

Expressions of Interest (EOI) Response Form

Community-led Commissioning (Pathway Three of The Social Investment Fund)

EOI released: 14/05/2026
Deadline for Questions: 5pm 22/05/2026
Deadline for Expressions: 3pm 12/06/2026
Social Investment Agency: www.sia.govt.nz

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Tairawhiti Community Commissioning

Represented by Turanga Health as fund holder

Expression of Interest (EOI) Response Form
In response to the Expressions of Interest
By: Tairawhiti Community Commissioning
For: Community-led Commissioning (Pathway three of the Social Investment Fund)

Date of this Proposal: 12 June 2026

Criterion	Weighting
1. Vision, Strategic Intent, and Proposed Focus In no more than 1,500 words: please describe the clarity and strength of your Local Group's proposed direction for Community-led Commissioning in your defined local area, including alignment with social investment outcomes. Assessment will consider: • A clear and compelling vision for community-led commissioning that reflects the aspirations of local communities, including Māori, and demonstrates a commitment to achieving outcomes. • Rationale of the proposed geographic area and population within the required scale • i.e. 10,000 – 100,000 people. • Identification of priority needs, cohorts and social services within the vision. • Clear articulation of what is proposed, what is in scope, what is out of scope, and why. • Alignment with local priorities, local ways of working, and context. • Focus on achieving longer-term, sustainable improvements and outcomes for people, families, and communities.	20%

Insert answer here in no more than **1,500 words** and delete grey text below. Make sure your answers stay within the specified word limits. Any content beyond the limit will not be read or assessed.

Our vision

The long-term vision of Tairawhiti Community Commissioning (TCC) is a thriving, prosperous Tairawhiti where all people enjoy a high quality of life at every stage of their lives. Decision-making sits close to the people it affects, whanau and communities are strong and self-determining – less reliant on social services. Tairawhiti becomes the exemplar of “whanau at the centre”, solutions-focused leadership, outcomes-driven action, innovation and intergenerational wellbeing.

Our vision for community commissioning is that over time all decision-making over Crown social wellbeing spending in Tairawhiti sits with our community. Where the impact of that investment, estimated at \$1.5b annually, ~ \$900m of which is spent in-region (not including direct benefit transfers), is multiplied by iwi, philanthropic and private co-investment to create an integrated commissioning system, designed around the needs and strengths of whanau.

Our commissioning intent

TCC has established a community commissioning model with three key components:

- **A single community-owned regional commissioning entity** with independent governance and professional backbone office.
- **A comprehensive investment approach** prioritising whanau wellbeing, addressing root-causes of poor wellbeing, and holistic, whole-of-life service design.
- **A powerful data and evidence system** centred on whanau voice with near-real-time data collection, analysis and monitoring, enabling continuous learning and improvement.

This approach is the maturation of a decades-long, iwi-led drive for service devolution - from a “coalition of the willing” (e.g., Manaaki Tairawhiti model) with limited decision-making, to a fully community owned, decision-making entity. TCC brings deep regional, national and public sector relationships to a co-operative commissioning ecosystem in Tairawhiti.

Fundamental shift – whanau at the centre

We will replace services designed around narrow, pre-determined criteria with a model where whanau voice, data and insights shape priority setting, service design and delivery, definitions of success, and accountability.



Other shifts

Current State	Community Commissioning
Decisions made in Wellington	Decisions made in Tairāwhiti, close to whānau
Output-based contracting	Outcome-based commissioning
Provider led relationships	Whānau at the centre with more choices
Siloed service provision	Integrated, holistic wraparound support
Complex, high-overhead systems	Streamlined, efficient commissioning
Narrowly defined eligibility criteria	Needs-based, data-informed targeting
Limited whānau choice and voice	Whānau at centre of priority setting, service evaluation and provision
Short-term contracts limiting innovation	Long-term contracts enabling systems change with mutually agreed off-ramps
Data held by central agencies	Democratised data accessible to whānau and community

Geographic scope

Our proposed geographic scope is the **Tairāwhiti Gisborne Region** – the area governed by the Gisborne District Council – 8,351 km² with an estimated population of 52,700. Our region is isolated and highly interconnected.

A 2022 NZIER report commissioned in region found greater devolution is strongly recommended where bespoke services are needed for complex, longer-term needs; trust in traditional providers is low; and long-term, trusted relationships must be formed between providers and clients. All three conditions are prevalent in Tairāwhiti.

Commissioning scope

Long-term trajectory

Our long-term aspiration is that no whānau need is out of scope. Building toward this, we are committed to giving the Crown and our community the assurance that TCC can manage the investment required for a region-wide integrated commissioning system.

The economic case is compelling. Community commissioning can return benefits and reduce costs more effectively than the current system. Our collective provided economic projections in our letter to the Prime Minister in October 2025 of what could be gained by shifting Crown investment to a community commissioned model. We have since continued work to understand potential wellbeing and economic returns of different investment trajectories.

For example, on a trajectory that builds from \$40m p/a commissioned by TCC in year one and building up to total funds commissioned by TCC of ~\$800m over 10-years the annual identified benefits would include:

- ~ \$310m per year in wellbeing benefits to households

- ~\$800m increase in regional GDP
- free up at least \$355m lost to low efficiency, high administration cost and high activity because of low wellbeing, for reinvestment in frontline services.

Critically the service delivery volume, productivity and efficiency impact can be reallocated to value adding activities like education, health and housing.

Our expectation is that return fuels a healthy Tairāwhiti economy to double the impact over 10 years, bringing our economy in line with regional peers.

Initial scope

Our **initial** commissioning priorities reflect the foundations of a good life:

- **Housing** – stable, affordable housing as the base for all wellbeing outcomes
- **Education support** – attendance, learning support, and engagement
- **Community health services** – primary and preventive care, reaching underserved people
- **Employment support** – pathways to meaningful, sustainable employment.

Alignment with local, regional and national data

These priorities align with local data collected through many sources including:

- annual housing stocktake (Manaaki Tairāwhiti since 2018)
- Tairāwhiti Whānau Community Health Plan (IMPB published 2024)
- Schools' Everyday Matters attendance reports
- Tairāwhiti Wellbeing Survey
- Local government reports
- Tairāwhiti data in Census 23, IDI and other sources e.g., reporting on Māori health priorities.

Our purpose-built database, Urungi confirms these priorities at a whānau level. Between 2021 and 2025 Urungi recorded 8,299 needs across 1,561 whānau supported through the Manaaki Navigators Prototype (see section 4).

