

# Te Whare Āniwaniwa | Rainbow Hub

## Community Advisory Collective meeting

### 12 March 2025

Time	Who	Item	Resources
5.30pm	Charlie and Lance	<b>Mihi/Welcome</b>	
5.40pm	Luca	Mihi to welcome and project kaupapa	
5.45pm	All	<b>Whakawhanaungatanga</b> (what is your vision of Te Whare Āniwaniwa)	
6.15pm	Mark	<b>What is the TWAC?</b> History of development of Te Whare Āniwaniwa Purpose	Feasibility Study 2019 CSI Report 2024
6.20pm	Teresa	<b>Structure and Function</b> Terms of Reference and Strategic Plan Information	Strategic Plan CAC Terms of Reference
6.40pm	All	Nuts and Bolts	
6.45pm	All	Q&A	
7.00 pm	Charlie and Lance	Karakia/Closing	

# Te Whare Āniwaniwa History



2018 – three organisations apply for lottery funding to complete a feasibility study and receive funds to get KPMG to complete the study in 2019. Three organisations are Body Positive, Rainbow Youth and OUTline.



KPMG study, consults with 37 groups and organisations across the rohe. Feasibility study is available on our website. [tewhareāniwaniwa.co.nz](http://tewhareāniwaniwa.co.nz).



2020 next stage was for a business case but this funding was turned by lotteries. Then covid struck.



2022 – Charlotte Museum joins the kaupapa and an application submitted to Foundation North to progress the project with a project manager to get the project off the ground. Again, the application was unsuccessful in its form but Foundation North offered alternative support to ensure that the community, organisers and anchor organisations had a clear, sustainable strategy for the hub.



Resulting in a strategic plan with shared values, clear path forward and agreed collaborations between anchor organisations, Foundation North provided funding for a project manager in 2024.

# Te Whare Āniwaniwa can address current social issues

- ▶ A lack of understanding and awareness of the LGBTI+ communities leads to high levels of isolation, discrimination, and poor health outcomes for members of the communities – 30%
- ▶ A lack of safe, accessible, dedicated and flexible connection spaces for the LGBTI+ communities leads to increased loneliness and greater reliance on 'hook-up' apps, drugs and alcohol to achieve social connection – 30%
- ▶ Mainstream health service delivery fails to meet LGBTI+ needs, whilst NGOs are single issue focused, resulting in low rates of participation and a fragmented experience for people – 25%
- ▶ Gentrification of effective locations for LGBTI+ support organisations is leading to increased operating costs, low security of tenure, and / or pressure to relocate to unsuitable premises – 15%

# Te Whare Āniwaniwa Purpose

Ensuring a place  
for Tāmaki  
Makaurau  
Rainbow  
communities to  
connect, thrive  
and celebrate

- ▶ Provide an environment where an active and cohesive network of LGBTI+ communities and support organisations can enable a visible, confident, vibrant, and valued LGBTI+ community
- ▶ Provide a safe place for Rainbow people to come together, reducing incidences of loneliness related health issues among LGBTI+ and improving their sense of belonging and wellbeing
- ▶ Provides the facilities required to improve rates of health participation and better health outcomes for LGBTI+ Aucklanders
- ▶ Provides LGBTI+ community organisations with improved security of tenure and feeling of belonging, allowing them to focus on high quality service delivery

# Community Advisory Collaborative

## Terms of Reference – Role and Purpose

### Role

provide direction and feedback to ensure the successful establishment of an Integrated LGBTQIA+ Rainbow Centre.

### Purpose

assist the Te Whare Āniwaniwa Collective board to ensure that there is an effective and positive relationship between the Rainbow communities in Aotearoa New Zealand and the Te Whare Āniwaniwa Collective board. It will ensure that as broad a range of LGBTI+ perspectives is considered in board decision-making.

# Membership

The Collaborative shall consist of representatives of Rainbow organisations and/or groups or individuals who are stakeholders in the establishment of Te Whare Āniwaniwa.

The Collaborative will comprise a total of 20 members, appointed from each of the following groups:

## **Age Groups**

14-24 years, 25-44 years, 45-59 years, 60+

## **LGBTQI+ Identities**

To include a broad representation of Lesbian, Gay, Bisexual, Transgender, Gender Diverse and Queer, and Intersex (LGBTI) identities. May also include allies.

## **Gender Identities**

Member positions will be distributed between those who identify as male, female or gender diverse.

## **Intersections**

### **Māori**

Individuals who identify as Māori.

### **Pacific Island**

Individuals who identify as Pacifika.

### **Rural or Regional**

Individuals currently residing in a rural or regional location in Tāmaki Makaurau and surrounds (outside metropolitan Auckland).

### **Disability**

Individuals with a lived experience of disability.

### **Multicultural**

Individuals who identify as having a culturally or linguistically diverse (CALD) background or identity.

# Terms of reference – functions and term

The function of the Collaborative is to assist TWAC by:

- providing feedback and advice on proposals and suggestions relating to the development of a Rainbow services and social hub, Te Whare Āniwaniwa.
- reviewing the planning and activities associated with the implementation of Te Whare Āniwaniwa when requested by the TWAC board.
- Collaborate with other members to meet the outcomes of Te Whare Āniwaniwa and input into planning and development of the hub and its spaces and functions.



## Term

This Terms of Reference is effective from the first date of meeting for the Collaborative and will be ongoing until terminated by agreement between the parties or at the direction of the TWAC board.

Members are appointed to the Reference group for a term of one year.

Members must attend 75% of meetings. If a member cannot attend, a proxy cannot be appointed in their stead.

# Terms of reference – roles and responsibilities

The advisory group is accountable for:

- fostering collaboration between internal and external stakeholders
- removing obstacles to TWAC's successful establishment, adoption and use
- maintaining at all times the focus of the Collaborative on the agreed scope, outcomes and benefits

The membership of the advisory group will commit to:

- attending all scheduled meetings
- wholeheartedly championing Te Whare Āniwaniwa within and outside of work areas
- sharing all communications and information across all members
- making timely decisions and taking action as required
- notifying members of the Collaborative, as soon as practical, if any matter arises which may be deemed to affect the development of Te Whare Āniwaniwa
- attending all meetings and if necessary nominate a representative



# Nuts and bolts

Ongoing meeting frequency - meeting frequency will be determined by the meeting itself and by our needs. Be less frequently at the beginning with increasing frequency, if necessary, as the hub development goes on.

