



**TE KAHU O TAONUI**

*Me mahi tahi tātou*

# Whanaungatanga ki Taurangi

**Te Taumata Hauora o Te Kahu o Taonui**

***[Iwi Māori Partnership Board for Te Tai Tokerau mai i Tamaki ki Te Rerenga  
Wairua]***



**June 2022 The Agreement | Whanaungatanga ki  
The Relationship Agreement of Te Taumata Hauora o  
Te Kahu o Taonui**

## **CONTEXT OF THIS AGREEMENT | KUPU WHAKATAKI**

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Our Poropiti Aperehama Taonui, was born 18th March 1810, and died 23rd September 1883  
Before his death in 1883 Aperehama gave his last prediction:

*He taniwha kei te haere mai, he taniwha tae kuhu, tae huna e kore rawa  
koutou e kitea, e kore koutou e mōhio kua tae mai, kia kitea rānō i ngā kanohi  
a o mokopuna.  
Ina tae ki tēnā, kaua e patua i o mokopuna, engari hipokingia o koutou  
mokopuna ki te kahu aroha a te whānau.*

*There is a demon on its way, it is a demon that will arrive stealthily and  
deviously and you will not see it coming and you will not even know that it's  
here until you see it in the eyes of your mokopuna. When you do, do not  
punish your mokopuna, you must wrap your mokopuna in the cloak of love of  
the whānau.*

Te Tiriti o Waitangi is the founding document of this country and the beginning of building a new nation. It was signed in 1840 at Waitangi and sets the parameters for a relationship between Māori and the Crown.

For Te Kahu o Taonui (Tai Tokerau Iwi Chairs Forum), Te Tiriti o Waitangi, together with He Whakaputanga o Te Rangatiratanga o Niu Tirenī, provide a constitutional and legal framework that in 1840 allowed for the beginning of a new nation between Māori, non-Māori and the Crown. In relation to health, a Treaty relationship exists between Māori and the Crown as represented in 2019 by District Health Boards. Te Tiriti o Waitangi and He Whakaputanga o Te Rangatiratanga o Niu Tirenī also protect the guarantee of tino rangatiratanga. Article 1 of Te Tiriti provided to the Crown kāwanatanga, the ability to govern and administer in the interests of all. Article 2 preserved to Māori tino rangātiratanga of taonga. Article 3 gave to Māori rights of citizenship in Aotearoa.

In November 2014, the Waitangi Tribunal in Wai 1040 *Te Paparahi ki te Raki* found that Northland Māori who were signatories to Te Tiriti o Waitangi did not cede sovereignty to the Crown.<sup>1</sup> This position has been maintained by successive Northland Māori leaders in the past and today. The Tribunal has also recognised the articles of Te Tiriti o Waitangi as the basis for a mutually beneficial relationship between Māori and the Crown.

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<sup>1</sup> Wai 1040: Te Paparahi o Te Raki (Northland) Inquiry – Stage One.



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The United Nations Declaration of the Rights of Indigenous Peoples [UNDRIP] reflects many of the rights guaranteed by Te Tiriti o Waitangi and He Whakaputanga o Te Rangatiratanga o Nu Tireni in a global and current context. UNDRIP provides grounds at international law to support the exercise of tino rangatiratanga in determining health outcomes of Māori. Article 4 protects the right to autonomy or self-government of indigenous people in matters relating to internal and local affairs. Article 21 protects the right of indigenous people to improve their economic, social conditions, including health.

Te Kahu o Taonui is a confederate of eleven independent iwi with each iwi maintaining a Crown - Te Tiriti o Waitangi relationship. Te Taumata Hauora o Te Kahu o Taonui has the relationship to the Health Authorities (Māori Health Authority [MHA], Health NZ [HNZ]) as laid out in the Pae Ora (Healthy Futures) Bill 2022, to enact the roles and responsibilities of the named IMPB. This agreement acknowledges that Te Taumata Hauora o Te Kahu o Taonui is to be the Iwi Māori Partnership Board under the Pae Ora (Healthy Futures) Bill 2022 without limiting the mana motuhake of each iwi. Te Taumata Hauora o Te Kahu o Taonui entity shall operationalise the IMPB and deliver on the roles and functions of the Board within Te Tai Tokerau.

