

Crown commitment to strengthen Tūhoe maximum autonomy to end social service dependency

Crown Commitments to Tuhoe

He Tapuae : SMP

Making the imagined, real.



Te Tūāpapa Kura Kāinga
Ministry of Housing and Urban Development



MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA



MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HIKINA WHAKATUTUKI



MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA



ORANGA TAMARIKI
Ministry for Children



MINISTRY OF HEALTH

MANATŪ HAUORA

Deed of Settlement signed 4 June 2013:

Our Wharenui

Pou Mataho gazes past the paepae, across the marae, where there is no shelter from the fierce blaze of the sun or the bleakness of winter. It sees a century and a half of the pain-filled history of Tūhoe. But then Tūhoe and the Crown come together on the verandah, to talk with each other partially protected from the elements but not yet within the comfort of the wharenui. They pass through the greenstone door, by te Pou Tahu, symbolising the Compact made at Ruatahuna in July 2011. They walk by the tukutuku of Service Management Plan, Relationship Statements, and other writings of goodwill and co-operation, until they reach te Pou Toko Manawa. That post signifies the elements of the settlement, Te Urewera and the material and cultural redress by the Crown. As they move on they reach te Pou Tu a Rono, the post dedicated to Rono, the god of peace and goodwill. Tūhoe and the Crown share this post, by reason of the offering by the Crown, and the acceptance of that by Tūhoe, of the Crown's apology for the grievous wrongs done to the Children of the Mist.

Because of such offering and acceptance there will be a future of peace and goodwill, such that te Tahuhu may now support the shelter and comfort of those within the wharenui, Tūhoe and the Crown.

Amene

FOREWORD

Foreword by Crown parties

As the Crown parties involved in the He Tapuae : SMP we are committed to working with Tūhoe to develop a strategic pathway for the transformation of the social circumstances of Tūhoe; working together to improve the housing, health, education, social support and development of Tūhoe. Our relationship is fundamental to the success of this.

We acknowledge that there will be challenges and that at times we will not always meet expectations – that does not mean we will walk away from our commitment to Tūhoe, rather, the trust we build through our relationship will enable us to work through any issues as they arise.

Debbie Power

Chief Executive of the Te Manatū Whakahiato Ora - Ministry of Social Development, on behalf of Crown parties

A word by Tūhoe

The Crown sought to eradicate Tūhoe, in many ways and in many guises. Recently, more modern-day attempts persist. We consider Dependency, a new wave invasionary tactic. It weakens human resolve, incentivises self-interest, and grows entitlement and apathy – the breeding ground of individualism. Weakened, tangible and provisional benefits dangled trump tomorrow disciplines in favour of immediate but momentary comforts of today. Worryingly, stripping away the resiliency for everlasting cultural preservation and tomorrow foresight. This does not mean the absence of support now, just not at the cost of real strengthening. We deserve and can achieve both.

The last 5 years have brought us learning. We have discovered that our differences strongly outweigh our sharedness, we have been stunned by the gulf of difference and indifference operating between us. The pretence of collaboration. The theatre of listening to one another's heart aims and needs. The offence felt when misunderstanding abounds, trivialising hope for recovery, hope for transformation. Even if inadvertent. What we have learnt is that while the Tūhoe vision to bring about the end of Tūhoe dependency on the state remains ever strong for and within Tūhoe, the Crown has not convincingly reciprocated in deed or practice.

He Tapuae, is our earnest relationship attempt to fortify Tūhoe hapū communities, inevitably to raise leadership that is long-sighted and deep-rooted. At its heart is the need for truthful Crown coordination and the end to self-interested and short-sighted investment, priorities, and discord.

The Crown Settlement commitment to Tūhoe so far has operated as a mere shadow of aspiration. Though daunting, Tūhoe prepare for our growth needs as we take on new-

old responsibilities. We worry that the Crown's need for change leadership and demanded capability may not arrive. As we enter our second 5-year stage of a 40-year generational window – **let this shadow take form.**

Like no other plan or mechanism before it, He Tapuae : SMP comes with Tūhoe insight and involvement within it. It comes with Tūhoe commitment, hands, heart, and feet, to turn something imagined into something real...moving from He Tapuae – A Shadow, through to He Tapuwae – A solid Footprint toward honest relationship, partnership, collaboration.

Tamati Kruger
Chair

1. ABOUT - HE TAPUAE : SMP

1.1 A Solemn Engagement by the Crown to address manifold wrongs inflicted on Tūhoe

On 2 July 2011 the Crown¹ and Tūhoe² signed a high-level compact, Nā Kōrero Ranatira ā Tūhoe me Te Karauna³ (the Compact). The Compact provides a foundation for Tūhoe and the Crown to work together, effectively a basis by which the Crown commits to its part in restoring Te Mana Motuhake o Tūhoe.

The Compact states in part:

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

It is timely, therefore, that we, Ngai 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 Ngai Tūhoe should acknowledge their respective mana.

1.2 The Tuhoe and Crown Settlement

On 22 March 2013, Tūhoe and the Crown initialled a Deed of Settlement. The Deed was ratified by the people of Tūhoe and signed on 4 June 2013.⁴ The Tūhoe Claims Settlement Act 2014 (the Act) came into force on 28 July 2014.

The Deed of Settlement and the Act sets out:

- An historical account of the wrongs arising from previous disengagement and past actions of the Crown against Tūhoe, Crown acknowledgments of that and apology;
- A pledge and legislative commitment to strengthen the connection of Tūhoe with Te Urewera through Te Urewera Act 2014;
- An obligation to support the recovery of Te Mana Motuhake o Tūhoe and through the He Tapuae : SMP bringing about the social transformation of Tūhoe

¹ For the purposes of He Tapuae: 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 He Tapuae: SMP); or
(iii) A State enterprise named in Schedule 1 to the State-Owned Enterprises Act 1986.

