



Tairawhiti Community Commissioning

*A Proposal for
Community-Led Commissioning
in Tairawhiti*

22 May 2026

DRAFT FOR COMMUNITY FEEDBACK

Prepared by the
Tairawhiti Community Commissioning Working Group

A Shared Vision of a Thriving and Prosperous Tairawhiti

Tairawhiti iwi, communities, service providers, local and central government, and community organisations share a common aspiration: that all our people enjoy a high quality of life at every stage of their lives.

At the heart of this vision is a thriving future for the families and tamariki mokopuna of Tairawhiti, living in safe homes and healthy environments, participating in outstanding learning opportunities, accessing support when needed, working in jobs that enable them to be productive and earn incomes that improve their standard of living and life choices, supported by strong cultural and social infrastructure, and a resilient and inclusive local economy. It is a future where most people are able to contribute positively to a region that is resilient, vibrant and a responsible contributor to our nation.

In this future, decision-making sits close to the people it affects, communities are strong and self-determining and less reliant on social services. Tairawhiti is synonymous with pragmatic solutions focused leadership, outcomes driven performance, innovation and intergenerational wellbeing.

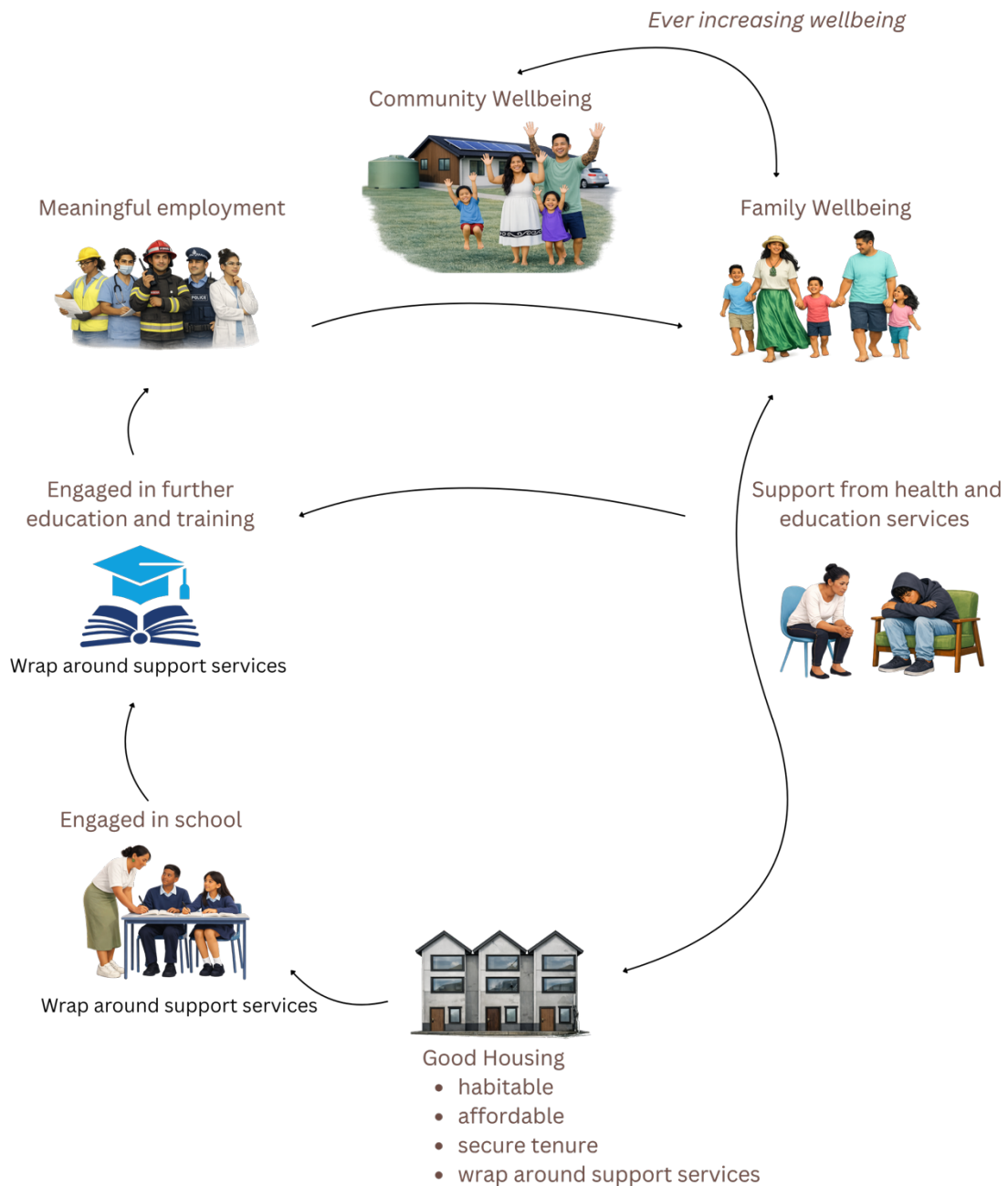
In Tairawhiti, we have long championed community-led solutions including community commissioning, implemented local commissioning and led the nation in community collaboration and evidence on social services barriers. We have engaged with successive governments on devolved decision rights and delivery models that are responsive to the needs, conditions and circumstances of Tairawhiti families and place control closer to those affected. When the Social Investment Agency announced a community commissioning pathway, community and iwi leaders saw strong alignment between regional strategies and government goals.

Our proposal is bold: the transfer of decision-making rights over an estimated \$1.2 billion of annual government spending tagged to our region, grounded in evidence and insights about what services are required, and for whom. We have a proven track record of regional collaboration, innovation and delivery. When the system has enabled flexibility, we have been able to accelerate both uptake and uplift. Transformation is necessary because Crown contracted service providers struggle to make the changes required, and the current system limits our ability to harness whanau and regional strengths and improve wellbeing. We are ready as a region to use our knowledge and experience to commission services that demonstrably improve wellbeing for families.

