

YOUR
ASSOCIATION

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VOICE

TIA MEMBER CONSULTATION

Proposed Future Governance Structure

MAY 2025

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Section 1 |

Introduction and Overview

Introductory letter from TIA Board

Kia ora TIA members,

The TIA Board is inviting your feedback on the proposed future governance of your association.

Over the past year, the Board has undertaken a governance review to ensure TIA can:

- meet the requirements of the Incorporated Societies Act 2022 (The Act)
- adapt to the changing needs of our members and wider tourism industry
- ensure a modern, best practice, governance framework.

The Act requires changes to the TIA constitution and introduces new duties and legal requirements for those involved in our governance. Like many societies the TIA Board has taken this opportunity to review our governance arrangements supported by external governance advice.

The purpose of this document is to share the proposed new governance structure and seek feedback. Your feedback will be actively considered, changes made if required and then we will ask members to vote on the final constitutional changes.

TIA is the only independent association that represents all sectors of New Zealand's large and diverse tourism industry. TIA accomplishes what no single member or

sector group could achieve by themselves, and our members range from SMEs to large, publicly listed corporates.

TIA is 72 years old, and this proposal is about adopting a best practice approach and investing in the governance of TIA so we can deliver better outcomes for TIA, our members and the wider industry.

We have taken a principles-based approach, to consider a range of options in developing these proposals. These principles and options proposed are covered in Section 3.

Strong governance can drive productivity and growth for organisations large and small and has a range of benefits. It requires strong leadership, robust systems, a culture of accountability, active stakeholder engagement, and a long-term commitment to sustainability and adaptability.

Thank you for taking part in this consultation, we look forward to receiving your feedback.

Ngā mihi nui,

Your TIA Board

Dame Kerry Prendergast, Hannah Ballantyne, John Barrett, Anna Black, Nicole Botting, James Dalglish, René de Monchy, Kristin Dunne, James Doolan, Jake Downing, David Perks, Reuben Levermore, Callum Mallett, Geoff McDonald, Deryck Shaw, Scott Tasker.

Executive Summary

Background

TIA needs to update our constitution to meet the requirements for re-registration under the Incorporated Societies Act 2022. The TIA Board has reviewed our governance and is proposing a new governance structure for the organisation.

Proposed Changes

1 Introducing a member elected TIA Tourism Council

The establishment of a TIA Tourism Council responsible for representing members and industry perspectives, shaping TIA policy positions on key industry issues, appointing the TIA Board, receiving updates from the TIA Board. This will be the same size as the current TIA Board and a similar structure, with some changes to industry sectors and co-opted seats.

2 Introducing a Skills-Based TIA Board

A skills-based TIA Board, made up of five member directors and up to two further independent or member directors. The TIA Board will be legally responsible for TIA, focus on strategic leadership of the organisation, overseeing performance and management.

3 Establishing a Nominations Committee

Introducing a Nominations Committee responsible for assessing the skills required on the TIA Board and recommending candidates for appointment by Council.

4 Establishing an Audit & Risk Committee

Introducing an Audit and Risk Committee responsible for overseeing financial reporting, risk management, compliance systems, and the audit process.

Key considerations

We believe there will be significant benefits to TIA and our members from adopting the proposed governance structure with broader member representation, clearer responsibilities and accountability, the ability to adapt to future needs and draw in relevant skills and experience.

As is best practice, the proposal recommends investment in our governance. We estimate an increase in our core governance cost of \$15,000 to \$20,000 per annum to deliver additional meetings and new processes. We are also considering directors' remuneration, for people serving on the skills-based TIA Board, and are interested in your views on this.

Following consultation, we will develop an updated TIA constitution for approval by members at our 2025 Annual General Meeting. A phased transition is proposed from our current structure, with continuity of membership and a transfer of governance roles whilst new arrangements are adopted.

How we got here – review to date

October 2023

Incorporate Societies Act 2022 came into effect with requirement for all societies to comply with the new requirements and re-register by 5 April 2026.

November 2023

Review and GAP analysis undertaken of the TIA constitution against the requirements of the Act, identifying a number of areas for development.

December 2023

External governance review commissioned into TIA governance framework.

March 2024

Governance review report and recommendations received and considered. Feedback provided by TIA Board and further work commenced on proposals and consultation planning.

July 2024

TIA Board approved proposed resolutions to the TIA AGM 2024 to seek members approval to re-register under the Act, and to enable broader participation in voting and general meetings from 2025 onwards.

September 2024

TIA AGM 2024, members resolved that TIA should seek to re-register under the Act and approved changes to enable online attendance and proxy voting at future general meetings to enable as many members as possible to vote on proposed changes at AGM 2025.

November 2024

Governance Review Sub-committee formed to further develop proposals and key areas for consideration.

December 2024

TIA Board review of proposals for member consultation and consultation documentation and plans.

