

Whakamanahia a Te Wairoa

Tā Te Mate Korona-19 Whakatūtūtanga

Empowering Wairoa

Covid-19 Economic Recovery Support



**He Haerenga Ngatahi
a Te Wairoa: Tā Te
Mate Korona-19
Whakatūtūtanga Ōhanga**

**A Wairoa Journey
Together: Covid-19
Economic Recovery**

Kua whakapiri ngātahi a Tātau Tātau o Te Wairoa rātau ko Ngāti Pāhauwera Development Trust, ko te Kaunihera-ā-rohe o Te Wairoa kia whakaahutia ai i tētahi kaupapa hāpori hei tīaroaro, hei arotahi, hei ruruku te kātotoi pāpori-ōhanga ki te mate korona-19 kia tautokotia kētia te rohe o Te Wairoa, ōna hāpori me ōna iwi whānui.

Ko te āhuetanga o te kātotoi nei hei arotahinga i ngā mahi ake, i ngā tūmomo mahi, i ngā kaupapa pae tata, pae tawhiti rānei me ngā kaupapa kia arotahinga ai ki te kātotoi kē nei me ngā whāinga o Te Wairoa whānui. Ka tū whakamana a Te Wairoa ki te kātotoi ohotata nei ki te mate korona-19, ā, e puta ana he tira hāpori kia mahi ngātahi ai ki te taha i ōna iwi me ōna pakihi. Ka te katoa, ka mihi atu mātau ko te 'Tira o Te Wairoa' hei arahina, hei mahi ngātahi ki ā mātau hoa.

Ko te whāinga o tā mātau tukanga me te tuhinga nei, ka whakaaro watea mātau hei whakawhānui ake i te whakaurunga, i te whakatāhio, i te matatau me te takohanga mā te mahi ngātahi.

Ko tā te tūāpapa te tuhinga nei hei whakaputa i tā mātau tukunga, ki ngā whakawhitiwhiti korero, ki te rapu tautoko mō ngā kohi pūtea ki te whakatūtūtanga o Te Wairoa whānui.

Tātau Tātau o Te Wairoa, Ngāti Pāhauwera Development Trust and Wairoa District Council have come together to develop a community driven, aligned, focused, and coordinated socio-economic response to COVID-19 supporting the Wairoa region, its communities, and peoples.

This response focuses on immediate actions, employment, short and long-term projects, that address the current response and align with the aims of Wairoa. Wairoa has proven through its emergency response to COVID-19 that it, as a collective of communities, is able together to meet the needs of its people and businesses. Collectively, we acknowledge that the 'Team of Wairoa' must lead and work effectively with our partners.

In developing our approach and this document we are clear that we must increase participation, transparency, efficiency and accountability through cooperation and collaboration.

This document is a foundation for presenting our approach, communicating, and seeking support for funding for the recovery in Wairoa.



Chair, Leon Symes



Chair, Toro Waaka



Mayor, Craig Little



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Titiro Whakamua

Aiming for the Future

Tīhei mauri ora! Ki ngā pito o te rohe, ngā manu huruhuru, ngā waewae rekereke, ngā koura manakotia ai. Tangihia ngā tini aitua i pāngia e te mate korona ngā tāiro a tauwiwi me ngā mate ō ngā marae maha o te motu. Waihotia mō mātau ngā manawa whenua e kore e mīmiti te tāroi o te huaketo. E kī ai, ka mate kainga tahi, ka ora kainga rua!

Kāore i tua atu, kāore i tua mai ngā tauwhiro tanga o te rohe whānui e whakapauwerawera ana. Nei ra te mihi e whakapakari ai te kōrero, nā tō rourou, nā tōku rourou ka ora ai tātau! Nā reira, he ora te whakapiri, he rā ki tua. Kia ora huihui anō tātau katoa.

Tā Tātau Whāinga

Our Aim

Wairoa is strong, resilient, and prosperous. Her people are in all aspects well, engaged, proud and benefit from the wealth she offers. Her people tend to her health socially, culturally, economically, and environmentally.

Ko Wairoa te whenua taurikura, he manawa roa, he manawa ora. Mā tōna uri e tiaki, mānā anō rātau e tiaki ai. He oranga kotahi rāua.



He Whāinga Manawaroa An Enduring Aim

The finality of the post COVID-19 environment, the longevity and extent of its reach at this time is universally acknowledged as unknown. In the face of this it has become clear that what our people and communities were already striving to achieve in Wairoa remains and, in many ways, has been reinforced. Wairoa is our home, the source of our community, the foundation of our future.

We as a region, its people and as its guardians own the journey and the outcome. We must work openly and diligently within our communities, within our region, with

our regional partners and with central government to effect the changes required and achieve our aim. In turn we must support each other and our stakeholders to enable them to work with us. We fully acknowledge that to be successful all the elements, economic, social, cultural, and environmental are inextricably linked. To be successful we must not only achieve them but achieve them in balance. Wairoa her people and communities must take ownership, accountability, and lead.

Ngā Whāinga Me Ngā Mātāpono Values and Principles

To achieve our aim, we will look to long standing principles and values that provide all of Wairoa a focus and acknowledge our shared guardianship and responsibility for our future.

Rangatiratanga – Collaborative, transparent and sound governance and leadership

Whanaungatanga – Promoting our connection to ensure harmony and solidarity

Manaakitanga – Uplifting the mana of others through kindness, hospitality, and mutual respect

Tiakitanga – Supporting and promoting the restoration and protection of our natural environment

Wairuatanga – Respecting and exercising the spiritual dimension of our world

Me Tutuki Tātau We must achieve

Economic Wellbeing: For all of Wairoa from our people as individuals, our people as communities, our people in business. Investment that increases the wealth and economic health and capability of Wairoa, ensuring economic benefit flows to and through Wairoa, the rewards will enrich us.

Social Wellbeing: Everyone in Wairoa, from our youngest to our oldest have the supports and services they need to be healthy and flourish. Services and advocates ensure that no one is left out or left behind.

Cultural Wellbeing: Wairoa looks forward retaining and building on its rich cultural heritage. Our cultural identities and foundations are recognised, embraced, and fostered. Our cultural diversity becomes our strength in building a stronger Wairoa.

Environmental Wellbeing: Collectively we must achieve the restoration, the balance and health of our environment, the river, land, sea, air, and climate. As a community we must safeguard our environment through our actions and our governance. We must ensure that we and others do not damage or destroy our environment regardless of intent.

Ko te amorangi ki mua, ko te hāpai o ki muri.

If we lead achievement will follow, if we see our future, we can create it, if we are inclusive, we can be nimble, if we are deliberate, we will build it.

Tā Tātau Aheitanga

Our Capability

Te Wairoa has nurtured a culturally rich and resourceful community. This community is comprised of residents, as well as people while not physically present, who contribute to our development and future prosperity.

Community Engaged – Building through our people

The people of Wairoa have in the past, and now within the context of COVID-19, successfully enabled, supported, and delivered economic, social and health supports and services into the broadest reaches of its communities. Volunteers, whānau, hapū, iwi, NGO organisations, local business and our regional partners have effectively worked together to meet the need. We need to now embed this great work by supporting and developing the community's capabilities in a way that ensures we look after each other.

Leadership – Wairoa leads for Wairoa

To address her future leadership has been implementing forward thinking and innovative practices, such as social innovations for transformation. This already active movement leading into COVID-19 recovery has drawn leaders, iwi, government agencies and Council together. This has brought organisations to support Wairoa, leading her recovery with collaboration and cohesiveness, focusing on her needs and aspirations. Yes, this is a journey that we will lead with support from our regional and central government partners.

Broad resources – Unlocking Potential

Wairoa and the community hold significant resources, land, water, food production, forestry and more that can be unlocked for economic advancement to meet our aims. These resources do need additional enablers to unencumber progression. Many of these supports exist now and can be unlocked

quickly within the COVID-19 recovery. Key resource supporting projects include: HVMP roading programmes along with air and rail initiatives, digital enablement to our whānau not just to schools and local aggregated points, water, and environmental projects to ensure the health of the environment and the people of Wairoa.

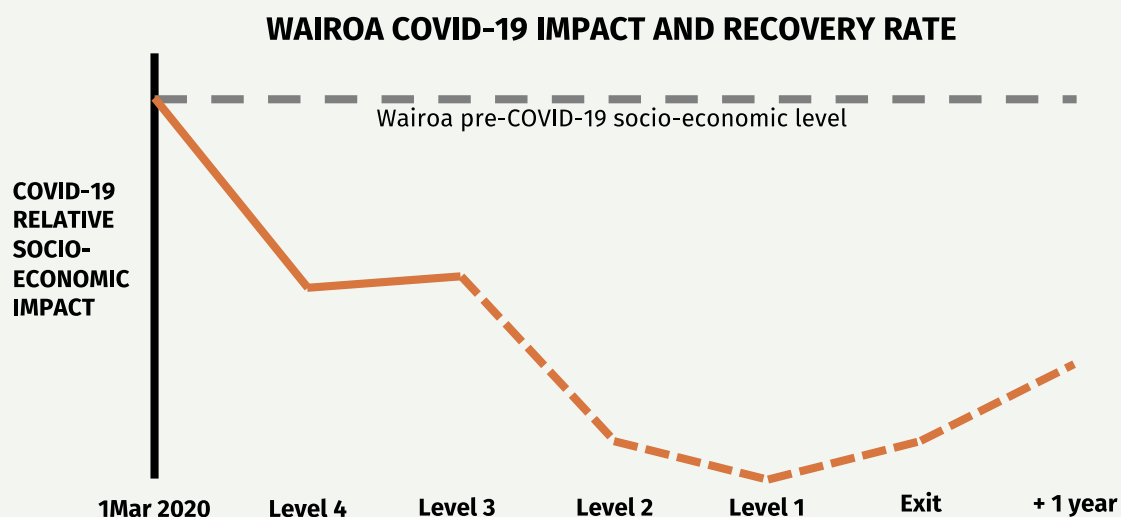
Knowing our Challenge – Building our opportunity

Significant consultation, research and work has been undertaken to identify the issues, challenges, needs and impediments facing Wairoa. All of these have contributed to our understanding of the strengths we can leverage, the capabilities we need to build and the assistance we need to draw from other sources.

