abusive conduct.
- Maintain confidence in their Group.

Relationships with Council staff

The effective performance of the Groups also requires a high level of cooperation and mutual respect between members and Council staff. To ensure this is maintained, members will:

- Treat all employees with courtesy and respect (including the avoidance of aggressive, offensive or abusive conduct towards employees).
- Observe any guidelines that the Chief Executive puts in place regarding contact with employees.
- Not do anything which compromises, or could be seen as compromising, the impartiality of an employee.
- Avoid publicly criticising any employee in any way, but especially in ways that reflect on the competence and integrity of the employee.
- Raise concerns about employees only with their Council Liaison Officer.
- Not seek to improperly influence staff in the normal undertaking of their duties.

Breaches of Conduct and Membership Termination

Clause:

All Advisory Group members are expected to uphold the principles and standards outlined in this Code of Conduct at all times. Where a member's behaviour or conduct significantly breaches this Code or repeatedly undermines the mana, trust, or effectiveness of the Group, Council, or Council staff, their membership may be suspended or terminated. Termination of membership is a last resort, considered only when other avenues of support and re-engagement have been exhausted.

Grounds for potential suspension or termination include, but are not limited to:

- Breaches of confidentiality.
- Aggressive, abusive, or discriminatory behaviour toward other members, Council staff, or the public.
- Non-attendance or lack of engagement without reasonable excuse, beyond the thresholds already defined.
- Conduct that brings the Group or Council into disrepute.
- Failing to declare conflicts of interest or acting in ways that create a real or perceived conflict of interest contrary to the Code.
- Misrepresentation of the Group's views in public or to media without Group consent.

Who Manages the Process?

All conduct matters shall be managed by:

- The **Council Liaison Officer** (primary contact).
- The **Responsible Council Manager** (decision-maker).
- With escalation to the **Executive Leadership Team (ELT) Sponsor** if required.

Process:

1. **Concern Raised**

Any member, Council staff, or external party may raise a concern in writing to the Council Liaison Officer.

2. **Preliminary Review**

The Liaison Officer will assess the concern and gather any relevant context or supporting information.

3. **Formal Investigation**

If the concern appears substantive, the Liaison Officer will notify the Responsible Manager who will:

- Advise the member in writing of the concern.

- Offer the member an opportunity to respond in writing within five working days.
- Consult the ELT Sponsor and Legal Advisor (if required).

4. Interim Measures

Where appropriate, temporary measures may be enacted (e.g. suspension from meetings), especially if the breach may affect the safety of staff or cohesion, or function of the Group.

5. Outcome and Resolution

The Responsible Manager may, based on the evidence and consultation:

- Issue a written warning.
- Place the member on probation with expectations for behaviour change.
- Remove the member from the Advisory Group.

6. Communication and Transparency

The decision will be communicated in writing to the member. The Advisory Group will be informed that a change in membership has occurred, but personal details will be kept confidential.

Right to Respond

All members subject to conduct proceedings have the right to:

- Receive written notice of the issue.
- Respond with their perspective.
- Request a support person to attend any meetings related to the process.

Contact with the media

Groups may have the opportunity to input into different initiatives and for consistency, it is important that a single point of contact is established to respond to any media enquiries.

- All media enquiries shall be redirected to Council staff.
- If it is agreed with Council staff that it is appropriate for a view to be expressed by the Group, only the Co-Chairs, may represent the Group to the media. The Co-Chairs will work with the relevant Council team in relation to any public comments.
- Views expressed to the media on behalf of the Group must have been previously agreed on by the Group as a whole.

- If a member is contacted by a journalist for a view from their Group, they must refer the journalist to Council Staff.
- Members are free to express a personal view in the media or the view of other organisations of which they are a member. However, they must make clear that these represent their private views as an individual, or the view of their organisation, and not those of Wellington City Council, or the Advisory Group they are a member of.

Confidential Information

In the course of their duties, members will receive information that they must treat as confidential. This will often be information that is either commercially sensitive or is personal to a particular individual or organisation.

Members should be aware that failure to observe confidentiality will impede the performance of Council and could expose the Council to prosecution under the Privacy Act 1993 and/or civil litigation.

Council staff will ensure that Advisory Group members are aware which information is confidential.

Individual queries

Advisory Group members should not use Group meetings to raise personal matters or service requests that are better handled through the Council's Service Centre or other official public channels.

Honesty and Integrity

Members have a duty to act honestly. They must declare any private interests relating to their duties and take steps to resolve any conflicts of interest in such a way that protects the public interest. They must not act in order to gain financial or other benefits for themselves, their families, friends or business interests.

Complaints

If a member believes that another member or a Co-Chair, has breached the Advisory Groups' Code of Conduct, they may raise a complaint for further consideration.

