I hereby give notice that the inaugural meeting of the Governing Body after the triennial local body elections will be held on:

Date: Friday, 1 November 2019  
Time: 6.00pm  
Meeting Room: Great Hall  
Venue: Auckland Town Hall  
301-305 Queen Street  
Auckland

Tira Kāwana / Governing Body  
OPEN AGENDA

MEMBERSHIP

Mayor  
Hon Phil Goff, CNZM, JP

Councillors  
Cr Josephine Bartley  
Cr Dr Cathy Casey  
Cr Bill Cashmore  
Cr Fa’anana Efeso Collins  
Cr Pippa Coom  
Cr Linda Cooper, JP  
Cr Angela Dalton  
Cr Chris Darby  
Cr Alf Filipaina  
Cr Hon Christine Fletcher, QSO

Cr Shane Henderson  
Cr Richard Hills  
Cr Tracy Mulholland  
Cr Daniel Newman, JP  
Cr Greg Sayers  
Cr Desley Simpson, JP  
Cr Sharon Stewart, QSM  
Cr Wayne Walker  
Cr John Watson  
Cr Paul Young

(Quorum 11 members)

Sandra O'Toole  
Team Leader Governance Advisors

29 October 2019  
Contact Telephone: (09) 890 8152  
Email: sarndra.gotoole@aucklandcouncil.govt.nz  
Website: www.aucklandcouncil.govt.nz

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
Terms of Reference

Those powers which cannot legally be delegated:

(a) the power to make a rate
(b) the power to make a bylaw
(c) the power to borrow money, or purchase or dispose of assets, other than in accordance with the long term plan
(d) the power to adopt a long term plan, annual plan, or annual report
(e) the power to appoint a chief executive
(f) the power to adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the long-term plan or developed for the purpose of the local governance statement
(g) the power to adopt a remuneration and employment policy.

Additional responsibilities retained by the Governing Body:

(a) approval of long-term plan or annual plan consultation documents, supporting information and consultation process prior to consultation
(b) approval of a draft bylaw prior to consultation
(c) resolutions required to be made by a local authority under the Local Electoral Act 2001, including the appointment of electoral officer
(d) adoption of, and amendment to, the Committee Terms of Reference, Standing Orders and Code of Conduct
(e) relationships with the Independent Māori Statutory Board, including the funding agreement and appointments to committees
(f) approval of the Unitary Plan
(g) overview of the implementation and refresh of the Auckland Plan through setting direction on key strategic projects (e.g. the City Rail Link and the alternative funding mechanisms for transport) and receiving regular reporting on the overall achievement of Auckland Plan priorities and performance measures.
Exclusion of the public – who needs to leave the meeting

Members of the public

All members of the public must leave the meeting when the public are excluded unless a resolution is passed permitting a person to remain because their knowledge will assist the meeting.

Those who are not members of the public

General principles

- Access to confidential information is managed on a “need to know” basis where access to the information is required in order for a person to perform their role.
- Those who are not members of the meeting (see list below) must leave unless it is necessary for them to remain and hear the debate in order to perform their role.
- Those who need to be present for one confidential item can remain only for that item and must leave the room for any other confidential items.
- In any case of doubt, the ruling of the chairperson is final.

Members of the meeting

- The members of the meeting remain (all Governing Body members if the meeting is a Governing Body meeting; all members of the committee if the meeting is a committee meeting).
- However, standing orders require that a councillor who has a pecuniary conflict of interest leave the room.
- All councillors have the right to attend any meeting of a committee and councillors who are not members of a committee may remain, subject to any limitations in standing orders.

Independent Māori Statutory Board

- Members of the Independent Māori Statutory Board who are appointed members of the committee remain.
- Independent Māori Statutory Board members and staff remain if this is necessary in order for them to perform their role.

Staff

- All staff supporting the meeting (administrative, senior management) remain.
- Other staff who need to because of their role may remain.

Local Board members

- Local Board members who need to hear the matter being discussed in order to perform their role may remain. This will usually be if the matter affects, or is relevant to, a particular Local Board area.

Council Controlled Organisations

- Representatives of a Council Controlled Organisation can remain only if required to for discussion of a matter relevant to the Council Controlled Organisation.
A mihi whakatau will proceed the formal meeting.

The meeting will be chaired by the Chief Executive until the Mayor has made his statutory declaration.

Apologies

Statutory Declaration – Mayor

A waiata will be performed by the Auckland Council Waiata Group at this time.

Statutory Declarations - Councillors

The meeting will adjourn once all Councillors have made their statutory declarations and will reconvene on Tuesday 5 November 2019, at 9.30am in the Reception Lounge, Auckland Town Hall.

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1  **Affirmation**

His Worship the Mayor will read the affirmation.

2  **Apologies**

At the close of the agenda no apologies had been received.

3  **Declaration of Interest**

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

4  **Confirmation of Minutes**

There will be no confirmation of minutes.

5  **Petitions**

There will be no petitions section.

6  **Public Input**

There will be no public input section.

7  **Local Board Input**

There will be no local board input section.

8  **Extraordinary Business**

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“An item that is not on the agenda for a meeting may be dealt with at that meeting if-

(a) The local authority by resolution so decides; and

(b) The presiding member explains at the meeting, at a time when it is open to the public,-

(i) The reason why the item is not on the agenda; and

(ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting.”
Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"Where an item is not on the agenda for a meeting,-

(a) That item may be discussed at that meeting if-

(i) That item is a minor matter relating to the general business of the local authority; and

(ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but

(b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion."

9 Statutory Declaration - Mayor

His Worship the Mayor will make an oral declaration and sign a written declaration which will be attested by the Chief Executive.

The Mayor will address the meeting, outlining his vision for Auckland. He will acknowledge local boards and the appointment of the Deputy Mayor.

This item will be part of the ceremonial section of the meeting held on Friday 1 November 2019 at 6.00pm in the Great Hall, Auckland Town Hall.

10 Statutory Declaration - Councillors

Each councillor will make an oral declaration and sign a written declaration, which will be attested by His Worship the Mayor.

This item will be part of the ceremonial section of the meeting held on Friday 1 November 2019 at 6.00pm in the Great Hall, Auckland Town Hall.

11 Maiden Speeches

New councilors will have the opportunity to address the meeting.

The order of speaking will be as follows:

Councillor Pippa Coom
Councillor Angela Dalton
Councillor Shane Henderson
Councillor Tracy Mulholland
Te take mō te pūrongo

Purpose of the report

1. To provide a general explanation of the laws affecting elected members.

Whakarāpopototanga matua

Executive summary

2. At the first meeting after the three-yearly local election, elected members are required to receive a general explanation of the laws that affect them as elected members.¹ This report provides that explanation.

3. There are a number of laws affecting members and other core legal requirements that elected members should be aware of when making decisions. The legislation that applies both to individual elected member’s actions and collective decision making includes:
   a) Local Authorities (Members’ Interests) Act 1968
   b) Crimes Act 1961
   c) Secret Commissions Act 1910
   d) Financial Markets Conduct Act 2013
   e) NZSX Listing Rules
   f) Health and Safety at Work Act 2015
   g) Personal liability of elected members
   h) Local Government Official Information and Meetings Act 1987
   i) Local Government Act 2002
   j) Local Government (Auckland Council) Act 2009
   k) Other statutory decision-making requirements

4. This report and attachment provide an explanation of these core legal requirements.

5. In addition to these core legal requirements, there are many other statutes relevant to certain council decisions (for example the Resource Management Act 1991 and the Reserves Act 1977).

6. Elected members will receive advice from staff on a case-by-case basis to ensure that they understand their legal obligations when making decisions

Ngā tūtohunga

Recommendation/s

That the Governing Body:

a) note the general explanation of the laws affecting elected members.

¹ Clause 21(5)(c) Schedule 7 Local Government Act 2002.
### Ngā tāpirihanga
#### Attachments

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### Ngā kaihaina
#### Signatories

<table>
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<tr>
<th>Author</th>
<th>Meredith Webb – Manager Public Law</th>
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<td>Dani Gardiner - General Counsel</td>
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LAWS AFFECTING ELECTED MEMBERS

SUMMARY OF CORE LEGAL REQUIREMENTS

There are a number of core legal requirements that affect elected members both individually and collectively. Below we outline the legislation that will apply to your individual actions before covering the statutory framework and public law principles that apply to your decision-making as a collective.

INTERESTS AND INTEGRITY

1. Local Authorities (Members’ Interests) Act 1968
The Local Authorities (Members’ Interests) Act 1968 deals with financial conflicts of interest. It prohibits elected members from taking part in discussion or voting in situations where an elected member has a direct or indirect financial interest, other than an interest in common with the general public.

The Local Authorities (Members’ Interests) Act 1968 also prohibits elected members from entering into contracts with council (either the Governing Body or local boards, as applicable) valued at over $25,000.

The same rules can apply where a member’s spouse, partner, company (depending on shareholding levels or the member’s position in the company) or in some circumstances a family trust, has a financial interest or is concerned or interested in a contract.

In some cases the Office of the Auditor-General can consider providing an exemption to an elected member so he or she may participate in a decision in which they have a financial interest or enter into a contract with the council valued at over $25,000.

A failure to comply with the Local Authorities (Members’ Interests) Act 1968 could result in an elected member being prosecuted and disqualified from office.

2. Crimes Act 1961
The Crimes Act 1961 makes it an offence for an elected member to “corruptly seek” or accept a bribe or reward for doing, or not doing, something in his or her official capacity as an elected member.1 It is also an offence for an elected member to obtain any advantage or financial gain from information received in that role.2 A conviction for either of these offences under the Crimes Act would result in an elected member being disqualified from office and could lead to imprisonment.

3. Secret Commissions Act 1910
The Secret Commissions Act 1910 makes it an offence for an elected member to take bribes, or use their position for improper gain. It is also an offence for an elected member not to disclose a direct or indirect financial interest he or she has in a council contract. A conviction under the Secret Commissions Act would result in an elected member being disqualified from office and could also lead to a fine or imprisonment.

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1 Sections 99 and 105 Crimes Act 1961.
Auckland Council currently has a number of bonds quoted on the New Zealand, Singapore and Swiss Debt Markets. As a result, Auckland Council is subject to obligations, which it must comply with under the listing rules of the NZX (Listing Rules), the listing rules of other exchanges and the Financial Markets Conduct Act 2013 (FMCA).

The FMCA and the Listing Rules aim to promote a fair, efficient and transparent financial market. They impose a number of responsibilities on those who offer, deal and trade in financial products (including bonds issued by Auckland Council), especially in relation to what sort of information must be provided to potential investors when investment offers are made.

An elected member may be personally liable when approving council documents relating to offers of securities, if the documents contain false and materially misleading statements and the member actively participated in or authorised the making of the false or misleading statements where the member knew that the statement was false, or was reckless as to whether it was false.

As an issuer of quoted securities on the NZX Debt Market, council is subject to continuous disclosure obligations, which it must comply with under the Listing Rules and the FMCA. Council's continuous disclosure obligations under the Listing Rules require that once it becomes aware of any material information relating to it, it must:

a) promptly and without delay release that material information to the NZX; and

b) not disclose any material information to the public, any other stock exchange or any other party without first releasing the material information to the NZX. Auckland Council has implemented a Continuous Disclosure Policy to ensure that it complies with its continuous disclosure obligations. The Continuous Disclosure Policy also provides further guidance regarding what constitutes material information.

The FMCA places limits on elected members using confidential information relating to certain proposed council transactions. For example, where council debt securities are listed on a registered stock exchange, then elected members cannot use (or benefit from) information that is not generally available to the public. This applies to the council's bonds listed on the NZX Debt Market. Elected members must consider the risks of insider trading and the failure to disclose relevant interests in the council's bonds. Failure to comply could lead to a criminal conviction and therefore disqualification from office.

HEALTH AND SAFETY

5. Health and Safety at Work Act 2015
The purpose of the Health and Safety at Work Act 2015 is to protect the health and safety of workers at their workplaces. It sets out key health and safety duties for the council and for people in positions of leadership, influence, or responsibility in the workplace and for workers and other people. The Health and Safety at Work Act sets out some compulsory health and safety requirements and creates offences and penalties for failing to meet those requirements.

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Due diligence
Elected members have a personal and individual duty of due diligence to ensure that the council complies with its obligations under the Health and Safety at Work Act. This is analogous to what might be expected of a company director with a company’s financial statements. An elected member cannot delegate the exercise of this duty to anyone else. There are six aspects to the due diligence duty:

- to be familiar and keep up to date with health and safety knowledge and matters for the council;
- understand the council’s operations and the associated hazards and risks;
- ensure that the council has appropriate resourcing and processes to eliminate or minimise risks to health and safety;
- ensure the council has appropriate processes for receiving and considering information regarding incidents, hazards, and risks and for responding to the information in a timely way;
- ensure the council has and implements processes for complying with its duties; and
- verify the provision and use of resources and processes through reviews and audits.

Staff support elected members to comply with their duty of due diligence. Part of that support includes training and regular health and safety information reporting at Governing Body committee meetings and local board meetings.

PERSONAL LIABILITY

6. Personal liability of elected members
Members of the council (including local board members and members of council committees or other subordinate decision-making bodies) are indemnified by the council for the following:

- costs and damages for any civil liability, as long as the member was acting in good faith and was carrying out responsibilities or powers of the council (or relevant committee or other subordinate decision-making body); and
- costs arising from any successfully defended criminal action relating to acts or omissions in his or her capacity as a member.⁴

Personal liability for losses incurred
Elected members may be liable (jointly and separately) for the losses of the council where the Governing Body or local board has:

- unlawfully spent money;
- unlawfully sold or disposed of an asset;

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⁴ Section 43(1) Local Government Act 2002.
- unlawfully incurred a liability; and / or

- intentionally or negligently failed to enforce the collection of money it is lawfully entitled to receive.⁵

Members are only liable for these types of losses if the Auditor-General issues a report on the loss to the Minister of Local Government.⁶ The Auditor-General has not issued a report on losses incurred by a local authority since the Local Government Act was enacted in 2002 (although the possibility has been considered).⁷

An elected member will have a defence (and will not be liable) if they can prove the act (or failure to act) that resulted in the loss occurred:⁸

- without their knowledge;

- with their knowledge but against their protests made at or before the time when the loss occurred;

- contrary to the manner in which they voted on the issue at a meeting; or

- in circumstances where they acted in good faith and relied on reports, information, or professional / expert advice given by a council staff member or a professional adviser or expert on matters that the elected members reasonably believed were within the person’s competency.

A local board member can be liable only in respect of a matter that is the responsibility of their local board.⁹

**INFORMATION**

7. **Local Government Official Information and Meetings Act 1987**

The Local Government Official Information and Meetings Act 1987 (LGOIMA) determines how council meetings are conducted (including in relation to excluding the public from meetings), and how the council uses and releases information that it holds.

LGOIMA provides for:

- Access by the public to information held by the council, with limited grounds on which the council can decline a request

- Transparency and accountability in decision-making through providing for public admission to meetings of local authorities (unless there is good reason to restrict public access for a particular agenda item or items)

- Establishment of procedures for the achievement of these purposes

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⁵ Sections 44(1) and 46(1) Local Government Act 2002 and section 11A(1) Local Government (Auckland Council) Act 2009.

⁶ Sections 44(1) and 46(1) Local Government Act 2002.


⁸ Section 46 Local Government Act 2002.

• A process for members of the public to complain to the Ombudsman if they are dissatisfied with the council’s response to a LGOIMA request.

LOCAL GOVERNMENT LEGAL FRAMEWORK

8. Local Government Act 2002
The Local Government Act 2002 (Local Government Act) establishes the general legal framework for all local authorities in New Zealand, including Auckland Council.

Under the council’s two-tiered governance structure, the Governing Body and local boards share decision-making and are responsible and democratically accountable for the decision-making of the Council. In making its decisions, the council must give effect to the statutory purpose of local government, as set out in the Local Government Act:

• to enable democratic local decision-making and action by, and on behalf of, communities; and

• to promote the social, economic, environmental and cultural well-being of communities in the present and for the future.10

The role of a local authority is to give effect to the purpose of local government and to perform the duties and exercise the rights, conferred on it by or under the Local Government Act and any other enactment.11 When performing its role, the council must act in accordance with the principles set out in section 14 of the Act. If any of the principles, or any aspects of well-being, are in conflict in any particular case then the local authority should resolve the conflict in an open, transparent and democratically accountable manner.

The Local Government Act gives the council its power of general competence, which broadly allows the council to make decisions that an ordinary person or body corporate could make, while carrying out the council’s role and purpose, within any statutory limits.12

The Local Government (Auckland Council) Act 2009 (the Auckland Council Act) establishes and applies uniquely to Auckland Council. It sets out matters in relation to the council’s structure, functions, duties and powers that differ from the general provisions under the Local Government Act. If there is any conflict between the Auckland Council Act and the Local Government Act, the Auckland Council Act takes precedence.

Auckland Council is created under the Auckland Council Act as a unitary authority, with decision-making responsibilities shared between the Governing Body (the mayor and 20 councillors) and 21 local boards.13 The Governing Body is responsible and democratically accountable for the decisions it is responsible for in accordance with section 15 of the Auckland

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10 Section 10 Local Government Act 2002.
12 Section 12(2) Local Government Act 2002.
Council Act. Local boards are responsible and democratically accountable for the decisions local boards are responsible for in accordance with section 16 of that Act.

The 21 local boards represent their local communities and make decisions on local issues, activities and facilities. Local boards are established for the purposes of:

- enabling democratic decision-making by, and on behalf of, communities within the local board area; and
- better enabling the purpose of local government to be given effect to within the local board area.

The Governing Body focuses on the region-wide, strategic decisions, making the most of the council’s size and ability to deliver regionally. There are some decisions that only the Governing Body can make, including setting rates, appointing the chief executive, making bylaws or adopting the council’s ten-year budget (the long-term plan).

Decisions made regionally by the Governing Body will inevitably have local impacts, and Governing Body must consider any views and preferences expressed by a local board when making decisions that affect or may affect the responsibilities or operation of a local board or the well-being of communities within a local board area.

The Governing Body and the local boards collectively comprise Auckland Council, and together with council-controlled organisations, comprise the Auckland Council group.

The Auckland Council Act also sets out the responsibilities of Auckland Transport, Watercare (as an Auckland water organisation) and the Independent Maori Statutory Board.

DECISION-MAKING REQUIREMENTS

10. Statutory decision-making requirements

The Local Government Act and the Auckland Council Act set out the basic procedural decision-making requirements applying to council decision-making. For each decision, the Governing Body and local boards can decide how to give effect to these obligations. The more significant a decision is, the stricter the compliance should be.

These requirements are (in summary):

- to identify all reasonably practicable options for achieving the decision’s purpose and assess the options in terms of advantages and disadvantages;
- to consider the views and preferences of people likely to be affected by, or have an interest in, the decision (this does not require the council to undertake consultation);

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16 Sections 79(1) and 82(3) of the Local Government Act 2002.
17 Section 77(1)(a) and (b) Local Government Act 2002.
18 Section 78 Local Government Act 2002.
• to conduct any consultation in accordance with the principles outlined in the legislation;21

• to identify any significant inconsistency between the decision and any of the council’s policies or plans, and to provide reasons for the inconsistency;22

• to establish processes to provide opportunities for Māori to contribute to decision-making, including providing relevant information for that purpose;23

• for the Governing Body to consider the views and preferences of local boards if the decision may affect their responsibilities or operation or the well-being of their communities;24 and

• for local boards to cooperate with each other when the interests of their areas are better served by doing so.25

11. Public law decision-making principles

There are public law principles that elected members must keep in mind when making decisions. Compliance with these principles is subject to judicial review in the High Court. Broadly, public decision-makers are required to act lawfully, fairly and reasonably.

The concept of acting lawfully includes:

• having the necessary power to make the decision;

• acting in accordance with the purpose of the power being exercised, and within the scope of the discretion granted to the decision-maker;

• taking into account all relevant considerations and ignoring any irrelevant considerations; and

• exercising independent judgement in making the decision rather than “rubber-stamping” the recommendation of another person.

The concept of acting fairly includes:

• ensuring a proper process is followed, including consulting where appropriate;

• being unbiased and free from conflicts of interest;

• fairly considering all relevant views put forward with an open mind and not predetermining the decision (that is, making a decision before considering all relevant views or considerations);

21 Section 82 Local Government Act 2002.
22 Section 80 Local Government Act 2002.
23 Section 81 Local Government Act 2002.
• complying with the public's legitimate expectations (for example, keeping a promise to do something in a particular way that has been relied on); and

• complying with any applicable principles of natural justice.

The concept of acting reasonably includes:

• ensuring the decision is rational, based on legitimate, relevant reasons and one that a reasonable decision-maker could make; and

• ensuring the decision is proportionate to the purpose being served by the decision.

These obligations vary according to the context and the nature of the decision being made.

_Elected member obligations: General public law rule against financial and non-financial conflicts of interest and predetermination_

In addition to the requirements of LAMIA referred to above, elected members have additional obligations to carefully manage conflicts of interest and matters of pre-determination. These obligations are reflected in the Code of Conduct and standing orders; and upheld by the High Court.

A conflict of interest is concerned with public perceptions as to impartial decision-making based on the interests (financial or non-financial) or relationships of the decision maker. The test for a conflict of interest is whether a fair-minded observer would reasonably think that a member of the decision-making body might not bring an impartial mind to the decision, in the sense that he or she might unfairly regard or favour or disfavour a particular position due to his or her non-financial or financial interest.

Predetermination is concerned with closed-mind decision-making and is not dependent on the interests or relationships of the decision maker. The test for predetermination is whether the member has an actual closed mind.

**Further advice**

As an elected member, you can seek advice from Legal Services on any of the laws relating to a particular decision or council issue. For further legal advice or assistance, please contact Dani Gardiner, General Counsel, Legal and Risk, at legalservices@aucklandcouncil.govt.nz or through your Relationship Manager.
Te take mō te pūrongo

Purpose of the report
1. To provide an overview of the advice provided by the Auckland City Centre Advisory Board over the 2016-2019 term.

Whakarāpopototanga matua

Executive summary
2. The Auckland City Centre Advisory Board advises Auckland Council on the alignment of the city centre targeted rate portfolio to the needs of the city centre.
3. The city centre targeted rate portfolio of works is the portfolio of investment that are funded by the city centre targeted rate that formed part of the long-term plan. They are endorsed by the Auckland City Centre Advisory Board and approved by the Finance and Performance Committee. The city centre targeted rate investment portfolio is attached to this report as Attachment A.
4. The board also provides advice on council’s strategies, policies, plans, bylaws and programmes in relation to city centre development.

Ngā tūtohunga

Recommendation/s
That the Governing Body:

a) note the advice provided by the Auckland City Centre Advisory Board over the 2016-2019 term.

b) note the report on the Auckland City Centre Advisory Board for the 2016-2019 term.

Horopaki

Context
5. The Local Government (Auckland Council) Act 2009 S(9) specifies that one of the roles of the Mayor of Auckland is to ensure there is effective engagement between the Auckland Council and the people of Auckland. The Mayor has the power to establish processes and mechanisms for the council to engage with the people of Auckland, whether generally or particularly (for example, the people of a cultural, ethnic, geographic, or other community of interest).

6. The Auckland City Centre Advisory Board (ACCAB) was one of the council’s sector panels that gave effect to this legislation by:
   • advising on council strategies and plans that impact on Auckland city centre
   • advising on the priorities of the City Centre Targeted Rate investment portfolio
   • recommending any proposed changes to the Auckland City Centre Targeted Rate policy
   • advising on issues and opportunities to support city centre outcomes and its success.
7. The city centre targeted rate was established by Auckland City Council in the 2004/2005 financial year to help fund the development and revitalisation of the city centre. The rate is applied to business and residential land in the city centre and is estimated to yield approximately $22.5 million per annum.

8. The Auckland City Centre Advisory Board was formed to advise the council on expenditure of the city centre targeted rate.

9. From April 2018, staff have worked alongside members of the Auckland City Centre Advisory Board to undertake a review of the city centre targeted rate portfolio, to reflect the alignment with the Long-term Plan 2018-2028, latest challenges and opportunities and to ensure the portfolio is congruent with Auckland Council’s most current policies, plans and strategies.

10. The review of the targeted rate portfolio used the board’s endorsed assessment criteria and the council’s Investment Delivery Framework to assess projects in the city centre portfolio.

**Tātaritanga me ngā tohutohu**

**Analysis and advice**

11. The completion of the strategic assessment process and the incorporation of the advice and feedback from the Auckland City Centre Advisory Board allows council to formulate a refreshed city centre targeted rate budget for 2019/2020. The Finance and Performance Committee agreed to the city centre budget 2019/2020 at its August meeting, resolution FIN/2019/94.

12. During the 2016-2019 term, the Auckland City Centre Advisory Board provided key advice on the Auckland Plan 2050, the Long-term Plan 2018-2028, the City Centre Master Plan and Waterfront Plan (update), The City Centre Public Arts Plan and Homelessness city centre targeted rate support for the James Liston Hostel refurbishment and assertive outreach.

13. Staff will provide advice in relation to the review of the Auckland City Centre Advisory Board as part of the res-establishment of the sector advisory panels in a separate report.

**Tauākī whakaaweawe āhuarangi**

**Climate impact statement**

14. This report is procedural in nature and any climate impacts will be negligible. The report is unlikely to result in any identifiable changes to greenhouse gas emissions. The effects of climate change will be considered in future advisory board recommendations.

**Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera**

**Council group impacts and views**

15. The Auckland City Advisory Board provides advice on city centre workstream of projects provided by the Council Group.

16. Auckland Transport and other council departments have provided feedback in relation to the development of the City Centre Targeted Rate Investment Portfolio.

**Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe**

**Local impacts and local board views**

17. Auckland’s city centre falls within the Waitematā Local Board boundaries. The local board is consulted during the development of relevant city centre projects, some of which receive funding through the city centre targeted rate.

18. A Waitematā Local Board representative is part of the Auckland City Centre Advisory Board membership.
Tauākī whakaaweawe Māori
Māori impact statement
19. A Ngāti Whātua o Ōrākei representative is part of the Auckland City Centre Advisory Board membership.
20. The Auckland City Centre Advisory Board supports the city centre targeted rate to fund development projects that contribute to Māori outcomes by enabling manaakitanga (hospitality), kaitiakitanga (environmental guardianship), and highlighting our unique cultural heritage by incorporating Māori design elements.

Ngā ritenga ā-pūtea
Financial implications
21. The Auckland City Centre Advisory Board advises on the priorities of the City Centre Targeted Rate Investment Portfolio which is worth a value of $22.8 million per annum.
22. The Finance and Performance Committee agreed to the Auckland City Centre Advisory Board’s endorsement to the portfolio budget within the existing city centre targeted rate portfolio budget to 2025.

Ngā koringa ā-muri
Next steps
23. Staff will continue to administer the city centre targeted rate budget endorsed by the Auckland City Centre Advisory Board with the agreement of the Finance and Performance Committee.
24. Further advice on the re-establishment of the sector advisory panels is provided in a separate report.

Ngā tāpirihanga
Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Auckland City Centre Advisory Board report to Governing Body</td>
<td>23</td>
</tr>
</tbody>
</table>

Ngā kaihaina
Signatories

| Authors      | Carol Hayward - Principal Advisor Panels  
John Dunshea – General Manager Development Programme Office |
|--------------|----------------------------------------------------------|
| Authorisers  | Marguerite Delbet - General Manager Democracy Services  
Stephen Town - Chief Executive |
Auckland City Centre Advisory Board

2016-2019 report to Governing Body

Governing Body November 2019
City Centre rating map

Established by the Auckland City Council in 2004/2005

$22.8 million per annum

4.5% is drawn from residents
95.4% is drawn from businesses
Terms of Reference

• advise on council strategies and plans that impacts on Auckland city centre
• advise on the priorities of the City Centre Targeted Rate investment portfolio
• recommend any proposed changes to the Auckland City Centre Targeted Rate policy
• advise on issues and opportunities to support city centre outcomes and its success
• as appropriate, members may participate on behalf of the board, as part stakeholder reference groups to provide feedback to city centre projects and initiatives
• work with the council group and staff to achieve shared outcomes for the city centre
• Membership (19)

Ms Viv Beck – Business Improvement District, Chair
Mr James Mooney – Urban Design/Institute of architects
Mr Andrew Gaukrodger – Corporate Sector, Deputy Chair
Mr Nigel Murphy – Tertiary Education (AUT)
Mr Ngarimu Blair – Ngāti Whātua Ōrākei
Mr Adam Parkinson – City Centre Residents Group
Ms Noeline Buckland – City Centre Residents Group
Mr Patrick Reynolds – Transport representative
Mr Greg Cohen – Tourism/Travel
Mr Michael Richardson – Business Improvement District
Mr Ben Corban – Arts and Cultural
Mr Mark Kingsford – Corporate Sector
Mr Terry Cornelius, JP – Retail Sector
Mr George Crawford – Property Council of NZ
Amy Malcolm – Tertiary Education (University of Auckland)
Mayor Hon Phil Goff, CNZM, JP – Auckland Council
Ms Pippa Coom – Waitāmatā Local Board, Auckland Council
Cr Mike Lee – Liaison Councillor
Cr Chris Darby – Auckland Council (Mayor’s alternate)
Key Advisory Contributions

- Auckland Plan 2050
- Long Term Plan 2018 – 2028
- City Centre Master Plan and Waterfront Plan (Update)
- City Centre Public Arts Plan
- Homelessness city centre targeted rate support
  - $2million - James Liston Hostel refurbishment
  - $600,000 – assertive outreach over two years
Key Advisory Contributions – Projects & Initiatives

- Homelessness
- Cleaning & Maintenance
- City Rail Link Urban Realm
- Development Response
- Victoria Street Linear Park
- America’s Cup Legacy & Leverage
- Downtown Infrastructure Development Programme
City centre targeted rate funded capital projects 2010-2018
City centre targeted rate expenditure 2010-2018

Percentage of expenditure by type of project

<table>
<thead>
<tr>
<th>Type</th>
<th>% GT Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure - public realm and/or streetscapes</td>
<td>89.43%</td>
</tr>
<tr>
<td>Planning and research</td>
<td>6.45%</td>
</tr>
<tr>
<td>Public Art</td>
<td>0.27%</td>
</tr>
<tr>
<td>Technology</td>
<td>2.15%</td>
</tr>
<tr>
<td>Total</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Expenditure by type – pie chart

Expenditure by year

- 2010: $20M
- 2011: $15M
- 2012: $10M
- 2013: $5M
- 2014, 2015: $10M
- 2016, 2017, 2018: $15M
City Centre Targeted Rate Investment Portfolio Review

- Established board’s assessment criteria
- Strategic assessments completed
- Provided feedback on 11 strategic assessments
- Feedback on reallocation of funds and new initiatives
- Endorsed new investment CCTR portfolio 2019/2020
City Centre Targeted Rate Contributing to the City Centre Transformation
City Centre Targeted Rate Portfolio
Part of the City Centre Transformation
Federal Street Upgrade Stage 2
(Mayoral Drive to Wellesley Street)

**Status**
- Liaison with Auckland City Mission regarding construction phasing options is to continue to confirm programme.