To date within the Covid-19 pandemic timeframe Wairoa's overall experience has clearly identified that when we act on needs, support our communities, work to deliver real outcomes our stakeholders, from whānau to central government, we achieve and achieve together. No, we will not always get everything right but by working together, conscientiously, collaboratively, and continuously, we will not only achieve more than we have to date but what we need for the long term health and prosperity of Wairoa.

Tā te Mate Korona-19 Whakaaweawe COVID-19 Impact

The immediate economic, societal and wellbeing impact of COVID-19 has been significant for the Wairoa community. The impact is expected to worsen before it gets better. The longevity is forecasted to continue well past the immediate COVID pandemic recovery.



Taumata Tuawhā Level 4

Economic

Most businesses halted during Level 4 because they were unable to operate from their home due to the nature of their business, the lack of connectivity and/or no online marketplace presence. Most retail business and cottage industries service the local community from shops or from their door.

Infrastructure, forestry, and other industries that provide employment to Wairoa people were halted.

Although there was a large uptake by businesses of the wage subsidy programme

and other government assistance, job losses occurred. A survey of a sample of local businesses during Level 4, identified approximately 17% expected to cut jobs. This aligns with MSD's information noting an increase in job seeker support.

Social

There was also a high demand from individuals and whānau for welfare and financial assistance. Many in our community required additional food, heating, health and mental wellbeing supports to manage through lockdown.

People also returned to Wairoa to spend lockdown with their families. For some households this provided additional pressure

on household income, overcrowding, welfare needs and added anxiety.

Taumata Tuatoru Level 3

There was little change from Level 4. Few businesses returned to operation during Level 3; few people returned to work. Employment activity did not change noticeably.

Welfare support continued to be required at similar levels as Level 4.

Taumata Tuarua Level 2

The forecast for Level 2 estimates, and initial Wairoa observations support, that this is when we will begin to observe and understand the true depth and extent of the socio-economic impact on Wairoa.

Economic

There will be further job losses and business closures.

There has been an initial flurry of business activity in Level 2 associated with shops opening and people being able to get out and about. This is not forecasted to be maintained. It is anticipated that people will reduce spending as they consider their future economic situation.

Businesses are very much just 'feeling their way through' and hoping that 'buy local' will save them.

Businesses anticipate:

- little or no employment growth,
- customer numbers will be down on pre-COVID levels,
- increased costs due to operating in accordance with COVID guidelines,

- reduced productivity and efficiency of undertaking tasks,
- increased health and safety measures to protect staff especially those who are 'vulnerable', and
- potential increase in the cost of supplies along with supply chain disruptions.

Many businesses have depended on the wage subsidy to see them through Levels 4 and 3. A smaller number of the businesses will meet the criteria for continued wage subsidy for the further eight weeks. We anticipate that there will be many who operate over the 50% revenue loss threshold that will cut employment or become unviable.

Our local marae foresee a significant drop in income, currently estimated in excess of \$60,000, from functions and events that were cancelled over one of their busiest periods. This will have a significant impact on their ability to pay basic running costs. The inability to reconnect with their culture will have an impact on overall wellbeing of people and communities.

Social

There will be a drift back of people to Wairoa from elsewhere in the Hawke's Bay region, New Zealand and internationally as jobs and opportunities are lost. Coming home for a year or two while they figure out what they are going to do

We are already seeing the return of people who:

- came for lockdown and are now remaining in Wairoa
- are students deferring or stopping their studies
- planned to travel and cannot
- lost employment or relied on contract and temporary positions
- can no longer afford rents in the cities.

This is changing the profile of our communities and the demand on our social

and cultural services. It changes the profile of the skills available balanced with the expectation to have the opportunities to utilise these skills.

There will be more households without an income, or sufficient income. This will trigger an increase of social issues and high stress situations.

There has been a welfare support shift from the immediate practical needs provided during lockdown to more complex cases with multiple needs, such as, housing, mental health, addictions services and family harm intervention. This will place additional demand on already high-demand services.

It is forecasted that the need for these services will probably increase in proportion to job losses and reduced household incomes.

Taumata Tuatahi Level 1

The forecast for Level 1 estimates that this is when economic and social stresses will cause the most significant impacts.

Economic

Job losses and business closures will continue.

This is anticipated to be the period with the greatest number of business closures. Including those businesses whose market has shrunk, disappeared, are unable to compete in the New Zealand marketplace or who were unable to adapt to the 'new normal' business model.

Many businesses will still be doing whatever it takes to get by. Their ability to employ will be low.

With the reduction of COVID-19 restrictions, it is forecasted that customer base, supply chains, operating environment and supportive services will have stabilised.

Only a small minority of the businesses will have the ability to increase employment, to analyse and plan for investment in the future, to create customer or product diversification and growth.

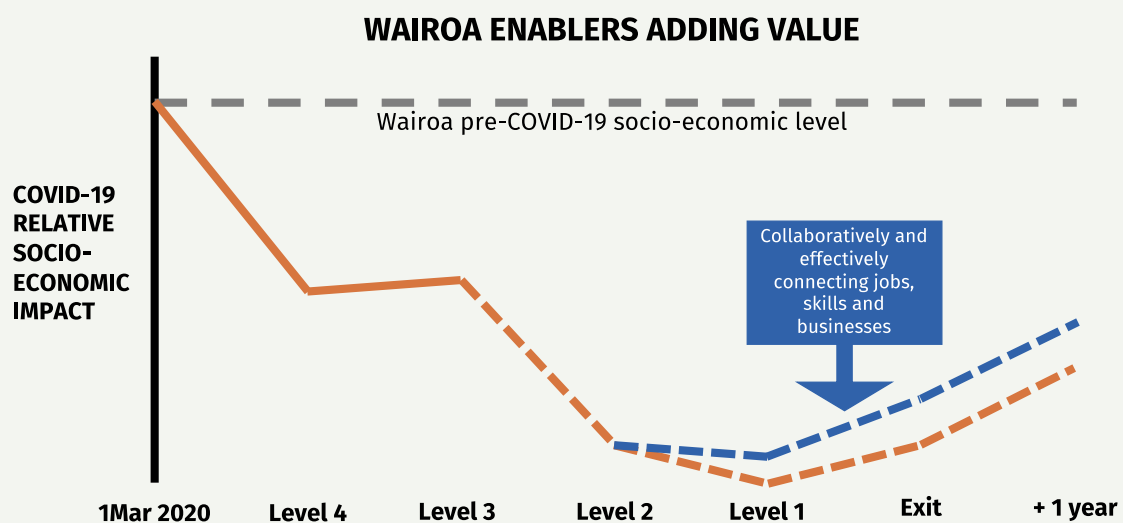
Social

Drift back of people to Wairoa will continue. It is anticipated that this is when we will see the influx of people returning from overseas as soon as the border opens, especially Australia, and job losses worldwide occur. The demand for social services and supports will continue.

Whakamanahia a Te Wairoa

Enabling Wairoa

Wairoa's COVID-19 recovery intent is to take managed and co-ordinated actions that reduce the depth, breadth, and duration of the impact on our community. Our ambition is to reduce both the duration and extent. We want to place ourselves in the position to be better off in the years that follow COVID-19 than the years prior to COVID-19.



Te Aronga Purpose

To achieve, we are preparing a practical, considered and coordinated programme of action. Rather than disparate projects each competing for people, training, skills and resources, we are establishing functions with a responsibility across the entire need of Wairoa people, communities and projects.