The value proposition for our region is immense and quantifiable. Community commissioning provides an opportunity to target investments to where they are most impactful and improve accountability systems that hold partners accountable not just for financial probity, but for delivering on agreed results and outcomes. We will all share the rewards of the wellbeing increases that result from our collective work. We invite the government and other funders to partner with us to see our collective vision fulfilled.

THE WELLBEING CYCLE

First opportunity to change the trajectory



This would be our investment strategy - investing in root causes to stop the upstream impacts of tenuous housing and lack of education attendance.

\$s = greater impact, positive upwards cycle and less dependency on govt, and contribution to GDP

Summary of the Proposal

Tairawhiti Community Commissioning (TCC) is committed to establishing a Tairawhiti commissioning model based on three key components:

- **A single, independent, community-owned regional commissioning entity** — Tairawhiti Community Commissioning (TCC) — with a strong governance structure, professional backbone office, and real time transparency and accountability to funders and community.
- **A comprehensive investment approach** — prioritising whanau wellbeing, preventative investment, and holistic service design in the initial priority areas of housing, education, health, and employment.
- **A powerful data and evidence system** — centred on whanau voice, real-time performance monitoring, enabling continuous learning and improvement. This will be built on already existing data platforms in operation in our region and will support the democratisation of information.

An independent, community-owned charitable company, TCC, has been established to undertake commissioning in the region. TCC will be highly functional and professional, with a strong governance structure and a skilled backbone office delivering transparency and rigour to the commissioning process. More can be read about the structure and operation of TCC in Part Four: People, Structure and Timeline to Implementation.

We invite the government and other funding partners to collaborate with us to:

- Work toward community commissioning of all social-wellbeing investment in Tairawhiti – beginning with available Crown funding and expanding scope over time, alongside co-investment from other funders
- Achieve improvements in housing, health, education and employment and correlated reductions in addictions and family violence
- Build a model with the scale and longevity to support comprehensive whanau solutions and greater independence
- Develop and maintain a data system that democratises information, drives accountability and supports continuous improvement
- Increase investment in resilience and wellbeing for families and communities, reducing crisis response spending over time
- Invest in comprehensive workforce development that enhances local capability
- Commit to transferring benefits and lessons learned to improve Crown systems
- Ensure TCC has decision-making input into all relevant Crown services outside the community commissioning pathway.

To secure long-term sustainability, we will seek long-term asset transfer and ongoing research and development capability from government to TCC.

Part One: How Commissioning Will Work in Tairawhiti

Our Commissioning Approach

At the highest level, we are proposing a commissioning system that delivers better outcomes for Tairawhiti families, better value for public, private and philanthropic investment, and better decision-making grounded in evidence, local knowledge and ultimate accountability to whanau and communities.



Initial Commissioning Priorities

Our initial commissioning priorities are based on what we see as the foundations of a good life, housing, education, health and employment:

- **Housing** – stable, affordable housing as the base for all wellbeing outcomes
- **Education support** – attendance, learning support, and engagement for tamariki and rangatahi
- **Community health services** – primary and preventive health, reaching those most disengaged from the system
- **Employment support** – pathways to meaningful, sustainable employment.

These are doorways through which whanau can access a wide range of integrated support. Where issues of family violence, addictions, basic health needs or financial management arise, support will be available either directly from, or connected through, housing, health, and education providers. Our model is relationship-based and whanau-centred.

Our strategic priorities for the next 3-5 years

More broadly than the purchase of services in priority areas, our strategic priorities for the next-five years are proposed to be:

- **Build the commissioning system** – establish effective long-term governance, develop policy, process and practice, build “infrastructure” for commissioning, strengthen partnerships and relationships, secure long-term investment
- **Invest in holistic, whanau-led wellbeing, prevention and long-term prosperity** – optimise current wellbeing spending, embed long-term, wellbeing-outcomes-based investment strategy, establish effective whanau and community engagement, increase investment in prevention, commission services in priority areas
- **Enable providers to deliver holistic, integrated services for whanau** – remove constraints on holistic provider practice, minimise complexity in the community commissioned service system, enable broader service coverage, enable integrated, cross-sector responses to whanau needs and aspirations
- **Strengthen iwi and community leadership** – build community shareholding, embed effective shareholder decision-making, establish effective whanau and community engagement, grow non-government investment
- **Build work force capability and capacity** – identify strengths and gaps, reinforce providers with capacity and capability for integrated, holistic, whanau centred delivery, develop long-term work force capability strategy, secure workforce capability investment, create opportunities for leadership from the workforce
- **Scale-up data and insights infrastructure** – secure investment for scale-up, embed ethical data and insights strategy, policy and practice, improve data and insights accessibility for whanau and community.

What Community Commissioning Will Change

Moving from a centralised government model to a community commissioning model will produce concrete, measurable shifts:

Current State	Community Commissioning
Decisions made in Wellington	Decisions made in Tairawhiti, close to whanau
Output-based contracting	Outcome-based commissioning
Provider led relationships	Whanau 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 whanau choice and voice	Whanau at centre of design and delivery
Short-term contracts limiting innovation	Long-term contracts enabling systems change
Data held by central agencies	Democratised data accessible to whanau and community

Our Investment Approach

Investment Principles

Principle	What This Means in Practice
Whanau at the centre	Whanau priorities inform commissioning decisions, service selection, design, and accountability reporting. Whanau have more choices in the services they need and define success.
Wellbeing outcomes, not outputs	Contracts focus on measurable changes in whanau lives, not counting service transactions.
Scale and longevity	Higher investment in fewer proven providers — e.g. \$10M in 10 providers rather than \$1M in 100 — with long-term contracts enabling systems transformation.
Flexibility and integration	Providers can navigate the full service ecosystem, address risks, and provide holistic support without contractual constraints limiting their scope.
Comprehensive ecosystem	A full range of support mechanisms — housing, health, addictions, family violence, employment — accessible across all parts of the region including rural and isolated communities.
Co-investment	Active relationships with co-commissioners, iwi, and the philanthropic sector to multiply impact and align investment.
Equity of access	Services accessible for all whanau across the region, recognising high rurality and geographic isolation.

