FOREWORD

Hei kupu whakataki, hei mihi mā te Karauna ki a Ngāi Tūhoe

Whakarongo ake ai au ki te tangi a te manu nei a te mā tui, tūtūi tuituiā
Tuia te ata hāpara, tuia te ataahia, tuia te haeata ka tīti iho ka tīti ake
Tērā te haeata tākiri ana mai ki runga i ngā tīni maunga o Ngāi Tūhoe
Ngāi Tūhoe kirikawa ki te kupu, kirikawa ki te riri, kirikawa ki te rākau
Nei rā tātou e kōkiri ngātahi nei i te ara kei mua i te aro
E whai hua ai ngā uri whakatupu o Ngāi Tūhoe
Kia tukua atu te kupu whakamihi ki a koutou - ka tika
Ngāi Tūhoe - tēnā koutou, tēnā koutou – tēnā tātou katoa

On Saturday 2 July 2011 Hon. Christopher Finlayson, Minister for Treaty of Waitangi Negotiations announced to the assembled members of Ngāi Tūhoe at Mataatua Marae in the Bay of Plenty:

“Cabinet has agreed that Crown agencies should work more closely with Ngāi Tūhoe to improve social services.

I am pleased to announce today that a high level Social Service Taskforce has been established for this purpose.

The Taskforce is being led by the Ministry of Social Development with support from the Office of Treaty Settlements. It includes senior representatives from: Building and Housing NZ, Health, Education, Te Puni Kokiri, the Ministry of Social Development as well as the Office of Treaty Settlements. The Department of the Prime Minister and Cabinet maintain an oversight role”.

Over the twelve months following that announcement, members of these Crown agencies and Ngāi Tūhoe have worked constructively together to create this document, which they have agreed to call the “Ngāi Tūhoe Service Management Plan.”

The Ngāi Tūhoe Service Management Plan inaugurates an initial working relationship of up to forty-years between these Crown agencies and Ngāi Tūhoe. The commitments in the Plan are made for the purposes of developing, implementing, expanding and renewing from time to time, a plan for the transformation of the social circumstances of the people of Ngāi Tūhoe.

All involved with this task have found it challenging, rewarding and humbling. The tenacity, patience and commitment of Ngāi Tūhoe leadership over generations and their generosity in working transparently and without rancour with Crown agencies has for Crown officials, been both a privilege professionally, and personally rewarding. This practical Service Management Plan is the consequence.

I wish to thank Ngāi Tūhoe leadership and Crown officials who have committed so generously and professionally to the creation of this Ngāi Tūhoe Service Management Plan. With such enduring good will its prognosis is positive.

MURRAY EDRIDGE
Chair - Social Service Taskforce
Wellington
Date: November 2012

1 Now Ministry of Business, Innovation and Employment
A SOLEMN ENGAGEMENT BY
THE CROWN TO TŪHOE-TE URU TAUMATUA

Under this Service Management Plan:
Ministry of Business, Innovation and Employment,
Ministry of Education, and Ministry of Social Development

Solemnly commit to abide by the provisions and perform their actions as expressed in this Service Management Plan (SMP), in pursuance of the intentions expressed in the annexed Crown - Ngāi Tūhoe relationship statement signed at Ruatahuna on 2 July 2011.

The Ministry of Business, Innovation and Employment (MBIE), the Ministry of Education (MoE) and the Ministry of Social Development (MSD) are referred to in this SMP as “the parties” or “party” as the context may demand.

Preamble

The commitments made in this SMP and its annexed Sector Chapters are to Tūhoe -Te Uru Taumatua (Tūhoe) for and on behalf of the people of Ngāi Tūhoe by the Chief Executives of the Ministries of Business, Innovation and Employment, Education and Social Development for and on behalf of the Crown. Where the context demands “Tūhoe” includes the people of Ngāi Tūhoe.

This SMP has been entered into for the purposes of developing, implementing, expanding and renewing from time to time, a plan for the transformation of the social circumstances of the people of Ngāi Tūhoe.

The commitments support and enhance the stated Tūhoe aspirations of:

- Securing Tūhoe people’s freedom to determine how they will live; raise their whānau; keep traditions alive; celebrate who they are; and preserve and maintain their language and cultural values.
- Building Tūhoe capability and capacity to invigorate Tūhoe unity, prosperity and interdependence. This will support the creation of communal responsibility, employment, wealth opportunities and a desirable lifestyle for all Tūhoe people. Designing with their own hands infrastructural development, resulting in improved governance and management; modernised systems, procedures and processes; Tribal centres for strategic operations; effective service provision and delivery; inter-rohe coordination and shared policy programming.

The immediate intention of the parties is that Tūhoe become well housed, in good health, with good educational opportunity and social support so that they may manage their own affairs to the maximum practical extent.

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For the purposes of this SMP: “The Crown” means the Sovereign in right of New Zealand and includes all Ministers of the Crown and all departments, but does not include—

(i) An Officer of Parliament; or
(ii) A Crown entity (including the DHBs listed in the chapters to this SMP); or
Purpose of the Engagement

On 2 July 2011 the Crown and Ngāi Tūhoe signed a high-level relationship statement, Nā Kōrero Ranatira ā Tūhoe me Te Karauna. The agreement, which is a commitment to a constructive future relationship, was the first between Tūhoe and the Crown in over 100 years. It enables the Crown to commence redress with Tūhoe of the wrongs arising from previous disengagement and past actions of the Crown and to learn new and sustained ways to substantially improve the social condition of Maori to equality with other New Zealanders.

The relationship statement is annexed and states in part:

Ngāi Tūhoe’s past relationship with the Crown has been grievous and filled with pain. Some hopeful and genuine attempts to improve it occurred in the past but they swirled and faded away, like the mists of Te Urewera.

Now, however Ngāi Tūhoe and the Crown have committed themselves to achieving a just and honourable redress for the manifold wrongs inflicted on Ngāi Tūhoe over centuries and many generations.

It is timely, therefore, that we, Ngāi Tūhoe and the Crown, resolve to walk and work together for our mutual honour, dignity, advantage and progress. And it is fitting that in furtherance of such resolve the Crown and Ngāi Tūhoe should acknowledge their respective mana.

Nā Kōrero Ranatira ā Tūhoe me Te Karauna provides a unique opportunity for the Crown and Tūhoe to re-engage in a constructive manner to advance the social and economic status of Tūhoe. A result of that re-engagement has been this SMP.

The SMP is a commitment by an initial set of nominated Ministries to Tūhoe, builds on Nā Kōrero Ranatira ā Tūhoe me Te Karauna and provides for a strategic pathway for the transformation of the social circumstances of Tūhoe. It sets out how the parties and Tūhoe will work together to improve the housing, health, education, and social support and development of iwi members, particularly those living in the Tūhoe rohe.

The SMP includes Crown and Tūhoe priorities, actions and relationship arrangements to be implemented over the next five years, being phase one of an intended 40 year (two generation) plan to achieve specified agreed outcomes which will be documented in each of the agreed work plans.

It contains:

- Shared Crown - Tūhoe social service goals acknowledging the goal of Tūhoe to manage their own affairs to the maximum autonomy possible in the circumstances;
- An initial five-year work programme to achieve shared goals and a process to evaluate progress;
- The commitments the parties have made to support Tūhoe’s efforts to achieve the maximum autonomy possible in the circumstances in the management of their affairs;
- A process for the parties and Tūhoe to initiate further development programmes and by mutual agreement extend the SMP;
- An agreed process with each party for “future proofing” the relationship;
- A commitment to combined action and sharing of resources where that is in the mutual best interests of the parties;
- A commitment by all parties to learn how best to work with Tūhoe to achieve the required outcomes and to take such steps as are reasonable to achieve that outcome;
- An annual opportunity for Rangatira to Rangatira engagement between the Crown and Tūhoe and for consideration of an Annual Report;
- A mechanism for the resolution of disputes;
- The establishment and maintenance of a supporting secretariat.

3 The relationship statement also has the title Ngā Kōrero Rangatira ā Tūhoe me Te Karauna
Status of the SMP

This SMP is a relationship instrument from the Crown. It sets out processes and action points that will guide future working relationships between selected Crown ministries (the parties) and Tūhoe. While this document is a statement from the Crown, it has been developed in collaboration with Tūhoe.

The Bay of Plenty District Health Board, Lakes District Health Board and the Hawke’s Bay District Health Board (collectively referred to as “the DHBs”) are signatories to the Health chapter to this SMP as an endorsement of their commitment to their statutory obligations and recognising the practicality that transformation of the social circumstances of the people of Ngāi Tūhoe will be effective only in partnership with improved housing, education and social support. The obligations on District Health Boards arise from the New Zealand Public Health and Disability Act 2000 and cannot be generally affected by the provisions of this SMP.

The Health Chapter should therefore be viewed as a stand-alone document that is not affected in any way by any of the provisions in the remainder of the SMP, including other chapters.

The parties have signed this SMP in the context of the negotiations for a proposed Treaty settlement between the Crown and Tūhoe and as a gesture of commitment following the signing of Nā Kōrero Ranatira ā Tūhoe me Te Karauna. The Crown through the parties will use its best endeavours to uphold and fulfil the commitments it undertakes in this SMP. Notwithstanding this and for the avoidance of doubt:

(a) The SMP does not override or limit:
   i. Any legal rights or obligations of the parties including legislative rights, powers or obligations;
   ii. The obligations on District Health Boards, as described in the New Zealand Public Health and Disability Act 2000;
   iii. The functions, duties and powers of the relevant Ministers, Chief Executives, and any Ministry officials, or statutory officers;
   iv. The ability of the Government to introduce legislation and change Government policy; and
   v. The ability for the Crown to interact or consult with any other person, including any iwi, hapu, marae, whanau or their representative.

(b) The SMP does not affect or replace any existing arrangements in place between the parties, and Tuhoe; and

(c) The SMP does not have the effect of granting, creating, or providing evidence of an estate or interest in, or rights relating to, land or any resource including intellectual property held, managed or administered by the Crown or Tūhoe.

