



Expression of Interest & Terms of Reference

Tātou Cultural Advisory Board

July 2026

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SECTION ONE

Expression of Interest

Tātou Collective Cultural Advisory Board

1. OVERVIEW

The Tātou Collective (Tātou) invites Expressions of Interest from passionate, experienced and culturally grounded individuals to join the Tātou Collective Cultural Advisory Board.

The Cultural Advisory Board provides independent cultural advice to strengthen Tātou's commissioning of Whānau Ora services for Pacific peoples across Aotearoa. It brings together cultural knowledge, community insight and lived experience to help ensure commissioning decisions reflect the diverse realities, strengths and aspirations of Pacific communities.

This is an opportunity to contribute to a commissioning system that values both evidence and community knowledge, strengthens prevention and early intervention, and supports better outcomes for Pacific families.

2. CONTEXT

Pacific communities across Aotearoa are diverse, with distinct languages, cultures, histories and ways of supporting wellbeing. These differences influence how need is experienced, how support is accessed and what enables families to thrive.

Tātou's experience working alongside whānau, Navigators and communities has reinforced that many of the factors influencing wellbeing are not fully visible through service performance data or population statistics alone. Understanding these cultural, relational and community realities is essential to effective commissioning delivering outcomes.

The Cultural Advisory Board has been established to complement these sources of evidence by providing cultural intelligence that strengthens commissioning, workforce development, research and strategic planning. Through its advice, the Board helps ensure Tātou's investment decisions remain connected to the lived experiences, strengths and aspirations of Pacific whānau and communities.

3. ABOUT TĀTOU COLLECTIVE

Tātou Collective is the Pacific Whānau Ora Commissioning Agency for Pacific peoples across Aotearoa New Zealand. Tātou commissions services and supports that enable Pacific whānau to stabilise, progress and pursue the futures they define for themselves.

Tātou's approach brings together whānau voice, data and evidence, cultural knowledge, frontline insights and community leadership to strengthen outcomes for Pacific families.

4. PURPOSE OF THE CULTURAL ADVISORY BOARD

As a national Whānau Ora Commissioning Agency, Tātou is responsible for making investment decisions that respond to the diverse needs and aspirations of Pacific peoples across Aotearoa.

The Cultural Advisory Board exists to strengthen the quality of those commissioning decisions by bringing together cultural knowledge, community insight and lived experience from across Pacific communities. Its role is to help ensure that Tātou's commissioning reflects the realities of the communities it serves and remains grounded in Pacific values, cultures and ways of knowing.

The Board complements, but does not duplicate, the role of the Tātou Board or the Investment Board.

The Cultural Advisory Board provides independent cultural intelligence. It helps Tātou understand:

- how need presents differently across Pacific ethnic communities, generations and places
- how culture, language, identity, faith, family structures and community relationships influence wellbeing and whānau outcomes
- where community strengths and protective factors already exist and should be built upon
- emerging cultural and social issues that may influence future investment priorities for cohorts of the Pacific population
- how commissioning approaches can better reflect the lived realities and aspirations of diverse Pacific families.

The Cultural Advisory Board is not a decision-making body. It does not approve funding, direct procurement processes or exercise governance functions. Its purpose is to strengthen Tātou's understanding of Pacific families and communities so that commissioning decisions are better informed, targeted, culturally grounded and more likely to achieve the intended outcomes of Whānau Ora.

5. ROLE OF CULTURAL ADVISORY BOARD

Members of the Cultural Advisory Board will have an annual work programme they will work to. Their role will primarily focus on providing advice and guidance on the following:

- Ngā Vaka o Kāiga Tapu frameworks and application in Whānau Ora
- identifying emerging needs, protective factors, and community conditions affecting whānau progression from the data
- formation of ethnic Communities of Practice (CoP)
- ethnic-specific whānau-centred models of practice, culturally safety and responsiveness in service delivery
- the development of a cultural spectrum tool
- strategic planning documents so they reflect the needs of Pacific ethnic communities, particularly those underserved or most in need.

Members will be required to gather insights from their respective communities to ensure advice is grounded, current and representative of diverse voices, including young people, New Zealand-born Pacific peoples, dual-ethnicity whānau, rural communities, urban communities, elders, families and emerging leaders.