Accountability: Real-Time, Transparent and Whanau-Led

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

Every organisation and actor within the community commissioning “ecosystem” will be expected to take a genuinely joined-up approach, recognising the interconnected social support ecosystem where health, housing, justice and other social outcomes are inseparable.

Our Accountability Framework

The framework will:

- Require transparency for all parties, including in real time where possible
- Focus on improving the lives of whanau, grounded in what whanau value
- Operate relationally and non-hierarchically – horizontally between peers and vertically from providers to whanau to TCC to government, and equally from government back to Tairawhiti
- Balance fiscal probity with accountability for outcomes achievement
- Embed continuous improvement through learning loops, financial and outcomes reporting, and internal and external audits
- Apply equitable measures of success to both community-commissioned services and the counterfactual of services remaining in public service hands
- Actively monitor performance, identify success and under-achievement, and manage under-achievement.

The Urungi Data Platform: The Foundations of Our Real-Time Accountability Engine

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

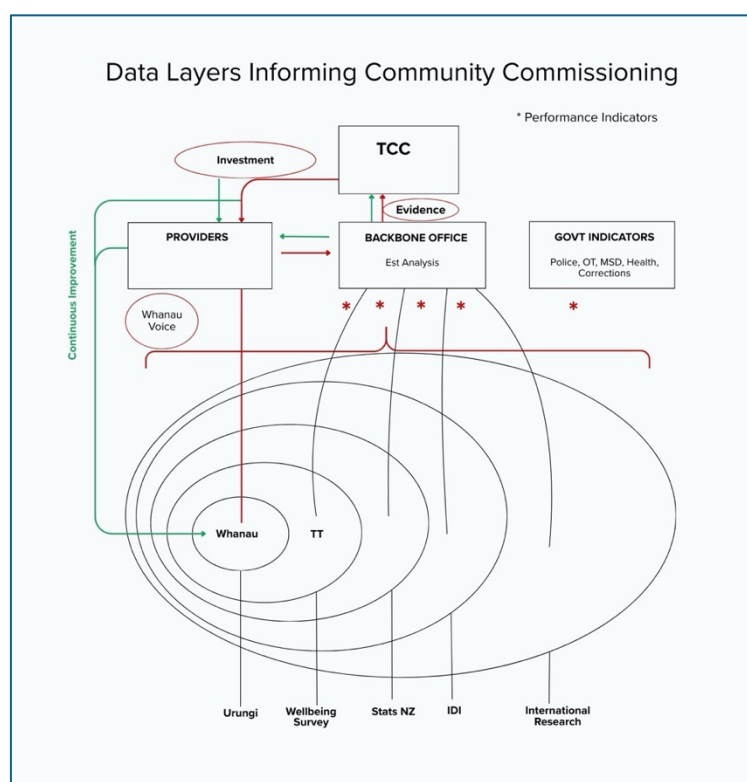
Urungi represents a significant existing asset. It was initiated by Manaaki Tairawhiti with comparatively limited resources and is already well developed. Work is underway to evolve Urungi from a relational to a graph-based database, enabling us to understand both individual whanau experiences and the systemic patterns shaping those experiences.

In addition, Trust Tairawhiti operates the Tairawhiti Wellbeing Survey, an annual point-in-time collection of community wellbeing data that supports investment decisions at Trust Tairawhiti and elsewhere. Key organisations including Manaaki Tairawhiti, Trust Tairawhiti, Gisborne District Council and Tairawhiti Toitu Te Ora Iwi Maori Partnership Board have agreed to collaborate on a regional data-sharing model.

Data Sources and Interoperability

Our evidence system will draw on:

- Urungi — whanau voice and service response tracking
- Tairawhiti Wellbeing Survey — annual community wellbeing data
- Provider data systems
- Participating iwi data
- Statistics NZ and the Integrated Data Infrastructure (IDI)
- Crown agency lead and lag data sets
- National and international research and evidence.



We will also expand data collection to capture whanau strengths and what works in service delivery – not just need and deficit – to inform commissioning that builds on what is already succeeding. We will continue to investigate how emerging technologies can support wellbeing investments.

Data Sovereignty and Privacy

Whanau will have full transparency on data and insights about themselves stored in our systems, and access to data sets supporting their own decision-making. The privacy of individuals and whanau will be protected and their data used only with explicit consent.

We will abide by the principles of Maori data sovereignty set out by Te Mana Raraunga: The Maori Data Sovereignty Network, and apply these as an ethical standard for the treatment of all Tairawhiti data.

Aggregated data and insights will be publicly available, supporting robust public accountability and enabling whanau, communities and organisations to make informed decisions for their own and regional wellbeing.



Part Two: Our Value Proposition

Wellbeing Framework

Tairawhiti Community Commissioning has adopted the definitions of wellbeing from He Rangitapu He Tohu Ora, a Tairawhiti community wellbeing framework developed by Trust Tairawhiti through extensive community engagement.

Wellbeing in Tairawhiti is defined as:

"Our people, whanau and communities of Tairawhiti are able to live the lives we value in ways that matter to us."

Whanau / Families: Whanau have choices and are supported, connected and able to live the lives they value. Families are resilient in times of challenge, care for each other today and set up future generations to thrive¹.

Hapori / Communities: Communities are healthy, happy and empowered.

Ohanga / Economy: The economy is diverse, innovative, resilient and regenerative. Our people have sustainable livelihoods.

Tuhono / Relationships: Our people and communities have respectful, connected and collaborative relationships.

Tutangata / Cultural Identity: Culture connects the people of Tairawhiti; we express, celebrate and value our diversity, heritage and taonga.

Taiao / Environment: Land, water, air and biodiversity are pristine and abundant. We practise kaitiakitanga.

Matauranga / Knowledge: Diverse systems of knowledge and matauranga Maori are accessible, utilised and valued.