The commitments under the SMP are limited to the extent that they are within the capability and resources of the parties and Tūhoe. The SMP and its chapters are not legally binding on the Crown (including the parties) or Tūhoe. The parties and Tūhoe recognise that in order to achieve the action points, deliberate steps will be required, including the allocation of appropriate resources. The Crown and Tūhoe are committed to taking such steps on an ongoing basis, and will not adopt measures which would prejudice the achievement of action points or progress already made without prior consultation, and prior consideration of all reasonable alternatives.

The Crown and Tūhoe will reaffirm their commitment to the SMP through the Deed of Settlement enshrining the settlement of historical Treaty of Waitangi grievances of Tūhoe against the Crown. Subject to the wishes of Tūhoe the commitment of the parties under this SMP will endure irrespective of whether the settlement of the historical Treaty grievances of Tūhoe occurs or not.

The discussions and negotiations leading to the construction of the SMP have created understanding, a willingness to be involved and the development of a warm, constructive relationship between the parties and Tūhoe. The parties are committed to cementing and expanding this relationship within which they will, according to their mandate, “go the extra mile” to assist Tūhoe to achieve its goals.
The SMP is to be to the mutual benefit of the Crown and Tūhoe. The SMP provides the Crown with knowledge of Tūhoe identity, language and culture to support the delivery of services. It informs the parties thinking about how best to work with Tūhoe. It is expected that innovations in the Tūhoe rohe will provide the opportunity for the parties to learn new ways to improve services to Māori and all New Zealanders.

It is intended that at appropriate future times by agreement between the parties and Tūhoe, further Ministries and Departments which are able to contribute to the betterment of Tūhoe will be added to this SMP.

Background Information

Ngāi Tūhoe is New Zealand’s sixth largest iwi with a population of over 32,000 at the 2006 census. Approximately one third of Tūhoe people live in the Bay of Plenty. The remainder are mainly located in Auckland, Wellington and Hamilton.

The parties have developed this SMP with Tūhoe to improve social outcomes. The SMP reflects the Crown’s responsibility to iwi members as citizens of Aotearoa New Zealand and it also contributes to a comprehensive settlement of Tūhoe’s historic grievances against the Crown.

The services provided through the parties are the focus of this SMP. Senior representatives from the parties are members of a Social Service Taskforce that, over the period of a year, has and will continue to work closely with Tūhoe to develop and implement the SMP.

Progress against each of the agreed goals and priorities will be documented in an annual report reviewed by the Taskforce and discussed at the Rangatira to Rangatira Annual Meeting. Redressing social disadvantage in Te Urewera will take time and the SMP will be reviewed and updated after the first five years. The parties may by individual agreement with Tūhoe, depending on their progress, update more frequently as goals are achieved and progress made.

Term of SMP

Nā Kōrero Ranatira ā Tūhoe me Te Karauna is an enduring statement between the Crown and Tūhoe. As a consequence the parties commit to support this SMP (subject to the outcome of any review of the SMP) for either 40 years or until the fulfilment of the Crown’s agreed contribution to Tūhoe through the provisions of this SMP.

Shared Principles and Goals

Principles

The Crown acknowledges the Mana Motuhake⁴ of Ngāi Tūhoe.

The parties and Tūhoe:

- are committed to establishing, maintaining and strengthening positive, co-operative and enduring relationships;
- will actively work together and use their shared knowledge and expertise to improve social outcomes for Tūhoe;
- will co-operate in partnership with a spirit of good faith, integrity, honesty, transparency and accountability putting the disengagement of the past behind them.

The parties support the Ngāi Tūhoe vision of Tūhoetanga and mission for Mana Motuhake.

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⁴ Mana Motuhake is defined within the terms of this SMP as: “Progressively enhancing Tūhoe autonomy in decision making matched by its growth in infrastructure, capability and leadership in social service provision. This is balanced by the Crown’s governance role under Te Tiriti O Waitangi. Through the Treaty Settlement practical steps will be taken for Tūhoe to manage their affairs within their core area of interest with the maximum autonomy possible in the circumstances.”
Goals
All parties to this SMP support and undertake to contribute to the best of their ability to the following goals:

- The aspiration of Tūhoe to manage their own affairs to the maximum autonomy possible in the circumstances;
- That over the first five year phase of this SMP and all agreed subsequent phases, the housing, health, education, training, employment, and family unit safety of Tūhoe will substantially increase according to the standard measures in place from time to time to validate such matters or such specific standards as the parties may agree;
- That all parties recognise the importance of iwi, hapū and whānau in assisting in the achievement of these goals and undertake and agree to work with them and any appropriate facilitating and supporting programmes. The parties specifically acknowledge that at any time Tūhoe may seek to join Whānau Ora or any programme replacing or supplementing it;
- That all parties to this SMP recognise that they represent to Tūhoe a united voice of the Crown and will where possible and necessary work in partnership both among themselves and with Tūhoe, to achieve the aspirations and goals of Tūhoe.

Sector Chapters
This SMP has been designed to allow the freedom to each party to outline the activities necessary to fulfil their individual obligations under this SMP. Those activities are set out in Appendix 2 which consists of four sector chapters referred to as Housing, Education, Health and Social Development. For clarity, and to facilitate concerted action where required, each of the sector chapters follow this format:

- shared purpose and goals;
- priorities and responsibilities – immediate & longer-term;
- an action plan;
- monitoring and review provisions;
- mechanisms to ensure a fit for purpose relationship which will endure into the future; and
- a commitment to work collaboratively with others where necessary and desirable to achieve the required outcomes.

Relationship Maintenance, Monitoring and Review

The Social Service Taskforce
The Social Service Taskforce that oversaw the development of the SMP will continue to meet throughout the first five year tranche of this SMP, to oversee its implementation and to ensure that a whole of government approach is taken where necessary and desirable. Tūhoe has agreed to attend those meetings which will provide a forum for discussion between senior agency representatives and Tūhoe. The Chair will be appointed by the Chief Executive of the Ministry of Social Development. Meetings will be held six monthly over the first five years.

All necessary management, coordination, secretarial and support services required for the Taskforce will be provided by the Ministry of Social Development.

The Annual Report
The Taskforce will, in consultation with Tūhoe, prepare an annual report on progress with implementing the SMP. This work will be co-ordinated and led by the Ministry of Social Development. The report will be submitted to Ministers with portfolio responsibilities for the parties participating in the SMP. The annual report will be the main item of business at an annual Rangatira to Rangatira hui between the Crown and Tūhoe as prescribed below.

Annual Rangatira to Rangatira Hui
Crown Ministers responsible for the parties participating in the SMP will meet annually with the chair of Tūhoe-Te Uru Taumatua and other Tūhoe leaders. The Minister of Health will also attend because of the importance of addressing health disparities in Te Urewera and the contribution of the DHBs to this.
The purpose of the annual meeting is to:

- consider the report on progress in implementing the SMP, progress towards its goals and the health of the relationship between Tūhoe and the parties; and
- consider any changes or additions to the SMP and any action that may be needed.

The Chief Executives or their deputies of the parties who are signatories to the SMP will also attend the annual hui. They will be responsible for implementing any decisions made. The Chief Executive or deputy of the Ministry of Health will also attend.

A Minister of the Crown and the Chair of Tūhoe -Te Uru Taumatua will co-chair the hui.

Tūhoe and the parties will agree the hui date, agenda and location at least two months prior to each Rangatira to Rangatira hui. The Chair of the Social Service Taskforce will be responsible for organising the Rangatira to Rangatira hui.

**Review**

The SMP involves a long-term relationship between the parties and Tūhoe. It will be reviewed after every five year period. The nature of the review will be agreed between the Taskforce and Tūhoe closer to the time, but is likely to cover such things as:

- progress in implementing SMP actions, achieving SMP goals and lifting social outcomes;
- the health of the relationship between the parties and Tūhoe and any improvements needed;
- new actions and relationship initiatives that need to be taken over the next five years; and
- the future role of the Taskforce including representatives of new parties to the SMP.

At the expiration of each five yearly period relevant Ministers will be asked, in consultation with Tūhoe, to decide whether to affirm the agency commitments for a further five yearly period.

**Shared relationship principles**

The parties and Tūhoe are committed to establishing, maintaining and strengthening positive, co-operative and enduring relationships. They will:

- respect the autonomy of each other and their individual mandates, roles and responsibilities;
- actively work together using shared knowledge and expertise to achieve the purpose and vision;
- co-operate in partnership with a spirit of good faith, integrity, honesty, transparency and accountability;
- engage early on issues of known interest to either Tūhoe or the parties;
- enable and support the use of Te Reo and Tikanga Māori; and
- acknowledge that the overall relationship is evolving.

**Future proofing**

The parties involved in the SMP have each made their own arrangements to ‘future-proof’ their relationship with Tūhoe (see Sector chapters).

**Addition of Other Parties**

Any ministry or department of state may at any time be joined to this SMP either of its own volition with the agreement of Tūhoe, or at the request of Tūhoe and with the agreement of Ministers. Such ministry or department shall become a party to this SMP by preparing a Chapter in the form of already existing sector chapters and seeking the agreement of Ministers and Tūhoe to the actions proposed. Once such agreement is given the Chapter shall be added to this SMP by way of Appendix signed by the relevant Chief Executive and the ministry or department will then become a member of the Taskforce.
Resolution of Matters

If either the parties between themselves, or the parties and Tūhoe consider that action points under the SMP are not being met adequately, then the aggrieved party will advise the other of its concern and they then agree to work together in good faith to try to resolve the matter.

If they cannot resolve the issue immediately they undertake to elevate it to their respective Chief Executives who will work together to resolve the matter.

If the issue has not been resolved within 30 working days the chair of Tūhoe -Te Uru Taumatua and the appropriate Minister (as defined below) will meet to work in good faith to resolve the issue provided it is not inconsistent with any of their statutory obligations.

For the purposes of this section of the SMP the appropriate Minister is:

1. The chair of the Cabinet Social Policy Committee if the issue or issues relate to the general provisions of the SMP, or
2. The Minister with responsibility for the relevant portfolio if the issue or issues relate to a particular party’s commitments under the Plan.