6. MEMBERSHIP

Membership will reflect the fullest possible diversity of Pacific peoples in Aotearoa New Zealand. Representation will be sought from the following Pacific ethnic communities, while also recognising broader Pacific identities, including Rotuman, Tangata Moana, mixed heritage, New Zealand-born Pacific peoples and other Pacific diaspora communities:

- Cook Islands
- Fiji
- Kiribati
- Niue
- Samoa
- Tokelau
- Tonga
- Tuvalu

There will be a minimum of eight members, including the Chair, and a maximum of 20 members. Tātou may appoint up to two representatives from each identified Pacific ethnic community, subject to the quality of applications, community endorsement, skills mix, regional spread and overall Board composition. In addition, Tātou may appoint up to four additional members where this would strengthen the overall capability of the Board by providing complementary expertise, experience, or perspectives, including to achieve an appropriate balance of ethnic representation, cultural knowledge and strategic skills. Applicants should be able to demonstrate strong connection to, and ideally endorsement from, their community. Tātou is seeking members who bring a community-mandated perspective, not only an individual viewpoint.

7. WHO WE'RE LOOKING FOR

We are seeking people who bring cultural credibility, community trust, strategic insight and a strong commitment to Pacific whānau wellbeing.

Applicants should demonstrate:

- strong connection to one or more Pacific ethnic communities
- understanding of Pacific values, protocols, leadership structures and cultural knowledge systems
- commitment to Whānau Ora, whānau-led practice and intergenerational wellbeing
- ability to gather, interpret and communicate community insight

- ability to think strategically and contribute constructively in a governance or advisory setting
- commitment to ethical conduct, confidentiality and managing conflicts of interest
- ability to work respectfully with diverse views and support consensus decision-making.

We particularly welcome applicants who can bring insight from:

- Pacific ethnic-specific communities
- regional, rural or isolated Pacific communities
- youth and intergenerational perspectives
- New Zealand-born Pacific experiences
- migrant and diaspora experiences
- Tangata Moana and dual-ethnicity perspectives
- faith, family, village, cultural, professional or community leadership contexts
- frontline practice, workforce development, social services, education, health, justice, family violence prevention, community development, data, evaluation or commissioning.

8. SELECTION CRITERIA

Each applicant will be assessed against the following criteria:

#	Criterion	What we are looking for
1.	Community mandate and connection	Evidence of trusted relationships, standing and endorsement within a Pacific ethnic community. Ability to gather and represent diverse community voices, including those not always heard.
2.	Whānau Ora alignment	Understanding of whānau-led and strengths-based approaches to wellbeing. Commitment to Whānau Ora principles, Pacific cultural values, intergenerational wellbeing and Te Tiriti o Waitangi.
3.	Governance, leadership and strategic thinking	Experience in governance, advisory, community leadership, commissioning, policy, research or a related field. Ability to contribute beyond operational matters and provide advice and guidance that supports long-term wellbeing and prevention efforts.
4.	Ability to gather and interpret diverse insight	Ability to interpret community voice alongside data, frontline experience and lived realities. Skill in translating cultural and community knowledge into insight that can inform commissioning and investment decisions.
5.	Ethical conduct and independence	Ability to maintain confidentiality, declare conflicts of interest and act with integrity. Understands the responsibilities of an independent advisory role and can provide advice that is grounded and impartial.

#	Criterion	What we are looking for
6.	Collaboration and consensus	Ability to work constructively with people who hold different views or come from different backgrounds. Contributes to respectful, inclusive and consensus-based decision-making.

9. SCORING

Scoring is based on Section 2 only, which totals 100%.

Sections 3, 4 and 5 are mandatory submission requirements and applications that do not include all required documents will **NOT** be assessed.

Tātou may also consider overall Board composition when making final appointments, including ethnic representation, gender, age, geographic spread, experience, technical expertise and community mandate.

Sections	Section Detail	Weighting %
Section 1	Application Information	n/a
Section 2 – Expression of Interest (scored out of 100%)	Community mandate and connection	25%
	Whānau Ora alignment	20%
	Governance, leadership and strategic thinking	20%
	Ability to gather and interpret diverse insight	20%
	Ethical conduct and independence	10%
	Collaboration and consensus	5%
	TOTAL	100%
Section 3	Availability and Commitment	Required – Yes/No
Section 4	References	Required – must be submitted
Section 5	CV	Required – must be submitted

The highest scoring applications will be shortlisted for interview, considering assessment scores and the overall composition required for the Cultural Advisory Board.