Complaints should be made in good faith and relate to behaviour or actions that compromise the respectful, inclusive, or effective functioning of the Group. Examples may include discriminatory remarks, repeated disrespectful behaviour, or actions that undermine group cohesion.

Appendix B: Strategic Advisory Panel

Purpose

The Strategic Advisory Panel (the Panel) brings together the voices, perspectives, and strategic insights of Wellington City Council's Advisory Groups to strengthen collective input into Council's high-level strategies, policies, and transformational projects.

The Panel aims to:

- Amplify diverse community voices at the highest levels of Council decision-making.
- Support collective, intersectional advice while respecting individual Group identities.
- Enhance trust, transparency, and influence in the strategic direction of Wellington City.
- Uphold Te Tiriti o Waitangi and promote the active inclusion of Māori perspectives.

Role

The Panel will:

- Provide strategic advice on major Council initiatives, such as the Long-term Plan (LTP), Spatial Plan, Transport Strategy, and other key priorities.
- Identify cross-cutting themes and opportunities for collaboration across different community identities.
- Strengthen the connection between community voices and Elected Members.
- Encourage strategic, future-focused input rather than operational or technical feedback.
- Model relationship-enhancing practices, with facilitation that supports open dialogue and collective influence.

Composition

The Panel is made up of:

- All members of the five Advisory Groups:
 - Disabled Communities Advisory Group (DCAG)
 - Ethnic Communities Advisory Group (ECAG)
 - Pacific Communities Advisory Group (PCAG)
 - Takatāpui Rainbow Communities Advisory Group (TRCAG)
 - Rangatahi Youth Communities Advisory Group (RYCAG)
- Elected Members of Wellington City Council

- Tākai Here Representatives - Pouiwi
- Members of the Council's Executive Leadership Team (ELT).

Each Group's Co-Chairs will act as key contacts and spokespeople during Panel sessions.

Meetings

The Panel will meet three to four times per year, aligned with key milestones in Council's strategic planning and decision-making calendar.

Meetings will be facilitated to support safe, open, and productive intersectional discussion.

Panel hui will include:

- Strategic briefings from Council staff on major projects or policy directions.
- Breakout sessions for caucusing within Advisory Groups where necessary.
- Joint discussions to identify collective insights and shared recommendations.

Expectations of Members

Panel members are expected to:

- Attend and actively participate in Panel meetings.
- Bring the strategic insights of their identity communities to the table.
- Engage respectfully and collaboratively across diverse perspectives.
- Focus discussions on high-level strategy and future impact.
- Uphold the Panel's kaupapa of mana-enhancing, trust-building engagement.
- Maintain confidentiality where required, while promoting transparency overall.

Facilitation and Support

Meetings will be professionally facilitated with a focus on cultural safety, equity of voice, and strategic outcomes.

Reporting and Influence

Strategic advice and collective insights from the Panel will be reported directly to the appropriate Council committee and decision-making forums.

Annual reports on the operation and impact of the Panel will be provided to the relevant committee.

Review

The Strategic Advisory Panel will be reviewed annually.

Notes

The Panel is not a decision-making body, but its collective strategic advice is intended to shape and influence Council's highest-level decisions.

Panel advice will complement, not replace, other forms of community consultation and engagement.

Appendix C: Role Descriptions

Members

Position	Roles and Accountabilities
Co-Chairs (Two per Group)	<p>Provide leadership, strategic focus, and facilitation to ensure the effective functioning and collective voice of each Advisory Group.</p> <ul style="list-style-type: none"> • Uphold the Advisory Groups' Code of Conduct and model respectful, inclusive engagement at all times. • Promote open, respectful, and inclusive communication, creating space for all members to contribute meaningfully to discussions. • Maintain a positive and collaborative relationship with Council staff. • Lead the development and refinement of the Group's Strategic Work Programme, ensuring it aligns with Council priorities. • Collaborate with Advisory Group members and Council Liaison Officers to develop meeting agendas that are strategically focused and aligned with the Group's Work Programme. • Serve as spokespersons for the Group where required. • Partner with Council Liaison Officers to monitor member attendance, engagement, and participation, and to support a cohesive and inclusive group culture. • Lead the development of the Group's annual report, working in partnership with members and Council staff to reflect on achievements, insights, and impact. <p>Attend: Advisory Group meetings, Co-Chair planning meetings, Strategic Advisory Panel, and induction and training sessions.</p>
All Advisory Group Members (including Co-Chairs)	<p>Provide identity-informed strategic advice, drawing on lived experience and community insight to support the work of their Advisory Group and the Strategic Advisory Panel.</p> <ul style="list-style-type: none"> • Uphold the Advisory Groups' Code of Conduct and model respectful, inclusive engagement at all times. • Maintain a positive and collaborative relationship with Council staff.