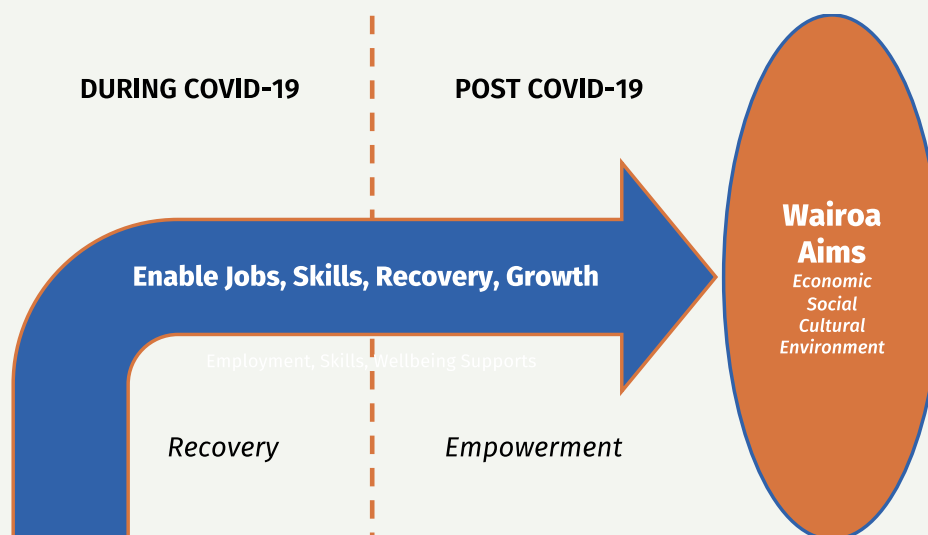
At this time two functions will be established, with the potential to add additional functions as community and business needs dictate.

These two functions will:

- Supplement existing employment, upskilling and wellbeing services with additional resource required by Wairoa during COVID-19.
- Provide roles and structure to ensure resourcing across initiatives is coordinated and efficient. We require effective use of our capability and capacity, especially scarce skills, to achieve the maximum benefit for Wairoa.

Wherever possible, Wairoa's recovery will leverage off the completion and successes of projects to amplify the effect and outcomes of the overall Wairoa programme.

Ngā Mea Whakatūtūtanga Recovery Enablers



Through COVID-19 Level 4 and 3, we have already established some of the *Recovery Enablers*. Civil Defence, health and social services, Council, iwi, and the community have established immediate supports for our people. We have engaged with local and regional government agencies to work alongside us in these actions.

Our next step is to refine and supplement these supports with *Recovery Enablers* focussed specifically on near-term employment. This will support our ambition to reduce the depth and breadth of the COVID-19 impact.

Kāwanatanga Governance

No specific COVID funding and support from central government for additional governance *Recovery Enablers* is required.

Our current governance membership was formed during COVID Level 4 to advocate on issues from our communities, and coordinate communications across key agencies. As

lockdown progressed, our focus widened to include recovery planning.

This successful partnership will continue to provide governance in support of our plan as we continue through the levels and move towards COVID exit. Our governance will make certain that there is community participation, transparency, efficiency and accountability.

Our governance will transition to a long-term integrated governance structure focused on empowering Wairoa.

Ōhanga Economic

Funding is being sought for COVID *Recovery Enablers*.

To support economic enablement for the recovery, Wairoa is looking to leverage the existing and targeted capabilities already in place. This means in practical terms working proactively and collectively with agencies such as the MSD, MBIE, amongst others, to maximise the impact of their services and supports for the benefit of Wairoa.

We have already identified and progressed two new and supplementary functions to accelerate connectivity to employment and effective use of capability. These roles, Connector and Coordinator, will need to be in place quickly to achieve a swift influence. An overview of these functions is provided at the end of this section.

In addition to accelerate recovery, we require support for:

- Feasibility and business cases that have the potential to create sustainable skills and employment
- Māori enterprise development support to transform concepts for land use, skills and knowledge into opportunity statements and action plans
- The opportunity to present additional projects that will directly contribute to recovery in the short and medium term.

Oranga Social

No specific COVID funding and support from central government for additional environment *Recovery Enablers* is required.

Prior to COVID-19, Wairoa with its partners had already initiated a significant engagement to address a number of factors impacting on social needs, services and facilities within Wairoa. The importance of focusing on these, during and following COVID, remains an imperative to create enduring positive impacts and outcomes for our communities, individuals and whānau. We fully expect this engagement to continue as a priority. Notable areas of action include:

- Support a commitment to a Wairoa Local Commissioning Agency by the HBDHB, PHO, MSD, MoE, MBIE and TPK.

- The utilisation of the community including community hubs, especially having shown their effectiveness during the emergency lockdown and subsequent weeks, to support wellness directly in the community
- The implementation of identified programme of work to improve health services and outcomes. High prioritisation placed on this by the HBDHB.

Ahurea Cultural

No specific COVID funding and support from central government for additional cultural *Recovery Enablers* is required.

Cultural enablers are integrated throughout the programmes and projects as a means of Māori engagement, retention and enhancement of outcomes aligned to our aims. Obligations are already in place. These include those commitments made under our Treaty of Waitangi Deeds of Settlement.

Projects that are detrimental to our aim to protect and grow our cultural capital will not receive our support.

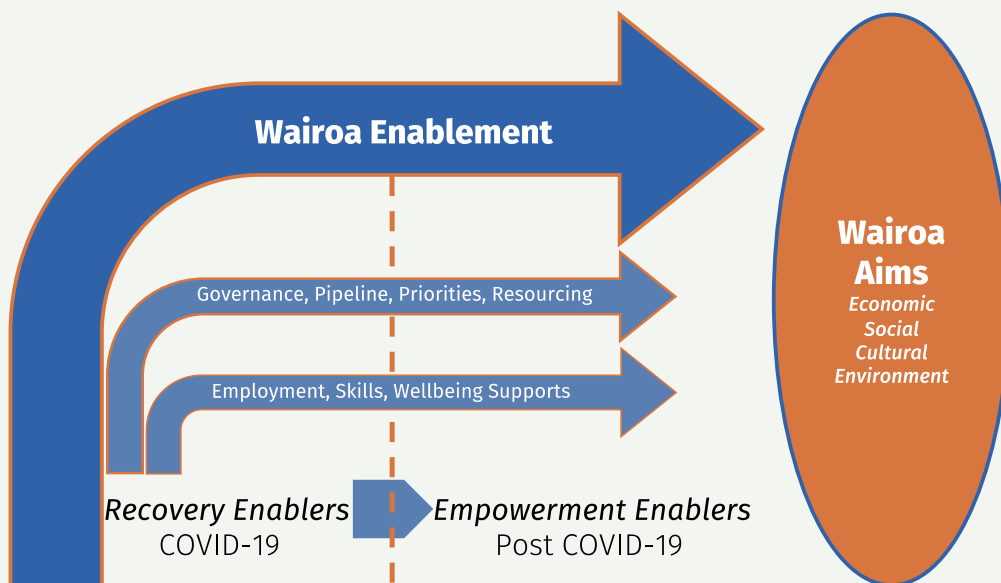
Taiao Environment

No specific COVID funding and support from central government for additional environment *Recovery Enablers* is required.

To protect and sustain our environment we intend to progress the opportunity to partner with local government and other iwi entities to develop an integrated approach to environmental management.

Projects that are detrimental to our aim to improve the health of our environment will not receive our support.

Whakamanahia Ngā Aheitanga Empowerment Enablers



The enablers we establish for the COVID-19 recovery will be the foundation that will evolve into the ongoing platform for empowering Wairoa. The focus will shift from facilitating and supporting immediate recovery to growth and sustainability.

For example, *Recovery Enablers* will have an immediate focus on getting people into employment. Under empowerment, the focus will shift to employment retention, skilling for upcoming projects and employment sustainability







As we transition into empowerment, our focus will change to increasing the capability and capacity of Wairoa for the long-term, building on the employment initiatives and projects undertaken in *Recovery*.

To ensure the effective transition from COVID-19 recovery to empowerment, we will maintain consistent governance and the crucial focus on contribution to our aims.

The timing of the transition from *Recovery Enablers* to *Empowerment Enablers* will be staged and aligned to the needs of the community. The *Empowerment Enablers* will be prepared and may initiate prior to COVID exit.

Importantly, we will carry on with the good and effective practices, improve where required, and learn from the challenges and the mistakes we made during recovery. Continuous improvement and lessons reviews will be undertaken at key points in the recovery. An overview of this initiative is provided at the end of this section.

Wairoa Recovery Enablers

	Economic	Social	Cultural	Environmental	Employment	Ready to Go
Connecting People to Services						
Connecting People to Services	●	●	○	○	●	●
Employment, Skills and Resource Co-ordinator	●	●	○	○	●	●
Wairoa COVID-19 Recovery Lessons Review	●	●	○	○	●	●

Connecting People to Services

Description

An individual acting within Wairoa's Workforce Development Support will be employed as a conduit providing additional capacity and capability to connect the unengaged, isolated, and disconnected. They will provide pastoral care to affected workers and unemployed placed into redeployment opportunities.

This role has been scoped and developed with the regional team at the Ministry of Social Development. They are supportive of this initiative for Wairoa.

The role will connect individuals who are not engaging with Work and Income and other government supports. The role will provide pastoral care and connect unemployed and underutilised people to appropriate and available employment and social supports and services. This focus is in support of sustainable employment outcomes.

We know that in our communities there are many individuals who are very reluctant to seek the assistance of government agencies through traditional service provision interfaces. This role will breakdown that barrier and build the connection.

Acting as a trusted 'face' they will seek out people and whānau requiring support, care and encouragement to access the opportunities available. They will guide the people to identify the Wairoa jobs they are able to do immediately. They will work alongside employers in Wairoa, Work and Income and other Wairoa COVID projects to match people to jobs required.

They will provide pastoral care to support the wellbeing of the person and their whānau to help achieve sustainable employment. They will assist in the transition from income support to employment and work alongside the employer and employee to develop a career pathway, identify training opportunities and escalate training gaps. They will connect people to other services, as required, and assist with solutions to issues that may disrupt employment.