## Patai?

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# Strategic plan



**Te Whare Āniwaniwa Collective**

**December 2023 – 2027**

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Te Whare Āniwaniwa Collective Strategic Plan 2023 -27

This initial plan is from December 2023 to December 2027, as it contains the purpose, vision and pou  
of the Collective from inception. **3 year review period**

Review Date	Next Review date:	Reviewer:	Approver (Chair)
2028	October 2027	Trust Board Members	

## 1 Background

The development of a pride hub will benefit the rainbow communities of Tāmaki Makaurau and the community-led organisations that serve them. A hub enables organisations to be co-located, share ideas, consolidate organisation administration, and pay reduced rent. This benefits people in our rainbow communities through increased visibility, co-located services, access to facilities, and social connection.

In 2018, three rainbow community organisations in Tāmaki Makaurau, Body Positive, RainbowYOUTH, and OutLine, worked together to secure funding from the Lotteries Facilities fund to complete a feasibility study on the prospect of a shared hub. KPMG completed the feasibility study in 2019, following an extensive consultation process involving 37 organisations and groups. A follow-up request to Lotteries for funding to develop the business case was not successful, with the pandemic beginning in 2020 putting further work on a pride hub on hold. In 2022, the Charlotte Museum joined the kaupapa and after some work with CSI through Foundation North funding, funding for the project was received in mid 2024.

The hub is inspired by and draws learnings from similar models overseas, including the 519 Centre in Toronto, Canada, the Chicago Pride Centre, USA, and the recently completed Victorian Pride Centre in Melbourne, Australia. There is an acknowledgement of the significant cost to establish and operate a physical hub, requiring a sustainable model to underpin it that does not draw funding away from community organisations. Further, there is a strong mandate to consider the diverse and dispersed communities of Tāmaki Makaurau in the hub's design.

See Appendix 1 for the CSI Report identifying workshops, approach and outcomes agreed and met.

## 2 Kaupapa, Policies, Infrastructure and Ambassadors

### 2.1 Organisation details

Entity	Te Whare Āniwaniwa Collective Trust
Established	December 2023
Structure	Charitable Trust
Date registered	December 2023

### 2.2 Our Kaupapa - Mission, Vision and Values

#### **Rangatiratanga**

Leading and acting in the best interests of our communities.

#### **Whanaungatanga**

Working together for a common purpose and community cohesion.

#### **Kotahitanga**

Collective action and responsibility for a shared kaupapa.

#### **Manaakitanga**

Caring and kindness towards others, especially when it is not easy to do so.

#### 2.2.1 Kaupapa

##### **By rainbow, for rainbow**

Rainbow people are creating a space for themselves, prioritising rainbow-led and rainbow-inclusive organisations in all facets of its governance and activities.

The guiding kaupapa is that rainbow people are creating a space for ourselves, prioritising rainbow-led and rainbow-inclusive organisations in all facets of their governance and activities.

This kaupapa is underpinned by four Pou that guides how those involved with the development of Te Whare Āniwaniwa work on a daily basis.

#### 2.2.2 Pou

Our Pou focus on the values and behaviours that underpin all mahi for Te Whare Āniwaniwa.

#### **Rangatiratanga**

**Leading and acting in the best interests of our communities.**

**Rangatiratanga** is sometimes understood as autonomy, sovereignty, self-determination or customary leadership. But at the heart of rangatiratanga is trusteeship. As trustees, rangatira leaders act in the best interests of their community to help secure long-term benefits, based on ancestral precedent. Rangatiratanga is primarily about service. We often think of rangatira as those in established positions, particularly now in terms of those occupying positions within legal entities or in office roles. Rangatiratanga also operates in other places. One is on the marae, where kuia and kaumātua elders and pakeke adults fulfil their roles. The marae is the central cultural locale for rangatiratanga expression, but there are others as well.

### **Whanaungatanga**

**Working together for a common purpose and community cohesion.**

**Whanaungatanga** deriving from the word ‘whānau’, or family, is about building relationships and making connections. It creates a sense of belonging and helps people to work together for a common purpose. Whanaungatanga maintains community cohesion.

### **Kotahitanga**

**Collective action and responsibility for a shared kaupapa.**

**Kotahitanga** means oneness or unity and expresses the idea of collective action or responsibility. There will not always be agreement on all things at all times, but alignment is needed on core kaupapa issues or plans. Those involved in a just transition need to have good problem-solving skills and an ability to recognise similarities and respect differences in perspectives or skills. The outcome of kotahitanga is the unification of possibly diverse interests into mutual interests and common goals to address a problem, moving towards better outcomes for the collective.

### **Manaakitanga**

**Caring and kindness towards others, especially when it is not easy to do so.**

**Manaakitanga** is caring for the needs of others and showing kindness. It is outward looking. It is a process of showing support and is about inclusion, monitoring and participation in just transition processes. Manaakitanga is similar to tika, or doing what is right, and may also be concerned with fairness. Determining what is fair is not easy. It may require hard discussions when weighing up cultural, economic, political or other competing interests. Trade-offs may need to be made.

## **2.2.3 Shared values**

This kaupapa is grounded in shared understandings of:

## **Te Tiriti o Waitangi**

We acknowledge Te Tiriti o Waitangi as a founding document of Aotearoa New Zealand and aim to work within the spirit and intention of te Tiriti as we are on Māori land.

## **Shared experiences**

We come together from a shared experience of historical and ever-present stigma and discrimination to create a safe and inclusive space where we can be stronger together as rainbow communities to uplift, uphold and celebrate our communities' wellbeing.

## **Uplifting**

We take a strengths-based approach that envisages future generations knowing only positivity and fun when part of the rainbow community.

## **Inclusivity**

We aim to generate inclusion within and across our rainbow communities, including intergenerational connection and solidarity and making the invisible visible.

## **Intersectionality**

We work to acknowledge and challenge the dominant narratives and structures present within rainbow communities. We aim for nuanced understanding, consideration, and inclusion for those who are not led by Western world views, including Māori and Pacific peoples.

