



Expression of Interest

&

Terms of Reference

Tātou Collective Whānau Ora Investment Board

Contents

SECTION ONE: EXPRESSION OF INTEREST.....	3
1. OVERVIEW	3
2. ABOUT TĀTOU COLLECTIVE	3
3. PURPOSE OF THE INVESTMENT BOARD	3
4. CONTEXT	4
5. MEMBERSHIP	4
6. WHO WE'RE LOOKING FOR	4
7. SELECTION CRITERIA	5
8. TIME COMMITMENTS	6
9. SUBMISSION TIMELINE	7
10. HOW TO APPLY.....	7
11. CONTACT DETAILS.....	8
SECTION TWO: TERMS OF REFERENCE	9
1. PURPOSE	9
2. BACKGROUND.....	9
3. VALUES AND PRINCIPLES.....	10
4. FUNCTIONS.....	10
5. ACCOUNTABILITY	11
6. MEMBERSHIP	11
7. TERM OF APPOINTMENT.....	12
8. SECRETARIAT	13
9. BOARD CHAIR	13
10. MEETINGS.....	14
11. CONFIDENTIALITY	14
12. DECISION MAKING	14
13. SITTING FEES AND EXPENSES	15
14. ISSUE MANAGEMENT AND RESOLUTION	16
15. REVIEW AND AMENDMENTS TO THE TOR.....	17
16. ANNUAL REVIEW AND PERFORMANCE.....	17

SECTION ONE: EXPRESSION OF INTEREST

1. OVERVIEW

The Tātou Collective invites Expressions of Interest from passionate, committed, and qualified individuals to join our Whānau Ora Investment Board.

We are establishing the **Tātou Collective Whānau Ora Investment Board** to play a critical role in guiding our commissioning activities for Pacific peoples across Aotearoa. The Board will provide independent advice on commissioning priorities, investment plans, and will ensure strong alignment with the Whānau Ora Progression Framework.

This is a unique opportunity to influence how services and programmes reach Pacific whānau and communities most in need. Investment Boards are an important feature of the future focus of Whānau Ora and will enable locally-led, culturally grounded solutions that drive intergenerational transformation for whānau.

2. ABOUT TĀTOU COLLECTIVE

Tātou Collective (Tātou) is the Pacific Whānau Ora Commissioning Agency for Pacific peoples across Aotearoa New Zealand (Region 4). Established by The Cause Collective, Tātou commissions services that achieve outcomes for Pacific whānau across health, social, education, wellbeing and economic domains, guided by the Whānau Ora Outcomes and Progression Frameworks.

Our commissioning approach is grounded in Pacific values, is data-driven, amplifying whānau voice, and focused on families with the greatest needs.

3. PURPOSE OF THE INVESTMENT BOARD

Investment Boards are part of the next iteration of Whānau Ora Commissioning Agencies. The Tātou Investment Board will provide strategic advice for Whānau Ora investment planning and will help to ensure commissioning decisions reflect the priorities of Pacific whānau and communities across Aotearoa. While final accountability for funding decisions rests with the Tātou Collective Board, the Investment Board provides vital advice and guidance on:

- Investment strategy and priorities (based on good evidence, whānau and community voice)
- Geographical distribution of services
- Navigator services
- Innovation and whānau-led initiatives

- Alignment with Whānau Ora Outcomes and Progression Frameworks

4. CONTEXT

Launched in 2010, Whānau Ora is a long-term government initiative focused on empowering whānau to lead their own development and achieve intergenerational transformation. At the core of Whānau Ora is the fundamental principle that whānau are best positioned to identify and pursue their own objectives in the domains of health, education and employment, cultural and social wellbeing. This approach fosters empowerment, enabling families to actively participate in, and create their own futures.

Tātou Collective has commissioned over 49 Delivery Partners across Aotearoa to deliver Whānau Ora Navigator services from 1 July 2025. The Investment Board will provide strategic direction and oversight of future Whānau Ora commissioning investments that reflect the aspirations, priorities, and wellbeing of Pacific whānau.

5. MEMBERSHIP

The Investment Board will be comprised of individuals who represent a diverse range of Pacific communities across Aotearoa, ensuring that a broad spectrum of experiences and perspectives is included.

Representation will be sought across a range of dimensions, including geographic spread, ethnic specificity and other dimensions of identity and lived experience.