In the event of change to Cabinet Social Policy Committee the chair of the most appropriate Cabinet committee, exercising responsibilities for social services covered by the SMP, will be the appropriate Minister.

The Crown understands that these provisions will operate as a code for the resolution of issues and that it will not initiate any other action without first entering into and completing these processes in good faith.

General Principle of Communication between the Crown and Tūhoe

In the spirit of honest and open communication the parties and Tūhoe will operate a “no surprises” policy. This means that in respect of this SMP they will consult when the confidentiality of material is unclear. They will inform each other of media approaches when they happen, or soon after, and generally keep each other informed and up to date as to events. By preference all media releases and statements will be by mutual agreement.

Public Service Change

In the event of change to the Public Service that results in any agency nominated in this SMP either ceasing to exist or to hold its current portfolio responsibilities then the parties will endeavour to transfer the obligations and commitments under this SMP to the agency most able to discharge the responsibilities and accept the obligations. Ministerial endorsement or where necessary, direction, will be sought to such a transfer.

Limitations in respect of each chapter

The commitments under the five year action plan set out in each chapter of the SMP are limited to the extent that they are within the capability, legal powers and resources of Tūhoe and the relevant agency. Notwithstanding those possible limitations, within the spirit of this SMP and in accordance with the sentiments and commitments of Nā Kōrero Ranatira ā Tūhoe me Te Karauna the parties and Tūhoe will, when effective to do so, provide further detailed plans in order to give the fullest possible effect to the action points contained in this SMP.

Achieving Shared Outcomes

All parties and Tūhoe recognise that in order to achieve the shared outcomes, deliberate steps will be required from each party, including the allocation of appropriate resources. Each party and Tūhoe are committed to taking such steps on an ongoing basis, and will not adopt measures which would prejudice the achievement of the shared outcomes or progress already made without prior consultation. The parties and Tūhoe make this commitment conscious of their shared determination and ambition to achieve:

- innovative and enduring solutions for the social transformation of the people of Ngai Tūhoe;
- a Tūhoe community, fully engaged with and committed to the decision making process and enduring outcomes;
- Crown – Tūhoe progression together for modernised community development; and
- a united and integrated contribution from the government sector collaborating with Tūhoe to achieve sustained community growth.
Attestation

The parties to this SMP agree that these words will guide their way to a greenstone door – tatau pounamu – which looks back on the past and closes it, which looks forward to the future and opens it.

DAVID SMOL
Chief Executive
Ministry of Building, Innovation and Employment

LESLEY LONGSTONE
Secretary for Education and Chief Executive
Ministry of Education

BRENDAN BOYLE
Chief Executive
Ministry of Social Development
APPENDIX 1

Na Kōrero Rauatira a Ngā Kōrero Rangatira a Tūhoe me Te Kurauna

Tūhoe me Te Kurauna

[Signature Section]

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APPENDIX 2

Sector Chapters
1 Business, Innovation and Employment (page 12)
2 Health (page 18)
3 Education (page 25)
4 Social Development (page 32)
BUSINESS, INNOVATION AND EMPLOYMENT

Shared Purpose

Tūhoe and the Ministry of Business, Innovation and Employment (MBIE) seek to work together using their mutual skills, expertise, knowledge and resources to achieve the best housing outcome they can for the people of Tūhoe.

MBIE is charged with delivering “a building and housing market that delivers good quality affordable homes and buildings for New Zealanders that contribute to strong communities and a prosperous economy.”

The commitment of Tūhoe is the social transformation of their people, with safe, warm, affordable housing throughout their rohe as a foundation of this transformation and their birthright.

The ambitions and willingness of MBIE and Tūhoe are aligned and they, by this document, commit to establishing their relationship and meeting their mutual obligations as contemplated in this SMP.

MBIE supports the Tūhoe vision of Tūhoetanga and mission for Mana Motuhake pursuant to the Crown’s duties of partnership under Te Tiriti O Waitangi and the rights of Ngāi Tūhoe people as New Zealand citizens.

The shared purpose of the MBIE and Tūhoe is to ensure Tūhoe are:

- living in safe, healthy, culturally appropriate and affordable environments within their rohe;
- increasing their ability to manage their own housing affairs;
- receiving their housing entitlements as New Zealand Citizens.

Relationship mechanism

This relationship will be maintained and enhanced through the relationship mechanism set out at the end of this chapter.
Priorities

Tūhoe priorities

The goal is to invigorate wholesome and vibrant Tūhoe tribal communities through coherent strategy leading to sustainable homes and affordable housing within the Tūhoe rohe and for Tūhoe whānau living away.

To be achieved through:

- Eliminating the need for social housing programme reliance within the Tūhoe rohe and for Tūhoe whānau living away from the rohe;
- Growing Tūhoe capability in conceptual approaches to homes, living styles, population density issues, land sustainability issues, the impact of housing on the environment, culture and community design and planning;
- Advancing Tūhoe capability in designing homes around the present-day / future needs of whānau, and knowledge in housing innovations and increase networks amongst quality advisors;
- Greater competency in town planning issues to avoid high compliance costs and/ or poor design quality;
- Studying the validity of communal living, hapū living, the suitability of homes for the elderly and their ability to cater for young families;
- Understanding the need for recreational spaces and urban/rural design features and components to smart hapū/ community design with minimal footprint impact;
- Streamlining processes and reducing compliance confusion and costs with the Māori Land Court to enable responsible homes and housing development on multiply owned land;
- Having Tūhoe and other finance options, infrastructure and networks to deliver best lending options to secure proud home and housing outcomes for whānau.

Ministry priority

To support Tūhoe under the following objectives:

- A cost-effective regulatory environment for the sector with fit for purpose regulation that ensures public safety and good quality, affordable homes and buildings;
- A market that delivers a range of houses and buildings, including social housing, at prices and standards that are accessible to all New Zealanders;
- A productive and innovative building and housing sector that has the right information, skills, systems and technology to do the job well and deliver quality homes and buildings;
- People participating with confidence in the building and housing market and resolving disputes in timely and cost-effective ways;
- More social housing to meet increasing demand, by working with third sector housing providers (that is, alternative, non-government providers);
- Better use of state housing investment (right size house in the right place and condition);
- Partnership under the Treaty of Waitangi and as a social accord partner.

Mutual priorities for the relationship

- Increasing the capability of Tūhoe with respect to ‘smart’ spatial planning, home design and relationships with planning experts, with a view to formulating a 40 year strategy for developing living spaces and housing across the entire rohe;
- Understanding Tūhoe housing needs in the Tūhoe rohe;
- Reducing barriers to responsible housing development in the rohe;
- Improving access to affordable, quality housing and housing services for Tūhoe whānau/individuals.
Five Year Action Plan

The actions listed below are in order of importance rather than chronological order – some are likely to happen together and will be mutually supportive. This action plan will be supported by a more detailed work plan setting out timeframes and phasing for activities.

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<tr>
<th>ACTIONS</th>
<th>DETAILS</th>
<th>CAPABILITY AND RESOURCING</th>
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<tbody>
<tr>
<td><strong>PRIORITY 1</strong></td>
<td>Increasing the capability of Tūhoe with respect to ‘smart’ spatial planning, home design and relationships with planning experts, with a view to formulating a 40 year strategy for developing living spaces and housing across the entire rohe.</td>
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<td><strong>Action 1.1</strong></td>
<td>Identify and assess a range of models for community living</td>
<td>- identify innovative models used nationally or internationally, from existing knowledge, research and Tūhoe heritage - test with Tūhoe communities.</td>
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<td><strong>Action 1.2</strong></td>
<td>Ensure Tūhoe has access to the information and expertise necessary for effective, innovative house design to meet present and future needs of whanau</td>
<td>- identify relevant building design expertise - consider current thinking regarding the impact of housing on families.</td>
</tr>
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<td><strong>Action 1.3</strong></td>
<td>Ensure Tūhoe has the information and expertise necessary for effective, innovative spatial planning with minimal footprint impact, and reduced compliance costs.</td>
<td>- identify relevant planning expertise - identify questions and steps in the planning process - consider conceptual issues behind housing development including land sustainability, living styles, population density, housing and culture, and housing and the environment. - consider current thinking regarding the impact of communities on families.</td>
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<td>ACTIONS</td>
<td>DETAILS</td>
<td>CAPABILITY AND RESOURCING</td>
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<td><strong>PRIORITY 2</strong></td>
<td>Understanding Tūhoe housing needs in the Tūhoe rohe</td>
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<tr>
<td><strong>Action 2.1</strong></td>
<td><strong>Conduct a Housing Needs Assessment</strong></td>
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<td></td>
<td>This action will assess matters such as, but not limited to:</td>
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<td>- Demand for housing in the rohe</td>
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<td>- Supply of housing in the rohe</td>
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<td></td>
<td>- The range of needs between different marae, hapū and whanau</td>
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<td>- The range of other services required to support housing (and the people living in it)</td>
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<td>- Problems with existing housing</td>
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<td>- the validity of communal living, hapū living, and the suitability of homes for the elderly and young families.</td>
<td></td>
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<td></td>
<td>Tūhoe to carry out the assessment with scoping assistance and research support from MBIE</td>
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<tr>
<td><strong>Action 2.2</strong></td>
<td><strong>Enhance data reporting regarding rohe and neighbouring towns</strong></td>
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<td></td>
<td>- Desktop exercise undertaken by MBIE to map data and set up regular reporting on key statistics</td>
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<td></td>
<td>MBIE with advice from Tūhoe about what information is required</td>
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</table>

| **PRIORITY 3** | Reducing barriers to responsible housing development in rohe |
| **Action 3.1** | **Enhance Tūhoe’s relationship with the councils that have jurisdiction over their area of interest** |
| | Identify a mechanism to be the basis of relationships such as an MOU. Discussions with all councils should cover |
| | - establishing a single set of rules for consenting within the rohe |
| | - support from council planners to ensure development plans will comply with district plans first time |
| | - acknowledgement of multi-proof designs |
| | - ensuring development charges are appropriate for the area |
| | Tūhoe with facilitation support from MBIE, MfE and DIA. MBIE will facilitate the involvement of MfE and DIA where needed⁵. |
| **Action 3.2** | **Streamline processes and reduce compliance confusion and costs with the Māori Land court** |
| | Details to be developed as Department’s response to the OAG⁶ report is developed and policy options considered by Ministers |
| | MBIE with input from Tūhoe |