Section 2 |

Background and Considerations

Incorporated Societies Act 2022

The Incorporated Societies Act 2022 came into effect on 5 October 2023. Existing societies need to re-register under the 2022 Act by 5 April 2026. There are some key things societies need to do before re-registering, such as preparing and adopting appropriate constitutional documents and processes. TIA has an existing strong constitution, but the Act necessitates some changes.

About the legislation and what is required?

Key changes the new Act brings are:

Increased requirements in relation to the society's governing body and officers.

- Each person on the governing body is an officer of the Society. A majority of officers must be members.
- Six specific officers' duties are defined in the 2022 Act: act in good faith and in the best interests of the society; exercise powers for proper purposes; comply with the Act and society's constitution; exercise reasonable care and diligence; not create a substantial risk of serious loss to creditors; not incur an obligation the officer doesn't reasonably believe the society can perform.
- Six criminal offences introduced which target egregious conduct.

Dispute resolution procedures

- Societies must have dispute resolution procedures that are consistent with the rules of natural justice which must be documented in our constitution.

New financial reporting standards

- The 2022 Act introduces changes for how some societies prepare their financial statements, new thresholds to determine audit requirements, new requirements and timeframes for filing Annual Returns, holding General meetings and filing accounts.

Membership

- For a society to register under the new Act, it must have a minimum of 10 members.

Records

- There are record keeping requirements and specific details which must be recorded in a register of members.

Further details of the changes under the 2022 Act and associated guidance are [available here](#) from the New Zealand Companies Office.

Drivers of change

Legislative Change

A key catalyst of the review and proposed changes is the requirements of the Incorporated Societies Act 2022. TIA welcomes the introduction of the Act to bring up to date the requirements for societies and align these with governance best practice.

At our 2024 Annual General Meeting members voted that TIA would seek to re-register under the Act which requires a comprehensive update of the [TIA constitution](#).

Current Structure

TIA's current governance model is not best practice. The current Board of sixteen members is large for an organisation the size of TIA. The Governance requirements are cumbersome for a small organisation and there is duplication of responsibilities between board sub-committees and the Board. There is also a blurring of the role of a director vs a member and industry representative.

Diverse Membership

TIA has a diverse membership, representing all sectors of New Zealand's tourism industry. We want to ensure that the way sectors are defined in our constitution accurately reflects the current make-up and operation of the tourism industry.

Future Focused

Beyond the legislative changes, a range of broader external forces require TIA and the industry to evolve to meet strategic challenges and operate effectively. We explored these recently in our White Paper: [Visitor Experience in a Changing World](#).

For TIA to fulfil our full potential and best support the tourism industry to navigate these changes we need to invest for the future and continue to grow as an association. Having the right governance in place will provide the foundation to do so, providing leadership and oversight, effective representation, and bringing in the required skills and experience.

Case for effective governance

Governance refers to the systems, principles, and processes by which organisations are directed and controlled. It encompasses the mechanisms through which stakeholders, including members, directors, and management, interact to ensure the organisation operates in an accountable, transparent, and ethical manner.

Governance aims to promote long-term success of an organisation, safeguard member interests, and uphold the integrity of decision-making and can deliver a range of benefits including:

- Enhanced decision making.
- Improved risk management.
- Enhanced financial performance.
- Compliance and legal protection.
- Reputation and brand value.
- Accountability and transparency.
- Attraction and retention of talent.
- Sustainable long-term growth.
- Protection of stakeholder's interests.
- Improved corporate culture.

Section 3 | The Proposal: Future Governance Structure

Principles and Objectives

In developing the proposed governance structure for TIA, the objective has been to build on the benefits of our current structure, whilst adopting a best practice approach that can bring in new skills and clearly define roles and accountabilities.

Key principles through the review process have been:



Representation

Maintaining and strengthening TIA's member and industry representation, through the introduction of a member elected TIA Tourism Council.



Accountability

Clearly defining roles, responsibilities and accountability to enable focused, efficient and effective governance, introducing committees as appropriate to oversee key functions.



Adaptability

Ensuring our governance is adaptable to future needs, with the ability to bring in the skills, experience and perspectives to navigate a changing world.



Balance

Ensuring an appropriate structure and composition which embraces governance best practice in an appropriate way for TIA as an organisation.



