

DAVID GRAY

CURRICULUM VITAE

WORK HISTORY

My work history falls into two broad parts: the past 20 or so years, during which I have been a self-employed consultant focusing primarily on services to, or connected with, Māori organisations, and the preceding 20 or so years, during which I gained broad experience in business.

This CV covers (in this order)—

- (a) my experience consulting to Māori organisations;
- (b) my experience consulting to public-sector entities about matters to do with Māori organisations;
- (c) other, non-Māori-related consulting work; and
- (d) my earlier work experience.

(a) Consulting to Māori organisations

Over the past 20 or so years, I have been a self-employed consultant working mainly with Māori organisations. During this time, I have carried out a wide range of assignments, encompassing governance, strategy development, pre- and post-settlement organisation development, change management and a range of other disciplines. Examples of my work include the following (in no particular order):

Ngāti Whātua ki Ōrākei

- I was engaged by the governing body of the tāngata whenua of central Auckland to work with them on the establishment of post-settlement governance systems and practices. The settlement process resulted in the formation of a complex post-settlement governance entity, and I was asked to design and implement processes to enable what was essentially a large, multifaceted corporation to function effectively.
- I was subsequently engaged to facilitate the five-year post-settlement review of the iwi's trust deed and related arrangements required by the terms of the settlement. The review process entailed chairing a working party of trustees, facilitating various forms of engagement with the iwi (e.g. rangatahi hui, kaumātua hui), receiving and analysing all of the submissions generated by the process, and making a series of recommendations to the trustees arising from the submissions.

Ngāti Porou

- I was engaged to facilitate the five-year post-settlement review of this iwi's trust deed and related arrangements, as required by the terms of its settlement. The process entailed

designing consultation materials, giving live interviews on iwi radio to promote the consultation process, facilitating various kinds of hui, conducting kanohi-ki-te-kanohi interviews with tribal members, carrying out a qualitative analysis of the (roughly) 400 submissions received, and making a series of recommendations to the trustees.

Ngāti Pūkenga

- I was engaged to facilitate the five-year post-settlement review of this iwi's trust deed and related arrangements in a process very similar to those described above for Ngāti Porou and Ngāti Whātua Ōrākei.
- I have subsequently been engaged by the iwi on two occasions to assist with the recruitment and selection of senior managerial positions.

Ngāti Whātua o Kaipara

- I was engaged to facilitate the five-year post-settlement review of this iwi's trust deed and related arrangements in a process very similar to those described above for Ngāti Porou, Ngāti Whātua Ōrākei and Ngāti Pūkenga.

Ngāti Paoa

- I led a three-year project to create a governance body for Ngāti Paoa. This was a complex, nationwide, multistakeholder process carried out against a backdrop of historical animosity between competing groups within the iwi. My task (in brief) was to get the parties around the table, determine some common objectives, design and agree on a process to write a tribal charter and trust deed for the new organisation, implement the process, manage communication amongst the parties, and facilitate numerous meetings and other interventions. The project resulted in the establishment of The Ngāti Paoa Trust and its subsequent endorsement by the Māori Land Court as the authorised voice of the iwi.
- I then spent a year as CEO of the Trust, setting up the entire management and administrative structure for the organisation. My key task during the first year was to research, design and plan a process for creating the inaugural long-term plan for the Trust, a process which we chose to model on the long-term planning requirements in the Local Government Act.
- more recently, Ngāti Paoa has established a separate, post-settlement governance entity (Ngāti Paoa Iwi Trust), of which I have been appointed a trustee.

Ngāti Te Ata

- I was asked by this iwi to design a tribal governance entity which truly reflected the tikanga of the iwi, which I did by utilising a unique combination of a traditional taumata and an incorporated society.
- later, I was contracted to the mandated body of this iwi, Ngāti Te Ata Claims Support Whanau, to provide strategic advice on the governance and management of the trust and its approach to the tribe's Treaty settlement negotiations. Work included writing a replacement

trust deed for the trust; designing the governance architecture for the settlement process; preparing the trust's application for funding to the Crown Forestry Rental Trust; and designing and running a one-day workshop in governance best practice for the trustees. Before the project could get under way, I was tasked with mediating a number of sharply-divisive issues within the iwi which were impeding the effectiveness of the mandated body.

