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# STRENGTHENING GOVERNANCE

## OPTIONS FOR MĀORI TRUST LEADERS:

BY TE WHARE HUKAHUKA

2020

SUPPORTED BY:



RECOGNISED BY:





# WHO WE SERVE



Te Whare Hukahuka has a vision of improving the lives of 10 million indigenous people. We do this by helping Māori Trust leaders grow world-class organisations.

Our work is mainly with leaders who are frustrated with the lack of progress in their Trust and with the lack of outcomes for whānau. Many are long-serving trustees and senior managers with specific skills, seeking to sharpen their toki and align the crew on their waka to ensure they can deliver better outcomes for whānau and ensure high performing and sustainable organisations.

Te Whare Hukahuka will commit to finding the few most important things to work on with your team to develop better governance, management and sustainability of your organisation. This enables your leaders to feel confident, capable and helps get a focus on making the right decisions to transform your vision into action.

To learn more about our organisation, you can check out our website [here](#).

To hear from some of our Māori Trust alumni, [click here](#).



# THE HARD TRUTHS OF MĀORI TRUSTS



**After training more than 1,000 Māori leaders from 105 community organisations over the last 7 years, we have seen a range of interesting challenges, and learned some hard truths. From that experience, we have noticed that whether large or small, early stage or established, Māori organisations often experience these challenges along their journey:**

- Some trustees forgetting why they are there
- Some trustees cruising along for the ride while others are doing the mahi
- Trustees who don't turn up to meetings
- Trustees paddling in different directions
- Some trustees with hidden agendas
- Trustees who don't declare their conflicts of interests
- Trustees who think that the staff are their minions
- People who mismanage finances
- People who use the organisation for their pet projects
- People being mana-munchers and undermining others
- Trustees breaking confidentiality and telling everyone the Trust's business (even if it's commercially sensitive)
- The trust not delivering any value to shareholders or communicating with whānau at all
- Seeing massive change coming for the Trust in the future but not wanting to face up to it
- Shareholders willing to fairly remunerate service providers but not the trustees





# OUR JOURNEY



**I remember when we first started developing our governance training programmes for Māori Trusts,** we based it on similar kinds of things that the Institute of Directors training would cover...

*(Now, I'm not knocking the Institute of Directors (IoD)... I am sure that they provide some relevant and useful training for mainstream organisations... but the feedback have had from our alumni is that it was not that great for their Māori Trusts. And the cost to attend it was eye watering)*

... So we went and developed this thick workbook filled with stuff! Lots of stuff! You know, like compliance stuff, legislation stuff, delegations stuff, performance management stuff, jargon stuff, blah blah stuff...

And to pull that workbook together, we had heaps of experts work away on their different models and their frameworks and their long essays about different governance theories. And we invested more than \$50,000 into it.

It was at least 200 pages thick. Just look at how much stuff was in it in the picture on the right.



*Participants on our early governance training. Look how thick that workbook is. My goodness, you wouldn't want aunty to hit you with that thing!*



# OUR JOURNEY



**You see, at that time (7 years ago) we were pretty fresh to designing and running governance training, so we were SO proud of our thick workbook and our \$50,000 efforts.**

And we went out there and ran training workshops with about 120 Māori trustees from 20 Māori organisations. We made sure to teach as much of our workbook as possible so that we covered everything about governance. We thought they should know learn everything!

And six months later we came back to see what our impact was... And oh dear... most of the learning hadn't stuck! And not much had really changed in their Trusts!

That sure was a disheartening moment!

We thought there had to be a better way to strengthen governance skills in Māori Trusts than teaching a 200 page workbook.

We needed to understand what things were working and what things were not working inside Māori Trusts.

So we went out and surveyed over 100 trustees, chairmen, funders, service providers, and lawyers and accountants that work with Māori Trusts.



# FOR MĀORI, BY MĀORI



**We found out what the most common challenges were,** and the things that some Māori Trusts were doing to solve these challenges. We pulled all that information together and this informed amazing insights into what was actually working for Māori Trusts.

We noticed that many of the successful Māori Trusts had whānau who were proud of the Trust efforts, and the trustees would turn up to our hui rocking their shirts and jumpers with the Trust logo. We named these Trusts 'those ahead of the curve', where whānau were proud to wear the t-shirt.

We named other Māori Trusts 'those that are work-in-progress', where whānau still don't see much benefit and don't wear the Trust's t-shirt.

*[For a whole list of the insights about both types of Māori Trusts, [click here](#) to go to our website, put your email in the pop up box and we will email them to you]*

... So with this new mātauranga, we went back and redeveloped our NEW Māori governance training programmes focused around just six key things that were the most important to creating strong governance. And finally by teaching these six things, we are seeing our training make a massive difference in Māori Trusts.

If you really want your Trust to grow and whānau to see benefits, we reckon trustees need training programmes that are practical, and that are 'for Māori, by Māori'.





