Guidelines for Community Appointments of Elected Members

Team/Directorate	Democracy Services and Community Partnerships Team
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1   PURPOSE

Elected members build both formal and informal relationships with community organisations and groups operating in the Queenstown Lakes District. To build and maintain strong relationships with key community organisations, Queenstown Lakes District Council (QLDC) councillors or the Wānaka-Upper Clutha Community Board (WUCCB) members may be formally appointed as representatives on the board of a community organisations or group, including community trusts, charities, incorporated societies, and advisory groups.

With over 500 community organisations and groups operating in the district[1], the number of formal appointments is limited by elected members' capacity alongside their broader Council or Board responsibilities. This guideline outlines how

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[1] There are over 500 groups recorded on the QLDC Community Connect database: https://groups.qldc.govt.nz/

community appointments are selected and managed, and introduces portfolio leads to ensure key community sectors are supported even where direct appointments are not feasible.

Community appointments support strong relationships with key organisations and help ensure Council and the WUCCB remain informed about the work being delivered by community organisations across the district, including those partnering with and receiving funding from QLDC. Community appointments focus on organisations where Council has a primary statutory or functional role, or where community support is not covered by a Crown entity.

Elected members are appointed to community organisation boards in an ex-officio capacity, meaning they hold their position by virtue of being a QLDC councillor or WUCCB board member. Appointments may be as voting members, non-voting members, or observers. The ex-officio role must be confirmed through a formal letter of agreement between QLDC and the organisation.

This guideline establishes a consistent and transparent process for making community appointments, while acknowledging some existing arrangements established through historical practice. The guideline and associated processes will continue to evolve alongside future Council and Board election cycles.

2   SCOPE

Elected members hold customary representation to various local societies, community groups and associations, and in some cases are appointed as trustees to a trust. These appointments are not governed by legislation but have typically been appointed by decision of Council.

These community appointments may also include governance bodies for strategic groups that include QLDC as a partner with community organisations, but not all such appointments may be captured through full Council approval at the start of a new triennium but instead will be endorsed as part of the establishment of any such group through a separate approval process during the term (by a relevant Committee or Council approval). Any such elected member representation approved at the start of the triennium will be listed as a community appointment. However, these specific types of community appointments will be managed through the group's individual terms of reference.

These guidelines *do not* cover:

- appointments to council-controlled organisations (governed by separate policies)

- officer participation in external groups

- Council Committees and WUCCB appointments

- Community Association appointments (See note below)

- Board appointments that elected members hold in a personal capacity (not a function of their elected member role)

Community Association appointments are agreed by elected members at the beginning of the triennium and ideally adopted at the first Council meeting. As Community Associations are place-based groups, the elected member appointments are ward-based and consider the elected member's personal connection to the area, providing a deeper understanding and level of support and advocacy. Elected members are expected to maintain regular engagement with their appointed Community Association and to attend meetings and community events where possible.

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3   PRINCIPLES

Community appointments must align with the Auditor-General's six principles of good practice[2]:

- Accountability
- Openness
- Value for money
- Lawfulness
- Fairness
- Integrity.

Appointments should also reflect community-centred principles of equity, partnership, and proportionality.

4   TYPES OF APPOINTMENTS

QLDC uses two categories of community appointments, direct and portfolio. All allocation of appointments is made by the Councillors and Board members and endorsed by Council.

1.   DIRECT COMMUNITY APPOINTMENTS

Community group appointments are direct relationships between an elected member and a key community organisation, involving:

- regular participation in governance meetings
- active contribution to governance discussions
- serving as the primary liaison between Council and the organisation.

This category is reserved for organisations with strong strategic alignment, governance maturity, district-wide reach, or sector/issue leadership. Refer to Appendix A for assessment criteria used to guide the selection of these direct community appointments.

The nature of the ex-officio role (voting, non-voting, or observer) should be agreed with each organisation. Non-voting or observer roles are preferred where QLDC is also a funder or regulator.

2.   PORTFOLIO APPOINTMENTS

Elected members of the Council and WUCCB are assigned portfolios to ensure areas of interest have a level of knowledge, expertise and connection held by assigned elected members.

