

# Human Rights Commission Commissioner Handbook

## Section One Commissioner Charter

### 1. Introduction

The purpose of this Charter is to set out the responsibilities, functions and expectations of Commissioners, acting individually and collectively in their governance role, as derived from relevant legislation. As such it is intended to provide clarity to Commissioners and to members of staff of the Commission alike.

This will assist the Commission to be an effective organisation, to comply with legislative requirements, and to fulfil its purpose to promote and protect human rights and encourage harmonious relations in New Zealand.

The responsibilities and functions of Commissioners, the Director of the OHRP and the General Manager (henceforth referred to as the Executive Director) are set out in the Human Rights Act 1993 and the Crown Entities Act 2004. Further guidance is available from the State Services Commission and the Institute of Directors.

The Charter sets out how the Commission will comply with legislation, and undertake best practice in accordance with the guidelines. It also includes the working terms and conditions of Commissioners.

### 2. Related papers

The Charter should be read in conjunction with two other policy statements:

- Section Two: Commission Operating Processes
- Section Three: Commissioner-Management Working Relationships
- The role, responsibilities, requirements and expectations of the Director of the Office of Human Rights Proceedings (*this paper is still to be developed, and will cover matters addressed in both the Commissioner Charter and the Commissioner-Management Protocol*)

### **3. Membership of the Commission**

The Commissioners are the governing body of the Commission and have the authority, in the Commission's name, to exercise the powers and perform the functions of the Commission (s 25(1) CEA 2004).

The Commission is made up of three full time members (the Chief Commissioner, the Race Relations Commissioner and the Equal Opportunities Commissioner) and up to five part time members (s8 HRA 1993).

For the purposes of this paper, "the Commission" refers to the Commissioners acting as the governing body of the Human Rights Commission.

### **4. Governance responsibilities**

The Commission has adopted a set of governance responsibilities, derived from responsibilities outlined in the Human Rights Act (s7 and s18), the Crown Entities Act (primarily s25; s26; s49; s50-57 and s118 on the duty to be a Good Employer), the Public Finance Act and other good practice guidance which is consistent with the legislation. These governance responsibilities are set out below.

#### **Set strategic direction**

In accordance with s7(1) of the HRA 1993 and Part 2 of the CEA 2004:

- Set the vision, values and strategic direction for the Commission
- Ensure adequate resources to deliver the strategy
- Monitor the implementation of the strategy
- Determine the general nature of activities undertaken in the performance of the Commission's functions.

#### **Monitor and enhance performance**

- Safeguard the integrity of the Commission's reporting, and ensure accountability and transparency
- Foster constructive relationships with the Commission's stakeholders that encourage them to engage with the Commission
- Recognise risk, and guard the Commission's reputation
- Lay solid foundations for management, oversight and standards, and for efficient and effective working.

## **Ensure accountability and foster high ethical standards**

- Act diligently and prudently and in a financially responsible manner
- Act consistently with the Commission's objectives, functions, Statement of Intent and with high ethical standards in the spirit of service to the public
- Act honestly, with integrity, in good faith and not at the expense of the Commission's interests
- Encourage high performance
- Exercise the responsibility to be a good employer.

## **5. Functions of the Commission**

Under the HRA s8(2), the Commissioners are deemed to be a Board, referred to in this paper as "the Commission". S.25(2) of the Crown Entities Act specifies that all decisions relating to the operation of the Commission must be made collectively by or under the authority of the Commission.

The functions of the Commission, acting as a board to deliver its responsibilities, are set out below. It is recognised that such functions cannot envisage all eventualities. The functions are defined here to provide clarity, but there may be occasions when Commissioners need to undertake additional governance functions. On such occasions, to maintain the clarity required for effective working, these additional functions will be communicated to others within the Commission.

To **set strategic direction**, the Commission:

- is engaged in active and continuous strategic planning
- approves Commission strategies, programmes and activities initiated by individual Commissioners
- approves, reviews and evaluates Commission strategies, programmes and activities proposed to the Commission by staff and managers
- develops and sets the Statement of Intent for the forthcoming year, and the Annual Report for the previous year
- approves the Operations Plan and budget proposed by the Executive Director which implements the forthcoming Statement of Intent

- sets the parameters for internal policies, approves the Commission's Values Statement and other high level strategic documents

To **monitor and enhance performance**, the Commission:

- reviews performance against strategic milestones through approval of a monthly report from the Executive Director and other internal and external evaluations and reports
- assesses and manages risk on an ongoing basis through the same report, and other forms of internal evaluation and intelligence
- monitors and approves the Commission's monthly financial reports and termly budget review from the Executive Director and Corporate Services Manager
- undertakes debate and engagement at the Commission table to draw on individual and collective expertise and knowledge to enhance proposals.