**Objectives**
- Contribute to the creation of a coherent laneway circuit and envisioned in the City Centre Masterplan.
- Celebrate existing land use.
- A streetscape that better fits the scale and speed of pedestrians.
- Provide more interaction between building and street activities.

**Key Risks**
- Total project costs exceed approved budget.
- Auckland City Mission development causes significant delays to Federal Street upgrade.
- Reduced market capacity to deliver project due to city wide programme of works.

**Funding**
- City Centre Targeted Rate - ~$8M
Federal Street Upgrade Stages 3 and 4
(Victoria Street to Wyndham Street and Swanson Street to Fanshawe Street)

**Status**
- Concept Design contract awarded to Boffa Miskell in August.

**Objectives**
- Deliver a streetscape that prioritises function and operation.
- Create a destination that celebrates the historic built form of the street and diverse social character of the city centre.
- Provide a flexible streetscape that empowers the local community and businesses.
- Demonstrates best practice in sustainability.
- Respond to council’s budget and time constraints.

**Key Risks**
- Significant developments anticipated in the area result in delay to the project.

**Milestones**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concept Design</td>
<td>Aug '19</td>
<td>Feb '20</td>
</tr>
</tbody>
</table>

**Funding**
- City Centre Targeted Rate - ~$14M

---

Attachment A

Item 13
**Access for Everyone concept pilot – High Street**

**Strategic Alignment**

**Milestones**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Case Options</td>
<td>Jun ’19</td>
<td>Aug ’19</td>
</tr>
<tr>
<td>Detailed Scope &amp; Design</td>
<td>Aug ’19</td>
<td>Sep ’19</td>
</tr>
<tr>
<td>Trials Commence</td>
<td>Oct ’19</td>
<td>May ’20</td>
</tr>
</tbody>
</table>

**Status**
- Business Case received council investment approval to pass through to the plan stage.
- Scope is being defined and stakeholder engagement and the co-design development is underway.

**Objectives**
- Improve the distribution of street space to prioritise people, operations and street functions.
- Reduce the level of discretionary traffic accessing High Street.
- Enhance loading and servicing options of High Street businesses.
- Improve footpath standards to meet AT and NZTA recommended widths.
- Provide a new way to consult and engage with the community to manage change.

**Key Risks**
- Impact of on-street parking changes to local businesses.
- Traffic Control Committee resolution for parking space removal.

**Funding**
- City Centre Targeted Rate - $0.6M
Hobson Nelson Street Programme
Nelson Street Slip Lane – Placemaking Improvements

Status
- Strategic assessment received council investment approval to pass through to the business case stage.
- An option based business case is currently under development.

Objectives
- Enhance the amenity of the slip lane and encourage more active use at street level.
- Address current pedestrian safety concerns in the slip lane.
- Provide an improved pedestrian link for users of the slip lane and residents of the surrounding residential developments.

Key Risks
- 60 Cook Street development proceeds and overlaps with the slip lane enhancement programme.
- Project delay results in stakeholder disillusion.

Funding
- Funding for the Business case is being sourced from the Hobson/Nelson Street Upgrade programme.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Business Case approved</td>
<td>Aug '19</td>
<td>Mar '20</td>
</tr>
</tbody>
</table>
Karangahape Road Enhancements

Status

- Site establishment for the first two stages of the project has commenced.
- Work underway on southern side of Karangahape Road, between Symonds Street and Upper Queen Street, and the northern side of Karangahape Road, between Ponsonby Road and Howe Street.

Objectives

- Deliver a high quality integrated streetscapes environment.
- Provide a safe and attractive cycle route along Karangahape Road.
- Give greater priority to public transport while enhancing access.

Key Risks

- Public response due to traffic changes during construction.
- Unexpected utilities encountered throughout construction.

Strategic Alignment

Milestones

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>Jul ‘19</td>
<td>End ‘20</td>
</tr>
</tbody>
</table>

Funding

City Centre Targeted Rate - $9M
Myers Park Underpass

Status
- Preferred Concept Design supported by Auckland City Centre Advisory Board in July 2019.

Objectives
- Improve public perception of Myers Park and help establish it as a safe place to be.
- Improve accessibility and connectivity of the park.
- Utilise public art to improve activation and quality of the park.
- Maintain existing stormwater retention capacity.

Key Risks
- Design does not effectively mitigate safety issues such as anti-social behaviour.
- Design not perceived to improve accessibility.

Funding
- City Centre Targeted Rate - $7.55M

Strategic Alignment

Milestones

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design Development</td>
<td>Sep '19</td>
<td>May '20</td>
</tr>
</tbody>
</table>
Attachment A

Item 13

CRL Urban Realm Upgrades – Lower Queen Street and Albert Street

Status

- Contract C1, lower Queen Street – urban realm upgrade works due to commence late 2019 and run through to late 2020.
- Contract C2, lower Albert Street – urban realm upgrade works commenced 2018 and run through to late 2020.
- Contract C3, upper Albert Street – urban realm upgrade works – design to be developed following formation of the Alliance.

Objectives

- Achieve higher quality urban realm outcomes on the back of the City Rail Link reinstatement works along Albert Street and lower Queen Street.

Key Risks

- Insufficient remaining budget to deliver the full scope of urban realm upgrade for the Contract C3 section of Albert Street.
- Construction cost escalation further increase cost pressure on the project budgets.
- Interface with private development results in programme delays.

Funding

- Contract C1 - ~$15,000,000 from City Centre Targeted Rate
- Contract C2 - ~$11,000,000 from City Centre Targeted Rate
- Contract C3 - ~$4,000,000 from City Centre Targeted Rate
Quay Street Enhancement (Commerce Street to Viaduct East)

**Status**
- Detailed design completed July 2019.
- Construction underway, due for completion Dec 2020.

**Objectives**
Delivers on the City Centre Masterplan vision and outcomes by:
- Creating a people focused waterfront that caters for the anticipated growth in pedestrians and enhances connections between public transport modes;
- Reconnects the city with the Waitematā Harbour through good urban design and prioritises local traffic movements over through movements;
- Promote a thriving and authentic Māori identity and culture through a design approach that is founded on Māori design;

**Key Risks**
- Managing design outcomes and expectations within the total project budget;
- Delays to the construction of the project impact the ability to deliver the works by Dec 2020;
- Construction impact on local stakeholders

**Funding**
- City Centre Targeted Rate - $22,900,000

**Milestones**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>Q3 2019</td>
<td>Q4 2020</td>
</tr>
</tbody>
</table>

**Strategic Alignment**
- Enhancing and Tolerance
- Māori Identity and Wellbeing
- Transport and Access
- Environment and Cultural Heritage
Britomart Precinct Streetscapes

Status
- Galway Street (mid-block) construction due to commence in Q1 2020. Project delivered as part of the Downtown Programme.
- Tyler Street and Galway Street (lower Queen to Commerce) construction due to commence in Q1 2021. Project delivered by City Rail Link Limited.

Objectives
- The City Centre Master Plan 2012 identifies the Britomart Precinct as intended to be a high-quality mixed use precinct.
- The Britomart Precinct Streetscape programme is envisioned to create a pedestrian friendly precinct with high public amenity value.

Key Risks
- Construction impact on local stakeholders
- Construction delays due to neighbouring projects.

Funding
- City Centre Targeted Rate - $20,000,000, comprising:
  - Tyler Street and Galway Street (lower Queen to Commerce) - ~$8,000,000
  - Galway Street (mid-block) - ~$5,500,000
  - Galway Street east (completed) - $3,620,000
Thank you
Te take mō te pūrongo
Purpose of the report
1. To endorse the mayor’s proposal to establish six demographic and three sector advisory panels for the 2019-2022 term, with new terms of reference.

Whakarāpopototanga matua
Executive summary
2. Auckland Council’s demographic and sector advisory panels enable the council to ensure that the views and needs of a wide range of communities of interest are incorporated in council’s decision-making.

3. An evaluation carried out earlier this year by the council’s Research and Evaluation Unit (RIMU) confirmed that in the 2016-19 term, the demographic advisory panels provided valuable input into key plans and policies while giving the council unique opportunities to increase understanding of people from diverse communities and take these perspectives into account in its decision-making processes.

4. An informal evaluation was also carried out through an online survey with sector panel members.

5. The Mayor proposes that the council continues to have the same six demographic advisory panels and three sector advisory panels for the 2019-2022 term, to ensure that the council continues to access the voice of diverse communities of interest and respond to existing and emerging issues, building on the successful approach of the previous term.

6. In response to the evaluation, this report provides the Mayor’s proposals on several aspects that would enhance the panels, such as the number of panel members, the appointment of chairs and an increase in Māori representation. It proposes a maximum number of terms and an increase in diversity across the demographic advisory panels. Additional protocols and processes of the panels are attached in the terms of reference in Attachments C-F.

Ngā tūtohunga
Recommendation/s
That the Governing Body:

a) endorse the Mayor’s proposal to establish the following six demographic advisory panels during the 2019-2022 term:
   i) Disability Advisory Panel
   ii) Ethnic Peoples Advisory Panel
   iii) Pacific Peoples Advisory Panel
   iv) Rainbow Communities Advisory Panel
   v) Seniors Advisory Panel
   vi) Youth Advisory Panel
b) endorse the Mayor’s proposal to establish the following three sector advisory panels during the 2019-2022 term:
   i) Auckland City Centre Advisory Board
   ii) Heritage Advisory Panel
   iii) Rural Advisory Panel

c) endorse the updated terms of reference for the demographic and sector advisory panels.

Horopaki
Context
7. The Local Government (Auckland Council) Act 2009 S(9) specifies that one of the roles of the Mayor of Auckland is to ensure there is effective engagement between the Auckland Council and the people of Auckland, including those too young to vote. The Mayor has the power to establish processes and mechanisms for the Auckland Council to engage with the people of Auckland, whether generally or particularly (for example, the people of a cultural, ethnic, geographic, or other community of interest).

8. Auckland Council’s advisory panels are one of the mechanisms that give effect to these legislative terms.

9. During the 2016-2019 term, the mayor established six demographic advisory panels:
   • Disability Advisory Panel
   • Ethnic Peoples Advisory Panel
   • Pacific Peoples Advisory Panel
   • Rainbow Communities Advisory Panel
   • Seniors Advisory Panel
   • Youth Advisory Panel.

10. Three sector panels were also established during this period:
    • Auckland City Centre Advisory Board
    • Heritage Advisory Panel
    • Rural Advisory Panel

11. The advisory panels enable the council to ensure that the views and needs of a wide range of communities of interest were incorporated in the council’s decision-making, by:
    • reviewing and commenting on the content of the council’s strategies, policies, plans, bylaws and projects
    • advising the council on ways to communicate and engage effectively with their communities of interest
    • bringing to the attention of the council any matters that they consider to be of particular importance for or concern to their community of interest.
Tātaritanga me ngā tohutohu
Analysis and advice

12. Earlier this year, Democracy Services commissioned the council’s Research and Evaluation Unit (RIMU) to carry out an evaluation of the 2016-19 term demographic advisory panels, to identify improvements that would be recommended to the Mayor following the 2019 local elections. The full report is attached at Attachment A. Key findings were:

- advisory panels provided valuable input into key strategic planning and policy documents such as the Auckland Plan and Inclusive Auckland Framework
- the panels provided the council with unique opportunities to build relationships with people from diverse communities, to increase understanding of their viewpoints and take these perspectives into account
- panel members were provided with more opportunities to build relationships with councillors and senior staff and these were positively valued
- panels are well supported by liaison councillors, lead officers, deputy lead officers and governance advisors, but more work is needed to clarify roles and build whakawhanaungatanga (team ties) at the start of the term
- the role of the advisory panels in relation to facilitating communications and engagement is not well understood and clearer guidance and staff support is needed
- continuity between terms should be enabled by reappointing up to half of a panel, but a term limit should also be introduced to allow new ideas and energy on to the panels
- the remit and purpose of the Ethnic Peoples Advisory Panel should be revisited to address the challenges faced by the previous panel in representing Auckland’s superdiversity, and the diversity of other panels increased
- the size of the Youth Advisory Panel should be reduced and remuneration should be brought in line with that of other advisory panel members.

13. An informal evaluation was also carried out through an online survey of sector panel members. This was circulated in the agenda papers of the Governing Body on 26 September 2019. Key findings were as follows:

- panel members thought that the Auckland City Centre Advisory Board (ACCAB) and the Rural Advisory Panel were generally working well
- ACCAB members thought that their focus is helping to drive positive change within the city centre, however, board members felt that the council could work more closely across different departments and the council family to ensure that discussions are joined up at an early stage and that improvements are implemented quicker
- Heritage Advisory Panel members did not feel that the panel was working well. They voiced frustration that the panel had no direct conduit to council committees. They felt that the council had little interest in heritage matters and that the panel’s views or recommendations were not being heard or considered during decision-making processes
- Heritage and Rural Advisory Panel members felt that workshops with wider communities of interest would be beneficial from time to time to consider topics of mutual interest
- panel members generally felt well supported by staff but some operational improvements were identified for each panel.
Proposed approach for the 2019-2022 term

14. The Mayor proposes that the council continues to have the same six demographic advisory panels and three sector advisory panels for the 2019-2022 term, to ensure that the council continues to access the voice of diverse communities of interest and respond to existing and emerging issues. In response to the evaluation, the council proposes the following changes to the advisory panel model for a more effective engagement mechanism.

Demographic Advisory Panel proposed approach

15. The full list of recommendations and responses to those recommendations is in Attachment B. Many of these changes are operational in nature and will readily be implemented by staff.

16. Proposed strategic changes are as follows:

- Update the criteria for recruitment to the Ethnic Peoples Advisory Panel to focus on the skills required within the panel, for example to support the development of guidelines on how to engage with minority ethnic communities.
- Increase diversity within each panel and introduce a new minimum size of eight people to allow for that greater diversity. The previous terms of reference state that the minimum size of a panel was six but feedback from the panels is that they struggled with workload and this was particularly challenging for the panels who lost members.
- Introduce clearer processes to retire panel members who drop out without formally resigning and make it easier to recruit replacements during the term.
- Introduce a maximum number of two full terms for panel members to encourage new thoughts and perspectives on the panels but support up to half of panel members to remain from one term to the next to provide continuity.
- Maintain a small budget for communications and engagement activities but provide more clarity about the panels’ role in their delivery.
- Provide an opportunity for panels to choose, shape and support a project that they feel passionate about as part of their work programme during the term.
- Reduce the size of the Youth Advisory Panel (YAP) and remove the geographical connection. Facilitate connections with local board youth voice panels and other youth leadership groups to ensure a diversity of views is heard, to create strong youth networks across Auckland and a recruitment channel for the YAP.
- One of the recommendations from the review was to increase the remuneration of the YAP members. The current Auckland Council fees framework, which is based on the government’s fees framework, measures the demographic advisory panels on the following criteria:
  - Skills, knowledge and experience
  - Function, level and scope
  - Complexity of issues
  - Public interest and profile

In the current framework, the Youth Advisory Panel have been scored lower than other demographic advisory panels on all four categories. However, the Youth Advisory Panel members provide a similar level of strategic advice to the council as the other panels. To ensure that YAP members are able to participate at this strategic level, panel members will be recruited through existing Auckland Council youth voice groups, youth councils at schools and in community organisations where they have gained appropriate leadership experience.

On this basis, staff recommend that the remuneration of the YAP be increased to that of other panels as per the application of the fees framework.
17. The demographic advisory panels could maintain an ongoing connection with the Auckland Plan’s Belonging and Participation outcome, help with the development of engagement guidelines for minority cultural and demographic communities and advise on the council’s ongoing climate change and environment focus. These topics should be referred to during the recruitment process to ensure that appointees have the skills and interests to participate in these discussions.

18. The terms of reference for the demographic advisory panels have been updated to reflect these proposed changes and are attached as Attachment C.

**Sector Advisory Panel proposed approach**

19. Key changes proposed for sector advisory panels are outlined below.

20. Sector panels need stronger connection with committees so their advice can feed into the council’s decision-making process. An appropriate council committee should approve panels’ work programmes to give effect to panels’ advisory function. Each panel should have direct and formal connections with a relevant council committee to formally present its advice to the governing body.

21. Staff recommend that the Auckland City Centre and Rural Advisory Panels continue in the same format and that the Heritage Advisory Panel be repurposed.

22. The Rural Advisory Panel has contributed to improved outcomes for rural communities by offering a wide range of rural sector views, and providing strategic advice on the current and emerging needs of rural communities in Auckland. We recommend the panel continue to meet every two months and that they be given the opportunity to hold one to two stakeholder forums a year on topics of wider rural or environmental interest.

23. Staff recommend that the Mayor appoint a councillor as Chair of the Rural Advisory Panel for a term of three years.

24. The Auckland City Centre Advisory Board (ACCAB) advised on the work programme for the targeted rate and continue to be engaged in the development of the city centre projects. We recommend the board continue its advice on the development of the city centre with support from the council’s Development Programme Office. We recommend the board meet every month alternating between workshops and scheduled meetings.

25. In the last term, the ACCAB chair was elected by the board for a 12-month period every year. This was to ensure political neutrality of decisions related to targeted rate spending. For this term, we recommend that the Mayor appoint a chair for the three-year term who is independent from the stakeholder groups represented on the board.

26. The Heritage Advisory Panel originally focused its advice on the Proposed Auckland Unitary Plan, but during the last term, the panel mainly focused on updates from Auckland Council Heritage team during its bimonthly meetings.

27. Due to this lighter workload, staff think that meeting two to four times a year would be more appropriate. In addition, members of the panel should be refreshed, retaining specialist skills but providing an opportunity for greater diversity and new voices into the group.

28. A councillor has chaired the Heritage Advisory Panel since its establishment. Staff recommend that the Mayor appoint one of the members with heritage expertise and community standing as the chair of the Heritage Advisory Panel. Staff also recommend that there be a liaison councillor ensuring the link between the panel and the governing body.

29. The terms of reference for the sector advisory panels have been updated to reflect these proposed changes and are attached as Attachments D-F.
Tauākī whakaaweawe āhuarangi
Climate impact statement
30. Many of the advisory panels provided advice on climate change during the 2016-2019 term and identified this as a priority within their work programmes. There will be further opportunities for the panels to provide input over the coming term. This is anticipated to be one of the topics that will be highlighted during recruitment.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views
31. The advisory panels have connected with the Council Controlled Organisations during the previous term and it is anticipated that work will continue to strengthen this relationship during the 2019-2022 term. For example, Auckland Transport engaged with the demographic advisory panels at an integrated panel meeting as affordable, safe and accessible transport had been identified as a priority for many of these panels.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views
32. While the panels offer strategic advice on regional issues primarily to the governing body and staff, panel members have previously welcomed the opportunity to engage with local boards through community forums and events.
33. Local board members may directly engage with the panels to seek strategic advice on specific matters of interest to these communities of interest. Local board staff may seek guidance on how to engage with Auckland’s diverse communities.

Tauākī whakaaweawe Māori
Māori impact statement
34. One of the council’s strategic priorities for Māori outcomes is to increase participation in decision-making. We are looking to achieve this by increasing the minimum number of representatives with lived experience in Te Ao Māori and knowledge of contemporary issues facing Māori from one to two people in all panels apart from the Ethnic and Pacific Peoples Advisory Panels. As part of the recruitment process, we will reach out through appropriate Māori networks.

Ngā ritenga ā-pūtea
Financial implications
35. The Long-term Plan 2018-2022 set an annual budget of $401,740 for the operations of the panels. This should cover the costs of staff supporting the panels. The new panel model will be able to operate with the existing budget.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations
36. The risk of not establishing the advisory panels could lead to the plans and services provided by the council not reflecting the needs of the communities we serve and widespread dissatisfaction by the communities of interest represented by the advisory panel model.
Ngā koringa ā-muri
Next steps

37. Once the governing body endorses the proposed panel model for this term, staff will implement a selection process for the appointment of panel members.

38. For sector advisory panels, this will include a review of the current panel members and identification of any gaps in the current stakeholder representation. It will also include reaching out through appropriate Māori networks to increase representation of members with lived experience of Te Ao Māori as well as a significant refresh of the Heritage Advisory Panel membership.

39. For the demographic advisory panels this will be a new selection process for all panels with a shortened process for up to half existing panel members who wish to reapply.

40. Staff will present a report on the appointment of panel members for mayoral approval and endorsement from the governing body by April 2020.

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Dina Dosmukhambetova and Jesse Allpress

September 2019

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September 2019

Technical Report 2019/021

Dr Dina Dosmukhambetova
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Research and Evaluation Unit (RIMU)

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In summary, you are free to copy, distribute and adapt the material, as long as you attribute it to the Auckland Council and abide by the other licence terms.
Executive summary

Auckland Council has six demographic advisory panels, which were established to help the Mayor of Auckland, the Governing Body and council staff effectively engage and better understand the views of increasingly diverse communities of Auckland. There are currently six advisory panels: Ethnic Peoples, Pacific Peoples, Disability, Youth, Seniors and Rainbow Communities. In the current term, the total panel budget was approximately $400,000\(^1\).

Auckland Council Democracy Services commissioned the Research and Evaluation Unit (RIMU) to conduct a review of the 2016-2019 demographic advisory panels in late 2018. The research team was asked to consider four key and two supplementary evaluation questions. The key evaluation questions were as follows:

1. What impacts have the panels had during the 2016-2019 term?
2. How well have the panels, staff, councillors and the communities with which the panels identify engaged with one another?
3. What did and did not work well this term?
4. What improvements can be applied?

The supplementary questions were as follows:

1. How well have the changes to the panel model this term been implemented?
2. Do the different stakeholders involved with the panels have similar expectations of the panels’ purpose?

The overall purpose of this report is to contribute to the improvement of how the panels work in future terms. Some of the recommendations suggest new ways of working with the panels while others strengthen existing processes and work.

Methods

The research project took place between January and August 2019, and primary data was collected in April and May of the same year. A total of 27 in-depth interviews and focus groups were conducted with various stakeholders and stakeholder groups, including liaison councillors, senior staff, demographic advisory panels, support staff and other teams who worked with the panels during the term on plans, policies and strategies. The transcriptions of the sessions were thematically coded in several waves, and the emergent themes and ideas formed the basis of the current report.

\(^1\) This budget was for six demographic advisory panels as well as three sector panels. We do not consider sector panels during this review.
Panel set-up

The panels operated within the parameters set in the 2016-2019 Terms of Reference. Each panel had (i) a liaison councillor who acted as a conduit between the panels and the Governing Body, (ii) a lead officer who provided a strategic organisational perspective, (iii) a deputy lead officer who supported the work of the lead officer and managed the panel’s work programmes, and (iv) a governance advisor who provided logistical support. The panels were overseen by the principal advisor for panels. Each panel held 10 meetings a year, of which at least three were open to the public. Each panel had a budget of $20,000 per annum which they could choose to spend on communications and engagement.

Changes to the panel model this term

The research team was asked to consider how well three changes to the panel model this term had been implemented, namely: the introduction of strategic agendas, the establishment of the role of the chief liaison councillor and the introduction of meetings closed to the public.

First, the introduction of the strategic agendas helped some panels to focus on regional strategic matters, but this was not consistent across all panels. More consistency is required. Second, it was found that the establishment of the chief liaison councillor was seen as an effective and positive development by most stakeholders. Finally, there was consensus that the introduction of closed meetings was beneficial in facilitating more meaningful and open conversations between the panels and council staff.

In the previous term there were different expectations among panel members, staff and elected members about the purpose of the panels. In the current term, therefore, Democracy Services strengthened the fact that the panels were advisory in nature. As part of this review, participants were asked what they perceived to be the main purpose of the panels, and there was a near-perfect overlap in the expectations of various stakeholders: most participants viewed provision of advice as the primary function of the panels.

Value and impact

Study participants were asked what they thought were the main impacts of the panels this term. Participants gave a variety of answers, which were grouped into six themes as follows:

- Giving advice
- Having a voice
- Connecting with communities
- Influencing councillors and staff
- Influencing policy and operations
- Personal benefits

Review of the 2016-2019 Auckland Council demographic advisory panels
1. *Giving advice*. This is the main function of the advisory panels and participants talked often about the feedback they provided on a number of big and small policies, plans and strategies. For example, the Auckland Plan 2050 and the Long-term Plan 2018-2028.

2. *Connecting with communities*. The advisory panels ran a number of community forums this term, and participants discussed some examples of what they considered to be successful engagements.

3. *Having a voice*. Many panel members placed high value on the existence of the panels because it offered an opportunity for their communities to feed into council decision-making.

4. *Personal benefits*. Membership had personal benefits for the panellists. Stakeholders spoke about what they had learnt, being connected to a range of other opportunities, networking as well as having an enhanced sense of belonging.

5. *Influencing councillors and staff*. When discussing the value of the panels, councillors and council staff often spoke about the way their opinions, attitudes and behaviours changed as a result of their interactions with the panels.

   *You might have understood it at a conceptual level, but until you actually hear people telling you some of those stories and giving you some of that information and see what happens, it kind of doesn't really sink in.* ~ Staff member

6. *Influencing policy and operations*. It is not easy to directly measure the influence that panels have on the development of Auckland Council policy and operations, as their feedback is part of a complex system of decision-making. Nonetheless, there were examples of clear impact during this term: work to gain Age-Friendly City classification; input into the Disability Operational Action Plan; gender-neutral toilet signage; input in the Health and Hygiene Bylaw Review; and the introduction of Rainbow demographic questions into some of the council’s research.

**Stakeholder engagement**

The research team was asked to consider the engagement between the panels and the Governing Body, council staff and the communities with which the panels identified. We looked at each of these relationships in turn.

**Governing Body**

Relationship between the Governing Body and the panels was stronger this term than in previous terms. For example, the Diversity and Inclusion team organised joint panels/Governing Body/Executive Leadership Team (ELT) meetings where panel members could meet and discuss key issues with the Governing Body and ELT.
However, participants noted that there could be more visible engagement between the panels and the Mayor, as well as more engagement with councillors, especially those who do not work directly with the panels.

The review therefore makes the following recommendation:

**Recommendation 1:** Strengthen the relationship with the Governing Body in the following ways: (i) hold a six-monthly panel forum with the Mayor; (ii) provide an orientation for new liaison councillors about their roles and responsibilities; (iii) clarify how other councillors could engage with the panels; (iv) schedule at least three joint panels/Governing Body/ELT meetings each term; and (v) identify other opportunities for councillors to engage with the panels.

**Communities**

Participants spoke about a number of community-engagement events that they thought had worked well this term. However, they also raised some concerns about the organisation of community forums. For example, panel members were not specifically recruited for their community engagement skills and panel members were busy individuals who might not have expected to devote a substantial amount of unremunerated time to organising events.

In addition, study participants found it difficult to connect digitally with their communities and found the process of gaining access to digital tools challenging. While support was provided by communications staff for some panels to gain access to social media tools, panel members were responsible for managing the day-to-day operational aspect of the sites such as adding content and discussions. Panels did not always have a member who could commit to monitoring and updating the pages as planned.

Finally, there was a lack of clarity around the role the panels should play in connecting council staff to their respective communities. In particular, some staff members expected that the panels' role was to add to council's existing engagement mechanisms and provide more insight about who to contact within their communities. At the same time, some panel members were confused by these expectations and believed that council officers should have the networks they could access without the panels' help.

The review therefore makes the following recommendations:

**Recommendation 2:** (i) Retain the community engagement budget; but (ii) remove the expectation that the panels would deliver community engagement; (iii) provide staff support for organising engagement activities; and (iv) find synergies with engagement that the council is doing themselves in line with the issues and activities that the panel wishes to get involved with.

**Recommendation 3:** Provide good practice guidance and more support for online engagement with communities: (i) work with the panels to identify the best ways of communicating and engaging with their community online and (ii) provide operational...
support to implement and maintain digital engagement channels. This could be done by existing or additional panel support staff.

**Recommendation 4:** (i) Clarify the role the panels play in connecting the council with communities and (ii) communicate these expectations to the panels and council staff.