# ORGANISATIONS WE HAVE WORKED WITH

## **Te Tai Tokerau (Northland)**

Haititai Marangai Marae Trust  
Ngāi Takoto  
Ngāpuhi AHC  
Ngāti Hine Health Trust  
Ngāti Kahu Social & Health Services  
Pārengarenga Inc  
Peria Charitable Trust  
Te Runanga o Te Rarawa  
Te Tii B3 Waitangi Trust  
Te Tii Limited Partnership  
Te Hiku Hauora  
Te Waka Pupuri Putea (Te Rarawa)

## **Tāmaki (Auckland)**

Atamira  
He Waka Eke Noa  
Ngā Maunga Whakahii o Kaipara  
Investment Ltd  
Ngāti Paoa Iwi Trust  
Ngāti Tamaoho  
Ngāti Whānaunga  
Ngāti Whatua ki Orakei  
Te Whangai Trust  
Whenua Warrior Charitable Trust

## **Waikato**

Maraeroa C Inc  
Ngāti Turangitukua Charitable Trust  
Te Ahurei a Rangatahi Trust  
Te Hau Kainga Tuwharetoa  
Te Runanganui o Ngāti Hikairo ki  
Tongariro  
Tiroa E & Te Hape B Trust  
Waipapa 9 Trust  
Whai Manawa Collective

## **Bay of Plenty**

Hinepukohurangi Trust  
Kapenga M Trust  
Kokako Trust  
Ngapeke 7 Trust  
Ngahuinga Motumako Trust  
Ngā Mokai Trust  
Ngāti Pukenga ki Tauranga Iwi Trust  
Ngāti Tahu-Ngāti Whaoa  
Ngāti Tawhaki  
Omataroa Rangitaiki No 2 Trust  
Ohaki Collective  
Oruanui Lands Trust  
Owhata 2B & 7 Trust  
Paerata Trust  
Pukahukiwi Kaokaoroa Inc  
Putauaki Trust  
Ruahine & Kuharua Inc  
Rotoiti 15 Trust  
Rotoiti 9 Trust  
Tangaroa Aquaculture Ltd  
Taumanu Lands Trust  
Tauranga Moana Māori Trust Board  
Tautara Matawhaura Trust  
Te Awanui Hauora  
Te Roro o Te Rangi Trust  
Te Runanga o Ngāti Awa  
Te Runanga o Ngāti Manawa  
Te Tawharau o Ngāti Pukenga  
Te Whakatohea  
Tiki te Kohu Trust  
Tumunui Lands Trust  
Tuhoe Tuawhenua Trust

## **Bay of Plenty**

Tūwharetoa Charitable Health Trust  
Waerenga-Pukahukiwi Ltd  
Waewaetutuki 7A2B Trust  
Waiteti Whenua Trust  
Wharepi Whānau Trust

## **Te Tai Rāwhiti (East Coast)**

Rongowhakaata Iwi Trust  
Tāmanuhiri Tūtū Poroporo Trust  
Te Kaha 67 Ahu Whenua Trust

## **Takitimu (Hawkes Bay)**

Maungaharuru Tangitu Trust  
Ngā Marae o Heretaunga  
Ngāti Pāhauwera  
Pukepuke Tangiora Estate Trust  
Tātau Tātau o te Wairoa Trust  
Te Awahohonu Forest Trust  
Te Hononga o Ngā Awa  
Waimarama Inc.  
Waipuka Inc.

## **Manawatu/Whanganui**

Muaūpoko Tribal Authority  
Rangitāne o Tāmaki nui a rua  
Tahamata Inc  
Te Ohu Tiaki o Rangitāne te Ika a  
Maui Trust  
Te Tihi Alliance  
Uenuku Charitable Trust

## **Taranaki**

Mahia mai a Whaitara  
Ngāti Tawhirikura Hapū Trust  
Ngāti Te Whiti Marae Trust  
Ngāti Tupaia  
Otaraua Hapū Trust  
Parihaka Papakainga Trust  
Parihaka Connect  
Patea Māori Club  
Tiaki Te Mauri Trust  
Te Kahui o Taranaki  
Te Korimako o Taranaki  
Te Korowai o Ngāruahine  
Te Kotahitanga o Te Atiawa  
Te Runanga o Ngāti Mutunga  
Waiokura Marae & Reserves Trust

## **Te Tau Ihu**

Ngāti Kōata Trust  
Ngāti Tama ki te Tau Ihu  
Rangitāne o Wairau  
Te Atiawa o te Waka a Maui  
Wakatū Incorporation

## **Te Waipounamu**

Ngā Hau e Wha Marae  
Te Rūnaka o Awarua

## **National**

Ngā Pou Mana  
REAP Aotearoa  
The Skills Organisation  
Toi Māori  
U.S. Embassy Young Pacific  
Leaders

# WHO WE WILL NOT WORK WITH



**We believe that your time and our time are precious.  
We will only work with governance boards that:**

- Proactively seek to work towards creating impact for whānau
- Are committed to turning up to the workshops
- Are open to new ideas
- Actively engage in the learning
- Want to make positive change
- Can commit to implementing the learnings and making progress