To **ensure accountability and foster high standards**, the Commission:

- ensures the quality and independence of the external audit processes, and monitors internally through the Audit Committee
- makes delegations of authority on financial and human resource management to the Executive Director
- makes delegations of authority on disputes resolution to the Chief Mediator
- sets high level parameters through a set of Governance Statements for the Executive Director to set standards, manage operational business policies and guidelines, including ensuring the Commission operates as a Good Employer and under a Code of Conduct
- ratifies the appointment of the Executive Director and of the Management Team
- approves the recommendation of the Chief Commissioner regarding the Executive Director's performance review and remuneration
- oversees succession planning for the Executive Director
- approves overseas travel undertaken on behalf of the Commission, beyond travel to Australia and the Pacific which is managed by the Chief Commissioner and the Executive Director.

## **6. Specific functions of individual Commissioners**

### *Governance functions*

The three full-time Commissioners have specific functions, set out in the HRA (ss15-17). Amongst other matters, these specify that the Chief Commissioner chairs the Commission, and that within their spheres the Race Relations and EEO Commissioners “lead discussion” and “provide advice and leadership”. In this, they act jointly with the Chief Commissioner, as specified in ss15(d) and(e). The corresponding functions of part time Commissioners are defined in s15(b).

The legislation requires the Commission, to determine the strategic direction and general nature of all activities undertaken.

The Chief Commissioner is further responsible under s15(1)(c) of the HRA for allocating spheres of responsibility among Commissioners, and to “determine the extent to which Commissioners engage in activities undertaken in the performance of the Commission’s functions (except those stated in s76)”. To give effect to this responsibility, such Commissioners are named as the “Lead Commissioner”. The governance responsibilities of Lead Commissioners are to lead discussion and to provide advice in that sphere.

### *Delivery activities*

The legislation provides for Commissioners to “engage in activities undertaken in the performance of the Commission’s functions” - s15 1(c); s16(b) and s17(b). It specifically requires the EEO Commissioner to deliver a number of activities (s17 c-f). The work processes to support Commissioners in the delivery of these activities are set out in the Commissioner-Management Protocol.

## **7. Commissioners’ Protocol**

- Commissioners are committed to ensuring that the Human Rights Commission fulfils its statutory functions under the Human Rights Act 1993, Crown Entities Act 2004 and other legislation.
- Commissioners accept a commitment to attend Commission meetings and participate fully in the business before the Commission. If a Commissioner has conflicting pressing engagements at the time of scheduled Commission meetings leave of absence should be sought from the Chief

Commissioner. Commissioners should endeavour to keep meeting days free from other obligations.

- Commissioners bring a variety of perspectives and experiences to the Commission meetings. Free and frank discussion is encouraged, the cordial contest of ideas is welcomed, and all viewpoints are listened to in a respectful manner.
- Commissioners will maintain commitment to their collective responsibility as members of the Commission. A decision made by the Commission becomes the Commission's agreed position on an issue or a policy, unless a matter returns to the table for reconsideration.
- Commissioners can discuss matters amongst themselves prior to Commission meetings to clarify issues or resolve matters of concern. Issues that remain unresolved can be raised with the Chief Commissioner prior to the Commission meeting.
- Commissioners accept that they have a duty to avoid any conflict of interest that may arise from their appointment as Commission members. Commissioners shall disclose any conflicts of interest or perceived conflicts of interest in accordance with the Commission's policy
- Commissioners strive to have constructive debate and to reach agreement by consensus. Commission meeting minutes are usually written in a format that does not provide detailed reporting of the discussion and does not disclose individual views. The vote is routinely recorded as unanimous and when there is a dissenting view, a disclosure of interest, or an abstention this will be recorded.
- Commissioners accept that they have an obligation of confidentiality in relation to Commission business where that is necessary to enable the Commission to carry out its functions. The disclosure of information held by the Commission is subject to the requirements of the Official Information Act 1982 and the Privacy Act 1993. The general principle of the Official Information Act 1982 is that information should be made available in accordance with the procedures laid down in the Act unless there is good reason for withholding it.