There will be a close working relationship with Work and Income to avoid duplication of effort and services.

Output

People who are 'hard to reach' finding employment opportunities, and training. They have equitable access to employment and training opportunities.

Sustainable employment outcomes for affected workers and unemployed

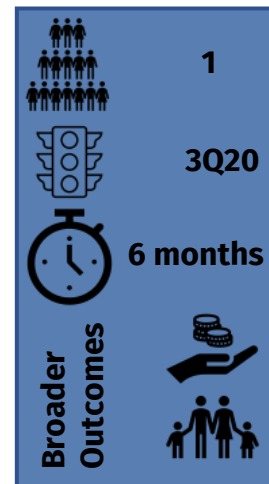
Alignment to Aims

Economic: more Wairoa people connected to employment

Social: more Wairoa people connected to social assistance.

Outcomes/Benefits

- Connect potential employees with hiring employers
- Workforce identified to meet the needs of the recovery project
- Ensure people receive the assistance they are eligible for
- Amplified effectiveness of Work and



Income initiatives within Wairoa

- Ensure long term sustainable outcomes for affected workers and unemployed
- Increase employer capability for workforce development

Resources Required

One person fulltime for six months. (Initial)

Timing and duration

July to December 2020

Owner:

Tātau Tātau o Te Wairoa

Funding – the request:

Currently in discussion with MSD for funding approval

Employment, Skills and Resource Co-ordinator

Description

This is a new role within Wairoa co-ordinating employment, skills and resource opportunities across multiple projects.

This role has been scoped and developed with input from the regional Provincial Development Unit. They are supportive of this initiative for Wairoa.

The purpose of this role is to ensure that the use of the Wairoa resource pool, people, skills and tools, is efficiently co-ordinated to maximise the achievement of projects, employment and outcomes. We know that there will be specific individuals, skills or equipment that will be required by numerous projects during their implementation. These need to be thoughtfully supported to minimise clashes, potential over allocation, missed opportunities or underutilisation.

This role will forecast, plan for and manage the recovery projects' demand for resources. It will work with employees, contractors and employers to co-ordinate jobs, potentially across projects, to build skills that will enable sustainable employment. It will also work closely with the Ministry of Social Development to align workforce planning.

This is a highly influential, persuasive and formative role. They will work alongside project owners and the governance group with the responsibility to proactively effect resource optimisation, utilisation and best overall outcome.

Output

Wairoa projects getting the needed resources aligned to overall priority and contribution to the region's COVID recovery.

Alignment to Aims

Economic: optimisation of resources against economic recovery imperatives

Outcomes/Benefits

- More Wairoa projects complete and delivering outcomes and benefits
- More Wairoa resources used
- Scarce resource usage maximised
- Employees getting opportunities to build and demonstrate skills

Resources Required

One person fulltime.

Timing and duration

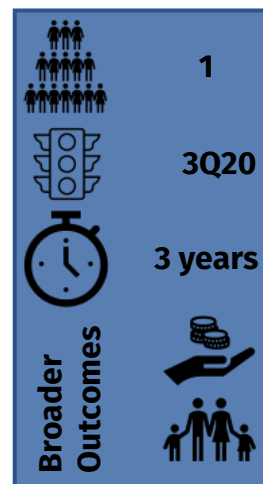
July 2020 to 2023

Owner:

Tātau Tātau o Te Wairoa

Funding – the request:

Te Ara Mahi funding for the Co-ordinator position for three years in process



Wairoa COVID-19 Recovery Lessons Review

Description

Independent review of the effectiveness of the Wairoa *Recovery Enablers* to achieve the intended outcomes. It will include consultation with the individuals responsible for these functions, the organisations they work alongside, community of users, stakeholders and governance. Rapid interim reviews will be conducted part way through Levels of long duration and following shifts between Levels. A full review will be held post COVID-19 exit. These reviews will inform improvements in provision, timing and approach of any alteration in priorities and the specific definition of and transition to *Empowerment Enablers*.

Output

Interim and exit lessons reports identifying 'what went well' and 'what did not' with recommendations to refine, change and improve.

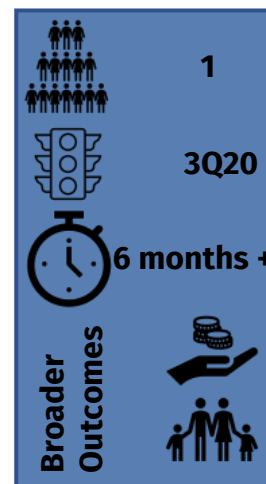
Alignment to Aims

Economic: ensure that suitable economic support functions are in place, accessible, coordinated, and appropriate to the needs of Wairoa businesses and organisations.

Social: ensure that suitable social support functions are in place, accessible, coordinated and appropriate to the needs of the Wairoa community.

Outcomes/Benefits

- Continuous improvement of the application Recovery Enablers
- Transparency for all stakeholders
- Demonstrable value of their effectiveness in supporting Wairoa
- Data to enable benchmarking and progress tracking
- Clear definition, and value of *Empowerment Enablers*



- Well managed transition from Recovery to *Empowerment Enablers*
- Reduction of the socio-economic impact on Wairoa due to COVID-19 in Levels 2 and 1

Resources Required

One independent consultant, part-time, to conduct the reviews and report.

Timing and duration

First interim review one month following the start of Level 2. The project will continue for the duration of COVID-19 and complete within two months of COVID exit. Interim reviews will be a maximum of 1 week in duration, the final review will be a maximum of 3 weeks in duration.

Initiative owner:

Wairoa Recovery Governance

Funding – the request:

\$63,000

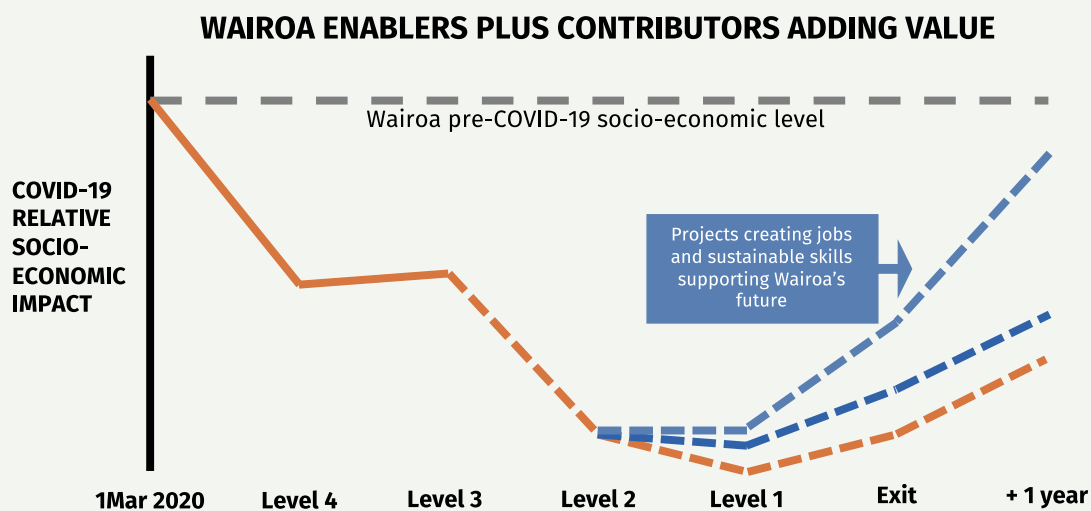
Ngā Kaiārahi Contributors

To flourish, we need to rapidly grow our communities' and peoples' capability and capacity.

To recover, we need to accelerate the start of projects to begin and progress in the Level 2 and 1 timeframe. To empower, we need to have and continue to implement a pipeline of projects that continue sustainable employment and skills development.

Without a steady stream of projects prior and following COVID exit, Wairoa's socio and economic growth will stagnate.

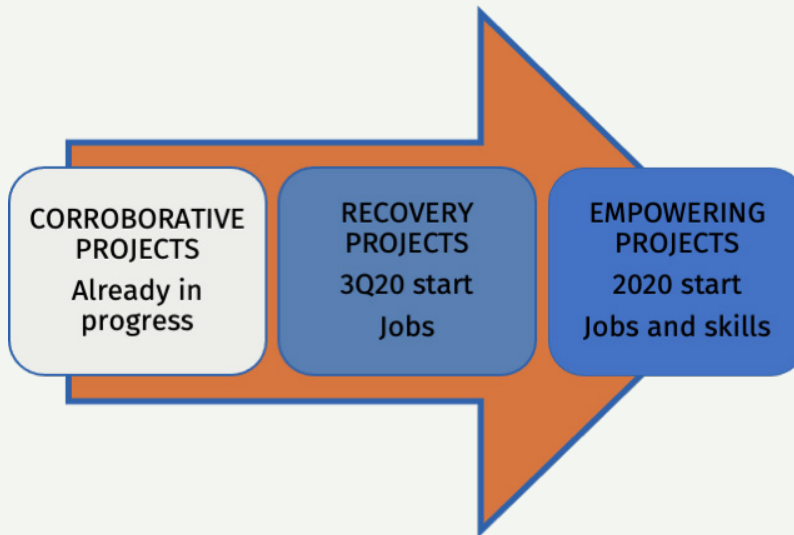
Wairoa is determined to take a managed and co-ordinated programme approach, understanding interdependencies and demands on common resources.



