

Tourism Leadership Group

Terms of Reference

1. PURPOSE

The Tourism Leadership Group's (**the Group's**) purpose is to provide system-level, strategic advice to support implementation of New Zealand's Tourism Policy Statement (**the Statement**)¹. The Group is accountable to the Minister for Tourism and Hospitality (**the Minister**), is a ministerial advisory group, and has no statutory functions or powers.

2. BACKGROUND

The Statement was issued by the Minister on 25 June 2026 and it:

- identifies the respective roles of central government, local government and industry in carrying out the various functions within the tourism system
- sets out eight policy objectives to ensure tourism remains a mainstay of economic growth and job creation across New Zealand, and
- recognises the need for accountability, oversight and review to deliver its intent.

The Statement describes actions that will be implemented by central government, industry or local government² (**the parties**).

The actions in the Statement need to be prioritised, sequenced and progressed in line with the parties' available funding and capacity, and inevitably there will be competing priorities. The Group's advice will support the parties to make choices and prioritise their actions.

For government-led actions, the Minister will issue a three-year implementation plan, which will be refreshed annually. The Ministry of Business, Innovation and Employment (**MBIE**) will monitor progress against the plan and will provide periodic public updates.

3. MANDATE

The Group's recommendations are not binding. Its advice is an input to support all the parties to prioritise their actions.

The Group will not:

- make recommendations or decisions regarding specific investments, or
- approve proposed work programmes or replace formal consultation on proposals being developed to give effect to an action. Decisions about work programmes and any consultation processes relating to specific proposals are the responsibility of the action leads as identified in the Statement.

¹ <https://www.mbie.govt.nz/immigration-and-tourism/tourism/new-zealands-tourism-policy-statement>

² In this document, reference to local government includes regional tourism organisations, which are established in different forms but mostly either within a council or as a council-controlled organisation.

3. RESPONSIBILITIES AND SCOPE OF ADVICE

The Group's responsibilities are to:

1. Recommend prioritisation and sequencing for the full set of actions in the Statement to inform the Government implementation plan with a focus on maximising long-term outcomes, and to refresh this advice annually.
2. Provide forward-looking advice on trends, structural shifts and demand changes affecting the tourism system, and implications for the Statement's implementation and system-level priorities for investment.
3. Identify and advise on system-level risks, interdependencies and opportunities that may require reprioritisation of actions or new policy responses.
4. Provide advice on measures to monitor the impacts of the actions on system performance over time and to refresh this advice every three years, noting that:
 - a. MBIE, at the Minister's direction, will monitor and report on system performance measures at relevant intervals, and
 - b. The Group may provide advice at any time if monitoring and reporting appears insufficient to assess system performance and outcomes.
5. Provide advice or recommendations on other matters at the request of the Minister.

5. MEMBERSHIP

The Group's membership is intended to reflect that the actors in the tourism system are central government, local government and industry and that a partnership approach is required to achieve the objectives in the Statement.

The Group shall have **12 members**, with 8 members being non-government members and 4 government members appointed for the position they hold (ex officio).

The Minister will make appointments and may remove a member at their discretion. Appointments will be for a two-year term and may be renewed.

Non-government members will be paid for their time at, and preparing for, meetings according to the [Cabinet Fees Framework](#).

Skills and experience requirements for members

Non-government members

These members will be appointed to achieve a balance in the Group of expertise and experience from industry and local government perspectives across a wide cross-section of the visitor economy, and major and regional destinations, as follows:

- Deep knowledge of either international or domestic visitor markets **and** expertise in at least one of the following visitor economy sectors:
 - accommodation
 - adventure
 - aviation
 - cruise

- events
- hospitality.
- Expertise in Māori tourism interests.
- An understanding of the context for small- and medium-sized businesses.
- Experience from a council perspective or from a regional tourism organisation perspective of destination management and the visitor economy.

Members who concurrently hold governance or executive roles in tourism advocacy organisations are expected to separate those responsibilities from their participation in the Group and consider issues from a system-wide perspective rather than as representatives of particular organisations or interests.

Central government members

These members are:

- Deputy Secretary, Labour, Science and Enterprise, MBIE
- Deputy Director-General Biodiversity, Heritage and Visitors, Department of Conservation
- Director Aviation, Ministry for Cities, Environment, Regions and Transport
- Chief Executive, Tourism New Zealand.

6. CHAIRING ARRANGEMENTS

The Group shall be co-chaired by the MBIE member and another non-government member appointed by the Minister to that role.

The Co-Chairs shall jointly determine agendas for meetings and specific meeting arrangements.

7. MEETING ARRANGEMENTS

The Group shall meet at least twice a year.

The Co-Chairs may agree to call additional meetings if they identify a need.

Members may not delegate meeting attendance.

The **quorum shall be eight (8) members**, comprising the MBIE Co-Chair and at least five non-government members.

Members are not generally expected to attend meetings in person; hybrid meeting facilities shall be provided. However, from time to time, in-person meetings may be scheduled. If so, MBIE will meet associated expenses in line with the Cabinet Fees Framework.

MBIE's Tourism and Hospitality branch shall provide a secretariat, including preparing draft agendas, minutes and meeting papers as required and coordinating communications.

All information held by the Group is subject to the Official Information Act 1982 (**the OIA**). The Secretariat is responsible for managing OIA requests that relate to information held by the Group, in accordance with the OIA.

8. REPORTING

The Group shall provide a report to the Minister after each meeting, setting out its recommendations and advice. The Group should endeavour to reach a consensus on these matters but that is not necessary; the report must identify any differing perspectives.

For transparency, the reports shall be proactively released by MBIE within 30 days of consideration by the Minister and in accordance with standard practice for proactive release of official information.

9. COMMUNICATION

Inquiries from the media about the Group or its work shall be handled by MBIE in consultation with the other Co-Chair. The spokesperson shall be an MBIE spokesperson. This does not limit the Minister in their handling of media requests made to them about the Group or its recommendations or advice.

11. CONFIDENTIALITY

Members shall treat all meeting papers in confidence and shall not circulate them without the prior agreement of the Co-Chairs.

Despite this good faith commitment, some additional confidentiality requirements may occasionally limit what can be shared with the Group (eg confidentiality related to ministerial or Cabinet decision-making, and Budget or commercially sensitive information).

10. CONFLICTS OF INTEREST

Members shall disclose to the Co-Chairs any financial, organisational or personal conflicts of interest that may be perceived as influencing their input to the Group or in relation to which they may obtain benefit through access to information and discussions held by the Group.

The Co-Chairs shall document the agreed approach to the conflict and MBIE shall maintain a record. The agreed approach may include recusal from receiving specified information or being involved in certain discussions.

11. REVIEW OF TERMS OF REFERENCE

MBIE shall review these Terms of Reference one year after the Group's establishment in consultation with the wider sector and advise the Minister whether amendments may be required. Any amendments to the Terms of Reference require the Minister's approval.

Within two years of the Group's establishment, in line with the members' two-year terms, MBIE shall provide the Minister with advice, following consultation with the wider sector, about the continuation of the Group, specifically focused on its value and usefulness within the tourism system.

September 2026