Need type	Percentage of whānau with these needs
Health	49.5%
Income	43.8%
Housing	30.7%
Education	27.7%
Justice	22.9%
Child-wellbeing	17.2%

A little over half these needs were direct (e.g., accommodation), the remainder being system support needs (e.g., help with paperwork). Whānau on average **had 5.3 different needs, indicating interactions across multiple “systems”**.

Urungi also recorded system barriers to needs being met were present a little over half the time, with the largest number being recorded in health, money and housing.

Iwi Cyclone and COVID recovery plans — composites of village/community-level plans — provided household and suburb-level data and narratives. Other provider organisations and sectors have produced reports rich with data, whānau voice, case studies, and needs analysis.

Alignment with key statistics

Across Tairāwhiti, more than 3,600 **households** (10,800+ residents) are "materially deprived" and 8,100 (24,000+ residents) have a "severe" deprivation rating. Support is needed across all priority areas to address this.

Other key statistics support our initial priorities and long-term aspiration. These include that 5,000 more homes needed in Tairāwhiti by 2050, that only 45.8% of school students in Tairāwhiti are attending school more than 90% of the time and that life expectancy for Māori males in Tairāwhiti is around 8 years less than the NZ average.

Alignment with SIA outcome areas

Our priorities align with SIA's outcome areas and focus on early investment in root-causes of poor social wellbeing. TCC has set specific goals across housing, education, health, hardship and justice, including:

- Reduce the proportion of people experiencing severe or material hardship by 5% over 10 years (around 600 households)
- Increase regional housing stock by 30 units per annum.
- 80% of students in 70% of Tairāwhiti kura/schools are attending school/kura more than 90% by year 5
- Improve average life expectancy in our region by 2.5% over the next 3 years
- Reduce the number of whānau presenting and being impacted by the Justice System by 10% per annum.

Coordinating an integrated ecosystem of support

Our commissioning priorities are not discrete service areas but doorways for whānau to access wraparound support toward independence and resilience. A family with a housing need should be able to access financial, health or family violence support, through the same trusted provider. TCC will commission an **integrated support ecosystem scaled to available investment** which would replace the fragmented, referral-based system.

Our approach is **needs-based and whole-of-whānau focused**. We will not prioritise specific "cohorts" or apply exclusionary criteria that limits holistic support. This is grounded in 7+ years of local data and analytics, informed by national and international best practice. Where the Social Investment Fund does not enable this, we will pursue it through strategic relationships, co-investment and prioritising providers with holistic capability.

Focus will be achieved through priority setting, village, community and regional level wellbeing planning and a strategic plan and investment strategy, including the investment principles below:

Principle	What this means in practice
Whānau at the centre	Whānau priorities, service specifications and provider preferences, captured in the wellbeing plan, inform commissioning decisions, service selection, design, and accountability. Whānau have more choice of service and define success.
Wellbeing outcomes, not outputs	Contracts focus on measurable improvements in whānau lives, not counting service transactions.
Scale and longevity	Commissioning trusted providers with proven track records of service delivery, with capability and capacity to provide wrap-around services.

Flexibility and integration	Contracts will not restrict providers from navigating the full-service ecosystem, addressing risks, and delivering holistic support.
Comprehensive ecosystem	A full range of support mechanisms accessible across all parts of the region including rural and isolated communities.
Co-investment	We will pursue active relationships with co-commissioners (including Crown), iwi, and the philanthropic sector to multiply impact and align investment.
Equity of access	Services accessible to all whanau across the region, recognising high rurality, geographic isolation and social isolation.

Broader strategic priorities

We will also focus on the effectiveness of the commissioned service ecosystem. Our proposed strategic priorities are:

- **Build the commissioning system**
- **Invest in whanau-led wellbeing and prevention**
- **Enable providers to deliver integrated services**
- **Strengthen iwi and community leadership**
- **Grow work force capability and capacity**
- **Scale-up data and insights.**

2. Community Leadership, Mandate, and Legitimacy In no more than 1,500 words: Please describe the strength, credibility, and legitimacy of the Local Group within the defined local area. Assessment will consider: • Demonstrated recognition as trusted community leaders within the local area. • Evidence of mandate and support from key partners, <i>such as</i> iwi and hapū, local Government, Public Service Leads, Community Trusts, philanthropic organisations, mayors, and other community leaders. • Recognition of existing post-Treaty settlement commitments, active social accords, and the role of iwi, hapū, and whānau. • Ability to represent, speak for, and work with the whole community, including diverse families and population groups. • Evidence that families and community networks acknowledge and support the Local Group and their role. • The Local Group should include (or be actively supported by a relevant Mana Whenua Rūnanga, Post Settlement Governance Entity in the area and/or a Local Authority or Local Council. • Sustained leadership, and appropriate re-election or appointment processes.	30%
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Insert answer here in no more than **1,500** words and delete grey text below. Make sure your answers stay within the specified word limits. Any content beyond the limit will not be read or assessed.

TCC is a community-owned commissioning entity with breadth and legitimacy across Tairāwhiti. Our model may be unique in NZ, the result of maturing leadership and relationships over two decades.

In 2016, the Tairāwhiti Social Investment Collective (later Manaaki Tairāwhiti) submitted a “regional social sector change proposal” to the then Minister for Social Development. In the cover letter, Ta Selwyn Parata (Chair, Te Runanganui o Ngāti Porou) wrote:

“Our proposal sets out a clear first step: to establish a single social sector governance board, mandated and focused on a common agenda to help our most vulnerable families. From there, we intend to build the experience, evidence and case to take on greater responsibility for social sector investments in our region. Our leadership is committed to making scarce social sector resources work much better for our most at-risk families”.

The outcome was the Manaaki Tairāwhiti Place Based Initiative, now a decade in operation. Manaaki Tairāwhiti has worked as a collective of recognised regional leaders, though without a legal structure. A commissioning entity has always been part of the founding vision “...Our vision is that eventually the single governance group becomes the type of social investment commissioning body envisaged by the Productivity Commission.” — *Tairāwhiti Social Investment Proposal, March 2016.*

TCC has the structure and disciplines of a shareholder company – clear focus on purpose, separation of duties and conflict of interest management, and transparency and openness to the community – while remaining focused on community and whānau social wellbeing.

Our 14 establishment shareholders include two representative iwi organisations, 10 social service providers (health, housing, justice, education) and two philanthropic organisations including our local community trust.