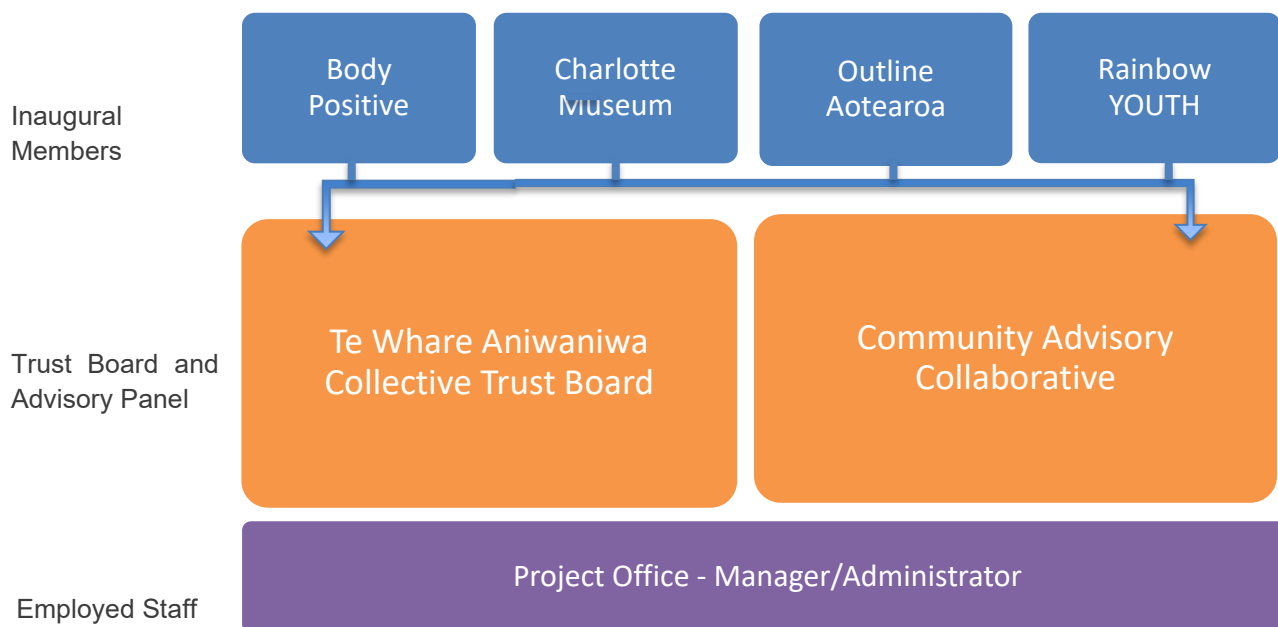
## **Sustainability, and generative**

We are mindful of the need for this large project to be generative for the communities, organisations and individuals that use it, not a burden on the funding and donations available to rainbow groups.

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## **2.3 Governance**

The Te Whare Aniwaniwa Collective is the governing body. The Collective's governance structure and proposed organisational structure are:



## **2.4 Infrastructure and Resources**

### **2.4.1 Internal Staffing and Structures**

The Board governs the operational function within the organisation. Funding has been obtained for a Project Manager and administrative functions. A role description is attached as Appendix 2.

#### **2.4.1.1 Project Function**

Led by the Project Manager, the function manages the range of different activities required to fulfil the first year of the Collective. This includes managing Collective governance activities, stakeholder engagement, philanthropic funding and engagement, stakeholder relationships and partnerships. The role also manages the ancillary functions and staff for the organisation through an Administrator, if required.

#### **2.4.1.2 Administration Function**

This function includes administration of the organisation, including financial management, board governance and activities and assistance with stakeholder engagement.



### 3.1 Benefits

**Social Benefits and Impact:** the most significant social benefits are

- **Increased equity** - as organisations that provide support for marginalised groups (young people, trans people, those living with HIV), we are committed to ensuring that the LGBTI+ centre is a place where cultural, ethnicity, gender and sexuality diversity is celebrated.
- **Social inclusion** - by creating a space that is both run and led by Auckland's rainbow communities, we hope to increase our communities' sense of belonging and connection to the Auckland region. A strong outward expression of the centre would also give great public visibility for Auckland's rainbow communities.
- **Regenerative environment** - through the creation of a centre that is intergenerational, cross disciplinary, and open to all facets of the rainbow population in Auckland, we hope to strengthen our wider sense of community and connection. With the multitudes of daily operations and activities happening in harmony within the centre, informal communication and a busy atmosphere will truly bring the centre to life, breaking many of the fragmentations that currently exist.
- **Community support** - The centre would have the required spaces for tenant organisations to operate, including fit for purpose medical facilities to be used by health providers. Community groups would have access to areas for meetings and events, while communal spaces including a café will allow the general public to mix and mingle within the centre. Leasable spaces may include provisions for organisations such as café, crèche or gym operators.

The LGBTI+ centre provides an environment where an active and cohesive network of rainbow communities and support organisations can enable a visible, confident, vibrant, and valued rainbow community. The shared working spaces will enable fledgling LGBTI+ groups and organizations to have a place to call home that is inclusive and supportive.

Community organisations will be able to walk away with improved security of tenure and a feeling of belonging, allowing them to focus on high quality service delivery and collaboration to streamline and enhance service provision. Harmonizing services will allow for increased collaboration and enhanced service delivery. Ultimately, the LGBTI+ centre will foster and enable new initiatives to support the community, increasing our collective strength and our ability to look after our own needs.

The assimilation of health services into a community centre has the ability to de-stigmatise health facilities and to normalize accessing these services. The intent is to include sexual health, addiction, mental health, housing services amongst others into the centre to ensure these are available to this community to meet this unmet need.

The LGBTI+ centre provides the facilities required to improve rates of health participation and better health outcomes for rainbow communities in Auckland. The centre will remove traditional stigma experienced by our communities and enable people to access services freely whether this gender affirming services or services targeted to people living with HIV.

The LGBTI+ centre provides a safe place for Rainbow people to come together, reducing incidences of loneliness related health issues among LGBTI+ and improving their sense of belonging, value and wellbeing. The proposed integrated centre combines the shared office/coworking space with health facilities and community & social spaces for a fully integrated centre that enables Auckland's LGBTI+ communities to connect and thrive.

Community groups would have access to areas for meetings and events, while communal spaces including a café will allow the general public to mix and mingle within the centre. Community will be encouraged to utilize the facility for activation including performance and temporary art installations.

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## 3.2 Costs and Revenues

### 3.2.1 Funding/Income

Funding for the Project Management role and administration was received from Foundation North for the 2024-25 financial year.

### 3.2.1 Expenses

Expenses to date include project manager salary, administrative and personnel costs.

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## 3.3 Strengths, Weaknesses, Opportunities and Threats

An organisation-wide SWOT analysis is:

Strengths	What we'll do
Collective and co-operative kaupapa	Accepting of diverse experiences and opinions and apply this understanding to come to collective agreements within the Board and alongside our stakeholders.
Diverse Rainbow community members	Collaboration of the diversities of our Rainbow communities and individuals, bringing differences as a strength.
Desire to make change and meet outcomes	Collaborating with a shared vision for changing and improving.