Position	Roles and Accountabilities
	<ul style="list-style-type: none"> • Demonstrate a strong personal connection to their identity group, offering perspectives grounded in real-world experiences. • Prepare for meetings in advance and contribute to discussions with an open, respectful, and forward-thinking mindset. • Actively participate in Advisory Group meetings, Strategic Advisory Panel hui, and any other related engagements. • Contribute to the delivery of the Group's Strategic Work Programme, including progressing actions and supporting key outcomes. • Focus on strategic-level matters relevant to the Group's kaupapa, and direct operational, individual, or service-related concerns to Council's public-facing channels. • Participate in induction, training, and capacity-building activities to strengthen their understanding of Council systems and processes. <p>Attend: Advisory Group meetings, Strategic Advisory Panel hui, training and induction sessions.</p>

Non-Members Who Support the Advisory Groups

Position	Roles and Accountabilities
Advisory Group Coordinator (Diversity and Engagement Assistant)	<p>Provide operational, administrative, and logistical support to ensure the effective delivery of Advisory Group meetings and activities.</p> <ul style="list-style-type: none"> • Prepare and distribute agendas, background briefings, minutes, and supporting documentation in collaboration with Co-Chairs and relevant Council teams. • Track Group attendance. • Coordinate logistics and accessibility requirements including venue bookings, interpretation services, dietary and mobility needs, and hybrid meeting technology. • Develop and maintain run sheets, oversee meeting day logistics, and ensure the smooth delivery of sessions.

Position	Roles and Accountabilities
	<ul style="list-style-type: none"> • Organise and facilitate planning meetings with Co-Chairs, ensuring they are well supported in their leadership roles. • Provide briefing support and reference material to Council staff attending Advisory Group meetings. • Serve as the primary point of contact for members, Council departments, and external stakeholders. • Circulate key documents such as work programme summaries, Terms of Reference, and updates in accessible formats. • Maintain records including membership, attendance, conflicts of interest, payments, and reporting obligations. • Monitor and track costs related to meetings and special projects and provide input into budget forecasting. <p>Attend: Advisory Group meetings, Co-Chairs planning meetings, Strategic Advisory Panel meetings, onboarding and induction sessions.</p>
<p>Engagement Liaison Advisor (Senior Diversity and Engagement Advisor)</p>	<p>Lead the effective delivery and continuous improvement of the Advisory Group model.</p> <ul style="list-style-type: none"> • Oversee the design, implementation, and refinement of operational guidelines, training resources, templates, and internal protocols. • Ensure alignment with Council's strategic priorities, Te Tiriti o Waitangi obligations, and equity-led community engagement principles. • Develop and deliver tailored induction and training for Advisory Group members and Co-Chairs in collaboration with BUs. • Lead initiatives to build Advisory Group capability, including mentoring, reflective tools, and resource development. • Act as the first point of escalation for sensitive or complex issues. • Design and lead evaluation processes to assess impact, reach, and relevance of the Advisory Group model. • Contribute to reporting, including annual summaries, case studies, and strategic insights. • Collate and synthesise Advisory Group advice and feedback for timely delivery to Council leadership and departments. • Partner with Strategy and Policy teams to embed Advisory Group insights into Council work programmes.

Position	Roles and Accountabilities
	<ul style="list-style-type: none"> Track follow-up actions to close the advice loop and ensure members are informed of how their input has been used. <p>Attend: Advisory Group Co-Chairs planning meetings, Strategic Advisory Panel meetings, Advisory Group Meetings (as required) onboarding and induction sessions.</p>
Responsible Manager	<p>Provide strategic leadership and oversight</p> <ul style="list-style-type: none"> Monitor delivery against key milestones and escalate risks or barriers where required. Provide professional support to staff coordinating Advisory Groups. Ensure engagement practices uphold Te Tiriti o Waitangi, equity principles, and community-led approaches. <p>Attend: Strategic Advisory Panel meetings, onboarding and induction sessions.</p>
Council Liaison Officer	<p>Provide leadership, relationship continuity, and professional development support for Co-Chairs and Advisory Group members.</p> <ul style="list-style-type: none"> Attend Advisory Group meetings to offer managerial presence and institutional knowledge. Provide mentorship and leadership coaching to Co-Chairs, particularly in managing Group dynamics and Council expectations. Advocate for the integration of Advisory Group recommendations into Council workstreams. Approve each Group's Strategic Work Programme. <p>Attend: Induction, training, Co-chairs meetings and Advisory Groups and Strategic Advisory Panel meetings</p>
Engagement Specialist (ES)	<p>Provide engagement advice to support inclusive, culturally responsive, and effective participation.</p> <ul style="list-style-type: none"> Advice on inclusive engagement approaches that align with the purpose and focus of the Advisory Group.

