



Manaaki Tairāwhiti Social Recovery Plan

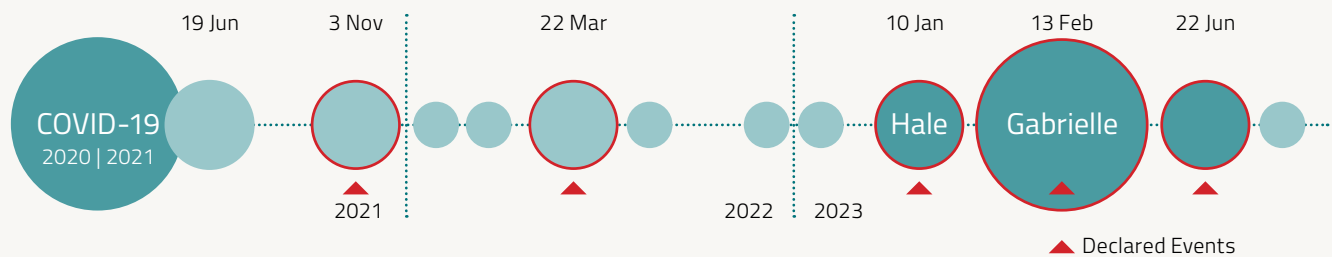
E tipu matomato ai ngā whānau o Tairāwhiti
All Tairāwhiti whānau are flourishing

AUGUST 2024

Devastation at scale

Whānau across Tairāwhiti are hurting.

Cyclone Gabrielle saw a National State of Emergency declared on 14 February 2023. The impact of this event, sadly resulting in two deaths, compounded the effects of Cyclone Hale in January 2023 and a string of eight other severe weather events since June 2021, and exacerbated the impacts of the COVID-19 pandemic.



The record rainfall caused massive damage to our region with record levels of silt, sediment, and woody debris deposited, making some homes uninhabitable, smothering large tracts of land, inundating precious waterways, and destroying roads and bridges. The impacts have been devastating for whānau, who rely on that land, water, and infrastructure for their physical, social, economic, and spiritual wellbeing. Everyday activities, like getting to work, getting kai, and getting together, continue to be much harder.

The weather continues to be unstable with near drought conditions over the summer and more rain events in 2024.

Vulnerable whānau, who were suffering inequities and battling to meet their wellbeing needs before the events, have had their struggles compounded. Many are even less able to meet all basic needs for food, housing, and healthcare. And many are feeling isolated, physically and socially, and lacking the support they need to rebuild their lives. Recovery from these events will be a long road for many of our whānau.



Natural Impact

11,100

landslides in Waimata Catchment alone



1,500,000m³

woody debris deposited on land and in waterways

1,125,000m³

left to be removed



Social Impact

2 deaths

24%

of population needed welfare support

182

whānau registered for temporary accommodation service

65

properties unliveable, Category 3

13

bought out and 53 to go

147

homes to be raised

178 Category 2

properties with no support to make home safe

5

marae damaged

2

schools with significant damage and 14 with access issues



Infrastructure Impact

5,000 faults registered

3,800 faults to be fixed

54 bridges

significantly damaged and 8 destroyed, 43 other bridges with scouring that are vulnerable

250 major dropouts

111 structures

damaged including retaining walls and stop banks

5

years to restore access to remote properties



Economic Impact

400 jobs lost

\$500M+

economic losses estimated for next 3-5 years

Purpose of this Plan

There are many organisations and agencies supporting social recovery and much work has already been done. Tairāwhiti iwi have been actively engaged with hapū and whānau to identify their needs and have created recovery plans for their respective rohe. A community-led recovery planning programme, supported by Gisborne District Council, has been completed with 25 community-led plans being finalised. The Pacific peoples of Tairāwhiti and the whaikaha community have also developed recovery plans. We acknowledge and support the mana and work of all these recovery entities.