TCC is governed by a highly-skilled, independent Board elected by shareholders. Mandate is demonstrated through: collaboration between organisations who formed the working party that developed TCC and this EOI, three rounds of community engagement, unanimous endorsement from the Manaaki Tairāwhiti Board to merge Manaaki Tairāwhiti into TCC and agreements with local partners including Gisborne District Council.

Recognition and Trusted leadership

TCC has several layers: community endorsement, community ownership, skills-based governance and professional backbone support. Trusted local organisations and leaders are present at every level.

Our local group has worked on this proposal since mid-2025 and has transitioned to a structure designed for community commissioning.

Community shareholding

TCC is a charitable company, owned by three shareholding groups, iwi (45%), providers (45%) and philanthropic organisations (10%). Share allocation is being staged for timely incorporation and due diligence.

At the date of submission of this EOI, the establishment shareholders are:

- Rongowhakaata Iwi Trust
- Te Aitanga a Mahaki Trust
- Gisborne Volunteer Centre
- Matapuna Trust
- Poho-o-Rawiri Marae Committee Inc
- Tairawhiti Community Voice Inc
- Te Runanga o Turanganui a Kiwa
- Te Whare Hauora o Te Aitanga a Hauiti
- Toitu Tairawhiti Builtsmart Limited
- Turanga Health
- Whaiora SV Services Inc
- Whiti Ora Tairawhiti
- The Sunrise Foundation
- Trust Tairawhiti.

Shareholding applications are open until 30 September 2026. We expect 37 total shareholders, with indications of interest from every sector – representing depth and breadth of social wellbeing leadership in our region.

The Board

The Board are highly skilled, trusted community leaders who will lead TCC through its establishment phase and Discovery and Design process. All Board members are Tairawhiti residents.

Board member	Leadership experience
Kim Ngarimu, Chair <i>Ngati Porou</i>	An experienced public sector executive leader and governor, with a particular emphasis on Maori public policy and health. Highlights: Director Evolution Healthcare Member Waitangi Tribunal, former Chair of Hauora Tairawhiti (DHB), former Deputy Chair Te Pukenga, former Deputy Chair Te Aka Whai Ora Maori Health Authority,
Dr Paul Reynolds, Deputy Chair	An experienced chief executive, board chair, and strategic governor with a strong track record leading complex organisations and major public sector systems. Highlights: Deputy Chair Manaaki Whenua Landcare Research, Chair AgResearch Ltd., former Trustee and Chair – Trust Tairawhiti, former Chief Executive Ministry for the Environment, former Chair Waka Kotahi NZTA.
Matanuku Mahuika, Director <i>Ngati Porou, Ngati Raukawa</i>	An experienced lawyer and governor, holding various directorships across iwi, private and public sectors. Highlights: Board member Callaghan Innovation, Board member NZTE, former Chair / Director of Eastland Group, former Chair Sealord Group, former Director Te Runanganui o Ngati Porou and Chair Ngati Porou Holding Company, former Director / Deputy Chair Aotearoa Fisheries Limited.

Gavin Murphy, Director	An experienced CEO, governor, business development executive, project manager and leader of teams. Highlights: Director Hospice Tairawhiti, former CEO - Trust Tairawhiti, former Director Hauora Tairawhiti (DHB), former General Manager Business Development Eastland Group.	
Backbone office support The Board is supported by a backbone office providing secretariat, strategy, policy, data analysis and research, workforce development and engagement support. Initially, the office will be staffed by Manaaki Tairawhiti staff, retained through the merger of Manaaki Tairawhiti into TCC, with additional advisors as required. Commissioning support leaders bring prior/current experience as CEO of GDC, Chair of Rongowhakaata Iwi Trust and Chair of Turanga Group Holdings, Area Manager of Presbyterian Support Services, Trustee of the Sunrise Foundation and CEO of Te Runanga o Ngati Porou and senior Ministerial advisor – extensive collective experience working directly with and for Tairawhiti Whanau. Mandate and endorsement The organisations who initiated the working party and supported the development of a Tairawhiti community commissioning proposal include: • Te Aitanga a Mahaki Trust • Rongowhakaata Iwi Trust • Tamanuhiri Tutu Poroporo Trust • Te Runanga o Turanganui a Kiwa (TROTAK) • Tairawhiti Community Voice • Violence Free Tairawhiti Network • Manaaki Tairawhiti • Turanga Health • Toitu Tairawhiti Housing Limited • Trust Tairawhiti • Gisborne District Council. Widespread community engagement. Three rounds of community engagement between November 2025 and June 2026. Over 25 hui attended by 300+ individuals associated with iwi, hapu, social and health providers, education and justice services, local and central government, philanthropic organisations, churches and other groups. TCC material was published online. Feedback is reflected in TCC’s vision and model. Engagement indicated strong support for TCC’s bid to progress to Design and Discovery. 12 organisations provided written letters of support, and several applied to be shareholders. Mandate will be maintained through ongoing engagement and community wellbeing planning. MOUs and partnerships. TCC has agreed an MOU with Gisborne District Council and is developing MOUs with Trust Tairawhiti, public sector agencies and Tairawhiti Toitu Te Ora Iwi Maori Partnership Board. We also intend to pursue further partnerships. Representation and inclusiveness During Design and Discovery , TCC will undertake local and regional wellbeing planning, including collation and analysis of existing data and direct engagement with geographical communities,		

villages and communities of interest to test and refine their wellbeing needs and aspirations and service preferences.

TCC will actively recruit further shareholders including those from places or with interests not currently well represented. A full five-person Board will be elected in December 2026. Expressions of interest are officially open for Directors. Establishment Directors would need to be re-elected to retain current positions.

Tairawhiti iwi have a 30-year history of advocating for devolution of public services and have demonstrated that, despite receiving fewer resources than the public sector, iwi-led services achieve better outcomes for the most vulnerable. This experience, combined with iwi involvement in Whanau Ora commissioning and investments in data and wellbeing frameworks, has positioned Tairawhiti iwi as national leaders in social investment, including through the Iwi Social Investment Design Group's work preparing iwi across the country to engage with the SIA. Tairawhiti iwi took the lead in positioning the region to become a Place-based Initiative with one of its objectives being to become a commissioning entity.

Manaaki Tairawhiti was then founded in 2016 and has engaged directly with central government on devolution on behalf of our community since 2022.