# **Human Rights Commission Commissioner Handbook**

## **Section Two Commission Operating processes**

### **1. Commission meetings**

The Commission holds ten formal meetings during each year, and all Commissioners are expected to attend the full meeting unless agreed otherwise with the Chief Commissioner. Minutes of meetings are formally approved by Commission and are publicly available on request.

The provisions in the CEA (Schedule 5) govern the procedures for Commission meetings, and the role of the Chair. The most important provisions are:

- the Chair (Chief Commissioner) appoints the times and places of meetings, gives notice of them and presides over them
- a quorum is half the number of Commissioners if the number of Commissioners is an even number, if it is an odd number it is a majority
- each Commissioner has one vote, but the Chair of the meeting has a casting vote
- Commissioners are presumed to have agreed to, and voted in favour of, a resolution of the Commission unless he or she expressly dissents from or votes against the resolution
- a resolution signed or assented to in writing (including by electronic communication) by all Commissioners is as valid and effective as if it had been passed at a meeting of the Commission
- the Commission may appoint committees.

The Chief Commissioner and Executive Director establish meeting agendas to ensure adequate coverage of key issues during the year, and an appropriate balance of strategic, performance and compliance matters. The Management Team and allocated Senior Staff attend Commission meetings and liaise regularly with Commissioners between meetings.

It is expected that the Executive Director, Management team, Senior Staff, Policy Analysts and Advisors will provide papers for the Commission agenda that propose strategy, provide high quality advice and analysis, provide quality performance information for monitoring purposes and propose parameters and framework policies for management implementation.

## **2. Informal Commission meetings**

Commissioners will generally hold an Informal Commission meeting before each Commission meeting.

This will consist of a private meeting. The purpose includes:

- canvassing any matters relating to the Commission
- sharing of information about the external environment in which the Commission operates,
- building collegiality,
- discussing the performance and remuneration of the Executive Director.

Informal Commission will include a session with the Executive Director alone, the purpose of which is to discuss any matters raised by Commissioners or the Executive Director.

Following this, the Commission will generally hold an informal session with Managers and selected staff to develop strategy and policy.

## **3. Delegation of authority framework**

Decisions relating to the operation of the Commission can be delegated and made under the authority of the Commissioners (s73(1) of the CE Act).

To enhance efficiency, and to assist in the execution of the Commission's responsibilities, the Commission has delegated some of its powers to an Audit Committee, and other powers to the Executive Director and to the Chief Mediator.

In accordance with the HRA (s18) and the CEA (s73), the Executive Director has been delegated authority, within specified limits, to:

- implement the Commission's decisions

- appoint, assign and manage staff (appointment of Managers subject to Commission approval)
- approve and vary expenditure, enter into contracts for services, lease property, write off assets and/or liabilities, and make investments
- develop policies and processes within Commission parameters
- produce an operations plan and budget
- sub-delegate to other Managers.

The Chief Mediator has been delegated authority, within specified limits, to manage the functions of the Commission under s76 of the HRA.

The Audit Committee is a sub-committee of the Commission, established to assist in the execution of the Commission's responsibilities. The Audit Committee reports to the Commission, but has delegated authority to:

- ensure compliance with the Public Finance Act and Crown Entities Act
- agree the scope and emphasis of the annual audit plan and receive, consider and endorse the external audit report
- review the draft annual financial statements and recommend endorsement to Commission
- agree a high level risk management plan and monitor
- receive and monitor an annual audit plan from the Executive Director.

#### **4. Commission performance**

The Commission undertakes self-evaluation against governance responsibilities and functions in sections 4 and 5 of the Commissioner Charter for the purposes of transparency and improvement. This may involve the support of an external third party.

To fulfil its responsibility to monitor and enhance performance, the Commission contributes to and endorses the performance evaluation of the Executive Director. In accordance with s15(f) and s16(d) of the HRA, the performance evaluation of the Executive Director is undertaken by the Chief Commissioner and (in matters of race relations) the Race Relations Commissioner. Evaluation is based on the Executive Director's job description and

performance objectives, and a range of qualitative indicators including leadership, style, vision and integrity. All Commissioners provide feedback to inform the performance evaluation, and endorse the recommendation of the Chief Commissioner on the evaluation and on the Executive Director's remuneration.

