TAIRĀWHITI
RAU TIPU RAU ORA

COVID 19 PANDIEMIC RESPONSE AND RECOVERY PLAN 2020

Not simply restoring the good things we had before COVID-19, but it is also about future proofing, and re-establishing an even better region with a whole of wellbeing approach.

E Te Tairāwhiti e!
Kia hiwa rā, kia hiwa rā!
Kia hiwa rā tū māia mai
Kia hiwa rā tū ngātahi mai
Tātau tātau i roto i ngā rā
O te mate werewere korona nei!
Tātau tātau i roto i ngā rā
O te rau tipu o te rau ora nei!
Tihe mauri mua
Tihe mauri ora!

RĀRANGI TAKE
CONTENTS

HE MIHI
FOREWORD 3

TĀ MĀTAU WHAKAUTU, Ā MOHOA NEI
HOW WE'VE RESPONDED SO FAR 4

TE TIROHANGA WHAKAMUA ME NGĀ AROTAHINGA MATUA MĀ TĀTAU
OUR FUTURE VISION AND FOCUS 7

NGĀ AROTAHINGA
FOCUS AREAS

NGĀ MĀTĀPONO
PRINCIPLES

TĀ MĀTAU KAUPAPA TĪREWA ME TE WHAKARĀPOPOTO O NGĀ MAHI KA HUA
OUR FRAMEWORK AND ACTION SUMMARY

TE TAUTOKO I TŌ TĀTOU WHĀNAU ME TE HAPORI
SUPPORTING OUR WHĀNAU AND COMMUNITY 15

HE AHA NGĀ TAUWHĀINGA WHAKARAUORA MŌ TE TAIRĀWHITI?
WHAT ARE THE RECOVERY CHALLENGES FOR TAIRĀWHITI?

NGĀ WHĀINGA MATUA MAHERE WHAKARAUORA
RECOVERY PLANNING PRIORITIES

TE WHANAKETANGA I TŌ TĀTOU ŌHANGA
GETTING OUR ECONOMY MOVING 25

NGĀ WHĀINGA MATUA MAHERE WHAKARAUORA
RECOVERY PLANNING PRIORITIES

NGĀ WHĀINGA MATUA MAHERE WHAKARAUORA
RECOVERY PLANNING PRIORITY ACTIONS

TŌ TĀTOU TAIAO
OUR ENVIRONMENT 37

HE AHA NGĀ TAUWHĀINGA WHAKARAUORA MŌ TE TAIRĀWHITI?
WHAT ARE THE RECOVERY CHALLENGES FOR TAIRĀWHITI?

NGĀ WHĀINGA MATUA MAHERE WHAKARAUORA
RECOVERY PLANNING PRIORITY ACTIONS

Ō TĀTOU KAIMAHI
OUR WORKFORCE 43

HE AHA NGĀ TAUWHĀINGA WHAKARAUORA MŌ TE TAIRĀWHITI?
WHAT ARE THE RECOVERY CHALLENGES FOR TAIRĀWHITI?

NGĀ WHĀINGA MATUA MAHERE WHAKARAUORA
RECOVERY PLANNING PRIORITY ACTIONS

TĀPIRITANGA
APPENDIX 52

HE MIHI
FOREWORD

The COVID-19 pandemic has challenged the world, the nation and our region to think more than ever before about how we live, work, play and connect. As we consider the impacts of COVID-19 in our planning and investment decisions for Tairāwhiti, we must also recognise that the situation is fluid and that we are operating in a fast- changing environment. Our Tairāwhiti community, our people, our leaders and organisations have done an excellent job in uniting against COVID-19. Our recovery will bring opportunities amid challenges, and this plan will clarify how to grow those opportunities for our region.

We know for certain that the effects of COVID-19 will create worldwide disruption, with the after-effects felt for decades to come. How we respond to this as a nation and a region will shape the future of our tamariki and mokopuna.

Our resilience continues to be tested on all fronts, from region-specific crises, to national and global events. Yet, we rise past those challenges, and strive as a people to achieve the best for our culture our environment and our economy. Our strength is our people. All of us are descendant of strong and noble ancestry. We embrace change and we move forward with confidence. We are resilient and resourceful.

Through workshops with leaders, discussions with the business sectors, surveys and public feedback we have developed a living recovery document, our Recovery Plan - Rau Tipu Rau Ora. This plan outlines our vision for our recovery, the principles that will guide us and the outcomes we want to achieve.

It is intended that this document will guide those involved in the recovery so we can build and capitalise on who we are, our uniqueness as people and our uniqueness as a region. Our plan encapsulates our aims for our local economic recovery, alongside our commitment as a Governance group to deliver on our plan with kindness. This plan is about supporting all our people, from our pēpi to our kaumātua, while making sure that we take the time to care for all those who are vulnerable to the health and social impacts of COVID-19.

We therefore present to you the Tairawhiti COVID-19 pandemic Response and Recovery Plan – Rau Tipu Rau Ora. The plan brings together an initial set of priorities and actions that we will track, and report regular progress on, over the next three to four years. But, the Plan is a living document, and will be reshaped over time by the views, aims and new priorities of Tairawhiti people, communities, hapu and iwi, businesses and partner agencies.

Together, we will support our kuru pounamu – our elders and people in need; and invigorate our local economy in ways that are inclusive and environmentally sustainable.

TĀ MĀTAU WHAKAUTU, Ā MOHOA NEI
HOW WE'VE RESPONDED SO FAR

As a region our response to COVID19 has been swift and robust. We have led by example in our response efforts and should all be proud of what has been achieved.

OUR HEALTH RESPONSE ACHIEVED:

- Deliberate testing regime and protection of regional boundaries alert levels 3 and 4
- The highest per capita testing rate in the country
- The highest rate of testing Māori
- Fifth highest rate for testing Pasifika
- Redesigned health service delivery including leap in use of electronic media, joined up services, alliancing for action

OUR CIVIL DEFENCE RESPONSE ENSURED:

- Coordination and collaboration to ensure cross agencies response to governments direction
- Closing key facilities
- Boosting regional communications support to businesses and community
- Established and maintained the region's Emergency Coordination Centre
- Council's War Memorial Theatre converted into a COVID-19 community testing facility in partnership with Hauora Tairāwhiti
- Regional welfare support (packages) and connecting our people to community-based supports
- Operation Manaaki – calling over 7,000 people over 65 in our region to check in and make sure they were ok
- Providing safety advice and equipment to community checkpoints

TOITŪ TAIRĀWHITI IWI ACTIVATED RESPONSE INCLUDED:

- Timely access and use of whānau/hapū/iwi assets and infrastructure, ie Marae, hapū and community hubs and networks
- Tangihanga guidelines and practices informed by local iwi Tikanga
- Tailoring communications to whānau, hapū, and iwi members living at home and abroad to ensure they were informed and remained connected
- Proactive immunisation programmes and assisting in promoting regional health initiatives
- Leveraging iwi social and health services including Whānau Ora for the provisions of manaaki and emergency relief packs and grants
- Accessing and distributing government and iwi emergency relief funds
- Accessing resources such as firewood, meat and cash equivalent from iwi forestry and farm companies, milk and food from national and local businesses associates
- Establishing and operating iwi 0800 helplines

AS A COMMUNITY

- We did our part and strictly observed the Alert rules.
- We saw tremendous community and voluntary sector support for whānau, friends and neighbours
- We called community groups and surveyed to determine community needs, and targeted our funding to areas of most need
- Increased engagement with whānau including children and youth through social media and intergenerational transmission of knowledge.