Strategic partners	Development and engagement of strategic partners to supplement our expertise.
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Weaknesses	What we'll do
Newly established Trust with limited history	Ensure legal requirements met on time and to high standard (i.e., annual accounts, funding accountability reporting, milestone reporting to Funders).
Limited access to resources and/or funding	As a developing charitable trust, we are beginning to gain access to available resources and funding, whilst being aware that funds are limited.

Opportunities	What we'll do
Support from Rainbow Communities	Reach out to all rainbow organisations and individuals to ensure we obtain support from as many members of our communities as we can get. Stakeholders are engaged and eager to support the project.
Support from organisations and allies	Diversity and inclusion are a key outcome for many organisations and some will be eager to be involved. Obtain a high level of engagement from stakeholders.

Threats	What we'll do
Economic climate	Economic environment making funding difficult to find so a project manager be tasked to obtain appropriate commercial backing and partnerships.
Political fragmentation within Rainbow Community	There has been some division and disagreements between rainbow groups so we aim to unify rainbow communities with our strong kaupapa and maintain that kaupapa throughout the development of Te Whare Aniwaniwa.

### 3.4 Strategic Outcomes and Supporting Initiatives (2023 to 2028)

Kaupapa	Increase health and wellbeing of rainbow communities through a rainbow hub in Tāmaki Makaurau		
Strategic Outcome	Rainbow people are creating a space for themselves, prioritising rainbow-led and rainbow-inclusive organisations in all facets of its governance and activities		
Measures	<ul style="list-style-type: none"> <li>Formative and summative evaluation of events each year.</li> <li>Annual Lesson learned and post project close out and evaluation strategy.</li> </ul>		
Strategic Initiatives	1. Develop the governance framework and operations arm to enable the successful outcomes of the project.	2. Establish a board and advisory group to provide advice, support and feedback to the project to ensure meaningful and successful outputs are employed to meet outcomes.	3. Obtain substantial supporters, backers and partners to enable the establishment of the physical whare and the services and processes for effective management.
Initiative Measures	<ul style="list-style-type: none"> <li>Governance framework, Terms of Reference and strategic plan 2023-28 in place by December 2024.</li> <li>Engagement Strategy approved by December 2024.</li> <li>Board and Operational Policies agreed and completed by March 2025.</li> <li>Funding achieved to keep the project going while supporters, partners and funders are secured.</li> </ul>	<ul style="list-style-type: none"> <li>Board of trustees is formed with as appropriate representation from the Tāmaki Makaurau rainbow communities as possible. Additional Board members appointed fulfilling key roles by March 2025. Board meets monthly, or as required/agreed every calendar year.</li> <li>Advisory group is formed with as appropriate representation from the Tāmaki Makaurau rainbow communities as possible. Establishment meeting in February 2025. Aim for 5 meetings per 12-month period.</li> </ul>	<ul style="list-style-type: none"> <li>Launch of project – end November 2024.</li> <li>Communications activities underway, including identification of key stakeholders, potential partners and sponsors, with initial correspondence sent by December 2024.</li> <li>Conversations with potential partners in local, central government, rainbow organisations and business sector to promote Te Whare Āniwaniwa. Report back on contacts and correspondence at each Board meeting.</li> </ul>

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### **3.5 Risk Strategy**

The Trust identifies the following risks to the project:

#### **Buy-in to the Collaboration**

- Organisations don't have a strong enough justification to commit time and resources.
- Key people, board, staff, managers, change.
- Alignment to organisational strategy is missing.

#### **Organisation Capacity**

- Organisations feel stretched to maintain BAU, let alone another project.
- Specialist skills required for some parts of this project.
- Size makes it feel daunting, unrealistic.

#### **Organisation Identity**

- Organisations fear losing individual organisational identity.
- Loss of current unique spaces that are safe for people LHIV, youth, lesbians.
- Navigating the differing expectations between staff, service users, boards, etc.

#### **Safety**

- We are creating a larger target for the anti-rainbow groups.
- Expectations of service user behaviour will need to be agreed across all the organisations.
- There remain unaddressed tensions and divides within rainbow communities that risk the safety of service users, our staff, and viability of the project.

#### **Community Representation**

- If the four organisations lead this out, community may not buy into the project, and it will not achieve our vision for Te Whare Aniwhaniwa.
- Those we most need at the table do not have the capacity to be.
- Risk repeating colonial, bureaucratic structures that exclude Māori, Pacific peoples, migrants, etc

#### **Practicalities**

- Making Te Whare Aniwhaniwa financially sustainable.
- Aligning leases.
- Specific space requirements, such as counselling rooms.
- Unknown cost implications for individual organisations

A comprehensive risk strategy is in development.

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### **3.6 Monitoring and Evaluation Framework**

#### **3.6.1 Evaluation**

Evaluation of the project will be undertaken annually. The Collective is developing the framework for evaluation of the project from both a formative and summative perspective. This will include evaluating the

- success of the first year of the project, including assessing partnership, funding, and other activities success and their contribution to the outcomes of the project; and
- effectiveness of the project meeting its outcomes of:
  - developing partners for Te Whare Aniwaniwa
  - obtaining appropriate funding for the project ongoing
  - obtaining long term agreement to support Te Whare Aniwaniwa both financially and collaboratively.
  - Ensuring the effective governance of the organisation.

#### **3.6.2 Review and Refinement**

- Part of the Monitoring and Evaluation framework includes ongoing monitoring centred on review and refinement good practice. The Collective has planned both scheduled and issue driven review and refinement processes. These processes will evaluate the:
  - assessing the mission, vision and values
  - levels of support externally (i.e., council, rainbow community, funding bodies, commercial partners)
  - that the right skills are in place for effective governance and operations
  - How we build on previous successes and improve
  - current interest and/or how do we attract new participants and stakeholders
  - organisation is financially viable
  - scope of the project is right or needs to be developed.

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**Appendix 1 – CSI Report: Pride Hub in Auckland Te Whare Āniwaniwa Trust, October 2023**

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**Appendix 2 – Role Description – Project Manager, Te Whare Āniwaniwa Collective Trust**

# Pride Hub in Auckland

Te Whare Āniwaniwa Trust

*Rainbow people are creating a space for themselves,  
prioritising rainbow-led and rainbow-inclusive organisations in  
all facets of its governance and activities.*

October 2023



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# 1. Executive Summary

**The vision of a Pride Hub for Tāmaki Makaurau is a collaborative project between rainbow community organisations in Auckland since 2018.** The 2019 feasibility study identified seven potential models for progressing the vision, however the COVID-19 pandemic halted progress. Renewed interest in 2022 saw the Centre for Social Impact facilitate a series of four workshops for the collective in 2023 to clarify the shared vision and way forward.

