

**Manaaki Tairāwhiti**  
*“United leadership that enables whānau to flourish in Tairāwhiti”*

# Terms of Reference

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Prepared for:	Manaaki Tairāwhiti
Date:	29 November 2016
Version:	3.0
Status:	Final
approved	Manaaki Tairāwhiti
Review by:	March 2017

## Manaaki Tairāwhiti

### Terms of Reference

#### 1. Te Aronga (Purpose)

Manaaki Tairāwhiti will provide the sector with locally-focused united leadership that enables whānau perspectives to shape how services connect. Our united leadership will drive forward the strong social sector collaboration necessary for improved whānau outcomes in Tairāwhiti by:

- Consolidating the 12 groups that oversee a variety of projects or trials occurring in Tairāwhiti under multiple levels of governance and funding arrangements.
- Shifting to a single oversight group with improved line of sight to, and across, the various initiatives and services engaging with whānau in Tairāwhiti.
- Promoting information sharing that fosters trust between whānau and service providers, and delivers information to frontline service professionals when they need it.
- Building a transparent structure that enables iwi and social sector providers to work with agencies to reshape services and lead practice improvements.
- Providing comprehensive stakeholder engagement.
- Building an evidence base of what is working best to inform service and funding decisions.
- Appraising all new initiatives that come into Tairāwhiti to ensure alignment with other joint initiatives such as Whangāia Nga Pa Harakeke and Te Pa Harakeke.
- To inform and influence local social sector funding decisions.
- To build capacity to operate as a commissioning agency.

#### 2. Te Whāinga (Vision)

##### Manaaki Tairāwhiti

“United leadership that enables whānau to flourish in Tairāwhiti”

#### 3. Nga Mātāpono (Principles and Values)

Whānau first – we will consider the needs of tamariki/children and their whānau/families first, before all other considerations

No excuses – we will be solution focused and action orientated. We will not let barriers get in the way of securing outcomes

Strengths – Our lens and practice methodology will be based on a strengths based approach influenced by the tamariki/children and their whānau/family

Whānau Ora – Tamariki/children exist in the context of their whānau/family and wider hapu/community. We will use this dynamic in all solutions proposed

**Integration** – we will ensure there is a joined up approach. We will not let solutions fail for want of thresholds, commitment and resources

**Evolutionary** - We will share learnings to improve our practice and services

**Connected** - Ensure everyone has the right information to make the right decisions about services to achieve the best results

**Simple** - Simplify processes and service provision

**Pono** - Develop honest and trusting working relationships and where there are differences be clear about why.

#### 4. Ngā Nohonga Haepapa (Responsibilities)

4.1 Demonstrate leadership and decision making across agencies and sectors:

- Manaaki Tairāwhiti is a decision-making body. Members make collective decisions to invest resources and target interventions to deliver results.

- The Chair will lead sound consensus decision making and ensure members (and their organisations) contribute to the Collective's objectives. The Chair has responsibility for representing the Collective's advice to the Minister of Social Development as lead minister where appropriate.

4.2 Service and practice improvement plan:

We will develop and maintain a plan of the work it is overseeing to drive practice and service improvements in Tairāwhiti. This will outline priority areas and key deliverables with timeframes. This may develop into a social investment plan in two to three years.

4.3 Resources:

We will primarily work within existing resources. Funding is available for the Secretariat support and the Collective will agree on the exact role and functions of the secretariat. The Secretariat is intended to lead the day-to-day actions required for the Collective to exercise governance. Additional in kind support to host the secretariat will be provided by Collective members' organisations.

4.4 Reporting:

Manaaki Tairāwhiti will provide updates to the Minister of Social Development on the implementation of their service and practice improvement plan. The Collective will also provide an update to the Vulnerable Children's Board each quarter. The place-based national support function will support the Collective with this quarterly reporting.

4.5 Communications: We will agree common messages that can be used by members to keep their organisations and stakeholders informed. Members are responsible for sharing the Manaaki Tairāwhiti messages in their organisations and networks.

4.6 Information sharing: Sharing personal information held by agencies about individuals will be an important enabler for Manaaki Tairāwhiti in leading the improvement of services. Information sharing will include:

- Anonymised and linked data analysed at a national level by specialised data and analytics teams to inform the strategic discussion of the Collective. This type of information sharing is already undertaken by government agencies and is supported by stringent arrangements to safeguard privacy
- Information about individuals and their families, shared between frontline service professionals for operational purposes.

Manaaki Tairāwhiti will promote increased information sharing that:

- puts whānau at the centre
- fosters trust between clients and service providers
- delivers information to frontline service professionals when they need it.