**Council staff**

A key function of the panels was to provide advice to council staff on regional policies, plans and strategies. Council staff could seek advice by organising integrated panel sessions (with all six panels), attending a meeting of each individual panel, and/or by emailing queries to the panel members and support staff.

Similar to the findings of the previous review, we found that it worked well when staff approached the panels early, sent information in good time, and ‘closed the loop’ with the panels later (provided feedback on the impact of the advice received). Study participants noted that closing the loop was still not common practice. This could have been due to the fact that, for a variety of factors, providing feedback was not always straightforward.

Many study participants also noted that there was a lack of centralised panel-related resources online, so it may have been difficult for council staff who were new to engaging with the panels to find relevant information.

The review therefore makes the following recommendations:

**Recommendation 5:** Strengthen the mechanisms for closing the loop: (i) require council staff to acknowledge that they heard the feedback by sending an outline of key messages back to the panel; (ii) adopt an action tracker template for all panels; (iii) strengthen ongoing communications between consulting staff and the panels around projects; (iv) strengthen the current report template guidance regarding the panels’ input; and (v) encourage staff to invite panel chairs to present alongside them at committee meetings.

**Recommendation 6:** Consolidate panel-related resources on Kotahi (the council intranet) in order to make it easy for staff to access information about the panels.

**Support staff**

Each panel was supported by a team of council staff, including a lead officer, a deputy lead officer, a governance advisor and the principal advisor for panels. One of the biggest themes that came through during the focus groups and interviews was the appreciation for the quality of support these staff provide.

However, study participants also identified some issues: the workload on support staff was far in excess of what they had anticipated; there were no formal arrangements releasing some support staff (lead and deputy lead officers) from their main responsibilities; there was
a lack of clarity around the delineation of the respective roles of the support staff, and there was little to no induction offered for the roles.

The review therefore makes the following recommendations:

**Recommendation 7:** Set clear expectations about the likely workload of support staff: (i) revise the expectation of time commitment for lead and deputy lead officers from one day per month to at least two days per month; (ii) set up formal arrangements where managers agree to release staff from their other roles to work with the panels; and (iii) clarify the respective responsibilities between support staff.

**Recommendation 8:** Provide orientation and support for the support staff: (i) hold an induction workshop for lead and deputy lead officers and (ii) consider arranging peer-support mechanisms.

**Panel members**

Study participants discussed various matters to do with the panel membership. One strong theme that came through in these conversations was around the quality and the calibre of the panel members this term. Study participants were very appreciative of the expertise and dedication that the panel members brought to the roles.

On the other hand, participants also touched on some of the difficulties that they had experienced.

First, they suggested that members would have benefited from a more extensive training and orientation programme, more time for whakawhanaungatanga with fellow panel members and more opportunities for personal development.

Second, participants noted that there was a variable commitment to panel work among panel members, and a seemingly diminishing motivation to participate. Reasons for this lowering enthusiasm and participation may have been the facts that (i) panel membership required more work than first anticipated by the panel members, and (ii) the contributions of panel members to activities other than attending meetings were not financially compensated.

Further, when discussing the appointment of members to the panels, participants spoke about the value of continuity in terms of panel membership, about a lack of handover between the panels from one term to another, and about difficulties replacing members who stopped attending meetings.

Finally, study participants discussed aspects of diversity and representation in the panels. Panel members were keen to underscore that the communities with which they identified were multidimensional and that there was a lot of diversity within each panel’s communities. The diversity within panel membership was, therefore, seen as very valuable both by the panel members and council staff. Study participants suggested enhancing diversity in the
future; they also felt that the ability of the panel members to apply a Māori lens should be strengthened.

The review therefore makes the following recommendations:

**Recommendation 9:** (i) Provide a more extensive training and orientation programme for panel members; (ii) provide more time for whakawhanaungatanga with fellow panel members; (iii) allow more time before selecting a chair; and (iv) provide opportunities for upskilling.

**Recommendation 10:** Set clear expectations about panel-member workload: (i) clarify the amount of time required for panel work; (ii) make the scope clear to panel members before they take up the role; and (iii) introduce an hourly rate to allow recognition of additional work by panel members.

**Recommendation 11:** Make changes to the appointment of panel members. More specifically, (i) enable the re-appointment of up to half of existing members to enhance continuity; (ii) create a lessons-learned guide each term; (iii) set a two-term or three-term limit for panel members; (iv) strengthen the relevant provision in the terms of reference about non-attendance; and (v) simplify the process of replacing panel members by creating a pipeline of approved candidates and/or delegating the responsibility for mid-term panel appointments.

**Recommendation 12:** Enhance diversity and representation within the panels: (i) actively apply a diversity lens during recruitment; (ii) raise the minimum number of members on the panel from six to eight; (iii) offer intersectional candidates a choice as to which panel to serve on; and (iv) encourage panel members to move between panels in different terms to enhance diversity. Finally, demonstrate the importance of Te Ao Māori and the Treaty of Waitangi by providing more emphasis on the Treaty throughout the term as well as more support and guidance during orientation.

### Panel functioning

*Advocacy and panel-led initiatives*

Many panel members joined the panels with a strong motivation to make a tangible difference and a meaningful contribution to Auckland. Although it was well-recognised that the primary function of the panels is advisory, panel members were often motivated to advocate for the issues they believed were important to their communities. However, the advocacy role was not very well defined in the current terms of reference, and there were different perspectives on the appropriateness and effectiveness of panel-led advocacy. As a result, panels and panel members who undertook advocacy during this term did so at some personal expense in terms of the time spent and without clear guidance on how to approach and undertake such activities.
For this reason, many study participants suggested that it would be beneficial for the panels to have support in choosing and progressing one or two advocacy projects during their term. However, asking the panels to undertake such an initiative must be carefully balanced against other panel activities. In addition, it would be advisable to select projects that could be embedded within the council’s existing work programmes.

The review therefore makes the following recommendations:

**Recommendation 13:** (i) Clarify the role of advocacy in panel functioning; (ii) consider offering panel members means to choose, shape and support a project they feel passionate about in collaboration with the relevant council department, but also (iii) consider time and resource implications of this change: panel members should be remunerated for their time working on the project.

**Cross-panel work**

There was general agreement among study participants that the times when the different panels worked together were positive and productive. In particular, participants commented that they enjoyed integrated panel sessions where all panels offered their views on a policy in a joint forum. Panel members further expressed enthusiasm for more formal and informal opportunities to get together and collaborate with other panels.

The review therefore makes the following recommendation:

**Recommendation 14:** Encourage inter-panel interactions and collaborations: (i) look for more opportunities to bring panel members together, both in formal and informal capacities; however, (ii) if establishing cross-panel working groups on specific issues, consider purpose, workload and appropriate remuneration.

**Support infrastructure**

It was noted by a number of panel members and support staff that panel operations relied primarily on mainstream methods of communications, like paper printouts, emails and face-to-face meetings. Participants thought that panel functioning would be enhanced if technological solutions were used to enable real-time feedback during meetings, the use of online discussion forums and to reduce paper usage.

The review therefore makes the following recommendation:

**Recommendation 15:** Provide technology solutions to enhance communications between the council and panel members and to reduce paper usage.

**The Ethnic Peoples Advisory Panel**

The Ethnic Peoples Advisory Panel (EPAP) was one of the first panels to be created. In the current term, the EPAP had several successes, including holding well-attended meetings and launching the [Future of Auckland](#) microsite. However, participants pointed out some
conceptual and practical difficulties associated with the set-up of this panel. First, it was
difficult for the panel to identify strategic issues, common to everyone, because – more than
other panels – they were a small group asked to reflect the views of a very large number of
quite different communities. Second, participants noted that the term ‘ethnic’ encompassed
broad categories of peoples. Finally, some participants had expected that the panel would
consider issues important to newcomers to New Zealand, but this did not occur.

The review therefore makes the following recommendation:

**Recommendation 16**: (i) Revisit the remit and purpose of the Ethnic Advisory Panel before
the new panel is set up and recruited, and (ii) reflect the growing diversity of Auckland in the
ethnic compositions of all demographic advisory panels.

**The Youth Advisory Panel**

The Youth Advisory Panel (YAP) was first formed in 2012. Study participants commented on
the high quality of the current panel members. However, they also felt that the panel’s size
and level of remuneration created some issues.

Unlike other panels, the YAP had 21 members who were selected from each of the local
board areas. There were some advantages to having a large number of members on the
panel, such as maintaining continuity despite relatively high turnover (as some panel
members left to attend university, etc.) and maintaining good geographic spread.

However, participants also noted that the arrangement implied that the panel members
represented their local boards, which created confusion about their role. In addition, the
large size of the group posed challenges to the panel’s ability to progress their work
programme, and for support staff to provide appropriate care and attention to each individual
panelist. To maintain a good geographical mix of panel members and to keep a slightly
larger size group to support continuity, the number of members could be based on the
number of wards (13).

The YAP members were remunerated at a lower level to other panels as the fees framework
stated that a lower level of skill and experience was required, which could mostly be
attributed to their age. Panel members pointed out the negative effects of the lower
remuneration.

Raising the remuneration rate for the YAP, while simultaneously reducing its size to 13
would result in a net financial gain (from $37,969 per year to $35,300 per year).

The review therefore makes the following recommendation:

**Recommendation 17**: (i) Reduce the number of the YAP members from 21 (local-board
based) to 13 (ward-based); (ii) clarify and emphasise the fact that the panelists are not ward
representatives; and (iii) increase remuneration levels to that of other panels.

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Review of the 2016-2019 Auckland Council demographic advisory panels

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1.0 Introduction

Auckland is New Zealand’s largest and most diverse city. Approximately four in 10 Aucklanders were born overseas, and some estimates indicate there are people of more than 180 ethnicities living in the region. Auckland also has the largest Rainbow population in the country, and one in five Aucklanders identify as disabled.

Auckland Council plays an important role in the wellbeing of all Auckland’s residents. One of the challenges of representative democracies, however, is that the election process does not guarantee that the diversity of the population is reflected in the composition of the elected members. The council is continuously working to become more community-centric to ensure that decision-making is supported by good advice that is shaped by engagement with Auckland’s diverse communities.

Many council departments and units (e.g. those working in policy advice, bylaw development and service provision) engage with Auckland communities. In addition, the organisation has a dedicated Citizen Engagement and Insights team, which leads and advises on best-practice design and delivery of strategic and significant public and community engagement processes across the council.

Demographic advisory panels were created as another mechanism for meaningful engagement with diverse communities during the establishment of Auckland Council in 2009-2010. Section 9 of the Local Government (Auckland Council) Act 2009 stated that ensuring effective engagement between the council and the people of Auckland, including those too young to vote, is one of the roles of the Mayor of Auckland. To achieve this, the Mayor can “establish processes and mechanisms for the Auckland Council to engage with the people of Auckland, whether generally or particularly (for example, the people of a cultural, ethnic, geographic or other community of interest)”.

Section 86 of the Local Government (Auckland Transitions Provisions) Act 2010 also set out a requirement that an Ethnic Peoples Advisory Panel and Pacific Peoples Advisory Panel be established for the duration of one electoral term. The purpose of the panels was to identify and communicate to the council the interests and preferences of their respective communities in relation to the content of the council’s strategies, policies, plans, and bylaws.

Fulfilling this legislative mandate, in 2011, Mayor Len Brown, the first mayor of the amalgamated Auckland Council, established Ethnic Peoples and Pacific Peoples Advisory Panels, as well as two additional panels – Disability and Youth. The panels were intended to advise elected members, both on the Governing Body and local boards, on council activities and on ways to engage with diverse communities in Auckland.

After the first term, the legislative mandate for the Ethnic and Pacific Peoples Advisory Panels ceased to exist, but the Mayor retained the power to establish the panels in the following electoral terms (with endorsement of the Governing Body). In the 2013-2016 term, Mayor Len Brown re-established the panels, adding two more panels, Seniors and Rainbow
Communities. The Rainbow Communities Advisory Panel was the last one to be formed, in 2015, only a year before the end of the term.

1.1 The 2016-2019 demographic advisory panels

In the 2016-2019 term, Mayor Phil Goff, with the endorsement of the Governing Body, re-established the panels with some changes to their purpose and operation. The six demographic panels were Ethnic Peoples Advisory Panel (EPAP), Pacific Peoples Advisory Panel (PPAP), Youth Advisory Panel (YAP), Disability Advisory Panel (DAP), Seniors Advisory Panel (SAP) and Rainbow Communities Advisory Panel (RCAP).

Their terms of reference stated that the panels advised the Governing Body and staff on regional and strategic matters within the remit of the Auckland Plan and offered advice on other council plans, policies and strategies that impacted their respective communities. In 2016, these terms of reference were updated to focus more explicitly on regional matters with no direct connection with local boards.

The panels advised through their agreed strategic agenda and detailed work programme. For the 2016-2019 term, the total panel budget was approximately $400,000 (this budget was for six demographic advisory panels as well as three sector panels; we do not consider sector panels during this review).

1.2 Journey to diversity and inclusion

As explained above, the demographic advisory panels are not the only way that the council engages with diverse communities. Building on previous initiatives, during this term there has been ongoing work within the council to promote wider recognition of the importance of becoming more inclusive and more culturally competent as an organisation. This included improving engagement practices to hear from those who do not usually participate, promoting diversity and inclusion among staff, and encouraging more candidates of diverse backgrounds to stand for office in local elections and for the boards of council-controlled organisations. Some specific examples include the following:

- The Citizen Engagement and Insights team has developed new partnerships with community organisations to improve council engagement practices and interactions with diverse communities of Auckland.

- Community partnerships and accessibility have been a key focus within the Elections team to encourage more diverse candidates and votes to participate in the upcoming elections.

- The Diversity and Inclusion team is implementing its organisation-wide Inclusive Auckland Framework, which concentrates on promoting diverse workforce and inclusive culture within the organisation, being more responsive to diverse needs of Aucklanders, fostering an inclusive Auckland, and supporting diverse governance.
The discussion of the demographic advisory panels should be understood within this wider context of the council’s journey towards greater diversity, inclusion, and ultimately, equity.

1.3 Previous reviews of the advisory panels

Reviews of the advisory panels were conducted by Martin Jenkins at the end of both the 2010-2013 and 2013-2016 terms. The 2013-2016 review assessed the panel model in relation to a number of alternative engagement models and made a number of recommendations for improvement.

Among other things, the review found that the panels made a valuable contribution when the council genuinely engaged with the panels at an early stage over its plans and initiatives, and that the council under-utilised the panels due to lack of clarity about their role.

The review considered alternative models but recommended that the panels continue for this term, with a number of recommendations for improvement. These recommendations included enabling less formal and more collaborative meetings, developing strategic agendas and work programmes that would enable the panels to focus on strategic regional matters, and establishing liaison councillors to strengthen the relationship between the panels, the Executive Leadership Team and the Governing Body. These recommendations were largely adopted by the council and endorsed by the Governing Body in November 2016.

1.4 This review

Auckland Council Democracy Services asked the council’s Research and Evaluation Unit (RIMU) to conduct a review of the 2016-2019 demographic advisory panels. It is intended that this review will inform the recommendations on the setup of the panels in the new term that Democracy Services will present to the Mayor following the 2019 elections.

The objective of this review is to answer the key evaluation questions proposed by Democracy Services and to provide recommendations for improvements to the way the panels are set up in the 2019-2021 electoral term.

The key evaluation questions for this review are as follows:

1. What impacts have the panels had during the 2016-2019 term?
2. How well have the panels, staff, councillors and the communities with which the panels identify engaged with one another?
3. What did and did not work well this term?
4. What improvements can be applied?

In addition to these key questions, the research team was also asked to consider two supplementary questions:
1. How well have the changes to the panel model this term been implemented?

2. Do the different stakeholders involved with the panels have similar expectations of the panels' purpose?

In the chapters that follow the supplementary questions are considered before the key evaluation questions, because they contextualise the main analysis.

The purpose of the review is to describe the current model, understand its strengths and weaknesses and provide recommendations about ways to strengthen the model. The MartinJenkins review identified that successful panels require time to mature and develop, and this review attempts to make a contribution to further development and improvement of the panels. Some of the recommendations suggest new ways of working with the panels while others strengthen existing processes and work.

With rare exceptions, the review covers panel activities in the two-year period from February 2017 to February 2019.

1.5 Methods

This project was approved by the Auckland Council Human Participants Ethics Committee in March 2019 (Application #2019001). Primary data was collected in April and May of the same year.

Between January and March, the research team met the key stakeholders of the review. As part of this process, the researchers attended the meetings of the panels to start building relationships and to discuss the research, its scope and purpose with the panel members and support staff.

In February 2019 a project Reference Group was formed, which consisted of senior managers whose teams had direct engagement with the panels, Executive Leadership Team members, and a senior staff member from the Mayoral office. The purpose of the Reference Group was to sense-check the development of the project and help contextualise the findings of the review. The Reference Group received monthly updates on the progress of the project and participated in a workshop in early August to discuss key findings.

1.5.1 Data collection

We used a mixture of archival and qualitative research methods in this project.

A review of panel-related documentation was conducted in March and April 2019. The purpose was to get familiar with the history, set up and current operations of the panels.

During the same period, the research team identified and approached key stakeholders of the panels. All teams and individuals approached agreed to participate in the study.
Fieldwork was conducted in April and May 2019. A total of 27 in-depth interviews and focus groups were held with the stakeholders, including liaison councillors, senior staff, demographic advisory panels, support staff and other teams who have worked with the panels during the term on plans, policies and strategies. There was an average of five participants in the 13 focus groups that were conducted.

Further, the research team received written feedback from several stakeholders who were not able to attend the interview/focus group sessions, including the Mayor of Auckland. Unfortunately, the time and logistical pressures meant that we did not collect the views of the councillors who did not work directly with the panels.

All interviews and focus groups were semi-structured, with the researchers asking a standard set of broad questions that sparked various discussions among participants. The interview questions were based on the key and supplementary evaluation questions.

The research team was mindful that this project involved working with historically marginalised communities. We therefore sought to ensure that we engaged with the panel members in a way that was sensitive and respectful, by incorporating important guiding principles of Kaupapa Maori (Smith, 1999) into our research practice: kanohi kitea (the seen face), aroha ki te tangata (a respect for people), and kaua e takahia te mana o te tangata (do not trample over the mana of the people).

1.5.2 Data analysis and reporting

The 27 interviews and focus groups conducted as part of this research project yielded about 40 hours of audio recordings, which were transcribed by a professional transcriber. The transcriptions were thematically coded in several waves. The emergent themes and ideas formed the basis of the sections in this report.

The report contains a large number of quotations from interview and focus-group sessions. Most quotes were edited to improve readability, correct grammatical mistakes and remove identifying information. The report is loosely organised around supplementary and key evaluation questions.
2.0 Panel set-up, changes and expectations

The 2016-2019 period was the third term in which the panels existed. Since the original creation of the panels in 2010, there had been a number of changes to the way they were set up, supported, and managed. In this chapter we provide an overview of the way the panels operated during this electoral term, discuss participants’ perceptions of the effectiveness of some of the changes introduced, and explore whether Governing Body members, council staff and panel members have similar expectations of the model.

2.1 An overview of panel set-up

Demographic advisory panels were created by the recommendations of the Mayor with the endorsement of the Governing Body. In this term, there were six demographic advisory panels in total: Ethnic Peoples Advisory Panel (EPAP), Pacific Peoples Advisory Panel (PPAP), Youth Advisory Panel (YAP), Disability Advisory Panel (DAP), Seniors Advisory Panel (SAP) and Rainbow Communities Advisory Panel (RCAP). The panels had between six and 10 members, with the exception of the YAP, which had 21 members. Each panel, except the EPAP and PPAP, had at least one member with lived experience of Te Ao Māori. See Appendix 1 for panel member selection criteria.

The panels operated within the parameters set by their 2016-2019 terms of reference. Each panel had a liaison councillor who acted as a conduit between the panels and the Governing Body. In this term the role of chief liaison councillor was also established. The purpose of the role was to promote collaboration and consistency across the panels and to bring relevant issues directly to the Mayor.

The panels had a formalised relationship with the Environment and Community Committee, made up of all Governing Body members. The committee endorsed panel appointments, reviewed and approved their strategic agendas and work programmes, and received reports from the panels at the end of each term about their achievement and activities.

In 2018, the terms of reference of the Governing Body were amended to specify that the Community Development and Safety committee (CDS) would work with the panels to promote their visibility and influence.

Each panel was supported by a team of staff, including a lead officer, a deputy lead officer, a governance advisor, and the principal advisor for panels. In this term, lead officers were selected from Tier 3 staff in the organisation, to make sure they had good visibility of the strategic matters in the council. The deputy lead officers supported the lead officers’ work with the panels; they also maintained and managed the panels’ work programme documents. Governance advisors provided logistical support to the panels. Finally, the principal advisor for panels oversaw the functions of all panels.

Each panel held 10 meetings a year, of which at least three were open and the rest were closed (closed meetings were also known as workshops). Although the terms of reference
stated that the YAP was an exception to this rule and that it should have up to only four closed meetings a year, in 2018 it had the same number and type of meetings as the other panels. Panel members’ remuneration was tied to their attendance at the meetings. The fee was calculated based on 5.5 hours per meeting (including preparation time) for regular panel members and eight hours per meeting for chairs.

The agendas for the open meetings were published on the public-facing InfoCouncil website, and members of the public were invited to attend. Chairs and deputy chairs, support officers and liaison councillors also attended pre-agenda meetings where they shaped the agenda for the upcoming panel meetings.

For substantial policy, strategy and plan developments, the panels provided feedback in the integrated panel sessions, where all panel members were invited to contribute in a single forum. There were three integrated panel sessions in 2017 (Auckland Plan 2050, Investing in Aucklanders, and Long-Term Plan), and two in 2018 (Auckland Plan 2050 and Long-Term Plan (combined), and Becoming a Smart City).

In 2018, Auckland Council’s Diversity and Inclusion team organised two joint panels/Governing Body/Executive Leadership Team (ELT) meetings where panel members could meet and discuss key issues with the Governing Body and ELT members.

Panel chairs and deputy chairs were also invited to optional chairs’ meetings (once in 2017, and three times in 2018) to provide an opportunity for cross-learning between the panels and to gain strategic input into the overarching panel programme of work.

In this term, each panel was allocated a budget of $20,000 per annum which they could choose to spend on communications and engagement (e.g. by holding community forums).

2.2 Changes to the set-up of the panels

The research team was asked to explore participants’ views on three particular changes that were made this term with respect to the set-up of the panels, following the review of the 2013-2016 demographic advisory panels.

The first change was the introduction of strategic agendas, a small list of key priorities that the panels developed in the beginning of the term. These were designed to keep the panel focused on strategic regional matters. The second change was the establishment of the role of Chief Liaison Councillor; this change was designed to strengthen the relationship between the panels and the Governing Body and promote an integrated panel approach. The third change was the introduction of closed meetings that the public could not attend. In the previous terms all panel meetings were open to the public, which was thought to be a barrier to frank and honest conversations between the panels and council staff wishing to consult on early drafts of their work.

The findings are discussed in turn below.
2.2.1 Introduction of strategic agendas

Strategic agendas were a small list of key priorities identified by each panel at the beginning of the term. They were designed to help panel members prioritise their activities during the term and focus their attention on the regional strategic matters that were most important to their communities. The strategic agendas sat at the top of the panel work programme, which was a document that contained an overview of the policies, plans and strategies that the panels advised on during the term; the work programmes usually aligned with the forward work programme of the Governing Body. There were work programmes in the previous terms.

The strategic agendas, together with the work programmes, were developed by panel members in the beginning of the term with guidance from support staff. As they were contained within the same document, many participants use the terms interchangeably.

Most participants who were asked about the strategic agendas felt that overall they were useful in keeping the panels focused on strategic matters.

The panel get a huge amount of requests from staff to come to them and the work programme is really useful for helping guide the chair and the deputy chair and for going back to staff to say ‘well, these are actually the panel’s priority’ ~ Support staff member

We identified what we felt were the key strategic pillars that allowed us to contribute meaningful advice. ~ Panel member

For at least three of the panels, strategic agendas were central to how they operated and thought about their activities and contribution. However, not all panels operated in the same way and not all used their strategic agendas to guide their operational focus.

The work programmes have been useful but the [panel] members haven’t really focussed on this. ~ Support staff member

Further, some panel members felt that the setting of strategic priorities was done too early in the term, before the group had time to build relationships with each other and properly understand their role and purpose.

Admittedly, we didn’t really know what we were doing in the first few months when we were putting together the work programme ~ Panel member

Others felt little ownership of the agenda because of how it was developed.

I still haven’t quite worked out who sets it [the strategic agenda], if it’s set by the council staff or by the elected representatives; certainly, I don’t feel that we have much say in that. ~ Panel member
In summary, the introduction of strategic agendas helped some but not all panels focus on regional strategic matters. In order to improve this in the future, it is suggested that panel members need to have ownership of the agenda, by spending time together before developing the agenda and being more actively involved in its development (see also Section 6.1: Induction and orientation, and Section 7.1: Advocacy and panel-led initiatives).

2.2.2 Establishment of the role of Chief Liaison Councillor

The role of Chief Liaison Councillor for panels was established in the current term. This position was in addition to liaison councillors for each individual panel. The role was designed to sit above all the panels and to support a more integrated panel approach, as well as strengthen the connections between the Governing Body and the panels.

The majority of study participants had a positive view of the role and its effectiveness in increasing the visibility of the panels and promoting stronger linkages between the panels. Many participants commented that the success of the role was directly attributable to the enthusiasm and energy of the particular person who had undertaken the role.

[The chief liaison councillor is] a massive advocate for the panels, she is the perfect person for that role and there have been some good outcomes in terms of integrated panel sessions, also she often advocates for panels in both meetings and workshops of the Governing Body. ~ Support staff member

The establishment of the role of the chief liaison councillor, therefore, added value with respect to its purpose.

2.2.3 Introduction of closed meetings/workshops

As described above, in this term each panel had 10 meetings a year, of which three were open to the public and seven were closed. This was a change from the previous term when all panel meeting were open.

The closed meetings were introduced with the purpose of enabling more productive conversations between panel members and council staff, who came to consult with them. All the participants who commented on the issue agreed that the introduction of the closed meeting format was a substantial improvement. They enabled more robust discussions and were well received.

This term’s felt more comfortable in terms of being able to have open discussions through the closed meeting/workshop approach. ~ Support staff member

Since we’ve been able to have closed meetings, the level of detail and the amount of information coming a lot earlier is definitely there. ~ Panel member

Review of the 2016-2019 Auckland Council demographic advisory panels
2.3 Expectations about the purpose of the panels

In previous terms, there were some differences in expectations among panel members, staff and elected members about the purpose of the panels. To address this issue, Democracy Services strengthened the fact that the panels were advisory in nature. In addition, there was a concerted effort this term to build collaborative relationships between panel members and council staff, as well as panel members and elected members.

As part of this review, the research team was asked to explore whether in the current term Governing Body members, panel members and council staff had similar expectations around the purpose of the panel. To do this, we asked study participants to comment on what they thought the purpose of the panels was. There were three overall themes, as discussed below.

First, there was a high degree of agreement among Governing Body members, council staff and panel members that the primary purpose of the advisory panels was to provide advice to the Governing Body. Some respondents talked about panels providing a particular demographic ‘lens’ to Auckland Council policy making; others talked about the panels ‘sense-checking’ some of the work underway at the council. Overall, there was an almost complete overlap in different parties’ expectations of the panels’ primary purpose.

Another perceived purpose of the panels was to act as community conduits. This function, however, involved varying expectations around how panel members would engage with their communities. We explore this issue further in Section 4.2, which deals with the engagement between the panels and their communities.

Finally, advocacy was also perceived by many to be one of the purposes of the panels. However, there was much more variability in this regard, with some panel members considering it to be a key function and a small minority contending that an advisory role is incompatible with advocacy. We explore this issue further in Section 7.1, which covers a discussion of the role of advocacy in panel functioning.

Overall, it seems, the panel stakeholders had similar expectations of the panels’ purpose and function, especially as it related to the primary function of the panels – providing advice.
3.0 Value and impacts

The impacts of the demographic advisory panels are difficult to measure directly. The main reason for this is that the panels were advisory in nature, and as such, they provided opinions and feedback rather than having direct impacts on policy or operations.

In addition, the social, political and organisational context in which the panels operated did not lend themselves easily to delineating simple cause-and-effect relationships. The direction in which Auckland Council moves on any particular issue is determined by a multitude of factors, of which the input of the panels was only one. Thus, attributing any changes (or lack thereof) solely to the quality or effectiveness of the panels’ advice is often not possible.

Study participants were invited to comment on what they considered to be the main impacts of the panels. Participants discussed a variety of subjects, and in this section, we attempt to organise some of these thoughts and shed light on what stakeholders viewed as valuable.

The themes and examples in this section do not cover an exhaustive list of the panels’ achievements during the term. Rather, they are a reflection of what was top-of-mind for the respondents at the time the data was collected (April-May 2019).

The figure below shows the six main themes that study participants touched upon when discussing the impacts of the panels. These are discussed further in the following sections.

3.1 Giving advice

The primary function and purpose of the demographic advisory panels was to provide advice on regional strategic matters. During the interviews and focus groups, the conversations about impact often focused on this aspect of the panels’ activities.

In the current term the panels provided advice to the council on several significant policies, plans and strategies, as well as a number of smaller projects. The main strategic plans that the panels provided feedback on during 2017 and 2018 were as follows:
• **Auckland Plan 2050.** The Auckland Plan 2050 is a long-term plan for Auckland, it considers how the region will grow in the next 30 years, and sets a strategy for six key outcomes, including (i) belonging and participation, (ii) Māori identity and well-being, (iii) homes and places, (iv) transport and access, (v) environment and cultural heritage, and (vi) opportunity and prosperity.