OUR ECONOMIC RESPONSE, THROUGH TRUST TAIRĀWHIT PROVIDED:

Business support, which involved calling and surveying businesses to determine their needs and directing them to appropriate information and support. We also provided:

- Accessed an initial $23M economic support package from central government for worker redeployment and training
- CARE forum (Commitment, Action and Reciprocity that results in sustainable Employment) continued to support training and employment for unemployed and newly unemployed
- Business support – calling and surveying over 800 businesses to determine their needs and directing businesses to appropriate information and support, with over $150,000 in immediate business support funding funnelled into local businesses
- Set up and activated a strong shop-local campaign "Let's Shop Tairāwhiti"
- Continue to require Māori employment targets in current and future contracts for government and regional economic stimulus packages
- Rates remission support and rate review
- Free parking in the CBD

TE TIROHANGA WHAKAMUA ME NGĀ AROTAHINGA MATUA MĀ TĀTAU
OUR FUTURE VISION AND FOCUS

Rau Ripu Rau Ora's Vision for a successful COVID-19 pandemic response and recovery is:

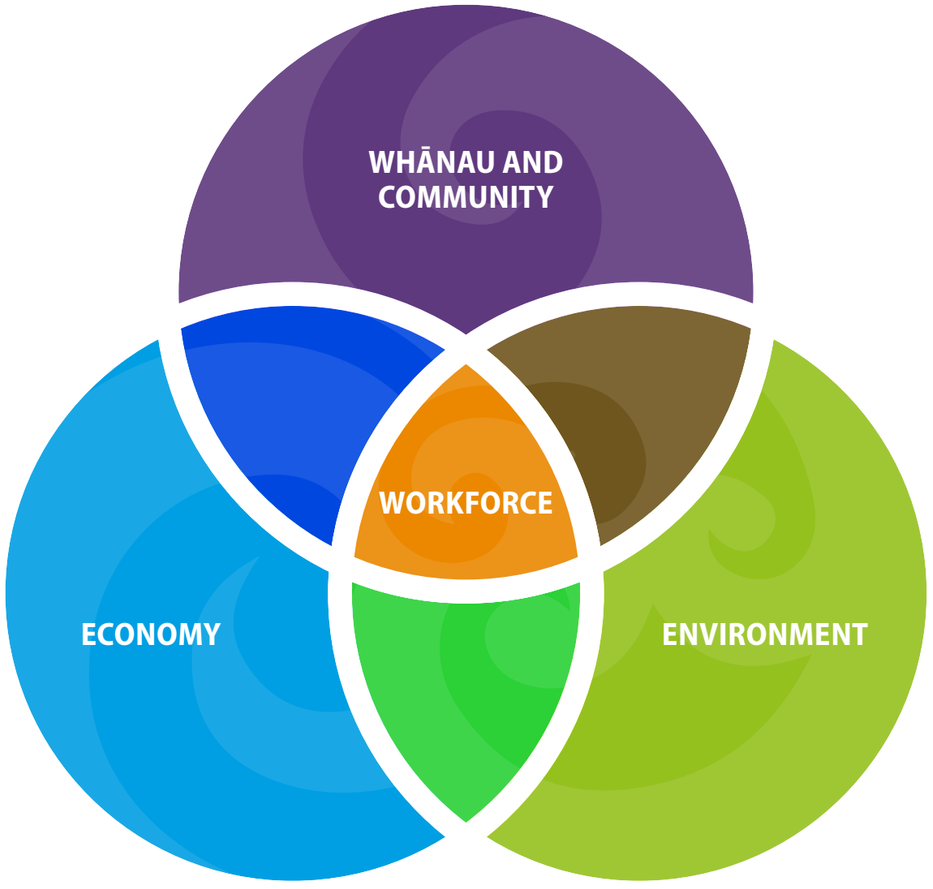
Tairāwhiti households, whānau, commerce, essential services and communities stand strong together in the face of the immediate, medium and long-term impacts of the Global Pandemic, COVID-19.

This Vision speaks to a range of outcomes, challenges and actions, some of which underpin existing plans and strategies for our region, including 'Tairawhiti 2050', the district spatial plan, and Te Huarahi Hei Whai Oranga, the Tairawhiti Economic Action Plan.

A raft of other priority actions in Rau Tipu Rau Ora are newly minted, and are direct results of our communities' and business sector's experiences during COVID-19 Alert Level 4 'lock down'. In all, they represent a mix of practical measures to boost the prospects of our economic recovery while staying responsive to the health, social and broader well-being needs of our people and communities.

NGĀ AROTAHINGA
FOCUS AREAS

At the centre of our framework is our workforce. The importance of our people, building and developing a resilient and confident workforce is critical to the success of our recovery. These are the main factors to ensuring success in supporting our communities, moving our economy forward and managing and protecting our natural environment.



SUPPORTING OUR WHĀNAU AND COMMUNITY

Our people must have confidence in their health, social and emergency services to cope with a repeat of the pandemic, while maintaining core services and support for those in need. Our ongoing responses will build on services, partnerships and approaches that worked well during Alert level 4; address key gaps in our services and support for those most affected by COVID-19 and its impact; and increase local decision-making across health, emergency services and the social sector in support of Tairawhiti households, whanau and communities.

GETTING OUR ECONOMY MOVING

Stimulate our regional economy by delivering large scale capital works projects, injecting significant Government funding into our community. Targeting investment and support for our Tairāwhiti bushinesses through enhanced procurement processes will enable the creation of further employment and training opportunities. Opportunities for growth through the recovery plan will include a focus on meeting housing and infrastructure needs.

OUR ENVIRONMENT

As part of our broader interests in managing and protecting our natural environment we unlock immediate opportunities for 'green' employment and training. This will include initiatives to sustain our local waterways and riparian lands, and endangered ecosystems. As well as those initiatives, we practice good kaitiakitanga (guardianship): which means improving biodiversity, fresh water and clean rivers, sustainable land management, and climate change mitigation.

OUR WORKFORCE

To improve our economic recovery, and ensure our households and whānau have greater resilience against future shocks, we boost the opportunities for local training, qualifications and jobs. We partner with industry and employers, iwi, tertiary education providers and government, to include a strong focus on re-deployment. For large scale investments we focus on developing regional procurement guidelines to support workforce development with an emphasis on our local labour workforce. This is particularly important for locally funded public organisations.

NGĀ MĀTĀPONO
PRINCIPLES

The development of principles guide us in the way we work towards our outcomes. They are the foundation for how we do things. Confidence, inclusion, innovation and resilience are our Rau Tipu Rau Ora foundation principles.

MĀIATANGA
CONFIDENCE

RAU TIPU OUTCOME

Our people are confident in our essential services – and in themselves - to manage the risks of a new outbreak.

RAU ORA OUTCOMES

Our people are confident in the main pandemic safety measures at work, at play and in the community.

Our people are buying local and supporting our local businesses to stay in business and stay employing.

TE WHAKAPIRINGA
INCLUSION

RAU TIPU OUTCOME

Our kuru pounamu will all get the essential support they need to cope with the physical, emotional and financial impacts of the 2020 pandemic.

RAU ORA OUTCOME

Our job and business initiatives include our remote and rural communities, workers in vulnerable sectors and jobs, and those in need of work, education or relevant training.

TE AUAHATANGA
INNOVATION

RAU TIPU OUTCOME

Our COVID-19 "Lock Down" successes are helping redefine health and wellbeing, education and social support to our kuru pounamu and our remote communities.

RAU ORA OUTCOME

We are capitalising on our regional brand, building on our environment, economic strengths and diversifying our industries and markets.

TE PAKARITANGA
RESILIENCE

RAU TIPU OUTCOME

Our whānau are participating in work, skills and acquiring qualifications, and are building their savings for later in life and any future uncertainties.

RAU ORA OUTCOME

Our region has the infrastructure, environment, regulation and skilled workforce to adapt to new opportunities, and absorb future economic shocks.

TĀ MĀTAU KAUPAPA TĪREWA ME TE WHAKARĀPOPOTO O NGĀ MAHI KA HUA
OUR FRAMEWORK AND ACTION SUMMARY

The following outlines the goals to be achieved in each of the focus areas, the levers, and a summary of the actions we will progress.

SUPPORTING OUR WHĀNAU AND COMMUNITY

Our people (young and old) are confident and included, they are safe at home, at work and at play. Our whānau and communities have greater capacity to absorb significant life shocks and are healthy, connected and productive.