The Working Group has been together since September 2025. We have a well-advanced proposal and a strong-foundation of analysis, data and insights. TCC has already established and utilised a local group as described by SIA, and has moved to long-term governance.

Mana Whenua and Accord Partnership

Mana whenua and PSGE involvement

Mana whenua organisations are central to our region's identity and leadership, and have operated with a number of regional organisations through various leadership forums in pursuit on regional wellbeing. Iwi representative organisations and iwi and hapu affiliated providers are shareholders in the TCC. All three Turanga Iwi representative organisations support the bid; two are shareholders and the other plans to become a shareholder in round two.

Neither TCC as an entity, nor any aspect of the commissioning process will replace, fulfil, nor otherwise shift responsibility in relation to the Tiriti partnership between iwi and hapu of Tairawhiti and the Crown, including in relation to Treaty settlement redress, Crown obligations under all articles of Te Tiriti and Tiriti obligations in relevant legislation. That partnership belongs to and must be upheld directly between those parties.

MOUs and partnerships.

TCC has agreed an MOU with:

- Gisborne District Council, committing both organisations to supporting each other's work and sharing strategic data and insights

TCC is also in discussion with:

- Trust Tairawhiti, to align investment strategy and social wellbeing measurement.
 - Public sector agencies to confirm operational protocols and functional relationships
 - Tairawhiti Toitu Te Ora Iwi Maori Partnership Board.
- to develop MOUs

3. Collective Readiness and Commissioning Capability In no more than 600 words: Please describe the extent to which the Local Group has the foundations, capability, and experience required to undertake a community-led commissioning role. Assessment will consider: • Existing shared strategy, governance arrangements, leadership alignment, and operational collaboration across the Local Group. • Evidence of past collaboration as a Local Group, joint problem-solving, and Local Group accountability. • Experience managing public funding, including financial management, risk, assurance, and accountability requirements. • Understanding of commissioning functions (e.g. planning, purchasing, monitoring, and performance management). • Demonstrated ability within the Local Group to make fair, transparent, and community-wide funding decisions. • Clear and credible conflict of interest policies and processes.	15%
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Insert answer here in no more than **600 words** and delete grey text below. Make sure your answers stay within the specified word limits. Any content beyond the limit will not be read or assessed.

Shared strategy and governance maturity

TCC reflects years of collaboration to increase local decision-making and devolve social services, evidenced in the founding vision of Manaaki Tairawhiti: "...we expect to expand the scope of the group by taking greater authority over, and responsibility for, services and contracts... Our vision is that eventually the single governance group becomes the type of social investment commissioning body envisaged by the Productivity Commission." — *Tairawhiti Social Investment Proposal, March 2016*.

The Board will agree a strategic plan with shareholders and co-develop a wellbeing plan with local communities.

The Manaaki Tairawhiti, Place Based Initiative will transfer to TCC, preserving 10 years of institutional knowledge and operational maturity, and ensuring continuity. Our Directors bring extensive, regional, national and international governance experience.

Commissioning capability and discipline

- **Planning:** TCC shareholders will approve a strategic plan and investment strategy informed by wellbeing planning, reflecting the scope of agreed (Crown and others) investment
- **Purchasing:** The Board will make independent purchasing decisions based on evidence and insights and aligned with the strategic plan, investment strategy and wellbeing plan
- **Monitoring:** Near-real time monitoring, centred on whanau voice and outcomes, supported by data platforms.
- **Performance management:** A continuous improvement system, providers supported to meet agreed outcomes.

Board capability

Every Director has been a Chair, Director or Chief Executive of a public sector entity; collectively governing organisations managing \$2b+ in public and philanthropic assets – including governance of Tairawhiti DHB (\$200m+ annual budget), governance and management of Trust Tairawhiti (\$900M in assets and \$20m p/a distributed) governance of Sealords (\$1.3b+) and governance of Ngati Porou Holding co (\$270m+) and senior public sector positions with Crown reporting and commissioning responsibilities.

Backbone office capability

The backbone office will be staffed by Manaaki Tairawhiti staff and contractors with capability in regional wellbeing strategy, budget and contract management, system and data design, evidence and insights, workforce development, policy, law, outcomes frameworks, risk management, philanthropy and economic development. Our project manager is a former CEO of Gisborne District Council (400+ staff, \$2b in assets, \$120M operations, with commissioning responsibilities). The team has direct commissioning experience: \$7m through the Navigators Prototype, \$800k drinking water programme.

Data assets

TCC will own Urungi, a purpose-built database capturing whanau voice, categorising need, recording system responses and tracking outcomes, ready to scale for commissioning.

The Trust Tairawhiti Wellbeing Survey provides further community investment intelligence.

Tairawhiti iwi have also developed their own iwi outcomes and investment frameworks, informed by the Iwi Profiles on the Te Whata – Iwi data platform.

TCC, Trust Tairawhiti, Gisborne District Council and the Tairawhiti Toitu Te Ora Iwi Maori Partnership Board have agreed to collaborate on a data-sharing model.

Conflict of interest management - separation between commissioning and service delivery

TCC is owned by three shareholding groups and governed by an independent, skills-based board. Shareholders elect the Board and agree overall strategy; they do not make commissioning decisions. The Board sets strategy, makes commissioning decisions and provides governance oversight. Directors are disqualified if they have been an officer, employee or contractor of an eligible provider within the past three years. TCC has proactive COI policies and procedures for governors, staff and contractors.

Public funding and risk management experience

Directors' experience spans financial stewardship at scale, Crown compliance, operational delivery and community-facing investment. DHB governance carries significant fiduciary exposure under strict Crown accountability, with ministerial oversight, annual audits and SOI obligations. Directors have relevant experience including as ARC Chair of Capital and Coast DHB, and Evolution Healthcare ARC (which has a \$400m revenue).

The backbone office includes the former GDC CEO with extensive risk management experience, supported by advisors with public sector expertise.

4. Understanding of Local Aspirations, Needs and Service Landscape In no more than 600 words: Please describe the quality of local insight and evidence informing the Local Group's understanding of need and opportunity. Assessment will consider: • Depth of understanding of local community needs, opportunities, priority cohorts in the community, and lived experience and how these insights are gathered and reached. • Understanding of referral pathways and how people and families access support. • Understanding of the multiple faceted and complexity of needs for families and the importance of flexible, integrated Responses. Knowledge and evidence of existing services, relevant sector bodies (such as Family Violence sector bodies) providers, gaps, duplication, and opportunities for better integration. • Established relationships to support service delivery, such as partnerships with local services that complement your work and/or sector bodies that provide guidance to inform delivery best practice.	15%
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Insert answer here in no more than **600 words** and delete grey text below. Make sure your answers stay within the specified word limits. Any content beyond the limit will not be read or assessed.