• **Long-term Plan 2018-2028** (also known as 10-Year Budget 2018-2028). The Long-term Plan lays out key priorities for a ten-year period and details how they will be paid for. Some of the topics covered in the plan include the introduction of the Regional Fuel Tax, protecting endangered species, and housing.

In 2017, as part of the broader development of both plans listed above, integrated panel sessions were held, where all the panels came together to provide feedback. In 2018 the panel chairs participated in the deliberation process about the plans in a workshop with the Governing Body committee.

There was a generally positive perception of the panels’ contribution to this work. For example, at the launch of the Auckland Plan 2050, a councillor commended the YAP’s input into the plan around Māori housing. Another councillor commented:

> Their input into the annual plan and their input into the Auckland Plan is phenomenal and it changed hearts and minds on the council. – Councillor

In addition to these overarching strategic plans, panel members were also consulted on a number of other plans and policies, including:

- Auckland Climate Action Plan
- Auckland Homelessness Plan
- Emergency Management Plan
- Future Urban Zones
- I Am Auckland (strategic action plan for children and young people)
- Inclusive Auckland Framework
- Investing in Aucklanders
- Public Safety and Nuisance Bylaw Review
- Tākaro – Investing in Play
- Ward Representation Review

Some participants observed that the panels played an important role for these smaller initiatives. This was because unlike the big priorities, such as the Long-term Plan, the...
smaller initiatives did not always have large budgets that would allow them to effectively
gather the views from hard-to-reach communities. The panels thus provided a very valuable
perspective.

### 3.2 Connecting with communities

In the current term the panels were allocated a budget of $20,000 per annum that they could
choose to spend on holding community forums to connect with and hear from their
respective communities. During the discussions of panel impact, participants often spoke
about the panels’ engagement with their communities.

Some of the engagements that were mentioned were as follows:

- The EPAP’s Have Your Say on the Auckland Plan 2050 and Long-Term Plan (March
  2018)
- The EPAP’s Future of AKL Microsite and Storytelling Campaign (2018-2019)
- The PPAP’s Pasifika Tattooing Talanoa (February 2018)
- The PPAP’s Pasifika Debate, a meeting co-hosted with the CDS committee (March
  2019)\(^2\)
- The DAP’s Public Forum in partnership with YES Disability (October 2018)
- The YAP’s Pub Quiz (June 2018)
- The SAP’s Focus on the Future – The Journey to Age Friendly Communities (March
  2018)
- The RCAP’s Public Forum on the Auckland Plan 2050 and the Long-term Plan (March
  2018)
- The RCAP’s 3Questions Community Engagement Project (September 2018)

### 3.3 Having a voice

The advisory panels were often seen as a conduit between the council and the diverse
communities of Auckland. One of the themes that emerged during interviews was that panel
members placed high value on the existence of the panels because it offered an opportunity
for their communities to have a voice in the way Auckland is run.

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\(^2\) This event is included in the list even though it took place after the two-year period this review
considers (February 2017 to February 2018). This is because it was held before the focus group with
the PPAP in March 2019. There were a number of other co-hosted events with the CDS in 2019;
however, they all took place after the data collection for this project had closed.
As an Aucklander, I didn’t really feel as if disabled people honestly have a place in it ... and this [the panels] seemed to be the only place where disabled people could bring those kind of ideas and vision. ~ Panel member

I was really interested in this work because I think Auckland Council has a hugely important role to play in the wellbeing of our communities and oftentimes rainbow communities are not very visible in that work. ~ Panel member

We force the council collectively to consider the youth experience because we exist. ~ Panel member

Participants viewed the panels as a rich resource available to the Governing Body in an ongoing fashion, providing a different, authentic perspective on policy.

I think if you’re getting good valuable information from a subset of a community, always got them as a connector, then its achieving what its set out to be; they’re a good resource. ~ Councillor

The existence of the advisory panels also sent a powerful message to Aucklanders with diverse backgrounds that Auckland Council was actively making efforts to be inclusive and to listen to their needs.

It’s very symbolic that Auckland Council or Auckland as a region is making efforts to appreciate differences, embracing difference and then it appears to the people of Auckland that we do have this panel, and we are thinking about it, we are talking about, we [are] actually hearing from their opinion, and I think this has meaning. ~ Panel member

In a democracy people need to [have] a line of sight between their lived experience perspectives and the decisions that affect them. In the absence of that, it breeds cynicism and distrust in the organisation. People look at the organisation in a different light having seen that it’s genuinely attempting to get perspectives into its decision making, and I do believe that they make a difference. ~ Senior staff member

3.4 Personal benefits

When asked what the impacts and value of the panels were during this term, many stakeholders spoke about the value membership offered the panellists themselves. In particular, participants talked about what they had learnt, being connected to a range of other opportunities, networking as well as having an enhanced sense of belonging.

- Stakeholders noted that being on a panel was a good educational experience for panel members, in terms of understanding governance and the way the council operates.

  I feel like the impact of the panels is it’s a very educational thing. You learn about policy. ~ Panel member

Review of the 2016-2019 Auckland Council demographic advisory panels
I think we have learnt a lot, things we might not have been aware of. I think I’ve learnt a tremendous amount. ~ Panel member

Panel members have learnt the complexity and the scope of the council’s work, so they became more aware of what the council is about and how it works. ~ Support staff member

- Members of the YAP talked about the opportunities that they had connected with through their membership in the panel.

  There’s been heaps of other opportunities that you wouldn’t get if you didn’t have access to the panel, like going to China and meeting the royal family. ~ Panel member

- Panel members also talked about the fact that panel membership was good for networking.

  I think it allowed us a platform to really network with people. We can just touch on the fact that we sit on this panel and so that gives us potentially door opening opportunities. ~ Panel member

  It’s a very good introduction to tell people that you are on an Auckland Council panel, and we’re looking at the wellbeing of the people who live here. It does open doors. ~ Panel member

- Finally, some panel members spoke about the fact that being on the panel gave them a sense of belonging.

  It’s been a really awesome growth of my personal development and I really feel that I am part of Auckland now. So I just feel really connected being part of the journey for the last three years. ~ Panel member

3.5 Influencing councillors and staff

The panels did not influence policy and operations directly. Instead, they worked towards their strategic priorities by having meaningful interactions and building relationship with council staff and Governing Body members. During the discussions of panel value, councillors and staff spoke about the impacts the panels had on their awareness of and appreciation for the issues that faced diverse communities.

The reality for most decision makers is that they do not have a first-hand real-life experience with people from every diverse community. And it is through positive interactions and relationship building with members of diverse communities that they can understand their viewpoints and take these perspectives into account. The panels provided the council with unique opportunities to have those relationships and to enrich their perspectives.

[As decision maker] you can distance yourself from, for example, rainbow issues because perhaps it doesn’t really affect you, but when you’re in a room and somebody tells you
that something that you’ve done or something that you might want to do would be really hurtful or would really impact them because they are a member of the rainbow communities, then you listen. ~ Councillor

Many participants spoke about the influence that the panels had on councillors and their perspective.

One of the seminal impacts for me was to hear first-hand panel members discuss issues that are really meaningful to them. ~ Councillor

I think for quite a lot of councillors the last meeting was a real aha moment; it was put in front of them black and white, people telling their stories, what the issues are. So I think for me, it’s not the facts and figures that gets decisions, it’s actually the human side and that’s what panels can bring to some of the issues that we’re looking into. ~ Support staff member

Staff also spoke of the value of bringing their ideas to the panels and sense-checking them before going out to public consultation.

I think part of the value from the panels is around challenging and providing contrary views and for really testing us. Why are we doing things? Why do we think this? Why are we taking this approach? Why are we not looking at things from a different perspective? And what accessibility means, just as an example, for me, might not be the same as what accessibility for somebody else. ~ Staff member

I think the panel members themselves were incredibly generous, in terms of the insights that they were willing to give us. Some of the things were actually probably quite close to the bone for some of them. They were willing to share [their experiences] in a way that actually you could go, yeah I understand it, and I’ll think about how it needs to be responded to. ~ Staff member

Finally, respondents discussed the value of the experience of engaging with particular communities and how that could contribute to the skills of council staff and councillors.

We used to use words very casually and what the panels have taught us is that words are really important when you’re describing people and I think that that’s definitely another skill that I’ve learned from the panels is that if you’re going to describe somebody, make sure it’s how they want to be described, not how you think they should be described and that’s been really valuable. ~ Councillor

You might have understood it at a conceptual level, but until you actually hear people telling you some of those stories and giving you some of that information and see what happens, it kind of doesn’t really sink in. ~ Staff member

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3.6 Influencing policy and operations

As discussed in the previous sections, it is often not possible to identify the precise nature and magnitude of the panels’ impacts on policy. Policy is created in a complex environment, and meaningful change can take a long time to occur.

Nonetheless, during the interviews, participants highlighted several policies and operational activities to which they felt the panels had made a significant contribution. As in the previous sections, the list provided here is not meant to be an exhaustive account of all panel impacts on policy and operations. Rather, it is a reflection of what study participants thought was important to discuss.

- Age-Friendly Cities classification. The SAP’s advocacy played a pivotal role in the Governing Body’s decision to seek membership in the World Health Organisation Global Network of Age-friendly Cities and Communities, and to create an action plan to deliver an Age-Friendly Auckland. The SAP’s advocacy for the Age-Friendly Cities started in the previous term.

- Disability Operational Action Plan is the disability strategy of Auckland Council. The DAP provided input into the development of the plan in the end of last term (2016). In the current term the DAP continued working with the council staff (Diversity and Inclusion Team) to shape the next iteration of the plan and provide guidance on implementation.

- Gender neutral toilets signage. The RCAP successfully advocated for the signage on accessible toilets to be made gender neutral in order to make the spaces more inclusive. The accessible toilet signs were changed to gender neutral in Te Wharau o Tamaki (the Auckland House), and the recently opened Westgate Library Community Centre also has gender-neutral signs on its toilets. This work started in the end of the previous term.

- Health and Hygiene Bylaw Review. The PPAP made a valuable contribution to the review of the Health and Hygiene Bylaw as it related to the practices of traditional Pacific tattooing, by providing advice and hosting a community fono to help the council engage with the Pacific community on this issue of cultural significance.

- Rainbow demographic questions. The RCAP was successful in advocating for the inclusion of Rainbow demographic questions in the council’s research, e.g. in Homelessness Count, and in partnering with the council to advocate for this change at a national level. Inclusion of such questions would increase the visibility of Rainbow communities and enable the council to understand Rainbow communities better and serve them more effectively.
4.0 Stakeholder engagement

One of the key questions the research team was asked to consider was how well the panels, council staff, Governing Body members and the communities with which the panels identified engaged with each other. In the three sections that follow we explore the interactions between (i) the panels and the Governing Body, (ii) the panels and their respective communities, and (iii) the panels and the council staff who engaged with them to receive feedback and/or advice. For each of these, we describe the ways that the parties engaged with each other during this term, provide overviews of what worked well and less well, and offer recommendations about how to improve the engagements in the future.

4.1 Governing Body

In this term, panel members engaged with the Governing Body in a variety of ways.

- The Mayor established the demographic advisory panels and set the tone for the relationship. At the beginning of the current term, Mayor Phil Goff sent a strong message around the value of the panels and was keen to continue the panels with some improvements.

- Each panel had a liaison councillor. Liaison councillors went to panel meetings, updated or provided advice on council issues; explained the priorities of the Governing Body to the panels, and brought the issues raised by the panels back to the Governing Body. In this way, they acted as a conduit between the panel and the Governing Body.

- The chief liaison councillor oversaw all the panels, promoted an integrated panel approach, and advised the Mayor on panel-related issues. This role was new in this term.

- Auckland Council’s Environment and Community Committee (ECC) had the overall responsibility for the panels. ECC approved panel membership and signed off their work programmes. The panels were accountable to the ECC and were required to present back their outcomes and recommendations at the end of the term.

Panel members presented their feedback to ECC; however, as the agenda of the Committee was often busy, the decision was made to delegate the relationship-management function between the Governing Body and the panels to the Community Development and Safety Committee.

- Community Development and Safety Committee (CDS) worked with the panels. In July 2018, the Governing Body terms of reference were amended to include a change to the definition of the delegated role of the CDS committee, such that one of the functions of the CDS was to work with the panels “to give visibility to the issues important to their communities and help effect change” (p.17)

The membership of the CDS Committee consisted of seven councillors, including the chief liaison councillor and five liaison councillors. The purpose of this change was to
promote a more integrated panel approach and raise the visibility of shared panel priorities.

- Joint panel sessions with the Governing Body members and the Executive Leadership Team (ELT). In 2018, the Diversity and Inclusion Team organised two meetings where panel members had a chance to build relationships with the ELT and Governing Body members and discuss key issues. The first one was held in July 2018 and included panel chairs and deputy chairs. This was intended primarily as a relationship-building session but several issues of importance to the panels were raised. The second session was held in November 2018 and all the panel members were invited. This covered the topic of transport with the Chief Executive and the ELT members from Auckland Transport presenting and responding to panel members’ questions.

- In 2018, the Diversity and Inclusion team also supported the panel chairs to participate in Governing Body deliberations on the changes to the Auckland Plan and LTP.

- Councillors were invited to attend community forums organised by the panels held in their wards or with specific communities of interest.

This meant that panel members had more opportunities to build relationships with the councillors, through both formal and less formal means. As a result there were stronger relationships between panel members and Governing Body members, and many study participants specifically noted the positive value of the sessions organised by the Diversity and Inclusion Team in 2018.

_We had more contact with councillors than we’ve ever had. I think there were several forums where councillors were present and we were there to help formulate some of the views that were on the table._ ~ Panel member

_I think there’s a great recognition internally of our role now than it was, because they made a concerted effort to make sure that staff and especially the Executive Leadership Team have been engaged with panels._ ~ Panel member

_The liaison councillors have a better relationship [with the panels] because there’s more time to build rapport._ ~ Councillor

There was more buy-in from the councillors about the value and effectiveness of the panels than in previous terms.

_When the committees have their decision papers, they [councillors] will ask about engagement with the panels. They want to make sure that staff have engaged the panels where the agendas are relevant._ ~ Support staff

_When the panel’s present to the Governing Body on issues, everyone’s interested, everyone understands, generally everyone knows the chair of the panels and respect their views too, so everyone’s listening._ ~ Councillor

In addition, the panels had good relationships with their councillors.
[Our liaison] Councillor has been a massive gift to us. ~ Panel member

It's been great having a Liaison Councillor who's so supportive and who has direct links obviously into other elected members and the Mayor. ~ Panel member

However, there was still room for improvement. In particular, many panel members felt that:

- The Mayor could have been more visibly involved with the panels.

  The previous Mayor had more interaction with the panels than the current Mayor, he's not as visible. Whether he has drawn on the input from the panels is not as obvious to me. ~ Staff member

  The Mayor meets with them but I'm not sure he's actively engaged to the degree that would be necessary if they were more influential. ~ Senior staff member

- There was variable commitment to the panels amongst liaison councillors, in terms of attendance at meetings and advocating for the panels.

  How the councillors engage with the panel, what they take back, and what they contribute is up and down and very variable, and their attendance is extremely variable too. ~ Support staff member

- There was room for closer relationships with other councillors.

  In terms of what contact the wider panel has with the council it's extremely limited. There are twenty-odd elected members on the Governing Body and we only see two of them, sometimes. ~ Panel member

  There has been a level of frustration expressed by certain members of the Governing Body around lack of opportunities to engage. They don't know whether they can just [turn up] and have a chat at one of our meetings or not. ~ Panel member

In terms of the engagement between panel members and the Governing Body members, there was a tangible improvement from the last term. However, if the panels are to provide effective advice to the Governing Body as a whole, more needs to be done to make the engagement more consistent across the board and improve the mechanisms already in existence.
RECOMMENDATION 1: Strengthen the relationship with the Governing Body

i. Establish a panels’ forum with the Mayor: a six-monthly meeting with panel representatives to provide an update to the Mayor, raise major issues, and participate in a Q&A. Consider holding a nomination process within the panels to choose a representative for each forum meeting.

ii. Provide orientation to liaison councillors about the expectations for the role (role at meetings, attendance, being an advocate).

iii. Clarify the mechanisms that other councillors have to engage with the panels (e.g. that they can be invited to or ask to attend panel meetings).

iv. Schedule at least three joint Panels/Governing Body/ELT meetings each term.

v. Continue to identify other opportunities for councillors to engage with the panels.

4.2 Communities

Every day the council is making decisions that have far-reaching impacts on the communities of Auckland. The council’s organisational strategy puts citizens, customers and communities at the centre of everything the organisation does and emphasises the importance of engaging communities to enable Aucklanders to have a strong voice and role in shaping their city.

The demographic advisory panels act as one of the council’s engagement mechanisms with Auckland’s diverse communities. Panel members were selected from their respective communities based on their personal experience, knowledge and skills. As such, they were not elected representatives and were not mandated to speak ‘on behalf’ of their communities. Instead, the panelists advised the council by speaking to their lived experience as members of a community and to their knowledge of the issues faced by the community.

Though not elected, panels were often seen by councillors and council staff as conduits between the council and diverse communities, with an implication that there would be a strong ongoing relationship between the panels and their communities. Further, a common theme among panel members themselves was an appreciation of the responsibility they held as panelists providing advice to the council and a desire to do so in an authentic manner, i.e. by staying connected with their communities and understanding their views.

They should have links to the community that they’re representing and so whatever feedback they get from the community gets fed back into the staff who then feed back to us. ~ Councillor

In this term, there were four main ways in which the panels connected to their communities: (i) through open meetings, where members of the public attended a meeting of the panel and could contribute to the discussion; (ii) through community forums, which panel members held to connect to their communities; (iii) through digital communication channels, like Facebook, which some panels were able to utilise; and (iii) through panelists’ personal
community networks. In the following sections we discuss what worked well and not so well for three of these channels. This is because there was little discussion of open meetings in the interviews and focus groups.

4.2.1 Community forums

In the previous term (2013-2016), the panels did not have a budget to connect with their communities, because their main role was (as it still is) to advise on the basis of their experience and knowledge. However, it became clear over the course of that term that the panels needed a stronger connection to their communities.

If they are here to represent their community and tell us how to serve them [their communities] better, they need a mechanism to engage with those communities from time to time, to hear it from them. ~ Support staff member

In addition, Martin Jenkins’ 2016 review identified that, internationally, advisory panels are effective when they can draw information from and link back to their communities (Martin Jenkins, 2016). Martin Jenkins thus recommended that Auckland Council “increase expectations and support for panels to link with their communities and disseminate information” (p.49).

On the basis of these considerations, in this term each panel was allocated a budget of $20,000 per annum that they could choose to spend on engaging with their communities. It was the responsibility of the panel members to deliver the engagements. In recognition of the fact that panel members may have a better understanding of their communities’ particular needs and preferences than the council, little expectations were set on what form the community engagements would take. This flexibility was meant to provide the panels with the freedom to design and deliver engagements that were fit for purpose for their communities.

During the discussions of what worked well, participants commented that there were a number of community engagements run by the panels this term that they considered to have been successful. The definition of success, in this instance, is based solely on the overall positive nature of comments offered by participants, as they were not specifically asked to rate the events that took place during this term. Some examples of the events that drew positive comments included the EPAP’s open meeting community forums in south and west Auckland; the RCAP’s panel’s public forum on the Auckland Plan 2050 and the Long-term Plan attended by the Mayor as well as the community research project; the PPAP’s Western Springs debate event co-hosted with the Community Development and Safety committee3, as well as their engagements on the Health and Hygiene Bylaw; the SAP’s community engagements around Age Friendly Cities and the DAP’s community forum in north Auckland.

Community engagement activities carried out in 2017 in relation to the development of the council’s Long-term Plan (LTP) were noted as having been particularly valuable.

3 The PPAP’s co-hosted event with CDS is the only such event covered in this review, because most co-hosted events of 2019 took place after data collection for this project had finished.

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All the forums run by advisory panel members, the attendance level was between
minimum 80 to a 100 and 120. Those were the most attended forums that the council has
run out of the LTP process. ~ Support staff

Although there were a number of successful community forums held this term, this success
was not consistent across the panels. During the discussions, a number of participants
brought up various aspects of community forum development that did not work well and may
have contributed to the inconsistency of results.

First, it was highlighted that panel members were not selected on the basis of their ability to
design and deliver community engagement (see Appendix 1 for selection criteria). Further,
panel members were generally highly active, time-poor individuals, many with full-time
jobs/study, young families, and/or other extra-curricular commitments. They had an
expectation that the role would take about six hours a month, which would include meeting
and preparation time. Yet, they were asked to volunteer their time to deliver community
engagements in addition to other work.

A lot of panel members are confused and also concerned that [running community
forums] is not necessarily what they signed up for and what was communicated to them.
~ Support staff member

I found it really surprising when we had such a big [community] budget because my
perception was that we would just be in an advisory role and we weren’t going to [be]
trying to connect with anyone. Because to have one meeting – and it’s hard enough to
wrangle everyone there – and then to have a budget essentially implies that there’s going
to be more involved than just one meeting a month. I wanted to know what have I
committed to because I was keen to get involved but I also didn’t have the time to be in
extra meetings and extra organisation. ~ Panel member

Although given a budget to run the community engagement, panel members were not
remunerated for the time they spent organising or attending the events. In addition,
questions of how to spend the budget sometimes posed challenges because of potential
conflicts of interest.

I think there was a bit of conflict [with] who gets paid and who doesn’t, and I think that
complicated things as well, because there wasn’t [clear guidance on] whether you as a
panel member, if you got involved in community forums did you get paid or was it voluntary? ~ Panel member

We’re all time poor and being on the panel takes a lot of time, so people who are going
above and beyond, doing more hours need to be compensated. ~ Panel member

The additional workload also detracted from the time panel members could spend on their
core business of being advisors.

If they’re focusing on community forums then they can’t do the advice and I think we
haven’t got the balance right for them. ~ Support staff member
Because of these considerations, some panel members voiced the view that it should not fall to them to organise the forums.

_It’s not our day job to do the nuts and bolts of organising forums. It’s our duty to turn up and support them and ask questions and all sorts of things._ ~ Panel member

Instead, what panel members could bring to community forums was to help shape its format and to leverage their personal connections in the communities to encourage people to attend the forums.

_When panel members are there supporting engagement, people in those communities think ‘oh right okay there’s faces I recognise, I’m hearing this through my network, I’m going to come along’. There are relationships that the panel members hold, they’re known by their community, they’re trusted, they can get us in or support where perhaps it’s much harder for your bureaucrat to do._ ~ Senior staff member

In summary, community forums and the associated budget provided a mechanism for the panels to engage with their respective communities in a fit-for-purpose manner. However, the panel members should help shape and promote the forums rather than be solely responsible for delivering them. Panel members who spend their time working on community forums should be compensated for the labour.

**RECOMMENDATION 2: Alter the expectations about the community forums**

i. Retain the community engagement budget.
ii. Remove the expectation that the panels would deliver community engagement.
iii. Provide staff support dedicated to organising community engagement activities, with panels having a less operational role.
iv. Find synergies with engagement that the council is doing themselves, but ensure that panel members are able to take a lead role in confirming what engagement they get involved with.

### 4.2.2 Digital connections with community

Many social platforms are available for connecting online. These tools could be used to connect with communities, promote events and share information. In this term communications staff provided support for some panels to engage online, including setting up social media pages. However, study participants expressed frustration at a perception that such tools were not readily available to the panels and felt that there should have been more guidance and support to utilise them.

_It’s hard for the panels to feed back to the community ‘this is where your ideas went, this is who’s following it up’._ ~ Councillor

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I don’t advertise [our successes] to my networks as well as I should because I’m scared I might send out the wrong information. I want to share that information but I don’t quite know how. ~ Panel member

We don’t need to do everything face-to-face. There are a lot of people who are active digitally and we could be asking the panels to support community engagement activities through their networks. ~ Support staff member

Access to our Facebook page is something that we had to fight for, for months. There were so many loops that we had to jump through just to get access. ~ Panel member

Facebook is not the only social media site that could be utilised, and each panel would likely have ideas about their own way to connect with their communities online. One success story this term was the launch of the Future of Auckland microsite in Autumn 2019, which the EPAP developed in order to connect with and collect insights from their community. With the help from support staff, this platform could be further developed to include other panels.

It needs to be remembered, however, that a social media presence requires constant upkeep, which panels might or might not have the capacity to sustain. In this term, some of the Facebook pages that were set up lay dormant for prolonged stretches of time (weeks/months), when there was no panel member who could commit to monitoring and updating the pages as planned.

Thus, the panels need a way of communicating and engaging with their communities, in a way that is appropriate and sustainable, but they require support because they may not possess the skills or the time resource to develop and/or keep communication active. Part of the community engagement budget could be spent on effective ways to connect digitally with the communities.

**RECOMMENDATION 3: Provide good practice guidance and more support for online engagement with communities**

i. Work with the panels to identify the most appropriate and sustainable ways of communicating and engaging with their community online.

ii. Provide operational support to implement and maintain digital engagement channels. This could be done by existing or additional panel support staff.

### 4.2.3 Personal networks and community connections

One of the criteria for selecting and appointing panel members was lived experience and sound understanding of their communities. For some – but not all – panel members this was the strength of their relationships in their respective communities. During the interviews, it became clear that panel members and staff members sometimes had different expectations about the panels’ role in connecting the staff with their communities through their personal networks.
Many council teams engage with communities to improve operational services or to consult on policies, plans, strategies and bylaws. Some council staff in this study had the expectation that the panels would have strong grassroots connections and that they would add to the council’s existing engagement strategies by offering tangible advice about who to connect with in their communities.

_We were presenting to the panels just recently and asking the panel about effective ways of reaching into the community and I personally thought that there could have been more insight._ ~ Staff member

_Our role is to provide advice and guidance to Auckland Council on how to engage and my understanding is that was also part of the role of the advisory panels – to give us another toolkit to tap into any gaps that we might have._ ~ Staff member

Panel members, on the other hand, were sometimes confused by these expectations, because they thought that council staff would have effective existing ways of reaching into the communities.

_They should be specialists. They have no knowledge of whom to contact. They always ask - can you recommend somebody who knows about something. That is unfortunate, the organisation just does not have a network._ ~ Panel member

_I think they were often reliant on our own personal networks [to reach out to the communities], which is fine but that should probably be quite clear before you sign on to be a part of the panel._ ~ Panel member

Thus, it is important to clarify the role that the panels play in connecting the council to communities. Panel members were appointed advisors who shared their lived experiences and views, and they may or may not have had strong grassroots connections.

The value-add of the panels when it came to community engagements was their ability to promote events to their networks, provide the council access into some of their communities, bring people along, and give specific tips on what to think about when engaging with their communities.

_The panel had that access into the community to be able to bring the right people to the table and help with that discussion. This is the kind of knowledge and the kind of links with the community that I think they can bring us._ ~ Staff member

_What the panels can do is give you some tips and some insights on the specific issues, [they] have a deep understanding of the community and what matters to them and how they’re organised and how they interact._ ~ Senior staff member

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<tr>
<th>RECOMMENDATION 4: Clarify the panels’ role in connecting the council with communities</th>
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<tr>
<td>i. Clarify the role the panels play in connecting the council to their communities.</td>
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<td>ii. Communicate these expectations to the panels and council staff.</td>
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4.3 Council staff

A key function of the demographic advisory panels was to provide advice to council staff on regional policies and strategies. During the current term, panel members fed into a variety of policy proposals, plans, strategies and updates, including the Auckland Plan 2050, the Long-term Plan, as well as a number of smaller initiatives.

Panels had a degree of influence on what policies were presented to them for feedback. For example, panels set strategic agendas that reflected their priorities and developed work programmes that contained specific policies they considered during their term. Further, at pre-agenda meetings the chairs of the panels worked with support staff to determine which items would be included in the agenda at the following meetings. Finally, panels could invite presentations from staff on matters that were of interest to them.

However, as the work programme (and in part the strategic agenda) was developed to align with the council committee forward work programme, in practice council staff could add items that were of importance to the organisation. In addition, panels were not decision-making bodies, and as such they could not pass resolutions that were binding to council staff (although they could pass resolutions about the formal view of the panel on particular issues).

Council staff could get input and advice they sought through the following mechanisms:

- Integrated panel sessions, where members of all panels attended and contributed at the same time. This was usually reserved for large council-wide strategies and plans, like the Auckland Plan 2050.

- Attending meetings of each individual panel. Although technically council staff could seek advice both at the open and closed panel sessions, many staff chose to present at the closed sessions, as the less formal format of the closed sessions was more conducive to productive discussions.

- Email queries. This method worked best when a council staff member had an established relationship with the panels.

In the current term the visibility and profile of the panels seemed to have increased in comparison to the last term: participants commented on the fact that there was more awareness of the panels' function and value among council staff.

There is a lot of buy-in from the organization to come to panels and seek their advice ~ Senior staff member

The way council staff approached the panels and engaged with them shaped the nature of the interaction and therefore the quality of the advice they received. Study participants noted that it worked well when staff approached panels early, sent information in good time, and ’closed the loop’ with the panels later (i.e. provided feedback on the impact of the advice.

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received). They also commented that council staff often attended with a good attitude that laid the foundation for a productive conversation.

_People coming in are great. I found they are very, they just seem sincere and wanting to hear what we say._ ~ Panel member

However, respondents felt that some staff treated engagement with the panels as a box-ticking exercise, because they came to the panels at the last possible minute, and they failed to close the loop on the advice that they had received.