Wellbeing Goals and Key Statistics

Area & Goals	Key Statistics (Current Baseline)
Material Hardship - Reduce the proportion of the population with severe or material hardship rating for deprivation by 5% over 10 years. - Increase workforce participation by 5% over 10 years. - Reduce the proportion of households experiencing energy hardship by 25% over 5 years - Increase the proportion of households with consistent access to affordable, nutritious food by 10% within 5 years	34.1% of Tairawhiti residents live in the 10% most deprived areas nationally >3,600 households (10,800+ residents) rated "materially deprived" 8,100 households (24,000+ residents) have a "severe" deprivation rating - Unemployment rate: 5.5% (NZ average 5.0%) — year to March 2025¹ 21% of respondents to the Tairawhiti Wellbeing Survey reported not paying electricity, gas, rates or utility bills on time once or more than once, because of a shortage of money 30% of Tairawhiti residents occupy dwellings that are considered damp²

¹ "Whanau / Families" is not a wellbeing definition in the Tairawhiti Wellbeing survey. This has been specifically added for community commissioning.

² <https://regions.infometrics.co.nz/tairawhiti/census/indicator/dampness-indicator>

Area & Goals	Key Statistics (Current Baseline)
	• 23.4% of Tairawhiti residents occupy dwellings where visible mould is present³ • 35% of respondents to the Tairawhiti Wellbeing Survey reported having ‘not enough money’ or ‘only just enough money’ to meet every day needs, for things such as accommodation, food, clothing, and other necessities⁴ • 22.3% of children in Te Manawa Taki live in households where food runs out often or sometimes⁵ • 15.3% of children in Te Manawa Taki live in households that use food banks or food grants due to lack of money for food often or sometimes⁶
Housing Stability • Increase regional housing stock by 30 units per annum. • Increase home ownership by 15% by 2030.	• Over 5,000 additional homes needed by 2050 to meet future growth and demographic change⁷ • As at March 2026, there were 393 families on the MSD housing register (waiting list), 384 of whom are Priority A
Education & Training • 70% of Tairawhiti kura and schools are achieving more than 80% of their students attending more than 90% by year 5 • 20% of Tairawhiti kura and schools are achieving more than 80% of their students attending more than 80%-89% by year 5 • 10% of Tairawhiti kura and schools are achieving more than 80% of their students attending more than 70%-79% by year 5 • By year 5, increase the proportion of people who have a secondary qualification by 10% • By year 3, increase proportion of those 15-24 in employment, education or training by 5%	• As at September 2025, 45.8% of school students were attending more than 90% of classes (NZ average 57.8%)⁸ • 20.7% of Tairawhiti residents 15 years and over have no formal qualification⁹ • The NEET rate in Tairawhiti was 13.4% (NZ average 12.9%) in the year to March 2025, down from 14% in the previous 12 months¹⁰
Health Status • Improve average life expectancy in our region by 2.5% over the next 3 years	• Life expectancy for males in Tairawhiti was 77.9 in 2022-2024 (NZ average 80.1) • Life expectancy for females in Tairawhiti was 81.5 in 2022-2024 (NZ average 83.1)

³ <https://regions.infometrics.co.nz/tairawhiti/census/indicator/mould-indicator>

⁴ <https://tairawhitidata.nz/wellbeing-data-dashboards/economy/>

⁵ https://minhealthnz.shinyapps.io/nz-health-survey-2024-25-annual-data-explorer/_w_7ff945c8717849678ddb4beebe86882a/#!/explore-topics

⁶ https://minhealthnz.shinyapps.io/nz-health-survey-2024-25-annual-data-explorer/_w_7ff945c8717849678ddb4beebe86882a/#!/explore-topics

⁷ https://www.gdc.govt.nz/_data/assets/pdf_file/0030/67179/2023-Environmental-Scan.pdf

⁸ <https://quarterly.infometrics.co.nz/tairawhiti/social/school-attendance?compare=new-zealand>

⁹ <https://www.stats.govt.nz/infographics/detailed-regional-infographics-from-2023-census/our-region-gisborne/>

¹⁰ <https://regions.infometrics.co.nz/tairawhiti/employment/neet?compare=new-zealand>

Area & Goals	Key Statistics (Current Baseline)
○ Maori females by 6.5% over the next 3 years ○ Maori males by 7.5% over the next 3 years • Reduce avoidable hospitalisations by : ○ 33% over the next 3 years for 1 month – 14 year olds ○ 40% among 15 -24 year olds over the next 3 years ○ 33% of ambulatory sensitive hospitalisations amongst 45-64 year olds • Reduce the gap between Māori and non-Māori in the rate of amenable mortality by 15% over the next 5 years • Reduce the rate of hospitalisations for all mental health and substance use-related hospitalisations by 20% over the next 5 years	• Life expectancy for Maori males in Tairāwhiti was 72.9 in 2022-2024 • Life expectancy for Maori females in Tairāwhiti was 76.9 in 2022-2024¹¹ • Between July 22 and June 23 there were 657 potentially avoidable hospitalisations among 1 mth-14 yr olds, 233 potentially avoidable hospitalisations among 15-24 yr olds and 648 ambulatory sensitive hospitalisations among 45-64 yr olds¹² • The gap between Māori (average # of 77 per year) and non-Māori (average # of 47 per year) was higher for avoidable deaths (those deaths considered amenable to high-quality healthcare, preventable through public health interventions, or both) compared to all deaths in Tairāwhiti DHB • The leading causes of potentially avoidable deaths (those deaths considered amenable to high-quality healthcare, preventable through public health interventions, or both) for Māori aged 0-74 years in Tairāwhiti DHB were ischaemic heart disease, lung cancer, diabetes, suicide and motor vehicle accidents¹³ • Data show significantly higher rates of hospitalisation for all mental disorders (1.5 times) and schizophrenia (2.1 times)
Justice Outcomes • Reduce the number of whanau presenting and being impacted by the Justice System by 10% per annum. • Reduce the number of Tairāwhiti whanau sent to prison by 5% per annum. • Reduce or eliminate system barriers face by whanau by 10% per annum. • Reduce the number of family violence victims by 5% per annum.	• Annually, government directly invests over \$1.3 billion in family violence and sexual violence services and initiatives. • One in two (49%) Māori women experience physical or sexual intimate partner violence in their lifetime (31% for all women). • One in ten children and young people aged 12-18 were physically hurt by adults at their home in the past year. • 56% of victims of sexual assault are between 15 and 29. • More women reported serious injuries, fear, and physical and mental health impacts following intimate partner violence. • 5 74% of people killed by their partners between 2007 and 2021 were women.