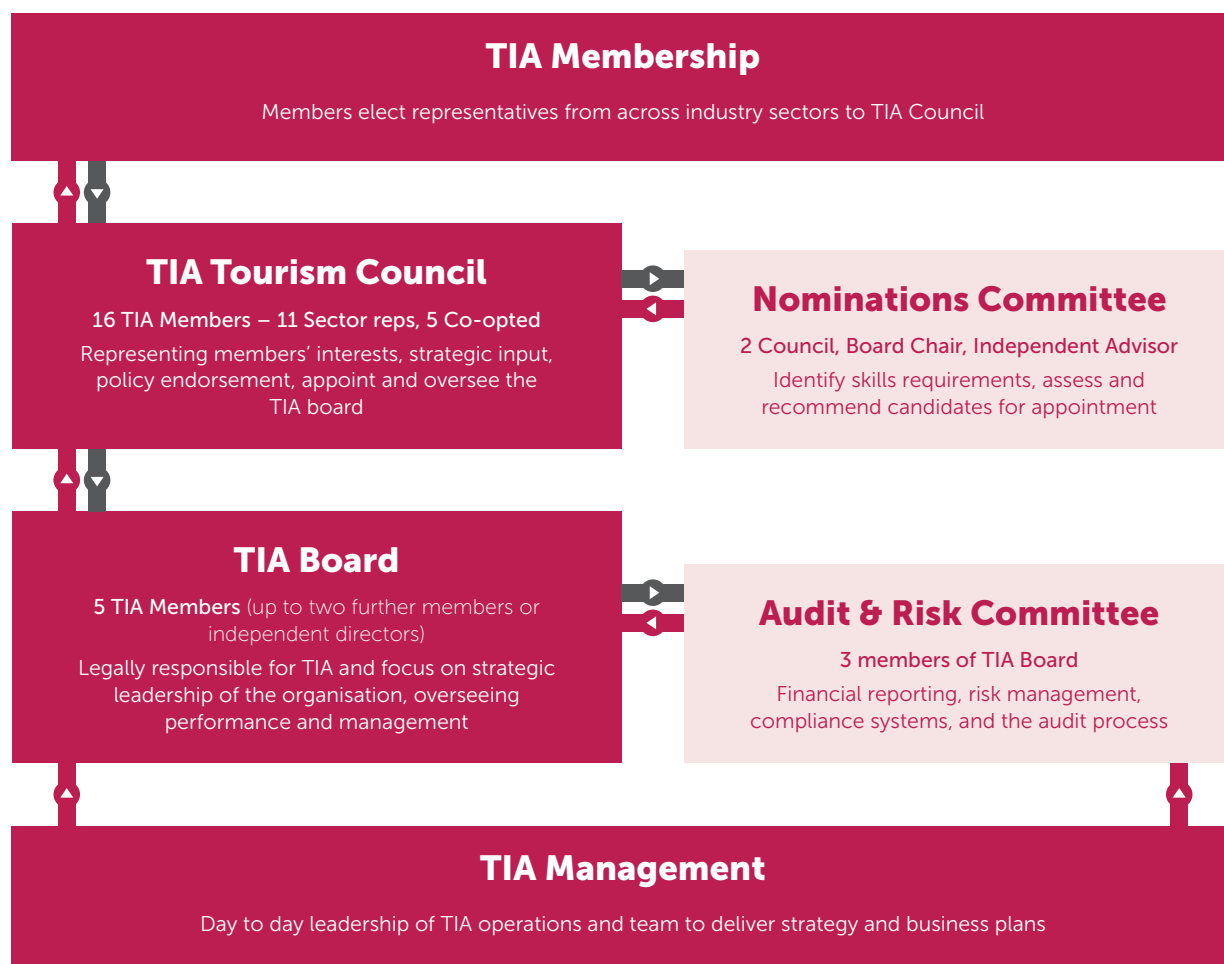
Inclusivity

Ensuring the structure can bring together the diverse range of members and views from across tourism in Aotearoa New Zealand.

Proposed Governance Structure

(See Appendix 1 for current structure)

▶ Elected/Appointed by
▶ Reporting to



The key elements of the proposed governance structure are:

- **Member elected TIA Tourism Council:** responsible for representing members' interests and the industry, strategic input on industry matters, approving TIA industry policy positions and appointing the TIA Board.
- **Skills-based TIA Board:** responsible for legal oversight and strategic leadership of TIA as an organisation, performance oversight, and financial management. Oversees risk management and the Audit & Risk Committee.
- **Nominations Committee (Nom):** responsible for assessing skills requirements for the TIA Board and identifying and recommending candidates for appointment by Council.
- **Audit & Risk Committee (A&R):** responsible for financial reporting, risk management, compliance systems, and the audit process.

The following table outlines the allocation of responsibilities of each body within the proposed structure:

Responsibilities	Council	Board	A&R	Nom
Represent Member's Interests	✓			
Advise on Member & Industry Strategic Issues	✓			
Review TIA Industry Policy Position Statements	✓			
Appoint the Council Chair & Deputy Chair	✓			
Appoint the TIA Board	✓			
Appoint Nominations Committee	✓			
Contribute to Industry Strategy	✓	✓		
Strategic and Business Oversight of TIA (approval of Strategic Plans/Budget)		✓		
Appoint & Evaluate Chief Executive		✓		
Appoint Board Chair		✓		
Annual Report and Accounts to members		✓		
Oversee TIA's organisational policy framework and performance		✓		
Approve TIA's Code of Ethics		✓		
Financial Planning & Reporting		✓	✓	
Overseeing Risk Management Framework			✓	
Oversee & Ensure Compliance Systems			✓	
Recommend Appointment of Auditor			✓	
Review Financial Reporting			✓	
Review Auditor's Engagement Terms			✓	
Reviewing Board skill requirements				✓
Ensure Fair & Transparent Board candidate search & appointment process				✓
Recommend Board appointments to Council				✓

TIA Tourism Council

The TIA Tourism Council would be a principal body responsible for representing members' interests and industry engagement, providing input on industry strategy, shaping TIA industry policy positions, appointing the TIA Board.

