
ADVISORY GROUPS REVIEW: STAGE 1

1. Purpose of Report

This report presents amended terms of reference (TOR) for the Pacific Advisory Group, Youth Council and Disability Reference Group.

2. Executive Summary

Reviews have been undertaken on three of the Council's advisory groups. The operation and TOR for the Pacific Advisory Group (PAG) have been reviewed, as have the Youth Council and Disability Reference Group's (DRG) TORs.

The reviews have resulted in new TORs being developed for the PAG and Youth Council (attached respectively as appendices 2 and 3), and an amended TOR for the DRG (Appendix 4).

The TORs cover similar content (although the wording may be different between TORs) as well as standard clauses regarding:

- liaison between the advisory groups
- the review of the groups
- each group's quorum.

The differences between the TORs relate to the individual emphases the reviews highlighted for each group:

- The PAG's new TOR reflects the increased clarification needed around the role and responsibilities of the group and its members
- The Youth Council's new TOR reflects the need to clarify the group's role, and make changes around the group's membership and recruitment processes
- The DRG's TOR has been least changed, with only minor amendments to clarify small operational issues that have arisen over the past few years.

Further work on the Council's engagement with communities and sector groups is underway as "Stage 2". This work will help provide an "engagement framework" that will give the Council a strategic context for decision-making around advisory groups.

3. Recommendations

It is recommended that the Committee:

1. *Receive the information.*
2. *Recommend to Council that it agree to:*
 - a) *retain the Pacific Advisory Group as one mechanism for engaging with Pacific nation groups*
 - b) *adopt the new Terms of Reference for the Pacific Advisory Group (Appendix 2).*
3. *Recommend to Council that it adopt the new Terms of Reference for the Youth Council (Appendix 3).*
4. *Recommend to Council that it agree to the minor amendments to the Disability Reference Group's Terms of Reference (Appendix 4).*
5. *Agree that reviews of the Environment Reference Group and the Road Safety Reference Group be undertaken after the October 2007 elections.*

4. Background

The Council has the following five advisory groups:¹

- Disability Reference Group (DRG)
- Youth Council
- Pacific Advisory Group (PAG)
- Environmental Reference Group (ERG)
- Road Safety Reference Group (RSRG).

As part of the development of the Governance Strategy, it was agreed through the new initiatives process for the 2006/16 Long Term Council Community Plan (LTCCP) that the Council would:

- develop a policy statement around the creation of advisory groups
- develop a model that ensures the effective operation of advisory groups
- identify potential gaps in the current advisory group network, to consider developing and/or extending the network.

That work is being addressed in the context of a larger project considering the Council's future engagement with communities and sector groups in Wellington. This work will provide an engagement framework within which

¹ In the context of this report, advisory groups are those groups that meet the following criteria. They:

- are established by Council resolution
- have a main purpose around providing advice to the Council, with no delegated authority to make decisions
- have a membership that is either representative of a community/sector group or able to fairly represent the range of views in that community/sector group
- have an elected member appointed to the group.

the Council will have a strategic context for decision-making around advisory groups.

This paper reports on a review of the operation and/or terms of reference (TORs) of three advisory groups – the PAG, Youth Council and DRG.

5. Discussion

5.1 Stage 1 Review

Three advisory groups have been examined over the past few months.

- The operation and TOR of the PAG have been independently reviewed due to significant concerns with the group's operation and effectiveness
- The TOR for the Youth Council has been internally reviewed, due to specific concerns around the group's purpose, representative make-up and recruitment process
- The TOR for the Disability Reference Group has been internally reviewed to clarify a few small issues in the way the group operates.

The reviews have resulted in new TORs for the PAG and Youth Council and an amended TOR for the DRG. The three TORs have ended up looking quite different, which is due to:

- the different issues emphasised through each review (for example, the emphasis on clarifying the roles and responsibilities for the PAG and its members)
- the TORs being developed concurrently by different people (for example, the PAG's TOR is based on the model developed by the independent reviewer whereas the DRG's TOR only needed minor amendments).