The purpose of this Plan is not to duplicate, relitigate or usurp the recovery planning already done by recovery entities. While other mandated and resourced recovery entities are focused on region-wide recovery, this Plan is focused very specifically on social recovery at the hapū and whānau level, where Manaaki Tairāwhiti and its member organisations can make a unique and meaningful contribution.

The Plan:

- reflects the Manaaki Tairāwhiti Way of Working which puts whānau at the centre and commits to doing whatever it takes to meet needs, while identifying the systemic barriers to meeting needs
- states the work that will be undertaken to support hapū and whānau with their social recovery
- addresses any gaps in the activities of social recovery entities so that whānau are not left behind and resources get where they are needed
- highlights where recovery entities agree that collective effort would be advantageous
- takes a longer-term view of social recovery that seeks to address the persistent disadvantage that has been exacerbated by the events.

Whanau



Manaaki Tairāwhiti

The Manaaki Tairāwhiti Governance Group is the regional leadership group for social wellbeing in Tairāwhiti. We are a coalition of the willing who recognise that joining forces gives us the best chance to effect meaningful and sustainable improvements in the wellbeing of whānau in Tairāwhiti.

Led by local iwi under Te Rūnanga o Tūrangānui a Kiwa, our membership also includes leadership from Gisborne District Council and local non-government organisations alongside representatives from government agencies active in the social sector. Importantly, the individuals that sit around our Board table have the delegation within their own organisations to effect change and make a difference.

Ultimately, we are aiming for social transformation that significantly reduces the need for social services in our region and provides for the fullest expression of autonomy and empowerment for all Tairāwhiti whānau. We want to see all whānau flourishing.

Our work is grounded in the Manaaki Tairāwhiti Way of Working that means our people on the ground do whatever it takes to empower and support whānau to meet their needs and aspirations fully and completely and work with them to design the support they need: whānau strengths lead the way and whānau needs come first.

Since our inception in 2016, our Way of Working has yielded some profound insights into how the social sector supports whānau in Tairāwhiti and what works for whānau in our place. We have been able to map large parts of the social sector system and develop case studies to demonstrate system failures and barriers that leave whānau needs and aspirations unmet.

Our work is now moving into the realm of recommending and influencing the removal of those barriers and failures and the broader redesign of social systems.

We are ideally placed to make a meaningful contribution to the social recovery of Tairāwhiti, ensuring recovery efforts marry with what matters most to whānau. The significant scale of work to be done in social recovery simply confirms and intensifies our work.



Social recovery

Regional recovery activities have been structured into four environments (natural, social, built, economic) to clarify actions and allow work to be allocated and tracked. However, it is important to note that, in the eyes of whānau, there are strong synergies between the recovery environments: they are intrinsically inter-dependent. For example, issues like food security have aspects potentially falling into each of the four environments.

Effective recovery depends on all parts of the recovery system keeping whānau and hapori wellbeing at the centre of their efforts, both strategically and operationally and in mindfulness of the interconnections between the recovery environments.

In the 18 months since Cyclone Gabrielle, a lot of work has been done to support whānau with their most pressing social needs, for example:

- the government programme of buy-outs for properties deemed unsafe is nearing completion
- temporary housing and house-lifting initiatives by Toitū Tairāwhiti Housing and others have provided secure housing for dozens of whānau
- Despite the plans and activities of many, we are now moving into the phase where those who have fallen through the cracks are becoming clearer.



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 OF WHICH THE OWNER ONLY
 IS ALLOWED TO BE OCCUPIED BY A PERSON AUTHORIZED BY THE LOCAL AUTHORITY

DATE OF NOTICE: 10/10/2018

NAME OF THE PERSON AUTHORIZED BY THE LOCAL AUTHORITY: [illegible]

ADDRESS: [illegible]

PHONE: [illegible]

DO NOT REMOVE THIS NOTICE

The Manaaki Tairāwhiti approach

We will use our Way of Working to develop targeted action plans to support whānau wellbeing.