Position	Roles and Accountabilities
	Attend: Co-Chairs Meeting, Advisory Group meetings.
Executive Leadership Team (ELT)	<p>Provide senior leadership and strategic alignment support</p> <ul style="list-style-type: none"> Promote early involvement of Advisory Groups in relevant project planning and scoping activities. <p>Attend: Strategic Advisory Panel meetings</p>
Elected Members	<p>Provide political context, uphold democratic accountability, and support the strategic integration of Advisory Group and Strategic Advisory Panel insights.</p> <ul style="list-style-type: none"> Explain Council's political processes and priorities when appropriate. Convey advice and insights from Advisory Groups in relevant Council systems. Take part in an advisory group buddy system if requested by an advisory group and approved by the Mayor. <p>Attend: Strategic Advisory Panel meetings.</p>

Appendix D: Recruitment and Selection Process

Wellington City Council will invite expressions of interest from residents residing within the city boundaries through a range of outreach and communications channels. Individuals interested in joining an Advisory Group are required to submit an application. Shortlisted candidates will be invited to participate in an interview.

Where possible, the interview panel will include at least one member with lived experience or relevant identity-based expertise connected to the Advisory Group being recruited for.

Triennium-Based Recruitment

Recruitment for Advisory Groups will take place once every three years, aligned with the Council triennium. All members are appointed for a term of three years and may reapply for one further term (maximum of six years).

Replacement of Vacancies

Should membership in any Advisory Group fall below six members for DCAG, ECAG, PCAG, TRCAG and below nine for RYCAG during the triennium, and more than nine months remain before the end of the term, Wellington City Council may initiate a supplementary recruitment process.

Members appointed through this mid-term process will serve for the remainder of the current triennium. They will be eligible to reapply for a full term in the subsequent triennium, in alignment with the two-term limit established across all Advisory Groups.

Appendix E: Process for Conducting Advisory Group Leadership Elections

Purpose

This document outlines the process for electing Co-Chairs for each Advisory Group under Wellington City Council's new Hybrid Model.

Overview

1. Each Advisory Group will elect two Co-Chairs.
2. A maximum of two Co-Chairs is permitted at any time.
3. Elections will be facilitated by the Council Liaison Officer.
4. Members must self-nominate for Co-Chair roles.
5. Candidates will have the opportunity to speak about their eligibility for the role for up to one minute.
6. Voting will be conducted by secret ballot.
7. The two candidates with the highest number of votes will be elected as Co-Chairs.

Timing of Leadership Elections

8. Leadership elections will be held:
 - Early in each triennium, shortly after new Group appointments are finalised (target: first or second meeting).
 - Annually for RYCAG, to accommodate natural turnover among youth members.
9. The specific election timing can be varied by mutual agreement between the Group and the Liaison Officer.
10. In the case of a vacancy, an additional election will be held as soon as practicable (see Additional Elections).

Pre-Meeting Tasks

11. The Liaison Officer will announce the upcoming election at the meeting prior to the election meeting.
12. The Liaison Officer will circulate this election procedure to all members.
13. Nominations may be received in advance or at the election meeting.

Election Process

a) Opening Nominations

- Members self-nominate for the Co-Chair positions.
- Nominations may be made prior to or during the election meeting.
- All nominations will be noted in the meeting minutes.
- Members not present may still nominate themselves in advance.

b) Candidate Speeches

- Each candidate may address the Group for up to one minute before voting begins.
- Candidates attending remotely may address the Group by audio or audiovisual link.

c) Voting

- Voting will be conducted by secret ballot.
- Only members present (in-person or online) may vote.
- Each member may cast up to two votes.
- Ballots will be collected, counted, and verified by the Liaison Officer and one nominated Group member.

d) Result Announcement

- The two candidates receiving the highest number of votes will be declared elected as Co-Chairs.
- No vote totals or margins will be announced.
- In the event of a tie, the result will be determined by drawing names at random (e.g. from a hat by the Liaison Officer).
- Results will be recorded in the meeting minutes.
- All ballots will be destroyed after the election.

Additional Elections (in Case of Vacancy)

14. If a Co-Chair position becomes vacant:

- An additional election will be held as soon as practicable.
- A full election process will be followed for the vacant position.

Special Notes

- All leadership elections will prioritise transparency, fairness, and inclusion.
- Cultural safety and mana-enhancing practices will be embedded throughout the process.
- Elected Co-Chairs are expected to actively partner with Council to support the Group's contribution to strategic decision-making.