## **5. Register of Interests**

In order to comply with the Auditor-General's best practice guidelines, the Commission requires Commissioners and managers to submit on an annual basis a Declaration of Interest in relation to financial affairs, business relationships and significant memberships. Disclosure of conflict of interest is also requested at the beginning of each Commission meeting in relation to papers on the table.<sup>1</sup>

## **6. Working terms and conditions**

Commissioners are appointed by the Governor-General under warrant, and must operate under the provisions of the HRA and CEA regarding ministerial involvement and disciplinary procedures. Commissioners' salaries are set by the Remuneration Authority.

Although Commissioners are not employees, to meet the Auditor-General's guidelines, Commissioners agree working terms and conditions which are generally based on the working terms and conditions and the business policies and guidelines which operate for staff.

To this effect, a letter will be provided to Commissioners by the Chief Commissioner on their appointment which sets out their working terms and conditions. These working terms and conditions will reflect the differences between full-time and part-time Commissioners.

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<sup>1</sup> *The Commission is currently developing a set of Conflict of interest guidelines which will include a review of the scope of the Declaration of Interest form, and its application*

# Human Rights Commission Commissioner Handbook

## Section Three Commissioner-Management working relationships

### 1. Introduction

The purpose of this section is to set out the responsibilities, functions and work processes which enable Managers and staff to provide the best possible service to Commissioners in delivering their statutory function to “engage in activities undertaken in the performance of the Commission’s functions” – HRA 1993 s15 1(c); s16(b) and s17(b).

As such it is intended to provide clarity to Commissioners and to members of staff of the Commission alike. This will assist the Commission to be an effective organisation, to comply with legislative requirements, and to fulfil its purpose to promote and protect human rights and encourage harmonious relations in New Zealand.

As with the Commissioner Charter, for the purposes of this section, “the Commission” refers to the Commissioners acting together as a governing body. Reference to “Commissioners” is when they are acting individually.

### 2. Principles

- The Executive Director and Managers support the Commission to achieve its responsibilities and functions as outlined in the Commissioner Charter and in Section 3 below, and
- the Commission supports the Executive Director to achieve her/his responsibilities

The responsibilities, functions and work processes outlined below support this relationship when Commissioners are engaged in activities. In particular, they are designed to ensure that:

- Managers deliver work to purpose, to high standards and to deadline;
- Managers engage strategically on substantive issues, and on best practice approaches. Managers are able to make strategic connections between issues, and between activities across the Commission;
- Managers facilitate contact between Commissioners and staff so that work flows smoothly.

### **3. Commissioners' responsibilities in activities**

The responsibilities and functions of Commissioners and the General Manager (henceforth referred to as the Executive Director) are set out in the Human Rights Act 1993 (ss15-17) and the Crown Entities Act 2004.

The governance responsibilities and functions of Commissioners are addressed in the Commissioner Charter. However, a particular feature of the Human Rights Act is the provision for Commissioners to “engage in activities undertaken in the performance of the Commission’s functions” - s15 1(c); s16(b) and s17(b). The Act also requires the EEO Commissioner to deliver a number of functions (s17 c-f). The benefit of such engagement is the added value that Commissioners bring from their spheres of expertise and experience, their strategic and tactical thinking, and the profile they can bring to an issue or activity. The nature of these non-governance activities will depend on the impacts sought, but can be divided into two main categories:

At a strategic level, for example:

- providing external profile through speeches, media interviews, and giving presentations
- steering, writing or contributing to high level reports, policy submissions and documents which are for external consumption
- leading keynote external events on behalf of the Commission
- strategic relationship building
- advising on programme development

At an operational level, for example;

- delivering projects and activities

- writing or contributing to press releases
- overseeing complaints on s5 matters, dealt with as broader human rights matters
- contributing to the Statement of Intent and Annual Report

At times, Commissioners will undertake these functions or activities by acting alone or with external partners. At other times, Commissioners will work alongside managers and staff on the implementation of activities agreed by Commission.

#### **4. The responsibilities and functions of the Management Team**

The responsibility of the staff of the Commission, and the Managers to whom they are accountable in accordance with the HRA s18(3), is to “undertake activities required to perform the functions of the Commission in accordance with the strategic direction and other determinations of the Commission under section 7” - see HRA s18(1). In this, the Executive Director is responsible to the Chief Commissioner and reports to him or her (HRA s18(2a)).