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⁵ MfE – Ministry for the Environment, DIA – Department of Internal Affairs

⁶ Auditor General’s Report – Government Planning and Support for Housing on Maori Land
<table>
<thead>
<tr>
<th>Action 3.3</th>
<th>Identify need for licensed practitioners and ensure Tūhoe has the information required to provide to its own licensed practitioners when needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Identify likely numbers of licensed practitioners required and when they will be needed to implement 40 year plan</td>
<td>Tūhoe with advice from MBIE Sector Trends and Capability team at MBIE</td>
</tr>
<tr>
<td>- Provide information to Tūhoe on licensing including how to become licensed and how many licensed practitioners are operating in the Bay of Plenty Region</td>
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<tr>
<td>- Arrange meetings between Tūhoe and the relevant people in MBIE</td>
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<thead>
<tr>
<th>Action 3.4</th>
<th>Tūhoe to seek to meet eligibility criteria for Social Housing Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>This action may be outside the five year timeframe for this action plan. Details to be considered when Tūhoe are ready to build houses.</td>
<td>Tūhoe, with advice from MBIE and SHU7</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>PRIORITY 4</th>
<th>Improving access to affordable, quality housing and housing services for Tūhoe whānau/individuals</th>
</tr>
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<table>
<thead>
<tr>
<th>Action 4.1</th>
<th>Reduce compliance costs for building in rohe through simple house design and multi-proofing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a simple house design for the rohe and seek a multi-proof building consent</td>
<td>Tūhoe and Department work together with an architect employed by Tūhoe</td>
</tr>
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<tr>
<th>Action 4.2</th>
<th>Developing financing options, infrastructure and networks to deliver best lending options for buyers in Tūhoe rohe (these options could be provided by Tūhoe directly, or by other providers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Research existing models used by other housing providers</td>
<td>Tūhoe with advice from MBIE about who to talk to.</td>
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<tr>
<td>- Ensure Tūhoe is aware of all Crown funded initiatives</td>
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</table>

**Relationship Mechanism**

*Shared relationship principles*

MBIE and Tūhoe are committed to establishing, maintaining and strengthening positive, co-operative and enduring relationships based on the principles set out in this SMP.
**Future-proofing the relationship**

The relationship between MBIE and Tūhoe will be maintained and enhanced through the following activities:

- Relationship meeting in the Tūhoe rohe between the Chair of Tūhoe-Te Uru Taumatua and the Chief Executive of MBIE every year or within 6 months of a change in the Chief Executive or Chair;
- 6-monthly working meetings between staff of Tūhoe-Te Uru Taumatua and MBIE to develop and implement a detailed plan for carrying out this high level action plan;
- Engaging annually at the management level to review past progress on the housing chapter of the SMP and to set targets and timelines for prospective work;
- MBIE providing support for the Minister of Housing to visit the rohe when required;
- Increasing Ministry capability necessary for the relationship by:
  - Training Ministry staff to understand the obligations imposed on the Crown by the Treaty of Waitangi and how MBIE works to assist government achieve these;
  - Ensuring relevant staff understand the aspiration of Te Mana Motuhake ō Tūhoe and work as an organisation to support the Crown in its respect for that aspiration;
  - Creating teams knowledgeable about Tūhoe issues within MBIE to ensure ongoing institutional knowledge and back-up for Tūhoe contact with MBIE;
  - At least annually, sending key staff to the rohe to understand physically what is happening, what challenges there may be and what opportunities MBIE may have to remove those barriers.

**Review/Variation of the Business, Innovation and Employment chapter**

MBIE and Tūhoe agree that the five year action plan set out in the Business, Innovation and Employment chapter of the Service Management Plan is a living document which should be updated and adapted to take account of current and future developments.

MBIE or Tūhoe may request that the business, innovation and employment chapter of the SMP be reviewed, and the details of such a review will be agreed between them. Any resulting changes must be agreed in writing by MBIE and Tūhoe.
HEALTH

Shared Purpose

Tūhoe and District Health Boards (DHBs) within the Tūhoe area of interest are committed to improving the health outcomes of Tūhoe people.

Tūhoe desire a relationship with DHBs that will support the development of their health infrastructure capacity and capability amongst its Tribal communities. This will help Tūhoe to realise the vision of providing health care services to its remote areas, raise the standard of care to Tūhoe whānau, and internalise good health and wellbeing as key aspects of everyday living.

Tūhoe and DHB signatories acknowledge that this Health chapter does not override or limit:

a) any legal rights or obligations of the DHB and Tuhoe including legislative rights, powers or obligations;
   i. the wider obligations on District Health Boards, as described in the New Zealand Public Health and Disability Act 2000
   ii. the functions, duties and powers of the relevant Chief Executives, and statutory officers;
   iii. the ability of the Government to introduce legislation and change Government policy; and
   iv. The ability for the DHB to interact or consult with any other person, including any iwi, hapū, marae, whānau or their representative.

b) This Health chapter does not affect or replace any existing arrangements in place between the parties; and

c) it does not have the effect of granting, creating, or providing evidence of an estate or interest in, or rights relating to, land or any resource including intellectual property held, managed or administered by the DHB or Tūhoe.

Current Statutory Responsibility

Under the New Zealand Public Health and Disability Act 2000 DHBs are required to improve, promote and protect the health of people within their districts. DHBs are also required to:

• foster community participation in health improvement, and in planning for the provision of services and for significant changes to the provision of services;
• actively investigate, facilitate, sponsor, and develop co-operative and collaborative arrangements with persons in the health and disability sector or any other sector to improve, promote and protect the health of people;
• establish and maintain processes to enable Māori to participate in, and contribute to, strategies for Māori health improvement. For example, Bay of Plenty DHB (BOP DHB) supports a Māori Health Rūnanga. The Māori Health Rūnanga provides leadership and strategic direction to the BOP DHB at governance level on all matters pertaining to the impact of health and disability services on Māori;
• BOP DHB will lead DHB engagement on behalf of all DHBs operating within the Tūhoe area of interest.

Review Mechanism

In the first annual review, following completion of the Health Needs Assessment (HNA), activities for year two to year five of the Action Plan will be confirmed for inclusion in the sector chapter. The Ministry of Health (MoH) and the Bay of Plenty DHB will work with Tūhoe to confirm activities. For the purposes of implementation a more detailed work plan will be developed following confirmation of Year two to Year Five activities.

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8 The Tūhoe area of interest spans three different DHB regions. The three DHBs operating within the Tūhoe area of interest are Bay of Plenty, Hawke’s Bay and Lakes DHBs.
This Health chapter involves a long-term relationship between the DHBs and Tūhoe. It will be reviewed as set out in the Action Plan. The nature of the review will be agreed between the DHBs and Tūhoe closer to the time, but is likely to cover such things as:

- progress in implementing the 5 year action plan actions, achieving overall goals and lifting social outcomes;
- the health of the relationship between the DHBs and Tūhoe and any improvements needed;
- new actions and relationship initiatives that need to be taken over the next five years; and
- the future role of the DHBs.

**Tūhoe Priorities**

**Long Term Priority**

Tūhoe have a 40 year outlook for the relationship under this Health chapter and for the wider relationship entered into under the Service Management Plan (SMP) with the Crown, with the vision of Tūhoe managing their own affairs to the maximum autonomy possible in the circumstances. The key priority over the long-term includes the Crown transferring to Tūhoe maximum autonomy in the planning, design, innovation and delivery of health care provision in the Tūhoe rohe. Other long-term priorities include:

- Securing Tūhoe people’s freedom to determine how they will live, raise their whānau; keep traditions alive; celebrate who they are; and preserve and maintain their language and cultural values.
- Building Tūhoe capability and capacity to invigorate Tūhoe unity, prosperity and interdependence. This will support the creation of communal responsibility, employment, wealth opportunities and a desirable lifestyle for all Tūhoe people.
- Designing with our own hands infrastructural development, resulting in improved governance and management; modernised systems, procedures and processes; Tribal centres for strategic operations; effective service provision and delivery; inter-rohe coordination and shared policy programming.

**Short to Medium Term Priorities**

Tūhoe health priorities for this first five year tranche of activity will focus on building infrastructure, including the following:

- Developing clear relationships with MoH and the three DHB’s within the Tūhoe rohe;
- Developing clear relationship protocols for shared DHB/Tūhoe health priority resolution within the Tūhoe rohe;
- Undertaking a broad Health Needs Assessment and consolidating the infrastructure and planning approach for constant learning and health priority focus and evaluation. At risk areas are to be treated with urgency;
- Selecting, investing and building central Tūhoe health infrastructure and clarifying inter-rohe Tribal coordination for infrastructural development matched to long-term priorities;
- Integrating Health infrastructure and services with Housing, Education and Welfare strategies at Iwi and Tribal level;
- Developing robust relationship mechanisms for service provision in Tribal areas;
- Develop a Tūhoe information system for health and establish data share protocols amongst Tūhoe, MoH and DHBs.

**Crown Priorities**

The New Zealand health sector aims to ensure publicly funded health services are effective for all citizens. As such, health agencies will seek to ensure:

- health data is easy to understand, relevant and used regularly to inform decisions around services in the Tūhoe rohe;
- health services are cost effective, integrated and accessible to people in the Tūhoe rohe.
DHBs also have a range of responsibilities under the New Zealand Public Health and Disability Act 2000 that guide priorities for the health of the population in their respective regions. These responsibilities include:

- the regular investigation, assessment, and monitoring of the health status of its resident population, any factors the DHB believes may adversely affect the health status of that population, and the need of that population for services;
- the improvement, promotion, and protection of the health of people and communities in their district;
- the provision of services for its resident population.