Te Kahu o Taonui reserves the right to invite/add to Te Taumata Hauora o Te Kahu o Taonui IMPB membership as the roles and responsibilities are further developed and understood. Presently, the IMPB will submit this relationship document with the seven (7) Iwi representatives that sit on the Kaunihera of Te Kahu o Taonui, who are leading the establishment and transition process. A recruitment process will be initiated to engage with the remaining proposed members to the IMPB.

This agreement encourages and supports the intent of a long-term relationship between the Health Authorities and Te Taumata Hauora o Te Kahu o Taonui in a manner that respects the indigenous heritage of the region, with the future intent to enter into a tri-partnership agreement with MHA/HNZ post establishment/listing in the legislation. The IMPB will bring their own perspective to the table, share common goals and aspirations for the wellbeing of whānau, hapū and iwi and the broader community in the region.

The parties acknowledge that a relationship informed by the role of the region as the birthplace of our current nation, could also be the blueprint for building a region that enables all communities and whānau to prosper.

## THE AGREEMENT | Whanaungatanga ki Taurangi

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### 1. Purpose | Whāinga

The purpose of this relationship is for the iwi and hapori Māori (parties) to work together based on enduring mutual respect through a shared vision, purpose and goals for mutually beneficial outcomes. With a long term and forward-thinking approach we will invest intergenerationally to achieve Māori health outcomes and advance Māori wellbeing across Te Tai Tokerau and Tamaki Makaurau. A partnership based on Te Tiriti o Waitangi and He Whakaputanga o Te Rangatiratanga o Niu Tireni enables whānau, hapū and iwi to express and maintain tino rangatiratanga and make decisions that have immediate and enduring positive outcomes.

The Parties will take a whole of system approach to ensure our collective resources are targeted at providing effective and high-quality health services of value to whānau Māori. We will work collectively to identify and



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eliminate barriers experienced by Māori, while improving how decisions are made to fund, design and deliver interventions at a localised level to achieve long lasting outcomes for Māori. This means that we will not be confined to a particular component of the system, but instead provide a critical and supportive Māori view across all parts and functions of the health sector to ensure it is serving the needs of Māori and the broader community appropriately. From an oranga perspective, this includes the wider social determinants that impact on whānau to thrive where they live, work and play, for example, housing, education and employment.

## 2. Vision | Moemoea

*Te Tai Tokerau – the birthplace of our current nation, a region that leads the way in caring for the wellbeing of its people and its environment.*

## 3. Principles | Mātāpono

Four principles are inherent to Te Tiriti o Waitangi and the intent of these are preserved and advanced in this Agreement.

### Partnership

Partnership is about shared decision-making based on mutual good faith, trust and reasonableness. All partners will work together to ensure that Māori are supported and have capacity to participate in decision-making on issues important to Māori whānau, hapū and iwi.

### Equity

At its core, the principle of equity guarantees fairness and freedom from discrimination, whether this discrimination is conscious or unconscious. This reflects the right of equal citizenship in Article 3 of Te Tiriti o Waitangi. As we advance Māori wellbeing, we are committed to innovation and change to achieve Māori health equity. This will involve dismantling systems and practices that have maintained or hidden health inequities between Māori and non-Māori.

### Options

As Tiriti o Waitangi partners, Māori have the right to choose their social and cultural path to wellbeing. We will protect the rights of Māori to choose, design and deliver health and wellbeing services that value and nurture their beliefs, knowledge and strengths.

### Active Protection

Active protection requires full participation in decision-making processes and judgments as to what is reasonable in the circumstances. This relates to Māori interests as part of the promises made in Te Tiriti o Waitangi where there is a commitment that all Māori culture, traditions, and taonga will be protected.