To this end, the responsibilities and functions of Managers are laid out in the Commission’s paper on Roles, Responsibilities and Functions of teams. This document states that:

- the responsibility of the Management team is to lead and develop staff, manage resources, provide advice to Commission on the development and delivery of the Sol and Operations Plan, and to ensure strategic implementation of plans
- the functions of the Management Team, supported by specialist advice from senior staff, are to:
  - propose strategy and plans to Commission
  - develop, monitor and manage the delivery of agreed plans, including strategic implementation through agreed approaches
  - lead, motivate and develop the organisation’s staff
  - set and maintain standards
  - support lead Commissioners in the delivery of activities through quality engagement in the substance of the issue and in the management of the task

- develop and implement processes, systems, infrastructure and ways of working to manage the organisation, meeting responsibilities of being a good employer and are consistent with the Commission's Governance Statements
- manage the organisational finances, human and other resource allocation
- undertake monthly, quarterly and annual reporting.

These responsibilities and functions are further laid out in the job description of the Executive Director who is responsible for:

- providing strategic advice
- internal and external relationship management
- resource management

in ways which meet statutory responsibilities.

The work processes outlined in Section 5 below are designed to give effect to these responsibilities and functions, to support Commissioners in accordance with the principles outlined in Section 2 above, when they are.

## **5. Management support of Commissioner engagement in activities**

### **5.1 Strategic engagement**

To support Commissioners' responsibility to provide advice, leadership and high level guidance or input into substantive activities or projects, the appropriate Manager (or Executive Director, in the role of line manager) will hold a meeting with the lead Commissioner and assigned staff at the beginning of an activity or project to:

- agree and define the task with the lead Commissioner(s), including consideration of the substantive issues and of strategic approaches
- allocate adequate resource, and re-define the task if resources are not available
- ensure that purpose, content, standards, points of communication and deadlines are clear, and that assigned staff fully understand what is required of them,

The Manager will communicate a written note of this meeting to all parties.

Following this briefing meeting, the Manager will:

- be accountable for the delivery of the activity or project
- manage the staff member(s) in the implementation of the activity or project, to the agreed brief
- consult on any changes to the agreed brief with the lead Commissioner(s)
- facilitate resolution of any issues that arise between the Commissioner and staff member

If an issue arises between a Commissioner and a Manager, they should attempt to resolve the issue themselves in the first instance. If it remains unresolved the issue should be raised with the Executive Director. The Chief Commissioner can be called on if the issue is not resolved, and called on in the event of an unresolved issue between the Executive Director and a Commissioner.

## **5.2 Operational engagement**

### *Acting alone or with external partners*

When a Commissioner delivers activities alone, or with external partners, they may require only the support of their Executive Assistant from the staff of the Commission. In these instances, Managers need only to be engaged in providing strategic advice and in ensuring the appropriate EA has the capacity for the work.

### *Working alongside Managers and staff*

At other times, a Commissioner may engage in the delivery of an activity or project alongside Managers and staff members. In such instances, once the Commissioner has set the brief (as in 5.1 above), they in effect become a member of the project team.

The Manager's role in providing support to the Commissioner in such instances is:

- To agree and communicate the brief for the project following the same process as 5.1 above
- To assign a lead staff member responsible for managing the project
- to ensure the Commissioner is included in operational project team meetings at points of engagement identified in the brief

- To manage the delivery of the project following the same process as 5.1 above

### *Responsive matters*

Managers are required to prioritise responsive matters that come before the Commission, from both internal and external sources. Examples include complaints on broader human rights matters and media enquiries.

The Manager's role in providing support to the Commission in such instances is:

- Develop criteria for prioritisation of responsive work, which are endorsed by Commission
- Operate the criteria for both internal and external requests, taking advice from the Lead Commissioner where appropriate
- Raise any issues of high risk or sensitivity with the Lead Commissioner and the Chief Commissioner

*A worked example of these ways of working within the delivery of the race relations programme is being developed and will be provided.*

# **Human Rights Commission Commissioner Handbook**

## **Section Four Commissioner induction and continuing professional development**

### **1. Introduction**

Induction and continuing professional development is vital to the success of a Commissioner and of the Commission as a whole.

Induction, supported by feedback, will take place systematically, and take the form of written information, meetings and other development processes.

The Chief Commissioner is responsible for agreeing a tailored induction programme with each new Commissioner, and for monitoring and evaluating the process.

