



**KA TŪ HIKITIA,
KA TŪ HAPAINGA
2019 – 2024**



**TŪWHARETOA HEALTH
CHARITABLE TRUST
STRATEGIC PLAN**



NGĀ KAI O ROTO

CONTENTS

HE KUPU MIHI: Foreword	4
WHAKATAU: Introduction	5
MOEMOEĀ: Vision	6
WHAKATAKANGA: Mission	6
WHĀINGA MATUA: Purpose	6
NGĀ WHĀINGA: Our Strategic Pou	7
STRATEGIC POU ONE: TANGATA (People)	8
STRATEGIC POU TWO: TŪWHARETOA (Organisation)	10
STRATEGIC POU THREE: TĀIAO (Land)	12
MONITORING & REPORTING	15
TŪWHARETOA HEALTH: KA TŪ HIKITIA, KA TŪ HAPAINGA FRAMEWORK 2019 TO 2024	16 – 17
WHAKAPUAKANGA: References	19
WHAKAPĀ: Contact	19

HE KUPU MIHI FOREWORD

**Māku e whakamau ngā taitoru ātea o te wai
– He Wai Ora, He Wai Tapu, He Wai Māori**

**Ko wai ka tuku oranga mo te tangata? Ko Tūwharetoa
Ko Tūwharetoa te Iwi – Ko Tūwharetoa i te Hāpori**

Tihei Mauri Ora e

Ngāti Tūwharetoa have long been committed to the wellbeing of our community and having emerged from the last 25 years, Tūwharetoa Health Charitable Trust has contributed significantly to the wellbeing of the rohe. The next 25 years will be equally as important and the challenge for Tūwharetoa Health Charitable Trust will be to balance today's generational needs with those of future generations.

Five years ago, my office engaged in a series of hui across Tūwharetoa Marae which would form the basis for Te Kapua Whakapipi (2014). Fourteen themes emerged from these hui including a focus on land, whānau, health and education. These themes and actions remain just as relevant today as they did then, and I am therefore pleased to see these feature strongly in Ka Tu Hikitia, Ka Tu Hapainga 2019- 2024.


Tūwharetoa Health Charitable Trust has shown increased confidence in articulating health aspirations, cultural dimensions, and an increase capacity to plan for our future. We will all need to shape this future rather than accept whatever is coming and create a message of hope. Ka Tu Hikitia, Ka Tu Hapainga 2019- 2024 achieves this.

We will achieve our destination when:

- All people in the Tūwharetoa rohe are thriving
- Tūwharetoa whānau are flourishing
- Marae are engaged, leading the community
- The natural environment has regenerated
- Te Reo Māori, Tikanga and Marae in Tūwharetoa are strong and vibrant
- People are forward looking and globally connected
- The local economy is strong and evenly distributed

The task ahead of us is both challenging and exciting, and my duty as Ariki is no different to yours; protecting and maintaining the mana and mauri ora of all those who reside in Ngāti Tūwharetoa is a responsibility we all share, tātou katoa

Nā



Te Heuheu Tukino VIII
Tā Tumu



WHAKATAU INTRODUCTION

Ka Tū Hikitia, Ka Tū Hapainga has identified three Strategic Pou – Tangata, Tūwharetoa and Taiao. Appropriately, these align with the Tūwharetoa Health tohu above which also reflects the essence of the land, waters and its people. The mountain indicates its place in the land and its spiritual and historical significance to the people of the area. The koru signifies the people and the life-giving forces of the waters that flow from the mountain to form the large lake at the base of the mountain. The base of the mountain is curved, signifying an imbalance. The raparapa or curves at the opposite side of the mountain maintains the balance. The importance of maintaining “balance” is a reflection of the health and well-being of the people who live within its area.

In a future environment where technological innovation, guardianship of the land, and unexpected catastrophes and epidemics will interact with whānau aspirations, equal health outcomes for all, will be paramount. This was indeed the vision of Tā Hepi Te Heuheu. The challenge as in the above tohu, will be to **balance** these health outcomes across generations and whānau, as well as across the economic, social, cultural & environmental priorities. Recognising Iwi, local, national & global priorities will also be a focus moving into the future.