The TORs, however, are similar in:

- most of the content they cover (even if the wording is different)
- certain standardised clauses which:
 - encourage increased liaison between the different groups
 - outline the review requirements for the groups
 - establish each group's quorum.

In all of the TORs all specific references to Council committees or officer positions have also been replaced by generic references.

In each of the reviews, the advisory group was either actively involved in developing the new TOR or given the opportunity to comment on a draft.

5.1.1 Pacific Advisory Group

The Pacific Advisory Group was established in 2003 after extensive consultation with the Pacific nation groups. A review of the PAG's operations scheduled to take place after one year was delayed until the end of 2006, the

end of the PAG members' three year term, when an independent review was commissioned.

A summary of the reviewer's conclusions is attached as Appendix 1. Key recommendations from the review are that:

- the group be retained, as it is seen as having value by the group, the nation groups and the Council
- the group's purpose and role be clarified and a revised TOR be developed to drive the group's operation
- the group be considered as one mechanism for engaging with Pacific nation groups, and that a more extensive plan for engaging with the nation groups be developed.

Key changes in the new TOR are:

- a clarified purpose and role – describing the individual member's roles as advisors and representatives
- a more established selection process – clarifying the Council's and nation groups' roles in the process
- broadened selection criteria – to focus on age, gender, etc, as well as the membership of nation groups
- clearer process for what happens when vacancies arise
- an adjusted quorum – to account for vacancies
- establishment of a process to develop an annual work plan for the group.

5.1.2 Youth Council

The Youth Council was last reviewed in 2003, at which time a TOR was established as the group had not previously had one.

At the end of 2006, the Youth Council discussed the group's operation and determined that they needed to make a number of improvements, including:

- clarifying what the group is aiming to achieve
- looking into improving the commitment and accountability of members
- considering the group's recruitment process
- developing better protocols around the group's operation.

As a result of this, the Youth Council has developed a new TOR (Appendix 3). This addresses the above issues, proposing significant changes to:

- their purpose – focusing it more on responding to Council-raised issues and having the ability to raise their own issues
- the group's membership – with it being extended to youth beyond those at college or university, to youth who are employed, unemployed and otherwise from different backgrounds and experiences
- the process for becoming a Youth Council member – now focusing on an application process
- a greater commitment from the Wellington City Council to ensuring members receive the training and resources they need to undertake their role.

5.1.3 Disability Reference Group

The DRG is seen as one of the Council's most effective advisory groups. The group was last reviewed in 2003, and has been operating well since then. Consequently, the focus has only been on making minor changes to the group's TOR.

The changes include the addition of some of the "standard" clauses (increased collaboration between the groups and an updated quorum), as well as clarification about the position of Chair – now specifically stating that a member nearing the end of their three year term cannot be elected Chair.

Appendix 4 provides a copy of the new TOR, with the proposed amendments highlighted.

5.2 Further reviews

The ERG is due for its next review in September 2007.

The RSRG has not been reviewed for a number of years. Initial conversations indicate that the group's purpose, scope and membership should be reviewed as there may be opportunities to change its focus in line with other developments occurring in the transport area.

It is recommended that both reviews be undertaken after the upcoming 2007 elections.

6. Conclusion

Either new or amended TORs have been developed for the Pacific Advisory Group, Youth Council and Disability Reference Group and are presented here for the Committee's consideration.

Contact Officer: *Adele Gibson, Senior Policy Advisor*

Supporting Information

1) Strategic Fit / Strategic Outcome

Advisory groups contribute to the Council's Governance Strategy – particularly the following desired outcome:

7.2(b) More actively engaged – Wellington will operate an open and honest decision-making process that generates confidence and trust in the democratic system.

2) LTCCP/Annual Plan reference and long term financial impact

Advisory groups are currently supported through the business as usual budgets of the responsible business units. Those advisory groups that receive payment are paid from project C534.

3) Treaty of Waitangi considerations

This report does not have an impact on the Treaty of Waitangi.