10. TIME COMMITMENT

Members will be expected to attend at least **four** meetings per year. Meetings will usually be no longer than half a day.

During the establishment phase, additional meetings, induction sessions or workshops may be required. Members will also be expected to engage with their respective communities outside formal meetings to gather insight and inform their advice.

Expectations for community engagement outside formal meetings, including whether this work is covered by sitting fees, reimbursement or separate arrangements, will be confirmed in the Board's operating guidelines.

Applicants should be prepared to commit time to:

- attend Board meetings
- read papers and briefing material
- participate in induction and onboarding
- gather community insight
- contribute to working sessions where required
- support annual review and reflection processes.

Reasonable travel and accommodation costs will be covered where required.

Sitting fees will be paid in accordance with the Cabinet Fees Framework (Group 4: Level 2).

11. TERM OF APPOINTMENT

Appointments will be for a term of three years.

Final appointments will be made by the Tātou Board following shortlisting, interview, due diligence and ratification.

12. APPLICATION PROCESS

Applicants are asked to submit:

- completed application form
- current CV or short biography
- declaration of interests form
- evidence of community endorsement or support, where available

- optional cover letter outlining motivation and contribution

Where formal community endorsement is not available, applicants may provide other evidence of community standing, such as letters of support, leadership roles, involvement in community initiatives, or evidence of trusted relationships.

13. APPLICATION QUESTIONS

Your responses to the questions below form the scored part of your application. Each question is linked to a specific assessment criterion and weighting. Assessors will use your answers to score your application against the criteria in Section 8. You must answer all questions.

#	Assessment Criterion	Application Questions	Weighting
1	Community mandate and connection	• Which Pacific community or communities are you connected to, and how are you connected? • Describe your standing, relationships and service within those communities. • How would you gather and represent diverse voices, including elders, young people, New Zealand-born Pacific peoples, dual-ethnicity whānau and those whose voices are less often heard?	25%
2	Whānau Ora alignment	• What draws you to this role and to Tātou's commissioning work for Pacific whānau? • How does your background, experience or values connect to Whānau Ora, whānau-led practice and intergenerational wellbeing?	20%
3	Governance, leadership and strategic thinking	• Describe your experience in governance, advisory, community leadership, policy, research, commissioning, workforce development or a related field. • How have you balanced strategic thinking with cultural expectations and community aspirations? • What perspective would you bring beyond operational knowledge?	20%
4	Ability to gather and interpret diverse insight	• How would you bring community knowledge, lived realities and cultural context into Tātou's commissioning discussions? • Provide an example of where you translated community insight into advice, policy or action for improved outcomes.	20%

#	Assessment Criterion	Application Questions	Weighting
5	Integrity, trust and accountability	- How would you manage confidentiality and conflicts of interest while maintaining the trust of your community? - What does providing independent cultural advice mean to you?	10%
6	Collaboration and consensus	- Pacific leadership often involves building consensus and maintaining relationships. - Describe a situation where you worked through differing perspectives while preserving trust and achieving a shared outcome.	5%

Please respond to each question directly and in your own words. There is no minimum or maximum word count, but responses should be specific, grounded in your experience and clearly connected to the relevant criterion.

14. SUBMISSION TIMELINE

Milestone	Date
EOI opens	10 July 2026
EOI closes	14 August 2026
Shortlisting and due diligence	31 August 2026
Interviews	Mid-September 2026
Appointments ratified	September 2026 Board meeting
First CAB meeting	October 2026

15. HOW TO APPLY

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

- Terms of Reference
- Application Form
- Declaration 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 Cultural Advisory Board.

Send your completed application package by the due date to:

Email: culturalboard@tatoucollective.nz

Subject line: EOI – The Cultural Advisory Board – [Your full name]

16. CONTACT DETAILS

For further information or questions about the process, please contact: Akesa Filimoehala-Burling

Email: culturalboard@tatoucollective.nz

SECTION TWO

TERMS OF REFERENCE

Tātou Collective Cultural Advisory Board

1. PURPOSE

This Terms of Reference (TOR) outlines the roles, responsibilities and functions of the Tātou Collective Cultural Advisory Board (the Board).