Our pou

We are committed to focused action on four social recovery pou:

- Increasing student attendance at schools
- Supporting whānau into sustainable employment
- Growing hapū and whānau resilience
- Providing social sector facilitation, coordination and advocacy¹.

Genesis of our pou

Our whānau voice data provides unique insights into how the social sector system is performing for whānau. Following Cyclone Gabrielle there has been a marked increase in specific areas of need. This data has helped us to identify our pou.

Alongside our data, we have noted the insights from the community-led planning process. The 25 community plans have some common themes around community needs and aspirations.

The core sentiment running throughout most of the plans is a sense of being forgotten about. Communities are frustrated by years of under-investment in basic services and how the impacts of weather events are compounding the impacts of this under-investment. They continue to be provided with poor health and wellbeing services. They continue to miss out on training and educational opportunities. They continue to struggle to maintain the existing facilities that they have and to upgrade them to meet community demands. They continue to have issues with access to safe and healthy water supply. They continue to experience poor road connectivity as roads are often impassable and always rough.

Coupled with this lack of financial investment, is a lack of effective action on critical issues such as forestry impacts and activities impacting on water quality and availability. These issues are exacerbating the impacts of under-investment and the current cost of living crisis as they impact on the ability of whānau to look after themselves: for example food sources and rongoā sources are damaged or inaccessible.

Communities are wanting a stronger voice in matters that affect them, to have agency, and to be self-determining.

Communities have identified the following priorities that have also contributed to identifying our pou:

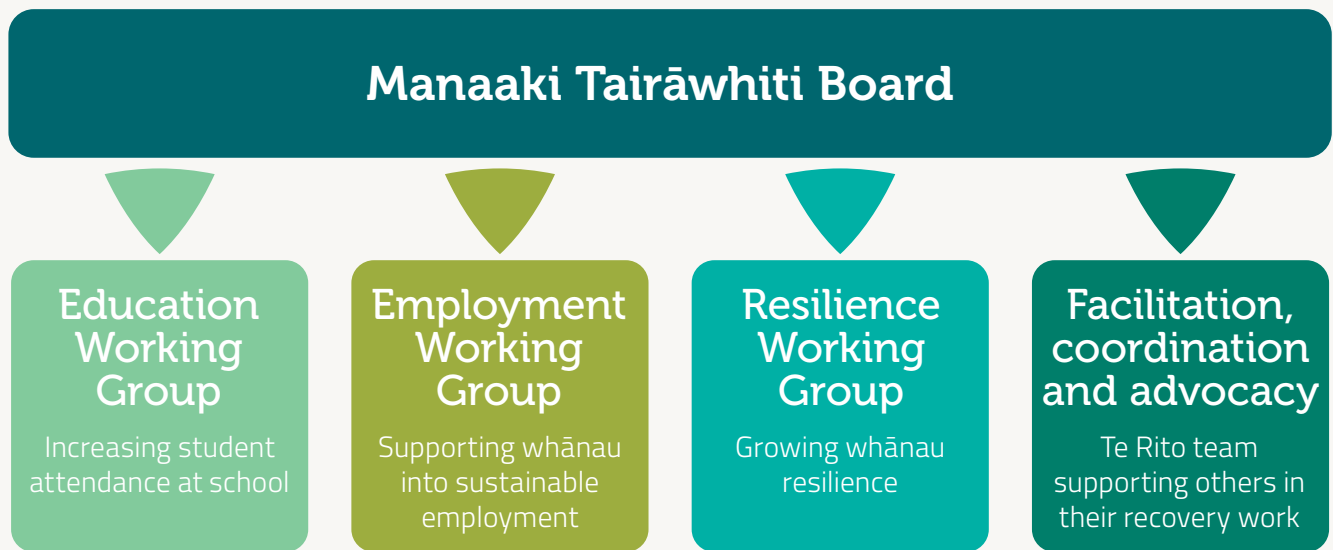
- strengthen community connections through navigators, hubs, communication and events
- improve access to basic necessities including financial support, food security, and health services
- build local emergency preparedness to cope with future events
- ensure adequate quality housing supply including self-sufficient (off-the-grid) homes
- provide an effective and engaging education system, from Year 0 – 13 and beyond
- ensure access to affordable services such as financial and legal advice, insurance and grooming
- protect and promote cultural identity including marae resilience and future-proofing taonga.