We support:

- Regional recovery
- Effective Social provision during AL4 and AL3
- Effective Health provision during AL4 and AL3
- Adaptive recovery – Health and Emergency Management
- Tamariki/Mokopuna
- Welfare
- Addictions & immunisation
- Housing
- Local decision-making including 'commissioning services'
- Health education
- Manaaki Tairāwhiti outcomes

GETTING OUR ECONOMY MOVING

Our economy is strengthened by the initiatives that we implement in this plan. Investment in construction and infrastructure creates local employment and becomes a core part of our ongoing operations. Our initiatives supports broader community and whānau relationships that underpin our economy and ensures our region has the capacity and facilities to nurture local people who want to stay, live and work here.

We support:

- Tourism redesign
- 'Buy local campaign'
- Shared technology and science innovations
- Māori Land Development
- Locally processed wood
- Targeted support to SMEs
- Technology Ecosystem
- Technology
- Regional Food Security and Food Sovereignty
- Local economy through construction projects
- Removing barriers to development
- Productivity and innovation of primary industries

OUR ENVIRONMENT

Our environmental projects deliver on our commitment to regenerate, protect and enhance our natural and cultural capital. They also boost local employment outcomes. Our partners and iwi are supported to co-design and implement environmental projects that are hapu-led such as: landscape; catchment-scale; ecological restoration; agroecology and community revitalisation. We leverage off the investment received from Government, in partnership with farmers, to deliver on our regional environmental projects aimed at pest management and improving waterways.

We support:

- Fast track nature-based employment projects in partnership with iwi, conservation organisations/groups and farmers.
- A regional water storage scheme
- Research and monitoring on environmental impacts.
- Protocols and mechanisms for implementing changes to RMA legislation

OUR WORKFORCE

Tairāwhiti people have the skills and capabilities to secure and maintain employment, create or adapt to new opportunities, and be confident in responding to a new outbreak or emergency. Education, training and employment opportunities will be increased with a strong focus on re-deployment of people who have lost jobs due to COVID-19. Social procurement guidelines will ensure that local labour force development and employment is a key outcome in large scale investments.

We support:

- Tairāwhiti workforce development
- Marae training hubs
- Technology labour force development
- Health training
- Regional social procurement approach

SUPPORTING OUR **WHĀNAU AND COMMUNITY**

HE AHA NGĀ TAUWHĀINGA WHAKARAUORA MŌ TE TAIRĀWHITI?
WHAT ARE THE RECOVERY CHALLENGES FOR TAIRĀWHITI?

SHORT TERM

- Housing shortage of 400 houses. New affordable housing options will reduce pressure on the rental housing market which is currently driving up demand for emergency and temporary housing. Impacts on the wider housing sector as a result of economic downturn are unknown
- Health and wellbeing issues, particularly mental health and addiction, while also recognising the impact that poor housing and joblessness have on wellbeing
- Identifying ways to use the successes of the COVID-19 response on other health and wellbeing challenges amenable to community change: for example family harm, alcohol use, low rates of breastfeeding
- Maintaining a strong focus on wellbeing and reducing health risks including the risk of future pandemics
- Anticipated increase in demand for residential treatment for addictions and community-based services
- Integrating local data sets across health, economic and social sectors to produce evidence and insights that support decision making and action
- Enable on-line education provision and continued improvement in whānau participation in children's learning and intergenerational transmission of cultural knowledge and resilience skills
- Social and physical isolation of whānau and friends
- Impact on arts, culture and heritage
- Impact on tikanga, marae, hapū and iwi
- Impact on the sport and recreation sector

LONG TERM

- Long term community resilience and confidence
- Progressive, sustained and community-driven improvements in health and recreation outcomes
- Re-focusing of health on wellness and illness prevention instead of treatment through community action
- Retraining and sustainable employment
- Supporting sustainable employment outcomes for local talent
- Young people supported in education and progressing to training and employment
- Supporting environmentally sustainable business practices
- Māori Housing Strategy

NGĀ WHĀINGA MATUA MAHERE WHAKARAUORA
RECOVERY PLANNING PRIORITIES

SHORT TERM

- Establish Manaaki Tairāwhiti commissioning agency to steward new investment for greatest impact
- Continue work to identify and support vulnerable members of the community to build their strengths
- Rapidly increase the supply of housing
- Build new facilities and services to address priority health and wellbeing needs including mental health and addiction and release already ascribed funding for Māori-led, community-based mental health and addiction intervention services
- Sharing knowledge about what is needed from the perspective of whānau and how to work effectively to meet those needs to improve health, education and social outcomes
- Responding to the current and new welfare needs that emerge as a result of COVID-19, for example continue to maintain accommodation needs of our region's homeless
- Improving health literacy and the communication between health, education and social services
- Identify retraining and redeployment opportunities to support industries needing increased labour, including the health and social sectors
- Support our community and voluntary sector's contribution to the region's recovery and wider resilience
- Progress the region's Community Facilities Strategy

MEDIUM TO LONG TERM

- Devolve central and regional decision-making to local iwi/communities
- Speed up delivery on Manaaki Tairāwhiti key result areas Housing, Addiction, Family Violence and Child Wellbeing
- Progress connected walkways/cycle-ways to enable connection and health and welbeing.
- Establish "new normal" health service delivery including greater use of telehealth, stronger community-based care and a reduced reliance on the hospital. This will increase the region's capacity to recover volumes of services
- Support rural wellbeing and resilience
- Housing Impact assessment
- Continue to progress priority actions from the Manaaki Tairāwhiti Housing Strategy
- Prioritise papakāenga development in planning consents, infrastructure planning and social housing investment. Combine papakāenga planning with cottage industry development and aged residential care options
- Training, redeployment and development to support the construction section

ACTION	DESCRIPTION	IMPACT	WORKFORCE DEVELOPMENT/ NEW JOBS	TIMEFRAME	PARTNERS
RAU TIPU RAU ORA PRINCIPLE **MĀIATANGA CONFIDENCE**	RAU TIPU OUTCOME ***Our people and communities are confident in our essential services – and in themselves - to manage the risks of a new outbreak.***				
Health and Emergency Management (Our adaptive recovery)	The lessons learnt in our pandemic approach enable seamless collaboration in Civil Defence emergencies and in welfare and recovery. This will be locally led, draws on local insights and partnering with iwi, agencies, NGOs and community groups. Our region's civil defence emergency management facility has a permanent location with adequate distribution facilities on site or nearby. We have adaptive recovery in place with clear and effective Level 4 quarantine and tracking measures for people arriving from out-of-region or overseas. All reasonable measures are in place to maintain a strong 'regional bubble' during a national pandemic.	Community anxiety due to concerns for kaumātua/seniors, and relatively high proportions of people with chronic health conditions, especially in isolated communities without easy access to health services.	Full civil defence leadership and volunteer network, in place and trained across each of our local communities. COVID recovery is supported by central government funding and led locally, investing in local solutions. Our facility is fit for purpose and we have used local labour force and suppliers to fit out. Our Level 4 essential services partners' workforce are equipped with PPE, sanitisers and training to carry out their welfare distribution and support roles safely.		CEDM NZ Police Hauora Tairāwhiti FENZ St Johns GDC Iwi and community partners
Tamariki, Mokopuna	Support our tamariki into safe environments, where they can grow in confidence in this new world.	Define measures that consider how our tamariki and mokopuna have fared during the response.	Our tamarik are supported by champions from within the region, not led by external agencies.	Immediately	Parents, Grandparents
RAU TIPU RAU ORA PRINCIPLE **TE WHAKAPIRINGA INCLUSION**	RAU TIPU OUTCOME ***Our kuru pounamu will all get the essential support they need to cope with the physical, emotional and financial impacts of the 2020 pandemic.***				
Welfare support	Ensure support and coordination with local food wholesalers, supermarkets and grocers to ensure food supply and confidence for households throughout the region. Support a range of community garden initiatives with local marae and community groups across Tairāwhiti to increase food security and nutrition outcomes. Develop guidance for local and remote communities for permissible food gathering during lock down. Maintain welfare assistance for high needs households and people during winter. Support the continuation of the Oasis Church homeless shelter.	In the event of a future lock-down: • All people in Tairāwhiti are confident they have access to food and other essentials. • Isolated communities have increased food security and options (gardens and 'kapata kai'). • Kuru pounamu (our members with high vulnerability or needs) have additional access to food and other essentials.		TBC	CEDM NZ Police Iwi NGOs Community Organisations House of Breakthrough Gizzy Kai Rescue Oasis Church Homeless Shelter