**Mutual Priorities – First 5 Years**

Tūhoe and health agencies desire an honest, open and committed relationship to be built upon on-going development, enabling the development of expert health infrastructure and service provision within the Tūhoe rohe.

Mutual priorities for the first five years are to:

- work together to improve health outcomes for Tūhoe;
- understand the health needs of Tūhoe people living in the Tūhoe rohe through a Tūhoe Health Needs Assessment;
- develop Tūhoe workforce capability to undertake regular Tūhoe Health Needs Assessments;
- identify the key infrastructural needs required to support access to quality health services in the Tūhoe rohe - this includes exploring the establishment of GP and dental services in the rohe;
- ensure DHB and Tūhoe health investment in the region is meaningful, effective and targets the improvement, promotion and protection of the health of Tūhoe people.

**Resolution of Matters**

If either the DHBs between themselves, or the DHBs and Tūhoe consider that action points under this Health chapter are not being met adequately, then the aggrieved party will advise the other of its concern and they then agree to work together in good faith to try to resolve the matter.

If they cannot resolve the issue immediately they undertake to elevate it to their respective Chief Executives who will work together to resolve the matter.

If the issue has not been resolved within 30 working days the chair of Tūhoe -Te Uru Taumatua and the appropriate Ministry of Health official will meet to work in good faith to resolve the issue provided it is not inconsistent with any of their statutory obligations.

For the purposes of this Health chapter the appropriate Ministry of Health official is the Deputy Director-General, Māori Health, or their equivalent.

**Limitations of this Health chapter**

Tūhoe and the DHBs acknowledge that the commitments made under this Health chapter will endure irrespective of whether the settlement of the historical Treaty grievances of Tūhoe occurs or not.

The commitments under the five year action plan set out in this Health chapter and attached as a separate document to the SMP are limited to the extent that they are within the capability, legal powers and resources of Tūhoe and the DHBs. Notwithstanding those possible limitations, within the spirit of this undertaking and in accordance with the sentiments and commitments of Nā Kōrero Ranatira ā Tūhoe me Te Karauna the DHBs and Tūhoe will, when effective to do so, provide further detailed plans in order to give the fullest possible effect to the action points contained in this Health chapter.
Five Year Action Plan⁹

From discussions at Health Sector workshops it was generally agreed that the Tūhoe Health Needs Assessment (HNA) would help in setting the priorities for years 2-5 of the Action Plan. This action plan sets the deliverables for Year One activity and should be reviewed on completion of the Ngai Tūhoe HNA. Year Two to Year Five activity will be set once planning and priority setting has occurred.

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<th>ACTION</th>
<th>DETAILS</th>
<th>CAPABILITY AND RESOURCING</th>
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<tbody>
<tr>
<td><strong>PRIORITY 1</strong></td>
<td>Understanding the health needs of Tūhoe people in the Tūhoe area of interest</td>
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<tr>
<td><strong>Action 1.1</strong></td>
<td>Conduct a Health Needs Assessment (HNA) in the Tūhoe area of interest. The HNA will have three work streams over the next five years.</td>
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| **Year One** | MoH with Tūhoe to agree Terms of Reference and implementation of HNA (Workstreams 1-3). Quantitative Macro Analysis (Workstream 1 - carried out Year 2, Year 5)  
  ● An assessment of health need using national health datasets including but not limited to death registrations, the National Minimum Dataset and cancer registrations.  
  ● An agreement with other government agencies such as Statistics NZ, Ministry of Social Development, Ministry of Education to access data to assess the demographic make-up of Tūhoe and the wider socio-economic determinants of Tūhoe health¹⁰.  
  Quantitative Micro Analysis (Workstream 2 -Every 6-12 months)  
  ● An assessment of health need using local health datasets including but not limited to GP practice management systems, PHO data, Māori health plans, Public Health Unit data.  
  ● An agreement with local government agencies such as BOP District Council¹¹ to access data to assess determinants of Tūhoe health.¹²  
  Qualitative Analysis (Workstream 3 - timing to be confirmed)  
  ● Qualitative research to capture community views on their own health and healthcare needs, this may include for example focus groups | • MoH to fund related costs for the HNA¹³  
  • Tūhoe and MoH to establish and agree a HNA plan and strategy which will include scope¹⁴ of assessment.  
  • DHB’s to provide relevant data held  
  • Tūhoe to identify appropriate people/analysts to work on the HNA (note that MoH and DHBs will provide ‘on the job’ support and training to Tūhoe analysts as required) |

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⁹ Further activities for Year 2 – Year 5 to be confirmed
¹⁰ This will be subject to negotiation with the relevant agencies.
¹¹ Bay of Plenty District Council
¹² This will be subject to agreement with the relevant agencies.
¹³ This includes costs associated with publication of data, and potentially additional hui costs
¹⁴ Scope to potentially include broader social service areas, Housing, Welfare, and Education.
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<tr>
<td><strong>Action 1.2</strong>&lt;br&gt;Review available HNA data to set activities for Year Two to Year Five of the Five Year Action Plan</td>
<td>Following completion of the HNA, activities for Year Two to Year Five of the Action Plan will be identified and confirmed for inclusion in the Health chapter.</td>
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<td><strong>PRIORITY 2</strong>&lt;br&gt;Supporting access to quality health services</td>
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<tr>
<td><strong>Action 2.1</strong>&lt;br&gt;Prepare a scoping paper to explore the options for developing sustainable and affordable essential primary care services, including GP services, to better meet the needs of Tūhoe in the Tūhoe area of interest. The paper will also consider the options for Tūhoe ownership of primary care services and different service models (eg hub and spoke models)</td>
<td>MoH and BOP DHB to undertake this work jointly with Tūhoe. &lt;br&gt;Scoping paper to be developed by 30 April 2012. &lt;br&gt;Agreed recommendations from the scoping paper to be included in 2012/13 action plan.</td>
<td>• BOP DHB Portfolio Manager Primary Care Maori Health Planning and Funding and portfolio Manager Health Equity to support this work. &lt;br&gt;• Ministry of Health will provide peer review to this work. Contributions in 2012/13 and beyond to be confirmed following completion of scoping paper. &lt;br&gt;• Note: this work will be informed by DHB data on health needs and DHB planning documents. It will also be informed by consultation with Tūhoe health providers and other key primary care stakeholders.</td>
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<tr>
<td><strong>Action 2.2</strong>&lt;br&gt;Support Tūhoe provider and workforce development priorities</td>
<td>Tūhoe to develop a Tūhoe health provider and workforce plan for 2012/13 in consultation with the BOP DHB Maori Health Planning and Funding team. &lt;br&gt;The results of the scoping paper (Action 2.1) will inform this action point.</td>
<td>• Tūhoe to lead this project with support from BOP DHB. &lt;br&gt;• BOP DHB Maori Health Planning and Funding team to include in its work plan.</td>
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<td>ACTION</td>
<td>DETAILS</td>
<td>CAPABILITY AND RESOURCING</td>
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<td><strong>Action 2.3</strong>&lt;br&gt;Work with Tūhoe and District Councils to assess community water supplies in the Tūhoe rohe, to improve the quality of drinking water as measured by the Drinking Water Standards of NZ, and promote the health of Tūhoe.</td>
<td>Toi Te Ora-Public Health Service will support Tūhoe in making applications to the Drinking Water Assistance Programme (DWAP). In particular, this may include supporting Tūhoe with its applications to the Technical Assistance Programme (TAP), which aims to help water suppliers improve their supplies through expert assistance. This may lead on to Tūhoe submitting applications under the Capital Assistance Programme (CAP).</td>
<td>• Toi Te Ora-Public Health Service to work with Tūhoe to provide direct advice and training, which will give local suppliers the skills and knowledge about all aspects of managing drinking water supplies.</td>
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### PRIORITY 3
Supporting Tūhoe participation in planning and decision making for the provision and delivery of health services in the Tūhoe area of interest

| **Action 3.1**<br>Develop and implement a collaboration protocol with DHB’s intersecting the Tūhoe rohe. | DHB’s will be encouraged to enable Tūhoe health priority needs. A protocol to enable a whole of rohe plan and focus is implemented. | • MoH will support and facilitate Tūhoe and the respective DHB’s to develop the protocol. |

| **Action 3.2**<br>Identify shared health priorities in the Tūhoe Service Management Plan with the BOP DHB Māori Health Plan priorities, local indicators and targets. | • Maori Health Planning and Funding team to work with Tūhoe in resourcing the SMP shared priorities for health with the BOP DHB Māori Health Plan priorities, local indicators and targets. • This work will inform service development planning, purchasing and contracting with Tūhoe. | • BOP DHB will undertake this work as part of the DHB’s annual planning process. |
The Bay of Plenty District Health Board, Lakes District Health Board and the Hawke’s Bay District Health Board (collectively referred to as “the DHBs”) are signatories to this Health chapter as an endorsement of their commitment to their statutory obligations and recognising the practicality that transformation of the social circumstances of the people of Ngāi Tūhoe will be effective only in partnership with improved housing, education and social support. The obligations on District Health Boards arise from the New Zealand Public Health and Disability Act 2000 and cannot be affected by the provisions of this SMP.

By signing this Health chapter the DHBs agree that the commitments under this Health chapter are limited to the extent that they are within the capabilities and resources of the DHBs, and that the DHBs and Tūhoe acknowledge that this Health chapter is not legally binding on the DHBs and Tūhoe. The DHBs and Tūhoe are committed to achieving the actions as set out in this Health chapter on an ongoing basis, and will not adopt measures that would prejudice the achievement of action points or progress already made without prior consultation, and prior consideration of all reasonable alternatives.

PHIL CAMMISH
Chief Executive
Bay of Plenty District Health Board

RON DUNHAM
Chief Executive
Lakes District Health Board

DR KEVIN SNEE
Chief Executive
Hawke’s Bay District Health Board
**EDUCATION**

**Shared purpose**

Tūhoe and the Ministry of Education are committed to improving educational outcomes for Tūhoe living in the Tūhoe rohe.