*If your Trust is not able to commit to the above, that's OK, but we will not be the best fit for one another. If you can commit, then we will contribute our energy, our experience, and in some cases our investment and funding support towards strengthening your organisation and governance board.*





# GOVERNANCE REVIEW

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*Helping trustees to identify and better understand their strengths and areas that are lacking to improve the overall governance of the organisation. Provides the board with tailored recommendations of where to focus to take your governance practice to the next level.*

# OUR PERSONALISED GOVERNANCE REVIEW

## Are your trustees keen to improve but not sure where to focus?

Our Governance Review process helps trustees better understand their strengths and areas that can improve the overall governance of the organisation. It provides tailored recommendations of where your board can focus to take your governance practice to the next level.

Multiple data points are analysed as part of the Governance Review (including board member perceptions, external analysis, interviews and reviewing relevant board documents). The findings are summarised and presented back to the board.

## We will guide your trustees through a six step process:

1.

### NGĀ WHAKAARO

(Governance  
Diagnostic)

Trustees complete a preliminary online diagnostic survey.  
Identifies key behaviours and processes currently in play.

2.

### KĒMU PATAPATAI

(Governance Quiz)

Trustees engage in the governance quiz to determine their current awareness and understanding of relevant governance concepts.

3.

### NGĀ PUKAPUKA

(Document  
Review)

TWH conducts a high level review of some of the Trust's key documents (e.g. strategy, structure and policies, and governance related) to identify what could be strengthened or added.

4.

### NGĀ KORERO

(Trustee  
Interviews)

Engaging with 3+ trustees over the phone do a deeper dive into survey responses and the ways to ensure effective governance.  
TWH analyses and consolidates the responses into trends to inform our key recommendations.

5.

### NGĀ KUPU TOHUTOHU

(Analysis &  
Summary findings)

TWH analyses and summarises the results of the survey diagnostic, interviews and document review.  
This summarises the areas where your Trust is doing really well, and the areas to improve to be more effective and have more impact.

6.

### HEI TIROHANGA

(Session with  
the board)

Facilitated TWH session with trustees in your next Board meeting (45-90 min) to discuss the Governance Review findings, what has been achieved, and potential growth areas.



# ABOUT EACH PART OF OUR OFFERING

## TAILORED GOVERNANCE REVIEW



### NGĀ WHAKAARO

(Governance Diagnostic undertaken with all trustees)

- Identifies the perspectives of all trustees about the behaviours and processes that are in place relating to your organisation's governance

- It is fascinating to see the range of responses from trustees in relation to the diagnostic survey questions.
- Trustees can sometimes have very different responses to the questions, which helps us identify issues and knowledge gaps that we need to dig in and learn more about.



### KĒMU PATAPATAI

(Governance Quiz undertaken)

- All participants engaging in the governance quiz to determine their current understanding of governance concepts. Informs the areas to focus on improving in governance training sessions

- Having actual feedback about the board's understanding of governance concepts allows for a tailored approach to capability development.
- The governance quiz consists of multi-choice questions and is hosted on our online learning portal
- Individual results will be kept confidential, and the aggregated results will be shared with the board.



### NGĀ PUKAPUKA

(Document Review undertaken)

- Determining whether your organisation's existing documents could be sharpened or improved, which are priority, and whether any key documents are missing that could help with more effective governance

- The board documents exist for a reason - because they help make governance clearer and easier.
- The documents that we typically review include:
  - Trust Deed + Strategic plan + Board charter*
  - Board pack example + board meeting minutes*
  - Financials + Risk Register + Conflicts of Interest Register*
- We benchmark these documents against the 100+ organisations we have worked with.

# ABOUT EACH PART OF OUR OFFERING

## TAILORED GOVERNANCE REVIEW



### NGĀ KŌRERO

(Trustee interviews with up to five trustees [via phone])

- ❑ Provides your trustees with the ability to share their perspective on how governance is being conducted - so that we have a well-informed viewpoint from different trustees rather than just one person's perspective
- ❑ Each call generally takes 45-90 minutes

- We believe that the trustees have a valid perspective into evaluating the board's governance performance.
- Pre-calls with several/multiple trustees help identify the different perspectives (confidentially) about key issues that need resolving to help your organisation move forward..
- Previously we only spoken to one trustee before the training and found out later that this didn't provide the full picture.
- We can do more than five interviews for an additional fee.

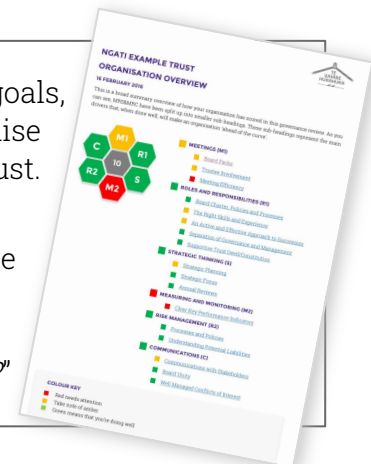


### NGĀ KUPU TOHUTOHU

(Analysis & Summary findings collated together for sharing with trustees)

- ❑ Provides trustees with a summary of our key findings and recommendations that focus specifically on addressing your organisation's governance needs

- Every organisation has different contexts, goals, and challenges. We take the time to customise the Governance Review findings to your Trust.
- We use colour coding and set out written recommendations so that at the next trustee meeting you have the information to refer back to if your trustees ask "What did they even find and what do we need to work on?"