Over the course of four workshops, a vision of *by rainbow for rainbow* emerged, underpinned by the four Pou of *rangatiratanga*, *whānaungatanga*, *kotahitanga* and *manaakitanga*. It was agreed that the model of an Integrated LGBTI+ Pride Centre, as described in the 2019 feasibility study, would be the end goal but that interim steps such as sharing office space could be useful steps to achieving this goal.

Having the right people involved and gaining the buy-in of the wider rainbow community will be critical to the success of a Pride Hub. Work is underway to secure funding for a project manager with the time to progress the project and engage more widely with community through events such as the Big Gay Out. Later on, specific skillsets such as legal knowledge and those with experience overseeing construction projects and operating facilities will be required.

There are challenges to funding such a large initiative, particularly with the recent reduction in funding available from many funders in Aotearoa. Some community organisations noted concern over operational funding impacting their ability to participate in this project. The Pride Hub also needs to be set up with a financial model that avoids drawing funding away from other community groups, which is what is happening with the Melbourne Victoria Pride Centre.

The Pride Hub represents several risks to the organisations collaborating to bring it about, the eventual space itself and those who use it. A risk register is included as an appendix to this report. Monitoring the recent rise in anti-trans sentiment will be important to the safety and success of the project, as will having strong working relationships with allies such as Auckland Council.

Following the final workshop, the agreement to proceed includes establishing a charitable trust to hold the project, seek funding support from Foundation North and other funders, employ a project manager, and work to engage more widely in the community on the project. The working title of the new trust is to be *Te Whare Āniwaniwa Trust*.

## 2. Background

A Pride Hub intends to benefit the rainbow communities of Tāmaki Makaurau and the community-led organisations that serve them. Visibility, co-located services, access to facilities, and social connection are examples of how wider people may benefit. For organisations, the ability to be co-located, share ideas, consolidate organisation administration, and pay reduced rent are examples of tangible benefits that could be realised. However, several challenges remain unaddressed, and the project requires commitment and funding to progress.

In 2018, three rainbow community organisations in Tāmaki Makaurau, Body Positive, RainbowYOUTH, and OutLine, worked together to secure funding from the Lotteries Facilities fund to complete a feasibility study on the prospect of a shared Pride Hub. KPMG completed the feasibility study<sup>1</sup> in 2019, following an extensive consultation process involving 37 organisations and groups. A follow-up request to Lotteries for funding to develop the business case was not successful, with the pandemic beginning in 2020 putting further work on the Pride Hub on hold. In 2022, the Charlotte Museum joined the kaupapa and an application was submitted to Foundation North for a project manager to progress the mahi. This application was withdrawn following discussions with Foundation

<sup>1</sup> 'Auckland LGBTI+ Centre Feasibility Study. KPMG, December 2019.'  
<https://drive.google.com/file/d/1dWjqvHNVZmH3GPVVF4M3lR6WxulY/view?usp=sharing>

North staff, with alternative support offered to consolidate the values, intent, and collaboration behind the Pride Hub before another application was considered.

The Pride Hub is inspired by and draws learnings from similar models overseas, including the 519 Centre in Toronto, Canada, the Chicago Pride Centre, USA, and the recently completed Victorian Pride Centre in Melbourne, Australia. There is an acknowledgement of the significant cost to establish and operate a physical Hub, requiring a sustainable model to underpin the Hub that does not draw funding away from community organisations. Further, there is a strong mandate to consider the diverse and dispersed communities of Tāmaki Makaurau in the hubs design.

### 3. Approach

Through the Centre for Social Impact, Foundation North offered a series of four workshops to bring the four rainbow organisations together and strengthen the collaboration upon which the Pride Hub is based. The workshops focused on agreeing the shared vision and values underpinning the project and surfacing the challenges facing each organisation in committing to such an ambitious project. CSI Associate Dan Gerrard facilitated the four workshops, with Associate Duncan Matthews providing coordination, note-taking, and this report back.

The four workshops covered:

1. Whakawhānaungatanga, agreeing on the ways of working together through this workshop series and the outcomes from remaining hui.
2. Understanding and navigating the risks for each organisation, surfacing and addressing tensions critical to the project's long-term success.
3. Revisiting the feasibility study and agree on why the organisations are collaborating on the vision of a Pride Hub. What values would guide how other organisations are brought into the collaboration?
4. Firm up the shared vision, Pou and values, confirm the resourcing needed to progress the project, and agree on the next steps.

### 4. Workshop outcomes

This section summarises key discussions and agreements across the four workshops. Each workshop had one or more participants from Body Positive, The Charlotte Museum, RainbowYOUTH and OutLine, with representatives from the Rainbow Games and Rainbow Communities Advisory Panel to Auckland Council also present for some hui. Some of the discussions summarised below evolved over several workshops, whereas other talks were contained in a single workshop. Full details of each discussion and workshop were documented in meeting minutes and circulated to attendees.

#### Shared vision and values

The vision for the Pride Hub and values that underpin it were discussed at every workshop. They were identified as critical in setting up the Pride Hub to be successful and of meaningful value to the rainbow communities of Tāmaki Makaurau today and for future generations.

A key purpose of the workshops was to agree what shape of Pride Hub the collaboration was aiming for. Immediate needs of the community organisations suggested that shared office spaces could be sufficient, however, ultimately this was ruled out as not sufficiently benefitting the wider communities. The model of an *Integrated LGBTI+ Pride Centre*, as proposed in the 2019 feasibility study, was determined to be what the collective is ultimately working towards for a Pride Hub. There was recognition and acceptance, however, that interim steps towards this goal, such as sharing office space, would be acceptable and positive progress in the project.

The guiding kaupapa of the project is that rainbow people are creating a space for themselves, prioritising rainbow-led and rainbow-inclusive organisations in all facets of their governance and activities. This kaupapa is underpinned by four Pou that guides how those in the project work on a daily basis. The documentation and refinement of shared values and understandings over the workshop series were used to arrive at this kaupapa and Pou. The Pou were developed to move the kaupapa beyond an instinct to wordsmith imperfect understandings expressed in Western values and instead focus on the values and behaviours that would drive the work forward. The full explanation of the Pou and documentation of shared values is included as an appendix to this report.