In practice these principles mean:



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- The parties, in pursuit of common goals and objectives both agree to work together to uphold the wellbeing of our communities so that none get left behind and all have an equal opportunity to contribute;
- The parties will work in a manner that recognises and respects the:
  - mana, authority and kaitiakitanga status of iwi and hapū;
  - authority of the Health Authorities who are parties to this agreement;
  - the desire of the parties to enhance the cultural, social, economic, and environmental wellbeing of all people;
  - shared desire for effective participation by iwi to provide for empowered and more effective governance and strong communities in Tai Tokerau; and,
  - shared obligation to sustainably manage the Tai Tokerau wellbeing environment for current and future generations.
- The parties will show the highest levels of integrity, transparency and flexibility towards each other.
- The parties will ensure there are no surprises but a proactive intent to engage early, constructively and positively on matters of shared priority and interest; and
- The Rohe: Mai Tamaki ki te Rerenga Wairua, from Tamaki (Portage Rd, Otahuhu in the south) to Te Rerenga Wairua in the north.

## 4. Leadership | Rangatiratanga

### 4.1 Te Kahu o Taonui

There are a total of eleven (11) iwi chairs that comprise Te Kahu o Taonui, all hapū whakapapa to one of the eleven Iwi.

- Ngāti Kuri
- Te Aupōuri
- Ngāi Takoto
- Te Rarawa
- Ngāti Kahu
- Whāingaroa
- Kahukuraariki
- Ngāti Whātua
- Ngātiwai
- Te Roroa
- Ngāpuhi;
- and
- Ngāti Hine

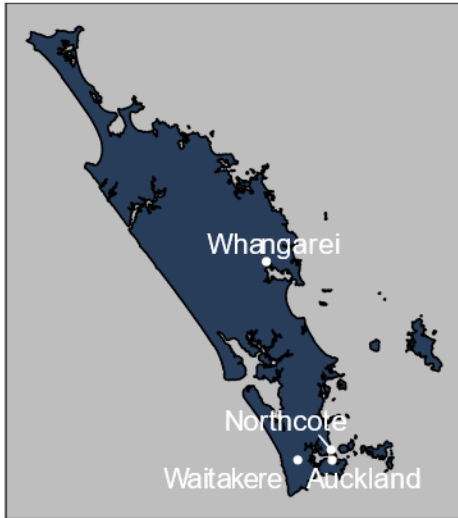


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### 5. Geographical Border

The geographical border of the IMPB is described as follows:



*Mai Tamaki ki te Rerenga Wairua – Portage Rd, Otahuhu, Auckland to Te Rerenga Wairua.*

*Ngāpuhi traditions name Te Whare o Puhi boundaries ‘Mai ngā pūriri i Ramarama ki Te Rerenga Wairua’. Ngāpuhi will engage with their tribal constituents in the current Counties Manukau DHB).*

*Te Kahu o Taonui acknowledge the Memorandum of Understanding between Ngāti Whātua and Waipareira.*

### 6. Common Goals | Ngā Whāinga Ōrite

Shared benefits sought through this relationship include:

- a. Achieving and enabling an approach to health and wellbeing across the region through commissioning of services.
- b. A relationship model that gives effect to the articles of Te Tiriti o Waitangi.
- c. Better communication and collaboration between the parties to understand each other’s perspectives and develop more shared understandings.
- d. Identifying and engaging in joint ventures of mutual benefit.
- e. Joint advocacy to central government on shared priorities.
- f. Focused resourcing and meaningful engagement that facilitates equitable health outcomes for Māori.
- g. Shared access to information to understand the health needs of the Māori community for the purpose of monitoring and reporting on progress to reduce inequities and improving health outcomes for whānau, hapū and iwi.

For the organisational structure of the Kahu o Taonui IMPB – refer **appendix one**.



## **7. Functions of the IMPB | Ngā Mahi**

Iwi Māori Partnership Boards (IMPBs) are a key partner in the system with HNZ and with the MHA, and will have a critical role in the process for settling locality plans for community and whānau-centred (comprehensive primary) care to ensure the plans reflect local needs and priorities.

