

Manaaki Tairawhiti Governance Terms of Reference

Final April 2019

Te Aronga me Take (Role and Purpose of Manaaki Tairawhiti)

- Too many families in Tairawhiti are living in crisis, and passing that crisis on to their children and mokopuna.
- Manaaki Tairawhiti will therefore realise demonstrable change to social sector effectiveness in Tairawhiti so that all whanau lead safe and well lives in their communities.

Manaaki Tairawhiti is a collaborative venture which aims to improve whanau experiences of Social Services. Whanau Ora and Whanau Led is our Kaupapa. Our vision is one where Tairawhiti whanau flourish and have less need for social service support.

Tairawhiti has many strengths and these form the foundations on which Manaaki Tairāwhiti is being built:

- High levels of current collaboration to build upon
- Sense of common purpose fueled by adversity and success
- Strong aspirations and a willingness to challenge and innovate

New Structure 2019

In order to grow its effectiveness Manaaki Tairawhiti will now operate at a number of levels:

- **Governance Group** – Direction setting, holding us collectively to account for planned change, advocacy for Tairawhiti social development aims and expectations.
- **Operational Working Party** – Reporting on sector responsibilities and performance. Implementing and reporting on new BAU initiative. Coming together to collaborate, share information, problem solve, share success and create new ideas and concepts.
- **Operational Service (Te Rito)** – Secretariat: Policy analysis, administration, communications. Evidence-based, scalable change proposals (models for 'new BAU'), The Hub, 100 Families Navigation Support

Nga Matapono

Values:

- **Whānau Ora** – we remove barriers to whanau having their needs met and work with them to co-design the support they need. Their needs come first. Their strengths lead the way.
- **Transformative** – Transforming lives through transforming support and services. Championing problem solving, innovation and ingenuity.
- **Committed, Connected and Aspirational**– Manaaki Tairawhiti members are accountable and committed to the same vision, providing joined up service, sharing learning and information and making a real difference. We aspire to be agile, nimble and successful.
- **Pono me Tika** - Honest and trust based relationships underpin our work with whanau and between ourselves

Key principles For Our Operations:

- Whanau are the lead
- Address immediate crisis immediately, then build long-term capacity
- Culture counts in Tairawhiti
- Information sharing is key enabler to improving service provision. Information will be shared freely, anonymized where possible and where it is not possible or appropriate, will be supported by stringent arrangements to safeguard individual privacy.
- It is accepted that all representatives on Manaaki Tairawhiti Groups owe a primary duty of care to the organisations they represent. However, in joining Manaaki Tairawhiti it is presumed that their organisations are committed to a new way of working in Tairawhiti and that successful innovation and transformation of services should aim at a collective benefit rather than maintenance of individual member organisations' status quo or interests.

Roles and Purpose of Groups:

The Governance Group:

- Provides leadership to members and staff and ensures that plans are created and enacted in alignment with the wider needs of the members of Manaaki Tairawhiti and with Whanau needs and Whanau Ora as their drivers
- Provides formal approvals when these are required
- Monitors plan implementation and liaises with government and funders as required
- Is available and empowered to make decisions in a timely manner
- Meets monthly

The Operational Working Group:

- Supports the work of Manaaki Tairawhiti through all members and allied organisations sharing information, problem solving, sharing success and generating ideas, plans and concepts for new work

Governance Group Scope

1. Accountability for the performance of Manaaki Tairawhiti
2. Formal approval of plans, budgets, reports to government and applications for funding
3. Ensuring Manaaki Tairawhiti's operations are appropriate and fit for purpose in the pursuit of Manaaki Tairawhiti's strategy and goals
4. Monitoring that Plans are achieved and that funding requirements are met
5. Monitoring performance through a range of performance indicators
6. Oversight of contractual arrangements, including sub contracts
7. Oversight of communications such as website, newsletters etc
8. The Chair will be spokesperson at events or in the media

Membership of the Governance Group

(Permanent organisational membership)

- Te Runanganui o Ngati Porou – CE (Co-Chair)

- Te Runanga o Turanganui a Kiwa – CE (Co-Chair)
- Barnardos – Gisborne Manager (Fundholder for Family Violence network)
- Turanga Health - CE
- Ministry of Social Development – Regional Commissioner (Lead Agency)
- Oranga Tamariki – Regional Manager
- New Zealand Police – Area Commander
- Ministry of Education – regional Director
- Department of Corrections – District Manager
- Housing New Zealand – Regional Manager
- Hauora Tairāwhiti -CE
- Gisborne District Council -Deputy Mayor
- Te Puni Kokiri -Director

Membership of organisations in the Governance Group is based on provision of social services in Tairāwhiti.

Organisational membership will be reviewed every two years or earlier if circumstances dictate.

Individuals who represent their organisations should hold the most senior position possible and appropriate, in order to ensure decision making can be agile and have deep impact.

Governance Group Meeting Procedures

1. Chairs (or Co-Chairs) are appointed for a period of two years and Chair meetings
2. The Governance Group appoints the Chair, through a simple, transparent process of nomination and show of hands
3. The Chair does not have a second or casting vote.
4. Decisions will be made by consensus where possible. If consensus is not possible the Chair will institute an appropriate dispute resolution
5. Minutes of meetings will be kept by staff (the Secretary). These will record decisions made and a flavor of discussion, but will not be a verbatim report. Once adopted by the governance group minutes will be published on the website.
6. Any Governance Group member or the Secretary may request the Chair call a meeting of the Governance group.
7. Any person may be invited by the Chair to attend meetings of the Governance Group, but not necessarily for the full duration of the meeting. Any non-members attending meetings do not have a vote.
8. A notice of each meeting confirming the date, time, venue and agenda shall be forwarded to each member of the Governance Group in the week prior to the date of the meeting. The notice for members will include relevant supporting papers for the agenda items to be discussed.
9. A quorum will comprise of 50% plus one member. In the absence of the Chair or appointed delegate, the members shall elect one of their number as Chair for that meeting.
10. Conflict of interests will be declared at the beginning of meetings or as soon as they arise. The Group will agree the appropriate manner for dealing with the conflict as each case arises.

11. The Governance Group will evaluate its performance each year having regard to the principles and requirements of these terms of reference and the overall objective of the Governance Group's work to gain assurance that the decisions and actions taken by staff and the Group progress towards the Purpose.

Operational Working Group Scope

1. Keeping informed of Manaaki Tairawhiti operational work
2. Identification of issues and their potential solutions
3. Sharing information, amongst members and back into their own organisations
4. Generating ideas and concepts for further work that meets the purpose and vision of Manaaki Tairawhiti
5. Workshopping plans and activities

Membership of the Operational Working Group

All members of the Governance Group

Senior staff involved in social services from:

- Oranga tamariki
- Work and Income
- Te Runanganui o Ngati Porou
- Te Runanga o Turanganui a Kiwa
- Turanga Health
- Hauora Tairawhiti
- Ministry of Social Development
- Housing NZ
- Ministry of education
- Police
- ACC
- NGOs
- Disability Working Group

Membership of the Operational Working Group is at the invitation and discretion of the Governance Group however the kaupapa is one of openness and sharing of information so membership is relatively open. It is inclusive of organisations who provide leadership and services within Tairawhiti of social, health, economic and cultural sector services. Individual representation of agencies is held by appropriate position holders.

Operational Working Group Meeting Procedures

Meetings are informal, there are no decisions made and no minutes kept. Notes of the outputs of meetings will be kept and will be shared with members and on the website.

Frequency of meetings

Quarterly meetings of one hour – following a governance meeting.