Council Responsibilities

- Represent TIA Members' interests and views through engagement with TIA industry sector members, relevant member groups and other relevant stakeholders.
- Providing industry wide perspective and contribute to the development of industry strategy and act as a consultative body for the TIA Board and management.
- Review and approve TIA policy position statements on key industry issues to guide TIA initiatives and advocacy.
- Provide advice and input on member and strategic issues which impact on the membership and wider tourism industry, providing quarterly Industry Scan Reports to the TIA Board.
- Appoint the Council Chair and Deputy Council Chair.
- Appoint the TIA Board based on recommendations from Nominations Committee.

Council Roles:

TOURISM COUNCIL CHAIR:

- Appointed by the Council.
- Responsible for effective running of Council meetings and ensuring responsibilities of Council are achieved in line with the annual governance programme.
- Chairs the Council meetings and serves as a TIA Board member to ensure effective communications between the Council and Board, in co-operation with the Board Chair.

DEPUTY TOURISM COUNCIL CHAIR:

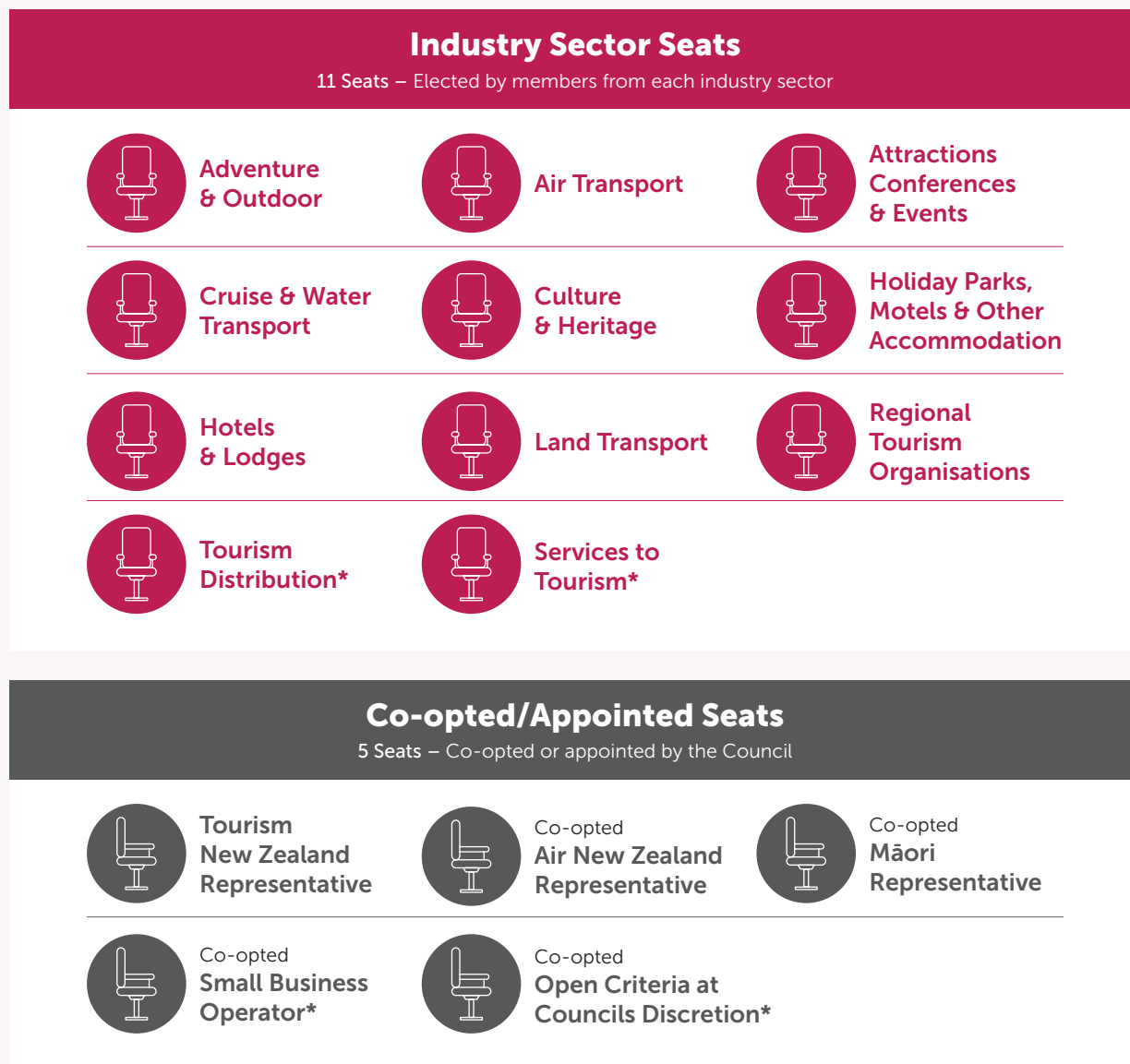
- Appointed by the Council annually or as vacancies arise.
- In place to deputise for the Council Chair as required.