The Board was established by the Tātou Commissioning Agency (the Commissioning Agency) to ensure that commissioning activities reflect the diverse ethnic perspectives of Pacific whānau and communities as they work toward their desired wellbeing outcomes.

The Board is an advisory body and it does not make funding or governance decisions.

2. BACKGROUND

Pacific peoples are a fast-growing and highly diverse population group within Aotearoa New Zealand. Each ethnic community brings its own language, leadership structures, values and belief systems and carries its own pattern of migration, settlement and historical context. A commissioning system that hopes to deliver real outcomes for Pacific families must recognise and design for that diversity.

Whānau Ora is a long-term Crown investment in intergenerational wellbeing. Since 2010, it has supported a whānau-led approach that places families at the centre of decision-making and enables them to achieve their own health, social and economic aspirations. It recognises that culture is a strength and that ethnic-specific, culturally grounded approaches are essential to achieving lasting outcomes for Pacific whānau. Te Puni Kōkiri is the administering government agency for Whānau Ora. Four Whānau Ora Commissioning Agencies came into effect on 1 July 2025. Tātou Collective was established through a successful tender by The Cause Collective to lead commissioning for Pacific peoples across Aotearoa (Region 4).

A Cultural Advisory Board was signalled in Tātou's original RFP tender to Te Puni Kōkiri and was endorsed by the Tātou Board as part of the organisation's governance structure.

3. VALUES AND PRINCIPLES

The Tātou Collective values statement is "We do what is necessary and right, in truth and love".

The values of the organisation are Courage, Honesty, Excellence, Respect, Compassion, Integrity, Innovation and Service.

The following principles guide to the Tātou commissioning approach:

Principle	Explanation
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<u>T</u> ransformation	Explicit action on change with whānau in the lead
<u>A</u> ccess	Increasing access and reach for Pacific communities
<u>T</u> rust	Building high-trust relationships with communities and partners
<u>O</u> utcomes focused	Intergenerational and progressive wellbeing outcomes
<u>U</u> nified approach	Collaborative and shared commissioning approach

4. ROLE AND RESPONSIBILITIES

Purpose

The Cultural Advisory Board has been established to strengthen Tātou's commissioning capability by providing independent cultural advice and community intelligence that informs commissioning decisions for Pacific families.

As a national Whānau Ora Commissioning Agency, Tātou is responsible for commissioning services that respond to the diverse needs, strengths and aspirations of Pacific peoples across Aotearoa. Delivering this responsibility requires more than service performance data and population insights. It also requires an understanding of the cultural, relational and community factors that influence how need is experienced, how support is accessed and what enables whānau to thrive – including in community settings.

The Cultural Advisory Board provides this perspective. It brings together cultural knowledge, lived experience and community insight from across diverse Pacific communities to strengthen the evidence available to Tātou when making commissioning decisions.

The Board is complementary to the roles of the Tātou Governance Board or the Investment Board. Governance remains responsible for strategy, oversight, organisational performance and investment decisions. The Cultural Advisory Board complements these functions by providing cultural intelligence that is not ordinarily available through governance reporting, service performance information or commissioning data alone.

Responsibilities

The Cultural Advisory Board will:

- provide independent cultural advice to support Tātou's commissioning activities and delivery of its Outcome Agreement
- identify cultural and community factors that influence wellbeing and the needs of Pacific families across different ethnic communities, generations and places
- advise on how ethnic-specific values, languages, identities and faith, family structures and community relationships should be reflected in commissioning approaches
- identify emerging needs, opportunities, risks and protective factors that may influence future commissioning priorities

- provide advice on culturally grounded frameworks, models of practice and workforce development that strengthen Whānau Ora delivery
- bring forward insights gathered through ongoing engagement with Pacific ethnic communities, ensuring advice reflects diverse perspectives, including those of young people, elders, New Zealand-born Pacific peoples, dual-ethnicity whānau, rural and urban communities and emerging leaders
- provide cultural advice on strategic initiatives, policies and other matters referred to it by Tātou.

