



Review of Tāmanuhiri Tutu Poroporo Trustees

March 2020

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INTRODUCTION

This report provides an overview of the process and outcomes of the review that was undertaken by three new Trustees who were elected to the Tāmanuhiri Tutu Poroporo Trust in 2019: Pauline Hill, Trina Pohatu-McQueen and Wi Tamihana Pohatu (Review Team).

The review was initiated in response to the no confidence processes focused on the incumbent Trustees who remained on the Board following the 2019 elections: Athena Emmerson, Bella Hawkins and Te Aorangi Harrington (Trustee participants) and Angus Ngarangioue.

BACKGROUND

In 2019, whānau signalled they had no confidence in the then Board members:

- **Letter of no confidence** Erena Nepe (plus approximately 24 others) dated 14 August 2019, tabled at Special General Meeting of 3 October 2019 Refer to the **Attachment One**.
- **Special General Meeting** 3 October 2019 amended record of audible sound files from the live streamed film Refer to the **Attachment Two**.
- **Letter of no confidence** Erena Nepe dated 11 December 2019, tabled at TTPT Board meeting on 14 December 2019 Refer to the **Attachment Three**.
- **Letter of no confidence** Dawn Pomana (plus approximately 21 others) dated 12 December 2019 tabled at TTPT Board meeting on 14 December 2019. Refer to the **Attachment Four**.

The then Board members were:

- Angus Ngarangioue (Chair)
- Athena Emmerson (Deputy Chair)
- Jody Toroa (Trustee)
- Bella Hawkins (Trustee)
- Te Aorangi Harrington (Trustee)

Two replacement Trustees elected as interim in 2019 were excluded:

- David Stone (Trustee)
- Tanith Wilson (Trustee).

REVIEW PROCESS

At their Zoom meeting on 23 December 2019, Trustees considered the possibility of instigating an independent investigation in response to the letters of no confidence from whānau. Instead, they agreed that:

- the Review Team would design and implement an in-house review
- the timeframe would be limited to 1 January – November 2019 while acknowledging some processes started the previous year but continued into the review timeframe.

The Review Team would:

- interview Dawn Pomana & Erena Nepe as the primary letter writers
- offer interviews to each of the four incumbent Trustees Angus, Athena, Bella and Te Aorangi, but did not consider the scope of their review extended to any other parties including ex-Chairs and ex-Trustees
- submit a review report to the Board with recommendations

- report to whānau on the outcomes of the recommendations to the Board through a detailed pānui that replaced the April 2020 hui-a-iwi.

FINDINGS AND OUTCOMES

The Review Team (in whole or in part) interviewed Dawn and Erena as the primary no confidence letter writers and Athena, Bella and Te Aorangi (Trustee participants).

Angus excused himself from participating in the review process.

Both Dawn and Erena confirmed they supported the planned review process including the limited 2019 timeframe. Much of their additional feedback related to the themes that emerged from the interviews with Athena, Bella and Te Aorangi.

We have combined all of the feedback provided and the observations and analysis of the Review Team into the following key themes.

Overall finding

The Review Team concludes the Trustee participants at the centre of this review were not solely responsible for the generally poor behaviour among Board members and between the Chief Executive (CE) and the Board in 2019. Everyone played an equal part either actively or passively. These difficulties were the cause of many issues outlined in this report and will require some bold actions to truly enforce change at TTPT.

In summary, the Review Team found from 1 January – November 2019 the then Board:

- had an established culture of mistrust and poor collaboration that pre-dated the Trustee participants' entry to the Board
- demonstrated behavioural and communication norms that were generally divisive and disruptive. These were neither challenged nor addressed by past Chairs which impacted on the way Trustees communicated with each other, and the way the CE and Trustees worked together
- on occasion, the disruptive environment resulted in questionable decision making at Trustee and management levels.

The Review Team underlines the point that these issues and behaviours were part of the last Board – not the current one.

Our current Board is focused on looking forward into the future and:

1. working as **one team** and **one Board** while recognising that:
 - we will respect the skills and experience of Trustees individually and collectively
 - we will share responsibilities as a team and will engage in debates on issues and not personalities
 - we will aim to make the best governance decisions on behalf of our people.