We are concentrating on the totality of the improvement for Wairoa. We do not want to create, or see, a situation where individual projects each competing against each other for vital Wairoa resources.

The projects are summarised in the following sections. Each project clearly identifies its contribution to employment, both immediate and longer term, timeframe of outcome realisation and contribution to Wairoa aims.

They are categorised into three groupings:



Corroborative:

- Agreed and/or already underway
- Directly delivers outcomes and benefits aligned to Wairoa aims

Recovery:

- Can start in 3Q20
- Directly delivers some outcomes and benefits aligned to Wairoa aims prior to COVID exit
- Creates employment in Wairoa prior to COVID exit

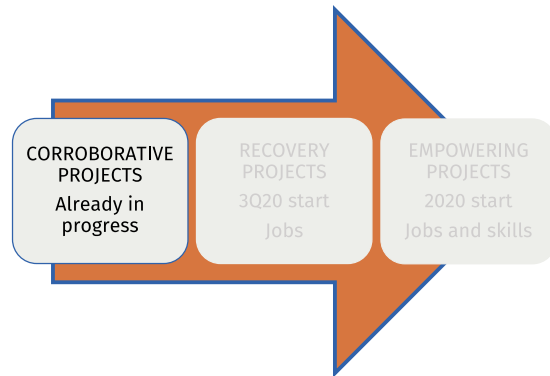
Empowering:

- Can start in Level 2 or Level 1
- Directly delivers outcomes and benefits aligned to Wairoa aims
- Creates Wairoa employment and skills
- both in the short and long-term






Ngā Kaupapa Tautāwhi Corroborative Projects

These are the Wairoa projects currently in progress and creating employment opportunities, skills development and delivering outcomes aligned with

Wairoa’s aim. It is important to note the interrelationship between these projects and upcoming projects. The resource needs of the corroborating projects will be managed within the pipeline of recovery activity being undertaken in Wairoa.



Corroborative Projects

	Economic 	Social 	Cultural 	Environmental 	Employment 
Growing Future Farmers	◐	○	○	○	◐
HPMV Bridge Strengthening	●	●	○	○	●
Mahia Resilient Roads	●	●	●	○	●
Nuhaka River Road Realignment	●	●	○	○	●
Operations Hub - QRS	●	○	○	○	●
Patangata Bridge Replacement	●	●	●	●	●
Te Wairoa E Whanake & Digital Hub	●	●	●	○	◐
The Limery	●	○	○	○	◐
Wairoa Digital Employment Programme	●	●	◐	○	●
Wairoa Job Shop	●	◐	○	○	●
Waitepatu Rangatahi Washout Repair	●	●	○	○	●

Growing Future Farmers

Te Ara Mahi funded training scheme. The aim of the project is to bridge the gap between school and employment or further training. The project provides graduates with

practical on-farm skills to complement their more formal qualifications. Wairoa is a pilot location for this programme.

HPMV Bridge Strengthening

PGF funded Bridge Assessment and Strengthening project. The project included both assessment and strengthening of key bridges to High Productivity Motor Vehicle (HPMV) standard. The assessment stage will be complete in June 2020. Strengthening work will follow immediately.

There is a proposed empowerment project to further assess additional bridges in the Wairoa district, as well as, improving vehicle approaches to the bridges.

Mahia Resilient Roads

PGF funded road improvement projects on the Mahia Peninsula. These roads are indispensable to the community, farmers, and business. The project included three initiatives:

- Traction sealing and other works for 12.5 km of Mahia East Coast Road
- Sealing 4 km of road leading to the Rocket Lab launch site

- Investigation an alternative route along the coast between Nuhaka to Opoutama Road.

The Mahia East Coast Road improvements are currently underway. The other two initiatives are complete.

There is a proposed empowerment project to continue further improvements to Mahia East Coast Road following completion of the current initiative.

Nuhaka River Road Realignment

Funding has been announced for this project under the COVID-19 shovel ready recovery programme. The road is blocked by landslides, impacting farmer access. The

design is complete, and project is ready to commence. This project will create 8 jobs for one year.

Operations Hub – Quality Rooding and Services

Quality Rooding and Services Limited has submitted a PGF application for the construction of an operations hub. The hub will enable all staff to be located together with their depot and cater for planned

growth. The facilities will include office, meeting and training space.

The project will provide in region jobs and is able to start immediately.

Patangata Bridge Replacement

Funding has been announced for this project under the COVID-19 shovel ready recovery programme. Replacement of the Patangata Bridge. This bridge is structurally unsafe. Deterioration in abutments pose a serious threat to vehicles crossing the bridge.

The closure has impacted access to Whakakī,

three urupā, as well as private and Māori land. The PGF funded restoration project of Lake Whakakī had to be halted as a result.

The plans are complete. The contractor has been identified and labour available. This project will create 8 jobs for three to six months.

Te Wairoa E Whanake including Digital Hub

PGF funded project for the improvement of the Wairoa town centre to assist in creating further retail, employment and educational opportunities. It includes revitalisation, relocation of the i-Site, Rocket Lab education centre, a regional Digital Hub, and the development of the Wairoa River Regional Park.

The project is in the initial community consultation stage.

The implementation of the project will create local infrastructure jobs.

The Limery

PGF funded project to expand juicing and processing capacity. To ensure the structural improvements are made and equipment is available to meet demonstrated growth in demand. The expansion will create additional

employment. It will also work with an education programme with the local college, where students will learn science, economics and biology.

Wairoa Digital Employment Programme

PGF funded project providing a digital employment pathway. This project will create 52 digital jobs over the next two years. The focus is on the development of

strong, industry-required 3D animation skills. The project is underway with eight people currently employed and upskilling.

Wairoa Job Shop

PGF funded project providing coordination and delivery of employment preparation and

placement support services targeting at risk youths.

Waitepatu Rangatahi Washout Repair

Funding has been announced for this project under the COVID-19 shovel ready recovery programme. Repair of road and bailey bridge caused by a washout from the sea. The design is complete, and project is ready to

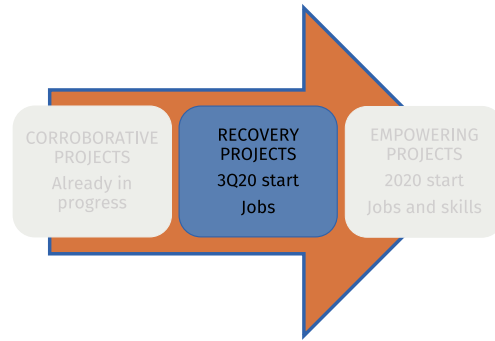
commence. This project will create 10 jobs for 6 to 12 months.

Ngā Kaupapa Whakatūtūtanga Recovery Projects

Wairoa Recovery Projects will:

- Start in 3Q20
- Directly delivers some outcomes and benefits aligned to Wairoa aims prior to COVID exit
- Creates employment in Wairoa prior to COVID exit

With the support of COVID-19 funding, the following Wairoa Recovery Projects can be launched prior to 30 September 2020. We are confident that we have or can readily access the resources required to undertake the projects.



These projects will directly contribute to reducing the socio-economic impact of COVID.

Recovery Projects						
	Economic	Social	Cultural	Environmental	Employment	Ready to Go
Airport Extension	●	●	○	○	●	●
Dust Suppression	○	●	○	●	●	●
HPMV Bridge Strengthening	●	●	○	○	●	●
Mahia Resilient Roads	●	●	●	●	●	●
Māori Enterprise	●	●	●	○	●	●
Marae Recovery	○	●	●	○	●	●
Predator Free Mahia	●	●	●	●	●	●
Puāwaitia Te Takapau Horanui	●	●	●	●	●	●
Riparian Planting	●	●	●	●	●	●
Town Hall Tidy-Up	●	●	○	○	●	●
Urban Drain Piping	○	●	○	●	●	●
Wairoa Horticultural Hub	●	●	●	●	●	●
Wharerakau Housing Project	●	●	●	●	●	●
Walkway and Cycleway Extension	○	●	●	●	●	●
3 Waters - UV, Filtration & Metering	●	●	●	●	●	●
3 Waters - Storage	○	●	●	●	●	●
3 Waters - Irrigation	●	●	●	●	●	●

Airport Extension

Description

This project will extend the Wairoa Airport runway to accommodate larger aircraft supporting medical emergency and transfer services, regional resilience, and capacity. Currently the sealed length of the runway at 914m constrains its use to aircraft in the category of 5700kg Maximum Take-Off Weight (MTOW) or less. Normally, this means that the largest aircraft to use the airport would be a light engine turboprop carrying up to 12 passengers.

Notably the runway is not currently able to accommodate the newly commissioned Skyline Jet Air Ambulance servicing the Hawkes Bay Region.

This is a key project to open up access to our community to essential medical emergency services. The extension will enable direct transfer to specialist emergency units such as, Starship, National Burn Centre, and Burwood Spinal Unit.

It will also provide greater access for business use and visitors. Commercial operators will be able to capitalise on the opportunities created supporting economic development initiatives in the surrounding area.