ACTION	DESCRIPTION	IMPACT	WORKFORCE DEVELOPMENT/ NEW JOBS	TIMEFRAME	PARTNERS
Addictions	Additional support services will be provided as part of our mental health services in Tairāwhiti.	Pre-COVID, and forecast new demand, for in-region addiction rehabilitation services. A pandemic, and its impact on business, jobs and households, increases the risk and incidence of substance abuse and addictions. Addiction rehabilitation services offer scope to help people affected by drug use to return to the workforce.	New jobs will be created in health. New jobs will be created in construction. New jobs will be created in Te Puia.	3 months	MT Hauora Tairāwhiti Ngāti Porou Hauora Community-based addiction services
RAU TIPU RAU ORA PRINCIPLE **TE AUAHATANGA INNOVATION**	RAU TIPU OUTCOME ***Our 'level 4' collaborations, service design and delivery approaches are helping redefine health and wellbeing, education and social support to our whānau, kuru pounamu and our remote communities.***				
Commissioning	Tairāwhiti Commissioning Agency business case received by central government. Commissioning Agency will receive bulk funding to procure local services.	Safeguard community services that deliver for vulnerable whānau.	Safeguard existing social sector jobs. Create new training pathways.	6 months	MT Government agencies
Health	Build on the energy within health sector and establish a "new normal" health service approach and model. This will include greater use of telehealth, stronger iwi and community-based partnerships and care services, and reduced reliance on hospital to increase capacity to recover volumes of services. Modify assessment and planning processes to ensure equity of outcomes is prime in health service recovery. Roll out "Manage My Health" to every person enrolled in a PHO.	High needs health populations have improved access, and more appropriate services, to improve health outcomes.	Recruit locally to health services into supported career development.		Hauora Tairāwhiti PHOs, Iwi and Māori health providers and the local health sector network. Tairāwhiti sports and recreation sector.
Health: Immunisations	An annual flu vaccination programme achieves over 80% uptake by our seniors and other priority members. Our flu vaccination rates achieved in 2020 resulted from DHB leadership, roll out by health network partners, strong multi-media comms, and engaged whānau and households. This must be the 'new normal' to keep more of our kuru pounamu healthier over winter, and reduce stress on our health system.	Concern to keep our kuru pounamu safe from the flu and its impact on their resilience to the COVID-19 virus. Concern to maintain the capacity of our health system by reducing flu-related demands.	Recruited support people to expand the reach of services to people in their homes and where they meet.	Ongoing	Hauora Tairāwhiti PHOs, Iwi and Māori health providers and the local health sector network. Local media.

ACTION	DESCRIPTION	IMPACT	WORKFORCE DEVELOPMENT/ NEW JOBS	TIMEFRAME	PARTNERS
Education	Support the Tairāwhiti school network to: • Ensure parents, whānau and schools are confident in the ongoing COVID-19 health and safety measures to keep our teachers, schools staff and students well. • Be prepared to maintain education continuity if we have to deal with future lock downs. • Capitalise on the opportunities presented by digital/online learning.	Education delivery drew on a mix of online and public broadcasting platforms, and paper-based resources to keep students connected to learning during Level 4 lock down. While this presented real challenges it also highlighted the potential of remote/ virtual education to bridge subject and curriculum gaps across schools and communities of learning, including Māori education. For ongoing learning 'at school' it is crucial that we continue to give clear guidance and, where needed resources, to ensure students, whānau and school staff maintain good physical hygiene and safety practices before, during and after school.	Refer to the 'Our Workforce' section of the Rau Tipu Rau Ora Plan.		MED Tairāwhiti schools and kura Hauora Tairāwhiti Parents, whānau and students
Housing	A building programme to develop 400 new and affordable homes in our region. Create a Housing Taskforce for Tairāwhiti. Address an immediate shortage of affordable homes and, in doing so: • create local employment and trades apprenticeships; • supply locally processed timber for the building programme; and • include scope for papakāinga housing for whānau Māori.	Pre COVID-19 Tairāwhiti faced an immediate shortage of 400 affordable homes for ownership or rent. This puts pressure on emergency housing which, during a pandemic and lock down, is further stretched, and potentially compounded by demand for accommodation for quarantine.	Estimated construction workforce of up to 200. Social procurement targets of: 33%% local contractors; 33%% Māori trainees and Māori contractors; Support for in-region wood processing workforce of [. . . .]	By 30 June 2020: Full proposal to government. By 31 August: decision on consents. Project start dates TBC	Kainga Ora MSD GHL HUD GDC HUD TT Whānau/Hapū Iwi EIT and local tertiary providers
Play, recreation and sport	Progress the region's Community Facilities Strategy. Support resumption of safe and appropriate sporting and recreation activities. Support the local system to innovate/combine services (for example budget allocation opportunities – sport and recreation, arts and culture, community and voluntary). Gain insights for decision making and continue momentum from lock down, focus on being active together, connecting with the environment and cultural heritage etc. (Innovative Streets fund, Healthy Families East Cape - Safer Streets work, kapa haka and other performing arts). Progress connected, safe cycleways that link people with key areas of congregation (e.g. city beaches, CBD, schools etc).	Reducing inequities that prevent people from being active and able to connect.			Sport Gisborne Tairāwhiti Sporting codes and clubs Iwi TT GDC Community organisations
Arts	Support the regions art and cultural sector (artists and creatives) to access Government funding. Invest in the Tairawhiti Arts Festival to remain accessible with events.	The arts and cultural sector is particularly vulnerable to economic shocks. But with the right support, the arts and cultural sector can also create jobs, drive economic recovery and enhance social wellbeing and cultural identity.	TT funding for the Tairawhiti Arts festival will support 5 fulltime jobs to deliver the 2020 and 2021 Tairāwhiti Arts Festivals and approx. 40 jobs over the 2-3 week period when the festival are held.	24 months	TT Arts and culture sector GDC

GETTING OUR ECONOMY MOVING

NGĀ WHĀINGA MATUA MAHERE WHAKARAUORA
RECOVERY PLANNING PRIORITIES

SHORT TERM

- Identifying the BIG Project proposals that meet agreed regional needs
- Attracting domestic tourism and redesigning our tourism offerings
- Business sustainability (next 12 months)
- Employment opportunities and job security
- Future proofing existing local work-force
- Create economic stimulus through infrastructure spending in region
- Influencing government policy to effect change
- Regional collaboration on funding initiatives that support our plan (eg PGF, CIP, SME Business loans)
- Innovation and supporting start ups

LONG TERM

- Diversification and resilience of regional economy
- Alternative income streams
- Ongoing impact on key sectors (tourism, hospitality, retail, fuel and automotive, education and training)
- Increase capacity of construction sector
- Make planning provisions a better fit for purpose
- Provide affordable housing
- Resilient infrastructure
- Ensure infrastructure is built to stimulate economic growth and meet community needs
- Minimise environmental impacts.