4) Decision-Making

This report does not involve a significant decision.

5) Consultation

a) General Consultation

The proposed changes have been discussed with the affected advisory groups. General consultation was included in the independent review of the Pacific Advisory Group.

b) Consultation with Maori

Maori have not been consulted about this paper.

6) Legal Implications

There are no legal implications.

7) Consistency with existing policy

This report is consistent with other Council policies.

Appendix 1

Purpose of the Review

1. The Council's Pacific Advisory Group (PAG) was reviewed in December 2006 in order to:
 - determine the extent to which the PAG is meeting its purpose and role
 - determine the appropriateness of the group's Terms of Reference (the document which outlines how the group should be set up and operated)
 - identify any improvements that could be made in the way the PAG is operating.
2. Members of the PAG (including the elected member representative), members from each Pacific community and council officers participated in the review.

Key Findings

3. The review concluded that:
 - The PAG is a positive initiative that is well respected by the communities and current members of the PAG. It sends a strong signal of the Council's commitment to Pacific communities and interest in the issues that face those communities.
 - The purpose and role of the PAG are valid, but the way the group is currently established and operated does not necessarily mean the group has the appropriate skills and resources to achieve that purpose and role.
 - There needs to be greater recognition that the PAG is just one way of engaging with Pacific communities, and that full engagement should be achieved through a number of different mechanisms.
 - That changes should be made to the group's Terms of Reference (TOR) and operational processes to make the group more effective.

Recommended Improvements

The review recommended that the following improvements be made to the PAG's TOR:

4. **Clarify the group's purpose and role**, to ensure a greater match between the Council's and communities' expectations about what the group is able to achieve. Clarification is particularly required around:
 - the group's role as an advisory body, rather than a decision-making one
 - the level at which the group should be providing advice to the Council (that is, as community representatives, people with policy/planning skills, or somewhere in between)
 - the group's role in responding to issues raised by their communities (currently the group lacks the resources and mandate to act on community-raised issues)
 - the group's role in advising the Council on how to consult with the wider Pacific community and how it will assist the Council with that consultation.
5. **Clarify membership criteria for the group**, to ensure a better match between the group's purpose and role and the skills members need to achieve that purpose and role.

6. **Improve the processes for operating and supporting the PAG**, so it can better achieve its purpose and role. This includes:
 - ensuring that members' induction is clear about the role of the PAG and about the PAG's potential impact and influence in Council issues
 - communicating more effectively about the PAG within the Council so that officers are aware of the group and more actively seek input from it on upcoming issues
 - developing an annual workplan/forward programme for the PAG, ensuring that it is linked to Council planning and policy decision-making processes
 - ensuring the group's Chair is involved in the agenda setting and management, to ensure meetings are run effectively
 - ensuring the Council has robust processes for responding to issues raised by the PAG.
7. **Improve the process for selecting new members**, so that it results in a membership composition that more accurately represents the Pacific community in Wellington (for example, youth, NZ born and/or English speaking Pacific people).
8. **Clarify the process for removing members** as it has proven difficult for communities to develop their own processes and receive the feedback they need to make a judgement about their members' performance.
9. **Improve the process for selecting a Chair**, so that this decision is made on the basis of that person having the appropriate skills, rather than on the basis of which community the Chair represents.
10. **Clarify the roles of different members**, particularly the Chair, Deputy Chair and the elected member representative.
11. **Enhance the mechanisms members can use to be accountable to their communities** as it has been difficult for members to give information and for communities to receive it. This can be achieved by:
 - clarifying the relationship of the PAG to the Pacific Forums – to see if they can be used more effectively to provide feedback from the PAG
 - ensuring regular reports are provided by the PAG to the appropriate Council committee for the Council's consideration.