### HEI TIROHANGA

(Session with the Board to explore Gov Review findings)

- ❑ Sharing with the board all of our findings from the Governance Review, discussing them, and identifying the recommendations that the board would like to focus on implementing

- We aren't here to tell you what to do, but we do have a range of insights to provide you with solutions and a fresh perspective.
- Having this initial session builds an understanding of how we arrived at each of the findings, and an opportunity for your board members to ask questions, seek clarification and debate with us about the rationale and merit of the recommendations.



# OUR GOVERNANCE REVIEW OPTIONS



There are two options we can provide. The full Governance Review, or a slim version:

## What each option includes:

		Slim Governance Review	Full Governance Review
STAGE 1: TAILORED GOVERNANCE REVIEW	Governance diagnostic survey undertaken with all trustees - Ngā Whakaaro	1,240	1,240
	Governance Quiz - Kēmu Patapatai	-	980
	Document Review undertaken - Ngā Pukapuka	1,420	1,420
	Trustee interviews (via phone) - Ngā Kōrero	1,183 (2x calls)	2,235 (5x calls)
	Analysis and summary recommendations for the board - Ngā Kupu Tohutohu	2,270	2,970
	Check in with Board Chairperson to share initial findings (via phone) - He Kōrero	-	495
	Session with the Board to explore Governance Review findings - Hei Tirohanga	-	1,155
<b>Full price of Governance Review for your board</b>		<b>\$6,113</b>	<b>\$10,795</b>
TWH is willing to invest 35% towards the full price of your Governance Review in order to support your kaupapa		- \$2,140	- \$3,778
<b>Total cost for your whole board to participate (after TWH contribution):</b>		<b>\$3,973</b>	<b>\$7,017</b>

NOTE: Choose the Governance Review options ('Slim' or 'Full') that best suits your board. Additional aspects can be added to the Governance Review by agreement.

# GOVERNANCE TRAINING

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*Building the basic skills and capabilities of governance in a fun and engaging way so that all board members are confident in carrying out their role of governance, and everyone is on the same page.*

***We would make sure that the governance training programme:***

- *Focuses on the particular areas of governance that are most relevant to your board*
- *Brings clarity around the individual and collective role of governance*
- *Assesses how your board would work with committees and management to ensure an effective structure*
- *Provides your board with tips, tools and templates to make governance easier*



# THE SIX KEY AREAS WE FOCUS ON IN GOVERNANCE TRAINING



We have developed our governance model based on common challenges that governance boards face and practical solutions to them. It is informed by various governance experts and theoretical models as well as our work with more than 100 community organisations. We focus on six aspects of great governance:

- **Roles and Responsibilities:** Providing a refreshed understanding for trustees about the different roles in the Trust, particularly governance vs management. Identifying good vs bad practice in governance. Showcasing the way to use policies and board charters to guide decision-making.
- **Meetings:** Trustees are clear on how to best prepare for meetings and how to contribute effectively so that strategic thinking is prioritised. Ensuring opinions are heard, good questions are raised, decisions are passed, resolutions are drafted and minutes accurately record the board decisions and actions.
- **Strategic Thinking:** Trustees are clear on the key elements of strategy and the top entrepreneurial principles that increase the chances of success. Trustees feel confident with setting a clear direction for the Trust and agree on clear priorities. Strategic questions are raised and tough choices are made about the use of resources to achieve the vision. Looking at innovative, alternative methods to create business success and better impact for whānau.
- **Measuring and Monitoring:** Clear measurements are in place to monitor progress towards the Trust's strategic goals, and these are regularly tracked to inform the strategy and report outcomes to whānau. Trustees and the management team have a shared definition of success and what is measured - these are outcomes-based rather than operational things.
- **Risk Management:** Ensuring trustees are aware of the 12 different types of potential risks and the processes that can be put in place to track, mitigate and manage risks as they arise. Trustees are armed with key questions to ask when analysing risk and feel comfortable in making decisions about the Trust without unduly putting the assets or Trust business at risk.
- **Communication:** Trustees have a strong sense of how to engage in positive and mana-enhancing discussions to ensure a safe and positive board environment. Ideas are shared around how to better keep whānau and strategic partners informed and engaged on the progress and initiatives of the Trust as proud champions.

# THE SIX KEY AREAS WE FOCUS ON IN GOVERNANCE TRAINING



## ROLES & RESPONSIBILITIES

**Summary:** Providing a refreshed understanding for trustees about the different roles in the Trust, particularly governance vs management. Identifying good vs bad practice in governance. Showcasing the way to use policies and board charters to guide decision-making.