NGĀ WHĀINGA MATUA MAHERE WHAKARAUORA
RECOVERY PLANNING PRIORITY ACTIONS

SHORT TERM

- Make sure we continue to support key industries of forestry, agriculture and horticulture that are proving resilient in supporting the Tairāwhiti economy and will into the future. Help them find ways to be more productive, diverse and globally competitive
- Increase numbers for the region's vocational training and qualifications, matched to immediate job opportunities and longer-term workforce and skills demand from local employers and sectors
- Acceleration and refinement of key actions in the Tairāwhiti Economic Action Plan to better support our economic recovery
- Establish a shared tech and science innovation programme including attracting new business and linking our tech learning initiatives to tech jobs and industry
- Continue to build and support the region's Buy Local Campaign with support for businesses to provide online services and local delivery potentially on a shared marketplace platform
- Establish a business support programme for hospitality, accommodation and events and experiences in the region
- Prepare for a domestic tourism campaign and implement an 'Act now for Tourism' programme
- Fast-track high value, high employment business opportunities committed to the region and ensure they have the capability, capacity and capital to succeed

MEDIUM TO LONG TERM

- Increase wood processing in the region. Creating jobs, diversity of markets and diversity of products from logs, as well as growing the margins of the products we send to markets
- Address infrastructure gaps and other barriers to boost the contribution of whenua Māori to whānau and regional prosperity
- Develop a regional food security and food sovereignty strategy unlocking further value-added opportunities for our regional produce
- Help the tourism sector to reset in a way that supports quality jobs and authentic experiences based on the region's cultural uniqueness and natural environment
- Diversify primary industry for scale – focus areas include:
  - Capability development
  - Ecosystem monitoring and management
  - Apiculture
  - Horticulture
  - Bioactives and natural health products
  - Water security
  - Research and development, particularly to help unlock the potential of underutilised Māori Land
  - Sustainable employment and training needs
  - Supporting infrastructure, such as cool stores and pack-houses
  - Supporting the agriculture sector to improve productivity and innovation.

ACTION	DESCRIPTION	IMPACT	WORKFORCE DEVELOPMENT/ NEW JOBS	TIMEFRAME	PARTNERS
RAU TIPU RAU ORA PRINCIPLE **MĀIATANGA CONFIDENCE**	RAU ORA OUTCOME ***Our people are buying local and supporting our local businesses to stay in business and stay employing.***				
Tourism	Provide a business support programme for the region's hospitality, accommodation and events and experiences operators. Tairāwhiti Gisborne domestic tourism campaign will be activated using consumer data insight to target high value domestic visitors. Develop an 'Act now for Tourism' programme aimed at supporting our Tourism sector to bounce back with increased resilience and tourism products that showcase our natural and cultural points of difference. Complete and implement a regional tourism strategy that affirms our long term strategy and direction for high value, low volume authentic cultural tourism approach. Trust Tairāwhiti will work with key stakeholders to prepare feasibility studies and business cases for: • A high quality commercial hotel development within walking distance of the CBD/ inner harbor area. • A conference/business events centre in the Gisborne CBD. Trust Tairāwhiti will work with Ngāti Porou Holding Co. Ltd, in collaboration with local hapū and communities to prepare feasibility studies for: • Commercial accommodation on the East Coast • Enhancing accommodation options on the network of high-quality campgrounds to support State Highway 35 and the communities of the East Coast to develop an appropriate touring route. Support community tourism development aligned to local business, cultural and whānau development aspirations.	COVID-19 has severely disrupted global tourism. There will be losses within the tourism sector and support is needed to retain jobs and help position businesses to bounce back. The Government's May budget has provided the sector with opportunities to bounce back. Tairāwhiti secures it share of additional tourism funding to support development of these initiatives. The "Eat and Stay" sectors industry supported 700+ jobs pre COVID and will require dedicated support. There is a lack of commercial accommodation for all industries along SH35. This is holding back economic development. There is also increased economic opportunity associated with additional hotel accommodation and conference facilities in the CBD.	The focus is on retaining existing jobs, but opportunities exist for 100+ new jobs during the bounce back. Providing increased accommodation is expected to provide 80+ jobs during construction and 40+ jobs ongoing. Accommodation network supports development of multiple tourism businesses to establish on the East Coast touring route.	3-24 months 12-36 months	TT Iwi Tourism Operators
Shop Local Activity	Continue to actively promote our "Let's Shop Tairāwhiti Campaign" An online shared market place and sales platform is being investigated to reduce costs for local businesses and increase market share and resilience.	Shut down caused revenue loss while business costs remained. Customers have lost confidence and some buyer behaviour moved online during the lockdown.	Increase in-store and online sales support business resilience and drive staff employment. Retain existing jobs. Existing businesses keep or grow sales and grow product sales margins. 2-5 jobs to support market platform preserved or created in local support businesses.	0-12 months	Iwi TT
Science and Innovation	Support Māori Land Research and Development funding to develop commercial land use opportunities.	Unlocking the economic use and potential of Māori land blocks, which are typically small and multiply owned. Allowing for resilient locally owned businesses.	10-12 roles during research product innovation. Increase in land-based employment from innovation product development.		Iwi GDC TT

ACTION	DESCRIPTION	IMPACT	WORKFORCE DEVELOPMENT/ NEW JOBS	TIMEFRAME	PARTNERS
RAU TIPU RAU ORA PRINCIPLE **TE AUAHATANGA INNOVATION**	RAU ORA OUTCOME ***We are capitalising on our regional brand, building on our environment and economic strengths and diversifying our industries and markets.***				
Māori Land Development	• Support and progress Tūranga Whenua, a collective vehicle to improve the stewardship, connection of owners and economic utilisation of participating Māori land blocks. • Build an export-quality honey extraction and processing facility to underpin the expansion of the manuka honey sector on the East Coast. • Facilitate and support for Māori land owners to access capital to reach new and emerging markets.	High demand in Chinese market for Ngāti Porou honey.	35 FTEs during design and construction. 60 facility related FTEs.	3-12 months 2021-2026	Ngāti Porou Mīere collective Ngāti Porou Holding Co. LTD
Wood Processing	Grow our domestic wood processing through sawmilling and creating engineered wood products to increase: • Regional economic resilience • Opportunities to create more valuable products • Timber volumes for the construction sector including housing • Year-round baseload for container shipping.	Early impact on forestry, since recovered, current high demand for logs. Transitioning from heavy reliance on a single product, single market of logs to Asia, to one of diversity of products, diversity of markets and greater margin for Tairāwhiti from existing Pinus radiata forest estates.	Retain 41 jobs and grow 9 new ones for sawmill. Grow 20-25 new jobs in engineered wood products business. Three times indirect job multiplier for every direct job. 50% Māori and 75% local employment targets. 80% local or national manufacturing and engineering supplier spend target. Minimum $300m in local and national supply chain spend over 10 years.	3-12 months	TT SCION
Start-ups and small and medium enterprises (SMEs)	Provide Regional Business Partnership (RBP) funding and contribute advice to businesses focused on: • Human resources • Health and wellbeing • Business continuity planning and finance • Cash flow management • Digital enablement and marketing strategies Support initiatives will also include improved engagement, advisory, and where appropriate, 'incubation' support for Māori SME start-ups on the East Coast and wider Turaga . Continue to provide Research and Development (R&D) start-up loans. Trust Tairāwhiti business start-up support fund will be established to help the region's entrepreneurs get their business ideas off the ground.	Our viability of many of our region's SMEs has been seriously affected by COVID-19. Start-ups provide an opportunity for building economic diversity and resilience.	At least 140 of the region's small and medium enterprises will be supported by the additional funding and support provided through the RBP programmes. A minimum of 12 start-ups will be supported this year, including three Māori SMEs..	0-12 months	TT Callaghan Innovation

ACTION	DESCRIPTION	IMPACT	WORKFORCE DEVELOPMENT/ NEW JOBS	TIMEFRAME	PARTNERS
Building our Technology Ecosystem	The region will support opportunities to accelerate the rollout of 5G, the improvement of rural broadband and to address the 'digital divide' that exists for Māori and lower income households in the region. As part of the development of a regional digital and technology strategy, Venture Studio TORO will be considered as an investment in Tairāwhiti. TORO are implementing a venture studio model for global animation, accelerating tech start-ups, building cross-sector tech innovation, workforce training, talent attraction, and establishing an investment fund. The Rangai Technology and Innovation Hub proposal is also being considered and is seeking to connect rangitahi with educational pathways via Eastern Institute of Technology tertiary courses and providing hands-on work opportunities. The region's connections with (locally founded) Toha will be explored via a feasibility or pilot project. Toha is a community-established digital platform to facilitate the flow of finance to those working on environmental projects.	Shut down for four weeks left businesses isolated. Our rural sector has been negatively impacted due to inconsistent broadband. Philanthropic investment into local social and environmental projects is reduced due to the economic downturn. Help build economic resilience and diversity by connecting to global tech opportunities.	Supports business growth TORO: 10-15 new jobs 53 internal jobs 28 cross-sector jobs 273 unemployed retrained Rangai proposal: 4 new jobs 20 students per year in collaboration with Eastern Institute of Technology. Tōnui collab and our rangitahi at secondary schools in the region students are linked into these pathways	 3 months Immediately 3 years 1 year	TT Iwi EIT GDC TORO Tonui Toha Rangai

RAU TIPU RAU ORA PRINCIPLE

TE PAKARITANGA RESILIENCE

RAU ORA OUTCOME

Our region has the infrastructure environment, regulation and skilled workforce to adapt to new opportunities, and absorb future economic shocks.