Our shared purpose is that Tūhoe learners in the rohe will experience education that is uniquely and consistently Tūhoe while also having access to broader learning and knowledge systems with their own unique purpose and value.

Jointly, we seek to provide the best possible education by which:

- Tūhoe learners achieve educational success as and for Tūhoe and New Zealand society;
- education contributes to sustaining the Tūhoe identity, language and culture;
- education provision supports the social and economic development of both Tūhoe and the New Zealand economy.

Our shared purpose includes Tūhoe exercising mana motuhake with respect to the shape and characteristics of education provision in their rohe. Jointly, we seek the greatest possible autonomy for Tūhoe that is both within their capacity and ability and consistent with the responsibilities the Crown has and must retain for New Zealand citizens.

The Ministry welcomes Tūhoe’s wish to exercise leadership in educational provision in the rohe. The Ministry will be assisted in reaching its educational goals by ensuring the delivery of education that is meaningful to Tūhoe communities who engage whānau in support of learning. Educational expertise and innovation in the Tūhoe rohe will provide the Ministry with valuable insights to improve education for and with Tūhoe learners, their whānau, hapū and iwi.

**Priorities**

**Tūhoe priorities**

Tūhoe’s priorities for the long range two-generation or 40 year term include:

- The Crown transfers to Tūhoe maximum autonomy in the development of a Tūhoe education philosophy and in planning, design, and innovation for education programming and provision;
- Tūhoe mana motuhake strengthens Tūhoe kinship and culture, things of greater innate value holding us together;
- The permanency of Tūhoe values, beliefs and way of life solidify how we choose to be known and work for a secure future;
- Within our communities, Tūhoe whānau accept the obligations, duty and responsibility that arise out of the relationship with the Ministry of Education in order to be deserving of all the rights, entitlements and privileges that also ensue.

Tūhoe’s priorities for the short to medium term include:

- Produce a Tūhoe Tribal community based education plan;
- Establish Tūhoe Te Uru Taumatua as a shaper and leader of education provision in the Tūhoe rohe;
- Identify the means for more integrated education provision in the rohe across early childhood, compulsory schooling and post compulsory education to enable unified planning and the development of Tūhoe infrastructural capability to transform educational achievement;
- Optimise mechanisms within the Education Act which enable the Tūhoe educational philosophy and approach. Where none exist, develop new options to achieve mandate and approval;
- Develop a proposal for unique Tūhoe education provision which achieves an integrated model for education within the rohe and where Tūhoe substantially determines what is required to deliver agreed outcomes;
- Implement the education plan and continuously refine planning and delivery. Continue to build a new collaborative relationship with the Ministry of Education.
Ministry priorities

The Ministry has short and medium term priorities as well as enduring priorities that are relevant to its support of the Tūhoe partnership.

The Ministry’s enduring priorities for the partnership reflect the Ministry’s priorities expressed in its Statement of Intent (2011/12- 2016/17):

- Increasing opportunity for Tūhoe children to participate in high-quality early childhood education;
- Every Tūhoe child achieves literacy and numeracy levels that enable their success;
- Every Tūhoe young person has the skills and qualifications to contribute to the well-being of the iwi, their own future and New Zealand’s future;
- Relevant and efficient tertiary education provision that meets Tūhoe student needs and the needs of the labour market in the Tūhoe rohe and nationally;
- Tūhoe learners achieving education success as Tūhoe;
- The Ministry is capable, efficient and responsive to deliver core business functions and contribute to meeting the partnership goals.

The Ministry has the following short and medium-term priorities that contribute to the Tūhoe partnership:

- Support Tūhoe to advance their planning by providing, data, information, and advice;
- Provide policy support to Tūhoe in the development of a proposal to establish outside current legislation a uniquely Tūhoe form of education provision within the current network of provision, if this is supported by the long-term strategy;
- Develop greater on-going capacity to provide iwi-specific data for development and monitoring purposes, including for Tūhoe;
- Engage other education agencies in support of iwi aspirations and plans for education.

Shared priorities

The Ministry and Tūhoe are committed to the development of a long term (40 year) education strategy for Tūhoe. The strategy will clearly state the respective accountabilities of the parties for achieving the success of the strategy. Processes for on-going evaluation of progress towards achieving agreed outcomes and for review of the strategy will be included.

We prioritise Tūhoe’s leadership in the establishment of the strategy and their leadership in effecting change.

Tūhoe and the Ministry of Education desire a relationship that is frank and open and focussed on securing practical solutions in pursuit of our shared purpose. We have much to learn from each other, and this relationship will require a shared enabling approach until key formative decisions are made and key challenges are resolved.

Tūhoe and the Ministry of Education have a sense of urgency and a commitment to action in accordance with the current five-year plan and the subsequent five-year plans that are agreed.

Key short – medium term mutual priorities include the following:

- Tūhoe developing a role in shaping and leading education provision in the rohe;
- identifying options within the current legislation which will support Tūhoe’s aspirations for education provision in the rohe;
- designing as part of the total provision in the rohe, integrated education provision across early childhood, schooling and post-compulsory years that has a consistent philosophical underpinning that is uniquely Tūhoe;
- developing a proposal, enabling policy, if required, and a plan of action for the achievement of the integrated provision;
- building our capability in collecting, sharing, analysing and evaluating data and information about educational provision and its outcomes in the Tūhoe rohe.
### Five Year Action Plan

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<tr>
<th>ACTIONS</th>
<th>DETAILS</th>
<th>CAPABILITY AND RESOURCING</th>
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<tbody>
<tr>
<td><strong>PRIORITY 1</strong></td>
<td>Establishing Tūhoe as a shaper and leader of education in the rohe</td>
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<tr>
<td><strong>Action 1.1</strong></td>
<td>Undertake a stocktake of education provision in the rohe.</td>
<td>- Collect and consider data about early childhood, schooling and tertiary provision and resourcing within the Tūhoe rohe, education performance and student achievement and the impact of current and past development initiatives, so that Tūhoe has a sound basis for developing new initiatives and exercising leadership.</td>
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<td>The Ministry will work with Tūhoe to identify data and information that will be useful for their shared purpose and will provide the data and information requested. The Ministry will support Tūhoe in the analysis and consideration of the material provided.</td>
</tr>
<tr>
<td><strong>Action 1.2</strong></td>
<td>Consider information about current and planned policy and legislation.</td>
<td>- Collect and consider information about current education policy and legislation, specifically noting flexibility within provisions which might meet some of the needs of Tūhoe.</td>
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<td>- Assess the applicability of national flagship policy programmes, including the Youth Guarantee programme, for their relevance to Tūhoe aspirations.</td>
</tr>
<tr>
<td><strong>Action 1.3</strong></td>
<td>Communicate with all education providers, their learners and whānau about the education aspects of the Service Management Plan.</td>
<td>- Collaborate in communications to Boards of Trustees, early childhood services and tertiary institutions about Tūhoe interest in educational provision in the Tūhoe rohe.</td>
</tr>
<tr>
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<td>Communication will be led by Tūhoe and supported by the Ministry.</td>
</tr>
<tr>
<td><strong>PRIORITY 2</strong></td>
<td>Where needs are not being met, develop new models of education provision that support and enable the achievement of Tūhoe goals</td>
<td></td>
</tr>
<tr>
<td><strong>Action 2.1</strong></td>
<td>Explore new models of education provision.</td>
<td>Consider information about international “Charter School” models and compare with current school types in New Zealand.</td>
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<td>Ensure Tūhoe remains informed about the development of charter school prototypes in New Zealand.</td>
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<td>Consider options for achieving Tūhoe goals through better integration of early childhood, schooling and tertiary education.</td>
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<td>Through its Confidence and Supply Agreement with the ACT party, Government has agreed to trial two “charter schools” in New Zealand. There may be aspects of the “charter schools” that will be of interest to Tūhoe.</td>
</tr>
<tr>
<td>ACTIONS</td>
<td>DETAILS</td>
<td>CAPABILITY AND RESOURCING</td>
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</tbody>
</table>
| Action 2.2  
Involve the wider education sector agencies in the planning and design of possible system changes | This action involves:  
• informing ERO, NZQA, TEC, NZTC\(^{15}\) and Careers Services and Te Kura about the SMP  
• keeping them informed about progress on the plan  
• involving them as appropriate in problem solving about aspects of the plan  
• facilitating system change where necessary to support the plan | The Ministry will take the lead in facilitating the involvement of other education sector agencies in considering new provision. |

**PRIORITY 3**  
Create detailed visions and a long term education plan

| Action 3.1  
Define shared outcomes for education in Tūhoe rohe | Agree statements about measurable desired outcomes of a Tūhoe education model in terms of  
• outcomes for learners  
• outcomes for Tūhoe iwi  
• outcomes for communities within the rohe  
• outcomes for government | To be undertaken jointly by Tūhoe and the Ministry. A Funding Agreement may be developed between the parties to assist in achieving this action, if required. |

| Action 3.2  
Develop a long term, high level education plan | Develop a long-term education plan that encompasses ECE\(^{16}\), schooling and post-compulsory education, specifying the strategies, institutional arrangements and roles within those arrangements which would be needed to meet the goals of Tūhoe. | To be led by Tūhoe with input from the Ministry and other education agencies at the request of Tūhoe. A Funding Agreement between the parties may assist in achieving this action. |

| Action 3.3  
Identify legislative and policy barriers to achieving the long term education plan | Identify for discussion with and consideration by the Crown, departures from current legislation and policy which would be required over time to facilitate the achievement of Tūhoe’s vision. | To be led by the Ministry and other sector agencies, working with Tūhoe. |

---

16 ECE – Early Childhood Education
**ACTION 3.4**  
Adopt a long term plan

Adopt an education plan which  
- contains goals, strategies and process and outcome measures  
- is achievable within current legislation, or within changes to legislation which government has agreed to consider at the appropriate time.  
- states what is to be achieved within the first five years of the plan.

To be led by Tūhoe with support from the Ministry and other sector agencies. A Funding Agreement between the parties may assist in achieving this action.