¹ Housing is also a key need identified by communities. This is being facilitated through the long-standing Tairāwhiti Regional Housing Strategy and Steering Group which Manaaki Tairāwhiti continues to support.



Our structure

Our Manaaki Tairāwhiti Board will oversee the delivery of this Plan with small working groups established to drive action on each of the four pou.



Our process

The Working Groups will each complete a process to develop a plan of action that is consistent with the Manaaki Tairāwhiti Way of Working and involves:

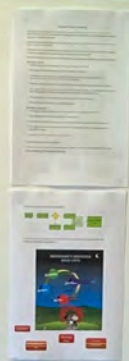
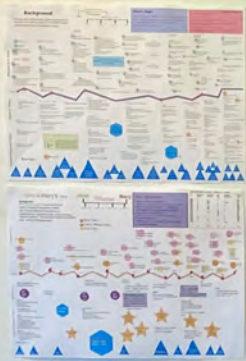
- Mapping the relevant parts of the social sector system showing, from a whānau perspective, how the system is performing to meet whānau needs and aspirations
- Completing a gap analysis of service and programme delivery to identify what more needs to be done to support hapū and whānau
- Developing a plan of action that identifies the outcomes wanted, the actions to be taken and how they will be funded, and how success on the pou would be measured.

Importantly, we are focused on meeting needs directly where we can. This is not our usual system-wide focus. There are many entities and agencies working at scale on recovery. Our niche is to be able to provide the direct help where others are unable to. The action plans will be focused on tangible actions and will include case studies, information resources, and options for scaling up and down.



PLUS

Captureboard



Removing the barriers
so all Whānau can flourish

Our pou explained

1. Increasing student attendance at schools

Education is a powerful agent of change. It can allow an individual to unlock their innate potential and set them on a pathway to achieving their hopes and aspirations and living their best life.

*Ko te manu e kai ana i te miro, nōna te ngahere.
Ko te manu e kai ana i te mātauranga, nōna te ao.*

Young people make up a sizeable proportion of our Tairāwhiti population: 26.2% are under 15 years, compared with 21.5% for all Aotearoa New Zealand, and 39% of the population is under 25 years. Māori student numbers are almost twice that of all other student ethnicities. We have 52 schools and dozens of early childhood education centres in region.

Several schools suffered considerable damage from the severe weather events over the past two and a half years with some damaged more than once by repeated events. The shorter term physical impacts to schools are relatively simple to address and are underway.

Of much greater concern is the **high level of tamariki non-attendance at school**. The numbers of our tamariki regularly attending school declined significantly throughout the COVID-19 pandemic period, and even post-pandemic rates of attendance remained relatively low. The severe weather events over the past two years have engrained and worsened attendance.

PERCENTAGE OF STUDENTS WITH 90% OR MORE ATTENDANCE

	2015	2023	Change
East Coast	59%	31.3%	- 27.7%
Gisborne	58.9%	35%	-23.9%

What is even more concerning is that the number of our youngest tamariki not attending school has risen dramatically since the severe weather events. They cannot learn if they are not attending. We are concerned about the long-term consequences: a large cohort of young people without core literacy and numeracy skills who may be unable to secure sustainable employment and meet their potential.