MOEMOEĀ VISION

“To improve the health of all those who reside in the rohe of Ngāti Tūwharetoa”

In the mid-nineties, following multiple calls from the various corners of the community, Te Ariki Tā Hepi te Heuheu, issued a wero to Tūwharetoa Health to “improve the health of all who reside in the rohe of Ngāti Tūwharetoa” and deliver services to the whole community.

We have undertaken significant strategic thinking to arrive at the conclusion that the existing Vision set out by Tā Hepi all those years ago, is not only still relevant but crucial in ensuring consistency of messaging, focus and direction.

WHAKATAKANGA MISSION

To be the preferred health provider in the rohe

by providing outstanding services that:

1. **Restore** the mauri of individuals and whānau,
2. **Enhance** the mana of whānau with skills, knowledge and literacy, and,
3. **Unite** the organisation as a cohesive and high functioning team.

WHĀINGA MATUA PURPOSE

*‘Ka Tū Hikitia, Ka Tū Hapainga’
‘Accelerating Achievement, Elevating Wellbeing’*

Whilst the vision and mission of Tūwharetoa Health are well known and widely understood, a purpose statement is considered necessary. This will assist in concisely aligning the services we provide with the whānau we exist to serve, and in doing so, to state what we aspire to as an organisation. This will result in happier, thriving communities. The above Whāinga Matua comes from the Tūrangitukua kōrero of Te hau o Tūnono – a metaphor to recognise the life force and energy that can be drawn from elements such as the winds of Tūnono. In doing so, we can ‘accelerate success and elevate wellbeing’ (ka tū hikitia, ka tū hapainga). In this whakatauki, there is also an acknowledgement that many agencies, energies and resources will be required to achieve wellbeing. Partnerships are crucial.

NGĀ WHĀINGA OUR STRATEGIC POU

We will achieve our vision by focusing on the following three strategic pou:

1. **TANGATA PEOPLE** – we will adjust and adapt to the current and future needs of all people, whānau and communities who reside in Tūwharetoa
2. **TŪWHARETOA ORGANISATION** – we will generate new revenues that are ongoing and not reliant on government service contracts
3. **TAIAO LAND** – we will partner to enhance the ecological sustainability of Tūwharetoa

These three pou will set solid foundations and will need to be updated over time as we progress towards the end date so they remain relevant and meaningful. The environment can change affecting what was initially a priority but may no longer be or things may have taken longer/shorter to achieve.

WHAKAATURANGA DESCRIPTION

When we are clear about the vision, we are able to use strategic pou (goals) to help convert the vision into specific plans and projects. To make sure these are achieved, we set shorter (18-month outcomes) followed by longer (3-5 year outcomes), which represent the destination that we want to reach – our benchmark for measuring progress and success. The outcomes are designed to be specific, measurable, achievable and realistic, and are used by management to guide decision-making.

STRATEGIC POU ONE

TANGATA PEOPLE

*Te kō o Owheao**The spade that claimed Owheao***Why this pou is important**

With increased growth and diversification of service delivery, comes the risk of fragmented sectoral approaches, and an alignment with funder expectations rather than actual whānau needs. Consequently, many health providers experience increased crisis management and support/care delivery, with relatively less emphasis on positive development and the enhancement of whānau capabilities. Anything more than this was traditionally at the cost of the provider. Just like the story of Owheao and the kō in the whakatauki above, where it was the gardener not the warrior who overcame the challenges, so too is it not always the highly qualified clinician or manager, rather the whānau who know what the solutions are to achieving wellbeing.

In 2009, Government recognised that current approaches to service delivery were not serving many whānau well enough. A **Taskforce for whānau-centred initiatives** was established assigned with developing a framework for service delivery that would lead to strengthened whānau capabilities; an integrated approach to whānau wellbeing; collaborative relationships between state agencies; meaningful relationships between government and community organisations; and improved cost-effectiveness and value for money. Recognising the diversity of whānau circumstances, the Taskforce outlined an array of high-level outcome goals from which whānau success could be measured. These include the ability for whānau to be self-managing; living healthy lifestyles; participating fully in society; confidently participating in te ao Māori; economically secure and successfully involved in wealth creation; and cohesive, resilient and nurturing.