² 47 of the 50 Tūhoe hapū signed the Compact.

³ The Compact also has the title Ngā Kōrero Rangatira a Tūhoe me te Karauna and is attached as Appendix One.

⁴ Te Whakatauna o Nā Tohe Raupatu Tawhito, Deed of Settlement of Historical Claims, between Tūhoe me Te Uru Taumata rāua ko te Karauna/The Crown, dated 4 June 2013.

people through the rebuilding of maximum autonomy of Tūhoe to manage their own affairs as reasonably possible; and

- Financial and commercial redress.

The Deed of Settlement set a strong vision and clear obligation for a future lifestyle imagined by the parties. A new New Zealand culture where the Crown truly and peacefully operates in the presence of Iwi – tanata whenua of this Aotearoa.

1.3 The Crown Commitment

The Deed of Settlement authorises a Crown commitment⁵ to Tūhoe to provide a strategic pathway and plan for the transformation of the social circumstances of Tūhoe. Its genesis is in the Compact.

The Deed of Settlement, Tūhoe and the Crown set out how this commitment will be delivered upon through the service management plan. The purpose of the service management plan is to set out how Crown agencies and Tūhoe will work together to improve the housing, health, education, social support and development of Tūhoe members, particularly those living in the Tūhoe rohe. The service management plan is required to contain⁶:

- the shared Crown - Tūhoe social service goals acknowledging the goal of Tūhoe to manage their own affairs to the maximum autonomy possible in the circumstances;
- the commitments made by the social service agencies to support Tūhoe's efforts to achieve the maximum autonomy possible in the circumstances in the management of their affairs;
- a process for the agencies and Tūhoe to initiate further development programmes and by mutual agreement extend the plan;
- a process with each agency for 'future proofing' the relationship;
- a commitment to combined action and sharing of resources where that is in the mutual best interests of Tūhoe and the parties to the service management plan;
- a commitment by all agencies 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 Ranatira to Ranatira hui between the Crown and Tūhoe and consideration of an annual report;
- a mechanism for the resolution of disputes; and
- the establishment and maintenance of a supporting secretariat.

1.4 The Tūhoe Commitment

Tūhoe, Managing its Own Affairs – The Aim

As set out in the Deed of Settlement⁷ and for the purposes of He Tapuae : SMP, for Tūhoe "mana motuhake:

⁵ Clauses 4.294 and 4.295 of Part B: Mana Motuhake, Part 4 of the Deed of Settlement.

⁶ Clause 4.296 of Part B: Mana Motuhake, Part 4 of the Deed of Settlement.

⁷ Clause 4.291 of Part B: Mana Motuhake, Part 4 of the Deed of Settlement.

“..... connotes the distinctiveness of autonomy, self sufficiency, self respect, self discipline, independence of judgement and decision making. It also connotes responsibility for wise and beneficial leadership, protecting the environment and therefore the resources of the community. Its life force is integrity. By cleaving to that ethos Tūhoe will pursue and enhance the autonomy of its people and its homeland, deciding how they will develop, including in respect of health, education, infrastructure, employment, capability and leadership. Whilst acknowledging the Crown's role in governance, Tūhoe also see and expect that by this settlement, practical steps will be taken to enable Tūhoe to manage their future with reasonably maximum autonomy, that precept being their natural condition and aspiration.”

The Tūhoe vision in increasing the managing of its own affairs is a New Zealand vision because it is a community vision. To be self-reliant **and** strongly connected communities within Te Urewera and New Zealand. He Tapuae : SMP will know success when its efforts help build the discipline required for resilience; to value hard work and just reward; to know strength from giving; and to restore trust, confidence and admiration in Tūhoe traditions and beliefs by which today and tomorrow Tūhoe lifestyles can be made relevant and meaningful.

2. THE REVIEW OF THE INITIAL SMP 2012 - 2020

2.1 Findings from the initial SMP 2012 – 2020

In November 2012, the Crown signed the Tūhoe Service Management Plan (2012 SMP). The 2012 SMP was a commitment signed by the Chief Executives of the Ministry of Social Development, Ministry of Education, and Ministry of Business, Innovation and Employment and relevant District Health Boards.

In 2019, Tūhoe and the Crown asked “[h]as the Settlement delivered on the Crown’s commitment to strengthen Tūhoe’s maximum autonomy in ending social services dependency”? By year end Tūhoe, the Ministry of Social Development and Te Arawhiti, commissioned a review by three independent reviewers - Rt Hon Sir Bill English, Professor Ron Paterson and John Whitehead (the Review Group). The Review group findings inform the new He Tapuae : SMP.

The Review Group found Tūhoe to be further ahead than they give themselves credit for commending the long-term span of their 40-year Blueprint vision, the depth of unity for and shared community understanding for that vision, and the wider sense of self-responsibility felt in tribal communities – a continuing want and confidence in their pursuit to manage for themselves.

While an extensive work programme was established in 2012 and goodwill existed all around, a number of structural issues have since been identified that have contributed to slow implementation that might otherwise have seen more substantive progress.

In weighing up the views, the Review Group thought that low progress had been achieved and that while low progress was not no progress, the expectations set against a first 5-year window of delivery were probably unreal. Instead, they drew our respective attention to cultivating an authorising environment, one that could home a deeper Tūhoe Crown relationship to make listening and understanding a real thing.

They promoted the view that He Tapuae : SMP must set a strong focus on the resolution of these structural issues as much as our mutual need to focus on tangible outcomes and develop specific goals in each area. For these reasons, one of the Review Group’s critically important recommendations centred on the need for Crown agencies to create an ‘**authorising environment**’ meaning a specific Chief Executive mandate to deliver on agreed Commitments.