The extension work includes laying an additional 300 meters of runway, removal of existing fencing to enable widening, and approximately 2.2 kilometres of new fence installation.

The design is complete, and the project is ready to commence.

Output

An extended runway to accommodate a larger range of aircraft especially modern air ambulance services

Alignment to Aims

Economic: Greater accessibility and opportunity for businesses.

Social: Increased health outcomes. Increased connectivity with the rest of New Zealand.

Outcomes/Benefits

- Job creation
- Increased access to medical care
- Decreased duration of medical transfers for critical healthcare services
- Increased regional resilience in the event of a major disaster
- Increased accessibility for business and tourism visitors

Resources Required

People: 10 FTE includes, consultants, fencing and concreting contractors.

Timing and duration

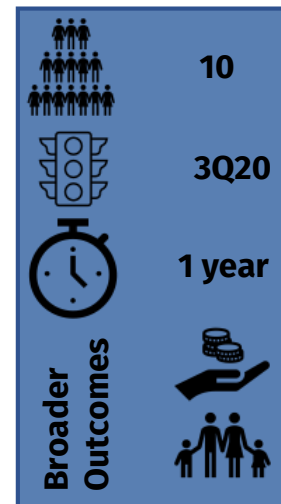
Start August 2020. Duration one year.

Initiative owner:

Wairoa District Council

Funding – the request:

\$1,200,000



Dust Suppression Seal

Description

Dust suppression seals for 7.3 kilometres of unsealed Wairoa roads. The project is ready to commence. Local contractors have the capacity.

Output

7.3 kilometres of dust suppression seal

Alignment to Aims

Economic: Job creation.

Social: Quality of air. Safety of road users.

Outcomes/Benefits

- Job creation
- Reduced maintenance cost
- Reduced impact of dust on adjacent farming activities
- Reduced complaints regarding dust

Resources Required

People: 10 FTE includes, skilled operators and drivers and low-skilled crew.

Timing and duration

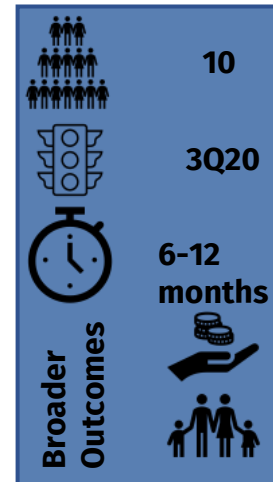
Start July 2020. Duration six months to one year.

Initiative owner:

Wairoa District Council

Funding – the request:

\$3,500,000



HPMV Bridge Strengthening Extension

Description

This project will extend the currently underway PGF funded Assessment and Strengthening project. The current project included both assessment and strengthening of key bridges to High Productivity Motor Vehicle (HPMV) standard. The assessment stage will complete in June 2020.

The extension will assess and strengthen additional bridges not included in the PGF project. It will also fund road alignment to improve safety for vehicles approaching the bridges.

The number of people employed on the work crew will increase.

The alignment is ready to commence. Assessment of bridges can commence in July, carrying on from the currently funded assessments.

Output

Strengthen bridges for heavy vehicles and improved approaches to bridges.

Alignment to Aims

Economic: Increased freight transport.

Social: Safety of road users.

Outcomes/Benefits

- Increased access for bigger trucks and carrying more freight.

Resources Required

People: 15 FTE

Timing and duration

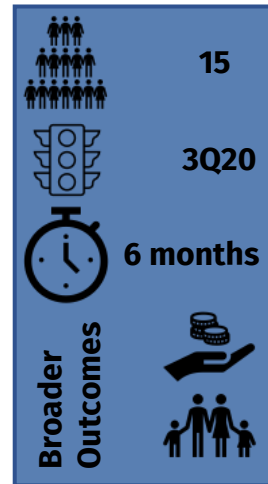
Start July 2020. Duration six months.

Initiative owner:

Wairoa District Council

Funding – the request:

\$8,000,000



Mahia Resilient Roads Extension

Description

The current work funded under a PGF for 12.5 kilometres traction sealing and other works on Mahia East Coast Road is nearing completion. This project will continue additional sealing and safety improvements.

This road is critical for the community, farmers, fishing and other businesses.

The current crew will continue providing employment stability. Additional people will also be required providing additional jobs for regional employment.

The project is ready to commence.

Output

Upgrade road.

Alignment to Aims

Economic: Reliable access.

Social: Safety of road users.

Outcomes/Benefits

- Extension of current employment
- Improved road safety and accessibility

Resources Required

People: 10 FTE

Timing and duration

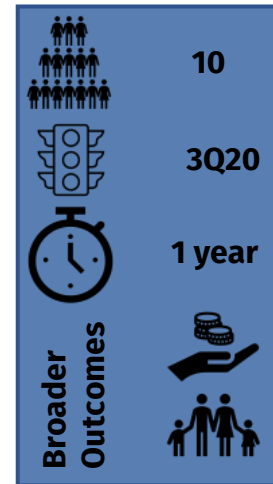
Start 3Q20. Duration one year.

Initiative owner:

Wairoa District Council

Funding – the request:

\$4,000,000



Māori Enterprise

Description

The Wairoa Māori enterprise programme will deliver local business support to current Māori businesses/ and organisations. The programme has been designed around a highly successful Māori enterprise programme, KETE, that has been operating from Hastings over the last 3 years. The programme is designed and delivered by mostly Māori business coaches and integrates Māori concepts and Māori case studies into contemporary business models and practices. The programme contains:

- Strategic and business planning services
- Sales and marketing support
- Accounting and tax compliance services
- Legal services and advice
- Support for local businesses to develop their online presence and ecommerce through a district-wide platform
- Support local business networking
- Monitor the wellbeing of local business owners and provide practical supports.

The programme is available to all local businesses across the Wairoa district, to support their sustainability and growth.

Output

Generate job creation opportunities in the short term and support the rebuild of the economy beyond the recovery, particularly in the primary sector and manufacturing.

Contribution to the region's COVID recovery.

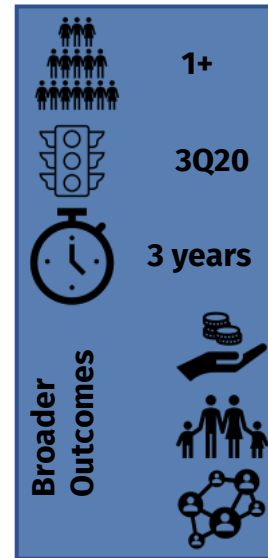
- 30 businesses engaged
- 35 Business Clinics (planning, finances, marketing, tax, legal)
- 90 One to one coaching sessions

Alignment to Aims

Economic: Support business sustainability. Increase Māori household incomes.

Social: Increase knowledge and skills in business. Reduce likelihood of job losses

Cultural: Develop capability to utilise Māori assets.



Outcomes/Benefits

- Direct role in supporting businesses in the district to be sustainable and resilient.
- Economic and social outcomes such as job creation and increased individual and household incomes in the medium and long term.
- Allow local businesses to grow and employ more local people.

Resources Required

Administrator, business coaches, venues (marae, community centres, Māori organisations), E-commerce platform.

Timing and duration

1 July 2020 - Must start asap to ensure appropriate business support post COVID-19.

Initiative owner:

Tātau Tātau o Te Wairoa

Funding – the request:

\$192,000

Marae Recovery Programme

Description

This programme of work is primarily to:

- Provide employment in Wairoa by providing ‘on the job’ training to gain qualifications that contribute to Career Pathways i.e. trades
- Enhance at least 10 of the 36 marae in the district over an initial six month period by providing human resource and programme material to complete projects as identified in marae plans.

We will work toward providing between 20 to 30 jobs. These positions will provide a ready workforce to undertake general maintenance or marae improvements as informed by a marae plan.

The programme will operate for 2 years to enable participants to undertake basic qualifications that either lead to Trade Apprenticeships or Primary Industry opportunities. NZQA unit standards achieved will provide a vocational pathway to employment and will include a strong tikanga Māori content delivered on marae.

The programme will target Māori as a priority but will also be available to people impacted by redundancies, reduction of work hours and deployment through COVID-19 and Job Seekers registered with WINZ.

A final programme will be developed and established through a collective and collaborative approach that includes Wairoa marae, iwi, hapū, PSGEs, community organisations and agencies.

Output

- 10+ marae improved
- 20+ jobs

Alignment to Aims

Economic: Create jobs. Retain and uplift Māori household incomes.

Social: Access to higher learning and skill development. Improved access to employment. Development of planned career pathway.

Cultural: Enhance and improve marae environments. Enhance and improve knowledge Tikanga Māori.

Outcomes/Benefits

- The programme will assist with keeping Māori employed, help gain a qualification and assist Māori into trades.

- The programme will help develop the capability of kāhui and coordination of marae within the district.
- Employee/trainees will develop their confidence and competencies in Māori language and customs.