2. operating as **one organisation** in providing governance leadership and support to TTPT's management team and office staff by:
 - clear and transparent information sharing to enable informed decision making
 - respecting our office staff and the workspace they occupy as theirs.
3. working with and for our people as **one iwi** while recognising:
 - we will strive to do our best but may not always get it right
 - we will focus on making informed decisions on behalf of our people.

Disruptive behaviours

The Review Team considers the strained relationship among Trustees mirrored the difficulties between the Board and the CE. Relationships were difficult and divisive throughout TTPT. There was an established culture of mistrust, poor collaboration and disruptive behaviours that pre-dated Trustee participants' entry to the Board. The established norms of communication and behaviour were aggressive and disrespectful and impacted on the way Trustees operated with each other, with the CE and by default the operational staff.

Pakeke commented on the passive aggressive behaviours at hui-a-iwi where some Trustees distanced themselves from proceedings and failed to actively participate in Board explanations of their decisions. This meant a small handful of Trustees were scapegoated and took the full brunt of whānau concerns. While some Trustees questioned the behaviour of others, this was inconsistent as Trustees failed to take responsibility for their own actions.

Pakeke challenged Trustees to step up, let their voices be heard and become actively involved in kōrero at the Board table, online and in our community. Collective leadership is essential to enable Trustees to help achieve the moemoea of our whānau.

Pakeke identified the need for Trustees to stop the current undermining and isolating behaviour and look after each other. Pakeke are looking for Trustees honesty and greater sharing of information with whānau and working for the people not themselves. Whānau know Trustees have to keep some things confidential, just keep us informed as much as possible.

The Review Team notes the previous Board was a group of separate individuals who didn't trust or support each other. The Board demonstrated varied levels of ability in managing complex business decisions and this remained a challenge even when new members joined. Sometimes Trustee participants had to maintain their own sense of integrity in working with various clusters and intervening to manage the pockets of tension at the table.

Some Trustee participants tried to implement informal or casual approaches to remedy the behaviours. Others took a passive approach by simply ignoring it or trying to work around it, or with it, and deflected the responsibility to the Chair to address the behaviour. Trustees who were causing disruptive behaviours were allowed to continue without any real consequence.

Recommendation One:

We recommend that the Trustees involved in the disruptive behaviours should review their actions and determine whether they can contribute positively to the work of the current Board or reconsider their positions

Fractured relationships

There was a serious breakdown in the relationship between the Board and the CE. Two examples included poor communication eg one word responses to questions and selective information sharing. This poor communication raised concerns on the inconsistent messaging when our leaders were communicating at hui a iwi.

We consider the Board let the CE down and should have provided her with more guidance and support so she could succeed in her role. Of particular concern, was the perceived lack of care provided to her and her whānau after the death of her father and following her return to work. Some trustees felt they had offered support but it wasn't welcomed. The Review Team whole heartedly supports whānau concerns in this area and add unreserved apologies to those already offered by individual Trustees.

Values and behaviours

Pakeke were concerned about the Trustees' arrogance in sharing their legal advice which confirmed what whānau already knew, that a vote of no confidence could not force Trustees to resign. Questions were raised on why Trustees used TTPT resources to seek legal advice against whānau for their personal benefit and what options are available for whānau to seek similar legal advice should the need arise.

The Review Team observed that Trustees sometimes displayed defensive behaviours which whānau interpreted as arrogance. Neither of these behaviours demonstrate the values that our whānau expect of its leaders.

However, the Trustee participants are not directly responsible for the behaviour of other Trustees.

Pakeke reiterated their position in the letter of no confidence that "if any of the four incumbent Trustees hold any external agency positions as Ngāi Tāmanuhiri representatives the agencies are to be notified immediately that they no longer hold the iwi mandate and that the agencies will be notified of their replacement in due course" Refer **Attachment Four**. Pakeke believed they do not reflect Ngāi Tāmanuhiri values and beliefs and do not trust their ability to represent our iwi views nor their ability to make judgements to advance our interests.

The behaviour of individual Trustees has consequences for all others. The Review Team are aware that one ex-Trustee sought privileged service delivery from staff because of the differential in power. The consequence was that all Trustees were stopped from interacting with all staff at the request by the CE through the Chair.

Code of conduct

Policy effectiveness is determined by the currency of the content and the way the policy intent is implemented.