Portfolio appointments provide coverage for the broader community sector. This approach makes sure every community organisation has a clear and identifiable elected member they can connect with at a governance level.

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[2] Office of the Auditor-General. (2008). *Spending public money wisely and well*.

The Council and WUCCB will each assign portfolio leads to each of the portfolios below:

Portfolio	Description	Typical Organisations
Environment	Conservation, biodiversity, pest control, water quality, sustainability, native habitat restoration, climate action, and natural resource management.	Conservation trusts, catchment groups, wilding tree control groups, environmental advocacy organisations, park friend groups, lakes protection groups.
Economic	Business development, tourism promotion, economic growth, airport and transport infrastructure, town centre management, and commercial property interests.	Chambers of commerce, business associations, tourism bodies, property owner groups, airport user groups.
Culture	Arts, heritage, museums, historical preservation, cultural celebrations, creative industries.	Arts trusts and community groups, heritage trusts, museums, historical societies, ethnic community representative groups (for the purpose of cultural events).
Social	Community support, welfare services, food security, emergency management, volunteering, community hubs, advice services, community health, mental wellbeing support, hospice services, and social cohesion, community resilience and wellbeing. Diversity, Equity and Inclusion (DEI) including advocacy for the Welcoming Communities programme.	Community hubs, food banks, food rescue trusts, citizens advice bureaus, volunteer coordination, community development trusts, hospice, mental health support groups. Ethnic community groups. Community partners in the delivery of Civil Defence and Emergency Management. Community partners in the delivery of the Welcoming Communities programme.
Education, Knowledge & Youth	Schools, educational governance, libraries, lifelong learning, and youth-focused educational initiatives.	Schools, school governance forums, public libraries, educational trusts.
Sport, Recreation & Events	Sports clubs, recreational facilities, trails, outdoor recreation, community events, and rural travel support for junior sports.	Sports clubs and representative organisations, bike clubs, gym trusts, A&P societies, event entities.
Founders/ Startups	Startups, entrepreneurship, business innovation, technology development, and emerging industry support.	Startup incubators, innovation hubs, entrepreneurship trusts.

5   SELECTING ORGANISATIONS

Many of the community appointments exist due to historical arrangements with long-standing community organisations. Other groups have been identified due to relationships developed with Council in support of strategic outcomes, including those who receive significant grant funding or contracts for service delivery.

This selection process is supported by the assessment of proposed organisations against the criteria in Appendix A. Based on assessment scores:

- Community Group Appointments: reserved for limited highest-scoring organisations.
- Portfolio Appointments: other organisations, classified by sector, subject to elected member capacity constraints.

Any community organisations or groups not identified in the direct community appointment list can make a request to their portfolio led for consideration. Any new direct community appointments made will be decided by the Council or WUCCB and considered on a case-by-case basis.

6   SELECTING ELECTED MEMBERS

Elected member allocation should be driven by member preferences where possible, considering relevant experience, geographic fit, existing relationships, and workload balance.

The typical process involves officers providing a shortlist, members expressing preferences, and Council confirming appointments by resolution early in the triennium.[3]

All appointed members should:

- act consistently with the Elected Members' Code of Conduct
- be clear about their ex-officio role
- avoid making commitments on behalf of QLDC
- raise emerging risks through appropriate channels
- exercise caution when making public comments—when speaking on behalf of their appointed organisation or portfolio area, members must make clear they are not speaking as an elected member, and vice versa
- where holding voting rights on an external board, prioritise the interests and governance duties of that organisation, provided participation does not breach the Local Authorities (Members' Interests) Act 1968. Members must notify Governance and Democracy Services immediately if a vote is required that is diametrically opposed to a formal, ratified QLDC position.

Community group appointments require regular meeting attendance, reading papers, and providing relevant updates to other elected members and council officers where appropriate.

Portfolio appointments require maintaining awareness of sector organisations, attending key events where practicable. Sector leads should also provide relevant updates to other elected members and council officers where appropriate.

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[3] Delegations for confirming appointments are set out in the QLDC Delegations Register.