In 2015 another goal focusing on whānau and families as stewards of their living and natural environment was added. This will be discussed in the Taiao section of this Strategy. Suffice to say, the Taskforce outlined the need for government agencies and providers to take a more collaborative approach to working with whānau. One that shows flexibility and adaptation to whānau needs.

Key accelerants

Having emerged from a funder/provider dynamic often referred to in the sector as a 'master/servant relationship', there is a shift in the paradigm occurring. One that allows providers more autonomy and independence to move further away from funder expectations and more towards whānau needs and aspirations.

Part of this paradigm change involves shifting away from condition/disorder based referral system more early Intervention and prevention focused activities. One specific examples discussed was a commitment to Tāne Ora. With a focus on Mātauranga Māori (haka, mau rākau and hikoi) a Tāne Ora kaupapa then significantly shifts the focus away from what's 'wrong' with men (i.e. condition-based programme design) to what the strengths are. Today this is referred to as strengths vs deficit focused programme design and delivery. Equally, offering mental health in schools provides an opportunity to be more preventative in nature.

Targeting specific population groups is a deliberate and considered approach to service delivery. There are many benefits to doing this including measuring 'like for 'like', as well as the ongoing impact of interventions on certain populations (attribution vs contribution measures). This can all be achieved through, a **lifecourse approach** which specifies groups such as pepi/tamariki (children), rangatahi (youth health), pakeke (adults), and kaumātua (65+).

When you succeed in reorienting your service lines, contracts and practices, **new opportunities** will emerge. For Tūwharetoa Health, exploring the feasibility of such programmes as Awhi House, maara kai, after hours (24/7) care, mirimiri, Rangatahi Centre, meals on wheels, and Passion to Profit can be further realised. You will notice that a number of the above mentioned opportunities are **social determinants**. This means that all good health outcomes happens outside of health (e.g. employment, training, and education opportunities).

HEI TAUIRA: **IronMāori ki Taupō**

In a partnership between Te Timatanga Ararau Trust and Tūwharetoa Māori Trust Board, Ironmāori ki Taupō nui ā Tia was launched in 2017. In it's inaugural year this event boasted a whopping 650 competitors, mostly of Tūwharetoa whakapapa. With three targeted population groups (tamariki, rangatahi and pakeke), this event was well positioned to effect generational change. The alignment with Ngā Ara Matua Strategy, and in particular the core pou of Te Mauri o te Oranga for TMTB made this kaupapa a right and natural fit to be able to leverage good health gains.

STRATEGIC POU TWO

TŪWHARETOA ORGANISATION

*Ko Tauhara te Pā Tūwatawata**Tauhara, the strategic outpost of Tūwharetoa*

By 30 June 2021 we will have generated \$100,000 in new revenues that are ongoing.

Why this pou is important

Currently the vast majority of revenue for Tūwharetoa Health is from government contracts. Reliance on government contracts limits our freedom to provide personalised health-care and wellbeing initiatives to the community. Reliance also means that there is a risk that government might stop funding certain contracts or reassign contracts to a competitor resulting in less resources to achieve our vision. The Tauhara korero above reminds us that we have a significant positioning in health in this rohe and whilst we will continue to partner with Lakes DHB (whom we can still see from Tauhara), we are also interested in establishing long term strategic relationships elsewhere.

Key accelerants

We will generate non-government revenue of at least \$100,000 profits to fund core activity. This is an attempt to increase the **self-sustainability** of the Organisation. Among other things, we will explore business investment opportunities and partner with existing local Māori business owners.

We will reorientate existing contracts to reflect the needs of whānau and communities in the Tūwharetoa rohe. This is often referred to in the sector as **'Integrated Contracting'**. This will allow for flexibility, innovation and increased responsiveness to whānau needs. Such responsiveness will include better catering to parenting skills, mental health, tāne ora and rangatahi wellbeing.

Enhancing collaborations with other organizations achieves several benefits for Tūwharetoa Health. Firstly it creates some alignment in mutually reinforcing activities between the respective organisations akin to a coordinated approach to service delivery. And secondly it's a recognition from Tūwharetoa Health that this mahi cannot be fully achieved by them alone. Opportunities currently exist with the annual Marae Sports Challenge event where involvement, contribution and/or investment could be considered.