### **Content areas:**

- Purpose of organisation
- What are the seven key roles of the board
  - = *Act in the best interests of the organisation*
  - = *Create policies and processes*
  - = *Ensure dedicated operations / Employing a GM/CEO*
  - = *Make collective decisions as a united team*
  - = *Establish a strategic direction*
  - = *Identify the risks*
  - = *Ensure communication with owners / beneficiaries / stakeholders*
- Different board roles:
  - = *Chairperson*
  - = *Secretary*
  - = *Treasurer*
  - = *Director v Trustee*
  - = *Sub-committees*
  - = *CEO (management role)*
- Governance on small organisations
- Board Charter (policies)

## MEETINGS

**Summary:** Trustees are clear on how to best prepare for meetings and how to contribute effectively so that strategic thinking is prioritised. Ensuring opinions are heard, good questions are raised, decisions are passed, resolutions are drafted and minutes accurately record the board decisions and actions.

### **Content areas:**

- Preparing for Board meetings
- Meeting agenda
- Quorums
- Resolutions
- Minutes
- Governance members role in meetings
- Chair's role in meetings

## COMMUNICATIONS

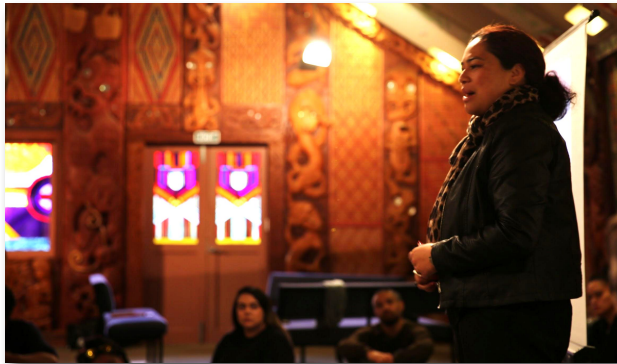
**Summary:** Trustees have a strong sense of how to engage in positive and mana-enhancing discussions to ensure a safe and positive board environment. Ideas are shared around how to better keep whānau and strategic partners informed and engaged on the progress and initiatives that the Trust is making so that they are proud champions.

### **Content areas:**

- Who the Board communicates with
- Brave conversations
- Giving and receiving feedback
  - = *Reflective listening*
  - = *Sandwich technique (CRC)*
- Conflicts of interest



# THE SIX KEY AREAS WE FOCUS ON IN GOVERNANCE TRAINING



## STRATEGIC THINKING

**Summary:** Trustees clear on the key elements of strategy and the top entrepreneurial principles that help increase the chances of success. Trustees feel confident with setting a clear direction for the Trust and agree on clear priorities. Strategic questions are raised and tough choices are made about the use of resources to achieve the vision.

### Content areas:

- What is great strategy
- The Board's role in strategy
- TWH Strategy Canvas
  - = Vision
  - = Our Current Day
  - = Key Priorities
  - = Bridges / Opportunities
  - = Barriers / Risks / Challenges
  - = Capabilities needed
  - = Monitoring Progress
  - = Next Steps
- Key questions to ask in strategy
- 9 Entrepreneurial principles:
  - = Ask the 5 Why's
  - = 'No' tool
  - = Lead/Support/Influence
  - = First Domino
  - = 80/20 Rule
  - = Right question to ask yourself
  - = Ask 'who', not 'how'
  - = Build an 'A-team'
  - = Place small bets

## MEASURING & MONITORING PROGRESS

**Summary:** Clear measurements are in place to monitor progress towards the Trust's strategic goals, and these are regularly tracked to inform the strategy and report outcomes to whānau. Trustees and the management team have a shared definition of success and what is measured - these are outcomes-based rather than operational things.

### Content areas:

- Aspects that should be monitored
- End goals
- SMART goals
- Tools to help monitor progress:
  - = Dashboards
  - = Red flags
  - = KPIs
- Delegation to the CEO

## RISK MANAGEMENT

**Summary:** Ensuring trustees are aware of the 12 different types of potential risks and the processes that can be put in place to track, mitigate and manage risks as they arise. Trustees are armed with key questions to ask when analysing risk and feel comfortable in making decisions about the Trust without unduly putting the assets or Trust business at risk.

### Content areas:

- Types of Risk
- Dealing with risk
- Introducing the Risk Register
- Key questions around dealing with risk



# ABOUT EACH PART OF OUR OFFERING

## GOVERNANCE TRAINING PROGRAMME



### AROTAHĪ

(Training content customised based on Governance Review findings)

- ❑ Ensuring that the main challenges and gaps identified in the Governance Review are the main focus of the governance training sessions provided to trustees

- To ensure value for money, we take the time to customise our training to your particular situation so that we focus our precious time together on helping you move forward.
- We draw on the most relevant governance concepts and tools that will help strengthen your governance practice.
- We curate a relevant online database of tools, templates and resources for trustees to utilise.