NUMBER OF TAMARIKI AGED 5-9 YEARS ATTENDING LESS THAN 70% OF SCHOOL DAYS

	2015	2023	Change
East Coast	58	289	+231 (400% increase)
Gisborne	128	349	+321 (250% increase)

The cumulative effects of pandemic school closures and limited access due to weather events has contributed to the erosion of social expectations around schooling. What is telling, is that the types of irregular attendance patterns are starting to emerge in new employees in the region.

Tairāwhiti communities have highlighted the need to have quality schooling (years 0-13) that fully engages youth so they can meet their potential.

Central government has committed to a target of 80% of students present for more than 90% of the school term by the year 2030.

“More students attending school regularly will mean more leaving school with the qualifications to success in higher education, in the workforce, in their communities and in the world.”

- NZ COALITION GOVERNMENT KPIS 2024

The education sector in Tairāwhiti is already addressing the attendance issues and the need for resocialisation in several ways:

- Extending wellbeing support available for tamariki and rangatahi in schools
- Establishing Mana Ake Tairāwhiti in kura and schools acutely impacted by severe weather events
- Moving to relationship-based teaching and learning where the connections between student, teacher and whānau are strengthened alongside student identity and sense of belonging

- Adding more locally focused and mātauranga Māori content to the curriculum so students can see themselves in what they are learning and bring their own learning to the table
- Seeking to establish local delivery of teacher training to grow in-region capacity, particularly around Māori-medium education
- Developing a bespoke marketing campaign around school attendance.

The Education Working Group Plan will complement that work by looking at action in the gaps around these activities.



Our pou explained

2. Supporting whānau into sustainable employment

It is estimated that around 400 jobs were lost immediately following Cyclone Gabrielle, the most extensive of the weather events. Many of these were in the primary sector as land was pulverised on a broad scale. While some have bounced back from temporary unemployment, the number of whānau needing financial support through the welfare system remains well above pre-Cyclone levels.

For the year to January 2024, **the number of Tairāwhiti people receiving a government benefit had increased by almost 500**. Of those, more than half were receiving the job seeker (unemployment) benefit.

	January 2023	January 2024	Change
Number of people receiving benefits of all types	14,225	14,715	+480
Number of people needing job seeker benefit	2,374	2,622	+248

The dependence of the economy and labour force on primary production means we are vulnerable to weather events, which are likely to only increase in magnitude and frequency from this point as our climate changes.

The impacts of severe weather events only serves to highlight the existing labour force challenges we faced well before the severe weather events in which we had:

- high levels of unemployment and under-employment such as seasonal work

- a majority of low-skilled work available based on exporting raw material without value add from the manufacturing or scientific sectors
- a focus on putting people to work rather than supporting people into careers.

Our starting point was already lower than other regions in Aotearoa New Zealand.

Our recovery is expected to take at least 10 years. During that time, the skills needed in the region will be different with an increased focus on infrastructure and environmental restoration. We will need to plan to ensure that the transition generates opportunities for upskilling and sustainable employment for whānau.

Tairāwhiti communities want to see local post-school training, particularly in trades that are needed in more remote areas, and investment in building a local workforce to meet local priorities and needs.

Central government has committed to a target of 50,000 fewer people on the Jobseeker Support benefit by the year 2030.

“Work is about more than money. It provides a sense of purpose, independence and connectedness – leading to a better future and helping families break out of the cycle of inter-generational welfare dependence. It also creates opportunity and builds dignity”.

– NZ COALITION GOVERNMENT KPIS 2024

The social sector in Tairāwhiti is already addressing the employment issues in several ways:

- the Fast Track Tairāwhiti multi-agency programme with the goal of transitioning people into full sustainable employment, providing training and skills, and staircasing them into higher levels
 - targeted skill development programmes in civil works construction and house construction
 - transitioning forestry staff into alternative careers in priority areas
- building the iwi workforce to enable iwi-led solutions
 - supporting the establishment and growth of micro, small, and medium enterprises, which are the backbone of our regional economy, through providing coaching, training, information, and advice to develop initiatives through to fruition.