<b>By rainbow, for rainbow</b> Rainbow people are creating a space for themselves, prioritising rainbow-led and rainbow-inclusive organisations in all facets of its governance and activities.			
<b>Rangatiratanga</b> Leading and acting in the best interests of our communities.	<b>Whanaungatanga</b> Working together for a common purpose and community cohesion.	<b>Kotahitanga</b> Collective action and responsibility for a shared kaupapa.	<b>Manaakitanga</b> Caring and kindness towards others, especially when it is not easy to do so.

## Resources required

Beyond financial support, the people with time and the right skill sets were the main resource identified as required for this project. A legal entity to hold the kaupapa was also prioritised.

All participants agreed that a project manager was required to progress the Pride Hub kaupapa. The tasks and focus of this project manager were refined over the course of the workshop series, moving from a focus on proposals and establishing the legal entity to include community engagement and to work in line with the agreed vision and values. The four organisations agreed to progress a new funding application in support of a project manager following this workshop series.

The point at which a new legal entity should be established for the Pride Hub was discussed multiple times with varying opinions. Ultimately, it was agreed that a new charitable trust would be established immediately to hold the Pride Hub kaupapa and establish it as a collaborative but separate project. The trust will adopt the working name *Te Whare Aniwhaniwa Trust*, with the ultimate name of a Pride Hub to be determined later and through community consultation.

The need for different skill sets to be involved at various stages of the project was also noted. As the Pride Hub moves from concept to design, to build and then operating; a range of expertise, connections and influence will be needed to guide the project. Examples include lawyers, those connected to the business and corporate world, and knowledge of Auckland Council and construction space.

## Community requirements

Those in the workshops identified a desire to bring the wider rainbow communities into the project, while noting some historical tensions within the community. Those organisations involved in the Pride Hub are conscious of retaining their individual identities once they move to a shared space. The physical requirements of the space remain similar to those identified through the 2019 feasibility study and are not explored further in these workshops.

Front of mind was the need to bring the wider rainbow communities of Tāmaki Makaurau Auckland on the journey of the Pride Hub kaupapa. A continual balance will be required to present tangible ideas

and concepts for people to engage with while enabling meaningful feedback and input from community to shape the kaupapa as it moves forward. The Pride Hub kaupapa has not been shared far beyond the core people involved and their organisations. Those leading the kaupapa need to take it out to the wider communities sooner rather than later.

Rainbow communities in Tāmaki Makaurau have been historically divided on several fronts, and the kaupapa of the Pride Hub will need to navigate these. A discussion on age and tensions within the rainbow community shed light on the differing experiences, historical contexts, and societal changes experienced by those of different generations. The intergenerational dynamics and tensions reflect the ongoing evolution of the community and the need for continuous efforts to bridge the gaps between ages, something the Pride Hub will be uniquely positioned to do. There are parallels with the 'freezing of culture' phenomenon that can happen for some migrants.

The organisations involved in the Pride Hub kaupapa all expressed a strong desire to retain their own identity and ensure the groups of people that the safe spaces for their membership are retained. The hard-won spaces for rangatahi (young people), lesbians and people living with HIV needed to remain safe and be enhanced, not degraded, by the sharing of space with other organisations.

## Challenges to overcome

Organisational funding, funding for the Pride hub, and the recent rise in anti-trans and anti-rainbow sentiment are key challenges that have the potential to impact this project.

The funding landscape in Aotearoa New Zealand has been significantly affected by the global pandemic. Some rainbow community organisations are finding it challenging to meet their current operational funding needs, making it challenging to move beyond a scarcity mindset and envisage a well-funded Pride Hub. Those involved in the Pride Hub kaupapa can see the long-term value in the project but are conflicted about dedicating time to the project when concerned about keeping their own lights on. This tension will need to be navigated to ensure organisations remain involved in the project.

Learnings from the recently completed Victorian Pride Hub show that the financial model the project is set up under needs to avoid drawing funding away from rainbow community organisations. A criticism of the Victorian Pride Hub is that it is 'sucking up' much of the available funding for community programming. This real and perceived threat needs to be mitigated throughout the design, build, and operation of a Pride Hub.

The significant uptick in anti-trans sentiment and violence towards rainbow communities in Aotearoa New Zealand was also noted as a key concern. Locating several rainbow organisations in one place could create a more visible and desirable target for those who seek to harm our communities. The Pride Hub will need to gain support from non-rainbow stakeholders, such as Auckland Council, to reduce the potential of anti-rainbow sentiment slowing down the Pride Hub development and contribute to a safe environment for rainbow communities in and surrounding the eventual building.

## 5. Conclusion

### The agreed way forward

Key decisions were made to move forward with the Pride Hub kaupapa in the final workshop. A new Trust will be established under the name *Te Whare Āniwaniwa Trust* (The Rainbow House Trust) to hold funds for the project and appoint a project manager. Representatives from Body Positive, Charlotte Museum, and OutLine were selected as inaugural trustees. The grant writers from Body Positive, OutLine, and RainbowYOUTH will work together to submit a new funding request to Foundation North to support the project manager role and seek support from other funders.

With the conclusion of the workshop series, responsibility for convening and progressing the Pride Hub work moves to the new trust and representatives from the four collaborating organisations. An immediate action, aside from convening the collaboration, is to go out and engage more widely with rainbow communities.

## 6. Appendices

### Full explanation of Pou

**Rangatiratanga** is sometimes understood as autonomy, sovereignty, self-determination or customary leadership. But at the heart of rangatiratanga is trusteeship. As trustees, rangatira leaders act in the best interests of their community to help secure long-term benefits, based on ancestral precedent. Rangatiratanga is primarily about service. We often think of rangatira as those in established positions, particularly now in terms of those occupying positions within legal entities or in office roles. Rangatiratanga also operates in other places. One is on the marae, where kuia and kaumātua elders and pakeke adults fulfil their roles. The marae is the central cultural locale for rangatiratanga expression, but there are others as well.

**Whanaungatanga** deriving from the word 'whānau', or family, is about building relationships and making connections. It creates a sense of belonging and helps people to work together for a common purpose. Whanaungatanga maintains community cohesion.