4.7 The National Support Function and MSD (as the supporting agency) will assist the Collective to keep organisations, clients and employees safe and compliant with the Privacy Act 1993 and Health Information Privacy Code 1994.

4.8 Dispute resolution

Decisions will be agreed on a consensus basis. Where a consensus is not reached, it is the responsibility of the Chair to endeavour to achieve consensus. If consensus cannot be reached, the Chair will instigate a dispute resolution process.

4.9 Conflicts of Interest

Any perceived, potential or actual conflicts of interest shall be declared at meetings as soon as they arise and shall be minuted. The Collective will agree on the appropriate manner of dealing with each conflict on a case by case basis.

## 5. Nga Mema (Membership)

- Manaaki Tairāwhiti is a group of representatives from each advisory or network group.
- Our collective sphere of influence spans social, health, economic and cultural sector leadership; service provision and engagement with local whānau; data sharing at the local

- This collective seeks to deliver on the government's Social Investment expectations and achieve a single governance board for Tairāwhiti.

Name	Governance group	Name	Operational group
Herewini Te Koha (Chair)	Chief Executive of Te Rūnanganui o Ngati Porou	Anne Hurival	Service Manager of Te Rūnanganui o Ngati Porou
Ronald Nepe (Chair)	Chief Executive of Te Rūnanga o Turanganui a Kiwa	Dianne Saunders	Manager, Barnardos, non-government organisations
Rehette Stoltz	Deputy Mayor, Gisborne District Council	Leslyne Jackson	Youth Service Level Alliance Team and Tairāwhiti Disability Working Group Chair
Anlie Aranui	Regional Director Ministry of Social Development	Kerry Menefy	Lead Service Manager
Jim Green	Chief Executive of District Health Board	Rewiti Ropina	Chief Executive Turanga Health
Mere Pohatu	Director Te Puni Kokiri	TBA	Child, Youth and Family Gisborne Site Manager
Roy Sye	Regional Director Ministry of Education	Naomi Whitewood	Director of the Tairāwhiti Children's Team
Sandra Venables	Superintendent/District Commander Eastern NZ Police	Sam Aberahama	Tairāwhiti Area Commander NZ Police
Rangi Manuel	Chief Executive of the Māori authority Te Whare Māire o Tapuai	Reremoana Houkaman	Project Manager, Te Whare Māire o Tapuai
		Jackalin Manuel	Manager, Whakato te Maatauranga Wairoa Waikaremoana Māori Trust Board

## 6. Ngā Huihuinga o Te Rōpū Whakahaere (Meetings)

- The Chair of the group will be an Iwi Authority CE within the Group
- The Chair will be appointed by the membership for a two year period.
- The Chair's responsibility is to:
  - i. Finalise the agenda in liaison with the lead
  - ii. Ensure appropriate matters are brought before Manaaki Tairāwhiti for information, deliberation and decision, including matters that Manaaki Tairāwhiti members wish to raise
  - iii. Ensure that Manaaki Tairāwhiti meetings run effectively and follow up actions are completed
  - iv. Ensure that discussions effectively address the matters before Manaaki Tairāwhiti, promoting effective decision making and constructive debate
  - v. Foster a climate of openness, collaboration, co-operation, common purpose and debate where contributions from all members are encouraged and valued
  - vi. Strive to achieve consensus
  - vii. Be the Manaaki Tairāwhiti spokesperson at community events or in the media
  - viii. Act as the Manaaki Tairāwhiti conduit to the Minister of Social Development and Social Investment Unit
- Any vacancies and new appointments for the group will be led by the Chair with the consensus of all Manaaki Tairāwhiti members.
- Secretariat support will be provided by the Ministry of Social Development alongside agency conduits who are operational managers from agencies including NZ Police, Ministry of Social Development, Te Pa Harakeke Childrens Team, District Health Board and Primary Health Organisation.
- Meetings will be held at a frequency and venue agreed to by the co-chair of Manaaki Tairāwhiti.
- Manaaki Tairāwhiti members are expected to:
  - a. Make every effort to attend scheduled meetings which will be held as scheduled. Quorum required for each meeting is 50% plus 1.
  - b. Recognising that there will be occasional conflicts of work commitments, the courtesy of an apology will be provided to the Manaaki Tairāwhiti lead.
  - c. Be diligent in preparing for and attending Manaaki Tairāwhiti meetings.
  - d. Provide input and feedback to agenda items from their respective organisational/community views.
  - e. Respond to information requests or advice in between set Manaaki Tairāwhiti meeting dates as required.

## 7. Arotake (Review)

7.1 These Terms of Reference cover the establishment and initial operating period and will be revised in March 2017. It is expected that these Terms of Reference will be updated by agreement between the members and with the Minister for Social Development being advised by the Chair.