### WHAKAPAKARI

(One full day governance workshop)

- ❑ A full day workshop with your trustees focused on building capability around core governance concepts and enabling your trustees to practice high-performing Māori governance

- Completely customised to your Trust.
- Unpacks six key areas of great governance that are most often creating challenges to good governance.
- Involves practical solutions to addressing your challenges.
- Empowers your trustees to feel confident, capable and focus on making the right decisions to strengthen governance.



### NGĀ RAUEMI

(Useful tools, templates and resources shared with trustees)

- ❑ We provide a range of tools, templates and resources tested by great Māori organisations that can help you when strengthening governance in your organisation

- We have hand picked a range of tools, templates and resources that we have seen actually work well in Māori organisations. These can be easily tailored to your organisation.
- For example, as part of Te Whare Hukahuka training, we provide useful strategy and governance templates that we spent days developing or paid \$5,000+ for.

# ABOUT EACH PART OF OUR OFFERING

## GOVERNANCE TRAINING PROGRAMME



### WHAKAHŌHONUTIA

(2nd full day governance workshop)

- ❑ Turn your original one-day workshop into a two-day wānanga or two separate one-day wānanga

- This extra day of facilitation can turn your one day wānanga into a two-day wānanga, or can allow for two single day wānanga spread over several months.
- Useful for covering more governance content than can be covered in one day.



### NGĀ RINGA KAHA

(3 x Coaching sessions with the Chair, board or CEO)

- ❑ Builds capability and helps get progress on key areas identified in the Governance Review and touched on in the Governance Training.
- ❑ Helps to implement solutions to key challenges
- ❑ 90 minute sessions + 90 minute prep/follow up

- These three mentoring sessions really help to create momentum after the training. They are a great chance to discuss how your board will implement the learning.
- It's one thing to learn about good governance practice in a training workshop - it's another thing to actually implement it.
- The sessions can be used to recommend training, templates, tools and resources that are proven to help address roadblocks.



### NGĀ WHAKAKITENGA

(Final recommendation report)

- ❑ This report summarises your Trust's improvements made throughout the programme and the key areas to work on next

- We summarise the improvements that your board have made over the full governance programme, and note the key areas that we recommend you should look at working on next.
- This summary report helps trustees reflect on the full programme journey and remember the key lessons learned.
- It can also be included in your Annual Report to demonstrate to whānau and shareholders the work your board have put in to strength the organisation's governance.

# COMPARING GOVERNANCE TRAINING OPTIONS



Below we have presented two options for your consideration. The full Governance Training programme, and a slim version:

<b>What each option includes:</b>		<b>Slim governance programme</b> (up to 12 people)	<b>Full governance programme</b> (up to 12 people)
<b>STAGE 2: GOVERNANCE TRAINING PROGRAMME</b>	Training content customised based on Governance Review findings - Arotahi	1,650	2,310
	One full day governance workshop - Whakapakari	8,497	8,497
	Useful tools, templates and other resources shared with trustees - Ngā Rauemi	11,827	11,827
	Second full day governance workshop - Whakahōhonutia	-	8,497
	3 x Board coaching sessions around specific areas of governance - Ngā Ringa Kaha	-	5,445
	Final recommendation report - Ngā Whakakitenga	-	1,320
	Participant certificates upon completion - He Tohu Toa	-	180
	<b>Full price of Governance Training Programme for your whole board</b>	<b>\$21,974</b>	<b>\$38,076</b>
TWH is willing to invest 40% towards the full price of governance training in order to support your kaupapa	- \$8,790	- \$15,230	
<b>Total cost for your whole board to participate (after TWH contribution):</b>	<b>\$13,184</b>	<b>\$22,846</b>	

\* Note: Costs relating to venue/kai for governance workshops and facilitator travel will vary by client and location, and so are not included in proposal costings. Training workshops can be exchanged for a series of two hour video-conference sessions if your trustees are spread geographically or this is preferred.



# STRATEGIC PLANNING

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*Setting a strategic direction for the organisation so that everyone is clear about how the organisation's resources and team will be able to focus on achieving clear goals and priorities, and cascade up to the vision.*

*We would do this by reviewing your progress on the strategy so far, getting a shared agreement on the outcomes you are seeking to achieve, and developing a pathway forward that maps the things that need to be in place to ensure the organisation stays on course to achieve the strategy.*

# WHAT WE CAN ASSIST WITH IN YOUR STRATEGY



**After working with more than 100 Māori Trusts and organisations, we have seen what is working and what is not working. We can share these ideas and lessons with your trustees.**

## **Things that we can explore together:**

- ❑ Determining together what success looks like for your organisation over the next 2-5 years
- ❑ Getting board member agreement around what the organisation will prioritise over the next 12 months to progress your vision