The Review Team notes several examples where there was a clear breach of the code of conduct. But given the lack of a disciplinary process, these events were not formally addressed. One example of poor implementation failed to hold an ex-Trustee to account who was in breach of the spirit and intent and TTPT's Code of Conduct. This involved a confrontational episode at a work space which impacted on the Trustee participant, whānau and work colleagues.

Recommendation Two:

We recommend that the Code of Conduct is strengthened and that a subsequent disciplinary process is developed to ensure that all Trustees are kept safe and can be held accountable.

Pakeke

Whatever the rationale for the discontinuation of pakeke hui at Muriwai marae and interim move to Turanga Ararau, this decision was reversed when the hui was returned home. This process was influenced by the intervention of the Trustee participants.

The Review Team acknowledges the significance of our pakeke in writing a letter of no confidence in 2019. This letter set a precedent that reflected their concerns and their perceived need to take action. In summary, the issues of concern were:

- the health and safety and anti-bullying behaviour at TTPT
- concerns re Trustees' knowledge of the clear separation of governance and operations
- business acumen of Trustees
- financial management and accountability. Refer to **Attachment One**.

Pakeke recently signalled the resurgence of their interest in becoming actively involved in the political matters of the Board going forward. Trustees noticed the influence of pakeke attendees and the resulting change in Trustee behaviour, at the February 2020 Board meeting table.

Pakeke have an important role to play in re-establishing our Ngāi Tāmanuhiri values and beliefs at the Board table and in our office work space. Pakeke confirmed their desire that to re-instate our policies of old where we looked out for, and after, each other.

New Trustees

New Trustee participants felt they were neither taken care of, nor assisted to transition into their roles. Their induction was impersonal, bureaucratic and piecemeal which left them feeling isolated, doubting their ability to contribute and in continual catch up mode.

Some Trustees described the toxic environment they were operating in and the gradual erosion of their confidence over time which forced them to second guess their analysis and judgements.

Induction process for incoming Trustees must be strengthened to ensure they are fully equipped for their roles. This process should include a Whakawhanaungatanga session at the beginning of new Trustee's terms. Key information in the programme should include a briefing on key strategic issues, financial reports, a clear outline of their roles and responsibilities (including their legal liabilities) and access to previous board papers.

Also, existing Trustees are to be upskilled with ongoing formal Leadership and Governance training.

Pakeke identified the need to look after new Trustees as we need their expertise and energy and a succession plan to grow future leaders. The Review Team recognises the efforts of a Trustee who tried to implement one-to-one coaching/mentoring relationships with a new Trustee and encourage development opportunities through various projects.

Recommendation Three:

We recommend that the current induction process for incoming Trustees is strengthened to ensure they are fully equipped in their roles and existing Trustees are to be upskilled with ongoing formal Leadership and Governance training.

Human resources policy and system gaps

Policies provide agreed guidelines on the required behaviours of all members of TTPT. This provides certainty on the scope of roles and responsibilities and protects TTPT as an organisation and our people at all levels of our organisation - governance, management and staff.

Until 2019, TTPT lacked the basic human resources policies, systems and processes that the CE and staff had the right to expect from a good employer. There were no annual performance agreements, no staff development opportunities and no performance-based remuneration reviews. This lack of HR policies led to practices that caused unnecessary anxiety and disadvantaged the Board, CE and staff in making informed decisions on staff development and performance.

Trustee participants are not solely responsible for this policy gap as they inherited this situation from previous Boards who failed to act. All previous Chairs and Board members share responsibility for this situation dating back to TTPT's receipt of settlement assets in 2012. In 2019, the CE had not received any formal performance review in the 4-5 years she was in the role.

In the absence of policy guidelines, decision making and actions appear random. The Review Team found there were poor management systems in place. On occasion, this resulted in inconsistent and inexplicable decision making. One example involved a whānau employee being given notice after several years in a role with limited warning or explanation.

The Review Team congratulates and fully supports the Remuneration Committee's pro-active initiation of a new CE's performance agreement and annual review process in 2019. This included commissioning independent expertise to ensure alignment to the job profile and shaping the criteria for a fair system for all parties. This involved establishing the basic building blocks to agree deliverables and milestones for TTPT's existing staff and for the new Kaihautu/CE once appointed and establishes annual performance-based reviews as a requirement going forward.

