

Role of the Directors of Tairawhiti Community Commissioning Ltd (TCC)

Background

Tairawhiti iwi, communities, service providers, local and central government, and community organisations share a common aspiration: that all our people enjoy a high quality of life at every stage of their lives.

We have long championed community-led solutions including community commissioning, implemented local commissioning and led the nation in community collaboration and evidence on social services barriers. In 2016 the region created a place based initiative (PBI), Manaaki Tairawhiti. It has successfully worked for the past ten years on producing evidence and insights into social services and to the barriers to those services.

When the Social Investment Agency announced a community commissioning pathway, community and iwi leaders saw strong alignment between regional strategies and government goals. To this end the community (through a working party) has created Tairawhiti Community Commissioning Ltd (TCC) to become the vehicle by which we will continue to operate our PBI and bid to become a SIA empowered social commissioning entity.

TCC will work toward community commissioning of all social-wellbeing investment in Tairawhiti – beginning with available Crown funding and expanding scope over time, alongside co-investment from other funders.

The Shareholders of TCC (iwi, social service providers and philanthropic entities) will elect a Board of Directors to enact their constitution and shareholders agreement – and the initial strategic plan. The Board of Directors will provide independent, skilled and professional leadership to enable TCC to be successful in delivering community wellbeing through social service design and commissioning.

For more background information see the Tairawhiti Community Commission Proposal Draft May 2026 and Draft Strategic Plan 2026-28

Stages of governance

There are two stages of governance establishment.

1. Establishment board

A number of organisations are taking up shareholding in TCC and will elect an establishment board, within a protracted timeframe, to incorporate the company. This incorporation process is on the principles by which the TCC wishes to operate, including community ownership and transparency of process.

The establishment board (consisting of two directors and a chairperson) will be elected to lead the establishment and commissioning design and delivery phase. These directors will be elected based on the skills and experience required for the establishment phase and will serve for approximately one year.

The establishment board will support the incorporation and establishment of the charitable company, including the development of governance arrangements and commissioning systems. It is likely that the budget for this period will be relatively modest (under \$5m).

2. Ongoing boards

During the first year, it is envisaged that with the benefit of a more extensive timeline more shareholders may take up shareholding and that TCC will move from design to implementation of social service commissioning. In order to reflect this changing of tasks and to allow the new shareholders to have a material influence on the direction of TCC, a new board of four directors and a chairperson will be elected. They will serve three-year terms unless shareholders determine otherwise. Members of the establishment board may reapply if they wish to continue. There is potential for the TCC budget to grow considerably after its first year, to the tens of millions of dollars.

The role of the directors

The role of the directors is to:

- Implement the TCC Strategic Plan 2026 – 2028 and the requirements of the constitution and shareholders agreement
- Contribute to the development of the ongoing strategic vision for the company
- Oversee the establishment of an effective and functional organisation, which enables the company to achieve its strategic vision, priorities and targets.
- Develop and agree on TCC's annual priorities and performance targets
- Be accountable for their decisions, including overseeing the provision of reports to funders/investors, community and providers.
- Establish and maintain constructive relationships with the Social Investment Agency and public sector , including Ministers and Officials.
- Maintain good oversight, understanding and knowledge of Tairawhiti Social Services; services provided, service providers, service delivery

models and the performance of the sector, including providers in meeting the priority needs of Tairawhiti whanau and communities.

- Make informed commissioning decisions, based on good information, data, sound advice and insights.

The value of directors comes to bear at meetings. A good board will try to debate an issue from every angle before coming to a decision. A director should be prepared, informed, and ready to debate and think about the strategic future. Some directors will have general skills, while others more specific, either way, they will add value to the company with a fresh perspective.

Director Specifications

For the establishment of Tairawhiti Community Commissioning Ltd we are looking for:

1. Experience

Directors bring with them years of experience of governance and relationships at a national level which can be readily tapped into.

2. Networks

Directors have extensive networks across Tairawhiti, including iwi, social sector, and government agencies, locally, regionally and nationally.

They have the ability to develop new networks to improve understanding of TCC, its role, function and objectives for the purposes of growing trust and confidence in the company and its business

3. Fresh perspective

Directors provide a new set of eyes on the current and future endeavours of the organisation.

4. Long-term view

Directors commit themselves to an intense initial year and are likely to put themselves to be re-elected for a further 3 year term, providing TCC with the ability to develop a strong knowledge of the business and provide continuity.

5. Conformance

Directors monitor the performance of management in terms of running TCC in the interest of the shareholders, community, government and in accordance with the law.

6. Performance

Directors set objectives and oversee the work of management to ensure it delivers against the vision laid out in the business plan.

Directors also:

- encourage accountability and transparency
- manage and reduce risk
- contribute diverse views in order to make the best decision for the organisation.

7. Probity

Directors are required to

- act in good faith and in the best interests of TCC and its community
- have no conflicts of interest with TCC and in particular with any funding decisions including commissioning of provider services
- ensure that the company remains solvent
- not take advantage of their position as a director for personal profit