Conclusion

12. In conclusion, the key recommendations are:
 - The continuation of a **Pacific Advisory Group**, whereby the Council continues to engage with representatives of the different Pacific communities.
 - **A revised Terms of Reference**, which addresses the lack of clarity in the PAG's role and the gaps which currently inhibit the group operating effectively.
 - Considering the PAG in light of a **broader engagement framework** that shows how the Council will engage with Pacific communities in a number of ways. This recognises that the PAG is only one mechanism for building a relationship with Pacific communities. The framework should include mechanisms for improving communications with Pacific people (i.e. providing information in Pacific languages) as well as means for improving relationships, i.e. through the Advisor Pacific Communities and the Pacific Forums.

PACIFIC ADVISORY GROUP

DRAFT TERMS OF REFERENCE

7 June 2007

1. Purpose and role

The purpose of the Pacific Advisory Group (PAG) is to:

- strengthen engagement between Wellington City Council and Pacific nation groups
- build the Pacific nation groups' knowledge of Council processes to enable them to participate in Council's decision-making processes
- build the Council's knowledge of the needs of Pacific nation groups and how these can best be met.

The role of the group is to:

- **represent** Pacific nation groups' issues to Council
- **communicate** information to Council from Pacific nation groups on their needs and views in relation to Council policies, services and issues raised by Council
- **communicate** information from Council to Pacific nation groups on Council policies, services and issues raised by Pacific nation groups; and
- **operate** in conjunction with the other engagement processes, including:
 - the role of the Advisor Pacific Communities
 - Pacific Forum.

The group is an advisory group that can make recommendations to the Council. The group will not be given an independent budget to commission work or undertake activities outside of this advisory role.

2. Responsibilities of the group

The group will:

1. work collaboratively to ensure that Pacific nation groups' issues are well-represented to Council and that effective communication happens between Pacific nation groups and Council
2. develop an annual plan, including timelines, for the group
3. develop agreed ways of operating as a group to enable the plan to be achieved, the role of the group to be effectively undertaken and the purpose of the group achieved
4. report back to Pacific nation groups and the Council

The Council has other advisory groups – and is seeking increased cooperation between those groups. PAG members may occasionally be asked to attend meetings of the other groups to share information.

3. Responsibilities of individual group members

Individual group members will:

1. work collaboratively with other members of the group to fulfil the PAG's role and responsibilities
2. communicate with the Pacific nation group they represent, and implement processes for bringing their issues to the PAG and for regularly reporting back to the community on how issues have been addressed.

Members will also be asked to complete Conflict of Interest declarations.

4. Roles and responsibilities of the Chair and Deputy Chair

Role and responsibilities of the Chair

1. To chair the meetings of the group fairly and in a manner that supports the group in fulfilling its role
2. To oversee the development, completion and implementation of the group's annual plan
3. To represent the views and recommendations of the group as required, including in presentations to the Council and to Pacific forums.

Role and responsibilities of the Deputy Chair

1. To support the Chair in their role.
2. To act in place of the Chair should the Chair be unavailable or have a conflict of interest.

5. Membership of group

Composition

The membership of the group should reflect:

- The different Pacific nations in Wellington City – being Samoa, Cook Islands, Tonga, Fiji, Niue, Tokelau and Tuvalu
- The age groups within the Pacific community where Pacific people are predominantly represented
- A balance of the genders
- Both Pacific born and New Zealand born Pacific people
- A range of the required skills (as will be contained in the role description for members)

The group consists of 16 members – three members representing Samoa, two members representing each of the six other Pacific nations noted above, and one elected member.

Term of membership

The term of membership for each member shall be three years. Where a position becomes vacant part way through a term, and there is more than six months remaining

in the term, a replacement shall be sought for the remainder of the term through the standard selection process.

Term of membership of Chair and Deputy Chair

The term of membership for the Chair and Deputy Chair shall be three years. Where a position becomes vacant, a replacement shall be sought for the remainder of the term through the standard selection process.

6. Selection of members of group

Selection of members is undertaken by the Pacific nation groups with the Council's support for the process.