Recommendation Four:

We recommend that annual performance agreement and remuneration review policies and systems for all TTPT staff are developed and implemented.

Information sharing

Trustee participants felt they were not fully informed of what was happening at the Board table as communication was ad hoc and inconsistent.

New Trustee participants were disappointed they were not encouraged to share the knowledge and expertise they brought with them to the Board. Projects they could have led were signed off without peer review or consultation. Leadership roles were not available that enabled the Board's decision making to benefit from a fresh pair of experienced eyes.

The Chair's information sharing style contributed to this as it was sometimes selective. This compromised fully informed Board decision making. Some Board decisions were transient and changed after subsequent conversations between the Chair and other whānau away from the Board table. Trustee participants were frustrated by this approach and felt this constrained their ability to do their jobs in making the best collective decisions for whānau.

Recommendation Five:

We recommend that an agreed transparent and efficient policy is established on how issues/information is transferred among trustees and between the CE and the Board.

Cool stores and packhouse

The Review Team acknowledges the general chaos which may have contributed to the Board taking their eye off the ball in 2018-2019. Trustees did not meet their fiduciary obligations by failing to require management to do due diligence before agreeing to purchase the Cool stores and packhouse during that period.

The responsibility for the poor business processes are shared by all parties. Options were ignored to identify and mitigate potential risks and preserve the position of the Board pending the receipt of due diligence baseline business information.

Trustee participants are not solely responsible for this. The whole Board made those decisions and the detailed information they sought to inform their decision making was not forthcoming from management.

The previous Board's decision to purchase this property in the 'dark' without any evidence or clarity on how the property would produce economic returns is a major concern. The urgency in making this decision seems to have been self-imposed rather than real as the building had been empty for decade.

Revisiting decisions with hindsight is fruitless. It is now a moot point if the Board would have purchased the property if it had received the detailed reports and data that current Trustees are considering. Key topics include the building condition assessment, reinstalling refrigeration, business case and financial viability.

Housing

Trustee participants are not directly responsible for not delivering a housing strategy as this is an operational matter. The whole Board was responsible for requiring management to develop this strategy before TTPT engaged in acquiring properties. The Board's ability to achieve its governance overview responsibility was compromised by the selective release of information by management.

The opportunity of working closely with Minister Nanaia Mahuta and her staff on housing was warmly welcomed by whānau as an excellent opportunity. But, the reality was less positive. At the 2020 National Iwi Chairs Forum, the ex-CE reported TTPT was given promises of a number of properties (eg we requested ten but received two) and funding (TTPT had to fund the purchase), this didn't materialise.

Commitments to take action were not always followed through. The relationship between the CE and Board appears to have contributed to the delay in developing the housing strategy which was further compounded following her resignation.

This resulted in:

- random events including two houses being delivered before TTPT had determined how they would be refurbished with basic amenities
- costs to repair one of the properties to make it water tight and avoid further water damage
- the lack of policies on how the homes would be sold/rented/allocated to whānau

Today, the two houses remain empty pending the development of the housing strategy which will set out the overall objectives and options for whānau housing.

Te Kopua farm

In 2012, the Board approved the purchase of Te Kopua for \$1.2m as an investment of cultural value. Currently, this farm is TTPTs most valuable asset. To date, the farm has been used as a small scale cattle grazing option which previously employed one of our own, on a casual basis. However, the full commercial returns have not been realised for this asset.

The farm is on prime real estate which enables lucrative business planning and the diversification of opportunities going forward eg Eco-tourism options.

There is evidence the Board and management were at odds in developing contracts to transition our farming activities into new business opportunities at Te Kopua. In January 2019, management developed the “Te Kopua Due Diligence Study” which signalled options to re-purpose the farm for manuka cultivation and bee keeping businesses. Trustees confirmed they had never seen this report which was re-presented to the Board more than a year later in 2020.

Another incident demonstrated the lack of care toward one of our whānau employees who was given notice with little explanation and limited warning.

Trustee participants are not directly responsible for the management of the farm as this is an operational matter. However, the Board’s governance overview of this project was compromised by the selective release of information by management.

Strategic versus process focus

The Board is responsible for setting the strategic direction for TTPT and monitoring the organisation’s achievement of the goals and objectives.