Membership will consist of:

- Up to four core members will be formally appointed
- A wider approved pool will be established to enable flexible participation for specific investment rounds
- The Chair of the Tātou Board will also Chair the Investment Board
- Members are appointed for three years, with the possibility of renewal (a maximum of six years)

6. WHO WE'RE LOOKING FOR

We seek expressions of interest from individuals who will bring a combination of regional insights, lived experience, and/or technical expertise across health, education, social services, economic development, innovation, or cultural wellbeing.

Applicants should demonstrate:

- A commitment to Pacific community advancement
- Strong understanding of Te Tiriti o Waitangi and the Whānau Ora approach
- Strategic thinking and sound judgement
- Experience in governance, commissioning, investment, or community leadership (preferred but not essential).

We are particularly seeking representation across:

- Pacific ethnic communities
- Regions (including rural and urban)
- Intergenerational and youth voices
- Tangata whaikaha / Disabled persons
- Rainbow Pacific communities
- Diaspora perspectives
- Diverse professional and community-based sectors

7. SELECTION CRITERIA

Each applicant will be assessed against the following criteria:

	Criteria	Demonstration
1.	Commitment to Whānau Ora and Pacific-Led Approaches	Strong alignment with the principles of Whānau Ora, a belief in whānau self-determination, and a commitment to Pacific approaches to wellbeing.
2.	Cultural and Community Insight	Deep understanding of Pacific cultural values and lived experience in Pacific communities. Awareness of the diverse realities facing Pacific peoples across Aotearoa.
3.	Strategic and Sector Expertise	Experience providing strategic advice or leadership in relevant areas such as public sector commissioning, health, education, social or economic development, innovation, or data and evaluation.
4.	Representation and Reach	Brings unique insight from a region, community, or demographic not otherwise well represented. Demonstrates ability to speak to the needs of Pacific whānau in context, including emerging voices and intergenerational perspectives.

	Criteria	Demonstration
5.	Integrity, Independence, and Good Governance	Demonstrates sound judgement, ethical conduct, and the ability to manage conflicts of interest. Understands the responsibilities of an investment or strategic advisory board role.
6.	Collaborative and Evidence-Informed	Able to engage respectfully with others, contribute to collective decision-making, and balance whānau voice with evidence and data when advising on investment decisions.

Scoring

The following weights will be applied using the above selection criteria when assessing each application:

Sections	Section detail	Weighting %
Section 1	Application Information	n/a
Section 2 – Expression of Interest	1. Please tell us why you are applying for this opportunity and what motivates your interest in the Investment Board.	20%
	2. Please outline the experience, knowledge, and skills you bring to this role.	20%
	3. What strengths or perspectives would you contribute to the Investment Board, and how would you work with others to ensure robust, inclusive, and ethical decision-making?	20%
Section 3	Availability and Commitment	Yes
Section 4	References	20%
Section 5	CV	20%

The 12 highest scoring applications will be shortlisted through to interview stage with a maximum of 9 applications being appointed on the Investment Board.

8. TIME COMMITMENTS

Core Members of the Tātou Investment Board will be expected to participate in a minimum of four meetings per year. During the establishment phase (mid-late 2025), meetings may be held monthly to support the development of the initial Tātou Investment Plan. These meetings will typically run for up

to three hours and may be held in person or online. For members who are part of the membership pool, they will be more likely to attend 2 to 3 meetings per year.

In addition to scheduled meetings, members may be asked to:

- Review briefing papers and proposals in advance
- Participate in subcommittees or working groups (as required)
- Engage in occasional regional hui or virtual consultations

We understand members have other professional and personal responsibilities, and meeting dates will be scheduled with adequate notice. Reasonable travel, accommodation, and expenses will be covered, and sitting fees will be paid in accordance with the Cabinet Fees Framework (Group 4, Level 2).

As a guide, applicants should be able to commit the equivalent of approximately 6–8 days per year to Board-related activities.

9. SUBMISSION TIMELINE

Milestone	Date
EoI Release	Friday 1 August 2025
EoI Closing	12:00pm on Friday 22 August 2025
Shortlist Notification	29 August 2025
Interviews	1 September – 12 September 2025
Formal Appointment	September 2025

10. HOW TO APPLY

We welcome expressions of interest to join the Tātou Collective Whānau Ora Investment Board. If interested, please review and complete the application package, which includes:

1. Terms of Reference
2. Application Form
3. Declarations of Interests form

Please submit the following documents:

- ☐ Completed Application Form
- ☐ Signed Declaration of Interest Form
- ☐ A current Curriculum Vitae (CV) or Resume

Optional: A brief cover letter outlining your motivation to join the Investment Board.