In supporting the selection process, the Council will:

- prepare a clear description of the role and the core competencies required to fulfil the roles of member, Chair and Deputy Chair
- support Pacific nation groups in identifying appropriate candidates for membership
- apply a wide range of processes to ensure that all people of Pacific descent in Wellington have the opportunity to be considered for membership
- facilitate the selection process with Pacific nation groups including calls for nominations, information sessions and voting processes.

The Chair and Deputy Chair are appointed by the group from within the group.

7. Ceasing membership

Membership of the group shall cease if a member:

1. Resigns by notifying the Council in writing; or
2. Fails to attend at least 3 consecutive meetings during a year.

8. Induction of members

All members joining the group shall undergo an induction process provided by the Council. This will comprise:

1. An overview of the PAG
2. An overview of the Council's structure, services and policy-making processes
3. An introduction to key people in the Council.

9. Operation of the group

Annual Plan

The group will develop an annual plan covering:

- Annual goals for the year
- The key areas of activity for the group's work for the year, including timeframes

- A schedule of meetings for the year.

Agreed ways of operating

The group will agree how it will operate, including:

- how individual members will communicate the work of the group to the Pacific nations they represent
- how they will consult with those nations to identify any issues they wish the group to consider
- how the group will communicate the work of the group to Council, and the group's expectations of Council procedures for communicating with the group
- conduct of meetings.

Meetings

Frequency

The full PAG shall meet once every two months.

Minutes

Discussion and decisions from group meetings shall be recorded in written minutes, by a minute taker provided by the Council.

Chair

Meetings shall be chaired by the Chair or the Deputy Chair if the Chair is not available.

Quorum

Half of the members of the group (not including vacancies) and representatives from at least four of the Pacific nations groups must be present for the group to have a quorum.

Remuneration

Members will be paid for each meeting of the full Pacific Advisory Group that they attend, to a maximum of six meetings per year. The Chair or Deputy Chair will be paid a higher rate of remuneration for each meeting they chair, in recognition of the additional responsibilities placed on them.

Remuneration will be \$110 per meeting for members and \$150 for the Chair (or Deputy Chair when acting as Chair).

Support to PAG

The Council will support the group's operations and ensure linkage between the work of the group and the Council.

The Advisor Pacific Communities is the key link between the group and Council operations and is responsible for:

- working with the Chair to set the agenda, which includes Council matters requiring PAG input
- working to engage the PAG with various Council business units and teams
- assisting members to meet their responsibilities for reporting back to their communities (this may mean facilitating access to venues, catering and other support that may be identified)

- ensuring minutes are taken
- ensuring venues and catering are provided.

10. Accountability

PAG (as a group)

PAG, through the Chair, shall present a report annually to the appropriate Council committee on its achievements against its annual plan.

PAG, through the Chair, shall present a report to each Pacific Forum.

Individual members of PAG

The representatives of each Pacific nation group shall report to that group on the achievements of PAG against its annual plan in a manner to be agreed by the PAG.

The representatives of each Pacific nation group shall establish appropriate procedures for gathering issues raised by their group about Council policies and services, and for eliciting regular feedback from their group on Council and PAG performance.

The Council

The Council shall provide regular feedback to PAG on action taken in response to issues raised by PAG.

11. Review

The Terms of Reference will be reviewed as required, but at least once every three years. All changes to the Terms of Reference will be subject to the approval of the appropriate Wellington City Council committee and Council.

YOUTH COUNCIL

DRAFT TERMS OF REFERENCE

7 June 2007

1. Purpose and role

The purpose of the Youth Council is to:

- strengthen engagement between Wellington City Council and young people
- build young people's knowledge of Council processes to enable them to participate in Council's decision-making processes
- build the Council's knowledge of the needs of young people and how these can best be met.

Specifically it will:

- ensure a youth perspective is provided to the Council on the range of issues covered by the Council, as well as issues relating directly to youth
- promote and encourage youth involvement in the planning and development of Council services
- ensure that the views of youth are canvassed and conveyed to Council, including providing advice on or assistance with formal consultations being undertaken
- provide advice to Council on matters of planning and infrastructure (especially if they have a direct impact on young people); and
- provide input on matters relating to policy and strategic development.