The Review Team considers there was disconnection between governance and management in 2019. The Trustees were united on the new strategic direction at a governance level that emerged following a strategic planning workshop. As the CE didn’t attend the whole process, management were neither engaged with, nor aligned, to the new vision. The ability to develop an effective operational plan to deliver the expectations of the strategic framework would be problematic in these circumstances.

Some Trustees seem to struggle with maintaining a consistent strategic focus on the issues facing the Board. The norm appears to be behaviours that are driven by personal agendas, process and relationship challenges and inter-personal conflicts rather than focusing on their strategic governance responsibilities.

Bullying

Bullying has no place in any organisation that is owned by TTPT and the employees are our people.

The 2019 independent report found evidence of bullying across TTPT from Trustee to employee levels. Trustee participants were disappointed when management blocked them from meeting with staff to discuss the outcomes of the report. We fully support the Board actions in introducing strategies to address the outcomes of the report.

Pakeke confirmed the need to stop bullying among Trustees at the Board table and in the community.

Staff exits

The bullying behaviour contributed to the staff dissatisfaction and exit decisions. Trustee participants expressed their concerns on the number and pattern of staff exits, while recognising the new opportunities they achieved in making the move. However, they were disappointed that the Board was blamed for these staff exits given their arm's distant relationship with employees.

Trustee participants felt they should have been able to offer support directly to staff but were prevented from doing so following the Chair's directive that they 'had to stay away from the office'.

RECOMMENDATIONS

The Review Team recommends that the Board:

1. **Notes:** The outcomes and recommendations of this report.
2. **Agrees** that Trustees involved in disruptive behaviour should review their actions and determine whether they can contribute positively to the work of the current Board or reconsider their positions
3. **Agrees** to strengthen the code of conduct and establish a disciplinary process for addressing breaches.
4. **Agrees** to review and implement new strengthened induction processes for new Trustees, the Chair and Kaihautu to include team building and strategic processes
5. **Agrees** existing Trustees are to be upskilled with ongoing formal Leadership and Governance training
6. **Agrees** to develop and implement annual performance agreement and remuneration review policies and systems for all TTPT staff
7. **Agrees** to develop a policy on how issues/information is communicated among trustees and between the CE and the Board
8. **Notes** a copy of the report will be provided to Dawn and Erena as contributors to the process
9. **Notes** that whanau will be advised through the next pānui that a copy of the report has been posted on TTPT's website.

ATTACHMENT ONE: Erena Nepe, Letter of no confidence dated 14 August 2019 tabled at Special General Meeting on 3 October 2019

ATTACHMENT TWO: Special General Meeting 3 October 2019 amended

TĀMANUHIRI SPECIAL HUI Ā IWI

Minutes of meeting held Saturday 03rd October 2019 (Amended record of audible sound files from the live streamed film)

Venue:	Muriwai Marae	Time Start:	10:00am
Trustees in Attendance:	Angus Ngarangioue (Chair), Jody Toroa, Bella Hawkins, Athena Emmmerson, Te Aorangi Harrington, Tanith Wilson, David Stone		
Iwi in Attendance:	As per Attendance Sheet		
In Attendance:	Jayne Wyllie (Minute Taker) Penny Ngarimu, Lewis Whaitiri, Judy Campbell (Acting GM), Pauline Hill (amended draft minutes as agreed at the Hui a Tau 2019)		
Apologies:	Pere Matai, Patty Robinson, Shane Peterson, Pauline Hill, Jo Plydell, Jackie Jones, William Pohatu, Karen Robin, Robyn Pohatu, Lovey Pohatu-Johnson, Chakhan Hawea, Teddy Toroa, Tracey Hawkins, Dee Hawkins, Temple Issacs, Olive Issacs, Mariri Issacs, Kiri Hawea, Jolene Takai, Mahina Hiribar, Nuna (Rapihana) Wyllie, Brett Wilson, Israel Pohatu, Noel Pohatu, Jade Pohatu, Guy Riki, Elizabeth Downes.		

This Special General Meeting was called after the receipt of a petition by 20 registered iwi beneficiaries who requested it under clause 25.5 of the Tamanuhiri Tutu Poroporo Trust Deed.