### PRIORITY 4  
Share data about Tūhoe education

**Action 4.1**  
Identify data required

Data will be required for planning and review purposes and for monitoring purposes. Tūhoe and the Ministry may have shared and separate data needs.

The Ministry has considerable data collection and analysis capabilities, and much relevant data that is required from education providers which requires specific analysis to be useful for iwi.

**Action 4.2**  
Establish data sharing arrangements

Determine infrastructure required to share data effectively and efficiently.

Establish protocols and processes for sharing data.

Developing data capabilities is a key focus for Tūhoe.

**Action 4.3**  
Provide data

Provide agreed data to an agreed schedule.
<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>DETAILS</th>
<th>CAPABILITY AND RESOURCING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRIORITY 5</strong></td>
<td>Implement, monitor and review first five year plan</td>
<td></td>
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<tr>
<td><strong>Action 5.1</strong></td>
<td>Develop a detailed action plan for the first five year period of the SMP</td>
<td>The five year implementation plan would cover actions which any of Tūhoe, the Ministry or other education agencies need to take to reach the goals for the first five year period of the agreement. The action plan should be achievable within resources available. The plan should be achievable within current policy and legislation and/or within parameters of change agreed by government for consideration at the appropriate time.</td>
</tr>
<tr>
<td><strong>Action 5.2</strong></td>
<td>Monitoring and review of the SMP</td>
<td>Agree the mechanisms for monitoring the success of the plan. Develop processes for identifying, collecting and sharing data that allows the plan to be continually reviewed. Agree processes for amending the plan within its five year term, if the need arises.</td>
</tr>
<tr>
<td><strong>Action 5.3</strong></td>
<td>Renewal of the plan</td>
<td>Conduct a review after the fourth year of implementing the plan that leads to formulation of the second five year plan.</td>
</tr>
<tr>
<td><strong>PRIORITY 6</strong></td>
<td>Sustain the Tūhoe/Ministry of Education relationship</td>
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</tr>
<tr>
<td><strong>Action 6.1</strong></td>
<td>Continue to build a mutually valuable relationship.</td>
<td>Actions are as described in the section of this document “relationship principles and mechanisms.”</td>
</tr>
</tbody>
</table>
Relationship principles and mechanisms
The Ministry of Education and Tūhoe have agreed to abide by the shared relationship principles set out in the overarching SMP.

The Ministry of Education will work with the Tūhoe to conduct this relationship in a manner consistent with Whakapūmautia, Papakōwhaitia, Tau ana – Grasp, Embrace and Realise: Conducting Excellent Education Relationships between Iwi and the Ministry of Education.

The Ministry will work with Tūhoe to ensure active engagement and participation of the iwi in Ministry processes from policy design and development, implementation, service delivery and evaluation, and in determining specific investment priorities based on agreed outcomes.

The relationship will be co-ordinated on the Ministry’s side by a lead Partnership Advisor from within Group Māori who will, over time, broker relationships within and across the Ministry to support the education interests of Tūhoe.

The Partnership Advisor will advise when Tūhoe’s education priorities fall within the responsibilities of other education agencies, in which case the responsibility to work with the iwi will transfer to the relevant agency. The Partnership Advisor will support Tūhoe to identify and initiate discussion with a contact person within each relevant agency.

Meetings
The Ministry of Education and representatives of Tūhoe have met in anticipation of the signing of this SMP to discuss mutual expectations and current education priorities. They will continue to meet on a regular basis to determine the programme of shared work.

Thereafter, at an operational level the Ministry of Education and Tūhoe will continue to hold meetings, the timing of which will be determined by the parties once areas of shared work are agreed.

Additionally, the Ministry of Education and Tūhoe will conduct a meeting once a year to discuss:

- strategic matters relating to education activities
- issues that are presenting and the way in which both parties might assist each other to address these.

A member of the Ministry’s senior management group will attend this meeting.

Unless otherwise agreed between the Ministry of Education and Tūhoe, the latter will hold the pen on any documents (e.g. meeting notes) arising from meetings. The Ministry will be provided with draft documentation for comment and agreement.

The Secretary of Education will attend such review meetings between Tūhoe and Ministers as provided for in any Deed of Settlement between Tūhoe and the Crown whenever Tūhoe or Ministers identify relevant matters on the agenda.
SOCIAL DEVELOPMENT

Shared Purpose

Ministry of Social Development (MSD) and Tūhoe wish to collaborate over driving forth an inclusive New Zealand where all Tūhoe people and Tūhoe communities are able to participate in the social and economic life of their communities to lead social development to achieve better futures for all New Zealanders.

MSD and Tūhoe will do all things to establish the trust and confidence between each and the other to embed a truly interdependent relationship through which the social and economic prosperity of communities within the Tūhoe rohe may thrive.

MSD wishes to contribute to the Tūhoe vision of Tūhoetanga and mission for Mana Motuhake pursuant to the Crown’s duties of partnership under Te Tiriti O Waitangi and the rights of Tūhoe people as New Zealand Citizens. MSD considers that Tūhoe’s vision aligns strongly with its vision, purpose and principles.

Ministry of Social Development Priorities

MSD is about helping to build successful individuals, and in turn building strong, healthy families and communities. Within the Ministry we have three operational areas that look after the following issues of key interest to Tūhoe:

• employment, income support and superannuation services – Work and Income;
• care and protection of vulnerable children and young people – Child, Youth and Family;
• working with community service providers – Family and Community Services.

Work and Income

• To increase Tūhoe ability to create employment opportunities for Tūhoe people;
• To improve the living standards and social outcomes of Tūhoe through encouraging employment;
• To promote an alternative to a life of welfare dependency;
• To assess and offer the right product or service that would provide Tūhoe with the right tools to support their people into employment;
• To support Tūhoe in the up-skilling of their people for employment.

Child, Youth and Family

Tūhoe and Child, Youth and Family are committed to working together to improve the outcomes for Tūhoe children and young people in Child, Youth and Family’s care, or at risk of coming into care. Our goal is to have no Tūhoe tamariki and rangatahi in state care.

Within the legislative framework of the Children, Young Persons, and Their Families Act 1989, Child, Youth and Family:

• assesses the risk of harm to children and young people from abuse or neglect;
• engages with Tūhoe frameworks of whānau, hapū and tribal communities to put in place plans to keep children and young people safe;
• provides care for children or young people who are not safe at home or who come to our attention due to offending; and
• provides youth justice services for child and youth offenders.

Family and Community Services

We support families and communities to be strong, well informed and to connect with each other. We do this through working with and funding community service providers, providing information and advice for families and to communities and leading and coordinating services for families.
Tūhoe Priorities

Tūhoe identify the need to establish meaningful capability, leadership and infrastructure to achieve its long-term priorities, initial steps include the following short to medium term priorities.

Short – Medium Priorities
• Practical working relationships with MSD are established, effective and positive;
• Welfare for Tūhoe is examined, understood and operational;
• The incidence of Tūhoe welfare is better understood with the result that welfare dependency is reduced over the medium to long-term;
• The links between future Tūhoe economic development planning; skills need; and welfare are better understood and inform key planning strategies.

Long-Term Priorities

Tūhoe wishes to transform its current state of dependency to be self-governing over a 40 year or 2 generational timeframe. Key priorities over the long-term include the following:
• The Crown has transferred to Tūhoe maximum autonomy possible in the circumstances in the planning, design, innovation and delivery of welfare provision in the Tūhoe rohe;
• Alternatives to welfare dependency are modelled and practiced;
• Tūhoe has tested and applied its Iwi wide welfare strategy, policy and investment infrastructure and is able to provide for welfare circumstance of Tūhoe in the rohe and where ever they may live;
• Tūhoe has developed leadership capability throughout its Tribal communities and this has inspired personal responsibility for the standard of care of and between Tūhoe whānau.

Shared MSD and Tūhoe Priorities

Work and Income
• Tūhoe welfare is developed and understood so that attitudinal alternatives to welfare dependency are evolved and programmed to reduce the number of Tūhoe people in receipt of welfare dependency;
• Promote alternatives to a life of welfare dependency and share Work and Income products and services which are enabling of this objective;
• Collaborate with Tūhoe in their economic development, investment and industry generation within the Tūhoe rohe through data sharing; labour force analysis and workforce development and planning for Tūhoe people and communities.

Child, Youth and Family
• Ensure that Tūhoe children and young people are safe from harm;
• share information to improve our knowledge and understanding of the challenges and risks with Tūhoe children and young people who come into contact with Child, Youth and Family;
• Explore opportunities to work together to improve outcomes for Tūhoe children and young people in Child, Youth and Family’s care, or at risk of coming into care;
• Incidences of emotional abuse within the Tūhoe rohe are understood, identified and reduced;
• A joint strategy to achieve a “No Tūhoe tamariki in CyF’s Care” state is planned and implemented;
• Collaboration which assist Tūhoe to develop key infrastructure to deliver upon the joint strategy.

Family and Community Services
• communities to be strong well informed and to connect with each other;
• Help support Tūhoe to develop services capability and capacity for long term independence.
Five Year Action Plan

The actions set out in the table below will be reviewed on an on-going basis. The actions are expected to evolve over time through discussion between Work and Income and Tūhoe.