The group is an advisory group that can make recommendations to the Council. The group will not be given an independent budget to commission work or undertake activities outside of this advisory role.

The Youth Council is also only one means the Council will use to obtain input from young people. The group does not remove or reduce the Council's responsibilities to obtain input from other young people through other means.

2. Responsibilities

Members are required to:

- attend formal meetings
- attend training and project meetings
- work on project teams between meetings
- be available to attend any other training/meetings that may occur
- feedback Youth Council information to their networks
- bring youth issues to the Youth Council

- assist Wellington City Council to canvass youth views.

In return for their commitment, the Wellington City Council will provide members with:

- training to fulfil their role as a Youth Council member, including leadership training
- opportunities to attend conferences/seminars
- opportunities to be a youth representative on various working parties/project teams
- assistance with transport to and from meetings
- training on and exposure to the local government political system.

Portfolio responsibilities

Youth Council members will be expected to identify portfolio areas they are interested in finding out more about. The possible areas include:

- transport
- environment
- culture and arts
- social and recreation
- economic development
- governance
- urban development.

Liaison with other advisory groups

The Council has other advisory groups – and is seeking increased cooperation between those groups. Youth Council members may occasionally be asked to attend meetings of the other groups to share information.

3. Membership

The Youth Council will comprise of a maximum of 20 members.

Members need to:

- be between 12-24 years of age
- live within the boundaries of Wellington City Council
- have the ability to work with other people and work in a team
- be proactive
- be committed to attending meetings regularly.

It is expected that the membership will provide broad representation, with consideration given to:

- gender
- disability
- geographical location
- education level (secondary school, university – including diversity of the school/university)
- employment (employed and unemployed)
- diverse cultural backgrounds

Positions

A Chair and Deputy Chair will be appointed every six months.

The role of the Chair is to:

- work with Council officers to compile the agenda
- run the meeting according to the set agenda
- be the spokesperson for the Youth Council as is required (i.e. at Council committee meetings, to the media).

In the absence of the Chair, the Deputy Chair will run the meeting.

Removal

If a Youth Council member misses more than two meetings in a row without providing an apology, their membership on the Youth Council will cease.

In the event of gross misconduct by a Youth Council member, dismissal from the Youth Council may be required by the Youth Team of the City Communities business unit.

4. Selection Process

Wellington City Council will call for expressions of interest from 12-24 year olds from within the city's boundaries via a number of different media (newspapers, approaches to schools, the Council website, etc).

Youth interested in participating will be asked to complete an application and will be encouraged to attend a meeting of the Youth Council.

Applicants will be interviewed by key staff members and one or two members of the Youth Council.

5. Term of Appointment

Any person appointed to the Youth Council shall be appointed for one year (usually for a term beginning after the Youth Forum held in April in each year). Current members can ask for their membership to be rolled over and new members will be advertised for at this time.

If a Youth Council member resigns during the year, the Youth Council is able to co-opt new members for the remainder of the year. Council officers will encourage local secondary colleges and youth service providers to submit the name of one or more persons who it may be appropriate to co-opt. Those identified will be encouraged to attend a meeting of the Youth Council prior to their appointment being considered.

6. Reporting

An annual report will be presented to the appropriate Council committee. The report will review the operation and achievements of the Youth Council against its Terms of Reference.

7. Quorum

Half of the current number of members, not including vacancies, must be present for the group to have a quorum.

8. Administration

Council officers will oversee the administration of the Youth Council. Officers will write minutes, compile the agenda in collaboration with the Chair and provide general administrative and advisory support.

9. Review

The Terms of Reference will be reviewed as required, but at least once every three years. All changes to the Terms of Reference will be subject to the approval of the appropriate Wellington City Council committee and Council.

10. Conduct

Members of the Youth Council cannot in any way purport to represent the Wellington City Council or the views of the Wellington City Council.