Opening Karakia: Te Aorangi Harrington

Himene: He Honore

Mihi/Welcome : Te Aorangi Harrington and provided an overview of the purpose of the hui

Angus Ngarangioue welcomed everyone and all Trustees identified themselves and read out the Letter of Concern requesting the Special General Management (SGM) dated 14 August 2019. Just here to speak to the four questions on the Letter of concern.

Discussion from the floor:

- Waireti – requested her email 15 August with 13 signatures to be added to the 20 signatures for discussion and some additional questions tabled in the above letter – did not agree with Robin Rauna’s resignation.
- Angus – Request from Waireti for additional questions from her letter to be tabled for discussion was declined as was not part of the original petition.
- Jody W – cultural appropriateness is affecting relationships with neighboring iwi.
- Erena – asked about the need to address Waireti’s email signatures and additional questions.
- Angus – Question hui a iwi question on anti-bullying. Trustees have done a review and the report is available online for whanau to read Report was commissioned early in the year, recommendations

made in June, why has nothing happened? Why hasn't the report been made available to everyone? Why are staff being made to work in unsafe conditions? Staff and Trustees are feeling railroaded

- Bella – explanation on the delay in releasing the anti-bullying report as Robin was overseas. Trustees commissioned the Health and Safety Report and have adopted a sound policy for which we are about to provide training for staff and Trustees. Report was commissioned due to having no sufficient policy in place. Acknowledge that Trustees are not perfect, there are areas that need to be improved on in terms of governance and operations and collectively we are working on that. Report does not say that bullying occurred. Both Trustees and staff have been bullied. Trustees are working hard to make sure that it doesn't happen again. Report was uploaded to our trust website where it has been available for viewing since July 2019, copies were also distributed to those that attended the Pakeke Hui on 23rd August.
- Erena – (very poor sound). Trustees need to read the Deed. What are Trustees understanding of our trust deed? Why isn't the code of conduct been used/adhered to?
- Tom – Timing of the meeting was inappropriate and should not have been held during the week but on Saturday, during the day whilst majority of people are working. Tom called for Jody Toroa to stand down as he believed she was the cause of all the problems and the Trustees are just as guilty by association. (Tom left the meeting at 10.30am)
- Wendy – Health & Safety report was commissioned early in the year. Request supporting documents as well as letter. Support Uncle Tom's view the hui should have been on a Saturday. Is bullying rife on our board. Can Trustees provide a synopsis for whanau that haven't read it?
- Angus – main focus lack of policy to manage complaints of bullying. Some have left to take up new opportunities.
- Bella – report in April – bullying at the governance and operational areas. We're not perfect have a responsibility health & safety of our staff. Show of hands – provide names & will get a copy out. Lines are blurred on roles and responsibilities between governance and operational areas.
- Tanith – Trustees have been bullied and he was asked to step down
- Awahi – Tanith & David are out of this complaint. You Trustees need to look at yourselves. Trustees need to stand down.
- Wendy – when did staff become in their roles. Exit interviews are too late ambulance at the bottom of the cliff
- Waireti – lets get together to share what learned as the Deputy Chair. Robin felt unsafe with Board interference. Lot of people have stepped away before their terms ended ie Matene, Shane and Reweti because of bullying. Bullying is difficult to prove. Feel sick at the thought of going to a Trustees meeting. Have supported Angus in his role. Are you OK? Why did you introduce yourself as the Interim Chair? As the Custodian asked to sign a doc for the kauri seeds for Robin's honey project. Asked Leonard Business Manager – whats this about? Reweti signed so counter signed. Wished I hadn't signed. If staff haven't spoken to Trustees they have to whanau. Its tough being a Trustee – need to act in an honorable way no problem. Is this behaviour acceptable, is this how we treat each other, are Trustees doing this to get their way? Are Trustees being allowed to get away

with it? A vote of no confidence in the Trustees and the immediate dismissal of the Trustees. All Business engagement to cease until a dispute investigation is undertaken.