Tourism Council meetings

- Council meetings will be held twice annually. Additional meetings may be called from time to time as required.
- In addition to formal meetings there will be regular engagement opportunities between Council members, TIA management and members through formal and informal channels.
- Council is expected to make decisions and reach a majority view on issues. Any debate and discussion would be full and robust with decisions being made in the best interests of TIA members as a whole.

TIA Tourism Council Composition

The TIA Tourism Council would be made up of TIA members. It would be of a similar size to the current TIA Board (see Appendix 1 for current composition).



**New proposed seats*

As part of the review process a review took place of our industry sector representation. The proposed composition aims to ensure the structure is representative, balanced, adaptable to future needs and inclusive.

Key changes from the current Board structure to the TIA Tourism Council Structure include:

- Splitting the Tourism Services and Services to Tourism seat to better reflect the characteristics of the businesses allocated to each sector:
 - Tourism distribution - includes Inbound Tour Operators, Online Travel Agents (OTAs), tour operators, isites and travel agents

- Services to the Tourism Industry – includes tourism consultants, marketing and media services, technology providers, research and data analytics, government services, education and retail services
- Removal of the two general seats and the expansion of the co-opted seats. This increases flexibility, enhances the adaptability of the Council and also ensures the inclusion of critical voices – such as small business operators.
- Setting the tolerance to risk and risk culture of TIA and ensuring that TIA maintains robust risk management processes. Appointing and overseeing of the Audit & Risk Committee.
- Approving TIA's code of ethics and overseeing dispute resolution processes.
- Appointing and evaluating the performance of the Chief Executive.
- Appointing Trustees of the Tourism Industry New Zealand Trust (TINZT).

TIA Board

Board members would be legally responsible for TIA as an organisation with officer duties and responsibilities prescribed by the Act and other relevant legislation. The Board has primary oversight of TIA and is accountable for the performance of TIA.

Appointments would be made based on the balance of skills and experience required on the Board. These would be regularly reviewed by the Nominations Committee who would recommend candidates for appointment by the Council.

The Board would comprise five member directors with the option to appoint up to two further member or independent directors.

Board Responsibilities

- Ensure that strategic objectives are set and achieved. Approving TIA's strategic plan, annual business plan, budget, annual report and accounts.
- Monitoring management in the implementation of strategy and the running of TIA.
- Reporting performance outcomes to the Members on at least an annual basis.
- Ensuring that TIA otherwise conducts itself in a proper, effective and efficient way. Overseeing TIA organisational policy framework.

Board roles

TIA BOARD CHAIR

- TIA Board Chair would be appointed by the Board.
- Responsible for leadership of the Board, effective contribution of directors, representing TIA and ensuring effective communication between Board and Council.
- The roles of Board Chair and Council Chair will not be held by the same individual.

DEPUTY BOARD CHAIR

- Appointed by the Board annually or as vacancies arise.
- In place to deputise for the Board Chair as required.

Board Meetings

- Board meetings will be held quarterly. Additional meetings may be called from time to time as required.
- In addition to formal meetings there will be regular engagement between Board members, management and members, particularly the Board Chair and CEO.
- The Board will report regularly to the Council, management and members.

Nominations Committee

The proposed structure introduces a Nominations Committee.

The Nominations Committee's core purpose would be to identify the skills and experience required on the TIA Board and making recommendations for appointments by the Council.

The Nominations Committee would be responsible for:

- Considering the competencies required for the Board as a whole, and for individual appointments and vacancies which may arise from time to time.
- Conducting a skills audit to assess any gaps and skills required.
- Identification and assessment of Board candidates against agreed criteria.
- Making recommendations to the TIA Member Elected Council on Board candidates for appointment.

The nominations Committee would be the Board Chair, the Council Chair and another Council member and potentially an independent advisor.

Audit & Risk Committee

The Audit & Risk Committee would be a Committee of the TIA Board.

Committee members and the Committee Chair would be appointed by the TIA Board. At least one member must have a high level of financial management skill and experience.

The Audit & Risk Committee would be responsible for:

- Reviewing financial reporting with management and external auditor.
- Reviewing risk profile of TIA and ensuring management has established an appropriate risk management framework, policies, procedures and controls.
- Regularly meeting external auditors and overseeing audit processes and outcomes.
- Reporting to TIA Board on key matters considered by the Committee.
- Recommending appointment of external auditor.

Key Considerations – costs and benefits

The following section outlines some key areas for consideration in relation to the proposed structure.

Governance Costs

Under the new structure there will be a modest increase in the number of governance meetings and processes.

We have considered how we can operate governance efficiently as part of the new structure, utilising online meetings where possible to increase accessibility and reduce travel and accommodation costs and our carbon emissions.