Resources Required

Staff, programme materials, vehicle

Timing and duration

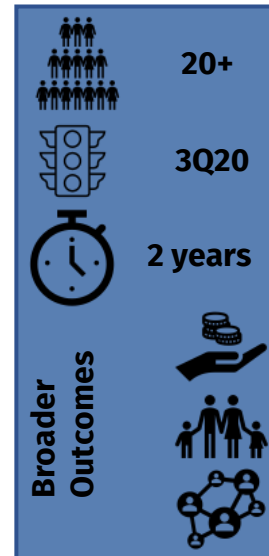
1 July 2020 for 2 years

Initiative owner:

Kahungunu Executive

Funding – the request:

\$500,000 per annum, \$1m over 2 years duration



Predator Free Mahia

Description

The project will expand the current possum eradication programme underway on the Mahia peninsula. The expanded programme will aim for full eradication of possums, mustelids and the significant suppression of feral cats and rats.

It provides opportunities for continued retraining and upskilling in pest eradication, forestry, habitat regeneration planting and erosion planting.

Through this initiative we will build capacity and capability within our iwi and an opportunity for reconnection back to the whenua and building eco-tourism opportunities.

This initiative also supports the joint management agreement between the Department of Conservation (DoC) and Rongomaiwahine Iwi regarding all DOC lands in the rohe.

Output

- Pest eradication
- Job creation

Alignment to Aims

Economic: Create jobs.

Social: Increased community engagement and knowledge of birds, flora and fauna.

Environmental: Enhance the biodiversity by removing predators. Supports the flora and fauna. Provides a safe haven for birds.

Outcomes/Benefits

- Increased bird, fauna and flora
- Decrease destruction of land by predators

Resources Required

Staff, trapping equipment, and vehicles.

Potential workforce has been identified to fill these jobs.

Timing and duration

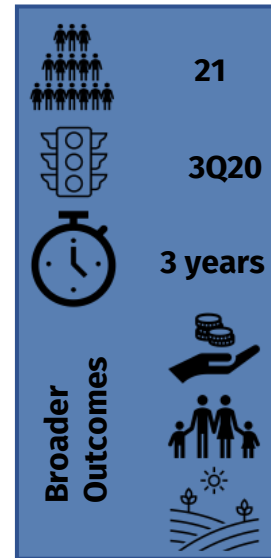
Begin 3Q20 for 3years

Initiative owner:

Whakatipu Mahia Charitable Trust

Funding – the request:

\$5,000,000 over 3 years



Puāwaitia te Takapau Horanui - Māori Land Agritech

Description

This project, phase 2 in a 3 phase programme, progresses the use of IoT agricultural technology to improve productivity of Māori land and farms. Haunui Tech with a partner cohort of Māori Agri-businesses are spearheading this opportunity through development, field validation in the Wairoa context, Māori business practices, and a shared approach. Phase 1, supported by MPI's sustainable Food and Fibres Futures programme (SFFF) funding, has been completed and phase 2 now moves to:

- IoT, Cloud Service and Operations Design
- IoT supplier engagement and management
- Field Validation including deployment and operations with cohort
- Adoption Strategy Design to support economic and social return to Māori land and landowners
- Formal Review and consolidation of findings
- Preparation for Phase 3 – Operations at Scale, AI integration and service enhancement

With a duration of 36 months this phase will:

- Provides valuable data for cohort to assess, manage and support increased production
- Create 7 jobs
- Increase technical skills for Māori
- Deliver an integrated platform for acquisition, management of sensor data and data from 3rd party platforms, both agricultural and commercial supporting improve productivity of Māori land
- Creates a platform that showcases local technology talent and the benefits to Wairoa and Māori landowners

Output

In-field validation of IOT Agritech technology in the Wairoa context

Investment and economic confidence in application of technology to Māori landowners

Technology based employment for Wairoa

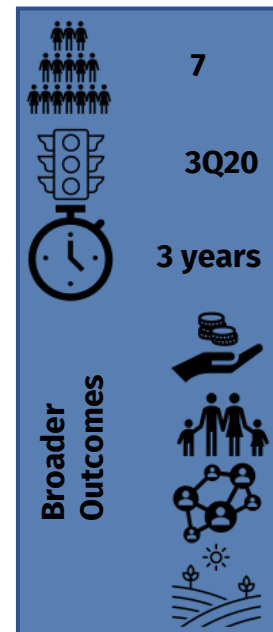
Creation of a scalable and appropriate IoT Cloud based platform in line with Wairoa aspirations and drivers to increase opportunities for the development of Māori land

Māori Land advisory and diversification support service focused on achieving for Wairoa.

Alignment to Aims

Economic: Directly supports employment, employment opportunities, investment, production. Provides proof and vehicle to provide resilience to Wairoa economic foundation. Supports Māori business and businesses.

Social: Provides positive social development.



Cultural: Incorporates values and supports guardianships

Environmental: Supports aims aligned development of agribusiness and supports sustainable environmental management and transparency

Outcomes/Benefits

- Job creation
- Economic diversity and resilience
- Economic and industry engagement in Wairoa
- Increased regional resilience
- Development of Māori economy
- Development of Māori land production

Resources Required

People: 7 FTE includes. Project managers, project administration, IoT technologists, technology support workers, analysts, designers and operations roles

Timing and duration

Start August 2020. Duration three years.

Initiative owner:

Haunui Technology Group

Funding – the request:

\$598,710 of a Phase Total: \$997,030

Riparian Planting Stage 1

Description

Creating a riparian planting nursery and planting team to revitalise the riverbanks and catchments of the Wairoa awa using sustainable practices. This project will supplement and contribute to several existing Wairoa environmental improvement projects for example, Te Wairoa E Whanake and wastewater upgrades.

The programme is staged, with each stage delivering tangible benefits.

Stage 1: Establishment

This stage will utilise riparian planting subject matter expertise to design and support the establishment of the riparian nursery and training programme. The initial training programme will provide both knowledge and hands-on experience.

The nursery will be established on land that has already been identified for this purpose.

Administration and governance will be provided by the Wairoa District Council who will also provide the training facilities.

Prior to planting, the river health around the catchment will be analysed to provide benchmark comparison information that will be used to monitor improvement.

Future stages, Planting Out:

The continued planting of catchments in the region. It is estimated the planting programme will extend for ten or more years, alongside ongoing monitoring, management and maintenance of plantings.

The cost-benefit analysis of establishing commercial supply of plants will be considered during these future stages.

Output Stage 1

- A riparian nursery
- A riparian plant and nursery management training programme
- Benchmark data for river health monitoring
- Governance and administration

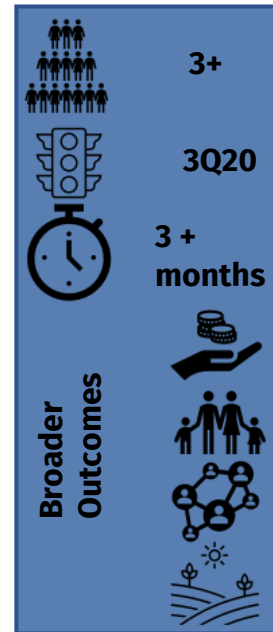
Alignment to Aims

Economic: Long-term sustainable skills and employment; reduced cost of riparian plants

Social: healthier water; safer for recreation and kaimoana; increased aesthetically and attractiveness

Cultural: restoration of cultural value; utilise sustainable practices; awa protection

Environment: healthier riverbanks, waterways and catchments; remediate and reduced erosion and physical damage to the catchment; improved ecological habitat



Outcomes/Benefits Stage 1

Immediate and sustainable employment

Skills development

Resources Required Stage 1

People:

- One person fulltime nursery manager
- Two persons fulltime, delivering training and plant knowledge, nursery skills.
- Part-time consultants with expertise in river health measurement and monitoring and riparian nurseries.
- Part-time governance and administration

Equipment: seed plants, gardening tools, technology for river health monitoring (Note: A Wairoa based initiative for monitoring river health is also proposed separately).

Timing and duration Stage 1

Start July 2020. Three months set-up of governance, administration, nursery and training.

Initiative owner:

Wairoa District Council

Funding – the request:

Funding from current HBRC allocation to Wairoa – To be actioned

Town Hall Tidy Up Programme

Description

This programme of work tidy-up and complete a non-consenting repairs and renovations of Wairoa District Council's public amenities.

- Blue Bay toilets
- Frasertown Hall
- Kotemaori Hall
- Marumaruru Hall
- Nuhaka domain facilities
- Tuai Hall
- Tuai playground

The programme will provide an opportunity for training and upskilling.

Project planning is complete and work ready to commence.

Output

- Upgraded public amenities

Alignment to Aims

Economic: Increased income from increased usage.

Social: Improved public infrastructure.

Outcomes/Benefits

- Job creation
- Improved standard of public amenities.

Resources Required

Supervisor and team, renovation tools and material.

Timing and duration

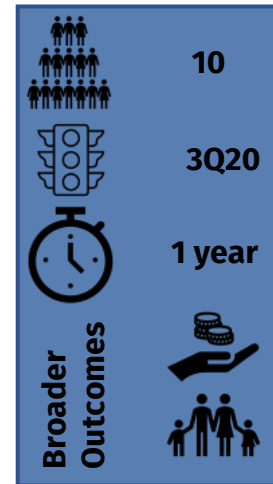
August 2020 for 1 years

Initiative owner:

Wairoa District Council

Funding – the request:

\$650,000



Urban Drain Piping

Description

Piping of urban drains near schools and high-use foot traffic areas.

Material components are available to commence the first phase of work. Additional components will need to be sourced. This is considered low risk.

The project is ready to commence. Local contractors have the capacity.

Output

Piping of urban drains.