- Lisa – speak to question one. Robin’s resignation hurt our whanau. We wanted her to challenge it but she wouldn’t. Whanau feel mamae from this. Five faces on the resignation list most from the whanau. It is the responsibility of our governance leadership to ensure the health of our entity and that includes looking after our skilled whanau who have put their hands up to help iwi. Causing roadblocks and barriers for staff and clipping their wings is not looking after them. People were exhausted. Robin was exhausted. Performance management process for Robin. The process had a lot to do with this process. Fully support the letter of concern despite not signing able to use own voice. How long for Acting GM. Whats happening to projs Robin was working on. Whats the plan going forward. We all live together intimidation but need to live together. Need to look at the Deed using CV skill based approach. When a Trustee was out of my depth. Need to acknowledge.
- Dreena – want to talk about when her father died. None of the Trustees did a mihi to Robin for the death of her father and jumped on for not doing one thing. The bullying is rife & is still there. Jody goes off to Auckland to get trees from Auckland. Five Trustees voting against her. Passed projects then went against her. Bullied her when she was down. Vote of no confidence in Trustees. Want you gone. Not good Trustees. As soon as she left Tania Rauna – Our father was just buried one week. We were still whanau pani. Judy you need to leave. Judy left at 10.45am. We needed time to mourn. Its disgraceful. You don’t deserve her. No one needs to be treated like that. The report was clear bullying was rife.
- Wendy – tautoko cousin. You did the same thing to my mother 10 years ago.
- Jacqui – you crucified my sister. I’m ashamed of this behaviour its happening again.
- Jody W – Its trouble that brought me here. What steps Trustees that don’t bring our whanau into dispute. When Richard was here cultural appropriation ie stealing our taonga. Same problem with Ngati Oneone. Claiming our taonga. In London mana munching. Tamanuhiri too. You are inciting the dogs of war. Could have been sorted out 4 years ago taken by Cook and the crew. Joseph Banks he doesn’t mention taking taonga from Tamanuhiri. The waka trading with them was Rongowhakaata. None of the hoe designs are in your Rongowhakaata first Manutuke church. British museum exhibition using Rongowhakaata. Rukupo did not learn the art of carving from Tamanuhiri.
- Erena – Robin resigned did she resign was she forced to resign.
- Angus – brought in a mediator
- Erena – find it hard to believe. Robin had \$2m in contracts. Tamanuhiri needs that money. Chucked it all away. Trustees crossed the path of whakapapa. Jody you are a culprit. I ask you to step down. Always been there for Rob. Too brutal to each other. The treatment of her was not how we should treat each other in Tamanuhiri, and she didn’t deserve to be treated in that manner. She was going through a personal trauma and there was no sympathy or support from the Trustees after the loss of her father. Not tikanga.
- Bella – speaking but no mike so no sound
- Awahi – speaking but no mike sound distorted and intermittent – what are you going to do to stop whats going on. Have no confidence in you.

- Wendy – just checked the website the report is not on line. All of you are closely related to Robin you were all in a conflict of interest.
- Jody W – still waiting on an answer. Jody is a bad egg and should be removed. This is nothing to do with Tanith and David. Could have been sorted out 4 years ago
- Lovey – wants to know how did Judy come into the Acting GM role. Why is there another trust being developed at Rangiwaho. Lovey doesn't want Whareongaonga turned into tourism. Housing when she initiated the 2 houses where re the rest coming from. Hope its not a dead duck. David are you doing this proj
- Angus – on a 2 month contract – good at helping us transition out of a place of mamae
- Tēnā tatou te whanau. Long time since I've been here. Angus what did you mean are you excluded from your world. From the outside it looks like bullying. What did you mean? Last hui I was here he told everyone about missing taonga. Solly said bring the taonga back. So they've been returned. Promised Aunty Hana you were meant to represent the Pohatu whanau at the Ngati Oneone. I think you went fishing
- Angus – I was brought up in this village with others like Rakai & others
- Waireti – going around in circles. Won't reach a good resolution as the talk is getting aggressive. Vote of no confidence, stop all business. Deed enables an investigation. Best to have a show of hands
- Wendy – we can't ratify anything at this SGM. Add the vote of no confidence at a hui a tau. So put it to Hui a Tau
- Erena – show of hands of no confidence. If we win the table disbands.
- Dawn – its been a long time to deal with my stuff on my own. Tamanuhiri took me to court to have me prosecuted and this iwi hasn't been well since then. We are losing people who stood against me. Think about it. Do the right thing. This has caught up Tanith & Dave they are out included. The rest of you have to wear it. If the people want to show their consolidated view. Some people are being manipulated. Stand on your own & stop being led. If people want to show solidarity today & let it be formalised at the hui a tau that's what should happen. Dave and Tanith are out of this.
- Erena – lets have a show of hands
- Matene – focus has been on only one member the rest of the table needs to speak.
- Erena – do you agree? OK lets have a vote. Are we all in agreeable.
- Lisa – concerned if we have our vote then its not passed because we didn't follow due process.
- Angus – Trustees will take onboard everyone's grievances and are committed to working to improve things
- David – apologised if Trustees did not mihi to Robyn after the death of her father and on her return to work. It was wrong and tikanga says that we should have tangi with her and if we didn't, he apologises on their behalf. Is keen to meet with whoever to discuss areas of contention regarding any issues with our Rongowhakaata whanau to come to a resolution. Can't agree with motion to cease business as he came on board to do a job and he has things to get done
- Meka – no sound as mike turned off
- Angus – back to the questions Do Trustees know their role and clear differentiation between