While the individual boards and the Māori Health Authority will be separate entities, they will co-exist and be expected to form enduring partnerships to drive health equity for Māori across the system.

The strategic IMPB functions will include partnering:

- With HNZ & MHA at a local level – IMPBs work with HNZ locality commissioners to identify local Hauora Māori priorities, outcomes, and investments, and they co-monitor the effectiveness of service delivery for whānau in the localities within the coverage area of the IMPB. An IMPB may have multiple localities within its coverage area so would agree multiple locality plans. HNZ and MHA will undertake the procurement task of contracting with providers based on the locality plans agreed between HNZ, MHA and IMPBs.
- With HNZ & MHA at regional level – providing advice to regional leaders on regional services.
- With HNZ & MHA at national level – providing advice to national leaders on national services, frameworks and standards.
- With Others - IMPBs to work collaboratively to share insights and information across all localities and regions.

IMPBs are involved at a strategic commissioning level in influencing priorities, outcomes, and allocation of the overall locality budget into priority areas – but are not expected to be involved in operational functions such as procuring specific individual provider contracts. In summary, the strategic commissioning role would include:

- engaging with whānau and hapū, and sharing the resulting insights and perspectives;
- assessing and evaluating the current state of hauora Māori in their locality or localities; and to identify local priorities for improving hauora Māori;
- working with Health NZ and the Māori Health Authority commissioners to negotiate strategic Māori health outcomes and priorities, service-level priorities, unique or significant local issues, and broader observations on wellbeing and social determinants of health in the locality;
- monitoring the performance of the health system in their locality or localities, including against the locality plan;
- engaging with the MHA to support its national stewardship of hauora Māori and its priorities for kaupapa Māori investment and innovation, to support a ‘ground up’ approach to oversight and investment decisions by the MHA;
- reporting on the IMPBs activities to whānau and hāpori Māori, and other relevant partners as a measure of accountability of the IMPBs to Māori in each locality; and
- identifying wider oranga opportunities for innovation, accountability and investment outside of the health system that may impact positively for whānau, hapū and Iwi.

## **8. Membership to the IMPB | Ngā Mema ki te Poari**

Te Taumata Hauora o Te Kahu o Taonui shall include and incorporate the following twelve (12) representatives into its governance:

- a. Iwi Representatives (7)



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- b. Urban Māori Authority (1)
- c. Hauora Māori expertise (1)
- d. Māori Providers (2)
- e. Independent Board Chair (1)

### 8.1 Term of Membership

Members will hold office for three (3) years, unless she or he:

- Resigns;
- Unable to perform duties;
- Does not attend four (4) meetings per annum. By the third (3<sup>rd</sup>) meeting of non-attendance, there will be a process to explore reasons for non-participation;
- Dies – notwithstanding the death, a proxy/interim member can attend until further notice; or
- Is replaced by the iwi she or he represents

Any iwi representative may resign from Te Taumata Hauora o Te Kahu o Taonui IMPB by giving two (2) weeks' notice. The iwi involved must elect and mandate a new representative immediately (within 28 days).

### 8.2 Appointment of Members

Expressions of Interest (written and verbal invitations) for nominations to Northland, Auckland and Waitematā health providers shall be implemented. Expressions of Interest will be advertised via Māori media forums and iwi, hapū leadership tables (TKOT). Recruitment packs will be available (e.g. Board member job descriptions, application forms, FAQs IMPB information). All nominations and recommendations will be submitted to the Te Kahu o Taonui for approval.

Te Kahu o Taonui will confirm the Independent Chair through an expression of interest process.

When an iwi vacancy arises the relevant iwi/Rūnanga/Trust Board will run an autonomous process and advise the IMPB of its appointee. Other vacancies will be filled through an Expression of Interest process, with the appointee approved by Te Kahu o Taonui.

For all appointed members, contact details and dates of appointment will be added as Appendix 1.

No proxy members for an iwi member of the IMPB may be utilised unless mandated by the affected Iwi/Rūnanga/Trust Board in writing to Te Kahu o Taonui.