They said that Chief Executives can enable this environment by:

- identifying and supporting particular staff who can lead the relationship; and
- authorising those staff with the scope and freedom to design and deliver on their agency Commitments in way that is principally in line with the agencies strategic priorities, and which will be indirectly connected but not necessarily directly connected to a 2nd or 3rd tier’s permission to act, thereby creating an ‘authorising environment’.

The Review Group encouraged the Crown and Tūhoe to continuously build on the relationship acknowledging the likelihood of taking decades to in truth forge a trustful relationship that can debate the hard questions ie the balance between mana

motuhake and 'receiving entitlements as New Zealand citizens' from a basis of equal power relations.

2.2 Tuhoe Learnings from Part 1 of the initial SMP 2012 – 2020

A key 'it is what it is' reality is that the Crown is not an Iwi and Tūhoe is not a Crown. We decision make differently, we praise a different leadership to secure different aims, and we ward off different worries. The notion that collaboration between the Crown and Tūhoe could be presumed and that no preparation was necessary was naïve and ill-fated. There are a number of structural roadblocks that arose that must now be given full attention for resolution:

- the inconstancy of Crown leadership, participation, people, priorities and follow through ability;
- no authority to enact work streams or actions that don't explicitly fit within second and third tier managers sphere of authority;
- the presumption that Tūhoe decision making purpose, structures and purposes should align or be the same as Crown agencies, no recognition of the factual difference between the 2 parties;
- timing differences mean that Tūhoe has a greater appetite for more substantive longer term aims, actions and outcomes – creating different starting points and collaboration difficulty as we fail to strike a true accord on approach;
- the post-settlement and establishing priorities of Tūhoe creating greater foundational preparation such as alignment of urgencies, workforce development and management capability managing both today pressures and tomorrows design needs together;
- significant communicating barriers using language that is not shared and or partially obsolete, whilst working with the Crown presumption of the dominance of their meaning; and
- the Crown has struggled with and or is not open to a Tūhoe destination of outcome and does not fully engage unless it has a secure understanding of the end purpose. The problem is that it's Crown agencies often lack the capability, incentive or interest to see or share that destination outcome.

Currently, the Crown acts individually and separately and does not offer either power equality nor a cohesive response. Fairness requires change here.

3. THE PARTIES 2020 – 2025

3.1 The Crown

Today, the Crown parties to He Tapuae : SMP are:

- Ministry of Social Development – Lead Crown party
- Ministry of Education
- Ministry for Children – Oranga Tamariki
- Ministry of Business, Innovation and Employment
- Ministry of Health
- Ministry of Housing and Urban Development

Where the context demands, the Ministry of Social Development (MSD), the Ministry of Education (MoE), the Ministry of Children - Oranga Tamariki (OT), the Ministry of Business, Innovation and Employment (MBIE), the Ministry of Health (MOH), and the Ministry of Housing and Urban Development (MHUD), are referred to in He Tapuae : SMP as the “parties” or “party”.

The commitments made in He Tapuae : SMP are to Tūhoe - Te Uru Taumatua⁸ for and on behalf of Tūhoe by the Chief Executives of the MSD, MoE, OT, MBIE, MOH and MHUD for and on behalf of the Crown.

3.2 Tūhoe

Tūhoe is the Iwi. Tūhoe – Te Uru Taumatua is the office of the Iwi. Where the context demands, a reference to “Tūhoe” means the people of Tūhoe operating as hapū.

Tūhoe consists of numerous marae and hapū who live in the tribal valleys of Te Urewera and who make up Tūhoe the Iwi. Tūhoe hapū collectivise decision making through these long-established valley precincts:

- Ruatoki – Te Komiti o Runa
- Ruatahuna – Tūhoe Manawaru
- Waikaremoana – Waikaremoana Tribal Authority
- Te Waimana – Te Waimana Kaaku

The 7 Trustees of Te Uru Taumatua are directly appointed from these Tūhoe tribal communities. Te Uru Taumatua and these tribal valley representatives are the active Tūhoe members of He Tapuae : SMP. Each Tūhoe tribal community has their own office and operational infrastructure, they work independently and inter-dependently with other tribal communities and Te Uru Taumatua.

3.3 New Crown parties may join

Addition of other parties

The Ministry for Social Development, as the Lead Crown party, and Te Uru Taumatua may recommend to all members the joining or removal of a government department⁹.

⁸ The Tūhoe governance entity.

⁹ As defined in the Public Service Act 2020.

New government departments joining will be enabling of the restoring of te Mana Motuhake o Tūhoe, be capable of assisting Tūhoe growth in managing their own affairs and:

- will not overwhelm the ability of the Lead Crown party to manage the Crown commitment response to Tūhoe;
- have strong Crown support including Ministerial endorsement and Chief Executive active approval;
- each Crown agency's contribution is a priority for Tūhoe development in order that such priorities align with Tūhoe Tribal priorities and that leadership can gainfully engage; and
- where there is an intended public service change such that services related to He Tapuae : SMP commitments may be transferred, the Lead Crown party and the relevant government department will work to ensure continuity of service within the successor agency.

4. LIFESTYLE VISION FOR NZ, TE UREWERA AND TŪHOE

4.1 What we are working towards

A Te Urewera lifestyle is a responsible one. It is a lifestyle that has evolved through the interplay of people living within the natural living system that is Te Urewera. Weaving together a body of knowledge recorded by traditions and practised as customs, so that today and tomorrow Tūhoe generations fulfil their improved obligations to Te Urewera. And, in return secure their right to a respectable future and life – the responsibility and reward of tanata whenua.