Waikato/Tainui Chief Executive

- I spent a period of time as chief executive of Waikato Raupatu Lands Trust, the post-settlement governance entity of Waikato/Tainui. This complex and challenging role encompassed overall leadership and management of an enterprise with assets of \$180 million, and had an emphasis on leadership and change; governance and strategy; tribal development; political advice and support; stakeholder relationships; policy development; communications; and investment management. (Whilst at KPMG some years earlier, I had researched and written the organisation's inaugural post-settlement strategic plan.)

Poutiri Charitable Trust

- I completed a comprehensive, two-year review of this organisation, which 'umbrellas' 18 kaupapa Māori primary health providers in the Bay of Plenty region. The project was carried out in three stages: (i) a review of the governance of the organisation, which resulted in significant changes to governance practices; (ii) a review of the structure, strategy, organisational competence and management capability of the executive arm of the organisation, which resulted in a comprehensive restructuring of the organisation; and (iii) a review of the operational capabilities of the network of providers, which resulted in a 'map' of the strengths and weaknesses of the network and a plan for the long-term development of the network.

Te Rūnanga o Ngai Te Rangi Iwi Trust

- I completed a one-year contract to completely revise and upgrade the system of governance within TRONIT and to coach the board of trustees and chairperson in all aspects of governance. This involved designing and preparing a governance architecture and governance policies suited to the organisation; running initial workshops to get trustees 'up to speed' with best-practice governance; step-by-step coaching of the trustees and chairperson in the implementation of each stage of governance development; and training of the chief executive in the (new) requirements of governance support.

Te Pūtea Whakatupu Trust

- I spent two years as Executive Officer of this charitable trust, part of the Te Ohu Kaimoana group, with responsibility for the overall operations of the Trust, reporting to a three-person board of directors. The objectives of the Trust were to (a) improve levels of educational achievement amongst Māori students, and (b) increase the participation rates of young Māori in key sectors of the economy, especially agri-business and fisheries.

Ngāti Porou hapū

- I worked with the chairpersons of a group of Ngāti Porou hapū on the creation of a ‘flax-roots’ governance body for a federation of eight marae (subsequently established as Takapau Ka Hiki Trust).

Ngā Marae Tōpu

- I facilitated a strategic planning process with the members of this peak body of Tainui marae, designed to update some of the procedures relating to the Kīngitanga.

(b) Consulting to public-sector (and other) entities about Māori issues

My expertise has been sought by public-sector entities wishing to engage with Māori organisations or to carry out work with a significant Māori dimension to it. Examples of this work include the following:

New Zealand Law Commission

- I was contracted to the Law Commission for a two-year period (2006-2007) to provide expert advice in the drafting of legislation to create a new class of Māori organisation for tribal governance purposes (which culminated in the Waka Umanga (Māori Corporations) Bill 2007). My particular contribution centred on the design of the new entity from a legal and constitutional perspective, and on the governance provisions in the draft legislation.

Te Puni Kōkiri

- For six years, I was an assessor for TPK’s *Strengthening Management & Governance* programme. Under this contract, I was engaged to evaluate the governance and management systems and practices of larger Māori organisations and to recommend development initiatives. Under this contract, I evaluated and advised more than a dozen organisations. Subsequently, I researched and wrote a report on opportunities for collaboration and development amongst Māori agribusinesses in Tauranga.
- More recently, I have carried out a series of workshops around New Zealand for Te Puni Kōkiri training Māori wardens in the fundamentals of governance and management.

Foundation for Research, Science & Technology (later Callaghan Innovation)

- I was a member of FoRST’s expert reviewers panel (now located within Callaghan Innovation/MBIE), providing advice and recommendations in relation to Māori collectives applying for science research funding, with a particular focus on the robustness of the governance structures of these organisations.

Bay of Plenty District Health Board

- In September 2011, I was appointed by this DHB as Commissioner of a struggling kaupapa Māori health provider in the eastern Bay of Plenty. The provider had failed a DHB-commissioned audit of its governance, so I was engaged to identify the problems, prepare a remediation plan and bring the organisation back 'up to speed'. This required me to (amongst other things) release and replace the trustees, prepare a new trust deed for the organisation; prepare new governance policies and procedures; carry out a complete review of the organisation's competencies and capabilities and make corresponding structural changes; and completely rewrite the organisation's policy framework to ensure that policies at the governance level were appropriately reflected in policies and practices at the operational level.

Manukau City Council

- MCC conducted a two-year process to research and develop a strategic planning framework for the whole of the city (i.e. not just for Council itself). I was engaged in the dual role of project manager of the overall project and leader of the mana whenua engagement work stream.