### 8.3 Change of Membership

Te Taumata Hauora o Te Kahu o Taonui IMPB will provide notification to the Māori Health Authority of any subsequent change to their membership. MHA will have to role of maintaining membership records and terms.

### 8.4 Skills and Competency of Members

The criteria for membership will require the following skills and competencies:

- Strong experience and capability in governance and relationships with government and other organisations.





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- The ability to demonstrate independent judgement.
- A commitment to the development of te reo Māori me ōna tikanga.
- Strong knowledge and understanding of Te Tiriti o Waitangi and its application at a governance level.
- Clear understanding of roles and responsibilities of the health authorities in the future health system reforms.
- Proven experience in the health sector and/or working with whānau, hapū and iwi in gathering and consolidating Iwi Māori aspirations to reflect Iwi Māori priorities within Te Tai Tokerau boundaries;
- Assessment and evaluation of the current state of hauora Māori in Te Tai Tokerau boundaries.
- Negotiating strategic Māori health outcomes and priorities with Māori Health Authority and Health NZ;
- Monitoring performance of the health system against locality plans, priorities and local issues;
- Engaging with MHA / HNZ to support the national stewardship of hauora Māori and its priorities for Kaupapa Māori investment and innovation within Te Tai Tokerau;
- Reporting back to whānau, hapū, hāpori Māori as measures of accountability; and
- Commitment to regularly attend governance meetings.

### 8.5 Conflicts of Interest

In representing the Te Taumata Hauora o Te Kahu o Taonui IMPB, a member must not allow the interests of business or pecuniary interests, associates, societies, friends, family to conflict with those of the IMPB.

If a conflict of interest does arise, the member must consider immediately whether it should lead to deciding to refrain from participating in the debate and consequent voting, or to resign from the IMPB. In any case, full disclosure of the conflict or potential conflict should properly be made to the Chair prior to discussion of the issue.

Members must declare all areas of interest at each meeting and any conflicts of interest. A register of interests will be maintained by the IMPB and a policy developed to assist in managing interests.

## 9. Monitoring and Evaluation | Aroturuki me te Arotake

### 9.1 Governance Meetings

The governance representatives of Te Taumata Hauora o Te Kahu o Taonui IMPB will meet six times per year to maintain the relationship, progress projects of mutual benefit and review this agreement. This shall not preclude the IMPB from holding special general meetings as required. Te Kahu o Taonui shall appoint one independent Chair. The Te Taumata Hauora o Te Kahu o Taonui shall have a quorum of seven (7) members – 50% plus 1 to make decisions. A deputy Chairperson shall be appointed from the membership. A meeting without a quorum can make recommendations only. This can be reviewed after the first year of operation.

### 9.2 Decision Making

This governance group will practice consensus decision making with the Chair supporting the group to reach an agreement between all members. This will ensure that all opinions, ideas and concerns are considered during the decision-making process and will be addressed in order for a decision to be passed. If consensus



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is not reached, the Chair may defer decisions to a later date, seek more information and guidance on a topic or issue, or negotiate a compromise between the parties in disagreement. In the event that agreement is not achieved, the matter will be put to a vote and any such decision or resolution will be deemed passed by majority in favour of the decision or resolution.

### 9.3 Executive Management Meetings

Te Taumata Hauora o Te Kahu o Taonui, HNZ and the MHA executives will meet at least quarterly to ensure ongoing working relationships are meaningful and consistent throughout the respective organisations. Members and their working relationships will be guided by this document.

### 9.4 Communications and Engagement

Te Taumata Hauora o Te Kahu o Taonui IMPB will develop a community engagement strategy with the purpose of sharing information with all of Te Kahu o Taonui Māori communities. The strategy will underpin a process for:

1. Ensuring the IMPB is well informed of whānau needs and aspirations regarding hauora; and
2. As a means for the IMPB to report back to whānau, hapū and hapori Māori as to how the health system is performing in relation to those needs and aspirations.