Those tanata whenua responsibilities demonstrate the long connectedness of **Tūhoe, being born into responsibility**, living **Self Reliant lives that is Energised** when learning and education has **Te Urewera as the classroom**, thereby bringing meaning to **Tūhoe values that must be lived, Improving our systems and capacity as we go**, with boundless care each for the other – **Matemateāone**.

Te Urewera is the home-lands of the Tūhoe people. Te Urewera is the blueprint for life itself; it is a source of obligations and rewards, language, connection, prosperity, fairness. It's a mechanism for simplifying an overcomplicated, over-regulated way of life so that the Tūhoe people can have a chance of knowing what matters and what their purpose is. One achieves fulfilment and security by living simply - in balance with land, with nature, with each other.

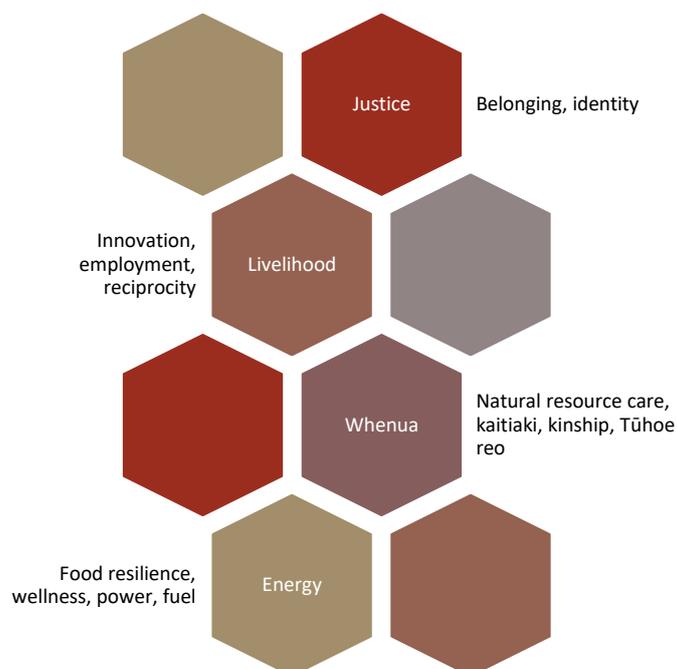
For some, Te Urewera presents an opportunity to rediscover iwi, hapū, whanau. For others, it is an opportunity to discover culture, living in Aotearoa and identity – nationhood. Tūhoe, as a colonised Iwi are now looking for who they are and how they belong, it is a Tūhoe duty to be curious, interested, and to lead this recovery process. Anyone interested in those things should be interested in coming to live in Te Urewera. Tūhoe invite others to be part of the conversation too. Te Urewera is an inspiring environment where fresh ideas can become a reality, with positive consequences for Aotearoa and the world.

4.2 Te Urewera Lifestyle Pillars

As we look to stabilise and unify on a starting point managing our diverse aims, differing timeframes, pressures, priorities, capability strengths and weaknesses we adopt a framework to help guide a shared conversation and collaboration effort.

Responsible Te Urewera Lifestyle's are made up of:

- Justice: Belonging and Identity Leadership
- Livelihood: Innovation, Employment, Reciprocity Leadership
- Whenua: Natural resource care, Kaitiakitana, Kinship, Tūhoe reo Leadership
- Energy: Food resilience, wellness, power, fuel, enablement Leadership



4.3 The Crown parties fit with Te Urewera lifestyle leadership aims

Leadership Pillar	Leadership Aim	Crown Agency	Crown commitment
Justice	Belonging and Identity	MHUD	Tūhoe values that must be lived.
Livelihood	Innovation, Employment, Reciprocity	MSD	Strengthening the ability of Tūhoe being born into responsibility.
		MBIE	Raise capacity and improve systems infrastructure within Te Urewera.
Whenua	Natural resource care, Kaitiakitana, Kinship, Tūhoe reo	MOE	Te Urewera is the classroom.
		OT	Matemateāone – unconditional care is taking responsibility.
Energy	Food resilience, power, fuel, enablement	MOH	Self-reliance brings good health.

4.4 Our shared principles

- **Leadership:** We see moral codes from traditions and beliefs, looking always to see how these should be practiced today and tomorrow;
- **Respect:** We acknowledge and celebrate the distinct but shared aims of each other understanding that we have different roads to take for the wellbeing of Aotearoa;

- **Share:** We share our misunderstandings, our insights, our worries and our triumphs. We accept that good faith, integrity, honesty, transparency and accountability are the standards necessary to build a future trustful relationship.

4.5 Our Shared Priorities

The Crown and Tūhoe recognise that in order to achieve the shared outcomes, deliberate steps will be required from each party, including a strong mandate to act and an allocation of appropriate resources. Each Crown 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 Crown 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 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.

To assist in the achievement of these shared goals, the Crown commits to:

- remove barriers and support an authorising environment so that all parties can work together practicably and achieve these goals;
- seek to understand and respect the relationship between mana motuhake and Ngai Tūhoe entitlements as New Zealand citizens; and
- build the Crown's understanding of obligations to Tūhoe under the Deed of Settlement and Tūhoe aspirations.

5. CROWN ENGAGEMENT PROTOCOLS WITH TŪHOE

Over the last 8 years the Crown and Tūhoe have worked to strengthen our leadership of He Tapuae : SMP.

These engagement protocols are an attempt to bring truthful co-ordination, consistency, continuity and to facilitate a no surprises approach to the partnership. They are designed to correct instances of poor co-ordination and missteps that have occurred in the past.

The Crown parties commit to separately and collectively informing, educating, and encouraging the cohesion that is essential to our success. This does mean that mandates need to be tested to discover better ways of delivery and for more effective investment. With greater Crown coordination, Tūhoe will be enabled to direct its own investment more confidently into required and matching leadership and economy growth. True collaboration will set a path where we will learn to grow and live together in a more responsible way.