TCC has built a deep, practical understanding of local aspirations, needs and the service landscape through years of on-the-ground delivery and direct engagement with whanau.

Needs, aspirations, barriers, root causes and responses - a complex system

Whanau aspirations

Tairāwhiti families want to feel safe at home, have good jobs and income, get a good education, be able to access health support when they need it, and stay connected to the community that makes Tairāwhiti home and the culture that anchors its people.

From 4+ years of direct whanau voice data, whanau want:

- to know what door to go through to get help
- for those working with them to understand their situation, culture and story, do what they say they will do, and not rush or judge them
- to not have to fit a criteria and know how long it will take to get help
- to be kept informed and give feedback on their plans.

Understanding need and the system

TCC has deep, evidenced knowledge of the social services system through the Place Based Initiative led by Manaaki Tairāwhiti (IP transferring to TCC).

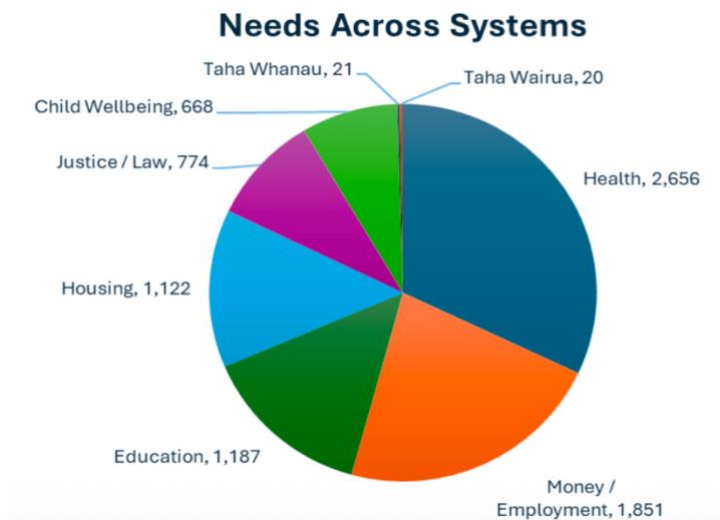
Manaaki Navigators Prototype

A five-year initiative embedded navigators in iwi and community organisations to support whanau with complex needs, using a “whatever it takes” approach, while capturing real-time insights on system barriers. The Prototype involved 31 navigators, 14 providers and supported 1,561 whanau. Urungi data shows early, trusted support prevents crises, reduces repeat demand and builds confidence in local services.

Urungi data model and platform

Urungi is a purpose-built platform capturing near-real-time, anonymous data on whanau needs, barriers and agency responses. Between 2019 and 2025 it recorded 8,299 needs, 6,780 barriers and 12,029 responses.

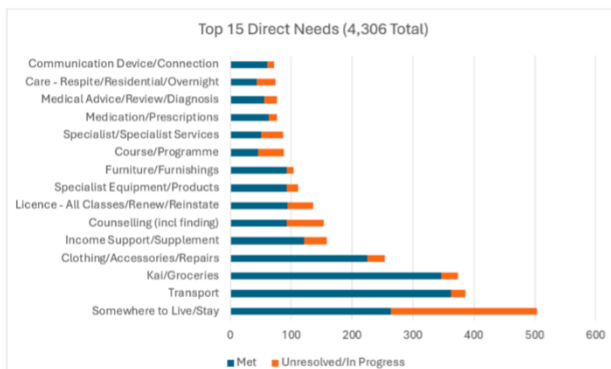
Graph: unique needs by system



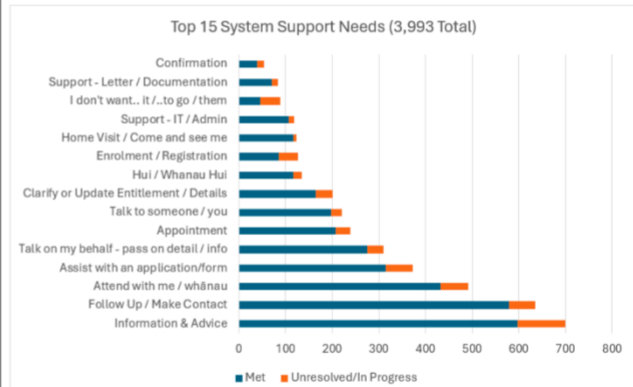
Across 1,561 whanau: 49.5% had health needs, 43.8% income, 30.7% housing, 27.7% education — 5.3 needs on average.

Just over half recorded needs were direct (e.g., medication); just under half were “system support” needs. The system is a barrier.