**Kotahitanga** means oneness or unity and expresses the idea of collective action or responsibility. There will not always be agreement on all things at all times, but alignment is needed on core kaupapa issues or plans. Those involved in a just transition need to have good problem-solving skills and an ability to recognise similarities and respect differences in perspectives or skills. The outcome of kotahitanga is the unification of possibly diverse interests into mutual interests and common goals to address a problem, moving towards better outcomes for the collective.

**Manaakitanga** is caring for the needs of others and showing kindness. It is outward looking. It is a process of showing support and is about inclusion, monitoring and participation in just transition processes. Manaakitanga is similar to tika, or doing what is right, and may also be concerned with fairness. Determining what is fair is not easy. It may require hard discussions when weighing up cultural, economic, political or other competing interests. Trade-offs may need to be made.

### Shared values

This kaupapa is grounded in shared understandings of:

#### **Te Tiriti o Waitangi**

We acknowledge Te Tiriti o Waitangi as a founding document of Aotearoa New Zealand and aim to work within the spirit and intention of te Tiriti as we are on Māori land.

#### **Shared experiences**

We come together from a shared experience of historical and ever-present stigma and discrimination to create a safe and inclusive space where we can be stronger together as rainbow communities to uplift, uphold and celebrate our communities' wellbeing.

#### **Uplifting**

We take a strengths-based approach that envisages future generations knowing only positivity and fun when part of the rainbow community.

#### **Inclusivity**

We aim to generate inclusion within and across our rainbow communities, including intergenerational connection and solidarity and making the invisible visible.

### Intersectionality

We work to acknowledge and challenge the dominant narratives and structures present within rainbow communities. We aim for nuanced understanding, consideration, and inclusion for those who are not led by Western world views, including Māori and Pacific peoples.

### Sustainability, and generative

We are mindful of the need for this large project to be generative for the communities, organisations and individuals that use it, not a burden on the funding and donations available to rainbow groups.

## Risk register

A draft risk register was developed out of the second workshop. Mitigations have been discussed to address some of the risk, however, they are deliberately left blank in this report to draw focus back to risk as the new Trust is established to hold the project.

Risk category	Risks	Potential mitigations
<b>Buy-in to the collaboration</b>	<ul style="list-style-type: none"><li>Organisations don't have a strong enough justification to commit time and resources.</li><li>Key people, board, staff, managers, change.</li><li>Alignment to organisational strategy is missing.</li></ul>	
<b>Organisation capacity</b>	<ul style="list-style-type: none"><li>Organisations feel stretched to maintain BAU, let alone another project.</li><li>Specialist skills required for some parts of this project.</li><li>Size makes it feel daunting, unrealistic.</li></ul>	
<b>Organisation identity</b>	<ul style="list-style-type: none"><li>Organisations fear losing individual organisational identity.</li><li>Loss of current unique spaces that are safe for people LHIV, youth, lesbians.</li><li>Navigating the differing expectations between staff, service users, boards, etc.</li></ul>	
<b>Safety</b>	<ul style="list-style-type: none"><li>We are creating a larger target for the rising anti-rainbow groups.</li><li>Expectations of service user behaviour will need to be agreed across all the organisations.</li><li>There remain unaddressed tensions and divides within rainbow communities that risk the safety of service users, our staff, and viability of the project.</li></ul>	
<b>Community representation</b>	<ul style="list-style-type: none"><li>If the four organisations lead this out, community may not buy into the project, and it will not achieve our vision for the Pride Hub.</li><li>Those we most need at the table do not have the capacity to be.</li><li>Risk repeating colonial, bureaucratic structures that exclude Māori, Pacific peoples, migrants, etc</li></ul>	
<b>Practicalities</b>	<ul style="list-style-type: none"><li>Making the Pride Hub financially sustainable.</li><li>Aligning leases.</li><li>Specific space requirements, such as counselling rooms.</li><li>Unknown cost implications for individual organisations.</li></ul>	



## **POSITION DESCRIPTION – PROJECT MANAGER, TE WHARE ĀNIWANIWA**

As Project Manager, you will drive the development and delivery of the Rainbow+ Hub Tāmaki Makaurau Project. You will work with the Trust to determine the strategic direction of the project while concurrently working in line with the Trust’s values and strategic aims to manage and establish the organisation as the project grows.

You will establish when required, then oversee a small staff, any contracted team members, and any dedicated volunteers that become involved with the project as it progresses.

This role requires flexibility in ways of working and decision-making skills that balance the needs and expectations of our diverse Rainbow+ Communities and ensure the fulfilment of the requirements to complete the project.

### **Responsibilities:**

1. With the Trust, help develop mission, vision, values and strategic direction.
2. Produce and oversee the implementation of strategic plans agreed to with the Trust to operationalise key strategic priorities and values.
3. Act as key liaison between the Trust and the project operations.
4. Undertake strategic financial planning to ensure the project meets budget parameters and to develop and diversify funding streams.
5. Maintain and grow key strategic partnerships with collaborators such as funders, local councils and government agencies.
6. Develop an EOI for a Community Building Project funding request with Foundation North.
7. Engage with the Council to develop a Facility Partnership.
8. Identify, engage and maintain ongoing collaborative relationships with Rainbow+ organisations and our wider diverse communities.
9. Be the primary spokesperson for this project, including media and key speaking opportunities.
10. Identify opportunities to build the Rainbow+ Hub Tāmaki Makaurau project’s external profile and brand awareness.

### **Management and Compliance**

1. Manage staff and contractor performance.
2. Ensure organisational policies and procedures are created, adhered to and updated as necessary.
3. Work with the Trust to ensure the organisation meets all the legal and financial requirements of a Registered Charitable Trust.
4. Inform the Trust about issues and concerns affecting the project, and work with the Trust to manage risks – including leading a culture of Health and Safety.
5. Implement and maintain appropriate financial controls – including the setting and implementation of an annual budget, monthly financial reporting to the Trust and management of an annual audit.

### **Personal Qualities:**

1. Alignment with the purpose, vision, and values of this project and the Trust.
2. Delivering and developing the ways that Te Whare Āniwaniwa upholds Te Tiriti o



Waitangi in collaboration with communities.

3. Ensuring cultural responsiveness across all areas of Te Whare Āniwaniwa.
4. Strong and experienced communicator with a proven ability to lead and influence.
5. A strong customer-centric approach to fundraising and partnerships.
6. Represents the project in a professional, approachable, and articulate manner.
7. Ability to multitask and prioritise deadlines, with excellent time management and coordination skills.
8. A collaborative team player who displays personal drive, initiative, and flexibility.
9. Problem solver, with the ability to manage opposing viewpoints, conflict and complex group dynamics.
10. Builds, maintains, and nurtures strong relationships with key partners.
11. Can effectively track projects against budget, timelines and KPIs.
12. Predicts and manages risks to reduce the impact on relationships, events, or project outcomes.
13. Ability to manage expectations and identify opportunities for improvement.
14. A generosity of spirit, kindness, and commitment to our Rainbow+ Communities.