- ❑ Fleshing out clear goals and outcomes for each priority area
- ❑ Determining the values and behaviours that the board and team want to hold each other accountable to to ensure the strategy can progress and everyone works positively together
- ❑ Determining the key measurements to measure the progress made against your strategy
- ❑ Case studies and lessons from Māori Trusts similar to yours that have gone on a journey similar to you and are a few steps ahead, so you can learn from their mistakes and what they did
- ❑ Building capability around aspects of strategy so all your trustees are on the same page
- ❑ The role that strategy plays in executing on great governance
- ❑ Identifying roadblocks to overcome and opportunities to help make your strategy easier to execute
- ❑ Key elements of strategy and top entrepreneurial principles that help make it easier
- ❑ Identifying the policies and processes that will support the strategy and the organisation to stay on track
- ❑ Ensuring the strategy reflects kaupapa Māori principles, values, and whānau aspirations
- ❑ Ways that your organisation can involve whānau in the journey and ensure value is created for whānau/shareholders
- ❑ Look at different ways that pūtea can be invested for impact

# ABOUT EACH PART OF OUR OFFERING

## STRATEGIC PLAN REFRESH



### NGĀ RAUTAKI NŌ MUA

(Reviewing any existing strategic thinking, strategic plans and background)

- ❑ Determining areas of the strategy to strengthen, benchmarking against 105 other Māori Trusts, and identifying potential risk areas to address through the new strategy.

- Anyone can offer you vanilla recommendations from a textbook. But you probably care more about having relevant insights that reflect where you are at, and a kaupapa Māori context.
- We think of strategy like a waka voyage - looking at where you are today, where your destination is, the resources you need for the voyage, who you need in your crew, the different roles and responsibilities required, and how you can measure the progress.
- Our team has been on similar journeys with Māori Trusts many times before. To offer the most powerful insights we first need to properly review and understand where you are at right now.



### NGĀ KŌRERO

(Trustee interviews with up to five people [via phone])

- ❑ To get a well-informed perspective from many of your trustees rather than just one person around what your organisation needs to work on in the strategic planning process.
- ❑ Each call generally takes 45-90 minutes.
- ❑ Extra interviews can be added for an additional cost.

- We believe that the trustees have a valid perspective into what is needed to move the Trust forward.
- Previously we only spoken with one trustee beforehand and then found out during the strategy process that their view didn't reflect all perspectives or they forgot important considerations around the strategy and organisation.
- Pre-calls with a range of trustees are important for hearing different perspectives (confidentially) about what the key issues are that need to be resolved so that the Trust can move forward. The strategy must consider these issues, test them, and set out a way to address them.



# ABOUT EACH PART OF OUR OFFERING

## STRATEGIC PLAN REFRESH



### AROTAHĪ

(Customisation of a one day session with trustees)

- ❑ Generic sessions and templates are often not relevant and can be a pointless exercise. We bring focus. We don't do vanilla.

- This strategy process is designed to help identify different roadblocks to solve, look at ways to solve them, and then actually help implement the solutions by providing your team with tools, templates and resources that have been tested by Māori organisations who are ahead of the curve.
- Every organisation has different goals, challenges and contexts. To ensure value for money, we take the time to customise our approach to your particular situation, and draw on only the strategy tools that will help in practice.
- You are all busy so we don't want to waste time talking about things that are not relevant or will not help you move forward.



### HE WĀNANGA RAUTAKI

(Facilitating a one day strategy session)

- ❑ Includes all trustees in a facilitated session to confirm the key components of a strong strategic plan.

- If you want help to navigate through some of the barriers holding your Trust back, then the style of delivery is important.
- We take the approach that you as trustees have important knowledge to share, and we can help focus the conversation and ask good questions. We do not do the whole 'I'm an expert at the front of the room' style - otherwise we'd be the only one talking and your strategy wouldn't get developed.
- We aren't here to tell you what to do, but we do have a range of insights and solutions to offer up where they are needed.

# ABOUT EACH PART OF OUR OFFERING

## STRATEGIC PLAN REFRESH



### MAHERE HUKIHUKI

(Notes from the first strategy session collated and shared)

- ❑ All trustees getting a summary of the discussions and the decisions around the strategy before presenting the strategy document to whānau

- We have heard stories of strategy facilitators running a full day strategy session, and not taking notes. Then afterwards, all of the kōrero, strategic insights and plans were left to the memory and at the next trustee meeting the trustees asked “*What did we even cover?*”
- Our Te Whare Hukahuka team will draft notes that summarise the key parts of the strategy, and host these in a private folder for your trustees to refer back to and modify as needed.



### NGĀ RAUEMI

(Strategic thinking resources shared with participants)

- ❑ That help to make your Trust’s strategy easier to understand and communicate; and easier for your team to implement and for your board to monitor

- It’s one thing to talk about strategy in a session - it’s quite another thing to actually implement it.
- These tools and templates will help you when solving roadblocks, communicating the strategy to stakeholders, and with ensuring that over time you have reminders of how to strengthen your strategy.
- For example, our Te Whare Hukahuka team have spent years learning lessons and then developing these into useful strategy and governance tools and templates.