Engagement Protocol One: <i>Working together on joint initiatives under He Tapuae.</i>	Engagement Protocol Two: <i>Ensuring coordination and consistency on initiatives outside He Tapuae</i>	Engagement Protocol Three: <i>Connecting commercial initiatives and opportunities with Te Uru Taumatua</i>
<ul style="list-style-type: none">Engagement will be directly with Te Uru Taumatua where initiatives between Te Uru Taumatua and the Crown Parties support the achievement of He Tapuae.The Crown Parties will seek input and agreement from Te Uru Taumatua on the design of these initiatives.	<ul style="list-style-type: none">The Crown Parties will advise Te Uru Taumatua, and seek endorsement, where appropriate, and support from Te Uru Taumatua (who in turn will seek like endorsement from their Tūhoe Tribals) where:<ul style="list-style-type: none">initiatives or programmes led or supported by the Crown Parties affect Tūhoe marae or grouping of Tūhoe people.Tūhoe whanau or marae approach the Crown Parties directly in relation to services or funding.For Tūhoe hapū not operating as part of a Tūhoe Tribal Authority, but wanting to access Tūhoe resources to enable coherency to Tribal communities aims, Te Uru Taumatua will also require a Tribal endorsement.	<ul style="list-style-type: none">The Crown Parties will advise Te Uru Taumatua when the Crown Parties are seeking to engage with third parties to provide services into the Tūhoe rohe on behalf of the Crown Parties.The Crown Parties will subsequently advise Te Uru Taumatua when they have engaged the third parties to provide services into the Tūhoe rohe.The Crown Parties will, wherever possible, advise Te Uru Taumatua if the Crown Parties become aware of any private or commercial entity wanting to deliver services into the Tūhoe Rohe.

These Engagement protocols represent a turning point in the Tūhoe and Crown relationship. As such, our accountability to them is vital. The Crown commits to monitoring and reviewing the implementation of the engagement protocols. As part of that commitment, the Chief Executive of MSD will disseminate communications about the He Tapuae : SMP engagement protocols to other Crown party Chief Executives on an annual basis.

If any of the Crown parties do not comply with the Crown engagement protocols with Tūhoe, it will be the responsibility of:

- the Authorising Environment Committee¹⁰ to work with the relevant Crown party on the need to engage with Tūhoe through the engagement protocols; and
- the relevant Crown party's Deputy Chief Executive, who sits on the Authorising Environment Committee, to work with their Department or Ministry to ensure compliance with the engagement protocols.

¹⁰ As described in section 7 below.

The Authorising Environment Committee will be responsible for promoting the use of the Crown engagement protocols by government Departments or Ministries that are not a party to He Tapuae : SMP (non-signatory parties). Where non-signatory parties do use the Crown engagement protocols in their engagement with Tuhoe, it will be the responsibility of the Chair of the Authorising Environment Committee to work with those parties if the engagement protocols are not complied with.

6. CROWN COMMITMENTS

The commitments by the following Crown parties are set out below:

- Ministry of Housing and Urban Development
- Ministry of Social Development
- Ministry of Business, Innovation and Employment
- Ministry of Education
- Ministry for Children - Oranga Tamariki
- Ministry of Health

Ministry of Housing and Urban Development

Tuhoe values that must be lived

Together we see

Whanau under pressure, living lives as individuals with no real option but to fend for themselves. While accommodation can be achieved, a home cannot be realised as easily. Homes are places of security, warmth, and belonging. They are a haven from a world bearing harsh and lonely reality. Villages are a response not only to shelter, but the need to belong, to be cared for and to be giving. Hapū build whanau, caring whanau – villages enable that lived kinship of care, they are so much more than a housing approach.

Tūhoe commit to:

- Raising responsible lifestyles that empower kinship connection and marae-hapū connectedness through day to day living.
- Being primarily responsible for a Tuhoe sense of home and the wellbeing of Tuhoe whanau and hapū.
- Establishing Hapū villages, fortifying our sense of home, care and responsibility for each other.

Te Tūāpapa Kura Kāinga (Ministry of Housing and Urban Development) commit to:

- Value and support Tūhoe housing solutions that are consistent with the aspiration of Te Mana Motuhaka o Tūhoe
- The advancement Tūhoe have set out to develop housing that promotes TE Kawa o Te Urewera
- Tūhoe leading the development of eco-villages that enhance the mauri of Tūhoe whānau through reconnection to the mauri of Te Urewera and the Tūhoe lifestyle.
- Collaborate with Tūhoe to provide options to support the reconnection of Tūhoe whānau in need
- Contribute investment to the Tūhoe village project to support Tūhoe whānau to live with housing security on their whenua and improve wider housing outcomes.

Our Shared Work Focus:

- Coordinating a Crown contribution to village project to recognise wider system benefits.
- Agreeing an approach to monitor impacts, makes sense of learnings and evolve the partnership as we progress through Tuhoe Tribal communities.
- Collaborating on kaina and housing responses that restore kinship belonging in a way that respects whenua.

Ministry of Social Development

Strengthening the ability of Tūhoe being born into responsibility

Tūhoe and the Ministry of Social Development choose to work together to break the cycle of dependency and support aspirations for self-determination and resilience.

Together we see

The realisation of the Te Urewera Lifestyle Vision and doing the right thing for Tūhoe people so they can live a good life. Mahi is meaningful, sustainable and builds on Tūhoetana. We redefine what we value, including that people are valued for their strengths, contributions and the spirit of reciprocity that builds community. We acknowledge the importance of connecting Tūhoe people, ideas and whenua.

Tūhoe commit to:

- Disrupting habits of dependency.
- Ushering through livelihoods built on tomorrow sustainable and responsible industries which are both restorative to the land and strengthening of Tuhoetana in order that our sense of care for each other is powerful.
- Restrengthening Tribal – Hapū leadership.