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Please Note:

To apply for this role you must have the right to live and work in Aotearoa. Part of our recruitment process will include background and pre-employment checks.

The Trust is an Equal Employment Opportunity employer. We do not discriminate based on ethnicity, religion, political or other affiliations, sex or gender (including pregnancy, childbirth, or related medical conditions), intersex status, sexual orientation, gender identity, gender expression, age, or status as a person with an access need or disability. Please contact us if you have a query about this statement or wish to enquire about assistance or accommodations we may be able to provide.

Note: We use "Rainbow+" to describe people whose sexual orientation, gender identity, gender expression or sex characteristics differ from majority binary norms. This includes people who may use terms like takatāpui, lesbian, gay, bisexual, intersex, transgender, queer, non-binary or fa'afafine, as well as people who don't use specific words for their identity, people whose identity might change, and people in the process of understanding their own identity and may not have 'come out' to themselves or others.

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## **Te Whare Āniwaniwa Collective**



## **Community Advisory Collaborative Terms of Reference**

December 2024

## Document Control

### Document Information

<b>Document Filename</b>	Community Advisory Collaborative Terms of Reference		
<b>Previous Review</b>	NA		
<b>Date for Review</b>	December 2027		
<b>Authorised by (role)</b>	Board	<b>Name</b>	Luca Bree (Chair)

### Change History

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Description of Change</b>
0.1	12/2024	Teresa Platt	Board Charter and Terms of Reference established (Appendix 3)

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# Community Advisory Collaborative

## Terms of Reference

### 1 Role/Purpose

The role of Rainbow+ Community Advisory Collaborative is to provide direction and feedback to ensure the successful establishment of an Integrated LGBTQIA+ Rainbow Centre

The purpose of the Rainbow+ Community Advisory Collaborative (the Collaborative) is to assist the Te Whare Āniwaniwa Collective board to ensure that there is an effective and positive relationship between the Rainbow+ communities in Aotearoa New Zealand and the Te Whare Āniwaniwa Collective board (TWAC). It will ensure that as broad a range of LGBTI perspectives is considered in board decision-making.

### 2. Membership and professional assistance

The Collaborative shall consist of representatives of Rainbow organisations and/or groups or individuals who are stakeholders in the establishment of Te Whare Āniwaniwa.

#### Membership

Members are appointed as members of LGBTI communities and/or intersecting identities. Members are not selected as LGBTI organisational representatives.

It is desirable for members to have the following personal qualities:

- Ability to work collaboratively in diverse teams to find solutions and develop innovative ways of working together
- Active listeners, willing to consider and empathise with wide-ranging points of view
- Individuals who are relatively well connected within LGBTI communities and/or organisations, with an understanding of current/contemporary issues faced by the broader LGBTI community and sub-communities.

Membership is voluntary i.e. members will not be remunerated for their participation. Reasonable travel expenses will be reimbursed for members.

The TWAC board reserves the right to terminate the membership of individuals who breach the collaborative's Code of Conduct (to be formulated and agreed upon during the group's inaugural meeting).

The Collaborative will comprise a total of 20 members, appointed from each of the following groups:

#### Age Groups

14-24 years, 25-44 years, 45-59 years, 60+

#### LGBTQI+ Identities

To include a broad representation of Lesbian, Gay, Bisexual, Transgender, Gender Diverse and Queer, and Intersex (LGBTI) identities. May also include allies.

#### Gender Identities

Member positions will be distributed between those who identify as male, female or gender diverse.

Intersections

Māori

Individuals who identify as Māori.

Pacific Island

Individuals who identify as Pacifika.

Rural or Regional

Individuals currently residing in a rural or regional location in Tāmaki Makaurau and surrounds (outside metropolitan Auckland).

Disability

Individuals with a lived experience of disability.

Multicultural

Individuals who identify as having a culturally or linguistically diverse (CALD) background or identity.

### **3. Functions**

The function of the Collaborative is to assist TWAC by:

- Provide feedback and advice on proposals and suggestions relating to the development of a Rainbow services and social hub, Te Whare Āniwaniwa.
- Review the planning and activities associated with the implementation of Te Whare Āniwaniwa when requested by the TWAC board.
- Collaborate with other members to meet the outcomes of Te Whare Āniwaniwa and input into planning and development of the hub and its spaces and functions.

### **4. Term**

This Terms of Reference is effective from the first date of meeting for the Collaborative and will be ongoing until terminated by agreement between the parties or at the direction of the TWAC board.

- Members are appointed to the Reference group for a term of one year.
- Members must attend 75% of meetings. If a member cannot attend, a proxy cannot be appointed in their stead.

### **5. Roles and Responsibilities**

To be discussed with the Group some examples may include:

The advisory group is accountable for:

- fostering collaboration between internal and external stakeholders
- removing obstacles to TWAC's successful establishment, adoption and use
- maintaining at all times the focus of the Collaborative on the agreed scope, outcomes and benefits

The membership of the advisory group will commit to:

- attending all scheduled meetings
- wholeheartedly championing Te Whare Āniwaniwa within and outside of work areas
- sharing all communications and information across all members
- making timely decisions and taking action as required
- notifying members of the Collaborative, as soon as practical, if any matter arises which may be deemed to affect the development of Te Whare Āniwaniwa
- attending all meetings and if necessary nominate a representative

Members of the advisory group will expect:

- that each member will be provided with complete, accurate and meaningful information in a timely manner
- to be given reasonable time to provide feedback and enable consultation with their communities/organisation
- to be alerted to potential risks and issues that could impact the project, as they arise
- open and honest discussions, without resort to any misleading assertions

## **6. Meetings**

All meetings will be chaired by a member of Te Whare Āniwaniwa Collective.

Meeting agendas minutes will be provided by TWAC, one week before each meeting.  
Support includes:

- preparing agendas and supporting papers
- preparing meeting notes and information.

Meetings will be held bi-monthly at a time and place to suit most attendees. This will be evaluated at the inaugural meeting.

If required subgroup meetings will be arranged outside of these times at a time convenient to subgroup members.

## **7. Amendment, Modification or Variation**

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by Collaborative members, together with the TWAC board.