Direct needs



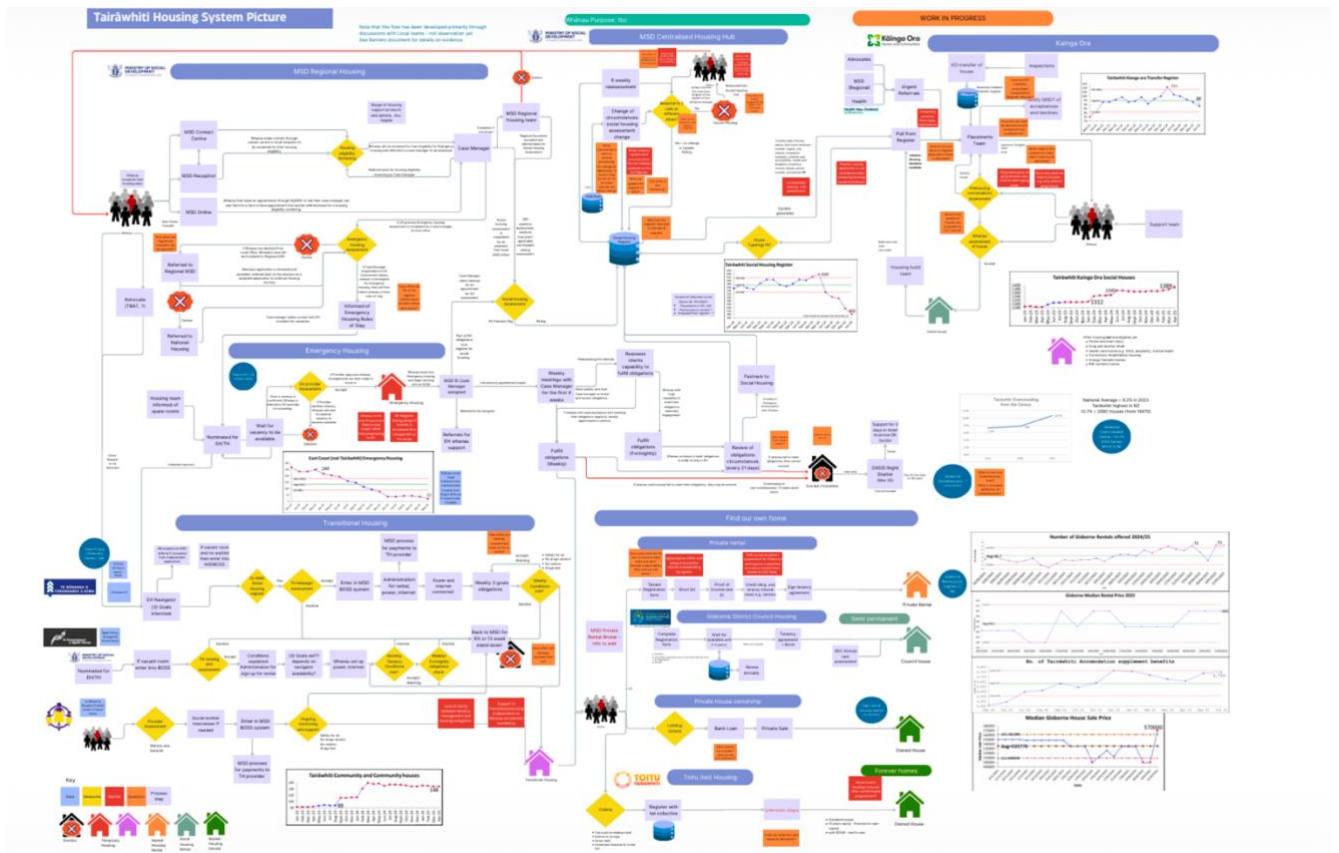
System Support needs



Urungi data shows most whanau disengage from support once needs are met. Barriers were highest in health, followed by income, housing and education.

Systems improvement

This diagram (not intended to be readable) shows the type of systems Manaaki Tairawhiti has mapped. Manaaki has mapped multiple systems.



Despite compelling evidence, siloed Crown systems, have made few changes. For a \$1.5b investment, outcomes should be better.

This evidence is a key motivator for beginning community commissioning quickly.

Turanga Health shows what is possible when system barriers are removed. Their approach targets the 20% most underserved by the health system, including through the Elgin Hub offering free health, wellbeing and social connection services in the community.

A **small subset** of our wellbeing goals and baseline statistics:

Goals/targets	Current baseline
Reduce severe or material hardship by 5% over 10 years.	>3,600 households (10,800+ residents) rated "materially deprived" 8,100 households (24,000+ residents) have a "severe" deprivation rating
Add 30+ housing units per annum.	5,000+ additional homes needed by 2050 to meet future growth and demographic change in Tairāwhiti 393 families on the housing register (384 Priority A) as at March 2026

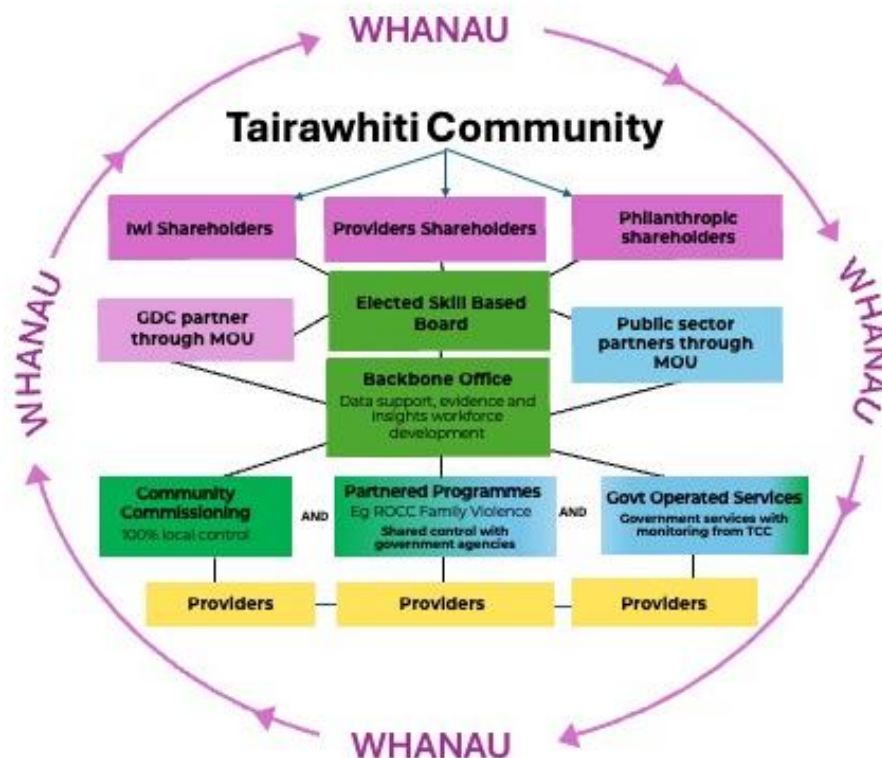
70% of kura and schools achieving 80%+ student attendance by year 5	45.8% of students attending 90%+ as at Sept 2025 (NZ avg 57.8%)	
Improve regional life expectancy by 2.5% over 3 years	- Maori male life expectancy: 72.9 (2022-24), NZ avg 80.1 - Maori female life expectancy: 76.9 (2022-24), NZ avg 83.1	
Reduce whanau impacted by the justice system by 10% per annum.	49% of Māori women experience intimate partner violence in their lifetime (31% all women). 1 in 10 young people (12-18) were physically hurt by adults at home in the past year.	

5. Future Governance and Accountability Framework In no more than 800 words: Please describe the Local Group’s ability to design and operate a robust governance and accountability framework for community-led commissioning. Assessment will consider: • Proposed and/or existing governance and operational arrangements and roles, including how community voice is enabled / embedded. • Approach to managing conflicts of interest and resolving competing interests particularly the interface and separation between commissioning and delivering services. • Monitoring, performance management, and quality assurance approaches. • Willingness and ability to operate within Government-set outcomes, assurance, and reporting frameworks. • Demonstrated financial, governance, and risk management capability appropriate to public funding.	20%
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Insert answer here in no more than **800 words** and delete grey text below. Make sure your answers stay within the specified word limits. Any content beyond the limit will not be read or assessed.