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7 MANAGING DIRECT COMMUNITY APPOINTMENTS AND PORTFOLIO APPOINTMENTS

Conflicts of interest: Appointees must comply with the Local Authorities (Members' Interests) Act 1968 and the QLDC Elected Member Handbook and maintain current declarations in the Register of Interests. Members should withdraw from Council decisions directly affecting organisations where they are appointed.

Confidentiality: Information sharing must comply with the Privacy Act 2020 and LGOIMA, and the QLDC Privacy Policy 2025. Reporting should focus on themes rather than personal or commercially sensitive information.

Review: Appointments align with the triennium. Requests to change the allocations or review the current appointments can be made by elected members via a request to Democracy Services.

Changes mid-triennium: Appointments may be ended or reassigned before the end of the triennium where:

- • an elected member resigns from Council or the WUCCB or wishes to step down from the appointment
- • an organisation requests a change of appointee
- • the relationship is not functioning effectively despite reasonable efforts to address concerns
- • persistent conflicts of interest cannot be managed satisfactorily.

The Democracy Services team should be notified of any proposed changes. Where disputes arise regarding appointee performance or conduct, the tiered resolution process in Appendix C applies. Replacement appointments are confirmed by Council resolution or under delegated authority as set out in the Delegations Register.

Remuneration: Elected members serve in these ex-officio roles with no additional remuneration from QLDC. Any sitting fees or expenses offered by an external organisation must be disclosed to the Democracy Services team.

Insurance and indemnity: Elected members acting in good faith in their official capacity are generally covered by Council's liability insurance. Members should confirm coverage arrangements with Governance and Democracy Services before accepting voting roles on external boards.[4]

Support: For advice on appointments, conflicts, or concerns, contact the Democracy Services team. For sector engagement queries, contact the Community Partnerships team.

8 RELATED DOCUMENTS AND RELEVANT LEGISLATION

a) LEGISLATION

Local Authorities (Members' Interests) Act 1968 (New Zealand):
https://www.legislation.govt.nz/act/public/1968/0147/latest/DLM390003.html

Local Government Act 2002 (New Zealand):
https://www.legislation.govt.nz/act/public/2002/0084/latest/DLM170873.html

Local Government Official Information and Meetings Act 1987 (New Zealand):
https://www.legislation.govt.nz/act/public/1987/0174/latest/DLM122242.html

Privacy Act 2020 (New Zealand):
https://www.legislation.govt.nz/act/public/2020/0031/latest/LMS23223.html

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[4] Coverage may vary depending on the nature of the role and the external organisation's own insurance arrangements.

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b)   QLDC DOCUMENTS

Queenstown Lakes District Council. (2025). Delegations register:
https://www.qldc.govt.nz/media/cwsmepcj/delegations-register-november-2025.pdf

Queenstown Lakes District Council. (2022). Elected members' handbook:
https://www.qldc.govt.nz/media/5slbq4hq/elected-members-handbook-2022.pdf

Queenstown Lakes District Council. (2025). Privacy policy: He kaupapa here noho matatapu:
https://www.qldc.govt.nz/your-council/council-documents/policies/privacy-policy/

Queenstown Lakes District Council. (2025). Register of interests:
https://www.qldc.govt.nz/your-council/elected-members/register-of-interests/

Queenstown Lakes District Council. (2021). Significance and engagement policy:
https://www.qldc.govt.nz/your-council/council-documents/policies

Queenstown Lakes District Council. (in draft). Community Funding Policy.

c)   OTHER GUIDANCE

Office of the Auditor-General. (2008). Spending public money wisely and well: How to put basic principles into practice:
https://oag.parliament.nz/2008/spending-wisely-and-well/

9   GUIDELINE HISTORY, MONITORING AND REVIEW

This is the first iteration of the *Guideline for Community Appointments of Elected Members*. The first review of this guideline and 2025-2026 community appointments will be reviewed by September 2027.