_Sometimes it feels like they’ve already planned everything out and they kind of have to just go on the journey and make sure that they sign off, ‘we talked to young people’, and then we can keep going._ ~ Panel member

### 4.3.1 Closing the loop

One theme that came through during the discussions was council staff closing the loop with the panels by providing feedback to them about the effects of their advice. Panel members and panel support staff often invited council staff who engaged with the panels to let the panels know about how their work progressed by presenting again after a period of time or by sending a memo to the panel.

One of the responsibilities of the deputy lead officers was to help council staff close the loop by facilitating follow up reports for panel members, and both lead and deputy lead officers often liaised with presenters after their presentations about the progress of their projects. In addition, some deputy lead officers kept track of progress through work programmes and action trackers (work programmes provided an overview of the panels’ activities, both future and past, and action trackers were adapted from work programmes to enable more efficient capture of progress made).

It seems that these mechanisms for helping council staff close the loop with the panels were insufficient during this term, however, as many panel members spoke about not having clear sight of the impacts their advice made.

_What happens when you walk out of a meeting? How do I know that you’ve understood exactly what I’m meaning here and what are you going to go away and do about it?_ ~ Panel member

Though closing the loop is an important part of engagement, for council staff (and support staff) this task was not always straightforward. Some of the reasons it was difficult to feedback to the panels could be that the panels’ advice needed to be weighed against other pertinent considerations; projects could have very long timeframes spanning several years; staff responsible for the work could leave; or the project could be de-prioritised because of budgetary considerations.

_I think some of the projects that council staff are looking for advice on, they have very long timeframes. So we often feel like we are chasing staff and they have nothing to give back yet because nothing has happened with that piece of work. So that’s a challenge._ ~ Support
staff member

However, even when nothing happens or the feedback is not incorporated in the original form, it is important to communicate that to the panel members, because it is helpful for them to understand how their advice fits into the larger context of council operations.

There was general support among study participants for strengthening the feedback loop mechanism in order to enable better understanding of the impacts of the panels. Some suggestions for improvement included:

- Capturing detailed nature of the feedback provided. One of the weaknesses of the current system was that panel documentation did not capture the precise nature of the feedback given. Only consulting staff themselves captured the details of the feedback provided, which participants suggested they should circulate back to the panels after the meetings. This would be a way for consulting staff to acknowledge that they heard the feedback, and for the panels to have a record of the feedback provided for later reference.

- Encouraging consulting staff to provide an overview of the expected timeline for projects when they first engage and request occasional updates on long-term projects.

- Including a section about consulting with the advisory panels on the formal decision paper templates that staff use when they write reports to the Governing Body committees. Including a mandatory section may complicate the template and increase the demand placed on panel time for issues that panel members may not care about. However, it is possible to strengthen the report template guidance regarding the panels’ input. Not all officers check the guidance, but it would go some way to developing an expectation that panel input must be acknowledged.

RECOMMENDATION 5: Strengthen the mechanisms for closing the loop

i. Require council staff who receive advice from the panels to send a document outlining key messages back to the panel.

ii. Adopt an action tracker template for all panels, incorporate feedback detail provided by council staff.

iii. Strengthen ongoing communications between consulting staff and the panels around projects.

iv. Strengthen the report template guidance regarding the panels’ input and include an optional ‘demographic advisory panels’ heading where appropriate.

v. Encourage staff to invite panel chairs to present alongside them at committee meetings.

4.3.2 Centralised web resources

When council staff first decided to engage with the panels, they did not always know how to go about it. This may have been one reason why they came to the panels too late into the development of the project.
There were some online resources available to help staff understand how to engage, but it was not always readily accessible or widely promoted. More specifically, panel-related information was available on Kotahi, the council’s staff intranet page; however, the information was spread between different pages and could be difficult to find.

*There is a panel page but it’s not very visible. You have to navigate to find the webpage.*
~ Support staff member

*The council’s got a document about guidance for accessible documents. Problem is, staff aren’t taught about it so staff keep making mistakes.* ~ Panel member

*We need to give better guidance to people about when they come and how it works.* ~ Support staff member

Perhaps in part due to the lack of centralised web-resources, the internal operations of the panels, their activities and their achievements were not as visible to the wider Auckland Council as they could be.

*They [the panel] were going to be doing some research and it all sounded really interesting and really useful, but I’m not sure where any of it ended up. That would have been a really useful piece of work to consider.* ~ Staff member

*I think it’s been a problem from day one is how do we communicate what the panels are up to.* ~ Support staff member

**RECOMMENDATION 6: Consolidate panel-related resources on Kotahi (the council intranet)**

i. Consolidate all the information about the panels onto a single page on Kotahi to make it easy for staff to access information about the panels and make it easy for the support staff to signpost interested people to the right place.
5.0 Support staff

The research team was asked to consider what worked well and not as well in the current term and to provide recommendations for improving the set-up of the panels in the future terms. In this chapter, both of these questions are discussed in relation to the function and role of the staff supporting the panels.

The panels’ terms of reference stated that each panel would be supported by a team of council staff, including a lead officer, a deputy lead officer, a governance advisor, and the principal advisor for panels. During interviews and focus groups, stakeholders highlighted the following aspects of these roles:

- Lead officers were Tier 3 staff. They helped provide policy context to the panels, helped set strategic agendas of the panels based on their knowledge of council direction, provided advice to the panels about their scope and role, and advocated on the panel’s behalf where appropriate.

- Deputy lead officers were Tier 4 or 5 staff. They supported the work of lead officers, managed and updated the work programme, tracked progress, and followed up with council staff to get feedback on the way panel advice was incorporated. Deputy lead officers also helped staff understand how best to engage with the panels.

- Governance advisors looked after the logistics of panel meetings, which included organising catering, booking venues, creating and distributing agendas, liaising with staff, arranging pre-agenda meetings, and providing guidance to staff about the best way to engage with the panels.

- Principal advisor for panels was a full-time role dedicated to the panels. Principal advisor for panels was responsible for the overall functioning of all panels, providing guidance to panels about their purpose and scope, promoting the understanding of the panels among council staff, and connecting staff to the panels where necessary.

In addition to these responsibilities, all support staff had a duty of care for the panel members.

5.1 Quality of support

One of the biggest themes that came through in the focus groups and interviews about what worked well this term was the quality of support provided by the support staff.

One thing that’s really worked is the support from the staff. They’ve been really supportive in helping us deal and manage with all the stuff that we don’t know, and their availability has really helped with easing the process of the panel over the past two years and a bit. ~ Panel member

I think the actual back of house administration of the panels is really well done. ~ Staff member
From my perspective what's working well is the communication between them [support staff]. If they're communicating well, the advisory panel is doing well. ~ Councillor

It is encouraging that support staff were seen to be effective, efficient and engaged, because as the previous review of the panels found, the effective models of engagement "stood or fell on the quality of their facilitation and support" (p. 49, Martin Jenkins, 2016).

5.2 Workload

When asked to comment on what did not work well this term, many support staff talked about difficulties they experienced with their roles. In particular, support staff discussed the fact that the workload associated with being lead officers, deputy lead officers and governance advisors are in addition to their everyday responsibilities.

Everyone's doing this on top of their regular day jobs. I don't think that [it was made] clear what the role was and how much time it would take, and I think that is also a problem for the lead officers, the deputy officers, and [governance advisors]. ~ Support staff member

There is a lot of resource in it [the panels], the staff resource time. I don't have the capacity within my role to start late on [the day of the panel meeting], so I work. That's a 13- to 14-hour day, and that is an absorbed cost. ~ Support staff member

The role description for lead and deputy lead officers stated that the role would take about five to eight per cent of their time, or one day a month; and for governance advisors the panels should have also been a relatively small part of their job. However, there was general agreement between support officers that this was not reflective of reality.

I think one day a month is not enough to do it justice. You just can't do it and if you want to do a quality job then you have to do more. ~ Support staff member

The Governing Body committees are our main priority and then we fit in the demographic advisory panels in that mix because they're part of the terms of the reference of the Governing Body, but it seems like that could be quite a big resource where it's probably supposed to be .25 of our time and it might push up to .5 in some cases. ~ Support staff member

It was also pointed out that there were no formal arrangements releasing deputy lead officers from their main roles:

I'm actually quite concerned that when [my managers] see how much time I'm spending [on the panels], they will pull me from the role. I'm working on behalf of the panels and my department sees none of it, so they can't replace me as a resource. ~ Support staff member

At the moment I think a lot of people do it out of the kindness of their hearts. You do it because of your own interest and passion. So perhaps we need to start moving beyond that to something a bit more structured ~ Senior staff member

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Support staff highlighted that the boundaries are somewhat blurred between the respective responsibilities of lead officers, deputy lead officers and governance advisors.

The role differs depending on which lead [and deputy lead] officers you have. So if you have a really involved lead officer, you’re doing more of the logistical stuff. If you don’t, you often need to step into that role and provide more advice to the panel members. ~ Support staff member

Lead and deputy lead officers noted that they did not receive a thorough induction that explained their roles and responsibilities.

I had next to no induction [about] my roles and responsibilities. I saw one piece of paper before I turned up and away I go. To this day, I am still finding my feet. ~ Support staff member

**RECOMMENDATION 7: Set clear expectations about workload (support staff)**

i. Revise the expectation of time commitment for lead and deputy lead officers from one day per month to at least two days per month.

ii. Set up a formal arrangement where managers agree the amount of time that staff are released from their other roles to support their work with the panels.

iii. Clarify the respective responsibilities between support staff.

**RECOMMENDATION 8: Provide orientation and support (support staff)**

i. Hold an induction workshop for lead and deputy lead officers.

ii. Consider arranging peer-support mechanisms for the support staff.
6.0 Panel members

In this chapter, we explore the roles, workload, appointment and orientation of panel members through the prism of two of the key evaluations questions: what worked well and not as well, and recommendations for improvements.

Study participants were asked what worked well this term, and many respondents took the opportunity to comment on the calibre and dedication of the panel members this term.

*The quality of the people that we have around the table I think was high and they were dedicated and engaged people who really wanted to participate.* ~ Staff member

*The thing that I thought was really positive was just how we’ve all, groups of different people, came together and journeyed the last three years.* ~ Panel member

Though there was a lot of appreciation for the work that the panel members did, participants also noted that the contribution that panel members made in terms of expertise, attendance, ‘extra-curricular’ activities, preparation and general participation was not consistent across the board. We discuss these matters in the sections below.

6.1 Induction and orientation

Panel members were appointed because of their skills, knowledge and experience. They were highly capable individuals, many with a track record of success in their respective fields. Nonetheless, they stepped into their positions on the panels with varying degrees of understanding of advisory roles, Auckland governance, and policy making.

The 2016 terms of reference of the panels specified that they would receive induction and orientation. In the first three to five months of the current term, as part of the orientation process, panel members received a series of presentations from various council departments. This was designed to help build their connections with council staff, an understanding of the work that they did as well as the council’s key priorities. Some panels also participated in a three-hour induction workshop.

Although this helped build some capability and shared understanding, there was strong appetite among study participants for a more extensive induction and orientation for panel members.

*In order to serve, in order to fulfil the responsibility as a panel member, I think we needed to have more briefing and induction.* ~ Panel member

There were three main themes in participants’ reflections on what a more thorough orientation would entail.

1. Need for more initial training around specific topics for panel members, with additional training for the chair.
We would be working so much more efficiently if we took a first meeting or two to have formal training on how to actually go about this and the other thing. ~ Panel member

[Some panel members] are finding it hard because this is the first policy driven space that they’re a part of, so trying to catch up on all the lingo and all of the little nuance of council, there needs to be a lot more support in that regard. ~ Panel member

Stakeholders also spoke about the fact that it would be advantageous to form peer-support networks between panel members and/or panel chairs. This would help panel members understand the organisation better and build panel capacity for providing fit-for-purpose advice.

Some of the modules and topics stakeholders suggested were governance; policy making, conflicts of interest, overview of the panels’ role from the Quality Advice team; introduction to major council initiative, e.g. Auckland Plan and Unitary Plan. The first year of the term could be spent on building the shared understanding and capacity.

2. Time for whakawhanaungatanga to establish and build relationships and to come to a solid mutual understanding of how the group functions.

Let the panel members get to know each other. I remember the very first time we came here, I expected to say something about myself and why I joined that panel. Nobody gave us an opportunity to say that. So I was really learning about them [fellow panel members] from scratch. ~ Panel member

The amount of time required for building the team culture and understanding the ways of working together can be substantial, but it is essential to the good functioning of a group. Each panel is unique and the panels bring together different perspectives, so building mutual understanding and respect can enhance group dynamics and productivity over the course of term.

The panel members often don’t know each other before they’re brought together you know, so they’re in a process of getting to know each other and forming a way of working and as we all know that can take ages. So that can take the first year of your three year term to figure out how to work together well and they might all come from really differing viewpoints and backgrounds and issues. ~ Staff member

[If] we get to know each other and we can build some trust, we will be able to deal with anything. ~ Panel member

One particular point that many respondents raised was that it was crucial to get to know your fellow panel members before choosing the chair and deputy chair. In the current term panel members were asked to elect chairs early on, before they got a chance to get to know each other.

If you ask people to choose chair and deputy chair, give them a chance to actually get the feel for other people. ~ Panel member
3. Opportunities for upskilling over the course of the term. There was also a recognition of the fact that panel membership could be more rewarding to panel members if there was an effort to connect them to opportunities they would find personally meaningful, e.g. acquiring specific skills or joining the board of a council-controlled organisation.

There was mention that there will be some type of training during our term and I thought oh that would be really good, help me with my facilitation skills, but I noticed that that hasn’t really happened. ~ Panel member

So why did they join the panel in the first place from a personal perspective, what do they want to get out of that. I think a little bit of recognition that they’re humans and they need some support and some guidance at a personal level not just at the panel level as well, that may be nice. ~ Support staff member

It might give some panel members the feeling that their time as a panel member is more valuable because something comes from it for them if they’re interested in that. ~ Staff member

**RECOMMENDATION 9: Provide training and orientation (panel members)**

i. Provide a training program for panel members, including topics such as governance, policy making, and conflicts of interest, and a separate training module for chairs.

ii. Provide time for active whakawhanaungatanga and team-building with fellow panel members and with support staff.

iii. Allow panel members to get familiar with each other before selecting a chair. The council can appoint an interim chair and deputy chair for the initial time period or offer an option for the liaison councillor to facilitate the discussions in the interim.

iv. Provide opportunities for upskilling. Have regular check-in conversations with panel members about the way panel membership is going for them.

### 6.2 Workload and expectations

In addition to preparing for and attending monthly meetings, panel members were expected to volunteer their time for various panel-related activities, e.g. providing offline feedback on policy proposals, organising and running community forums, managing communications with their communities, etc. This did not include any advocacy-related work they may have wanted to undertake to contribute to the work of the panels.

During the interviews, stakeholders observed that there was variable contribution from panel members, in terms of attendance at scheduled meetings as well as ‘extra-curricular’ activities that were outside of normal panel meetings.

Some people don’t always contribute or do as much work as other people and so the chairs [and deputy chairs] do a lot. ~ Support staff member
If you wanted to become part of the panel surely you should commit your time to the task that you’ve signed up to and it’s incredibly frustrating from a council perspective to have meetings that have low numbers in attendance. ~ Support staff member

Respondents also noted that over the course of the term some panel members experienced diminished motivation, which manifested itself through low attendance and participation.

So there’s excitement and ‘oh yeah we’re going to do this, we’re going to do that’ and then over the term it goes down, and so there might be two or three members turning up to meetings and there’ll be a whole lot of them, you know, ‘oh sorry, I can’t make it’. ~ Support staff member

One reason for this pattern of lowering enthusiasm and participation may have been the fact that the role of a panel member required much more commitment, in terms of unremunerated volunteer time, than the panel members expected at the start of the term.

It does really concern me, things like burnout, not turning up to meetings, resignations, and I think some of that is [because] we haven’t been clear from the start about what we expect. ~ Support staff member

[It would be good to have] clear expectations on what our roles are and what is expected of us and what is over and above. ~ Panel member

I’m really concerned that the workload has not been clearly explained to the people. We have a nominal figure, you know, you’ll be paid for this much work and that involves this many meetings and pre-reading, and then about the middle of last year it was discovered that there was a budget for community forums that had to be spent by July. I think there was a lot of pressure felt by the panels to come up with this great event and if we don’t spend the budget then we’re in trouble, and I felt that pressure on their behalf and I felt bad that they felt that pressure. ~ Support staff member

Another reason for the lowering enthusiasm among panel members may have been that the contributions of the panel members were not always well compensated.

There’s a bit of lack of clarity about when you get paid for what. We know that we’re paid for meetings, but there are some other meeting times and chairs and deputy chairs get paid extra money for some of the in-between work, but in my experience, no way does it reflect all the in-between work. ~ Panel member

At first I was thinking that’s great, you know, I would like to volunteer my time but actually we should be valued if we are going to be spending five to ten hours plus in a week working on a particular project. ~ Panel member

It is important therefore to set expectations early about the amount of work the role might take and to articulate the various activities in which they can partake. Panel members should be given an overview of (i) what’s expected of their role as a minimum, i.e. mandatory; (ii) what are the voluntary opportunities that exist, and (iii) when and where additional payments would be made.

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To encourage more panel members to consistently participate in activities that were voluntary in the current term, it may be advisable to remunerate them for some of the additional work, e.g. attendance at community forums.

**RECOMMENDATION 10: Set clear expectations about workload (panel members)**

i. Clarify the expectations about the amount of time and the type of remunerated and unremunerated work that panel members would be expected to commit to the role.

ii. Make sure that the scope of work required of panel members is in line with the expectations set out before they accept the role.

iii. Introduce an hourly rate to allow recognition of additional work by panel members.

### 6.3 Appointment and replacement

During the interviews and focus groups, participants often talked about their experience with the appointment and replacement of panel members. More specifically, they discussed the value of continuity between terms, the possibility of imposing a limit on the number of terms served by members, and the practicalities of replacing members who stop attending meetings.

#### 6.3.1 Continuity between terms

Panel members and support staff spoke of the value of some continuity between terms, in terms of panel membership. Those panels who did not have any members continue from the previous term felt that they would have benefited from the institutional knowledge of the previous panel members.

*We didn’t have any panel members that were on the previous term and that resulted in a massive knowledge gap. Essentially, everybody was fresh and we had no idea what was going on.* ~ Panel member

*Well with this panel of course it was a lot easier because half the panel had served before, so there were only the newer ones that we had to get to know.* ~ Panel member

Participants also commented that there could be more handover from one panel to the next in terms of lessons learned.

*We’re not learning from the other panels, past panels and what they’ve done bad and how we can improve. So I don’t know what they’ve done well, I don’t know what they’ve done bad and I don’t know whether there’s an improvement.* ~ Panel member

*There’s no handover when we leave, we take with us all our documents and all our knowledge and experience. There’s so much that we could give. The transition between panels is really limited, especially if there aren’t members that span those panels.* ~ Panel member
6.3.2 Limit on the number of terms

Reappointment of panel members, however, could lead to panel membership remaining largely the same from one term to the next. Study participants felt there should be a limit to the number of terms served by panel members.

I think you get them there for too long and then they get settled and they get biased and they forget. ~ Support staff member

The council should limit the number of terms that a panel member can serve. ~ Panel member

6.3.3 Replacing members

Some panel members stopped attending meeting during the term, and respondents commented that there was no easy way to replace members who had shown a lack of interest in the panel through absenteeism.

When the panel member is not attending and there needs to be a way for asking them politely to resign. ~ Panel member

When we’ve lost members for whatever reason, whether they’ve resigned, whether they’ve moved, passed away, it’s [been] extraordinarily difficult to replace them. ~ Support staff member

In the current term, the replacement, though possible, was difficult to implement for two main reasons. First, the terms of reference took a soft approach to non-attendance, stating that if the member failed to attend ‘a significant number of meetings’, the chair would have a discussion with them about expectations and performance. Second, all panel replacements (like all panel appointments) needed to be approved at the Governing Body meetings, which

RECOMMENDATION 11: Make changes to the appointment process (panel members)

i. Enable the re-appointment of up to half of existing members to enhance continuity. Whether or not a panel member is re-appointed should depend in part on their good attendance and participation in the previous term.

ii. Create a lessons-learned guide each term that passes on the knowledge between the panels.

iii. Set a two-term or three-term limit for panel members.

iv. Strengthen the language used in the terms of reference about non-attendance to state that any member who misses three consecutive meetings without an apology would be deemed to have abandoned their position and replaced.

v. Simplify the process of replacing panel members, by creating a pipeline of approved candidates and/or delegating the responsibility for mid-term panel appointments.
could cause delays.

6.4 Diversity and representation

During the discussions panel members often emphasized that the communities they identified with were not uniform and that there was a lot of diverse backgrounds within the same panels. This diversity was seen as very valuable by many participants.

One thing that helped in terms of what we got out was the fact that they had a really good representation across the rainbow communities and within that broad umbrella of rainbow there were quite a lot of differences coming through. So that breadth was actually one of the things that was the most useful. ~ Staff member

The intersectionality within the groups was really important because you were getting something that was three-dimensional, four-dimensional, and the panels did seem to have a really good nice spread. A disabled person who is young might have different needs or different thoughts than a disabled person with the same disability who is older. So you can get a better understanding of how the intersectionality [plays out]. ~ Staff member

Study participants often wanted to see the diversity of the panels enhanced further.

The rainbow panel was quite clear about needing to have a Pasifika person and a Māori person and the times when they haven’t had those people they have been quite unhappy and quite vocal about it. ~ Staff member

The youth panel is really conscious, they don’t have full Māori representation. They want to do better at Māori engagement. ~ Staff member

We haven’t thought particularly well about the fact that you might be Rainbow and senior, or Pasifika and senior, or disabled and Chinese, we haven’t thought well about intersectionality. ~ Senior staff member

To strengthen the diversity in future panels, participants felt that the diversity lens should be applied more explicitly in the future.

[During recruitment] as long as they’re trying to make sure that they’re selecting different kinds of people in the community, otherwise you’d end up with the same kind of perspectives and that would go against the point. ~ Panel member

Perhaps [the Diversity and Inclusion Team] could have some involvement in making sure the ads are clear enough around skillsets around representing diversity, [so we] could be quite proactive about who you want in terms of the makeup of your panel. ~ Staff member
6.4.1 Māori representation

The issue of Māori representation was raised in a number of interviews and focus groups. The current terms of reference stated that each panel, except the EPAP and PPAP, must have at least one person with lived experience of Te Ao Māori on the panel, and in practice there were more than one Māori member on most eligible panels.

Participants in the study placed high value on having members with lived experience of Te Ao Māori on the panels.

_The Māori input in the panel is phenomenal, we’re talking about people with lived experience of the Treaty, who know it intuitively._ ~ Councillor

And some respondents wanted to see better Māori representation and a more conscious application of the Māori lens across the panels.

_In particular, we can do better around making sure there was Māori representatives across all the panels._ ~ Staff member

_I’ve brought up the topic of the Treaty before, [and] it’s been made clear that it’s not particularly important and conversations around it have been shut down, and I feel like it’s really important that that’s being honoured and being considered._ ~ Panel member

Given the internal diversity of the communities the panels identified with and the limited number of panel members on each panel, it seems that the requirement to have at least one panel member with lived experience of Te Ao Māori and the accepted practice of having two or more such members is both rational and practical. However, the panels’ capability to apply the Māori lens and consider the Treaty obligations during discussions need to be strengthened and promoted.

**RECOMMENDATION 12: Enhance diversity and representation within the panels**

i. Actively apply a diversity lens during recruitment in order to promote diversity within the panels. Involve the Diversity and Inclusion Team during the recruitment of the panel members.

ii. Raise the minimum number of members on the panel from six to eight to enable greater diversity among members.

iii. Offer intersectional candidates, who fit the demographic profile of two or more panels, a choice as to which panel to serve on.

iv. Encourage and support panel members to move between panels in different terms to enhance diversity and cross-over.

v. Demonstrate the importance of Te Ao Māori and the Treaty of Waitangi by providing more emphasis on the Treaty throughout the term as well as support and guidance during orientation.
7.0 Panel functions

In this chapter, we consider the general issues to do with how the panels functioned, such as the role of advocacy, cross-panel work, support infrastructure, as well as matters specific to particular panels.

7.1 Advocacy and panel-led initiatives

Many panel members joined the panels with a strong motivation to make a tangible difference and a meaningful contribution to Auckland. However, the advisory role is passive and there was often no direct line of sight for panel members from advice provided to impacts on policy, strategies and plans. Although many panel members were satisfied with their advisory role, some felt they were not able to have as much impact as they wanted.

I think a lot of members came in wanting to do so much more, and therefore whatever we do achieve is seen as somewhat of a disappointment, just as a result of not being able to do more with our scope. ~ Panel member

I know that we've been consulted on a lot of things, but it feels like our words are fading into dust. ~ Panel member

Advocacy was not a core part of the panels' role. The terms of reference stated that one of the areas in which the panels would provide advice to the Governing Body and council staff was "any matter of particular interest or concern to diverse communities", which left the door open for panel advocacy.

7.1.1 Range of views on advocacy

In the context of panel work, advocacy occurred when the panels collaborated with the liaison councillor or lead and deputy lead officers to actively promote a strategic issue of importance to their communities through various council channels.

There was a range of views among panel stakeholders about the issue. Some respondents saw advocacy as central to panel functioning:

Advocacy on behalf of their community is a key role. ~ Councillor

We do play an advocacy role. We cannot not play an advocacy role. ~ Panel member

It seemed to me that part of the purpose of those panels sometimes is purely an advocacy one. ~ Staff member

Other participants accepted that the panels could engage in advocacy but within limits.

They are there to advise, they're clear that that is their role. Of course they do try to push the boundaries, which is fine. I wouldn't expect them to do anything else and when I say push the boundaries, sometimes they move more into the advocacy role rather than the advisory role. ~ Support staff member
As long as their issues align with the council’s existing agendas and priorities, they can exercise a level of advocacy. ~ Support staff member

I do understand the frustrations of the panels sometimes wanting to be a bit more on the advocacy scale and [some panels] did it very successfully and skilfully. ~ Senior staff member

A small minority, however, believed that there was no place for advocacy in panel activities:

There is no room for advocacy when you are providing advice. Advocacy is a political standpoint and it’s not us. We apply to come into this to be able to provide internal advice on what the council does. ~ Panel member

Despite this variety of views, the fact remained that being on the advisory panel provided the panels with opportunities to engage with and understand how the council works and to see where advocacy on particular matters may be effective. In the current term, it was up to the individual panels to determine how much involvement in advocacy was appropriate and to provide volunteer time to pursue those activities. Thus, the panels either undertook initiatives at some personal expense, or did not have an initiative to take forward because there was lack of clarity around process and available support. (One exception to this were the co-hosted meetings with the CDS committee that took place in 2019; this mechanism was put in place as an opportunity for the panels to advocate for their key issues).

So, it’s really hard to gauge what changes you’re actually able to make, but I think, yes, advocacy is a huge opportunity that maybe not many people of the panel clearly understood. ~ Panel member

7.1.2 Supporting panel initiative

Because of this variability in the way advocacy was approached and lack of clarity around expectations, some study participants talked about giving the panels a mechanism to develop an initiative and advocate for it during their term.

I’d like to see that within the three years they can set a goal and achieve it. ~ Councillor

I would try and get each panel to focus on one or two things and then push them essentially, advocate for them, seek to see them implemented through an annual plan or budgetary process. ~ Senior staff member

What would be the opportunity to have some sort of project budget for the panel, so when we want to direct our resource into engaging with anything, we have a predetermined budget already? ~ Panel member

Although the idea of providing a mechanism for the panels to select and take forward one or two major initiatives during their term is attractive, it is important to underscore the danger of scope creep, where the panels’ functions and responsibilities are extended far beyond the original scope of providing advice based on their lived experience. Asking the panels to undertake such an initiative must be carefully balanced against other panel activities, and a
lot of thought needs to be given to the nature of appropriate projects (e.g. it should be within the scope of Auckland Plan 2050) as well as the amount of resource it would require.

In addition, it would be advisable to find projects that can be embedded within the council’s existing work programmes, so the relevant departments within the council can take the lead on undertaking and delivering the projects with the panels’ support.

One way this idea could be implemented in practice is as follows. During the first year of the term, as panel members get familiar with their new role and come together as a group, they start thinking about what issues are important to them and how these issues fit in with the council’s work (e.g. what work is already in progress, and/or which department/unit would be a natural partner for delivering the work). In collaboration with their liaison councillors, support officers and the relevant departments, the panels choose an issue of an appropriate nature and scope around the beginning of the second year. During the second year, they collect and solicit information pertaining to their chosen topic and work towards presenting the idea at their co-hosted meeting with the CDS committee in order to start a conversation about what the Governing Body can do in response. It would be important to fit this project in with the relevant departments’ financial planning. In the last 12 to 18 months of their term, panel members support the council department to work on the project and achieve the goal.

**RECOMMENDATION 13: Clarify the role of advocacy and support the panels to advocate on behalf of their communities**

i. Clarify the role of advocacy in panel functioning

ii. Consider offering panel members means to choose, shape and support a project they feel passionate about in collaboration with the relevant council department.

iii. Consider time and resource implications of this change: panel members should be remunerated for their time working on the project.

### 7.2 Cross-panel work

One strong theme that came through during the interviews is that there was a lot of support for bringing panels together, either through chairs’ meetings, cross panel and integrated panel sessions.