Ministers, Chief Executives and health leaders the world over are calling for the unleashing of creative energy and the mobilising of collective action for increasing **Organisational visibility**. One particular enabler, technology, will help to 'turbo-charge' this change by proactively front footing the Tūwharetoa Health marketing and promotion through increased digital (website, social media) presence. This will firstly require establishing a Digital Strategy to inform not just the activities, but also the kawa and tikanga for operating in this 'space'.

We want to attract and keep the right people by starting with investing in our existing staff. Several **workforce development** initiatives will be deployed by Tūwharetoa Health. These will include increasing opportunities for leadership roles. Around the world, organisations and their leaders are increasingly using open collaboration and digital social methods to directly connect with employees and bridge the gap between leadership and workforce. In fact, this need to bridge the gap is hastening the demise of hierarchy. Digital skills will become an increasingly important capability for leaders. Other initiatives will also include committing to growing the health workforce by partnering with LDHB, PPHO and Massey University on Rangatahi Hauora Workforce Project.

There is no comprehensive **baseline data** that measures the current state of well-being for the people we are seeking to serve. To provide the best services for our people we need to know their definition of health and well-being and what their aspirations are. Once we have collected this information, strategic thought and research can be applied to analyse the root causes preventing Tūwharetoa Health's vision and in-turn find the relevant solutions to improve the health of all those in the rohe of Tūwharetoa.

HEI TAUIRA: **Tūaropaki Trust**

Businesses with low returns and minimal resources will have short lifespans. This was very much the reality for Tūaropaki Trust during the infancy years. For the past two decades however, the Trust has made significantly smart investments and has emerged as one of the greatest Māori economic engines in the country. With multiple business sectors from geothermal power generation to dairy processing, the Trust demonstrates the importance of diversification in service delivery.

STRATEGIC POU THREE

TAIAO LAND

*Te waiū o Pihanga**The lifeforce, the nurturing essence of Pihanga who sustains us*

OVERARCHING STATEMENT

There is an absolute and renewed commitment for Tūwharetoa Health to be deeply devoted to the kaitiakitanga of the land

Why this pou is important

Māori cultural beliefs, values and practices are inextricably linked to Te Taiao – the natural environment – highlighting the intimate interconnectedness between humans and the larger ecosystem. As in the whakatauki above, the connection of the people of Turangitukua to Pihanga tells us, among other things, about the whakapapa to land and wellbeing. In short, expressing the concept of Kaitiakitanga across our environments will be a priority for us at Tūwharetoa Health.

Our first human ancestor, Hineahuone, was formed from clay by Tāne at Kurawaka. Fashioned from the body of Papatūānuku, and vested with mana from her tūpuna, the atua and the whenua, she further required a vital energy source to bring her to life (mauri). Thus, her creator Tāne was informed to give her some of his own mauri by pressing noses and sharing his breath with her through hongī. As Hineahuone came to life she sneezed, and was acknowledged by Tāne who pronounced the words tihei mauri ora/the sneeze of life. The hau or breath shared with Hineahuone is remembered through the practice of hongī, signifying again our whakapapa to land and thusly Wai Ora.

Kaitiakitanga is an inherent obligation we have to our tūpuna and to our mokopuna; an obligation to safeguard and care for the environment for future generations. It is a link between the past and the future, the old and the new, between the taonga of the natural environment and tangata whenua. The natural environment is located between Ranginui and Papatūānuku, between Earth and Sky, and is shared by their descendants, tangata whenua and all other people. In order to live in harmony with the environment and each other, and to ensure our long term survival, we must respect and protect the environment.

(Selby, Moore & Mulholland, 2010, p.1).

Key accelerants

We commit to a **Taiao Collective Impact** Project whereby we will engage with local stakeholders to achieve a common kaupapa. Whilst acknowledging that this is not the 'core business' of Tūwharetoa Health, it will be important in the first instance to connect to and endorse existing entities (DoC, TDC and TMTB). In future, this will also include a commitment to whenua accessibility especially for those with disabilities (e.g. housing/river tracks etc).