Authority

The Cultural Advisory Board is an advisory body. It does not:

- make or approve funding decisions
- participate in procurement or contract management processes
- exercise governance or fiduciary responsibilities
- direct the operations of Tātou.

Its advice is intended to strengthen the quality of commissioning decisions by ensuring they are informed by both evidence and the lived realities of Pacific communities.

5. SECRETARIAT

Tātou will provide all secretariat services required by the Board to allow it to discharge its duties, including:

- 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
- supporting preparation and synthesis of cultural insight papers

6. BOARD CHAIR AND CO-CHAIR

The Chair of the Cultural Advisory Board is formally appointed by the Tātou Collective Board by resolution prior to the EOI process. The Chair is accountable to the Chair of the Tātou Collective for the roles and responsibilities specified in this Terms of Reference.

The Chair is responsible for ensuring that the Board operates effectively 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 Cultural Advisory Board and the Commissioning Agency
- serving as the key liaison with the Director for Commissioning
- resolving disputes or differences of opinion within the Board in a fair, transparent, and culturally grounded manner
- acting as the primary spokesperson for the Board where required (unless delegated otherwise)
- working with the Secretariat to approve meeting agendas and oversee the timely progression of action items and recommendations.

Co-Chair

The Co-Chair will be identified by the Tātou Collective Board from among appointed members following ratification of appointments. The Co-Chair supports the Chair in fulfilling the functions of the role and acts in the Chair's place when the Chair is unavailable or has a conflict of interest. The Co-Chair carries the same responsibilities as the Chair when acting in that capacity.

7. MEMBERSHIP

Membership will reflect the fullest possible diversity of Pacific peoples in Aotearoa New Zealand. Representation will be sought from the following ethnic communities:

- Cook Islands
- Fiji
- Kiribati
- Niue
- Tokelau
- Tonga
- Tuvalu
- Samoa

There will be a minimum of eight members, including the Chair, and a maximum of 20 members.

Tātou may appoint up to two representatives from each of the identified Pacific ethnic communities.

Up to four additional appointments may be made to strengthen the overall capability of the Board by providing complementary expertise, experience or perspectives.

Members will be selected based on:

- the strength of their connections within their ethnic communities
- endorsement by those communities
- a generational range including NZ-born, mixed-heritage and youth perspectives where possible

- the ability to translate cultural insight into practical application at a systems and/or commissioning level

All members will be expected to demonstrate an understanding of Te Tiriti o Waitangi.

8. TERM OF APPOINTMENT

Appointments to the Board will be made for a term of three years.

Where changes to Board membership occur, including resignations or mid-term appointments, these will be made in consultation with the Tātou Board.

Appointment Process

The appointment process will be as follows:

- A Call for Nominations (Expression of Interest) will be publicly released with the Terms of Reference, application form and declaration of interests form.
- The Chair of the Cultural Advisory Board, who is formally appointed by the Tātou Collective Board by resolution prior to the EOI process, will work alongside Management to prepare a shortlist for Tātou Board consideration.
- The Tātou Board will assess applications and confirm a shortlist for interviews.
- At least one Tātou Board member and the Cultural Advisory Board Chair will conduct interviews and make recommendations to the full Board, including assessment of: competence to fulfil the role; prior Board conduct and probity considerations.
- The Tātou Board will pass a resolution to ratify member appointments and confirm the position of Co-Chair. The Co-Chair will be identified by the Tātou Board from among appointed members.
- The final appointment record will document the rationale for appointments, any conflicts of interest and the due diligence undertaken.
- A letter of invitation to join the Board will be issued subject to completion of due diligence.

The indicative appointment timeline is as follows:

When	Activity	Accountability
10 Jul 2026	Terms of Reference released and Expression of Interest opens	Workforce Development and Practice Manager Community Investment Manager
14 Aug 2026	Expression of Interest closes	
31 Aug 2026	Management shortlist developed for Board consideration	Above, plus CAB Chair

When	Activity	Accountability
Mid Sep 2026	Interviews and due diligence on shortlisted candidates	
Sep 2026 Board meeting	Board ratifies member appointments and confirms Co-Chair	Tātou Board
Oct 2026	First meeting of the Cultural Advisory Board	Joint Chairs and Establishment CE

9. MEETINGS

The Board will meet at least four times per year. Meetings will be no longer than half a day.