Ministry of Social Development commit to:

- We recognize the impact of disconnection on the potential and progress of Tūhoe whānau
- We acknowledge the potential of strengthening the connectedness of Tūhoe whānau with their wider hapū – tribal whānau and with Te Uru Taumatua
- We are prepared to support longstanding trauma, addiction and apathy needs to clear the way for genuine connections to occur
- We will design, build livelihoods with the support that makes change possible and worthwhile
- Together with our Tūhoe marae and hapū we will design practical learning and training opportunities that uplift our natural environment

Our Shared Work Focus:

- Collaborate on training and development programmes and pathways
- Collaborate on people investment framework for mahi, training and volunteering support
- Promote community resilience and whanau responsibility aims
- Create pathways that lead to sustainable livelihoods
- Create vibrant places of work that emphasise knowledge and learning in the natural environment

Ministry of Business, Innovation and Employment

Raise capacity and improve systems infrastructure within Te Urewera

Tūhoe sees the havoc of old capitalist economic models and their ruinous carcasses bearing down on weakened communities causing higher levels of government dependence. Together we see climate change, improved regional leadership, new generational appetites, heavy population consequences ie COVID and increased impacts on natural resources pushing us to ever increasing unsustainable limits mean that human potential will seek out new aspirations, goals and aims bringing with them corresponding restraints. We are excited by the potential for true Crown and Iwi design involvement in this emerging and evolving future NZ space.

Tuhoe Commits to:

- Customising future industry development that gives back to Te Urewera and Tuhoe Tribal communities.
- Returning to kinship arrangements and purging profit and loss from the hearts and minds of future Tuhoe generations.
- Designing an authentic Te Urewera experience that respects the connection she wants to share with tanata whenua and manuhiri.

The Ministry of Business, Innovation and Employment (MBIE) commits to:

- Exploring with Tūhoe the meaning of 'economic development' and the foundational elements of the Tūhoe economy, starting with land property rights, to find a new understanding of economic development as the basis for our further work together
- Having a member of MBIE's senior leadership team responsible for the MBIE-Tūhoe relationship

Our Shared Work Focus:

- Digital connectivity as an enabler of deeper connection for Tūhoe people and an enriched Te Urewera experience for visitors
- Research into production and use of environmentally-friendly and sustainable road surfacing materials as an alternative to bitumen
- Tools to help hapū communities understand their energy needs and options for using renewable energy
- Transformation of Tūhoe industries as enablers of livelihood, with a focus on:
 - Te Urewera as a leading iconic brand for New Zealand tourism
 - Tūhoe as leaders in ecosystem conservation methodologies
 - Digital storytelling, film-making and broadcasting

Ministry for Education

Te Urewera is the classroom

Together we see

Education is a central pillar in the transformation of the social circumstances of the people of Ngāi Tūhoe and the reinvigoration of Tūhoe identity and interdependence. It supports the transmission of the values that mark Tūhoe out as Tūhoe while also equipping Tūhoe with the skills and knowledge to go out into the world beyond Te Urewera.

Te Uru Taumatua and the Ministry of the Education have been working to design the future of learning in Te Urewera, articulating a future vision for Ngāi Tūhoe and Te Urewera, describing what an education and learning system in Te Urewera consistent with this vision would look like, and exploring how we get to this vision over time.

Three principles sit at the centre of the vision for learning in Te Urewera:

- Mana motuhake - Tūhoe exercise mana motuhake over the shape and characteristics of education provision in the rohe.
- Education and learning cements and strengthens Tūhoe identity
- Education is not limited to the classroom – Te Urewera is the Classroom, and education connects with the land, values, and the people.

Learning will be grounded in the four pillars of:

- Justice (belonging, and identity)
- Livelihood (innovation, employment, and reciprocity)
- Energy (food production, power, and fuel)
- Whenua (natural resources, responsibility, kaitiaki, kinship, and Tūhoe language).

These pillars bring “Tūhoe-ness” to learning, thereby inspiring all generations of Tūhoe and marking learning out as part of the Tūhoe way of life. With Te Urewera as the classroom learning involves all people, happens in formal and informal contexts, and in whānau, hapū and on marae. All Tūhoe are engaged in learning and own the quality of learning and education.

If successful, this approach will see all people in the rohe experience an education that is uniquely and consistently Tūhoe while providing access to broader learning and knowledge systems. Learning will be intimately connected with the land and with Tūhoe values and will deliver a livelihood in Te Urewera, supporting the development of the skills, knowledge and competencies people need.

Making progress starts in communities with whanau and hapū to confirm the values that will underpin and take this vision forward through a Ngāi Tūhoe curriculum for Te Urewera. Realising this vision will also require the Crown to determine how it best supports this approach to learning and what role it can play in this Tūhoe education system.

Tuhoe commit to:

- Unlocking oral histories and traditions for the benefit of future Tuhoe generations.
- Sharing resources people, heritage and natural resources to apply leadership and learning that matches theory with practice and theory-practice with Tuhoe values.
- Future innovation, collaboration and global opportunities that allow Tuhoe lives to be lived globally.

The Ministry of Education commit to:

- Support and co-develop a 5th Te Urewera curriculum to support the learning and education system approach.
- Share creative inputs such as broader knowledge systems, infrastructure planning and capability.
- Commit resource to the planning and development phases.
- Recognise and support learning that will be intimately connected with the land and with Tūhoe values, delivering a livelihood in Te Urewera, supporting the development of the skills, knowledge and competencies people need.
- Determining how it best supports this approach to learning and what role it can play in this Tūhoe education system.