### **2. Content of induction**

#### **2.1 Powhiri**

The Commission will organise a Powhiri to welcome each new Commissioner, and invite them to bring supporters who can introduce them.

#### **2.2 Structured briefings and meetings**

The Commission will introduce a new Commissioner to the Commission through a specifically tailored induction programme depending on their needs. The programme will be staged over a period of time, and will always include:

- Briefings from the Chief Commissioner and Executive Director on governance issues, on the Audit Committee, on the organisational structure, the roles and functions of teams, and on the current Statement of Intent;
- Briefing from the Corporate Services Manager on the resources and support provided;
- Briefings on the Human Rights Act, NZBoRA and the international framework from specialist staff;
- Briefings on key human rights issues from specialist staff and Commissioners including briefings from the Race Relations Commissioner and the EEO Commissioner on their programmes of work;

- one-to-one meetings with Commissioners, Managers, appropriate staff with whom the Commissioner is likely to have the most engagement;
- appropriate external stakeholders, providing a framework of the relationships the Commissioner needs to have.
- a briefing by the Crown Entities Relationship Manager from the Ministry of Justice
- a briefing on the policy frameworks used in the Commission
- information from the Communications staff about complaints handling and the Commission's media and press responses

These structured briefings will also enable the new Commissioner to present their areas of experience, expertise and interest that are relevant to the Commission.

### **2.3 Written material**

SSC guidance expects certain induction material will be supplied at the time of appointment. Along with the formal letter of appointment, the following material will be provided:

#### From the Chief Commissioner

- Personalised welcome
- Commissioner Handbook
- Letter of expectations
- Allocation of any sphere(s) of responsibility

#### NZ Legislation/Treaties

- Human Rights Act 1993
- New Zealand Bill of Rights Act 1990
- Crown Entities Act 2004
- Public Finance Act 1989
- Treaty of Waitangi

#### International

- MFAT "New Zealand Handbook on International Human Rights"
- Asia Pacific Forum introduction

#### Human Rights Commission

##### Publications

- Human Rights in New Zealand Today/Nga Tika Tangata o Te Motu

- Human Rights in New Zealand Today Summary Report/Nga Tika Tangata o Te Motu Whakarangapopotanga
- New Zealand Action Plan for Human Rights/Mana ki te Tangata
- Framework for the Future
- Race Relations Report for the previous year
- Strengthening Human Rights in the Pacific
- Transport Inquiry
- Transgender Inquiry
- Census of Women in Leadership report for the previous year
- HRC publications list

#### Plans

- SOI/SSP for the current and previous year
- Annual reports for the previous two years
- Operations Plan for current year

#### Commission Policies and guidance

- Code of Conduct
- Governance Policy Statements
- Declaration of Interest form
- Register of gifts form
- Personnel form (emergency contacts and other details)
- Process for claiming expenses
- Records management system
- Other relevant policies and guidelines as referred to within the working terms and conditions

#### People, Structure, Systems and processes

- Commission meeting dates for the forthcoming year
- Roles, responsibilities and functions of teams
- Organisational chart
- Commissioner and Executive Director biographies
- Commission Pen Portraits (to be returned)

#### External guidance

- SSC Guidance for Board members
- SSC Code of Conduct
- Auditor-General Guidelines
- Institute of Directors *Principles of Best Practice for New Zealand Directors*

### **3. Continuing professional development**

All Commissioners are regularly updated on relevant issues through presentations and briefings at Commission meetings, and are supported to undertake continuous professional development so that they may effectively perform their duties. A budget for continuing professional development will be provided, and supported through engagement with the Chief Commissioner.

# Human Rights Commission Commissioner Handbook

## Appendix List of references and sources

### 1. Legislation

- HRA 1993 (incorporating 2001 Amendments)
- CEA 2004
- Public Finance Act

### 2. Guidance

- SSC Board Appointment and Induction Guidelines
- Auditor-General Guidelines, *Managing conflicts of interest: Guidance for public entities*
- Institute of Directors, Principles of Best Practice for New Zealand Directors, *The Four Pillars of Effective Board Governance, including Code of Practice for Directors.*

### 3. Internal documents

- Audit Committee Terms of Reference
- Code of Conduct
- Register of Interests
- Governance Policy Statements
- Delegations to General Manager (Executive Director)
- Delegations to Chief Mediator
- Collective Employment Agreement (pass-on terms)
- Roles and Functions of Teams