Kawerau Primary Health Organisation

- I researched and wrote a Māori Health Action Plan for this Kawerau-based PHO. I was responsible for all aspects of the process, including designing the process itself, ensuring robust stakeholder engagement and consultation, and writing the finished product.

J R McKenzie Trust

- I was engaged by this well-known philanthropic trust to work with the trustees of a newly-established trust funded by JRMT. The trust (Te Huarahi Education Trust) was formed by a collaboration of 16 schools/preschools in the Franklin district with the objective of better engaging Māori whānau in the education of their children and, thereby, improving the children's performance. My role was to draft the trust deed, design and implement the governance architecture for the trust, write governance policies, design and establish board system and processes, and coach the chairperson and trustees in the 'how-to' of good governance.

Scion Research, HortResearch

- I designed and delivered multiple workshops to these two Crown research institutes with the objective of educating and training senior management in the knowledge and application of the Treaty of Waitangi within a Crown entity.

I have facilitated strategic planning processes for many Māori organisations, including Raukura Waikato Social Services, Tapuika Iwi Authority, Ngā Marae Tōpu and Mahitahi Trust. Similarly, I have delivered governance development workshops to a large number of organisations,

including Te Rūnanga-a-Iwi o Ngāpuhi, Ngāti Hine Forestry Trust, Te Aka Ora, Mangatawa Pāpāmoa Blocks Incorporation and Te Puna Ora o Mātaatua Charitable Trust.

I have also done quite a bit of pro bono work for Māori entities, including Takapau Ka Hiki Trust (a federation of East Coast marae), Tuia Trust (a youth leadership development provider), Huakina Development Trust (a community and social services provider), Te Whāriki Ora (a consortium of social service providers) and Ngāti Karewa Ngāti Tahinga Trust (a small Waikato hapū).

For six years (until 2011), I lectured graduate and post-graduate Management Studies students at Te Wānanga o Raukawa in financial analysis and law papers. I was also engaged to re-write five Management Studies papers and to convert them to electronic teaching media.

(c) Consulting to non-Māori organisations

On occasions over the past 20 years, I have carried out consulting and contracting assignments for non-Māori organisations, mainly in the areas of governance, executive leadership, organisation development, strategy development and human resources management.

For example, I was engaged by **YMCA New Zealand** (the oldest and largest youth development organisation in the world) as a change management consultant, with a brief to design and implement a series of interventions to improve the functioning of the federal structure. This included redesigning the role of National CEO, which I was subsequently approached to fill. I spent 18 months in the CEO role.

More recently, I was appointed the inaugural CEO of **TupuToa**, an initiative designed to create pathways into corporate careers for Māori and Pasifika youth, where I spent six months.

(d) Earlier experience

Prior to self-employment, my work history included the following:

KPMG Consulting

Director (three years)

- senior member of KPMG Consulting's *Change & HR* team, leading consulting projects in governance, strategy, change management and human resources management
- led a project to research and prepare the inaugural strategic plan for a large, post-settlement iwi

Franklin District Council

General Manager (two years)

- one of five members of the executive team reporting to the Chief Executive, with broad-spectrum responsibilities for leadership and management of the organisation

ASB Bank Ltd

Head of Corporate Banking (two years)

- set up ASB Bank's corporate banking unit from scratch and built it into a business unit with assets in excess of \$500 million contributing \$1.2 million dollars to pre-tax profit

My earlier background was primarily in banking and finance (Westpac Merchant Finance, AIC Merchant Finance, UDC Finance) as a project financing specialist.

QUALIFICATIONS

- **General Management Programme**, Graduate School of Business, University of Auckland (1993)
- **Diploma in Business** (human resources management), University of Auckland (1998)
- **Te Hiranga Māori**, University of Waikato (2002)
- **Graduate Diploma in Business** (Māori development), University of Auckland (2004); awarded the Dean's Senior Prize for academic excellence

PROFESSIONAL MEMBERSHIPS

- chartered member, Human Resources Institute of New Zealand (CMHRINZ), and formerly a director of the Institute

COMMUNITY SERVICE

- past chairperson, Franklin Family Support
- past chairperson, board of trustees, Pukekohe High School
- former director, Human Resources New Zealand
- former trustee, Baptist Social Services [now Baptist Action]
- past chairperson, Tuakau & Districts Development Association