Send your completed application package by the due date to:

Email: procurement@tatoucollective.nz

Subject line: EOI – Tātou Investment Board – **[Your full name]**

11. CONTACT DETAILS

For further information or questions about the process, please contact:

Email: procurement@tatoucollective.nz

SECTION TWO: TERMS OF REFERENCE

1. PURPOSE

The purpose of the Tātou Collective Whānau Ora Investment Board (Investment Board) is to provide strategic direction and oversight of commissioning investments that reflect the aspirations, priorities, and wellbeing of Pacific whānau and communities across Aotearoa New Zealand.

This Terms of Reference (TOR) outlines the roles, responsibilities, and functions of the Investment Board. The Investment Board plays a critical role in advising on investment priorities, endorsing commissioning plans, and monitoring alignment with the Whānau Ora Progression Framework.

While the Investment Board provides strategic oversight and endorses commissioning plans, final accountability for decision making and procurement sits with the Tātou Collective Board.

2. BACKGROUND

Whānau Ora is a long-term Crown investment in intergenerational transformation, established in 2010 to support whānau to lead their own development. The commissioning model shifts the focus from siloed, individual services to integrated approaches that empower the collective aspirations of whānau.

At the heart of Whānau Ora is the principle that whānau are best placed to determine their own goals across health, education, economic, and social wellbeing domains. Commissioning agencies and their respective investment boards play a critical role in bridging government investment with community aspirations. They enable local decision-making, ensure cultural relevance, and support approaches that reflect the lived realities of Māori and Pacific communities.

Te Puni Kōkiri is the lead government agency responsible for administering the Whānau Ora approach. Four Whānau Ora Commissioning Agencies came into effect on 1 July 2025, with Tātou Collective (Tātou) established by successful bidder The Cause Collective, to lead commissioning for Pacific peoples across Aotearoa (Region 4). Tātou is responsible for commissioning services that are proven to achieve impact and outcomes for Pacific whānau and communities.

3. VALUES AND PRINCIPLES

The Investment Board will align with the Commissioning Agency's values statement:

We do what is necessary and right with truth and love.

In fulfilling its role, the Investment Board will uphold the following principles:

Principles	Explanation
Transformation	Explicit action on change with whānau in the lead
Access	Increasing access and reach
Trust	High trust relationships
Outcomes Focus	Intergenerational and progressive
Unified Approach	Collaborative approach and shared

4. FUNCTIONS

The Investment Board provides strategic oversight of Tātou's commissioning approach and will carry out the following key functions:

- a. **Endorse the Region 4 investment strategy**, including advice on geographic distribution and service provider reach across Aotearoa.
- b. **Apply the agreed investment framework** to guide decision-making on whānau-led initiatives and innovation within Region 4.
- c. Provide **strategic advice** on the implementation of Navigator Services, including forecasting and ensuring services reach whānau with the greatest needs.

Investment priorities will be informed by the Investment Board's advice, alongside data and needs analysis, service design, whānau voice, and alignment with the Whānau Ora outcomes and progression frameworks. Care will be taken to avoid duplication of services already funded by other government agencies and, where possible, to complement existing efforts.

Final investment decisions and purchasing plans will be approved by the Tātou Collective Board, ensuring governance, transparency, and alignment with national and regional priorities.

Tātou commits to supporting the Investment Board by providing access to relevant data and insights, including census data, deprivation indices, Integrated Data Infrastructure (IDI) insights, and community intelligence.

The Investment Board will also consider any additional investment guidance issued by Te Puni Kōkiri, in accordance with the obligations of Tātou's Whānau Ora Outcome Agreement.

5. ACCOUNTABILITY

The Investment Board is accountable to the Chair of the Tātou Collective who also serves as Chair of the Investment Board.

The Board's role is advisory and strategic in nature. It does not hold formal delegations to make operational, financial, or contractual decisions on behalf of the Commissioning Agency. Its authority is limited to the functions set out in this Terms of Reference.

Ultimate accountability for the delivery of commissioning services and contractual obligations set out in the Outcome Agreement with Te Puni Kōkiri rests with the Tātou Commissioning Agency.

6. MEMBERSHIP

The Investment Board will be comprised of individuals who reflect the full diversity of Pacific communities across Aotearoa. Representation will be sought across a range of dimensions, including:

- Geographic spread
- Ethnic and cultural diversity
- Generational perspectives
- Tangata whaikaha / Disabled people
- Pacific rainbow communities
- Diaspora experience
- Other dimensions of identity and lived experience

In addition to cultural diversity, all members will be expected to demonstrate a deep understanding of and commitment to upholding the principles of Te Tiriti o Waitangi and the Whānau Ora approach.