¹¹ Statistics NZ (2025) National and subnational period life tables: 2022-2024

¹² Curtis, E., Loring, B., Walker, R., Pearse, T., Gilbert-Perenise, S., Gray, G., Akuhata-Huntington, Z., Latham, K., Kiriona, K. (2024). Iwi-Māori Partnership Board Health Profile: Tairāwhiti Toitū Te Ora. Volume Two. Te Aka Whai Ora – Māori Health Authority; Auckland. Pp 35 & 71
[Second-Te-Aorerekura-Action-Plan.pdf](#)

¹³ Curtis, E., Loring, B., Walker, R., Pearse, T., Gilbert-Perenise, S., Gray, G., Akuhata-Huntington, Z., Latham, K., Kiriona, K. (2023). Iwi-Māori Partnership Board Health Profile: Tairāwhiti Toitū Te Ora. Volume One. Te Aka Whai Ora – Māori Health Authority; Auckland. P 32

Contributing to Government Wellbeing Goals

Community commissioning in Tairawhiti will make a material contribution to the following Government KPIs:

Child and youth offending: 15% reduction in children with serious and persistent offending (by 2029)
Violent crime: 20,000 fewer victims of assault, robbery or sexual assault (by 2029)
Jobseeker benefit: 50,000 fewer people on jobseeker benefit
Student attendance: 80% of students present for 90% of term
Student achievement: 80% of Year 8 students at or above expected curriculum level in reading, writing and maths (by December 2030)
Emergency housing: 75% reduction in households in emergency housing

Economic Returns

Our economic case focuses on the optimal use of more than \$1.2 billion of public sector investment in regional social wellbeing. Through community commissioning, we can realise value that the current system has consistently failed to deliver.

Community commissioning can deliver measurable value across four interconnected areas:

Household Wellbeing	~\$240M per year — based on reducing the cost of deprivation by 50% in the most severely deprived households and 25% in other deprived households
GDP Contribution	~\$1.5B increase per year, including \$400M in direct payments to employees
Population Retention & Attraction	1% above national trends — leading to ~\$90M in additional annual payments to employees and ~\$260M contribution to GDP
Service Delivery Efficiency	At least \$200M reinvested from administration into real service provision through a comprehensive, regional commissioning approach

In addition to the estimated \$1.2 billion in Crown spending, there is more than \$400M of independent annual investment from iwi, NGOs and private business which can be leveraged to achieve wellbeing outcomes. A detailed economic business case has been developed.

We expect community commissioning to have an impact, directly or indirectly on the wellbeing of all 19,000 households in Tairawhiti and a direct and significant impact on those 8,100 households facing the most severe deprivation.

Part Three: Why Tairawhiti is the Right Place for Community Commissioning

Our Region

Tairawhiti is rich in culture and history. Our families and communities are deeply and intergenerationally connected to our place, our environment, and to each other. Over half our population is Maori, of which local iwi members comprise 70%, and we are a cultural hub of te reo Maori and tikanga Maori excellence.

We have a well-developed economy and are world-leading in aspects of horticulture and engineering. Our economic base is diversifying. While we face challenges related to deprivation, we are a youthful region with strong potential to realise the benefits of early-life investment.

Tairawhiti is an excellent testing ground for this new approach. Our relatively contained geography, coherent regional networks, and the high demand for better services make risk manageable, learning fast, and progress feasible. These factors make us an obvious choice to prototype a genuinely different commissioning and service provision model.