<table>
<thead>
<tr>
<th>PRIORITY 1 – WORK &amp; INCOME</th>
<th>DETAILS</th>
<th>CAPABILITY AND RESOURCING</th>
</tr>
</thead>
</table>
| **Action 1.1** Discover what is ‘welfare’ for Tūhoe | - Provide support to a Tūhoe ‘Welfare Needs Analysis’ approach.  
- Assist with a demographic profile of Tūhoe ‘beneficiary’ status, incidences of, generational status etc.  
- Generate notions of interdependence aimed at attitudinal shifts from benefit dependence.  
- Tikanga, terms and concepts of welfare for Tūhoe are debated and published. | Work and Income Labour Market manager to provide support to Tūhoe |

**PRIORITY 2** Promote alternatives to a life of welfare dependency and share Work and Income products and services which are enabling of this objective.

| **Action 2.1** Provide training opportunities that will increase the current skill level of Tūhoe workers to take advantage of the opportunities created. | - Complete assessment of available workforce capability within the Tūhoe rohe details to be agreed between the parties.  
- Tūhoe to provide input into the development of services and delivery and accountability mechanisms. | Work and Income labour market team to provide support where needed  
Industry partnership adviser, supporting a pathway to employment through training |

| **Action 2.2** Help support Tūhoe to develop employment initiatives focussed on opportunities for their people. | Enable data share with local and national data to configure a capable and competent Tūhoe workforce. | |

| **Action 2.3** Help support Tūhoe to develop capability and capacity for long term independence | Assist Tūhoe to develop a Tūhoe Welfare System that is founded upon whānau and hapu responsibility. Internalize a disapproving stigma of apathy and idleness. Assist tribal infrastructure development to enable transformative state. | |
**Priority 3**

Collaborate with Tūhoe in their economic development, investment and industry generation within the Tūhoe rohe through data sharing; labour force analysis and workforce development and planning for Tūhoe people and communities.

| Action 3.1 | Collaborate on wealth generation planning for Tūhoe to scope future workforce development needs. | - Assist infrastructure development.  
- Refine relationship protocols.  
- Provide Labour market intelligence to Tūhoe for the purpose of developing the labour market analysis report.  
- Help support Tūhoe to develop a marketing tool that promotes work first approach | In collaboration with Tūhoe complete a Labour Market analysis plan by end of 2012 |

| Action 3.2 | Use Tūhoe current labour opportunities to train their own people into meaningful employment. | Assist Tūhoe to connect workforce development planning with Tūhoe business planning approaches. | Support from the department |

| Action 3.3 | Provide advice to improve Tūhoe planning ability to address their economic and social development potential. | Connecting industries to Tūhoe and supporting Tūhoe employment strategies | Labour market team to provide key training opportunities industry specific. Eg Forestry, Aquaculture. |

**Child, Youth and Family**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Details</th>
<th>Capability and Resourcing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority 1</td>
<td>To ensure that Tūhoe children and young people are safe from harm</td>
<td></td>
</tr>
<tr>
<td><strong>Action 1.1</strong></td>
<td>Child, Youth and Family and Tūhoe will build their relationship through information sharing and two-way dialogue about at risk Tūhoe children and young people, particularly those in care.</td>
<td>Details to be agreed between Child, Youth and Family and Tūhoe.</td>
</tr>
<tr>
<td><strong>Action 1.2</strong></td>
<td>Child, Youth and Family and Tūhoe will agree outcome indicators against which Tūhoe can hold Child, Youth and Family to account for Tūhoe children and young people in care or at risk of coming into care.</td>
<td>Details to be agreed between Child, Youth and Family and Tūhoe.</td>
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</table>
## Family and Community Services

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<tr>
<th>ACTIONS</th>
<th>DETAILS</th>
<th>CAPABILITY AND RESOURCING</th>
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</thead>
<tbody>
<tr>
<td><strong>PRIORITY 1</strong></td>
<td>To assist Tūhoe to access support services that enable whanau to live independently of welfare</td>
<td></td>
</tr>
<tr>
<td><strong>Action 1.1</strong></td>
<td>Assist in developing a MSD whole of rohe perspective</td>
<td>Develop a protocol within MSD in respect to planning and service investment and commitment to the Tūhoe rohe / Te Urewera region.</td>
</tr>
<tr>
<td><strong>Action 1.2</strong></td>
<td>Assist in the planning and development of a Tūhoe welfare system aimed at reducing incidence of beneficiary dependence.</td>
<td>Tūhoe to provide an overview of the strengths and skill sets of individuals and organisations aligned to Tūhoe.</td>
</tr>
<tr>
<td><strong>Action 1.3</strong></td>
<td>Tūhoe to provide input into the development of services and delivery and accountability mechanisms.</td>
<td>Discuss with Tūhoe what service capacity we could leverage off</td>
</tr>
<tr>
<td><strong>PRIORITY 2</strong></td>
<td>Help support Tūhoe to develop services capability and capacity for long term independence</td>
<td></td>
</tr>
<tr>
<td><strong>Action 2.1</strong></td>
<td>Map out the strengths and skill sets currently available to potential future opportunities</td>
<td>Discuss with Tūhoe</td>
</tr>
<tr>
<td><strong>Action 2.2</strong></td>
<td>Work with Tūhoe so they understand FACS(^{17}) contracting criteria</td>
<td>Discuss with Tūhoe to assist lifting the capability of Tūhoe</td>
</tr>
<tr>
<td><strong>Action 2.3</strong></td>
<td>Work with Tūhoe to identify appropriate service delivery options in the rohe.</td>
<td>Discuss with Tūhoe their aspirations to achieve independent wellness.</td>
</tr>
</tbody>
</table>

\(^{17}\) FACS – Family and Community Services
The Relationship Mechanism

MSD is committed to ensuring a strong, mutually rewarding relationship with Tūhoe endures into the future. The Chief Executive of MSD will meet with Tūhoe annually. Additionally:

- Work and Income and Tūhoe will meet six monthly to share information about Tūhoe employment outcomes and benefit receipt. The meetings will include Tūhoe, Work and Income’s Deputy Chief Executive (annually), Regional Commissioner for Social Development BOP, Regional Labour Market Manager (six monthly);
- As part of this process, Work and Income will provide Tūhoe annually with an update to the statistical report prepared and submitted to the Taskforce. The parties will have two-way dialogue about this data, and how outcomes could be improved;
- Representatives of Tūhoe will be able to contact Work and Income’s Regional Commissioner for Social Development BOP or Regional Labour Market Manager at any time about any concerns that emerge about this process;
- Child, Youth and Family and Tūhoe will meet six monthly to share information about Tūhoe children and young people in care, or at risk of coming into care. The meetings will include mandated Tūhoe representatives, Child, Youth and Family’s Deputy Chief Executive and Chief Social Worker (annually), and General Manager Operations and Regional Director Midlands (six monthly);
- Representatives of Tūhoe will be able to contact Child, Youth and Family’s General Manager Operations or Regional Director Midlands at any time about any concerns that emerge about Tūhoe children and young people in our care, or Tūhoe children, young people and their families who are at risk and may need Child, Youth and Family’s help, or that of non-government organisation partners;
- Family and Community Services and Tūhoe will meet six monthly to share information about Tūhoe whanau outcomes and government and non-government activity to support families and communities to be safe and successful. The meetings will include Tūhoe representatives, Family and Community Services Deputy Chief Executive (annually), Regional Manager (six monthly);
- As part of this process, Family and Community Services will provide Tūhoe annually with an update to the statistical report prepared and submitted to the Taskforce. MSD and Tūhoe will have two-way dialogue about these data, and how outcomes could be improved;
- Representatives of Tūhoe will be able to contact Family and Community Services Regional Manager BOP at any time about any concerns that emerge about this process.
APPENDIX 3

Ngāi Tūhoe Social Service Taskforce

Ministry of Social Development (Chair)
  Richard Wood (replaced by Murray Edridge) - Deputy Chief Executive, Family and Community Services

Ministry of Justice (Office of Treaty Settlements)
  Peter Galvin – Deputy Secretary Treaty and Director Office of Treaty Settlements

Te Puni Kōkiri
  Herewini Te Koha - Deputy Secretary, Relationships and Information

Ministry of Education
  Rawiri Brell - Deputy Secretary, Early Years and Learning Support

Ministry of Health
  Teresa Wall - Deputy Director-General, Māori Health

The Department of Building and Housing
  Suzanne Townsend - Deputy Chief Executive

Department of the Prime Minister and Cabinet (advisory role)
  Anaru Mill – Policy Advisor

Secretariat

Peter Kennedy – Principal Advisor, Office of Treaty Settlements

Neil Martin – Principal Advisor, Ministry of Social Development

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20 The Departments, and their representatives, that worked together and with Ngāi Tūhoe to develop this Service Management Plan.
21 Now the Ministry of Business, Innovation and Employment
APPENDIX 4

Ngāi Tūhoe representatives

Ngāi Tūhoe negotiators

Tāmati Kruger
Chief Negotiator

Kirsti Luke
General Manager
Te Kotahi ā Tūhoe

Sir Noel Anderson
Special Advisor

Ngāi Tūhoe Discussion Group Participants

<table>
<thead>
<tr>
<th>GROUP</th>
<th>ADVISORS</th>
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<tbody>
<tr>
<td>Building &amp; Housing</td>
<td>Awhina Rangiaho</td>
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<tr>
<td></td>
<td>Doris Rurehe</td>
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<tr>
<td>Education</td>
<td>Yvonne Hōhipa</td>
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<td>Háromi Williams</td>
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<td>Chris Eketone</td>
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<td>Sandre’ Kruger</td>
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<td>Kararaina Pōnika</td>
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<td>Health</td>
<td>Waylyn Tahuri-Whaipakanga</td>
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<td>Kero Te Pou</td>
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<td>Wena Harawira</td>
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<td>Tame Iti</td>
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<tr>
<td>Welfare</td>
<td>Te Tokawhakāea Tēmara</td>
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<tr>
<td></td>
<td>Waereti Rolleston-Tait</td>
</tr>
<tr>
<td></td>
<td>Roberta Ripaki</td>
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</tbody>
</table>
**APPENDIX 5**

**GLOSSARY OF TERMS**

*Mana Motuhake:*

Mana Motuhake is defined within the terms of this agreement as: “Progressively enhancing Tūhoe’s autonomy in decision making matched by its growth in infrastructure, capability and leadership in social service provision. This is balanced by the Crown’s governance role under Te Tiriti O Waitangi. Through the Treaty Settlement practical steps will be taken for Tūhoe to manage their affairs within their core area of interest with the maximum autonomy possible in the circumstances.”

*Tūhoe-Te Uru Taumatua:*

The Tūhoe governance entity.

*Rangatira to Rangatira:*

Engagement between the parties at the highest level possible in the circumstances.

*Sector Chapters:*

The detailed work plan of the commitments each of the parties, the District Health Boards and the Ministry of Health have made to Tūhoe.