Protection of natural resources will be a new focus of Tūwharetoa Health through concepts such as **Kaitiakitanga** (guardianship). Care for papatūānuku will firstly require Tūwharetoa Health to undertake an internal stocktake of current recycling practices (e.g. plastics and waste) and adjust where necessary. Community Maara Kai are an increasingly successful concept around the motu. Tūwharetoa Health will explore the feasibility of such a facility in Tūrangi.

HEI TAUIRA: **He Māhuri Toa**

“Contemporary kaitiakitanga... is closely linked to a strong desire to exercise increased control and authority over the ancestral landscape”

(Forster, 2012, p.16).

He Māhuri Toa is a partnership between Lake Taupō Charitable Trust, Tongariro School and Competenz (the national training industry Organisation) aimed at preparing Year 12 and 13 students for a career in the forestry industry. With school curriculum specifically focused in this case on developing forestry competency (health and safety, machine handling, kaitiakitanga). In drawing from the above statement, this seems a very sound example of a contemporary approach to kaitiakitanga.





PŪRONGO MONITORING AND REPORTING

A set of measures, including measures of the above three strategic pou will be used to track progress. These will be shared widely to demonstrate and motivate ongoing learning and change. They will support the Chief Executive's monthly report on the implementation of The Strategy as required, to the Tūwharetoa Health Board. To make sure these are achieved, we set shorter (18-month outcomes) followed by longer (3-5 year outcomes), which represent the destination that we want to reach – our benchmark for measuring progress and success. These will be fed through the Executive Management Team to the Board (via the Board packs) using a Monitoring and Reporting framework that aligns all three Pou (and activities) with other key strategies (e.g. He Korowai Oranga Māori Health Strategy 2014-2019 and Te Manawa Rahi Lakes DHB Strategy 2019-2021).

TUWHARETOA HEALTH: KA TŪ HIKITIA, KA TŪ HAPAINGA FRAMEWORK 2019 TO 2024

STRATEGIC POU	DESCRIPTION	STRATEGIC ACCELERANTS
1. TANGATA PEOPLE	Tūwharetoa Health will ensure that teams and services will adjust and adapt to the current and future needs of people, whānau and communities.	<p>1.1. Early Intervention and Prevention focused Shifting away from condition/disorder based criteria Hauora Hinengaro – mental health support Implement Tane Ora kaupapa in Turangi</p> <hr/> <p>1.2 Lifecourse approach Targeting specific population groups Children and Youth Health Pakeke Kamatua - 80+</p> <hr/> <p>1.3 Explore new opportunities Collaborate with other regional and national economic development entities, business incubators and local government initiatives which encourage whānau to undertake self-employment options.</p>
2. TUWHARETOA ORGANISATION	Tūwharetoa Health are committed to operating as one team in a high trust, responsive and adaptable system that works together with the person and their whānau at the centre of care.	<p>2.1. Self-sustainability THC will be an economic engine Tūwharetoa Health will generate non-government or non-philanthropic of at least \$100,000 profits to fund core activity.</p> <hr/> <p>2.2 Integrated Contracting Tūwharetoa Health will reorganize existing contracts to allow for flexibility, innovation and increased responsivity to whānau needs Re: criteria – sourcing alternative funding, allowing</p> <hr/> <p>2.3 Enhance Tūwharetoa Health Collaboration Explore Collective Impact Project across Ariki office, relevant Trusts, Tūwharetoa Health Explore partnerships/activities with local Kaumatua group Kapua whakapipi Marae hikoi collaboration Partner with Whānau Ora Commissioning Agency and Akina to establish Incubator for Social Media</p> <hr/> <p>2.4 Increase visibility of Tūwharetoa Health Proactive and front footing the marketing and promoting Increase digital (website, social media) presence – Kawa and tikanga of Tuwharetoa to be framework for this section Use data to drive and promote performance</p> <hr/> <p>2.5 Workforce Development Tūwharetoa Health will commit to growing the health workforce – partner with LDHB, PPHO and Massey University on Project Mental Health training – better understanding and knowledge for whānau workers Attract and keep right people Develop and implement a leadership development strategy</p>
3. TAIAO LAND	There is an absolute requirement for Tūwharetoa Health to be deeply committed to the kaitiakitanga of the land	<p>3.1 Taiao Collective Impact Project Engage with local stakeholders to achieve a common kaupapa</p> <hr/> <p>3.2 Whenua Effective collaboration with established Land Trusts to promote and support initiatives for ecological sustainability in Tuwharetoa</p> <hr/> <p>3.3 Kaitiakitanga - Land based hauora initiative/s Reconnect people to whenua, whakapapa, stories, moana, maunga, awa, marae Care for papatūānuku – plastics, climate, kai, chemical/pesticides, waste</p>