Quorum is at least half of the membership plus the Chair. If quorum is not met, it is at the discretion of the Chair to proceed with the meeting, although no decisions or recommendations may be made or taken.

Board members will be required to meet with their respective communities outside of formal meetings to gather insights and inform their advice as part of their role in representing their respective ethnic communities.

10. WORK PROGRAMME

The Board will focus on the following eight priority areas in its first term:

Priority Area	Description
Ngā Vaka Framework development and application	Advise on the next phase of Ngā Vaka framework development for a Whānau Ora context, including how concepts apply to NZ-born family members or those disconnected from cultural or familial connections, raised outside village structures, or of mixed heritage.
Ethnic communities of practice	Build shared learning across delivery partners and frontline practitioners.
Cultural integrity and stewardship	Implement and iterate a quality improvement loop for new cultural knowledge, terminology and concepts surfacing through Whānau Ora practice and Pacific scholarship, in partnership with the Centre for Pacific Languages.
Emerging needs and pressures	Surface issues not yet visible in formal data so commissioning can respond before pressure escalates into crisis.

Priority Area	Description
Workforce development	Advise on practical tools that help Navigators work across generations within the same whānau, where elders, parents and children may sit at different points on a cultural and language continuum.
Evidence and investment priorities	Strengthen interpretation of the Regional Needs Analysis, whānau voice and service performance data, and advise on data gaps relating to generational and identity dimensions of need.
Cultural capital	Promote commissioning approaches that recognise cultural capital as a community asset, strengthening identity, belonging, language, relationships and other protective factors that support intergenerational wellbeing.
Micro-credential and workforce capability pathway	Provide cultural guidance into the Tātou micro-credential pathways to ensure frameworks and practice approaches remain culturally grounded and responsive to the lived realities of diverse Pacific communities.

Members of the Cultural Advisory Board will be invited to attend National Workforce Fono and other Tātou Collective network engagements, where appropriate, to maintain an informed understanding of Tātou's work, strengthen relationships across the network, and ensure their advice remains grounded in current practice and the lived realities of Pacific whānau and communities.

11. CONFIDENTIALITY

Board members are expected to maintain strict confidentiality over all matters considered by the 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

Best endeavours will be made to form advice and recommendations by consensus. Where consensus is not reached, the Chair will facilitate resolution. If consensus still cannot be reached, the majority view and any significant minority view will be recorded in the minutes.

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 declared conflict may be asked to abstain from

discussion and/or decision-making on the matter, at the Chair's discretion. All declared conflicts will be formally recorded in the meeting minutes.

13. SITTING FEES AND EXPENSES

Members will be remunerated in accordance with the Cabinet Fees Framework (Group 4: Level 2). Travel, accommodation and reasonable expenses will be covered by the Commissioning Agency. Further detail is set out in the Board's operating guidelines.

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, 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

All issues, concerns and complaints raised by the Board will aim to be resolved through discussion, clarification and low-level corrective measures. Management will take immediate steps to respond to concerns raised, consulting directly with the person or group who raised them. All issues will be recorded on an Issues or Risk Registers.

Escalation Pathway

Where the 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, Tātou may support the complainant to consider appropriate external pathways, depending on the nature of the issue. These may include relevant statutory, regulatory, contractual or dispute resolution bodies.

15. REVIEW AND AMENDMENTS TO THE TOR

These Terms of Reference will be reviewed every two years.

The Board and/or the Commissioning Agency may request a review outside the routine review cycle if required for legitimate reasons.

Any material amendments must be approved by the Commissioning Agency and must be in accordance with the intent of the Whānau Ora Outcome Agreement.

16. ANNUAL REVIEW AND PERFORMANCE

The Board Chair shall meet annually with each Board member to discuss their performance in relation to:

- alignment with Whānau Ora principles and the Commissioning Agency's vision, mission and values
- contributions to decision-making, stakeholder engagement and fulfilling responsibilities
- changes in any declarations of interest
- areas for development, support, or succession planning.

Six-monthly progress reporting will be provided to the Tātou Board.