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

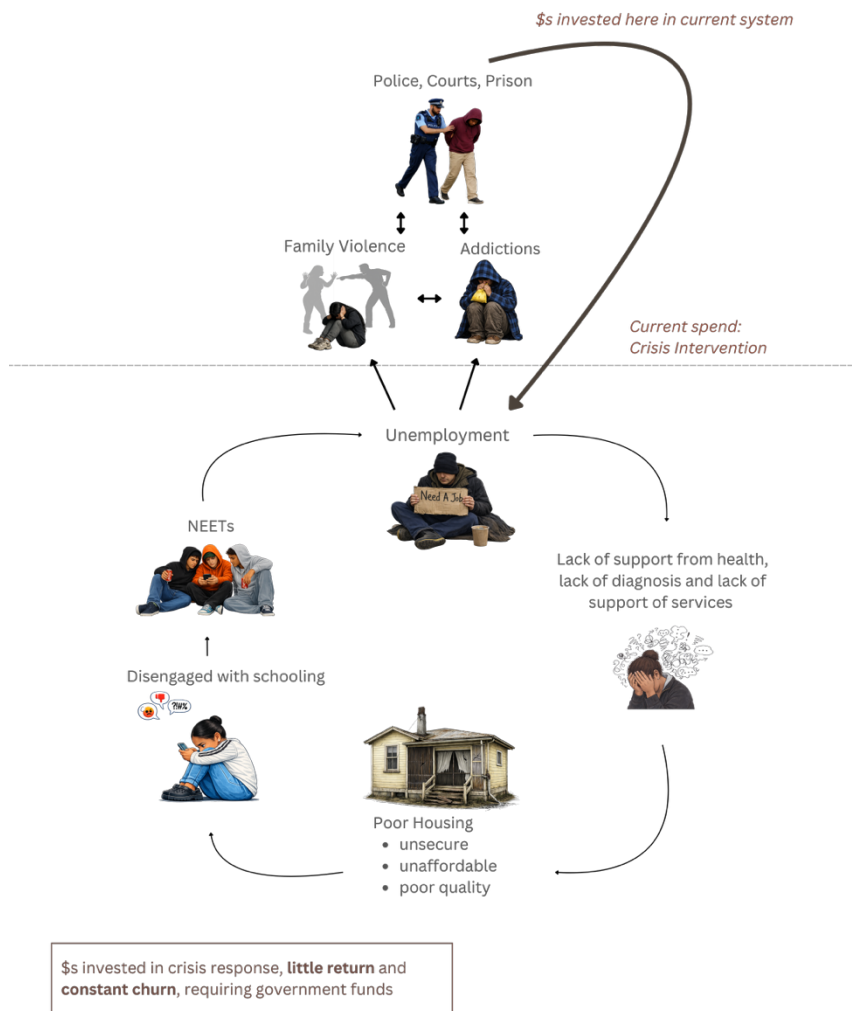
Issues with the Current System

The current system is not working for our region. Our analysis shows estimated Crown investment of \$1.2 billion per year in the region's social wellbeing. Wellbeing outcomes for our community are far below what this level of investment should deliver.

System barriers include: fragmented, siloed service delivery; short-term, output-based contracting that prevents innovation; decisions made in Wellington without the context or proximity to understand Tairawhiti conditions; limited flexibility for providers to respond holistically; and accountability structures that prioritise compliance over outcome

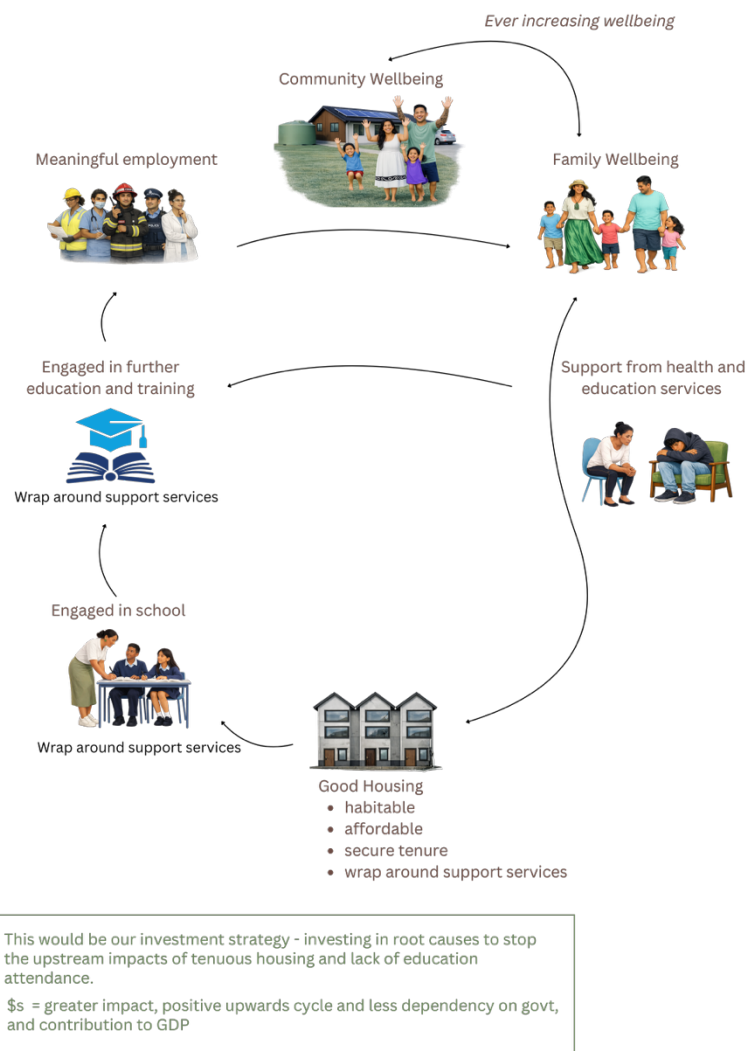


THE NEGATIVE CRISIS CYCLE



THE WELLBEING CYCLE

First opportunity to change the trajectory



What We Are Already Achieving — Despite System Barriers

Tairawhiti has consistently shown that when decisions are made closer to communities, better outcomes follow. The examples below illustrate this, and many more can be provided:

Initiative	What We've Achieved
Toitu Tairawhiti Housing Ltd	Iwi-owned and led, delivering housing at a pace that outperforms standard Crown processes. Secured a \$75M government-iwi partnership to build 150 affordable homes, offered under rent and rent-to-buy models creating an affordable pathway to home ownership.
Turanga Health	Operates a 'go to the people, people at place' model focused on the 20% most disengaged from the health system. Established the Elgin Hub – an in-community health and wellbeing centre – and has run innovative vaccination campaigns reaching harder to reach whanau.
Manaaki Tairawhiti	An iwi-led collaborative leadership model bringing iwi, providers, central government agencies, local council and community trust together. Produced the Tairawhiti Housing Strategy, the Urungi data platform, detailed system barrier analysis, and the Navigator prototype programme.

COVID-19 and Cyclone Response: Proof of Concept

Our regional responses to COVID-19 and to Cyclones Hale and Gabrielle (2023) and the January 2026 storm events demonstrate definitively what Tairawhiti can achieve when decisions are made in situ, system barriers are relaxed, and the community is empowered to implement approaches it has long advocated for.

These crises, though devastating, provided repeated opportunities to show that iwi and community-led responses, with proximate decision-making, move faster and achieve better outcomes than centralised systems. Community commissioning provides the opportunity to make these approaches permanent, not just crisis-mode exceptions.



Part Four: People, Structure and Timeline to Implementation

The Expertise and Experience Behind This Proposal

This proposal has been developed by bringing together those entities that have been working strategically on regionally based decision making:

- Te Aitanga a Mahaki Trust
- Rongowhakaata Iwi Trust
- Tamanuhiri Tutu Poroporo Trust
- Te Runanga o Turanganui a Kiwa
- Tairawhiti Community Voice
- The Violence Free Network
- Manaaki Tairawhiti
- Turanga Health
- Toitu Tairawhiti Housing Ltd
- Trust Tairawhiti
- Gisborne District Council

Te Runanganui o Ngati Porou has chosen not to participate in the community bid at this time. TCC is committed to including Te Runanganui o Ngati Porou should it wish to become involved, and to supporting Ngati Porou whanau and communities.