The Investment Board will consist of a **minimum of three (excluding the Chair)** and up to **nine members** in total. The **Chair of the Investment Board** will be the Chair of the Tātou Collective Board. All other members will be **independent of the Commissioning Agency**.

In addition, a **membership pool** will be established to enable the flexible inclusion of regionally based and technically experienced individuals who can contribute to specific proposals or investment rounds. This approach ensures that:

- Investment decisions are informed by appropriate local knowledge and sector expertise;
- Representation is inclusive of the diverse communities across Region 4;
- Conflicts of interest are more easily managed through selective participation.

Membership of the Board for each investment process will be confirmed by Tātou Management in consultation with the Chair, drawing from the core members and the approved pool as needed.

Members will be selected through an **Expressions of Interest (EOI) process**, ensuring transparency and enabling a diverse range of regional and technical expertise to be considered for appointment.

7. TERM OF APPOINTMENT

Appointments to the Investment Board will be made by the Tātou Commissioning Agency.

Each appointment will be for a term of three years, with the possibility of one three-year renewal (a maximum of six years total).

Reappointments will be made by the Chair, subject to performance review, updated declaration of interest and alignment with the term of the Commissioning Agency's Outcome Agreement.

Changes to Board membership, including resignations or mid-term appointments, will also be made in consultation with Te Puni Kōkiri.

Appointment Process

The process for appointing Investment Board members will be as follows:

1. **Public Call for Nominations (Expressions of Interest)**

A public call will be issued, including the Terms of Reference, application form, and declaration of interest's form.

2. **Initial Shortlisting**

Management, in consultation with the Chair, will prepare a shortlist for consideration by the Tātou Board.

3. **Board Shortlisting**

The Tātou Board will assess applications and confirm a shortlist for interviews.

4. **Interviews and Recommendations**

Two Tātou Board members will conduct interviews and make recommendations to the full Board. Candidate assessments will include:

- Competence to fulfil the role
- Prior board conduct
- Financial probity or related matters

5. **Skills and Gaps Consideration**

The Board will consider any gaps in representation, lived experience, or technical competency in the current membership.

6. **Consultation with Te Puni Kōkiri**

Final recommendations will be submitted to Te Puni Kōkiri prior to appointment.

7. Formal Appointment

Subject to TPK feedback and due diligence, a formal invitation to join the Investment Board will be issued.

8. SECRETARIAT

The Tātou Commissioning Agency will provide secretariat services to support the effective functioning of the Investment Board. This will include:

- Coordinating meeting logistics and documentation
- Preparing and distributing agendas and papers in consultation with the Chair
- Recording meeting minutes, resolutions, and action items
- Maintaining the Board's official records and document repository

Secretariat support will ensure that the Board is able to carry out its duties in an informed, timely, and well-documented manner.

9. BOARD CHAIR

The Chair of the Investment Board is responsible for ensuring that the Board operates effectively, maintains a strong governance culture, and that all decisions are clearly communicated and accurately recorded.

Key responsibilities of the Chair include:

- Providing leadership to the Board and supporting collaborative, consensus-based decision-making
- Ensuring clarity of purpose, process, and decision outcomes
- Maintaining strong communication between the Investment Board and the Commissioning Agency
- Serving as the key liaison with the Director for Commissioning, a relationship critical to aligning strategy with delivery
- Resolving disputes or differences of opinion within the Board in a fair, transparent, and culturally grounded manner
- Acting as the primary spokesperson for the Investment Board where public, partner, or cross-agency representation is required (unless delegated otherwise)
- Working with the Secretariat to approve meeting agendas and oversee the timely progression of action items and recommendations

10. MEETINGS

The Investment Board will meet at least four times per year, with meetings scheduled for no longer than one full day.

During the initial establishment and development phase of the Commissioning Investment Plan, the Board may meet monthly for up to three hours per meeting to ensure timely input and strategic alignment.

Meetings will be convened by the Secretariat, in consultation with the Chair, with formal notice provided in advance confirming the time, date, location, and agenda.

11. CONFIDENTIALITY

Board members are expected to maintain strict confidentiality over all matters considered by the Investment Board. This includes, but is not limited to:

- Board papers, reports, and analyses
- Meeting minutes and deliberations
- Any commercially or culturally sensitive information disclosed or discussed

The Chair and Secretariat will make every effort to indicate when specific materials or discussions are confidential. However, all members are expected to exercise sound judgement, caution, and discretion at all times.