10 APPENDICIES

APPENDIX A: ASSESSMENT CRITERIA

Criterion	0	1	2	3	4	5
Strategic alignment with QLDC outcomes and plans	No identifiable link to any QLDC strategy or wellbeing outcome.	Incidental overlap with one outcome; no documentary reference.	Clear alignment to one outcome; weak or informal references in plans.	Alignment to one or more outcomes with specific references in current strategies or plans.	Explicitly named as a delivery partner or priority in a QLDC plan or programme; active collaboration.	Multi-strategy alignment with formal arrangement or MoU; measurable contribution to People, Place, Community outcomes.
Sector reach and umbrella role across the district	Narrow, niche group; very small reach.	Local group with limited membership and coverage.	Multi-project group with modest membership or sub-district reach.	Recognised sub-sector convenor with district-wide activity in parts of the sector.	District-wide sector body or umbrella with broad membership and convening power.	Peak umbrella across the district or cross-district with strong affiliations and demonstrated sector leadership.
Māori partnership and Te Tiriti o Waitangi alignment	No evidence of engagement with Māori.	Ad-hoc engagement; no plan.	Regular engagement activities; limited governance input.	Documented plan for Māori outcomes and participation; some governance input.	Formal partnership or co-design with mana whenua; Māori representation in governance or advisory roles.	Māori-led or co-governed, with explicit Te Tiriti commitments and tracked Māori outcomes.
Governance, transparency and integrity	Informal structure; unclear governance; minimal policies.	Basic constitution; limited controls; irregular reporting.	Established board; some key policies; annual reporting inconsistent.	Competent governance with conflicts registers, regular reporting, and basic risk management.	Strong governance with audited or independently reviewed accounts, clear policies, and proactive disclosure.	Exemplary governance that mirrors public-sector integrity standards; high transparency and active risk management.
Capability, delivery track record, and value for money	Unproven delivery; limited capability; unclear budget use.	Small projects delivered inconsistently; weak budgeting.	Some delivery track record; basic budgeting and monitoring.	Consistent delivery against plans; sound budgeting; evidence of outcomes.	Strong track record with co-funding or leverage; clear KPIs and outcome reporting.	High performance and efficiency, robust monitoring and evaluation, strong leverage of council support.
Role clarity and suitability for elected member appointment	No clarity on why a elected member would be appointed; no terms.	Vague expectations; meeting load unclear.	Some role description; expectations partly defined.	Clear terms of reference; defined contribution for a elected member appointee.	Well-scoped governance role with manageable workload and low conflict risk.	Role is explicitly strategic, high-leverage for QLDC, with clear benefits, low conflict risk, and strong alignment to council priorities.

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APPENDIX B: PORTFOLIO DEFINITIONS

Community organisations allocated an elected member via direct community appointment are classified into portfolios and will instead be provided with the contact details of their assigned portfolio lead.

APPENDIX C: DISPUTE RESOLUTION

a) CLASSIFICAITON DISPUTES

Where an organisation disputes its classification (Board vs Portfolio appointment):

Stage	Process
Informal review	Organisation submits written request to Community Investment Advisor within 30 days, outlining why the assessment criteria were misapplied. Advisor reviews and responds.
Management review	If unresolved, escalate to Group Manager (or equivalent senior manager) for final decision on criteria application.
Council adoption	Final classification reported to Council for formal adoption.

b) APPOINTEE PERFORMANCE OR CONDUCT DISPUTES

Where an organisation requests removal of an appointee, or an appointee does not meet obligations:

Stage	Process
Internal consultation	Governance and Democracy Services meets privately with organisation Chair and affected elected members to understand issues and agree resolution (e.g., clearer expectations, shift to observer role).
Mediation	If unresolved and the dispute is relational, the Chief Executive may direct parties to voluntary mediation with a neutral third party.
Council review	If mediation fails or involves serious conduct concerns, the Chief Executive prepares a recommendation to Council (public excluded) to uphold, withdraw, or suspend the appointment.

c) LEGAL OR POLICY INTERPREATION DISPUTES

Disputes involving interpretation of legislation (e.g., Local Authorities (Members' Interests) Act 1968) are referred to QLDC Legal Counsel for binding opinion and determination of whether Council resolution or legal action is required.

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