We estimate that the proposed structure will require an increase in the core governance budget for TIA of approximately \$15k to \$20k per annum for meeting arrangements, expenses and processes. This is before considering any decisions on Directors Remuneration. This cost can be accommodated in TIA’s existing budget.

Directors Remuneration

A key question as part of the new structure is whether to introduce Directors Remuneration for members of the new skills-based TIA Board.

TIA does not currently remunerate directors, except for the Independent Chair and to cover director’s travel and expenses to participate in meetings.

To reward and attract directors, particularly independents, it is common to pay directors fees. However, directors’ remuneration would create an additional ongoing cost to TIA and therefore could require some uplift in future membership fees.

We are proposing that a phased approach would be taken, continuing with our current arrangements for the transition period and assessing and introducing any director’s remuneration once the new structure is fully in place.

The following information outlines key factors in considering, benchmarking and costing of different levels of director remuneration for TIA.

TIA is a not-for-profit organisation (NFP). Director fees for NFP board positions vary widely depending on the size, scope, and financial capacity of the organisation.

While there’s no set rule for NFP directors, we must ensure any fees are reasonable in relation to the organisation’s activities and director contributions.

Factors affecting Directors Remuneration

Organisation Size	Larger NFPs, such as those with significant revenue or multiple branches (universities, major charities, or large advocacy groups) tend to offer higher fees compared to smaller, local organisations, due to their scale and complexity.
Sector Specificity	NFPs in sectors like health, education, or the arts often have different financial dynamics and expectations, which can influence director compensation. Social services or community-based organisations may offer lower or no fees, relying more on volunteer board members.
Full-Time vs. Part-Time Engagement	In most cases, NFP board roles are part-time, with fees structured for meetings, strategic sessions, or committee work. There can be exceptions for positions requiring a significant time commitment such as board chairs or individuals in NFPs with complex operation.
Risk	The risks associated with the organisation and sector needs to be recognised and whether the organisation is more exposed to health and safety challenges, litigation risk, or solvency risk.

While publicly available data is limited, we have undertaken some benchmarking of directors' fees across the NFP sector. The following table summarizes the fee ranges for chairs and directors:

Org Size	Chair Fees	Director Fees	Additional Notes
Small NFPs Revenue: <\$1M	\$5k-\$10k per annum	\$2.5k-\$7k per annum	May offer no fees or reimburse expenses related to meetings.
Medium-sized NFPs Revenue: \$1M-\$10M	\$10k-\$25k per annum	\$5k-\$15k per annum	Modest compensation, especially for roles requiring significant time.
Large NFPs Revenue: >\$10M	\$25k-\$60k per annum	\$15k-\$40k per annum	Higher fees to attract experienced directors for strategic leadership.

Based on the above factors, TIA would be considered a medium sized organisation.

The below table outlines indicative annual costs of different levels of Director remuneration and an estimate of the corresponding % uplift in Membership Fee which could be required to support this.

Annual Fee Per Director	Fee Per Meeting (4 meetings)	Total Fees Per Annum (6 Directors)	Equivalent % Increase Membership Fees
\$2,500	\$625	\$15,000	1.03
\$5,000	\$1,250	\$30,000	2.05
\$7,500	\$1,875	\$45,000	3.08
\$10,000	\$2,500	\$60,000	4.11

*Assumes a Board of six Directors, with both Member and Independent Directors receiving the same remuneration.

Member Value

The dollar value of good governance can be hard to precisely quantify, however there is strong evidence that good corporate governance leads to tangible and intangible financial benefits and broader improvements to organisational performance.

The proposed governance structure will require some investment; however, we believe there will be significant benefits to TIA, driving value for members.

Broader member engagement

The TIA Tourism Council would have a clear focus on representing members and the industry, distinct from the responsibility for organisational performance of TIA. This would create a dedicated forum for discussing key industry issues and shaping TIA's advocacy positions.

Beyond the formal governance structure TIA participates in and convenes a number of member and industry forums. This would continue under the new structure and there are opportunities to align representation with industry sector seats on the Tourism Council.

There are also opportunities to better connect Tourism Council members with the industry sectors they represent, acting as a key contact for members.

Clear Accountability

The proposed structure sets out clear division of responsibilities and accountability between the TIA Board, Council, Nomination Committee and Audit and Risk Committee.

Clearly defining the roles of these respective bodies will remove duplication and enable each body to focus on their specific functions, supporting effective decision-making and improving operational efficiency.

Financial Performance, Risk Management and Compliance

Organisations with strong governance practices tend to outperform those with weaker governance and tend to have lower cost of capital because creditors and investors view them as lower risk.

A skills-based Board approach would also enable TIA to target key skills such as technology, marketing, HR, finance and risk management experience to address specific competency areas.

The introduction of a dedicated Audit & Risk Committee aligns with governance best practice, providing a specific body focused on ensuring robust systems for identifying, managing, and mitigating risks, and overseeing financial management and reporting.

Culture, Reputation and Brand Value

Organisations with strong governance practices tend to be more attractive to talent, partners, and customers and are more likely to have a strong organisation culture.