TCC has established a strong governance, accountability and operational framework. We are committed to transparency and accountability across multiple commissioning systems. Our Board and backbone office bring strong capability in governance, and financial and risk management appropriate to public funding.

Community Ownership and Governance



Shareholding

The commissioning entity is a charitable company, owned by the community through three shareholding groups:

- Iwi Shareholders (45%)
- Provider Shareholders (45%)
- Philanthropic Shareholders (10%).

Establishment shareholders have approved the constitution and shareholders agreement. A second round of shares will be issued in late 2026, bringing total shareholders to an estimated 37 - including more PSGEs, another philanthropic entity and many more providers.

Shareholding in TCC is a way to help shape strategic direction and elect the Board – not a mechanism for power, control or financial gain. Shareholders do not make service funding or delivery decisions, and commissioning decisions will not consider shareholding status.

Governance

A Board of four directors will lead TCC through its establishment phase, including Discovery and Design. A further election will take place in December 2026. Current directors would need to be re-elected to maintain their roles. This ensures shareholders who join at a later date have a say on direction.

Operations

A backbone office will provide secretariat services, strategy and policy (including data analysis and research), workforce development, and engagement support. The office will initially be staffed by Manaaki Tairāwhiti staff and additional project design and lead capability.

Separation of commissioning and delivery

The structure of TCC reflects community mandate, while ensuring separation between commissioning and delivery. The Board are independent from providers. Directors are not representative of any shareholder group, community or other organisation and are elected by all shareholders.

The constitution disqualifies anyone who is, or has been in the previous three years, an employee or contractor of a provider eligible to receive commissioned funds, from serving as a director; and requires Directors to act in the best interests of the company — its charitable purposes and strategic plan.

Shareholders acknowledge through the shareholders agreement that the Board must be independent, with decisions free from personal interest, made in the best interests of the community.

Outcomes, monitoring and performance management

TCC is committed to near-real-time transparency of activities and spending – to and between whānau, providers, government, co-investors, and the public. Accountability is not just about fiscal probity; it is about successful outcomes for whānau.

Every organisation in the commissioning “ecosystem” is expected to take a joined-up approach, recognising health, housing, justice and other social outcomes are inseparable.

We have adopted a wellbeing outcomes framework based on *He Rangi Tapu He Tohu Ora*, the regional wellbeing framework (Trust Tairāwhiti). We have also set targets for commissioning priorities which are aligned to the Social Investment Outcome Areas. We also have strategic priorities focused on system level improvements and outcomes.

Our Accountability Framework

The framework will:

- Require transparency for all parties, including near-real-time where possible
- Focus on improving lives of whānau, grounded in what whānau value and require for wellbeing
- Operate relationally and non-hierarchically – between peers, between providers and whānau, between TCC and government, government to community
- Balance fiscal probity with accountability for outcomes
- Embed continuous improvement through learning loops, financial and outcomes reporting, and internal and external audits
- Apply equitable measures of success to both community-commissioned and Crown services

- Actively monitor performance, identify success, and manage under-achievement.

The Foundations of Our Real-Time Accountability Engine

Urungi is a purpose-built database capturing whanau voice, categorising need types, recording system responses, and tracking outcomes. It provides the foundation for near real-time accountability and continuous improvement and is ready to be scaled to support community commissioning.

Our evidence system will also draw on:

- Tairawhiti Wellbeing Survey — annual community wellbeing data
- Provider data systems
- Participating iwi data
- Statistics NZ and the IDI
- Crown agency lead and lag data sets
- National and international research and evidence.

Financial stewardship and risk oversight management approach

Our Board and senior leaders bring considerable skills, expertise, and commitment to appropriate financial stewardship. Collectively we have overseen or managed more than \$2B in expenditure and many billions of dollars in assets. As a company we have clear obligations around financial transparency and risk oversight. As a charity our standards and obligations are higher than ordinary companies. We will establish a Finance, Audit and Risk Committee with (should we become a commissioning entity) a highly skilled, independent chair.

During the Discovery and Design year we will develop a risk matrix, establish the Board and SIA's risk appetite and develop a risk management plan. We will ensure that our commissioning arrangements meet these requirements.

Our understanding of accountability is strong – including being accountable for successful outcomes for whanau and not just achieving and managing budgets. We have developed a sophisticated accountability matrix which we would be happy to expand on during the panel visit.

6. Readiness for the Discovery and Design Phase In no more than 500 words: Please describe the Local Groups preparedness and commitment to participate effectively in the six-to-twelve-month Discovery and Design phase. Assessment will consider: • Commitment to dedicate the time and resource to the discovery and Discovery and Design Phase. • Clarity on what the discovery and Discovery and Design Phase would involve in the local context. • Existing systems, practices, and capability that can be built on, tested, or adapted. • Openness to learning, testing ideas, and adapting based on data, insights and evidence. • Clear description of proposed activities, milestones, and deliverables, resources and costs • Alignment between activities, objectives, and the intent of the discovery phase. • Realistic and well-justified budget, including use of up to \$1,000,000 for the Local Leadership Group. • Demonstrated understanding of the Local Group nature of the funding and shared accountability.	Not weighted
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Insert answer here in no more than **500 words** and delete grey text below. Make sure your answers stay within the specified word limits. Any content beyond the limit will not be read or assessed.

TCC is ready for the discovery and design phase, and our commitment extends well beyond this opportunity. Years of regional collaboration to secure local decision-making and devolved social services, alongside a focused working group effort since mid-2025 supported by local organisations, show this is not simply a response to a government invitation but the next step in a long-held regional vision.

Commitment and leadership capacity

Our working group brings strong assets to the Discovery and Design phase: a detailed commissioning proposal, the Urungi data platform, case studies, reports and deep regional expertise, backed by substantial community engagement already completed. The advisor to our bid, Sir Bill English has also offered us access to the learning from the 400 deep dive case studies his organisation, Impact Lab, have available. Manaaki Tairāwhiti will merge into TCC, transferring staff, assets and intellectual property to provide immediate operational capacity. Design and Discovery phase project leads, will also be engaged as required, i.e. to lead Regional Wellbeing Plan design and development. A legal entity has been established, skilled directors elected, and a strategic plan drafted.