12. DECISION MAKING

A quorum for Investment Board meetings will be established when at least 51% of appointed members, including the Chair, are present. This equates to a simple majority, consistent with governance best practice.

If quorum is not met, the Chair may choose to proceed with the meeting; however, no formal decisions or recommendations may be made in that session.

Consensus-Based Approach

The Investment Board will strive to make decisions by consensus, defined as: *“No Board member objects to the proposed decision.”*

All decisions made by the Board will be clearly documented in the meeting minutes, including:

- The wording of the decision or proposal
- Whether consensus was reached
- Any objections or alternative options considered

Escalation Where Consensus Is Not Reached

If consensus cannot be achieved, the Chair will attempt to resolve the matter constructively. Depending on the context and urgency, one of the following actions may be taken:

- Refer the issue to a committee or working group for refinement
- Defer the decision to a future meeting
- Facilitate discussion in a breakout or informal session
- Withdraw the proposal, if appropriate

If a decision must be made within the current meeting timeframe (e.g. finalising a commissioning strategy), and consensus remains out of reach, a simple majority vote will determine the outcome.

Abstentions

Board members may abstain from voting on any item. The abstention and reason (if provided) will be noted in the meeting minutes.

Conflict of Interest

Board members must declare any actual, potential, or perceived conflicts of interest at the beginning of each meeting, or as they arise. Members with a conflict may be:

- Asked to abstain from discussion and/or decision-making on the matter
- Temporarily excused from the meeting, at the Chair's discretion

All declared conflicts and how they were managed will be formally recorded in the meeting minutes, in accordance with the Tātou Conflict of Interest Policy.

13. SITTING FEES AND EXPENSES

Members of the Investment Board will be remunerated for attendance at meetings and approved engagements in line with the Cabinet Fees Framework (Group 4, Level 2).

Travel and Accommodation

- Flight costs for members travelling to attend meetings will be covered by the Commissioning Agency.
- The Commissioning Agency will book all travel and accommodation in advance.
- Where required, the Secretariat will liaise with members to confirm logistics.

Reimbursement of Expenses

Members may claim reimbursement for actual and reasonable expenses incurred in attending meetings (e.g. taxis, parking, meals), in accordance with the Commissioning Agency's travel and reimbursement policy.

Claims must be submitted with appropriate documentation within 30 days of the meeting.

14. ISSUE MANAGEMENT AND RESOLUTION

The Investment Board encourages early resolution of any issues, concerns, or complaints through open communication and respectful dialogue.

Informal Resolution

Most issues will be resolved through discussion, clarification, or low-level corrective actions. The Director for Commissioning will take immediate steps to respond to concerns raised and will consult directly with the individual or group who raised the matter.

All issues will be recorded in an Issues Register, maintained by the Secretariat.

Escalation Pathway

Where the Investment Board considers that a matter requires formal escalation, the Chair may:

- Table the issue with the Tātou Board
- Request the matter be added to the Governance Risk Register
- Recommend formal handling under the Commissioning Agency's Complaints Management Policy and Procedure

External Resolution

In cases where internal processes do not lead to satisfactory resolution, the Tātou Board may support the complainant to explore external pathways. This may include seeking independent advice (at the complainant's cost) or referring the matter to:

- The Health and Disability Commissioner
- The Ombudsman
- The Ministry of Business, Innovation and Employment (MBIE)

15. REVIEW AND AMENDMENTS TO THE TOR

These Terms of Reference will be formally reviewed every two years to ensure they remain fit-for-purpose and aligned with the evolving context of Whānau Ora commissioning.

The Investment Board or the Commissioning Agency may also request a review outside the standard review cycle if required.

Any material amendments to the Terms of Reference must be approved by the Commissioning Agency, in consultation with Te Puni Kōkiri, in accordance with the Whānau Ora Outcome Agreement.

16. ANNUAL REVIEW AND PERFORMANCE

The Chair will conduct an annual performance discussion with each Investment Board member to reflect on their contribution and identify areas for growth or development.

The review will cover:

- Alignment with Whānau Ora principles and the Commissioning Agency's vision, mission, and values
- Individual contributions to decision-making, strategic guidance, and stakeholder engagement
- Any updates to declarations of interest
- Opportunities for development, support, or succession planning

Findings from the performance reviews may inform future reappointments and professional development priorities.