Infrastructure investment for productivity improvements and resilience	Support regionally prioritised Crown Infrastructure Projects that generate the most regional wellbeing benefits and local employment opportunities.	Spade-ready projects provide jobs and economic stimulus for the region.	$318m of construction generated job creation and associated training for Tairāwhiti via 300 FTEs.	2020-2023	EG TT GDC
Waste to Energy	Accelerate other waste to energy and green energy initiatives for Tairāwhiti. Including wood waste to energy, to support existing and new wood processing in region, with excess energy to provide regional energy resilience. As well as large scale solar and wind and home-level solar and battery solutions.		6-10 employment opportunities with any plant constructed, up to 6 jobs ongoing to operate generation plant. Region grows greater distributed, renewable energy resilience.		EG TT
Remove barriers to development	Minister to support a streamlined planning process Enable provision of housing CBD revitalisation Provide infrastructure	Land use rules and restrictions may currently disincentivise investment and constrain regional economic recovery.	15 new staff to develop plan. Unlocking of economic potential through resource management.	2020-2023	GDC
Transport	Invest in airport, SH35 and local roads, and shipping infrastructure to provide improved network optimisation and resilience for tourism and trade.	The limited options for moving our goods to market are a potential disincentive for economic investment in our region.	The reduction of transport costs and opportunities for local businesses to ship containerised products to export ports would support the retention of existing jobs for access-dependent businesses.	2020-2023	EG GDC NZTA

ACTION	DESCRIPTION	IMPACT	WORKFORCE DEVELOPMENT/ NEW JOBS	TIMEFRAME	PARTNERS
Climate leadership	A Regional Emissions Reduction Plan will set out emissions reduction opportunities across sectors and communities. Trust Tairāwhiti and Eastland Group are completing organisational emissions profiles and setting science-based targets to guide future decision making. Environmental procurement guidelines will be developed for 'spade-ready' and other projects to help reduce emissions and circular economy aspirations into our regional recovery. Regional leadership will advocate for central government investment into the decarbonisation of NZ's economy, with transport the top priority.	The scale of post-COVID-19 investment and its legacy for future generations makes this a crucial opportunity to decarbonise our region, and the NZ economy as a whole. To meet GHG emissions targets by 2030 NZ needs to reduce non-biological GHGs by 50% and biological GHGs by 10%. COVID-19 has also shown how significant economic activity can be undertaken using technology, and these opportunities should be captured in business as usual, supporting reductions in transport emissions wherever practical.	Green innovation will lead to sustainable jobs in the region.	2020-2021	TT EG GDC TEAP Steering group member organisations

OUR ENVIRONMENT

HE AHA NGĀ TAUWHĀINGA WHAKARAUORA MŌ TE TAIRĀWHITI?
WHAT ARE THE RECOVERY CHALLENGES FOR TAIRĀWHITI?

SHORT TERM

- Water quality, security and sustainability
- Reducing greenhouse gas emissions

LONG TERM

- Ensuring infrastructure is built to stimulate economic growth, meet community need and minimise environmental impact
- Climate Change
- Sustainable Land Use

NGĀ WHĀINGA MATUA MAHERE WHAKARAUORA
RECOVERY PLANNING PRIORITY ACTIONS

IMMEDIATE TERM

- Sharing and expanding sustainable procurement practices in the region
- Completing a regional emissions reduction plan
- Nature-based employment that supports other ecological and community revitalisation:
  - Pāmoa
  - Tītīrangi
  - Raukūmara Pae Maunga/Waiapu
  - Waimatā Catchment Project
  - Tairāwhiti Agroecology Recovery Project
  - Whinray Ecological Trust
  - Uawanui sustainability project
  - 1BT

MEDIUM TO LONG TERM

- Catchment Planning
- Tairāwhiti Environment Centre's Ecology Hub

ACTION	DESCRIPTION	IMPACT	WORKFORCE DEVELOPMENT/ NEW JOBS	TIMEFRAME	PARTNERS
RAU TIPU RAU ORA PRINCIPLE **TE WHAKAPIRINGA INCLUSION**	RAU ORA OUTCOME ***Our job and business initiatives include our remote and rural communities, workers in vulnerable sectors and jobs, and those in need of work, education or relevant training.***				
RAU TIPU RAU ORA PRINCIPLE **TE PAKARITANGA RESILIENCE**	RAU ORA OUTCOME ***Our region has the infrastructure, environment, regulation and skilled workforce to adapt to new opportunities, and absorb future economic shocks.***				
Nature-Based Employment	Support immediate job and training opportunities aligned to our ongoing interests of good kaitiakitanga and environmental health and sustainability for future generations. Our range of riparian and ecosystem restoration projects could take in multiple areas and catchments including: Wharekāhika River Raukūmara Range and the Waiapu catchment Uawanui catchment Pāmoa/Waingake Te Ārai, Waipaoa, Uawa, Te Wherowhero Tītīrangi Restoration Hapū-led Tairāwhiti Agroecology Recovery Project (TARP)	• Budget focus on Nature-based employment. • Biodiversity threats not managed during lock down. • Green jobs are a major redeployment opportunity.	• Raukūmara: up to 23 new jobs and a further 18 seasonal jobs across the Raukūmara Park (Tairāwhiti and Eastern BOP). • Pāmoa: 10 new jobs. • Waiapu: Scale up existing training and planting. • Wharekāhika River Restoration: 5 new jobs. • Tītīrangi: 2 new jobs. • TARP: 50 new jobs (estimate)	2020-2031 2020-2031 2020-2200 (100 year accord with MPI, GDC and TRONPnui) 6-12 months	Hapū Iwi GDC DOC MPI Farmers/ landowners
Water Security	Develop a regional water storage scheme. Include Township three waters investment.	Impact of drought during COVID-19. No opportunity to scale due to water security. Right to reticulated water and drinking water in Tairāwhiti.	25 FTE's during design and construction.	12-month design phase 12-24-month build 2021-2026	GDC Central government
Environmental Monitoring Data	Monitor for positive effects on the environment to inform baselines for the future.	Community has reported positive effects of lock down period. Baseline for environmental management goals.	Cadetships for rangatahi looking for a pathway to science.		GDC
Tairāwhiti Economic Support Package	Redeployment of recently unemployed. On the job training and employment into nature-based employment.	Unemployment numbers rising. Redeployment of approx. 220 unemployed during COVID	Approx 220 redeployed	Present - 6 months	GDC PDU EG TT
Environmental Protocols	Have in place protocols and mechanisms for implementing changes to RMA legislation that: protect the environment; enable economic development while ensuring sustainable and responsible management of natural resources.	Unlocking the economic use and potential of Māori land blocks, which are typically small and multiply owned. Allowing for resilient locally owned businesses.	With provision to fast track consents there is a need to ensure that partners work collaboratively and respectfully to sustain ongoing positive relationships.	6 months	RTRO Governance Group agreement

OUR WORKFORCE

HE AHA NGĀ TAUWHĀINGA WHAKARAUORA MŌ TE TAIRĀWHITI?
WHAT ARE THE RECOVERY CHALLENGES FOR TAIRĀWHITI?