> When we find common things that we can share with the other groups then that’s terrific because it makes the core a lot stronger. ~ Panel member

> I like the [integrated panel sessions], [they] remind me just how much we have in common. ~ Panel member

Some participants expressed enthusiasm for a formal mechanism to work together more closely.
I can’t think of one issue in which there is no interconnectedness amongst the panels. So why do you have to consult each and every one of us separately on an issue when in fact you should pull people into the room and run it by them, all in one. Bring an issue to a [cross-panel] who are made up of a composite of all the other panels, you might get a much more meaningful document out of it. ~ Panel member

Panel members also expressed a desire to have more opportunities to interact informally with other panel members.

We don’t really get an opportunity to talk amongst each other and really understand what other panels are doing, what their priority areas are. ~ Panel member

However, there was also concern among some participants about placing further demands on panel members’ time.

RECOMMENDATION 14: Encourage inter-panel interactions and collaborations

i. Look for more opportunities to bring panel members together, both in formal and informal capacities.

ii. Consider establishing cross-panel working groups on specific issues but be mindful of purpose, workload, and appropriate remuneration.

7.3 Support infrastructure

It has been noted by a number of panel members and support staff that panel operations rely mainly on the mainstream methods of communication: paper printouts, email communications, and face-to-face meetings. Participants offered thoughts as well as specific suggestions for improvements in the following areas:

- Technology use during meetings for real-time feedback.

  We could be using technology in the meetings more to get agreement or to share ideas. ~ Support staff member

  It’s very easy for us to type [our ideas] in, efficiently and effectively, while still being able to listen and have some engagement. ~ Panel member

- Online forums to enable discussions within the panels, as well as between the panels and council staff.

  If you wanted to work together on a plan you could come together online and discuss and keep them up to date with what we do. You can drop in and out of these conversations when you want. ~ Staff member

  I think they need an online collaboration space so they can work together on documents or submissions, a space where they can chat freely and talk about issues.
~ Support staff member

*We don’t have a single place, so we’ve created our own Facebook page where we all talk to each other.* ~ Panel member

- Use paper and printed materials.

*There’s so much technology that we have available to use and we use paper every time.* ~ Panel member

**RECOMMENDATION 15: Provide technology solutions to enhance communication**

i. Provide technology solutions to enhance communications between the council and panel members and to reduce paper usage.

## 7.4 The Ethnic Peoples Advisory Panel

The Ethnic Peoples Advisory Panel (EPAP) was one of the first panels to be created: Section 86 of the Local Government (Auckland Transitions Provisions) Act 2010 stated that the Mayor of Auckland would establish an ethnic people’s panel in order to hear the views of the ethnic communities. At the end of that term the legislative mandate for the panel ceased to exist, but under Section 9 of the Local Government (Auckland Council) Act 2009 the Mayor could re-establish the advisory panels. Both Mayor Len Brown and Mayor Phil Goff saw value in continuing with the panels, and the EPAP is now in the third term of operation.

With more than 180 ethnicities living in the region, Auckland is a super-diverse city. It is important that the Governing Body engage meaningfully with its diverse ethnic communities, and the EPAP has the potential to contribute to this. In the current term, the EPAP had several successes, including running a number of well-attended events/open meeting and launching the [Future of Auckland](#) microsite, a digital platform for connecting with communities.

However, the diversity of ethnic and cultural backgrounds of Aucklanders posed a challenge to the idea that a single panel of six to 10 people can capture the views of the multitude of separate ethnic sub-cultures of Auckland. Despite the successes the EPAP had this term and the commitment of the panel to working together, panel members (and other stakeholders) who participated in the present study voiced a number of conceptual and practical difficulties associated with this panel. The common issues raised were as follows:

- More than any other panel, the EPAP was a small group of people asked to advise on the issues of a large number of different communities, which made it difficult for the panel to identify strategic issues, common to everyone.

> I think fundamentally the challenge for the ethnic panel is function, because we are not together, we are not a collective voice of nobody. The seniors, youth, disability,
rainbow panels, they have a base of who they are. We are a group of different ethnic groups and then we are not [representatives] anyway. ~ Panel member

I think the breadth of that panel is too wide, which is why they’re struggling, because we’re asking 10 people to represent 100 ethnicities, that doesn’t work. ~ Staff member

- Some participants also commented that the term ‘ethnic’ encompassed broad categories of peoples.

  So say they have Dalmatians who have been here for a 150 years, integral part of this society, and they are still ethnic. So … the very definition that the Auckland Council has on its website of ethnic communities is problematical and the council needs to address that. ~ Panel member

  We’ve lumped new migrants and people who have been here for five generations together in the same category as the ethnic community and the problem is that it’s a very westernised European model that has described some people as an ethnic community rather than just as Aucklanders. ~ Staff member

- Finally, there was an expectation that the EPAP would be at least partially about newcomers to New Zealand. Indeed, in response to the MartinJenkins recommendation that the EPAP be “reconfigured to focus on the new migrants, as a group with high needs”, the Governing Body recommended that the panels should continue as they were “to address cross-cutting issues across migrants, refugees, international students and asylum seekers”. This did not seem to have happened as intended.

  In fact they first said this panel will look after refugees too, so I was very excited to join because it’s my main interest. [However] there are no such [issues] coming to the table. If they want to help migrants and refugee communities, then it’s more concrete because we have common issues there. ~ Panel member

As mentioned above, the MartinJenkins review of the 2013-2016 demographic advisory panels also identified difficulties with the set-up of the EPAP. In particular, they concluded that “as currently constituted, the Ethnic Peoples Advisory Panel is not conceptually fit for purpose. It encompasses too broad a population to be reasonably expected to provide coherent and strategic coverage of relevant perspectives” (p. 46, MartinJenkins, 2016).

Articulating a specific method of engaging with ethnic communities through the panel model in a way that would take into account the growing diversity of Auckland, the strategic needs of the council at present time as well as the views of relevant external stakeholders is beyond the scope of this review. However, the current configuration of the EPAP needs revisiting, and it may also be advisable to increase ethnic representation across all panels.
RECOMMENDATION 16: Revisit the set-up of the Ethnic Peoples Advisory Panel

i. Revisit the remit and purpose of the Ethnic Peoples Advisory Panel before the new panel is set up and recruited. For example, the recruitment onto the panel could be skills-based (e.g., experience-based ability to consider the views of newcomers and migrants)

ii. Reflect the growing diversity of Auckland in the ethnic compositions of all demographic advisory panels.

7.5 The Youth Advisory Panel

The Youth Advisory Panel (YAP) was first established during the first term of the panels’ operation in 2012. The set-up of the YAP differs from the set-up of the other panels. Unlike the other panels which had between six and 10 members each, the YAP had 21 members, selected from each of the local board areas. In addition, in accordance with the Auckland Council Fees Framework and Expenses Policy for Appointed Members (2017), the members of the YAP were remunerated at a rate lower than other panellists.

The 2013 terms of reference specified that the panels would provide advice both to the Governing Body and local boards. As many local boards (although not all) already had Youth Local Boards established, in the second term (2013-2016) the YAP was formed by a varied approach, drawing heavily on the local boards’ existing mechanisms. Members of the YAP were either elected within their local board areas or appointed by their local boards.

Though the formal connection of the YAP to local boards was removed for the current term, the local boards remained an important stakeholder and they had a keen interest in the way that new YAP members would be recruited. Their key concern was that the recruitment methodology be equitable. In response to this expectation, Democracy Services proposed a youth-driven approach, where Youth Citizens’ Jury would be assembled to design the process of recruitment to the panel.

In the beginning of 2017, a Citizens’ Jury was held, where 100 young people randomly selected from across Auckland collaborated to design the process of how to select the YAP members. This process was deemed to be equitable for the young people.

When discussing what worked well and not as well in the functioning and set-up of the YAP, participants spoke about a variety of things that can be summarised into three themes: membership, size and remuneration. It was clear that the quality of panel members was one of the strengths of the panel, whereas its size and payment structure drew more variable responses.

Participants commented on what panel members brought to the YAP:

Great discussion, great leadership formation, they support one another, they’re full of ideas. ~ Councillor

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And the youth, my goodness! There is a heck of a lot of brainpower in that room. ~ Staff member

7.5.1 Size

The size of the YAP was a subject of discussion during the interviews and focus groups. In particular, some participants pointed out that there were some advantages to having many panel members. For example, as YAP members could reach an age where they would be excluded from the youth category or they could leave Auckland to continue with their education, having a relatively large number of panellists could help maintain continuity in membership during the term. In addition, having 21 members allowed the panel to maintain a good geographic spread.

However, other participants pointed out a number of drawbacks to this set up, as follows:

- The one-member-per-local-board structure unintentionally created expectations of representing local board areas. The YAP panel members spoke about struggling to understand their role within the council and the nature of their relationships to their local board areas.

  I think I’m still almost confused as to what role we play because we start off as being representatives and that changed to be members, so are we representing, am I representing my local board or am I someone from that local board representing my own young person opinions? ~ Panel member

  So I honestly still don’t understand which part we’re meant to be [representing local boards or talking about our own opinions] ~ Panel member

  The geographical nameplates were upsetting. We are not asking these young people to represent their geographical area. ~ Councillor

- The fact that the YAP set-up was different signified that it could be substantively different from the other panels and therefore created confusion about the panel’s purpose and role.

- Progressing on the work programme could be a challenge because it required reaching an agreement between 21 members. For this reason, the role of the chair was relatively more complex in this panel.

  Having 21 members around the table makes it extremely challenging for them to move as a team, to move forward. ~ Support staff member

- Managing expectations, developing common purpose and vision require constant communication about the scope of influence, the role of the panels and the nature of the work programme. Creating this shared understanding as well as managing expectation around individual contribution could be a challenge for support staff working with 21 members.
I think in a group that size, some people don’t contribute whether they are just naturally a quiet person or not, or they’re able to just fade into the background. ~ Support staff

I’m not convinced of the usefulness of having 21 and it seems when they get broken into smaller groups they actually do some brainstorming and then feedback. ~ Support staff

- The size of the YAP also presented challenges when it came to providing appropriate care and attention to each individual panel member. Due to the panellists’ young age, there was a duty of care on the people who supported the panel.

  I think we’ve got a slightly different role to play with the Youth Panel which is that role of educator and caretaker and guidance and so expecting them to function as a group of twenty one people with little experience to work as a Panel that can coherently provide advice I think is unrealistic and we probably let them down by being, not putting enough care and attention for them, to many of them anyway. ~ Support staff member

One way to make the size of the panel more manageable and still retain some geographic spread among panellists is to reduce the number to 13, the number of electoral wards in Auckland. It would be important to clarify to new panellists why their membership is associated with wards (to maintain geographic spread) and emphasise that they are not ward representatives. This approach would ease the transition to a smaller number of panellists; in addition, the slightly higher number of the YAP members in comparison to other panels would address the relatively high turnover rate in the YAP membership and maintain continuity throughout the term.

7.5.2 Remuneration

One other strong theme with regard to what did not work well in the set-up of the YAP was remuneration. In accordance with the Auckland Council Fees Framework and Expenses Policy for Appointed Members (2017), unlike other panel members who were remunerated at Level 3, the YAP members were remunerated at Level 4, because (i) participation was considered to be partly a learning experience for the members; (ii) the members were considered to be less skilled and (iii) there was expected to be less public interest in their work. Thus, while regular members of other panels received $250 per meeting, a regular member of the YAP received $173 per meeting, or about 30% less (based on 5.5 hours per meeting including preparation time).

In line with the fact that participation would be a learning experience for the members, the YAP members were actively connected with opportunities for them to develop professionally during this term.

  So one thing the YAP has done is they’ve been able to connect us with other groups and other organisations. ~ Panel member

Review of the 2016-2019 Auckland Council demographic advisory panels 63
However, panel members emphasised the negative effects of being remunerated at a lower rate.

_We are treated differently to the other demographic advisory panels and, ultimately, I believe that’s down to our age and the age of some of our younger members. I guess the best way to describe it is we’re treated with kid gloves and we’re in some areas heavily guided in which direction to take and that doesn’t necessarily get a youth voice out._ ~ Panel member

_They also seem to forget that the panel members are ageing as the years go on. So most of us are university students by this stage and we’re quite prepared to be held with a mature audience and that we are able to respond in turn with the maturity that they even would sometimes seem quite surprised if we asked questions because they didn’t expect us to have an opinion._ ~ Panel member

_We are paid significantly less than all of the other demographic advisory panels and that is a discrepancy that ultimately comes down to ageism and undervaluing younger people._

~ Panel member

Raising the remuneration rate for the YAP, while simultaneously reducing its size to 13 would result in a financial net gain. Currently, the cost to the council for one meeting of 21 YAP members is $37,989. With 13 members and Level 3 remuneration, the cost would be $35,300.

**RECOMMENDATION 17: Consider changes to the set-up of the Youth Advisory Panel**

i. Reduce the number of panel members from 21 (local-board based) to 13 (ward based). This would maintain the historic geographic spread of the panel and help the panel maintain continuity during the term in spite of relatively high turnover.

ii. Clarify and emphasise the fact that the panellists are not ward representatives.

iii. Increase remuneration levels to that of the other panels.
8.0 Summary of recommendations for improvement

RECOMMENDATION 1: Strengthen the relationship with the Governing Body

i. Establish a panels' forum with the Mayor: a six-monthly meeting with panel representatives to provide an update to the Mayor, raise major issues, and participate in a Q&A. Consider holding a nomination process within the panels to choose a representative for each forum meeting.

ii. Provide orientation to liaison councillors about the expectations for the role (role at meetings, attendance, being an advocate).

iii. Clarify the mechanisms that other councillors have to engage with the panels (e.g. that they can be invited to or ask to attend panel meetings).

iv. Schedule at least three joint Panels/Governing Body/ELT meetings each term.

v. Continue to identify other opportunities for councillors to engage with the panels.

RECOMMENDATION 2: Alter the expectations about the community forums

i. Retain the community engagement budget.

ii. Remove the expectation that the panels would deliver community engagement.

iii. Provide staff support dedicated to organising community engagement activities, with panels having a less operational role.

iv. Find synergies with engagement that the council is doing themselves, but ensure that panel members are able to take a lead role in confirming what engagement they get involved with.

RECOMMENDATION 3: Provide good practice guidance and more support for online engagement with communities

i. Work with the panels to identify the most appropriate and sustainable ways of communicating and engaging with their community online.

ii. Provide operational support to implement and maintain digital engagement channels. This could be done by existing or additional panel support staff.

RECOMMENDATION 4: Clarify the panels' role in connecting the council with communities

i. Clarify the role the panels play in connecting the council to their communities.

ii. Communicate these expectations to the panels and council staff.

RECOMMENDATION 5: Strengthen the mechanisms for closing the loop

i. Require council staff who receive advice from the panels to send a document outlining key messages back to the panel.

ii. Adopt an action tracker template for all panels, incorporate feedback detail provided by council staff.

iii. Strengthen ongoing communications between consulting staff and the panels around projects.
iv. Strengthen the report template guidance regarding the panels’ input and include an optional ‘demographic advisory panels’ heading where appropriate.

v. Encourage staff to invite panel chairs to present alongside them at committee meetings.

RECOMMENDATION 6: Consolidate panel-related resources on Kotahi (the council intranet)

i. Consolidate all the information about the panels onto a single page on Kotahi to make it easy for staff to access information about the panels and make it easy for the support staff to signpost interested people to the right place.

RECOMMENDATION 7: Set clear expectations about workload (support staff)

i. Revise the expectation of time commitment for lead and deputy lead officers from one day per month to at least two days per month.

ii. Set up a formal arrangement where managers agree the amount of time that staff are released from their other roles to support their work with the panels.

iii. Clarify the respective responsibilities between support staff.

RECOMMENDATION 8: Provide orientation and support (support staff)

i. Hold an induction workshop for lead and deputy lead officers.

ii. Consider arranging peer-support mechanisms for the support staff.

RECOMMENDATION 9: Provide training and orientation (panel members)

i. Provide a training program for panel members, including topics such as governance, policy making, and conflicts of interest, and a separate training module for chairs.

ii. Provide time for active whakawhanaungatanga and team-building with fellow panel members and with support staff.

iii. Allow panel members to get familiar with each other before selecting a chair. The council can appoint an interim chair and deputy chair for the initial time period or offer an option for the liaison councillor to facilitate the discussions in the interim.

iv. Provide opportunities for upskilling. Have regular check-in conversations with panel members about the way panel membership is going for them.

RECOMMENDATION 10: Set clear expectations about workload (panel members)

i. Clarify the expectations about the amount of time and the type of remunerated and unremunerated work that panel members would be expected to commit to the role.

ii. Make sure that the scope of work required of panel members is in line with the expectations set out before they accept the role.

iii. Introduce an hourly rate to allow recognition of additional work by panel members.

RECOMMENDATION 11: Make changes to the appointment process (panel members)
i. Enable the re-appointment of up to half of existing members to enhance continuity. Whether or not a panel member is re-appointed should depend in part on their good attendance and participation in the previous term.

ii. Create a lessons-learned guide each term that passes on the knowledge between the panels.

iii. Set a two-term or three-term limit for panel members.

iv. Strengthen the language used in the terms of reference about non-attendance to state that any member who misses three consecutive meetings without an apology would be deemed to have abandoned their position and replaced.

v. Simplify the process of replacing panel members, by creating a pipeline of approved candidates and/or delegating the responsibility for mid-term panel appointments.

RECOMMENDATION 12: Enhance diversity and representation within the panels

i. Actively apply a diversity lens during recruitment in order to promote diversity within the panels. Involve the Diversity and Inclusion Team during the recruitment of the panel members.

ii. Raise the minimum number of members on the panel from six to eight to enable greater diversity among members.

iii. Offer intersectional candidates, who fit the demographic profile of two or more panels, a choice as to which panel to serve on.

iv. Encourage and support panel members to move between panels in different terms to enhance diversity and cross-over.

v. Demonstrate the importance of Te Ao Māori and the Treaty of Waitangi by providing more emphasis on the Treaty throughout the term as well as support and guidance during orientation.

RECOMMENDATION 13: Clarify the role of advocacy and support the panels to advocate on behalf of their communities

i. Clarify the role of advocacy in panel functioning

ii. Consider offering panel members means to choose, shape and support a project they feel passionate about in collaboration with the relevant council department.

iii. Consider time and resource implications of this change: panel members should be remunerated for their time working on the project.

RECOMMENDATION 14: Encourage inter-panel interactions and collaborations

i. Look for more opportunities to bring panel members together, both in formal and informal capacities.

ii. Consider establishing cross-panel working groups on specific issues but be mindful of purpose, workload, and appropriate remuneration.

RECOMMENDATION 15: Provide technology solutions to enhance communication

i. Provide technology solutions to enhance communications between the council and panel members and to reduce paper usage.
RECOMMENDATION 16: Revisit the set-up of the Ethnic Peoples Advisory Panel

i. Revisit the remit and purpose of the Ethnic Peoples Advisory Panel before the new panel is set up and recruited. For example, the recruitment onto the panel could be skills-based (e.g. experience-based ability to consider the views of newcomers and migrants).

ii. Reflect the growing diversity of Auckland in the ethnic compositions of all demographic advisory panels.

RECOMMENDATION 17: Consider changes to the set-up of the Youth Advisory Panel

i. Reduce the number of panel members from 21 (local-board based) to 13 (ward based). This would maintain the historic geographic spread of the panel and help the panel maintain continuity during the term in spite of relatively high turnover.

ii. Clarify and emphasise the fact that the panellists are not ward representatives.

iii. Increase remuneration levels to that of other panels.
9.0 Concluding remarks

This report highlights how Auckland Council’s demographic advisory panels play an important role in the council’s journey of ensuring that diversity and inclusion are integrated into the decision-making process. The panels reflect the voices of some of Auckland’s diverse communities and add value to the council’s engagements with Aucklanders. They are willing to engage authentically with council staff and elected members to enable positive change.

Our review found that while the panel model has matured in its set-up and function over the last three terms, there remains room for improvement and the platform could be strengthened further. The recommendations in this report cover a range of areas, including connections with the Governing Body, engagement with communities, and panel member remuneration and workload. The report will be presented to the Auckland Council’s Governing Body in September 2019.
10.0 List of acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>CDS</td>
<td>Community Development and Safety committee</td>
</tr>
<tr>
<td>DAP</td>
<td>Disability Advisory Panel</td>
</tr>
<tr>
<td>ECC</td>
<td>Environment and Community committee</td>
</tr>
<tr>
<td>ELT</td>
<td>Executive Leadership Team</td>
</tr>
<tr>
<td>EPAP</td>
<td>Ethnic Peoples Advisory Panel</td>
</tr>
<tr>
<td>LTP</td>
<td>Long-term Plan</td>
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<tr>
<td>PPAP</td>
<td>Pacific Peoples Advisory Panel</td>
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<tr>
<td>RCAP</td>
<td>Rainbow Communities Advisory Panel</td>
</tr>
<tr>
<td>RIMU</td>
<td>Research and Evaluation Unit</td>
</tr>
<tr>
<td>SAP</td>
<td>Seniors Advisory Panel</td>
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<tr>
<td>YAP</td>
<td>Youth Advisory Panel</td>
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</table>
11.0 References


12.0 Appendix

Selection Criteria for Demographic Advisory Panels

2016-2019 term of Auckland Council

Demographic advisory panels are one of council's engagement channels with diverse communities and provide advice to the governing body and council staff.

The council will appoint members of the following advisory panels:

- Disability Advisory Panel
- Ethnic Peoples Advisory Panel
- Pacific Peoples Advisory Panel
- Seniors Advisory Panel
- Two Maori people for the Rainbow Communities Advisory Panel.

The council will appoint eight people in each panel on the basis of

- lived experience and sound understanding of a diverse Auckland community or communities relevant to the Advisory Panel being applied for
- a good understanding of Te Tiriti O Waitangi / Treaty of Waitangi
- the ability to think strategically and critically
- the ability to understand and interpret policy, project plans and strategy plans
- the ability and confidence to offer high-level policy and strategic advice
- an excellent command of written and verbal English or New Zealand sign language
- commitment to scheduled panel meetings and workshops (weekday day and/or evenings)
- commitment to a three year term, being April 2017 to September 2019.

In addition, the following selection criteria are required for applicants for each panel:

- Members of the Seniors Advisory Panel must be 65 years of age or older
- Members of the Pacific Peoples Advisory Panel must be of Pacific descent
- Members of the Ethnic Peoples Advisory Panel must be of ethnic descent
- Members of the Disability Advisory Panel must have a disability or direct experience of living with disability.

Applicants must be aged over 18.

Each applicant must be a New Zealand citizen or a New Zealand permanent resident and reside in Auckland.

The Seniors Advisory Panel and Disability Advisory Panel will respectively have at least one member with lived experience in Te Ao Maori and knowledge of the contemporary issues facing Maori communities for the Panel.

Members will be appointed based on the above selection criteria, and will not be appointed on their representation of any particular community organisations or groups.

Auckland Council's elected members, members of the Independent Maori Statutory Board or council family staff are not eligible to be members of the panels.
### Response to RIMU recommendations for improvement

<table>
<thead>
<tr>
<th>i. Recommendation</th>
<th>ii. Comment / progress</th>
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<tbody>
<tr>
<td>iii. RECOMMENDATION 1: Strengthen the relationship with the Governing Body</td>
<td></td>
</tr>
<tr>
<td>i. Establish a panels’ forum with the Mayor: a six-monthly meeting with panel representatives to provide an update to the Mayor, raise major issues, and participate in a Q&amp;A. Consider holding a nomination process within the panels to choose a representative for each forum meeting.</td>
<td>i. Yes, to be arranged in partnership with the Mayor’s office</td>
</tr>
<tr>
<td>ii. Provide orientation to liaison councillors about the expectations for the role (role at meetings, attendance, being an advocate).</td>
<td>i. Yes, to be delivered in partnership with the Chief Liaison Councillor</td>
</tr>
<tr>
<td>iii. Clarify the mechanisms that other councillors have to engage with the panels (e.g. that they can be invited to or ask to attend panel meetings).</td>
<td>i. Yes, additional guidance will be provided to councillors</td>
</tr>
<tr>
<td>iv. Schedule at least three joint Panels/Governing Body/ELT meetings each term.</td>
<td>i. Yes, these meetings were valued by the panels and will continue to be scheduled</td>
</tr>
<tr>
<td>v. Continue to identify other opportunities for councillors to engage with the panels.</td>
<td>i. Yes, staff will continue to identify ways of involving councillors with the panels</td>
</tr>
<tr>
<td>xi.</td>
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<tr>
<td>xii. RECOMMENDATION 2: Alter the expectations about the community forums</td>
<td></td>
</tr>
<tr>
<td>i. Retain the community engagement budget.</td>
<td>i. Yes</td>
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<tr>
<td>ii. Remove the expectation that the panels would deliver community engagement.</td>
<td>i. Yes, during recruitment and orientation, the panels’ role in community engagement will be made clear.</td>
</tr>
<tr>
<td>iii. Provide staff support dedicated to organising community engagement activities, with panels having a less operational role.</td>
<td>i. The community engagement budget will be used, where required, to provide support. In addition, synergies will be sought as below.</td>
</tr>
<tr>
<td>iv. Find synergies with engagement that the council is doing themselves, but ensure that panel members are able to take a lead role in confirming what engagement they get involved with.</td>
<td>i. Yes, the terms of reference have been updated to recommend synergies with other council activities</td>
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<td>xviii.</td>
<td></td>
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<tr>
<td>xix. RECOMMENDATION 3: Provide good practice guidance and more support for online engagement with communities</td>
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<tr>
<td>i. Work with the panels to identify the most appropriate and sustainable ways of communicating and engaging with their community online.</td>
<td>i. Yes, the council has access to a range of tools that can be utilised by the panels for digital communication and engagement with their communities</td>
</tr>
<tr>
<td>ii. Provide operational support to implement and maintain digital engagement channels. This could be done by existing or additional panel support staff.</td>
<td>i. Ways of delivering this support will be explored in the coming months.</td>
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### RECOMMENDATION 4: Clarify the panels’ role in connecting the council with communities

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<th>No.</th>
<th>Description</th>
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<tr>
<td>xxv.</td>
<td>Clarify the role the panels play in connecting the council to their communities.</td>
<td>Yes, expectations will be set during the recruitment process that the panels will assist the council in improving its engagement guidelines to reach Auckland’s diverse communities, not act as an ongoing conduit.</td>
</tr>
<tr>
<td>xxvi.</td>
<td>Communicate these expectations to the panels and council staff.</td>
<td>Yes, staff will ensure that guidance is provided to staff to manage expectations.</td>
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### RECOMMENDATION 5: Strengthen the mechanisms for closing the loop

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<tr>
<td>xxx.</td>
<td>Require council staff who receive advice from the panels to send a document outlining key messages back to the panel.</td>
<td>Options for the best way to manage this will be explored.</td>
</tr>
<tr>
<td>xxxi.</td>
<td>Adopt an action tracker template for all panels, incorporate feedback detail provided by council staff.</td>
<td>Yes – this was adopted by many of the panels in the 2016-2019 term so will be rolled out to all panels.</td>
</tr>
<tr>
<td>xxxii.</td>
<td>Strengthen ongoing communications between consulting staff and the panels around projects.</td>
<td>Yes – clearer expectations will be set with staff who wish to consult with the panels.</td>
</tr>
<tr>
<td>xxxiii.</td>
<td>Strengthen the report template guidance regarding the panels’ input and include an optional ‘demographic advisory panels’ heading where appropriate.</td>
<td>To be considered in partnership with the Quality Advice Programme.</td>
</tr>
<tr>
<td>xxxiv.</td>
<td>Encourage staff to invite panel chairs to present alongside them at committee meetings.</td>
<td>Guidance will be provided to staff where appropriate, bearing in mind panel members’ availability.</td>
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### RECOMMENDATION 6: Consolidate panel-related resources on Kotahi (the council intranet)

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<th>No.</th>
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<tr>
<td>xl.</td>
<td>Consolidate all the information about the panels onto a single page on Kotahi to make it easy for staff to access information about the panels and make it easy for the support staff to signpost interested people to the right place.</td>
<td>Yes, most information is already available in a guidebook but new Kotahi pages are in progress</td>
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### RECOMMENDATION 7: Set clear expectations about workload (support staff)

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<tr>
<td>xlvii.</td>
<td>Revise the expectation of time commitment for lead and deputy lead officers from one day per month to at least two days per month.</td>
<td>The role description for staff is currently being updated based on feedback received.</td>
</tr>
<tr>
<td>xlviii.</td>
<td>Set up a formal arrangement where managers agree the amount of time that staff are released from their other roles to support their work with the panels.</td>
<td>Staff will seek to ensure that support staff are well supported in their role.</td>
</tr>
<tr>
<td>xlix.</td>
<td>Clarify the respective responsibilities between support staff.</td>
<td>Yes. This will be covered during staff orientation.</td>
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### RECOMMENDATION 8: Provide orientation and support (support staff)