An organisation with solid governance attracts and retains top executives and employees by offering a stable, ethical working environment.

Adaptability

The proposed structure increases the adaptability of TIA's governance structure either through co-option to the members council to represent key areas of the industry or through the flexibility to appoint independent or member directors to bring skills and experience to the table.

Importantly these would not be specifically defined in our constitution and can therefore adapt over time to meet the needs of TIA and the industry as these evolve over time.

Transition Processes

As part of the review, we have considered how best to ensure an orderly transition from our current structure to the proposed new structure.

It will take time to adopt the new structure and fill the positions within it. We are therefore proposing a phased approach, comprising the following phases:

Phase 1 | **October 2025 – Transfer current membership**

Following the AGM 2025 and re-registration under the new constitution current TIA Board members would become initial members of the Tourism Council and the current members of Operations, Audit and Risk Committee (OAR) would become the initial members of the new TIA Board.

Phase 2 | **October 2025 to March 2026 – Nominations and appointments**

The Nominations Committee would be formed and undertake the process of identifying competency requirements and appropriate candidates for appointment to the TIA Board, including consideration of independent directors. Key roles in the new structure would be appointed

Phase 3 | **July 2026 – TIA Member Council Elections**

Following the onboarding of directors to the TIA Board, elections and co-options would take place to the relevant seats on the Tourism Council, establishing the new membership.

Phase 4 | **July 2026 to October 2026 – New Structure**

The new structure would then be in place with the TIA tourism Council elected through annual elections process, the Council making appointments to the TIA Board, and the TIA Board appointing the Board Chair.

Section 4 |

Member Consultation

Where we are seeking your views

This consultation process specifically focuses on our proposed changes to our governance structure, and therefore we are seeking your views on the following areas:

Proposed governance structure

- Whether you believe the proposed structure is appropriate for TIA
- Whether you would support us incorporating this into an updated constitution

Proposed changes to industry sectors and co-opted seats

- Whether the proposed changes maintain and improve representation

Key considerations – costs and benefits

- Do you believe TIA should remunerate directors of the new skills-based TIA Board in the new structure?
- If so, what would be an appropriate level of remuneration for TIA?
- Should all directors or independent directors only receive a fee?

Any further considerations or concerns

- Whether you have any other feedback, suggestions or concerns which have not been outlined in the consultation document you would like us to consider.

To re-register under the Incorporated Societies Act there are some changes we must make to our constitution.

These include introducing provisions for dispute resolution, compliance with financial reporting requirements and meeting the requirements in relation to membership.

Such updates to the constitution are critical requirements for registration under the Act and therefore will be presented to the AGM 2025 for approval as part of an updated constitution.

How to have your say

We welcome your feedback, and have a range of opportunities to share your feedback, including:

Member Survey

[Click here](#) to share your views via a quick member survey. The survey will take less than 10 minutes to complete and covers the key areas where we are seeking your views.

Please submit your survey responses by 10 June 2025.

Member Webinar

We will be running a webinar to discuss proposals at 9:30am on Thursday 29 May.

This is a great opportunity to hear more about the proposal and ask any questions you may have.

[Click here](#) to Register for the webinar session.

Regional Coffee Catch Ups

If you'd prefer to meet in person, we'll be hosting consultation coffee catch ups around Aotearoa New Zealand with members of the TIA Board.

[Click here](#) to view the locations and dates available.

Please note we will require minimum numbers of registrations for these to go ahead, however if demand is low we'll reach out to you direct to discuss your questions.

TRENZ Drop in Sessions

For those who are attending TRENZ 2025 in Rotorua we will be running drop-in sessions in the TIA lounge on Thursday 8 May. Stop by to pick up a copy of the consultation document and ask any questions you may have with members of the TIA team and Board.

Written Submissions

If you would prefer to provide a written submission please email consultation@tia.org.nz.

Consultation Webpage

Our consultation webpage provides a one stop shop for all information and updates on our consultation process and how to have your say. Visit www.tia.org.nz/about/consultation

Contact Us

If you have any questions in relation to the consultation process please contact consultation@tia.org.nz.

Timelines – consultation and implementation

















Action	Date	
Consultation		
Consultation Launch	April 2025	Proposals shared with members; Member survey opens
TRENZ Drop-ins	May 2025	Drop-in sessions at TRENZ
Member Webinars	May 2025	Consultation webinar session 9:30am, Thursday 29 May.
Regional Catch-Ups	May 2025	Consultation coffee catch-ups held with TIA Board Members
Submissions Close	10 June 2025	Deadline for submissions 10 June
Update Proposals	Mid July 2025	Proposals updated based on consultation feedback for Board consideration
Close out report	August 2025	
Approval		
AGM 2025	October 2025	Updates to TIA constitution for member approval
Transition		
Re-registration	October 2025	Application submitted to re-register under Incorporated Societies Act 2022 and new constitution
Transition	Post re-registration	Following re-registration transition to new model commences as outlined in section 3