Proposed Discovery and Design activities and milestones

Our specific Discovery and Design activities and milestones are included in the budget.

Learning, testing and adaptation

TCC enters the discovery phase with established data infrastructure, evidence systems and analytical capability already in place. Urungi, iwi and community data platforms, and other sources provide grounded data that will immediately inform co-design. Our existing body of research, barrier analysis and whānau voice data means we are not starting from scratch. We will apply the "test-learn-adapt" model embedded in our commissioning framework, using learning loops to continuously refine our approach in response to emerging evidence. We welcome SIA's partnership in this process. We are committed to transparency of and to transferring lessons from community commissioning back into Crown systems for wider benefit.

Roles and responsibilities

TCC will lead the design and development of the commissioning model, drawing on its regional expertise, data systems and the foundational work already completed, while SIA acts as trusted partner and co-investor, providing funding, policy guidance and connection to Crown data and systems.

We expect layered engagement, with SIA leaders collaborating with the Board around decision making for a co-designed model, and SIA Kaimahi supporting the backbone office with policy development, analysis and the development of detailed advice to the Board and SIA leaders.

Total weightings

100%

LOCAL GROUP: Tairawhiti Community Commissioning Ltd

Commissioners and Board of Directors:

Kim Ngarimu (Chair), Dr Paul Reynolds (Deputy Chair), Gavin Murphy (Director),
Matanuku Mahuika (Director)

Community Commission Support Leaders:

Judy Campbell (organisational design and strategy), Amohaere Houkamau (strategy, wellbeing design, and community engagement), Leslynne Jackson (social sector evidence and insights), Moera Brown (systems improvement)

Community Commission Support

Malcolm Mersham (data design), Debs Hancock (data analytics), Tira Johnson (legal advice), Taimania Clarke (policy development), Simon Hunter (economic analysis), Billie-Jean Potaka Ayton (education advisor), Josie McClutchie (communications)

Establishment Shareholders

1. Rongowhakaata Iwi Trust
2. Te Aitanga a Mahaki Trust
3. Matapuna Trust
4. Te Poho o Rawiri Marae Committee Inc
5. Tairawhiti Community Voice Inc
6. Te Whare Hauora o Te Aitanga a Hauiti
7. Toitu Tairawhiti Builtsmart Ltd
8. Turanga Health
9. Whaiora SV Services Inc
10. Sunrise Foundation
11. Te Runanga o Turanganui a Kiwa
12. Whiti Ora
13. Gisborne Volunteer Centre
14. Trust Tairawhiti

Discovery and Design Agreement Pricing and Resource Information

The following pricing and resourcing table is intended to guide the funding agreement that SIA will provide to support up to two Local Groups during the Discovery and Design Phase. The contract will run for up to 12 months. Staged payments will be made in advance at agreed milestones.

The agreement value below **must not exceed \$1,000,000 over the term of the contract**.

Please submit summary financial information and pricing using the tables provided. You should include all major costs and any underlying assumptions, including funding from other sources.

Where relevant, please distinguish between your organisation's costs and those associated with any subcontractors. You may add as many rows as necessary.

The Discovery and Design Phase activities are expected to be interrelated.

Internal Resource required

Please describe your proposed internal resource allocation and pricing, including any staff time redirected from usual roles or community service delivery to participate in the Discovery and Design Phase.

Project Total			\$999,820
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Final Contractual agreement value and schedule for payments:

The following table will inform how payment will be made in the Discovery and Design Agreement. Please refer to Appendix 1: Considerations for the Discovery and Design Phase for more information.

Milestone	Estimated payment date	Instalment Amount (excl. GST)
Understanding the Community Context	1 August 2026	\$300,000
Designing the Commissioning Arrangement	30 September 2026	\$200,000
Governance, accountability, and system settings	30 November 2026	\$200,000
Working arrangements with government	30 January 2027	\$150,000
Final wash up	30 March 2027	\$149,820
Total		\$999,820

Assumptions

Assumptions

Please state any assumptions you have made in relation to the cost and pricing information.

- Because TCC believes it has a good understanding of what commissioning requires and the requisite skills to undertake commissioning the proposed Discovery and Design Phase runs for **eight months**. The unknown for us is the parameters, requirements, limitations and knowledge which the SIA will bring to the Discovery and Design process and how they impact on our ability to commission in accordance with our strategic plan.
- The budget reflects a mix of internal staff time and specialist external expertise. No staff or contractors are full-time on the project reflecting the likely interdependencies and wait periods as information and systems are developed and proposed.
- Costs have been estimated in some cases based on time spans which may be compressed or elongated, however totals will not be exceeded.

- A key design consideration for us is to empower whanau and communities to describe their own definition of wellbeing and how and who can support its improvement. There is therefore a large sum in the budget which would be made available directly to communities to develop individual wellbeing plans. These would then be merged into a Tairawhiti Wellbeing Plan which the Board would take account of when the time comes to commission services.
- Payment is milestone-based rather than time-and-materials.
- SIA and Government agencies will be responsible for the activities including their own travel and accommodation to meet with TCC

Below are our goals for the discovery and design period

Strategic priority	Key year one milestones
Build the commissioning system	Complete Discovery and Design, including understanding government systems, requirements and parameters. Answer questions from the SIA. Finalise governance, policies and commissioning policies and materials; establish funder and co-commissioning partnerships, develop evaluation and performance management frameworks, complete organisational design.
Invest in holistic, whanau-led wellbeing, prevention and long-term prosperity	Undertake comprehensive desktop analysis of whanau, hapu and community needs. Research national and international best practice. Work with communities for them to complete localised and regional wellbeing plans; publish Investment Strategy; agree SIA contract and co-investor funding arrangements
Deliver* holistic, integrated services for whanau *via providers	Finalise commissioning round one materials; develop partnership agreements with other commissioning entities
Strengthen iwi and community leadership	Issue second share tranche, elect permanent Board; engage shareholders on investment strategy; build relationships with underserved communities
Build work force capability and capacity	Complete workforce strategic needs analysis and assessment; develop long-term capability shift and increase strategy; seek investment to implement
Scale up data and insights infrastructure	Complete regional data plan, including data integration processes. Work on near real time data access points for stakeholders and users including whanau, formalise partner agreements to scale Urungi; develop data strategy, whanau access mechanisms and sharing protocols Ensure data and insights are available to inform decision making and performance management