Ministry for Children – Oranga Tamariki

Matemateāone – unconditional care is taking responsibility

“Matemateāone”, signed 22 August 2019

Matemateāone is knowing that our tamariki are living with unconditional love and care, the spirit of whānau. Belonging is everything. Belonging is needed. Our collaboration is founded on these beliefs.

Tūhoe and Oranga Tamariki choose to work together to help repair lives and to make the unconditional love and care a reality for Tūhoe tamariki.

Together we see

A need to stop the penalising of our tamariki who are suffering the consequences of lives poorly lived. An end to Tūhoe tamariki needing state care. Families are hurting. Everyone needs care. Too much neglect, creating a twisted sense of love and care. Growing up hard and scary. Living half-lives. Not able to receive love, not able to give love. This is redefining what whānau is – what community is into what it is not. Rescue is urgent. A need to ensure our tamariki are receiving the love and protection they deserve, so that they are not further disadvantaged. An opportunity for Tūhoe tamariki to be connected back to Tūhoe whānau with the intention of Oranga Tamariki being able to withdraw their involvement. An emphasis on whānau caring for whānau.

Tūhoe commit to:

- Unlocking our homes and hearts to our whānau.
- Acknowledging that our care is our gift to each other.
- Measuring our wealth through the care of our tamariki and whānau.
- Sharing kinship, belonging, identity, reo, home, resources, community and a future.

Oranga Tamariki commit to:

- Ensuring Tūhoe are involved when Tūhoe tamariki come to our attention.
- Helping Tūhoe to build their capability and capacity to support iwi to achieve their vision for Tūhoe tamariki.
- Whakatāne office being a liaison between Tūhoe and other Oranga Tamariki sites.
- Keeping Tūhoe informed of matters regarding Tūhoe whānau to ensure the safety and wellbeing of Tamariki.

Our Shared Work Focus:

- Design and build caregiver and home assessment standards.
- Enable Tūhoe assessment of standards.
- Collaborate on support therapies development within Tūhoe.
- Collaborate on care and protection alternatives.
- Promote community resilience and whānau responsibility aims.

Ministry of Health

Self-reliance brings good health

Together we see:

Diseases of poverty feature highly throughout Tūhoe Tribal communities with limited targeted care or response. We want to disrupt and sever disease continuity and stop the perpetuation of inter-generational poverty. Health responses framed by disease or the absence of disease is not true health for Tūhoe.

Tūhoe need health responses within Te Urewera that provides targeted care and supports true health for Tūhoe. Health responses should strengthen resiliency and be easy to access throughout Tūhoe Tribal communities and hapū villages.

Mana Motuhake is our true health, achieved with respect to enabling Tūhoe self sufficiency, self respect, self discipline and independence of judgment and decision making, these being the pillars of true health for Tūhoe.

Tūhoe commit to:

- Being responsible for Te Mana Motuhake o Tūhoe.
 - Leading and raising Tūhoe leadership and infrastructure within our Tribal communities to realise true health.
 - Leading the identification and response design for true health aims, standards and practices.

The Ministry of Health commit to:

- Coordinating the ongoing relationship and partnership with Tūhoe during the implementation of the Health reforms including enabling true health within Te Urewera rohe.
- Restore relationships damaged through years of opposition and divisiveness by the Crown.
- Reset relationship tikanga of good faith, mutual respect and shared understanding about the health and wellbeing of Tūhoe
- Create space for kōrero about power sharing and exploring the big, bold and innovative mahi we can do together that serves the purpose of vibrant, healthy iwi thriving in Te Urewera.

Our Shared Work Focus:

- Ensuring an on-going and enduring relationship between Tūhoe, the Ministry and health agencies in the reformed health sector.
- Working together to bring about a whole of Te Urewera approach enabling coherent health investment and targeted responses to all Tuhoie Tribal communities.
- Testing out Tūhoe true health approaches by collaborating on the design of wrap around services in tribal communities and hapū villages within the rohe of Te Urewera.

7. ACCOUNTABILITY: MONITORING AND REPORTING

Ranatira to Ranatira Annual Hui

In accordance with the Deed of Settlement¹¹, there will be an annual hui between:

- the Ministers responsible for agencies participating in He Tapuae : SMP;
- the Chair of Te Uru Taumatua and other Tūhoe leaders; and
- any other relevant Minister of the Crown.

The purpose of the Ranatira to Ranatira annual hui will be to:

- consider the annual report on progress in implementing He Tapuae : SMP, including the status of the relationship between Tūhoe and the parties participating in the plan;
- consider the need for any amendments or additions to the plan; and
- discuss any other important issues relevant to the broader relationship between Tūhoe and the Crown.

The Chief Executives (or a senior delegate) of the agencies who are parties to He Tapuae : SMP will:

- attend the Ranatira to Ranatira annual hui; and
- be responsible for implementing any decisions made.

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

The Chair of the Authorising Environment Committee will:

- organise the Ranatira to Ranatira annual hui; and
- confirm the date, agenda and location of the Ranatira to Ranatira annual hui at least two months in advance.

Authorising Environment Committee¹²

There will be a new 'Authorising Environment Committee' comprising the relevant Deputy Chief Executives of the parties. The Chair of the Committee will be appointed by the Deputy Chief Executive, Māori, Communities and Partnerships, MSD.

The purpose and function of the Authorising Environment Committee is to:

- create and maintain an authorising environment to support He Tapuae : SMP project teams;
- negotiate the policy, resourcing, and agency operational conditions necessary to sustain the Crown's commitments under He Tapuae : SMP;
- remove barriers identified by Te Uru Taumatua (or He Tapuae : SMP project teams) within their agencies, where possible;

¹¹ Clauses 4.324 to 4.329.2 of Part B: Mana Motuhake of Part 4 of the Deed of Settlement.