Appendix

Current TIA Governance Structure

TIA Board

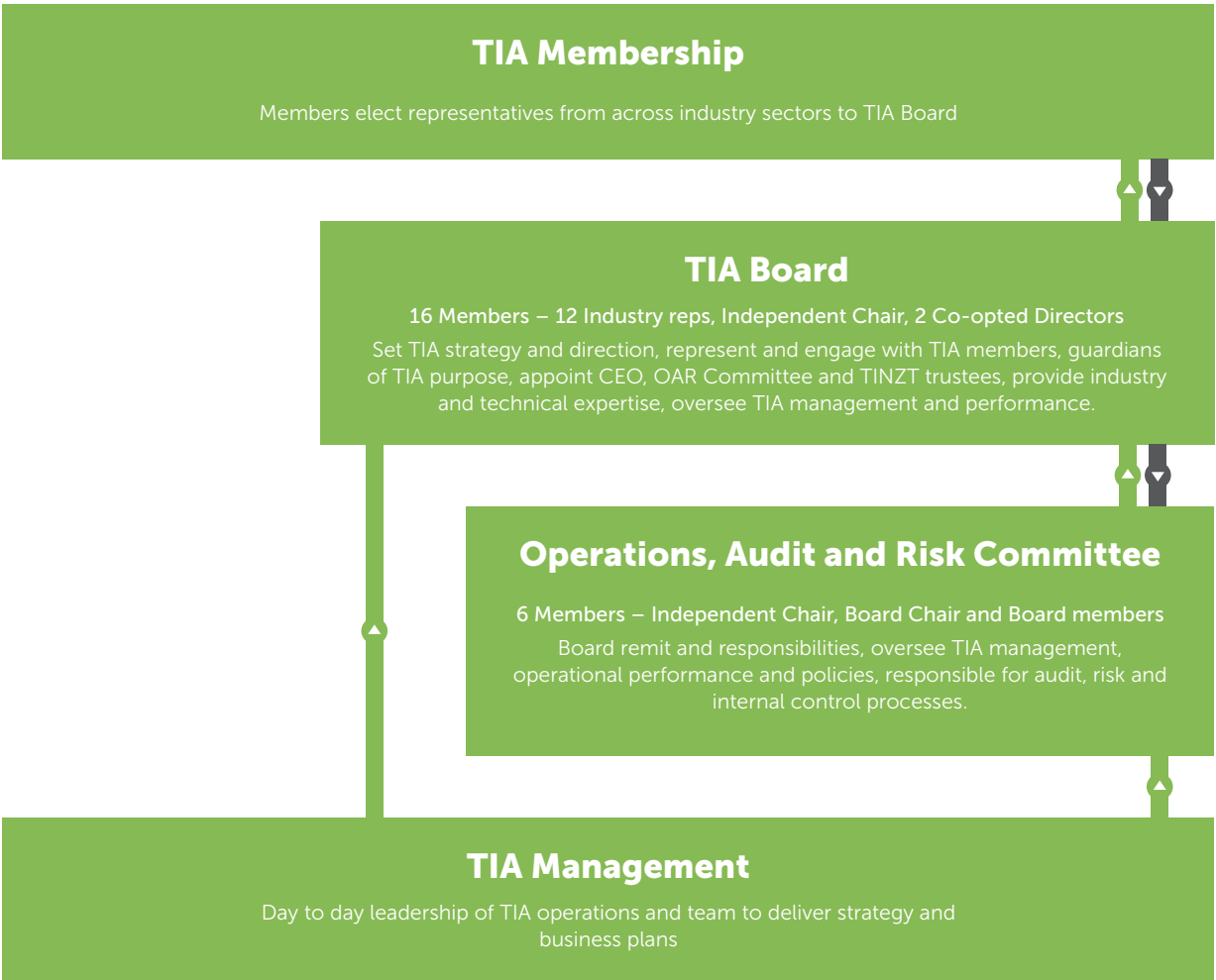
The current TIA Board comprises 16 Directors from the following categories:

Industry Sector Seats		
10 Seats – Elected by members from each industry sector		
 Adventure & Outdoor	 Air Transport	 Attractions Conferences & Events
 Cruise & Water Transport	 Culture & Heritage	 Holiday Parks, Motels & Other Accommodation
 Hotels & Lodges	 Land Transport	 Regional Tourism Organisations
 Tourism Services & Services to Tourism Industry		
General Seats		Co-opted/Appointed Seats
2 Seats – Elected by the membership		4 Seats – Co-opted or appointed by the Board
 General Seat	 Independent TIA Board Chair	 Tourism New Zealand Representative
 General Seat	 Co-opted Air New Zealand Representative	 Co-opted Māori Representative

Operations Audit & Risk Committee

The Board also appoints an Operations, Audit and Risk Committee comprising six Board members. The Committee has a broad remit for overseeing TIA management and operational performance, audit, risk management, compliance and internal control processes.

- ▶ Elected/Appointed by
- ▶ Reporting to





Tourism Industry Aotearoa

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