PERFORMANCE MEASURES	RESPONSIBLE	DUE DATE
Explore hosting event	Board	2021
Engagement in x3 events p/a (Marae Sports, Greats Lakes Relay, Waitangi ki Pukawa)	Whānau Engagement, Operations & WPT Teams	Annually
Undertake Contract Review	EMT	2021
WhareTOA fully operational	EMT	2019
Undertake Contract Review	CEO	2021
Establish formal partnership with providers to identify gaps/opportunities.	Board	2021
Monitor, audit and evaluate organisational performance data to track progress	EMT	2020
Establish Kaumatua Advisory Group with Kaumatua/Tikanga Advisor Rep on Board	Board	2020
Undertake feasibility study for initiatives such as: Establishment of Awhi House facility in Turangi Kainga Ora Collective Impact Project	Board/CEO	2021
Retention of existing contracts with 5 year contract term	Board/CEO	July 2021
Produce a 5% operating surplus in 2 years and 10% in 5 years	CEO	2021 / 2024
Establish a separate company to oversee development of a 5 year (stage development) programme initiative	Board/CEO	2020
Establish Integrated Contract Project – project manager, scoping exercise, project plan, and budget	EMT/CEO	July 2020
Lack of resource/funding - Funding/resource advisor, looking at alternative funding sources, source alternative funding	Board/CEO	
Clear relationship/Kawenata with Ariki Office		
Undertake x3 Iwi activities p/a	Board	2019
Engage with Annual Marae Sports involvement / contribution / investment	Board	2020
Identify and develop at least 5 relationships		
Values of Tūwharetoa Health to be communicated, explained, measured and valued.		
Quarterly Tūwharetoa Health newsletters		
Marketing/Comms role	EMT	2020
Establish clarity on Tūwharetoa Health identity (what is our UVP?)	Board	2020
Establish Digital Strategy to inform the activities required within Tūwharetoa Health resourcing		
Tūwharetoa Health will undertake Kaimahi Wellbeing Project to explore health packages for kaimahi – partner with local HR and gym support		2023
Tūwharetoa Health will provide x2 MH101 Workforce Development opportunities for kaimahi	EMT/Board	2022
Refine methods used to select, induct, manage and internally develop staff. Includes identification of training requirements and provides clarity associated with career development.	EMT	2019
Reduce Tūwharetoa Health staff turnover to under 10%	EMT/Board	2021
Internal development of skills to manage Tūwharetoa Health talent from frontline to governance training		2020
Embed Ngāti Tūwharetoa into all Tūwharetoa Health activities		
Utilisation of Ngāti Tūwharetoa reo, pūrakau, waiata, whakatauaiki, whakataukī and karakia are integrated into all programme resources.		2021
Establish a mechanism to capture feedback.		
Stakeholder stocktake, tracking of activities and engagement plan to be developed.		
Partner with local council, Forestry Trust and other economic entities on x1 mutual activity	Board	2022
Stakeholder stocktake, tracking of activities and engagement plan to be developed.		
Reconnect people to whenua, whakapapa, stories, moana, maunga, awa, marae	Board	2022
Endorse Ngā maunga – Te Piringa relationship with DOC		
Undertake feasibility study of establishing Community Maara Kai and Awhi house in Tūrangi.	Board	2021
Undertake internal stocktake of Tūwharetoa Health Recycling practices for Para Kore initiative	WE/WPT CEO	
Establish a plan for sustainable practices/identify opportunities		



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