The TCC Working Group comprises people with expertise in governance, executive leadership, iwi development, social and health service design and delivery, commissioning and contract management, outcomes frameworks, risk management, philanthropic investment, economic development, data and evidence, and Whanau Ora and Place Based Initiatives.

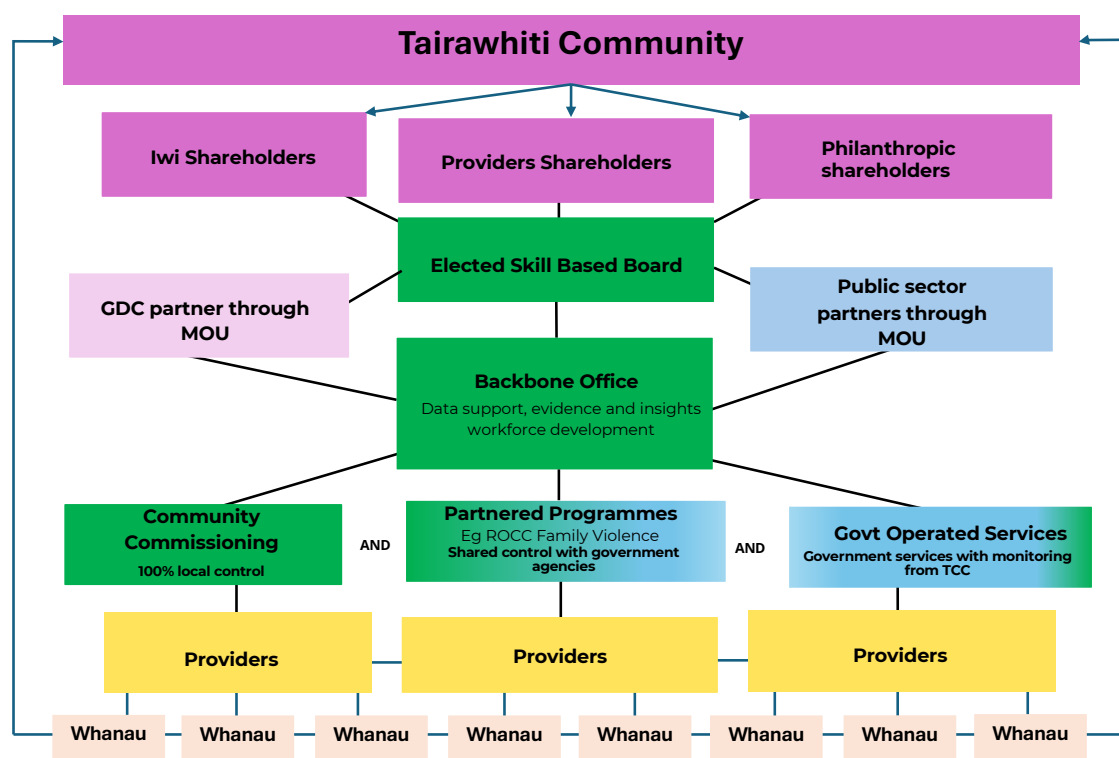
Our Track Record

Tairawhiti has a proven track record of effective collaboration, innovation and delivery. Examples of commissioning capability include:

Programme	Value	Description
Trust Tairawhiti Grants & Investment	\$170M+ since 1993	Distributing grants and investing in regional wellbeing for over 30 years
Manaaki Tairawhiti Navigator Programme	Approx \$7M over 5 years	14 social service support positions procured through 10 organisations; barrier data collected through Urungi
Mayor's Taskforce for Jobs	\$1M	Training support for NEETs, procured locally
Social Recovery from Cyclone Gabrielle	\$2.7M	Commissioned social recovery and resilience support from multiple organisations including all 4 iwi
Te Wai Ora Programme	\$800K	Community health and resilience in post-Gabrielle environment
Te Whare Whakawaatea	\$1.8M	Commissioned addictions support services

Structure of the Model

Collaborative community commissioning in Tairawhiti



While Community commissioning is led by the region there will also be other partnership models active in the region. A key consideration in our proposal is that all commissioning is aligned and collaborative.

Community Ownership and Governance

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

Shareholder Group	Share	Members
Iwi Shareholders	45%	Rongowhakaata Iwi Trust, Tamanuhiri Tutu Poroporo Trust, and Te Aitanga a Mahaki Trust (allocation adjustable if Te Runanganui o Ngati Porou joins)
Provider Shareholders	45%	Up to 30 non-government social service providers based and operating in the Tairawhiti region
Philanthropic Shareholders	10%	Up to three philanthropic organisations based in and investing in Tairawhiti

Governance and Operations

The entity is governed by an independent, skills-based board of five directors elected by shareholders. At least four directors must reside in Tairawhiti. The Board develops and oversees strategy, makes commissioning decisions, and provides governance oversight.

The Board is supported by a backbone office providing secretariat services, strategy and policy support (including data analysis and research), workforce development, and engagement support. In the establishment phase, the backbone office will be staffed by Manaaki Tairawhiti employees, retained through the merger of Manaaki Tairawhiti into TCC.

Conflicts of Interest

A robust conflicts of interest policy is being implemented. An independent Board is being elected by the establishment shareholders and is bound by law to act in the best interests of the company and therefore the community. A person is constitutionally disqualified from the Board if they are a current officer or employee of a shareholder or contractor, or have held such a role in the past three financial years.

MOUs and Partnerships

Gisborne District Council has agreed an MOU with TCC committing both organisations to supporting each other's work and sharing strategic data and insights. Trust Tairawhiti, as a shareholder, has agreed an MOU to align investment strategy and social wellbeing measurement. A proposed MOU with public sector agencies will confirm operational protocols and functional relationships.

Manaaki Tairawhiti Merging into TCC

The Board of Manaaki Tairawhiti has agreed that the next step in its maturity as a Place Based Initiative is to merge into TCC – bringing with it a decade of intellectual property, commissioning experience, the Urungi platform, and a skilled backbone office team.