SHORT TERM

- Adequate and diverse training programmes
- Skills to job match
- Youth engagement/youth focus
- Availability of jobs to people
- Availability of trainers

LONG TERM

- Ensuring those not in employment, education or training are supported

NGĀ WHĀINGA MATUA MAHERE WHAKARAUORA
RECOVERY PLANNING PRIORITY ACTIONS

SHORT TERM

- Local workforce development
- Facility development
- Technology education and accessibility
- Health pathways
- Social procurement

MEDIUM TO LONG TERM

- Embedded pastoral support
- Learning centres

ACTION	DESCRIPTION	IMPACT	WORKFORCE DEVELOPMENT/ NEW JOBS	TIMEFRAME	PARTNERS
RAU TIPU RAU ORA PRINCIPLE **MĀIATANGA CONFIDENCE**	RAU ORA OUTCOME ***Our people are confident in the main pandemic safety measures at work, at play and in the community.*** ***Our people are buying local and supporting our local businesses to stay in business and stay employing.***				
RAU TIPU RAU ORA PRINCIPLE **TE WHAKAPIRINGA INCLUSION**	RAU ORA OUTCOME ***Our job and business initiatives include our remote and rural communities, workers in vulnerable sectors and jobs, and those in need of work, education or relevant training.***				
RAU TIPU RAU ORA PRINCIPLE **TE AUAHATANGA INNOVATION**	RAU ORA OUTCOME ***We are capitalising on our regional brand, building on our environment, economic strengths and diversifying our industries and markets.***				
RAU TIPU RAU ORA PRINCIPLE **TE PAKARITANGA RESILIENCE**	RAU ORA OUTCOME ***Our region has the infrastructure, environment, regulation and skilled workforce to adapt to new opportunities, and absorb future economic shocks.***				
Tairāwhiti Workforce Development **Supporting our people into jobs.**	The Tairāwhiti CARE Framework is being ramped up to better support linking of talent with jobs in the region. Workforce development plans are being completed for growth industries. The CARE framework will: • Partner with industries to address capabilities and capacity gaps; • Establish a Workforce Skills register to capture nature, numbers, and needs; • Secure and coordinate central government investment in Skills and Training to support industry, business and employers' workforce development plan; • Ensure tertiary education provision is directly aligned with regional workforce skills and capability needs; • Adopt an continual focus on reducing the number of working age in receipt of benefit; • Design a four-point action plan to specifically attend to and engage 16-24 yr olds who are not in education, training, or employment.	COVID-19 job losses have heightened the need for greater coordination to support our local talent into available jobs.	Four new employment coordination roles have been established to boost the CARE Framework's implementation. These roles will support transitioning the workforce into new job opportunities, from education to employment, and from long term unemployment.	3-6 months	TT MSD PDU Sector Representatives EIT
Youth insights	Better understand COVID-19 impacts on young people and potential alternative career pathways.	COVID-19 employment impact on young people is large due to their work in hospitality and retail sector, and many in casual employment status.			TT MSD PDU Sector Representatives EIT
Marae, churches, halls and facilities	Initiate a range of work experience, training and qualifications projects that: • support the maintenance and improvement of local marae, churches, halls and other facilities valued by our communities, hapū and local interest groups; and • create a pool of talent to pathway into more intensive trades training and apprenticeships, and/or entry level work in the local construction sector.	This range of initiatives will include targeted training for rangatahi and other job seekers across our local communities.	Marae-centred training programmes are being developed at a proposed scale of 150 trainee roles across the region. Trainee and job numbers for programmes to renovate churches, halls and other facilities.		

ACTION	DESCRIPTION	IMPACT	WORKFORCE DEVELOPMENT/ NEW JOBS	TIMEFRAME	PARTNERS
Technology	Accelerate and support technology training and partnerships with schools, businesses and the tertiary sector including: • TORO • Toha • Ranga • Eastern Institute of Technology		287 retrained staff for a growing pipeline of technology investment. Jobs in training and students for Film and Television Production. Tech for social enterprise roles 4FTE's 20 students.	12 months	
Technology literacy and support in the home	Ensure all Tairāwhiti families have at least one device to access the internet, with free internet connection.	Increase the ability of people to access the internet.	Improved access to healthcare, education, training and social connectivity remotely to reduce barriers to access, cost, distance and transport.	3 months	Hauora Tairāwhiti MED TEC EIT TT
Health	Establish local training programmes for all health professions including physiotherapy and occupational therapy. Recruit locally to health services to and support pathways into career development. Link education and health to promote health knowledge and use of technology across sectors for whānau: use of devices for health education in homes.	Recruit local people to create a skilled local workforce and better relationships working with the community. Double the impact of devices in the community for education and health purposes in families. Increase the ability of people to access the internet.	Increase number of science-focussed students. Increase opportunities for training locally. Expand numbers of local people employed in health. Increase in health literacy through access to the web.	12 months 18 months 6 months	Hauora Tairāwhiti MED TEC EIT TT
Publicly funded entities commit to a regional social procurement approach	Regional publicly funded organisations implement good practice guidance on social procurement practice. This includes indigenous procurement practice embedded. This work will be undertaken in parallel with work to improve sustainable procurement in Tairāwhiti.	Increase number of local employment opportunities and business contracting opportunities.	Decrease number of unemployed. Increase local contracting opportunities. Social procurement provides an opportunity to support our local talent and businesses. It will also provide an opportunity to realise the Tairāwhiti Economic Action Plan and CARE framework target – 75% of local positions are filled by local talent of whom 50% are Māori.	6 months	GDC TT GHL EG Hauora Tairāwhiti
RAU TIPU RAU ORA PRINCIPLE **TE PAKARITANGA RESILIENCE**	RAU TIPU OUTCOME ***Our whānau are participating in work, skills and qualifications acquisition, and are building their savings for later in life, and future uncertainties.***				
Support	Support more of our people to be work ready, and to take up immediate work opportunities with strong pastoral care initiatives in place that are aligned to CARE.		Our region's workers will be supported through pastoral care initiatives.		TT MSD/MBIE GDC Industry partners
Education Online Continuity	Learning centred on ICT/remote learning – to ensure continuity of learning during a pandemic, and helping to address teacher shortages for rural schools and Kura Kaupapa Māori. Support services for whānau and students engaged in remote learning.			[TBD]	

GOING FORWARD TOGETHER

We will take a unified approach working with our iwi, our organisations, our business sectors and our diverse community groups. This plan is only the beginning and the Rau Tipu Rau Ora Governance Group. Together with our community we will continue to monitor progress towards our regional recovery.

Let's stand strong together Tairāwhiti!

TĀPIRITANGA 1
APPENDIX 1

TAIRĀWHITI RAU TIPU RAU ORA STRUCTURE

GOVERNANCE GROUP

Purpose: Sets strategy and agrees plan

- Mayor
- Iwi Chairs: Ngāti Porou, Rongowhakaata, Te Aitanga a Māhaki, Ngāi Tāmanuhiri
- Chairs: Hauora Tairāwhiti, Trust Tairāwhiti, Eastland Group

RAU TIPU RAU ORA CHIEF EXECUTIVES AND SENIOR OFFICIALS GROUP

Purpose: Helps develop an integrated regional recovery plan, deploys resources and coordinates integrated recovery response

- Chief Executives; (Gisborne District Council, Ngāti Porou, Rongowhakaata, Te Aitanga a Māhaki, Ngāi Tāmanuhiri, Hauora Tairāwhiti, Trust Tairāwhiti, Eastland Group)
- Government Regional Representatives; (Senior Regional Officer, Te Puni Kōkiri, Ministry of Social Development, Ministry of Primary Industries, Ministry of Education)
- Police Area Commander

RAU TIPU RAU ORA OPERATIONS

Purpose: Supports Chief Executives and Senior Officials Group with advice and planning

- Group Recovery Manager
- Council Strategic Planning Staff
- Trust Tairāwhiti Staff
- Iwi Strategic Planning personnel
- Manaaki Tairāwhiti staff

FOCUS GROUPS

Purpose: Inputs into plans

- Agriculture/Horticulture
- Māori Land
- Youth Council
- Chamber of Commerce
- Technology
- NGOs
- Construction
- Housing
- Natural Environment
- Ministry for Primary Industries
- Sports Tairāwhiti

TĀPIRITANGA 2
APPENDIX 2

KEY REGIONAL PLANNING INSTRUMENTS

TAIRĀWHITI ECONOMIC ACTION PLAN (TEAP)

The economic aspirations and priorities for Tairāwhiti, inclusive of Iwi, are included in the TEAP, which is built around four pou:

- **Whakatipu tahi – he tuari haere i ngā hua ki ngā takiwā horapa noa i te rohe.**
  An inclusive economy – sharing the benefits of economic prosperity.
- **He tohu / he whakanui / he whakaū i ngā kaupapa i runga i te mana o te ahurea motuhake o tēnei takiwā.**
  Celebrating and capitalising on our cultural distinctiveness.
- **He tiaki, he whakapakari i te taiao – kaitiakitanga.**
  Kaitiakitanga – protecting and enhancing our environment.
- **Te tika me te pono o te mahi tahi ki ngā Iwi.**
  Effective and meaningful collaboration and partnerships with Iwi.