¹² The Authorising Environment Committee replaces the Social Service Taskforce referred to in Part b: Mana Motuhake of Part 4 of the Deed of Settlement.

- act as a cohesive whole, pooling resources and expertise (where possible) in the interests of supporting their agencies to succeed with the implementation of He Tapuae: SMP;
- take responsibility towards implementing He Tapuae : SMP;
- monitor, review and uphold the implementation of the engagement protocols;
- review progress on implementing the agreed actions and goals of He Tapuae : SMP;
- prepare an annual report to inform the Ranatira to Ranatira annual hui on progress made towards achieving the agreed actions and goals of He Tapuae : SMP; and
- agree on the parameters of the review of He Tapuae : SMP.

Meetings will be held every three months commencing in 2021 between:

- the Chair and/or Chief Executive of Te Uru Taumatua;
- Deputy Chief Executives of the parties; and
- any other Crown agencies by invitation.

MSD will provide the necessary managements, co-ordination, secretarial and support services requires for the meetings of Authorising Environment Committee.

Information and data sharing

Tūhoe and the Crown recognise the mutual benefit of information exchange.

Subject to applicable privacy laws and other legal restrictions, the Tūhoe and the Crown parties will use their best endeavours to share information in relation to, but not limited to:

- information related to services funded by the Crown parties within Tūhoe’s area of interest;
- aggregated data about people who are clients of the Crown parties who either identify as a descendant of Tūhoe or who reside in Tūhoe’s area of interest;
- employment and labour market intelligence (including any potential opportunities for joint initiatives); and
- data on key outcomes in the rohe of Tūhoe.

Any information that is shared is subject to the special conditions outlined below.

Special conditions

The provisions in He Tapuae : SMP are to be read subject to any Chief Executive, Ministerial or Cabinet directives, and any applicable law, including the Privacy Act 2020 or its successors.

Official Information

The Crown parties are subject to the requirements of the Official Information Act 1982.

The Crown parties may be required in accordance with the OIA to disclose information that it holds relating to He Tapuae : SMP and the implementation of the commitments set out in He Tapuae : SMP.

The Crown parties will notify Te Uru Taumatua and seek its views before releasing any information relating to He Tapuae : SMP and the implementation of the commitments

set out in He Tapuae: SMP. To avoid doubt, any comments Te Uru Taumatua wishes to make must be provided to the Crown parties in a timely fashion, so that the Crown parties are able to meet the statutory timeframes for responding to the relevant request for information.

8. Reporting, monitoring and review

The Annual Report

The Authorising Environment Committee will, in consultation with Tūhoe, prepare an annual report on progress with implementing the He Tapuae : 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 He Tapuae : 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.

Review

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

- progress in implementing He Tapuae : SMP priorities/objectives, achieving He Tapuae : SMP goals and lifting social outcomes;
- the health of the relationship between the parties and Tūhoe and any improvements needed;
- new priorities/objectives and relationship initiatives that need to be taken over the next five years; and
- the future role of the Authorising Environment Committee including representatives of new parties to the He Tapuae : 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.

Resolution of Matters

If either the parties between themselves, or the parties and Tūhoe consider that action points under the He Tapuae : 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 He Tapuae : SMP the appropriate Minister is:

1. The chair of the Cabinet Social Wellbeing Committee if the issue or issues relate to the general provisions of the He Tapuae : 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 Wellbeing Committee the chair of the most appropriate Cabinet committee, exercising responsibilities for social services covered by the He Tapuae : 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.

Effect of He Tapuae : SMP

The Crown parties and Tūhoe agree that the 2012 SMP is revoked and replaced by He Tapuae : SMP.

He Tapuae : SMP has the same legal effect as the 2012 SMP.¹³

Comments and statements in He Tapuae :SMP attributed to Tūhoe represent Tūhoe's views only, and do not represent the views of the Crown parties.

Attestation

The parties to this He Tapuae : 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.



DEBBIE POWER

Chief Executive

Te Manatū Whakahiato Ora - Ministry of Social Development



ANDREW CRISP

Chief Executive

Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development

¹³ Clauses 4.312 and 4.313 of Part B: Mana Motuhake, of Part 4 of the Deed of Settlement.



21/01/2023

CAROLYN TREMAIN

Chief Executive

Hīkina Whakatutuki - Ministry for Business, Innovation and Employment



IONA HOLSTED

Secretary for Education

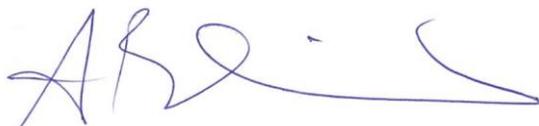
Te Tāhuhu o te Mātauranga - Ministry of Education



TĀ WIRA GARDNER

Chief Executive

Ministry for Children – Oranga Tamariki



DR ASHLEY BLOOMFIELD

Director-General of Health and Chief Executive

Manatū Hauora - Ministry of Health

Appendix One – Nā Kōrero Ranatira ā Tūhoe me Te Karauna

TŪHOE WHĀRIKI / DEED OF SETTLEMENT
NĀ KOHINA PŪRONO TUHINA / DOCUMENTS SCHEDULE

1: NĀ KŌRERO RANATIRA Ā TŪHOE ME TE KARAUANA

The document is a formal deed of settlement, titled "Nā Kōrero Ranatira ā Tūhoe me Te Karauna" (Māori) and "Ngā Kōrero Rangatira ā Tūhoe me Te Karauna" (English). It is framed by a decorative border. At the top, it features the Māori coat of arms on the left and the New Zealand coat of arms on the right. The text is arranged in two columns, with the Māori version on the left and the English version on the right. Below the text, there are several rows of signatures, each with a corresponding name and title. A large circular seal is visible at the bottom center of the document.