# OUR SUGGESTED STRATEGY PROCESS



## What the process includes:

	Value of each component (involving 5-12 people)	
Reviewing any existing strategic thinking, strategic plans and background	✓	\$1,440
Phone interviews with up to 5 people - Ngā kōrero	✓	\$2,250
Customisation of a one day session with trustees - Arotahi	✓	\$1,950
Facilitating a one day session with trustees - He wānanga rautaki	✓	\$8,497
Notes from strategy session collated and shared with trustees - Mahere hukihuki	✓	\$980
Strategic thinking resources shared with participants - Ngā rauemi	✓	\$2,690
<b>Full price of the Strategy process with your board</b>		<b>\$17,807</b>
<b>TWH is willing to invest 35% towards the full price of Strategic Planning with in order to support your kaupapa</b>		<b>-\$6,232</b>
<b>Total cost for your board (after TWH contribution):</b>		<b>\$11,575</b>

\* BONUS: We can work with you to identify and apply for relevant funding support which could further reduce this price above.

### Costs not covered in proposal above:

- Travel costs associated with a facilitator coming to run the workshop
- Writing of lengthy strategy reports after the session. Summary notes will be provided only
- Additional strategy workshops with the trustees. These can be negotiated separately if desired



# WHAT MAKES US DIFFERENT?



## WE HAVE PRACTICAL EXPERIENCE

We have a track record of innovation.

We are involved in the wide range of Māori development projects that span social, cultural, environmental, technology and business.

We are experienced in shifting mindsets and addressing underlying tensions and politics inside Māori Trusts.

We know governance and operations intimately.

Our team have won national and international awards and Te Whare Hukahuka has been acknowledged, including by [Forbes](#) magazine, for our work helping Māori Trusts grow their enterprises and make greater social impact.



## WE ARE BY MĀORI, FOR MĀORI

Our Māori team have worked with more than 1,000 Māori leaders and 105 Māori organisations.

We infuse kaupapa Māori concepts in our training.

We know our Māori Trust clients by name. We care about you growing and addressing your challenges.

Others do not have the same breadth of knowledge of the needs and challenges of Māori Trusts.

We understand how to help you implement solutions to address these challenges.

Our team is passionate about improving the wellbeing of Māori communities and this comes across in the work that we do.

## WE GUARANTEE RESULTS

When your Māori Trust commits to being open to new knowledge and implementing the learning, we guarantee that our training will help you.

It is proven to help solve common challenges, reduce risk, and improve your ability to grow and innovate to provide better outcomes for your whānau, community and team.

## WE HELP REDUCE THE COSTS

We have relationships with funders who can provide co-funding to reduce the cost of accessing the training. [Fill in this form](#) to see if you are a fit.

Te Whare Hukahuka can also invest into the cost of our training. Last year we invested \$194,000 to help Māori Trusts and individuals access our training where they couldn't otherwise afford it.

# WHAT OUR ALUMNI SAY



“They really made a big impact - adding value, context and examples.

*They put our mind at ease in terms of the nuances of Treaty settlements and transitions and gave us reassurance and confidence.*

*They understand the context of working in the Maori space and they understood the issues that we go through.”*

**- Haydn Solomon, Ngāti Paoa**

“I have recommended Te Whare Hukahuka to other Trusts and will continue to do so.

*We really liked their style and how it resonated with our people. They share different perspectives and draw from a pool of stories.*

*They can call on a number of examples learned about successes and failures.”*

**- Glen Katu, Maraeroa C Inc**

“I have really enjoyed the courses and they’ve had a really positive effect on all our members.

*They were able to clarify roles and gave good strategic guidance. Now we hear the lessons being brought up and people have adopted the terms.*

*Every single person has said ‘we got value out of this.’”*

**- John Dobson, Ngāti Koata**



# E tū ki te kei o te waka, kia pakia koe e ngā ngaru o te wā

Stand at the stern of the canoe, and feel the spray of the future  
biting at your face

- *Dr Apirana Mahuika*

## CONTACT US



Visit our website:

[www.twh.co.nz](http://www.twh.co.nz)

Join our Facebook tribe:

[/maoridevelopment](https://www.facebook.com/maoridevelopment)

Contact our team:

[manaaki@twh.co.nz](mailto:manaaki@twh.co.nz)

+64 27 523 1560

## CO-FOUNDERS



A handwritten signature in black ink that reads 'Shay Wright'.

**Shay Wright**

TWH Co-founder

Te Rarawa, Ngāruahine

*Forbes Asia '30 Under 30' Social Entrepreneur list*

*Recipient - Impact Award for Enterprise '19*

*Finalist - Young New Zealander of the Year '19*

*Finalist - Young Enterprise Alumni Awards '16 & '17*

*Finalist - Matariki Young Achiever Award '17 & '18*



A handwritten signature in black ink that reads 'Travis O'Keefe'.

**Travis O'Keefe**

TWH Co-founder

Ngāti Porou

*Supreme 'Eye of the Needle' Maori  
Innovation Icon Award*

*25 years' experience with SME  
commercial development*

*Coached and facilitated to 680+  
Māori business leaders*