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<th>No.</th>
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<tr>
<td>lx.</td>
<td>Hold an induction workshop for lead and</td>
<td>Yes</td>
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<td></td>
<td>RECOMMENDATION 9: Provide training and orientation (panel members)</td>
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<tr>
<td>i.</td>
<td>Provide a training program for panel members, including topics such as governance, policy making, and conflicts of interest, and a separate training module for chairs.</td>
<td>Yes, discussions are underway with the Kura Kawana programme to access some of the same training modules for panel members which could be provided throughout the year.</td>
</tr>
<tr>
<td>ii.</td>
<td>Provide time for active whakawhanaungatanga and team-building with fellow panel members and with support staff.</td>
<td>Yes, time will be set aside at the start of the term and annually.</td>
</tr>
<tr>
<td>iii.</td>
<td>Allow panel members to get familiar with each other before selecting a chair. The council can appoint an interim chair and deputy chair for the initial time period or offer an option for the liaison councillor to facilitate the discussions in the interim.</td>
<td>Training will be provided as appropriate to their advisory role. Check-in conversations will also be initiated.</td>
</tr>
<tr>
<td>iv.</td>
<td>Provide opportunities for upskilling. Have regular check-in conversations with panel members about the way panel membership is going for them.</td>
<td>Yes – recruitment material will be reviewed and updated as appropriate.</td>
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<td>Clarify the expectations about the amount of time and the type of remunerated and unremunerated work that panel members would be expected to commit to the role.</td>
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<td>ii.</td>
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<td>Create a lessons-learned guide each term that passes on the knowledge between the panels.</td>
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<td>iii.</td>
<td>Set a two-term or three-term limit for panel members.</td>
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<td>Strengthen the language used in the terms of reference about non-attendance to state that any member who misses three consecutive meetings without an apology would be deemed to have abandoned their position and replaced.</td>
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### Item 14

#### Attachment B

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<thead>
<tr>
<th>Item</th>
<th>Recommendation</th>
<th>Description</th>
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<tbody>
<tr>
<td>v.</td>
<td>Simplify the process of replacing panel members, by creating a pipeline of approved candidates and/or delegating the responsibility for mid-term panel appointments.</td>
<td>Yes – the terms of reference have been updated to clarify this</td>
</tr>
</tbody>
</table>

#### RECOMMENDATION 12: Enhance diversity and representation within the panels

| i.   | Actively apply a diversity lens during recruitment in order to promote diversity within the panels. Involve the Diversity and Inclusion Team during the recruitment of the panel members. | Yes. Efforts will be made to reach into a wide range of diverse communities to attract candidates who can help us to meet this goal. |
| ii.  | Raise the minimum number of members on the panel from six to eight to enable greater diversity among members. | Yes. Terms of reference have been updated to reflect this. |
| iii. | Offer intersectional candidates, who fit the demographic profile of two or more panels, a choice as to which panel to serve on. | Yes – this will be managed in way that will help to enable greater diversity within each panel |
| iv.  | Encourage and support panel members to move between panels in different terms to enhance diversity and cross-over. | Yes – within the proposed two term limit for panel members. |
| v.   | Demonstrate the importance of Te Ao Māori and the Treaty of Waitangi by providing more emphasis on the Treaty throughout the term as well as support and guidance during orientation. | Yes – the terms of reference for the panels will be increased to two members with Te Ao Māori experience and guidance about the Treaty will be provided as part of the orientation process. |

#### RECOMMENDATION 13: Clarify the role of advocacy and support the panels to advocate on behalf of their communities

| i.   | Clarify the role of advocacy in panel functioning | The panels are established to provide advice to the Mayor and Governing Body. Enabling an advocacy role creates tensions between the panel being able to deliver on their core function. |
| ii.  | Consider offering panel members means to choose, shape and support a project they feel passionate about in collaboration with the relevant council department. | To be considered in partnership with the panels and the liaison councillors |
| iii. | Consider time and resource implications of this change: panel members should be remunerated for their time working on the project. | Yes, as appropriate. |

#### RECOMMENDATION 14: Encourage inter-panel interactions and collaborations

<p>| i.   | Look for more opportunities to bring panel members together, both in formal and informal capacities. | Yes – opportunities will be identified where appropriate |
| ii.  | Consider establishing cross-panel working groups on specific issues but be mindful of purpose, workload, and appropriate remuneration. | Yes – opportunities will be identified where appropriate |</p>
<table>
<thead>
<tr>
<th>cvii.</th>
<th>xcix.RECOMMENDATION 15: Provide technology solutions to enhance communication</th>
</tr>
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<tbody>
<tr>
<td>i.</td>
<td>Provide technology solutions to enhance communications between the council and panel members and to reduce paper usage.</td>
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<tr>
<td></td>
<td>Yes – the council’s new technology platform Nexus will fulfil this</td>
</tr>
<tr>
<td>cii.</td>
<td>cvi.RECOMMENDATION 16: Revisit the set-up of the Ethnic Peoples Advisory Panel</td>
</tr>
<tr>
<td>i.</td>
<td>Revisit the remit and purpose of the Ethnic Peoples Advisory Panel before the new panel is set up and recruited. For example, the recruitment onto the panel could be skills-based (e.g. experience-based ability to consider the views of newcomers and migrants)</td>
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<td></td>
<td>Work is underway to develop skills criteria for the recruitment process</td>
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<tr>
<td>ii.</td>
<td>Reflect the growing diversity of Auckland in the ethnic compositions of all demographic advisory panels.</td>
</tr>
<tr>
<td></td>
<td>Yes – will be considered during the recruitment process</td>
</tr>
<tr>
<td>cvii.</td>
<td>cviii.RECOMMENDATION 17: Consider changes to the set-up of the Youth Advisory Panel</td>
</tr>
<tr>
<td>i.</td>
<td>Reduce the number of panel members from 21 (local-board based) to 13 (ward based). This would maintain the historic geographic spread of the panel and help the panel maintain continuity during the term in spite of relatively high turnover.</td>
</tr>
<tr>
<td></td>
<td>Partly – this is proposed to be the same set up as other panels with 8-12 members and no geographic connection. There is an opportunity to formally arrange youth hui with local youth groups once or twice a year (18 local boards have youth groups).</td>
</tr>
<tr>
<td>ii.</td>
<td>Clarify and emphasise the fact that the panellists are not ward representatives.</td>
</tr>
<tr>
<td></td>
<td>Yes – reducing the size of the panel and the geographical connection will remove any confusion.</td>
</tr>
<tr>
<td>iii.</td>
<td>Increase remuneration levels to that of other panels.</td>
</tr>
<tr>
<td></td>
<td>Yes - the criteria set within the fees framework have been reviewed and can be adapted so that YAP members are on the same remuneration level as other panel members.</td>
</tr>
</tbody>
</table>
Terms of Reference
Auckland Council Demographic Advisory Panels
2019-2022

DISABILITY ADVISORY PANEL
ETHNIC PEOPLES ADVISORY PANEL
PACIFIC PEOPLES ADVISORY PANEL
RAINBOW COMMUNITIES ADVISORY PANEL
SENIORS ADVISORY PANEL
YOUTH ADVISORY PANEL
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<table>
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<th>Amendment</th>
<th>Committee</th>
<th>Resolution #</th>
</tr>
</thead>
<tbody>
<tr>
<td>V1.0</td>
<td>Mayoral Proposal</td>
<td>Governing Body</td>
<td></td>
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</tbody>
</table>


Terms of Reference

The terms of reference set out the purpose, role and protocols of all Auckland Council demographic advisory panels. Panel members abide by the Code of Conduct for members of Auckland Council advisory panels (Appendix A).

Demographic advisory panels

The demographic advisory panels of Auckland Council in the 2019-2022 term are the:

- Disability Advisory Panel
- Ethnic Peoples Advisory Panel
- Pacific Peoples Advisory Panel
- Rainbow Communities Advisory Panel
- Seniors Advisory Panel
- Youth Advisory Panel.

Purpose

As one of council’s engagement mechanisms with diverse communities, the demographic advisory panels provide advice to the governing body and council staff within the remit of the Auckland Plan on the following areas:

- Auckland Council’s regional policies, plans and strategies
- regional and strategic matters including those that Council-Controlled Organisations deal with
- any matter of particular interest or concern to diverse communities.

Outcomes

The panels’ advice will contribute to improving the outcomes of diverse communities and social cohesion as set out in the Auckland Plan. The panels will advise through their agreed strategic agenda and detailed work programme.

Strategic agenda and work programme

The panels must develop a work programme and set a strategic agenda for the term. The agendas should be focused and integrated across the panels for collaborative input into shared agendas, particularly in relation to the Auckland Plan, the Long-term Plan and regional policies.

The panels should advise on council’s operational and organisational strategies relevant to diverse communities, for example, the diversity leadership strategy as part of the Engage and Enable Communities approach.

The panels may also consider whether they wish to choose, shape and support a project they feel passionate about as part of their work programme.

The governing body and council staff should work with the panels for the development of their strategic agendas and work programme. An appropriate committee will approve the panels’ work programme and any subsequent major changes to it.
Chief liaison councillor and liaison councillors

The Mayor appoints a chief liaison councillor and one liaison councillor for each of the six advisory panels.

The role of a chief liaison councillor is to:

- support a more integrated panel approach
- provide connections between the governing body and the panels
- advise the mayor on panel issues.

The role of a liaison councillor is to:

- ensure that the governing body is aware of panels’ feedback on council issues and their advice on diverse communities.
- help align the panels’ strategic agendas with governing body priorities
- actively engage in panel meetings and workshops
- engage with the panel chair and the lead officer for meeting agendas

The panels will mainly engage with the governing body through the environment and community committee meetings or workshops. The panels may also engage with other committees considering regional plans and strategies on which the panels have provided advice.

Selection process

The selection process of panel members is open for applications. The members of the panels are selected on the basis of their:

- individual competencies
- lived experience with relevant diverse communities
- ability to offer policy and strategic advice
- understanding of diverse communities of Auckland
- understanding of Te Tiriti O Waitangi.

Qualification of members is set out in Appendix B.

The mayor appoints panel members with the endorsement of the governing body to give effect to the membership of the panels. If members need to be replaced during the term, the mayor can make the appointment in consultation with the Chief Liaison Councillor and the panel liaison councillor.

Membership

Each panel has between eight and twelve members.

Members of the Youth Advisory Panel should be aged between 14 and 24 at the time they are appointed. The members of the Youth Advisory Panel are exempt from clause (2)(a) of Appendix B.

Panels should have at least two members with lived experience in Te Ao Māori and knowledge of the contemporary issues facing Māori communities. The representation of Māori members may not be applicable to the Ethnic Peoples Advisory Panel or the Pacific Peoples Advisory Panel.
When a panel has less than eight members, the council must appoint additional members to meet the minimum number of members. The council may consider appointing previous unsuccessful applicants.

The council will appoint the next highly ranked candidates in the selection process should any appointed members decline the appointment offer or decide to leave the panel.

Auckland Council family staff including CCOs are not eligible to be panel members.

Any vacant panel positions are not to be replaced when the panel’s term has less than 12 months until the next local government elections take place.

The panels’ term ends one month prior to the next local government elections in 2022.

The membership of a panel member will lapse if one or more of the disqualifying matters set out in Appendix B applies to the panel member.

If a member fails to attend a significant number of meetings, breaches the Code of Conduct or otherwise underperforms in his/her duty as a member, the chair or officers must first raise the issues directly with the member and try and resolve them by mutual agreement. If underperformance continues the chair can recommend to the Mayor that the member be removed from the panel.

**Meetings and workshops**

Each panel will have a maximum of three formal meetings and up to seven workshops per year at a time deemed convenient to the majority of members.

Scheduled meetings are open to the public and any elected members of Auckland Council.

Workshops are used for discussion between panel members, governing body members and relevant council staff.

Two to four times a year, workshops will also be held to bring together all demographic advisory panels on shared council agendas, for example, the council’s diversity leadership strategy.

Additional workshops or meetings will be organised in agreement with General Manager Democracy Services to advance the panels’ strategic agenda and work programme depending on the availability of budget.

**Quorum**

The quorum required for resolutions at a scheduled meeting of the panels will be half the members if the number of members is even, and a majority if the number of members is odd. The quorum includes the chief liaison councillor and liaison councillors.

**Meeting protocols**

The mayor will appoint the chair and deputy chair or co-chairs for each of the advisory panels within three months of the establishment of the panels. The chair or co-chairs are responsible for chairing all panel meetings and workshops.
The panels may invite presentations from external organisations and individuals in scheduled meetings if the topics are relevant to the panels’ strategic agendas. The chair approves such external presentations in consultation with the liaison councillor and the lead support officer.

The resolutions in each meeting should clearly be shown in meeting minutes. Minutes will be kept for workshops but will not be published.

Submissions

The panel cannot make formal submissions to Auckland Council on council strategies, policies and plans, for example, the annual plan. However, the panel may be asked for informal feedback during a consultative process.

In its advisory role to the council, the panels may have input to submissions made by the council to external organisations but do not make independent submissions, except as agreed with the council.

This does not prevent individual members being party to submissions outside their role as panel members.

Communications and engagement

The panels are provided with a small budget to facilitate communication and engagement activities, for example community forums. This can be used to better inform the council of community perspectives and to facilitate discussion between the council and diverse communities on council issues. Where possible, the panels should work with council staff to complement council’s other communication and engagement mechanisms.

Media

The panels may issue media releases through the council’s communications advisor on council matters or issues of importance to their respective communities. Any media release by a panel requires the approval of the mayoral office.

The panels should refer to the Code of Conduct in the event that a panel member receives a request for panel comment directly from a journalist or media outlet.

Panel resourcing

The council sets an annual budget for the panels.

All panel members are entitled to meeting fees as determined by the council on the basis of the Auckland Council Fees Framework and Expenses Policy for Appointed Members. An hourly rate may also be applied where work other than preparation for and attendance of meetings is required. This must be pre-approved and minuted before the work is undertaken.

The council will reimburse personal expenditure incurred in conducting panel business, in line with the Expenses Policy.
Staff support

The panels are supported by the following council staff.

Governance Director

The Governance Director

- is the executive leadership team member responsible for advisory panels
- through the General Manager Democracy Services, works with the mayor's office to create strong links between the panels, the governing body and the organisation
- drives and promotes the council's engagement with panels through the executive team
- brings panel views on council's organisational strategy for the consideration of the executive team where appropriate.

Principal Advisor Panels

The Principal Advisor Panels:

- ensures appropriate processes and policies are in place for the panels
- supports the Chief Liaison Councillor for panels’ connection with the governing body
- facilitates working across panels
- negotiates and brokers strategic agendas between the panels and the council
- ensures strategic agenda and work programme are signed off by the governing body
- co-ordinates monitoring and reporting of progress on the panels’ strategic agendas
- establishes and oversees processes for communication between the panels and communities
- arranges recruitment and induction of members
- provides a final report on the panels’ achievements at the end of the council term.

Lead Officer Support

The Lead Officer Support:

- advises the chair on the strategic agendas
- co-ordinates development of the panels’ strategic agenda and work programme
- follows up on meeting actions and resolutions
- acts as a conduit with relevant parts of organisation for the panels
- supports the liaison councillor
- attends pre-meeting briefings with the chair and liaison councillor
- highlights potential issues and risks
- sits next to the chair in meetings to provide advice as appropriate
- ensures guidance and advice from the panels is clearly captured
- provides subject matter expertise.

Deputy Lead Officer Support

The Deputy Lead Officer Support:

- supports the lead officer to develop the panels’ strategic agendas
- updates the panels’ agendas and write necessary reports for panel meetings and workshops
- performs delegated tasks from the Lead Officer Support.

Communications Advisor / Specialist

The Communications Advisor / Specialist:
• is the panels’ initial point of contact for all media activity undertaken by or in collaboration with the panels
• can assist with communicating matters of relevance to the panels and/or related to the panels’ strategic agenda and work programme
• provides advice and works with the panel chair and/or delegated panel spokesperson and relevant support staff in response to media inquiries and other communications. This may include reviewing and providing feedback on draft media releases and other communications.

**Governance Advisor**

The Advisor Governance Support:
• prepares for meeting agendas and schedule
• arranges panel meetings and workshops
• takes meeting minutes and publishes them online on time
• acts as a first point of contact for panel issues, and refers inquiries or information to relevant council staff.

**Review**

The form and functioning of the panels may be reviewed prior to or after, the end of the panels’ term in September 2022.
Appendix A: Code of Conduct for members appointed to Advisory Panels

1 Purpose
The Code of Conduct sets out expectations for the general conduct of members of Auckland Council advisory panels.

2 Principles
The principles underlying the expected conduct of members include:

2.1 Honesty and integrity
Members have a duty to act honestly and with integrity at all times.

2.2 Impartiality and accountability
Members should consider issues on their merits, taking into account the views of others. This means co-operating fully and honestly to ensure the best advice is provided to the council.

2.3 Openness
Members should be as open as possible about their actions and advice. This includes having an open mind and a willingness to listen to differing points of view. This means giving reasons for advice given; communicating clearly; not being close-minded and taking personal ownership of comments made publicly.

2.4 Respect
Members should treat others, including staff, with respect at all times. This means not using derogatory terms towards others, or about others, including in public-facing media; not misrepresenting the statements or actions of others (whether they be other individual members, the governing body, local boards, committees or staff); observing the rights of other people; treating people with courtesy, and recognising the different roles others play in local government decision-making.

2.5 Duty to uphold the law
Members should uphold the law and, on all occasions, act in accordance with the trust the public places in them.

2.6 Stewardship
Members should ensure that they and the council use resources prudently and for lawful purposes.
2.7 Leadership

Members should promote and support these principles by example.

3 Relationships

3.1 Chair

The chair (co-chairs in the case of the Rainbow Communities Advisory Panel) is the presiding member at the meetings and is the spokesperson(s) for the panel.

3.2 All members

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

- maintain public confidence in the office to which they have been appointed
- are open and honest
- focus on issues rather than personalities.

3.3 Employees of Auckland Council

Members will:

- not do anything which compromises, or could be seen as compromising, the impartiality of an employee
- avoid publicly criticising any employee in any way
- raise concerns about an employee only through the employee’s employer.

4 Media

4.1 Spokesperson

The chair is the first point of contact for the official view of the panels on any issue. Where the chair is absent, any matters will be referred to the deputy chair when applicable.

No other member may comment on behalf of the panels without having first obtained the approval of the chair.

4.2 Response to media enquiries

In the event that a panel member receives a request for panel comment directly from a journalist or media outlet, the member is required to forward the request immediately to the panels’ assigned communications advisor as well as the panel chairs. Panel members must not respond directly to media without prior agreement.

Where a journalist or media outlet seeks an individual panel member’s views, the panel member will:

- make clear that the views presented represent the personal views of the individual member
- ensure that information presented is consistent with information provided to the panel
- maintain the integrity of the panels and Auckland Council at all times.
4.3 Personal views

Members are free to express a personal view in public or in the media, at any time. When doing so, they should observe the following:

- comments must make clear that they represent a personal view and must not state or imply that they represent the views of the panels
- where a member is making a statement that is contrary to a panel policy, the member must not state or imply that his or her statements represent a majority view
- comments to the media must observe the other expectations of general conduct, e.g. not disclose confidential information, or compromise the impartiality or integrity of staff.

5 Confidential information

If members receive information that is confidential they must ensure it remains confidential. Confidential information is normally deemed to be such because its public release will cause some harm, either to the council or to other parties.

6 Ethics

Members will:

- claim only for legitimate expenses
- not influence, or attempt to influence, any officer or employee to take actions that may benefit the member, or the member’s family or business interests
- not use the resources of the panels for personal business
- not solicit, demand, or request any gift, reward or benefit by virtue of the member’s position.

7 Members’ interests

7.1 Acting in the interests of the advisory panel and the public

Members act in the interests of the panels and not in their own interests.

A financial conflict of interest arises when a member stands to benefit financially, either directly or indirectly, from advice given by the panels.

A non-financial conflict may arise from a personal relationship or association with another organisation or from conduct that indicates prejudice or predetermination. In these situations a member may be influenced by interests that conflict with the duty to act in the best interests of the panels.

Members must declare any private interests or personal benefits relating to their public duties and take steps to resolve any conflicts of interest in such a way that protects the public interest. This means fully disclosing actual or potential conflicts of interest; avoiding any financial or other obligation to any individual or organisation that might reasonably be thought to influence them in the performance of their duties.
8 Complaints

A complaint about a member’s conduct will be made to the chair of the panels in the first instance, who will counsel the member concerned. Alternatively, concerns about the conduct of any member or chairperson may be raised with the General Manager Democracy Services, who will give advice on options available to resolve the concerns.
Appendix B: Qualifications of Members

1. To be a member of the board, a person must
   a. be a natural person, and
   b. consent to being appointed to the board, and
   c. not be disqualified under sub clause (2).

2. The following persons are disqualified from being members:
   a. a person who is under 18 years of age (except for the Youth Advisory Panel)
   b. a person who is an undischarged bankrupt
   c. a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, or the Securities Act 1978, or the Securities Markets Act 1988, or the Takeovers Act 1993
   d. a person who is subject to a property order under the Protection of Personal and Property Rights Act 1988
   e. a person in respect of whom a personal order has been made under that Act that reflects adversely on the person’s
      i. competence to manage his or her own affairs in relation to his or her property; or
      ii. capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare
   f. a person who has been convicted of an offence punishable by imprisonment for a term of two years or more, or who has been sentenced to imprisonment for any other offence
   g. a current member of Parliament
   h. a current Auckland councillor or current local board member
   i. a current Independent Māori Statutory Board member
   j. a person who is disqualified under another Act.
Terms of Reference
Auckland Council
Auckland City Centre Advisory Board
2019 - 2022
Item 14

Set up of the Advisory Panels for the 2019-2022 term

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Terms of Reference

The terms of reference sets out the purpose, role and protocols of the Auckland Council Auckland City Centre Advisory Board for the 2019-2022 term of the council. Board members must abide by the Code of Conduct for members of Auckland Council advisory boards (Appendix A).

Purpose

The board advises Auckland Council on the alignment of the city centre targeted rate investment portfolio to the needs of the city centre, provides advice on council’s strategies, policies, plans, bylaws and programmes in relation to city centre development, as well as key issues and opportunities to support city centre outcomes.

Auckland Council includes:

- the governing body and its relevant committees
- Waitematā Local Board
- the wider council group.

Outcome

The Auckland City Centre Advisory Board will contribute to growing and consolidating the city centre’s international reputation as:

- one of the largest generators of Gross Domestic Product (GDP) in New Zealand
- a high quality living urban environment
- one of the most popular destinations for Aucklanders and visitors to the region
- a world class centre for education, research, innovation and development.

Role of the Auckland City Centre Advisory Board

The role of the Auckland City Centre Advisory Board is to:

- advise on council strategies and plans that impact on Auckland city centre
- advise on the priorities of the City Centre Targeted Rate investment portfolio
- recommend any proposed changes to the Auckland City Centre Targeted Rate policy.
- advise on issues and opportunities to support city centre outcomes and its success
- as appropriate, members may participate on behalf of the board, as part of stakeholder reference groups to provide feedback to city centre projects and initiatives
- work with the council group staff to achieve shared outcomes for the city centre.

Membership
The board will include the following sectors:

<table>
<thead>
<tr>
<th>City Stakeholders</th>
<th>Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate sector including financial and other professional services</td>
<td>3</td>
</tr>
<tr>
<td>Design (NZ Institute of Architects)</td>
<td>1</td>
</tr>
<tr>
<td>Tourism and travel sector</td>
<td>1</td>
</tr>
<tr>
<td>Business associations (Heart of the City and Karangahape Road Business Association)</td>
<td>2</td>
</tr>
<tr>
<td>Retail sector</td>
<td>1</td>
</tr>
<tr>
<td>Tertiary education (one from each of the University of Auckland and Auckland University of Technology)</td>
<td>2</td>
</tr>
<tr>
<td>Ngati Whatua representative</td>
<td>1</td>
</tr>
<tr>
<td>Additional Māori representative</td>
<td>1</td>
</tr>
<tr>
<td>Residents association/organisation</td>
<td>2</td>
</tr>
<tr>
<td>Property Council New Zealand</td>
<td>1</td>
</tr>
<tr>
<td>Arts and culture nominated by the Advisory Panel for Art in Public Places</td>
<td>1</td>
</tr>
<tr>
<td>Transport sector</td>
<td>1</td>
</tr>
<tr>
<td>His Worship Mayor Phil Goff (and Chair of an appropriate committee as an alternate)</td>
<td>1</td>
</tr>
<tr>
<td>Waitematā and Gulf Ward Councillor</td>
<td>1</td>
</tr>
<tr>
<td>Waitematā Local Board Member</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total number</strong></td>
<td><strong>20</strong></td>
</tr>
</tbody>
</table>

The board will have between 15 and 21 members at all time including three elected members.

The board must have at least two members with lived experience in Te Ao Māori and knowledge of the contemporary issues facing the Auckland city centre.

The board will have one member from the City Centre Resident Group and one member from another residents’ association in the Auckland city centre.

The Waitematā Local Board will select its representative to the Auckland City Centre Advisory Board.

The board’s term ends one month prior to the next local government elections in 2022. The council will review the membership of the board before or after the end of the current term.

The membership of a board member will lapse if one or more of the disqualifying matters set out in Appendix B applies to the board member.

If a member fails to attend a significant number of meetings, breaches the code of conduct or otherwise underperforms in his/her duty as a member, the chair must raise the issue of expectations about performance with the member and, if necessary, with the lead officer. If under-performance continues, the chair can recommend to the Mayor that the member be removed from the board.
Selection process

The Mayor invites members of the city centre community to participate on the board having considered their:

- association with an Auckland city centre group or organisation
- ability to provide expert advice on Auckland city centre issues
- understanding of Auckland city centre issues
- commitment to the board.

All board members are representatives of sector groups or organisations and have a city centre focus. Board members may send a proxy if they are unavailable to attend a meeting.

Qualification of members is set out in Appendix B.

Resignation

When a member wishes to resign from the Auckland City Centre Advisory Board, the member is asked to:

- offer the chair written resignation by way of letter or email
- offer one month’s notice so that a suitable replacement may be appointed.

The lead officer will then commence a process to assist the Mayor to select a replacement member in accordance with the criteria set out in these Terms of Reference.

Chair and Deputy Chair

The chair and deputy chair will be appointed by the Mayor.

The three elected members on the board are ineligible to be appointed as chair and deputy chair.

Meetings

The board will meet monthly, alternating between meetings and workshops, at a time deemed convenient to the majority of members.

Scheduled meetings are open to the public and any elected members of Auckland Council. Workshops are used for discussion between board members, governing body members and relevant council group staff.

Meetings will generally be of two hours duration unless an alternative duration is agreed beforehand.

Sub-groups may be formed to further advise on city centre issues, with board members taking responsibility for advising on particular projects or outcomes.

The resolutions in each meeting should clearly be shown in meeting minutes.
Quorum

The quorum required for the board meeting will be half the members if the number of members is even, and a majority if the number of members is odd.

Submissions

- The board will advise on council strategies, policies and plans prior to any submission process, and will not make formal submissions to Auckland Council.

These terms of reference provide for the board to have its views incorporated into the development of Auckland Council proposals affecting the city centre. For this reason, the board is expected not to submit through parallel public consultation processes.

This does not prevent individual members being party to submissions outside their role as board members.

Engagement with Auckland Council

The Auckland City Centre Advisory Board may make recommendations to:

- governing body and its committees
- Waitematā Local Board
- Council Controlled Organisations including Auckland Transport, Panuku Development Auckland, the Regional Facilities Auckland and Auckland Tourism, Events and Economic Development

depending on which of these bodies has decision making authority over the matter(s) being reported on.

Where the board believes a direct communication needs to be provided to the council, its committees, or the chief executive, the chair should do so in writing and provide a copy of that communication for inclusion on the next agenda of the board.

Agendas

Board meeting agendas will be distributed three working days prior to the meeting date.

Meeting agendas will be set by the chair and/or the deputy chair in consultation with the lead officer.

A proposed agenda item may be submitted by a board member to the Governance Advisor 15 days prior to a board meeting. If the item is not accepted by the chair and/or deputy chair, the member will be advised of the reason prior to the agenda being circulated.

Minutes of the board meetings will be distributed to members and public no later than five working days after the board meeting.
Staff support

The Auckland City Centre Advisory Board is supported by the following council staff.

Lead Officer Support

The Lead Officer Support is the Auckland Council Development Programme Office General Manager who:

- facilitates development of the board’s work programme
- follows up on meeting actions and resolutions
- acts as a conduit with relevant parts of the organisation for the board
- attends pre-meeting briefings with the chair if scheduled
- highlights potential issues and risks
- sits next to the chair in meetings to provide advice as appropriate
- ensures guidance and advice from the board is clearly captured
- provides subject matter expertise.

Deputy Lead Officer Support (if required)

The Deputy Lead Officer Support:

- supports the lead officer to develop the board’s work programme
- updates board agendas and writes reports as necessary for board meetings
- performs delegated tasks from the Lead Officer Support.

Principal Advisor Panels

The Principal Advisor Panels:

- ensures appropriate processes and policies are in place for the board
- arranges the appointment process and induction of members.

Governance Advisor

The Governance Advisor:

- prepares for meeting agendas and schedule
- arranges board meetings
- takes meeting minutes and publishes them online
- acts as a first point of contact for board issues and refers inquiries or information to relevant council staff.
Additional support

To effectively deliver on the board’s role of providing advice on Auckland city centre matters, representatives from the Auckland Council group are expected to attend whenever an item relevant to their operations is on the Board agenda for that meeting.

Resourcing

Auckland Council Democracy Services will support catering and administrative support for board meetings through the Governance Advisor.

Members will not be paid meeting fees as representatives of their respective organisations. However, the council will reimburse personal expenditure incurred in conducting board business, in line with the Auckland Council Expenses Policy.

Review

The form and functioning of the board may be reviewed prior to or after, the end of the year 2022.
Appendix A: Code of Conduct for members appointed to Auckland City Centre Advisory Board

1 Purpose
- The Code of Conduct sets out expectations for the general conduct of members of Auckland City Centre Advisory Board of Auckland Council.

2 Principles
- The principles underlying the expected conduct of members include:

2.1 Honesty and integrity
- Members have a duty to act honestly and with integrity at all times.

2.2 Impartiality and accountability
- Members should consider issues on their merits, taking into account the views of others. This means co-operating fully and honestly to ensure the best advice is provided to the council.