MANAAKI TAIRĀWHITI

Manaaki Tairāwhiti vision is: All Tairāwhiti Whānau Are Flourishing

Current focus areas are:

- Improved Housing
- Improved Government Contracting
- Reduction in Addiction
- Reduction in Family Violence
- Improved Child Wellbeing

TAIRĀWHITI SPATIAL PLAN

Tairāwhiti 2050 (our regional spatial plan) identifies eight outcomes for the region:

- A driven and enabled community - we work together to achieve our collective aspirations.
- Resilient communities – we have increased the resilience of our infrastructure, economy and our communities.
- Vibrant city and townships – Tairāwhiti is a great place to live, work and play and our communities have a sense of belonging.
- Connected and safe communities – Our communities and businesses are connected to each other and to our markets by a safe, efficient and integrated transport network.
- We take sustainability seriously – Tairāwhiti has a circular economy that supports diverse, inclusive and sustainable growth.
- We celebrate our heritage – Our natural taonga are healthy and protected for everyone to enjoy now and in the future. We celebrate our Māori identity, cultural, historic and natural heritage.
- A diverse economy – Tairāwhiti supports a diverse economy that is inclusive and sustainable.
- Delivering for and with Māori – Our Māori communities have been revived by an increasing population supported by affordable housing, critical infrastructure and expanding job opportunities. Māori are significant contributors to Council's planning and decision making processes.
- There is a set of aspirations under each outcome and a series of maps that are a roadmap for development and investment in Tairāwhiti.

TĀPIRITANGA 3
APPENDIX 3

REGIONAL COVID19 IMPACTS ENVIRONMENTAL SCAN

HEALTH

Tairāwhiti had four cases of COVID-19 and no deaths, but our wellbeing was affected as people were asked to self-isolate under Alert Level 4.

Health services decreased drastically during the pandemic, and they changed their mode of operation to 70% phone consultation in response to the lock down. Members of the community also heeded requests to access health services only for emergencies. GPs reduced their referrals to hospital by 65%.

While this appears successful, there is concern that significant health conditions have been managed in the community rather than professionally, which may have medium to longer impacts on individuals' health.

Most elective procedures were curtailed during the pandemic and waiting lists doubled in waiting time and increased in number. Our health services will need to innovate and gear up over the next six months to clear the backlog. Hospital service inpatient demand fell from 85%-plus occupancy to 30% during the height of the pandemic response and is recovering slowly.

Demand for mental health and addiction services fell significantly, consistent with the experience in other emergencies. Nevertheless we anticipate that the demand for care will increase to rates above usual operating levels, so we are gearing up Mental Health and Addictions services.

We are expecting wider health impacts due to the people losing jobs and reduced incomes generally, and this will put more pressure on health services.

We expect the rate of hospital admissions for non-urgent care to increase, especially for Māori, unless we can increase the services offered by iwi-based health providers Tūranga Health and Ngāti Porou Hauora.

RECREATION AND CULTURAL ACTIVITIES

Gisborne Tairāwhiti's assessment of the impact of COVID-19 on our region's sport and recreation identified that of the 45 organisations surveyed, 87% are expecting that COVID-19 will significantly or moderately disrupt their operations. A potential positive impact was more time tamariki spent with parents in passive recreation and play activities (e.g. walking and cycling).

The following further problems with sports clubs were identified:

- members feeling isolated from their social networks through not participating in sport
- financial impact
- staff retention
- declining membership

We are still dealing with the impact of COVID-19 on arts and culture, with the War Memorial Theatre and the Lawson Field Theatre closed until further notice. People have been unable to participate in performing arts but are adapting to digital services and forms. This is creating new opportunities, but is also having an adverse impact on connection and participation in performing arts.

A notable case is Tamararo, the kapa haka festival and a cornerstone of Tairāwhiti Māori performing arts rivalry since 1952, which has been disrupted. With 2020 also being a 'qualifying' year for the national festival, Te Matatini, the preparations for Tamararo would typically involve over 500 performers, wānanga across multiple marae for many weekends, a small army of organisers and volunteers, and a sold-out events centre in Tūranga.

Other important practices were reduced for many, such as tangihanga, visiting loved ones in hospital, and attending church. In response livestreaming technology stepped in to help meet the needs of whānau, well-wishers and parishioners, while keeping our 'bubbles' intact and our people safe. Many whānau are poised to hold memorial services or kawe mate once restrictions are further eased and their marae and churches can host them.

ANTICIPATED ECONOMIC IMPACTS

Initial assessments, which continue to be combined with regional insights, suggest Gisborne's GDP is forecast to contract by 5.9% over the year to March 2021, and evidence beyond in looking towards continued contraction until recovery in 2023. Tourism and household spending-related sectors are most affected, with the largest declines in economic output/ the slowest recovery.

Gisborne is forecast to experience less economic shock than other parts of the country, based on its strong food production economy. Current forecasts suggest the following economic outlook:

- GDP decline of 5.9% for the March 2021 year
- Smaller than the 8.0% pa drop for NZ
- Employment decline of 7.7% to March 2021
- 1,700 jobs expected to be lost to March 2021
- Unemployment rate expected to increase to 9.3%, up from current 6.9%.
- This is slightly lower than the NZ-wide expected level of 9.8%
- GDP across Gisborne's economy is forecast to decline by about $115m in the year to March 2021.

Most jobs will be lost in low-skilled employment, with 840 losses expected. For Tairāwhiti, the employment declines may have a disproportionate impact on Māori (545 jobs) due to the general age and skills profile of the population.

As a region Tairāwhiti may be less affected by COVID-19 than other parts of New Zealand. It has a low dependence on international tourism, versus domestic tourism and its main sectors are forestry, agriculture and horticulture which are all looking reasonably resilient.

TĀPIRITANGA 4
APPENDIX 4

ACRONYMS/ABBREVIATIONS

CARE - Commitment, Action, Reciprocity and Employment Working Group

CDEM - Tairāwhiti Civil Defence Emergency Management

DOC - Department of Conservation

EG - Eastland Group

EIT - Eastern Institute of Technology -

FENZ - Fire and Emergency New Zealand

GDC - Gisborne District Council

GHL - Gisborne Holdings Limited

HUD - Housing and Urban Development

MBIE - Ministry of Business Innovation and Employment

MPI - Ministry for Primary Industries

MSD - Ministry of Social Development

MT - Manaaki Tairāwhiti

NGOs - Non-governmental organizations

NZTA - New Zealand Transport Agency

PDU - Provincial Development Unit

PHOs - Primary health organisations

TEAP - Tairāwhiti Economic Action Plan

TEC - Tertiary Education Commission

TT - Trust Tairāwhiti

GISBORNE
DISTRICT COUNCIL
Te Kaunihera o Te Tairāwhiti

Hauora
Tairāwhiti

TĀMANUHIRI

RONGOWHAKAATA

Te Runanganui
O Ngāti Porou

mahaki

Eastland
Group

Trust
Tairāwhiti
Regional Wellbeing
He Tohu Ora