The Employment Working Group Plan will complement that work by looking at action in the gaps around these activities.



Our pou explained

3. Growing whānau resilience

While a lot of work is being done at a regional level to build resilience in infrastructure and systems, there is also a need to ensure hapū and whānau are resilient and able to support themselves even in the face of future shocks and challenges.

A resilient community is one that has:

- a healthy natural environment as a source of physical and spiritual sustenance
- sufficient quality and affordable water and food at all times
- critical infrastructure, such as energy and telecommunications, that is accessible to all and can continue to operate in the face of crises
- a diverse and sustainable local economy that enables whānau to prosper
- healthy and safe hapū and whānau with a sense of belonging and cultural/community identity
- whānau with the means (capability, capacity, and services) to meet their own needs and aspirations and to flourish.

The challenges our whānau and hapori have faced have given rise to a strong desire for local self-sufficiency. Whānau need support to be better able to look after themselves at all times, not just in the wake of severe weather events and other crises.

Tairāwhiti communities have asked for support in some key areas of whānau resilience that are currently not well-supported:

- food security including: the affordability of food; access to food via community transport solutions, access to traditional food sources; community and household gardens and orchards; and community cupboard solutions
- off-the-grid homes including: on-site or micro community systems for providing quality potable water; cost-effective on-site wastewater solutions; on-site or micro renewable energy systems to meet energy

needs of whānau and support liveable homes; and communication systems that work in any conditions.

A number of recovery initiatives have been progressed by recovery entities to date that will help to strengthen whānau resilience, including:

- Supporting whānau to develop plans to assess and address immediate health and wellbeing needs, and look at long term aspirations
- Co-designing and delivering whānau resilience wānanga and educational programmes
- Deploying community connectors and navigators across Tairāwhiti to support whānau and hapori to respond to recovery challenges
- Developing iwi and hapū capacity to support long-term self-sufficiency
- Supporting hapori to prepare community-led recovery plans (25 across Tairāwhiti) that describe the recovery priorities of local hapori
- Growing hapū and community emergency management capacity and capability and engagement of whānau in resilience planning
- Funding to support communities (particularly rural and isolated communities) to build optimism, increase their protective factors and build resilience through coming together
- Increased flexibility of access to health services across rural Tairāwhiti.

The Resilience Working Group Plan will complement that work by looking at actions that will support the creation of resilient hapū and whānau, including supporting the creation of case studies and resources to help wider use of learnings.



Our pou explained

4. Providing social sector facilitation, coordination and advocacy

The severe weather events over the past two years have significantly increased the pressure on all our member organisations.

We will continue to support social recovery entities through providing administration, communication, coordination, and advocacy in whatever way entities wish to be supported.

Our action will be focused on providing social sector facilitation, support, and coordination through:

- Supporting regional partners in the social sector to operate as a network and work with each other so service delivery to whānau and hapori is seamless
- Supporting whānau and hapori with timely and useful communication around critical matters such as progress on category 2 and 3 land
- Sharing evidence and insights to support regional leaders and communities with recovery decisions
- Identifying any gaps in services and securing frontline agencies to deliver
- Advocating for the resources, funding, and actions that recovery entities need to support whānau and hapori in their effective recovery
- Supporting those deployed on recovery activities with their wellbeing.

These functions are likely to be needed across several years while recovery evolves.

Alongside this, we will ramp up our existing programmes of work that are aimed at substantial and meaningful change in social sector systems of decision-making and delivery including:

- Developing evidence and insights from our data ecosystem, which is based on a whānau view of the barriers in the social sector system, to create a learning system to inform sector change
- Harnessing the learnings from our evidence and insights to grow social sector workforce capability and to advocate for policy change that improves the social sector system and processes
- Advocating for a staged move to regional devolution of all social services, to achieve a by-iwi, for-iwi service model.





**Manaaki
Tairāwhiti**

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