2.3 Openness
- Members should be as open as possible about their actions and advice. This includes having an open mind and a willingness to listen to differing points of view. This means giving reasons for advice given; communicating clearly; not being close-minded and taking personal ownership of comments made publicly.

2.4 Respect
- Members should treat others, including staff, with respect at all times. This means not using derogatory terms towards others, or about others, including in public-facing media; not misrepresenting the statements or actions of others (whether they be other individual members, the governing body, local boards, committees or staff); observing the rights of other people; treating people with courtesy, and recognising the different roles others play in local government decision-making.

2.5 Duty to uphold the law
- Members should uphold the law and, on all occasions, act in accordance with the trust the public places in them.

2.6 Stewardship
- Members should ensure that they and the council use resources prudently and for lawful purposes.
2.7 Leadership
• Members should promote and support these principles by example.

3 Relationships

3.1 Chair
The chair is the presiding member at the meetings and is the spokesperson for the board.

3.2 All members
• Members will conduct their dealings with each other in ways that:
  • maintain public confidence in the board to which they have been appointed
  • are open and honest
  • focus on issues rather than personalities.

3.3 Employees of Auckland Council
• Members will:
  • recognise that employees of Auckland Council or any other organisation providing advice or services to the panels
  • not do anything which compromises, or could be seen as compromising, the impartiality of an employee
  • avoid publicly criticising any employee in any way
  • raise concerns about an employee only through the employee’s employer.

4 Media

4.1 Spokesperson
• The chair is the first point of contact for the official view of the board on any issue. Where the chair is absent, any matters will be referred to the deputy chair when applicable.

•

• No other member may comment on behalf of the board without having first obtained the approval of the chair.

4.2 Response to media enquiries
In the event that a board member receives a request for board comment directly from a journalist or media outlet, the member will forward the request immediately to the board chair. Board members must not respond directly to media without prior agreement.
Where a journalist or media outlet seeks an individual board member’s views, the board member will:
• make clear that the views presented represent the personal views of the individual member
• ensure that information presented is consistent with information provided to the board
• maintain the integrity of the board and Auckland Council at all times.

4.3 Personal views
• Members are free to express a personal view in public or in the media, at any time. When doing so, they should observe the following:

  • comments must make clear that they represent a personal view and must not state or imply that they represent the views of the board
  • where a member is making a statement that is contrary to a board policy, the member must not state or imply that his or her statements represent a majority view
  • comments to the media must observe the other expectations of general conduct, e.g. not disclose confidential information, or compromise the impartiality or integrity of staff.

5 Confidential information
• If members receive information that is confidential they must ensure it remains confidential. Confidential information is normally deemed to be such because its public release will cause some harm, either to the council or to other parties.

6 Ethics
• Members will:

  • claim only for legitimate expenses
  • not influence, or attempt to influence, any officer or employee to take actions that may benefit the member, or the member’s family or business interests
  • not use the resources of the board for personal business
  • not solicit, demand, or request any gift, reward or benefit by virtue of the member’s position.

7 Members’ interests
• Members act in the interests of the board and not in their own interests.

  • Members must declare any private interests or personal benefits relating to their public duties and take steps to resolve any conflicts of interest in such a way that protects the public interest. This means fully disclosing actual or potential conflicts of interest; avoiding any financial or other obligation to any individual or organisation that might reasonably be thought to influence them in the performance of their duties.
8 Complaints
A complaint about a member’s conduct will be made to the chair of the board in the first instance, who will counsel the member concerned. Alternatively, concerns about the conduct of any member or chairperson may be raised with the Lead Officer Support, who will give advice on options available to resolve the concerns.
Appendix B: Qualifications of Members

To be a member of the Board, a person must

a. be a natural person, and
b. consent to being appointed to the board, and
c. not be disqualified under sub clause (2).

The following persons are disqualified from being members:

a. a person who is an undischarged bankrupt
b. a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, or the Securities Act 1978, or the Securities Markets Act 1988, or the Takeovers Act 1993
c. a person who is subject to a property order under the Protection of Personal and Property Rights Act 1988
d. a person in respect of whom a personal order has been made under that Act that reflects adversely on the person’s
   i. competence to manage his or her own affairs in relation to his or her property; or
   ii. capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare
e. a person who has been convicted of an offence punishable by imprisonment for a term of two years or more, or who has been sentenced to imprisonment for any other offence
f. a current member of Parliament
g. a person who is disqualified under another Act.
Heritage Advisory Panel
Terms of Reference
2019-2022
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1. Introduction

The terms of reference set out the purpose, role and protocols of the Auckland Council Heritage Advisory Panel during the 2019-2022 term of the council. Panel members abide by the Code of Conduct for members of Auckland Council advisory panels (Appendix A).

2. Background

Auckland Council recognises that historic heritage contributes significantly to Auckland’s quality of life. The protection and management of the region’s historic heritage is a matter that Auckland’s communities are passionate about.

The re-establishment of the Heritage Advisory Panel in the 2019-2022 term with a membership of community representatives and leading professionals is expected to raise the profile of historic heritage both within the council and among the public. This panel will advise the council to build a shared understanding of how the historic heritage of Auckland should be identified, managed, protected, conserved, appreciated and celebrated.

The focus of the Heritage Advisory Panel is on historic heritage which includes cultural heritage, historic sites, structures, places, objects and areas and their surrounds, and archaeological sites.

3. Purpose

As one of council’s engagement mechanisms with the heritage sector in Auckland, the Heritage Advisory Panel provides advice to the governing body and council staff within the remit of historic heritage issues on the following areas:

- council policies, plans, processes and strategies
- regional and strategic matters
- any matter of particular interest or concern to heritage communities.

Note: specific resource consents applications are not within the scope of the panel’s advice.

4. Outcomes

The panel’s advice will contribute to the promotion and management of historic heritage of Auckland. The panel will advise through their agreed work programme on heritage matters that may be brought before the panel.
5. Work programme

The panel must develop a work programme for the term. The agendas should be focused and aligned with the council’s work programme.

6. Councillor involvement

The mayor will appoint a liaison councillor for the Heritage Advisory Panel. The role of a liaison councillor is to:

- ensure that the governing body is aware of the panels’ feedback on council issues and their advice on diverse communities.
- help align the panels’ strategic agendas with governing body priorities
- actively engage in panel meetings and workshops
- engage with the panel chair and the lead officer for meeting agendas

The panels will mainly engage with the governing body through an appropriate committee meetings or workshops. The panels may also engage with other committees considering regional plans and strategies on which the panels have provided advice.

7. Selection process

- Panel members are appointed through an open selection process. The members of the panel are selected on the basis of their:
  - association with a heritage sector group or organisation or
  - ability to provide expert advice on built and cultural heritage issues, and
  - understanding of the heritage sector of Auckland.

Qualification of members is set out in Appendix B.

The mayor appoints panel members with the endorsement of the governing body to give effect to the membership of the panels.

8. Membership

The panel will have between 10 and 16 members. The members must reside in Auckland.

The panel must have at least two members with lived experience in Te Ao Māori and knowledge of the contemporary issues facing Māori communities in Auckland.

When a panel has less than 10 members, the council must appoint additional members to meet the minimum number of members.

The panel’s term ends one month prior to the next local government elections in 2022.
The membership of a panel member will cease if one or more of the disqualifying matters set out in Appendix B applies to the panel member.

If a member attends less than half of the panel meetings, breaches the Code of Conduct or otherwise under-performs in his/her duty as a member, officers or the chair must first raise the issues directly with the member and try and resolve them by mutual agreement. If under-performance continues the chair can recommend to the Mayor that the member be removed from the panel.

9. Meetings

The panel will meet at least two times a year and no more than four times.

Scheduled meetings are open to the public and any elected members of Auckland Council.

10. Quorum

The quorum required for a panel meeting will be half the members if the number of members is even, and a majority if the number of members is odd.

11. Meeting protocols

The role of the panel is to advise the governing body and council staff on historic heritage matters.

The Mayor appoints an interim chair. The panels must then confirm or elect a chair and a deputy chair within three months of the establishment of the panels. The chair is responsible for chairing all panel meetings and workshops. The chair is also the spokesperson for the panel when external organisations, including central government or the media, seek the views of the panel on specific matters.

The panels may invite presentations from external organisations and individuals in scheduled meetings if the topics are relevant to the panels’ purpose. The chair approves such external presentations in consultation with the liaison councillor and the lead support officer.

Members of the panel will respect the majority decision on the panel's advice to the council. The resolutions in each meeting should clearly be shown in meeting minutes.
12. Submissions

The panel cannot make formal submissions to Auckland Council on council strategies, policies and plans, for example, the annual plan. However, the panel may be asked for informal feedback during a consultative process.

In its advisory role to the council, the panel may have input to submissions made by the council to external organisations but will not make independent submissions, except as agreed with the council.

This does not prevent individual members being party to submissions outside their role as panel members.

13. Engagement with the Governing Body

The panel may forward issues of concern relevant to historic heritage to an appropriate committee.

14. Panel resourcing

The council sets an annual budget for the panel.

Panel members are entitled to meeting fees determined by the council on the basis of the Auckland Council Fees Framework and Expenses Policy for Appointed Members, unless:

- they are on the panel as a representative of an organisation or interest group which already pays them; and/or
- they are an elected member of Auckland Council or a member of the Independent Māori Statutory Board or an ex-officio member.

The council will reimburse all members for travel costs to attend scheduled panel meetings, in line with the Expenses Policy.

15. Staff support

The panel is supported by the following council staff.

Lead Officer Support
- facilitates development of the panel's work programme
- follows up on meeting actions and resolutions
- acts as a conduit with relevant parts of organisation for the panel
- attends pre-meeting briefings with the chair if scheduled
- highlights potential issues and risks
- sits next to the chair in meetings to provide advice as appropriate
- ensures guidance and advice from the panel is clearly captured
- provides subject matter expertise.
Principal Advisor Panels
- ensures appropriate processes and policies are in place for the panel
- co-ordinates monitoring and reporting of progress on the panel’s work programme
- arranges the induction of members

Communications Advisor / Specialist
- is the panels' initial point of contact for all media activity undertaken by or in collaboration with the panels
- can assist with communicating matters of relevance to the panels and/or related to the panels' strategic agenda and work programme
- provides advice and works with the panel chair and/or delegated panel spokesperson and relevant support staff in response to media inquiries and other communications. This may include reviewing and providing feedback on draft media releases and other communications.

Governance Advisor
- prepares for meeting agendas and schedule
- arranges panel meetings and workshops
- takes meeting minutes and publishes them online on time
- acts as a first point of contact for panel issues and refers inquiries or information to relevant council staff.

16. Review
The form and functioning of the panel may be reviewed prior to or after, the end of the panel’s term in 2022.
Appendix A: Code of Conduct for members appointed to Advisory Panels

1. Purpose

- The Code of Conduct sets out expectations for the general conduct of members of Auckland Council advisory panels.

2. Principles

- The principles underlying the expected conduct of members include:

2.1 Honesty and integrity

- Members have a duty to act honestly and with integrity at all times.

2.2 Impartiality and accountability

- Members should consider issues on their merits, taking into account the views of others. This means co-operating fully and honestly to ensure the best advice is provided to the council.

2.3 Openness

- Members should be as open as possible about their actions and advice. This includes having an open mind and a willingness to listen to differing points of view. This means giving reasons for advice given; communicating clearly; not being close-minded and taking personal ownership of comments made publicly.

2.4 Respect

- Members should treat others, including staff, with respect at all times. This means not using derogatory terms towards others, or about others, including in public-facing new media; not misrepresenting the statements or actions of others (whether they be other individual members, the governing body, local boards, committees or staff); observing the rights of other people; treating people with courtesy, and recognising the different roles others play in local government decision-making.

2.5 Duty to uphold the law

- Members should uphold the law and, on all occasions, act in accordance with the trust the public places in them.

2.6 Stewardship

- Members should ensure that they and the council use resources prudently and for lawful purposes.

2.7 Leadership

- Members should promote and support these principles by example.
3. Relationships

3.1 Chair
The chair is the presiding member at the meetings and is the spokesperson for the panel. The role of the deputy chair is to support the chair to run panel meetings and perform any delegated tasks from the chair.

All members
• Members will conduct their dealings with each other in ways that maintain public confidence in the office to which they have been appointed.

4. Media

4.1 Spokesperson
• The chair is the first point of contact for the official view of the panel on any issue. Where the chair is absent, any matters will be referred to the deputy chair when applicable.

• No other member may comment on behalf of the panel without having first obtained the approval of the chair.

4.2 Personal views
• Members are free to express a personal view in public or in the media, at any time. When doing so, they should observe the following:

• comments must make clear that they represent a personal view and must not state or imply that they represent the views of the panel
• where a member is making a statement that is contrary to a panel policy, the member must not state or imply that his or her statements represent a majority view
• comments to the media must observe the other expectations of general conduct, e.g. not disclose confidential information, or compromise the impartiality or integrity of staff.

5. Confidential information
• If members receive information that is confidential they must ensure it remains confidential. Confidential information is normally deemed to be such because its public release will cause some harm, either to the council or to other parties.

6. Ethics
• Members will behave ethnically at all times.
7. Members’ interests

- Members act in the interests of the panel and not in their own interests.

- A financial conflict of interest arises when a member stands to benefit financially, either directly or indirectly, from advice given by the panel.

- A non-financial conflict may arise from a personal relationship or association with another organisation or from conduct that indicates prejudice or predetermination. In these situations a member may be influenced by interests that conflict with the duty to act in the best interests of the panel.

- Members must declare any private interests or personal benefits relating to their public duties and take steps to resolve any conflicts of interest in such a way that protects the public interest. This means fully disclosing actual or potential conflicts of interest; avoiding any financial or other obligation to any individual or organisation that might reasonably be thought to influence them in the performance of their duties.

8. Complaints

A complaint about a member’s conduct will be made to the chair of the panel in the first instance, who will counsel the member concerned. Alternatively, concerns about the conduct of any member or chairperson may be raised with the General Manager Democracy Services, who will give advice on options available to resolve the concerns.
Appendix B: Qualifications of Members

1. To be a member of the Panel, a person must
   a. be a natural person, and
   b. consent to being appointed to the board, and
   c. not be disqualified under sub clause (2).

2. The following persons are disqualified from being members:
   a. a person who is under 18 years of age
   b. a person who is an undischarged bankrupt
   c. a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, or the Securities Act 1978, or the Securities Markets Act 1988, or the Takeovers Act 1993
   d. a person who is subject to a property order under the Protection of Personal and Property Rights Act 1988
   e. a person in respect of whom a personal order has been made under that Act that reflects adversely on the person’s
      i. competence to manage his or her own affairs in relation to his or her property; or
      ii. capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare
   f. a person who has been convicted of an offence punishable by imprisonment for a term of two years or more, or who has been sentenced to imprisonment for any other offence
   g. a current member of Parliament
   h. a person who is disqualified under another Act.
Rural Advisory Panel
Terms of Reference
2019-2022
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1. Introduction

2. Purpose
As one of council’s engagement mechanisms with the rural sector in Auckland, the Rural Advisory Panel provides advice to the council within the remit of the Auckland Plan on the following areas:

- council policies, plans and strategies relevant to rural issues
- regional and strategic matters relevant to rural issues
- any matter of particular interest or concern to rural communities.

3. Outcomes
The panel’s advice will contribute to improving the outcomes of the rural sector as set out in the Auckland Plan. The panel will provide advice through its agreed work programme.

4. Work programme
The panel must develop a work programme for the term. The agendas should be focused and aligned with the Auckland Plan and the long-term plan.

5. Selection process
The Mayor appoints panel members in consultation with the chair of the panel and council staff.

- Panel members are selected on the basis of their:

- association with a rural sector group or organisation
- ability to provide expert advice on rural issues
- understanding of the rural sector of Auckland
- understanding of Te Tiriti O Waitangi.

Qualification of members is set out in Appendix B.

6. Membership
The panel will have between 15 and 21 members.
The panel may have up to five elected members to act as conduits to the governing body, local boards and the council’s relevant committees.

The panel must have at least two members with lived experience in Te Ao Māori and knowledge of the contemporary issues facing Māori communities.

If the panel has less than 15 members, the council must appoint additional members to meet the minimum number of members.

The panel’s term ends one month prior to the next local government elections in 2022.

The membership of a panel member will cease if one or more of the disqualifying matters set out in Appendix B applies to the panel member.

If a member attends less than half of the panel meetings, breaches the Code of Conduct or otherwise under-performs in his/her duty as a member, the chair must first raise the issues directly with the member and try and resolve them by mutual agreement. If under-performance continues the chair can recommend to the Mayor that the member be removed from the panel.

7. Meetings
The panel will meet two monthly and have a maximum of six scheduled meetings per year, at a time deemed convenient by the majority of members.

Scheduled meetings are open to the public and any elected members of Auckland Council.

8. Quorum
The quorum required for a panel meeting will be half the members if the number of members is even, and a majority if the number of members is odd.

9. Meeting protocols
The panel does not have any decision-making power. Its role is to advise the governing body and council staff on regional and strategic matters.

The Mayor appoints the chair, who is a councillor. The role of the chair is to lead the panel meetings. The chair is also the spokesperson for the panel when external organisations, including central government or the media, seek the views of the panel on specific matters. The chair can select a deputy chair who supports the chair to run regular meetings.
The panel may invite presentations from external organisations and individuals at their meetings if the topics are relevant to the panel’s work programme. The chair must approve such external presentations in consultation with the lead support officer.

The resolutions in each meeting should clearly be shown in meeting minutes.

**10. Stakeholder forums**
Stakeholder forums may also be held within an approved budget one to two times a year on topics of wider rural or environmental interest. These would be agreed through the work programme and would aim to better inform the council of broad stakeholder views on topics of key concern to rural communities.

**11. Submissions**
The panel cannot make formal submissions to Auckland Council on council strategies, policies and plans, for example, the annual plan. However, the panel may be asked for informal feedback during a consultative process.

In its advisory role to the council, the panel may have input into submissions made by the council to external organisations but does not make independent submissions, except as agreed with the council.

This does not prevent individual members being party to submissions outside their role as panel members.

**12. Engagement with the Governing Body**
The panel will forward any issues important to rural communities to appropriate council committees.

**13. Panel resourcing**
The council sets an annual budget for the panel.

Panel members are entitled to meeting fees determined by the council on the basis of the Auckland Council Fees Framework and Expenses Policy for Appointed Members, unless:

- they are on the panel as a representative of an organisation or interest group which already pays them and/or
- they are an elected member of Auckland Council or members of the Independent Māori Statutory Board.

The council will reimburse all members for travel costs to attend panel meetings, in line with the Expenses Policy.
14. **Staff support**

The panel is supported by the following council staff:

**Lead Officer Support**
- co-ordinates development of the panel’s work programme
- negotiates and brokers work programme between the panels and the council
- follows up on meeting actions and resolutions
- acts as a conduit with relevant parts of organisation for the panel
- attends pre-meeting briefings with the chair
- highlights potential issues and risks
- sits next to the chair in meetings to provide advice as appropriate
- ensures guidance and advice from the panel is clearly captured
- provides subject matter expertise.

**Deputy Lead Officer Support (if required)**
- updates the panel’s agendas and write necessary reports for panel meetings
- performs delegated tasks from the Lead Officer Support.

**Principal Advisor Panels**
- ensures appropriate processes and policies are in place for the panel
- co-ordinates progress reports on the panel’s work programme with relevant council committees
- arranges the induction of members

**Governance Advisor**
- prepares meeting agendas and schedule of meetings
- arranges panel meetings and workshops
- takes meeting minutes and publishes them online in a timely manner
- acts as a first point of contact for panel issues and refers inquiries or information to relevant council staff.

15. **Review**

The form and functioning of the panel may be reviewed prior to or after, the end of the year 2022.
Appendix A: Code of Conduct for Members Appointed to Advisory Panels

1. Purpose
• The Code of Conduct sets out expectations for the general conduct of members of Auckland Council advisory panels.

2. Principles
• The principles underlying the expected conduct of members include:

2.1 Honesty and integrity
• Members have a duty to act honestly and with integrity at all times.

2.2 Impartiality and accountability
• Members should consider issues on their merits, taking into account the views of others. This means co-operating fully and honestly to ensure the best advice is provided to the council.

2.3 Openness
• Members should be as open as possible about their actions and advice. This includes having an open mind and a willingness to listen to differing points of view. This means giving reasons for advice given; communicating clearly; not being close-minded and taking personal ownership of comments made publicly.

2.4 Respect
• Members should treat others, including staff, with respect at all times. This means not using derogatory terms towards others, or about others, including in public-facing new media; not misrepresenting the statements or actions of others (whether they be other individual members, the governing body, local boards, committees or staff); observing the rights of other people; treating people with courtesy, and recognising the different roles others play in local government decision-making.

2.5 Duty to uphold the law
• Members should uphold the law and, on all occasions, act in accordance with the trust the public places in them.

2.6 Stewardship
• Members should ensure that they and the council use resources prudently and for lawful purposes.

2.7 Leadership
• Members should promote and support these principles by example.
3. Relationships

3.1 Chair
The chair is the presiding member at the meetings and is the spokesperson for the panel. The role of the deputy chair is to support the chair to run panel meetings and perform any delegated tasks from the chair.

3.2 All members
- Members will conduct their dealings with each other in ways that:
  - maintain public confidence in the office to which they have been appointed
  - are open and honest
  - focus on issues rather than personalities.

4. Media

4.1 Spokesperson
- The chair is the first point of contact for the official view of the panel on any issue. Where the chair is absent, any matters will be referred to the deputy chair when applicable.

- No other member may comment on behalf of the panel without having first obtained the approval of the chair.

4.2 Response to media enquiries
In the event that a panel member receives a request for panel comment directly from a journalist or media outlet, the member is required to forward the request immediately to the panel’s assigned communications advisor as well as the panel chairs. Panel members must not respond directly to media without prior agreement.

Where a journalist or media outlet seeks an individual panel member’s views, the panel member will:
- make clear that the views presented represent the personal views of the individual member
- ensure that information presented is consistent with information provided to the panel
- maintain the integrity of the panels and Auckland Council at all times.

4.3 Personal views
- Members are free to express a personal view in public or in the media, at any time. When doing so, they should observe the following:

- comments must make clear that they represent a personal view and must not state or imply that they represent the views of the panels
- where a member is making a statement that is contrary to a panel policy, the member must not state or imply that his or her statements represent a majority view
- comments to the media must observe the other expectations of general conduct, e.g. not disclose confidential information, or compromise the impartiality or integrity of staff.
5. Confidential information

- If members receive information that is confidential they must ensure it remains confidential. Confidential information is normally deemed to be such because its public release will cause some harm, either to the council or to other parties.

6. Ethics

- Members will:
  - claim only for legitimate expenses
  - not influence, or attempt to influence, any officer or employee to take actions that may benefit the member, or the member’s family or business interests
  - not use the resources of the panels for personal business
  - not solicit, demand, or request any gift, reward or benefit by virtue of the member’s position.

7. Members’ interests

- Members act in the interests of the panels and not in their own interests.
  - A financial conflict of interest arises when a member stands to benefit financially, either directly or indirectly, from advice given by the panels.
  - A non-financial conflict may arise from a personal relationship or association with another organisation or from conduct that indicates prejudice or predetermination. In these situations a member may be influenced by interests that conflict with the duty to act in the best interests of the panels.
  - Members must declare any private interests or personal benefits relating to their public duties and take steps to resolve any conflicts of interest in such a way that protects the public interest. This means fully disclosing actual or potential conflicts of interest; avoiding any financial or other obligation to any individual or organisation that might reasonably be thought to influence them in the performance of their duties.

8. Complaints

A complaint about a member’s conduct will be made to the chair of the panels in the first instance, who will counsel the member concerned. Alternatively, concerns about the conduct of any
member or chairperson may be raised with the General Manager Democracy Services, who will give advice on options available to resolve the concerns.
Appendix B: Qualifications of Members

To be a member of the Panel, a person must

a. be a natural person, and
b. consent to being appointed to the board, and
c. not be disqualified under sub clause (2).

The following persons are disqualified from being members:

a. a person who is under 18 years of age
b. a person who is an undischarged bankrupt
c. a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, or the Securities Act 1978, or the Securities Markets Act 1988, or the Takeovers Act 1993
d. a person who is subject to a property order under the Protection of Personal and Property Rights Act 1988
e. a person in respect of whom a personal order has been made under that Act that reflects adversely on the person’s
   i. competence to manage his or her own affairs in relation to his or her property;
   or
   ii. capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare
f. a person who has been convicted of an offence punishable by imprisonment for a term of two years or more, or who has been sentenced to imprisonment for any other offence
g. a current member of Parliament
h. a person who is disqualified under another Act.
Governing Body decision-making during the 2019/2020, 2020/2021 and 2021/2022 Christmas recess periods

File No.: CP2019/18660

Te take mō te pūrongo
Purpose of the report
1. To confirm the process for urgent political decision-making over the 2019/2020, 2020/2021 and 2021/2022 Christmas recess periods.

Whakarāpopototanga matua
Executive summary
2. The Christmas recess period starts from the last Governing Body meeting in December and ends when the first scheduled meeting of the Governing Body or its committees resumes in the following new year.
3. The Governing Body needs to be prepared to manage unforeseen circumstances and respond to any statutory requirements over the Christmas recess period.
4. The first committee meetings in the 2020, 2021 and 2022 new years will be scheduled for early February of that year.
5. This report recommends the same delegation system as previous years for making urgent decisions over these periods.

Ngā tūtohunga
Recommendation/s
That the Governing Body:
a) delegate to any two of either the Mayor or Deputy Mayor, and a chairperson of a committee of the whole, the power to make urgent decisions on behalf of the Governing Body or its committees, between:
   i) the last scheduled Governing Body meeting in December 2019 and the first meeting of the Governing Body or other relevant committee in 2020
   ii) the last scheduled Governing Body meeting in December 2020 and the first meeting of the Governing Body or other relevant committee in 2021
   iii) the last scheduled Governing Body meeting in December 2021 and the first meeting of the Governing Body or other relevant committee in 2022
b) agree that if a matter of major significance arises during any of the Christmas recess periods listed in clause a), an extraordinary meeting of the Governing Body will be called.

Horopaki
Context
6. Part 6 of the Local Government Act 202 sets out the obligations of local authorities in relation to decision-making. The council needs to be able to make urgent decisions during the Christmas recess period when required. This is simply a procedural decision to enable efficient decision-making to occur. Existing delegations will remain in place for all non-urgent decisions.
7. Any matters to be decided under this delegation will be advised to decision-makers via the chief executive or his delegate, who will supply the necessary background and reasons for urgency. The decision will also be reported to the next ordinary meeting of the Governing Body or relevant committee.

8. If the matter is considered to be major, an extraordinary meeting of the Governing Body will be called.

9. The Governing Body has made this delegation for all previous years of Auckland Council.

Tātaritanga me ngā tohutohu
Analysis and advice

10. The council has a responsibility to ensure there is a process available to make urgent or significant decisions during the Christmas recess period.

11. The process outlined will allow the council to achieve this should the need arise.

Tauākī whakaaweawe āhuarangi
Climate impact statement

12. This decision is procedural in nature and any climate impacts will be negligible. The decision is unlikely to result in any identifiable changes to greenhouse gas emissions. The effects of climate change will not impact the decision’s implementation.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

13. This decision is procedural in nature and will have no impacts on other parts of the council group.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

14. This decision is procedural in nature, will have no impact on local boards and consultation is not required.

Tauākī whakaaweawe Māori
Māori impact statement

15. This decision is procedural in nature, will have no impact on Māori and consultation is not required.

Ngā ritenga ā-pūtea
Financial implications

16. If a matter of significance arises and requires an extraordinary meeting, there will be no additional cost as there is already budget provided to cover political meetings.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

17. There are no risks identified provided there is a process in place to deal with any urgent or significant decisions that may need to be made during this period.
Ngā koringa ā-muri

Next steps

18. The Democracy Services department will administer this process if required. Any urgent decisions will be reported to the first governing body meeting after the Christmas recess period.

Ngā tāpirihanga

Attachments

There are no attachments for this report.

Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Sarandra O'Toole - Team Leader Governance Advisors</th>
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<tbody>
<tr>
<td>Authorisers</td>
<td>Marguerite Delbet - General Manager Democracy Services</td>
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<td></td>
<td>Phil Wilson - Governance Director</td>
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<tr>
<td></td>
<td>Stephen Town - Chief Executive</td>
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Te take mō te pūrongo
Purpose of the report

Whakarāpopototanga matua
Executive summary
2. The Governing Body needs to adopt a meeting schedule and give advance notice to members of when it will meet. Governing body meetings are planned for Tuesday 12 November 2019 and Tuesday 19 November 2019 at 9:30 am. These will be called as extraordinary meetings.
3. The requirements to give notice of meetings to members are contained in the Local Government Act 2002. Notice must not be less than 14 days prior to the meeting, or if a schedule is adopted, not less than 14 days prior to the first meeting on the schedule. Where this notice cannot be given, meetings are called under the provisions for extraordinary meetings.
4. Staff recommend that the Governing Body meet on Tuesday 12 November 2019 and Tuesday 19 November 2019 by way of an extraordinary meeting.

Ngā tūtohunga
Recommendation/s
That the Governing Body:

a) hold extraordinary meetings on Tuesday 12 November 2019 and Tuesday 19 November 2019 commencing at 9.30am in the Reception Lounge, Auckland Town Hall.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Sarndra O'Toole - Team Leader Governance Advisors</th>
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