This was anticipated in Manaaki Tairawhiti's founding vision: '...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 Manaaki Tairawhiti team brings to TCC: understanding of regional social wellbeing goals; budget and contract management capability; system design and barrier analysis; measurement system and data system design; workforce development; organisational management; and national knowledge-sharing through published reports and conferences.

Manaaki Tairawhiti also brings its intellectual property including: a whanau voice measurement framework; the Urungi database; robust analysis of what works and what does not; and a suite of presentations and communications materials.

How Quickly Can We Begin Commissioning?

TCC is ready to commission sooner than the SIA's anticipated design timeline. We have at hand the skills, capability, capacity, and existing platforms to begin commissioning within weeks of funding agreements being in place.

While the SIA has indicated a year of funded design before commissioning begins, TCC has clarity on what it wants to achieve through commissioning and confidence in the commissioning systems already established. The region is already experienced in investing in social wellbeing, and the merger of Manaaki Tairawhiti means the backbone office, commissioning competency, and data infrastructure are immediately available.

Proposed Commissioning Rollout

Tranche 1: \$60M (2027–2028)

- \$40M housing first programme (already allocated to Tairawhiti)
- \$15M primary health services focused on hard to reach communities, particularly young people
- \$3M education services focused on student attendance, whanau engagement and student achievement
- \$3M employment initiatives for young people
- \$2M coordinated family and sexual violence prevention programme

Tranche 2: \$140M per annum (2029–2034)

- \$60M housing first programme
- \$35M primary health services
- \$30M education support
- \$5M coordinated family and sexual violence prevention programme
- \$5M addiction services
- \$3M employment initiatives for young people

Completed	Planned	Provisional
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Implementation Plan

Tairawhiti Community Commissioning	Q4 25	Q1 26	Q2 26	Q3 26 Planned actions take place irrespective of success of EOI	Q4 26 Provisional: If EOI successful	Q1 27	Q2 27	Q3 27
Engagement with government	Meeting with SIA and Prime Minister	Touch base with PM at Iwi Chairs Forum Update local MP	Engagement with SIA and agencies	<i>Codesign with SIA</i>	<i>Codesign with SIA</i>	<i>Codesign with SIA</i>	<i>Codesign with SIA</i>	<i>Partnership SIA</i>
Theory of Change/Strategic Plan	Draft through Working Party	Draft through regional leaders	Final submitted as part of EOI EOI forms basis of the strategic plan		<i>Funded design</i>	<i>Funded design</i>	<i>Funded design</i>	<i>Commissioning begins</i>
Community engagement	Community engagement round 1	Community engagement round 2	Community engagement round 3	Community engagement round 4		Community engagement ongoing		
Community mandate	Agreement in principle	Agreement on detail	Key stakeholders become Shareholders or sign MOU (GDC)	Initial General Meeting of the TCC Shareholder Board elections			Second Share tranche offered	
Legal entity established and operational	Draft documents adjusted based on feedback	Legal entity established	Establishment Board elected Strategic Plan adopted	Manaaki Tairawhiti merger into TCC and Backbone office Established	Regular Board meetings	Regular Board meetings	Permanent Board elected Board meetings	<i>Commissioning begins</i>

Items in italics are provisional on the success of the EOI. All Q3 '26 actions take place irrespective of the EOI outcome.

Conclusion

After years of advocating for devolved social service commissioning and social investment decision-making, locally designed and led solutions, evidence gathering from multiple sources, building data, outcomes, measurement and performance management platforms, and demonstrating our ability to lead in times of crisis, Tairāwhiti is ready to establish a commissioning entity and system. We believe that a Tairāwhiti Commissioning Entity will genuinely improve the lives of our families and communities.

This proposal sets out a bold but considered pathway for shifting decision-making closer to whānau and communities, strengthening the capability of providers, and investing in wellbeing and harm prevention rather than perpetuating cycles of crisis. It reflects both the aspirations of our people and the collective expertise built across iwi, community organisations, local government, philanthropy and providers.

Our proposal is not just about taking a timely opportunity presented by government, it is the logical next step along the pathway we committed to and are currently on. We have proven our ability to step up and help ourselves, and when provided with sufficient support and the authority to act, can move at pace, address immediate priorities and build the pathways and infrastructure for greater resilience and improved productivity.

Our region has long delivered effective, collaborative and innovative responses. We have seen this through regional housing solutions, our rapid and coordinated disaster recoveries, and community-led health and social initiatives. These experiences show that the foundations for community commissioning are not just present, they are strong.

By partnering with us, the government, and others, have the opportunity to unlock significant wellbeing and economic gains, use existing investment more effectively, and work with us to build a system that continuously learns and adapts. Most importantly, it will support whānau to thrive in ways that matter to them, while building a stronger platform for future generations. We invite you to walk alongside Tairāwhiti in shaping a model that can achieve real, lasting change for our region — and, in time, offer a blueprint for Aotearoa.

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- 13** Tairawhiti Data: <https://tairawhitidata.nz/>
- 14** Toitu te Ora — Tairawhiti Community and Whanau Health Plan (2024):
https://toituteora.org.nz/wp-content/uploads/2025/01/Toitu-te-Ora-CHP24_v7.pdf

Tairawhiti Community Commissioning

Expression of Interest Feedback

About this EOI

We are seeking feedback on the proposed Tairawhiti Community Commissioning approach before the final EOI is submitted to the Social Investment Agency on 12 June 2026.

We welcome input from iwi and hapu, community groups, providers, and the wider community.

How to provide feedback

- admin@manaakitairawhiti.nz

Key dates

14 May 2026

25 – 29 May 2026

9 June 2026 – 12.00 pm

10 June 2026

12 June 2026 – 12.00 pm

SIA EOI opens

Round 3 engagement hui

Community feedback closes

EOI finalised

SIA close-off

Feedback and Enquiries

- admin@manaakitairawhiti.nz
- <https://mt.org.nz>