governance and operations. Our role is governance which manages operations. Want to respond about the Pākehā question. Judy is the Acting General Manager for next 2 months until the appointment of new CEO/GM and has been helping Trustees transition out of the current space of mamae. Judy is supporting Rongowhakaata and the Rūnanga. Judy was available. We were still going through mediation with Robin when she decided to resign.

- Lisa – Meka asked that all Trustees speak individually
- Angus – Q 3 do Trustees have the business acumen to do their roles. We work with specialists. Trustees contract specialist in to provide business and financial services for due diligence and guidance. The Annual Report will be delivered on time, the auditor has indicated that he will be giving his unqualified opinion. The accounts are in credit and indicate a healthy surplus. Trustees are preparing a business case for the Coolstore before proceeding and working with the PGF and MPI to progress it. How will the annual report will be on time. The Auditor has signalled they'll give an unqualified result which is good.
- Meka – Is the board doing all the projects left by our CEO?
- Angus – Trustees want to work alongside operations. Moving the kaupapa Trustees had to rebuild relationships and the key projs remain on track. Trustees have taken governance roles for projects:
 - PGF/Manuka – Jody/Bella
 - Housing – David/Jody talking to Tutekawa & Margaret
 - Cool store Development – Bella/Jody
 - Tuia – Athena
 - Fishing – Angus/Regan
- Jody – no mike, no sound. Accommodation costs. Decision as good governors at the Coolstore \$400k. Not currently fit for our staff. Robins PGF proposal was about honey. Trustees wanted bigger focus that creates more jobs on the back of Robins work. Saddest day when our whānau are walking out the door. Trustees need to operate more focus on how we deliver to our whanau. I'm not going to resign & be bullied out of this role because of the whanau who voted for me.
- Whanau just looking at the pānui. Meka was right. Lot of emotion. Little frightened that we'd try to pass a resolution. Board you have about 2 months to get back on track. Wanted to know what you are not managing the Manager. Angus noho puku. Sit & listen. You will be a good leader you need to control your emotions before I go. Like Jody said trouble brought us here. You are accountable in the next 2 months that you should continue to sit there. Have to go back to work
- Di – Our tipuna make thing was aroha. Mamae has to change. Love for one another and power of love as whanau, hapū and iwi. Show the love for our mokopuna of the future. I don't want anyone to leave as it creates more hara. We need to come together in love. This is not the legacy of all our Nannies, DiD, Mars, Zoe. They went to war. Show the way for Tamanuhiri> Time to change the focus. Leadership is needed. There's greatness in all you Trustees. Come back together. Dawn its time to come back together. If we don't come together as one people we'll be lost people because it will go on and on. Aroha mai, change the whakaaro for Tamanuhiri.
- Waireti – just been asked to wrap it up & take it to the hui a Tau
- Jacqui – good to hear you're going to change. Would his Nan. Stop fobbing us off. As a whanau I put

this in an email to you & Robin Angus and no one came back to us.

- David – no mike, no sound
- Angus – No Trustees will stand down or resign. This issue will be added to the agenda at the Hui a Tau on 23rd November.

Closing Karakia: Angus Ngarangione

Meeting ended at 12.45pm

ATTACHMENT THREE: Erena Nepe, Letter of no confidence dated 11 December 2019 tabled at TTPT Board meeting on 14 December 2019

ATTACHMENT FOUR: Dawn Pomana, Letter of no confidence dated 12 December 2019 tabled at TTPT Board meeting on 14 December 2019