The strategy will incorporate the following elements:

- A focus on amplifying whānau voices to inform service needs, gaps and solutions;
- Drawing on existing organisations within Te Tai Tokerau as component parts of the communications network;
- Utilising existing Māori medium forums for information sharing and engagement;
- Opportunities to explore additional networks as needed; and
- Operating on the basis that all Māori voices providing feedback will be valued and considered.

## 10. Dispute Resolution | Whakatatu Tawhā

The IMPB will endeavour to address any issues at the immediate time such issues arise. The meeting schedules set out above also provide opportunities to address any on-going relationship issues. Where possible, issues will be dealt with *kanohi ki te kanohi* between executive representatives before involving governance. Where an issue cannot be resolved between the parties that issue may be referred to an appropriately qualified independent person or an agreed third party to facilitate a resolution.

## 11. Amendment and Termination | Whakarerekētanga me te Whakamutunga

This agreement shall become effective upon signature by the Co-Chairs of Te Kahu o Taonui and shall remain in effect until such a time as agreed by the IMPB and Te Kahu o Taonui. This agreement may be amended at any time by written agreement of the parties. Either party may terminate this agreement but only after consultation with the other party.

Unless otherwise agreed in writing, any termination of this agreement shall not affect the validity or duration of activities undertaken pursuant to this agreement that have been initiated prior to, but not completed, at the time of such termination.



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This Agreement will be reviewed initially after the first year of operations, and there after every two years.

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**This statement of agreement demonstrates the willingness of parties to, in the best of mutual faith, pursue reconciliation and work for a better future for the wellbeing of all people.**

**IN WITNESS WHEREOF**, the undersigned have signed this agreement.

**DONE - dated** this *24 June 2022*

**FOR THE TE TAUMATA HAUORA O TE KAHU O TAONUUI**

-----  
Mariameno Kapa- Kingi  
Co-Chair Te Kahu o Taonui

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Harry Burkhardt  
Co-Chair Te Kahu o Taonui



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### APPENDIX 1: TE TAUMATA HAUORA O TE KAHU O TAONUI IMPB MEMBERS

The current named initial IMPB members are:

Board Member	Representation	Date Appointed	Contact Details (email)
Dame Rangimarie Naida Glavish	Chief Advisor Tikanga	Date of this agreement	<a href="mailto:Naida.Glavish@waitematadhb.govt.nz">Naida.Glavish@waitematadhb.govt.nz</a>
Peter Lucas Jones	Te Aupouri	Date of this agreement	<a href="mailto:peterlucas@tehiku.co.nz">peterlucas@tehiku.co.nz</a>
Wallace Rivers	Ngai Takoto	Date of this agreement	<a href="mailto:wallace.rivers@ngaitakotoiwi.co.nz">wallace.rivers@ngaitakotoiwi.co.nz</a>
Mariameno Kapa-Kingi	Whāingaroa	Date of this agreement	<a href="mailto:ceo@teaupouri.iwi.nz">ceo@teaupouri.iwi.nz</a>
Wane Wharerau	Ngāpuhi	Date of this agreement	<a href="mailto:wanewharerau@icloud.com">wanewharerau@icloud.com</a>
Aperahama Edwards	Ngātiwai	Date of this agreement	<a href="mailto:aperahama.edwards@ngatiwai.iwi.nz">aperahama.edwards@ngatiwai.iwi.nz</a>
Tama Davis	Ngāti Whātua ki Orakei	Date of this agreement	<a href="mailto:tamatu.2021@gmail.com">tamatu.2021@gmail.com</a>

The remaining IMPB membership will be engaged and invited onto the Board as the process of recruitment is implemented.

Board Member	Representation	Date Appointed	Contact Details
TBC	Waipareira Trust	TBC	Email: TBC
TBC	Māori Provider – Waitemata/Auckland	TBC	Email: TBC
TBC	Māori Provider – Northland	TBC	Email: TBC
TBC	Hauora Māori Expertise	TBC	Email: TBC
TBC	Independent Chair	TBC	Email: TBC