Alignment to Aims

Economic: Job creation.

Social: Community safety. Improved amenities.

Outcomes/Benefits

- Job creation
- Increase safety for foot traffic

Resources Required

People: 10 FTE includes, skilled operators and drivers and low-skilled crew.

Materials: piping components.

Timing and duration

Start July 2020.

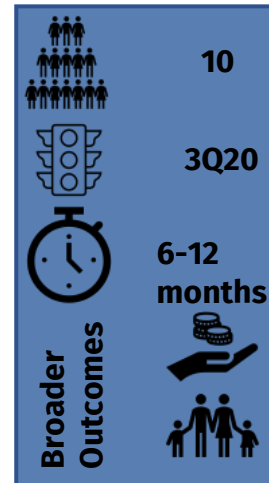
Duration two years.

Initiative owner:

Wairoa District Council

Funding – the request:

\$2,400,000



Wairoa Horticultural Diversification: HortHub

Description

This project, foundational and transformational years 1 to 3, moves Wairoa towards high value flat land based horticultural diversification. It lays the foundations to enable diversification through providing:

- Aligned local, national objectives from policy through to aspirations
- Impetus to engage current and future investment, a proven and assure approach
- Provides a 'Trial Orchard'
- Establishment of an integrated skills and training programme with associated wrap around support for developing employment in horticulture in the Wairoa region
- Support to unlocking and enabling Māori Land
- Horticulture based training
- Employment: Leaders, Educators, Horticulturalists, and labour based work force
- A practical and achievable vehicle to avoid significant impact on Wairoa through the current loss of viable and valuable land to less productive and socially aligned endeavours.
- Māori Land advisory services and support to enable local Māori landowners to realise benefit or unlock greater benefit from their land.

This initial project is part of a multistage horticulture based economic development approach that is targeted directly at supporting Wairoa. In years 4 -16, subject of additional stages, funding and based on demonstrable success, capabilities delivering direct economic and social benefits will include the establishment of a local post-harvest processing facility and significant adoption. This represents a forecast of an additional 197 jobs in Wairoa.

The project has been developed with support from MBIE/PDU and Hawke's Bay recovery leadership, MPI and TPK, and has been submitted.

Output

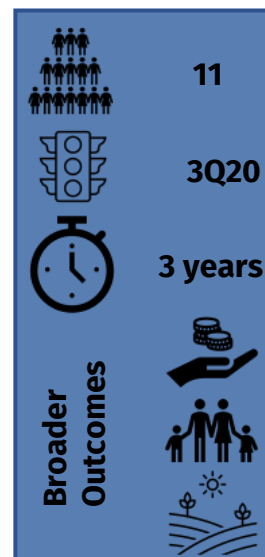
- Trial Orchard
- Investment and economic confidence
- Integrated skills and training in Horticulture relevant to Wairoa
- Employment opportunities
- Māori Land advisory and diversification support service focused on achieving for Wairoa.

Alignment to Aims

Economic: Directly supports employment, employment opportunities, investment, production. Provides proof and vehicle to provide resilience to Wairoa economic foundation

Social: Provides positive social development.

Environmental: Development of Horticulture is aligned with Wairoa aims and under the guardianship of local iwi.



Outcomes/Benefits

- Job creation
- Economic diversity and resilience
- Economic and industry engagement in Wairoa
- Increased regional resilience
- Increased accessibility for business and tourism visitors
- Culturally appropriate management of environment in the horticultural setting

Resources Required

People: 11 FTE includes, consultants, fencing and concreting contractors.

Timing and duration

Start August 2020. Duration three years.

Initiative owner:

Tātau Tātau of Wairoa Trust

Funding – the request:

\$6,522,950

Walkway and Cycleway Extension

Description

This project adds an additional 4.8 kilometres of pathway to the Wairoa walkway and cycleway. This extends our community asset to 12.5 kilometres and will connect into the trail:

- Pilot Hill to Whakamahi
- Clyde Road to Kopu Road via Fraser Street
- Carroll Street to the A and P Conference Centre

This extension of dedicated walking and cycling routes will join up community facilities and amenities, catering to a wide range of ages and abilities. It makes key parts of the community accessible by foot or on a bike, including for those with limited mobility, to achieve inclusiveness and reduce barriers to participation in our community.

Wairoa District Council will ensure pathways integrate well with other modes of transport and have good connections to local and regional walking and cycling destinations.

As with other community projects and our existing walkways we also have the opportunity to include an element of whakapapa and tikanga of the areas which are being paved increasing cultural knowledge and community engagement.

The design is complete, and the project is ready to commence. Pilot Hill to Whakamahi and Clyde to Kopu can begin immediately. Carroll Street may require Hawke's Bay Regional Council consent.

Output

4.8 kilometres of additional pathways.

Alignment to Aims

Social: Increased choices and opportunities for a healthy lifestyle.

Cultural: Presentation of cultural significance and interest to users

Environmental: Better and fit for purpose public infrastructure making more environmentally friendly options available.

Outcomes/Benefits

- Immediate low skill jobs
- Increased safety for people participating in walking and cycling; provides alternative to walking on roadside

- Increased focus on healthy activities
- Increased engagement and knowledge of areas of cultural significance
- Increased connectivity to schools, businesses, and amenities

Resources Required

People: 12 FTE includes unskilled labour and some skilled contractors

Timing and duration

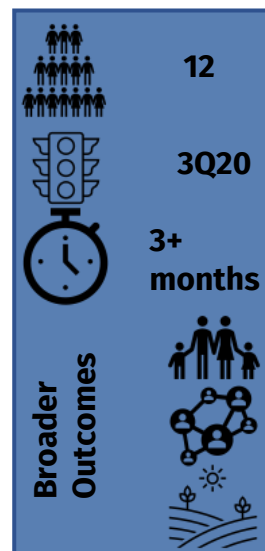
Start August 2020. Duration half year.

Initiative owner:

Wairoa District Council

Funding – the request:

\$4,500,000



Wharerakau Housing Project – Northern Hawke’s Bay

Description

The Wharerakau Housing Project has a 3 year timeline, starting initially with a goal of 40 houses in year 1, with the longer term goal of completing 314 houses as productivity and demand increases. The 314 houses will help meet the existing housing shortage and increase Maori home ownership. The project will:

- Provide healthy and affordable homes for the local communities including 40 houses that will address both social and normal housing shortages. The indicative partners are whanau/hapū/ marae trusts in Mahia, Wairoa, Raupunga, Tangoio, Te Haroto and Moteo.
- Provide immediate work for 15 unemployed people building these homes, consisting of two construction teams of 5 and one factory team of 5. Ready to start in two months.
- Provide skills acquisition through on-the-job training and increase the number of people moving into employment, as the business grows.

The Wharerakau Housing Project has an industry partner, Select SIP, who use world leading building technology to deliver excellent, affordable housing. Select SIP’s training requires only a 4 week time frame until workers are competent to work under supervision on house construction both in the factory and on the building site. Ngāti Pahauwera have been working with the Ministry of Social Development to identify unemployed trade people.

In contrast, Select SIP panels are manufactured as modular components and house designs are based on flexible designs, using a prefabricated approach and on site assembly. The advantages of the Select SIP system include:

- Precision construction with consistent quality control.
- Use of unskilled, skilled and qualified labour – the manufacturing process is designed to use different labour skill sets in an assembly line fashion, allowing for easy and fast training to meet high quality control levels.
- Field installation of the complete structure is reduced to 3 to 4 days and the building is water-tight within hours.

Output

- Establish modular production factory.
- Re - engage with whanau, hapū, marae and iwi trusts to confirm land tenure.
- Validate building processes with TLA’s.
- Confirm training and infrastructure contributions.
- Confirm house funding models homeowners.

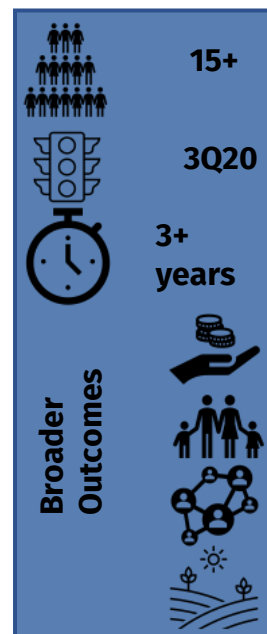
Alignment to Aims

Economic: Provides immediate training and employment for at least 15 people increasing as demand rises.

Social: Provides healthy affordable housing.

Cultural: Ensures that the cultural significance and value are known and protected.

Environmental: Provides environment sustainable housing materials.



Outcomes/Benefits

- Job training and employment.
- Healthy homes for whanau/ address housing crisis.
- Economic and industry engagement in Wairoa.

Resources Required

Project management, Labour, infrastructure/ kainga ora support.

Timing and duration

Start July 2020 for 3 years

Initiative owner:

Ngāti Pahauwera Development Trust

Funding – the request:

\$5,150,000

Three Waters Ready Projects

Hawke's Bay Local Authority Shared Services (HBLASS) has already submitted a number of 'shovel ready' projects to central government for consideration. This is part of a greater application for Hawke's Bay Three Waters to the Crown Infrastructure Partners Fund. The Hawke's Bay Councils have agreed to use joint expertise and procurement processes while ensuring regional coordination of scarce resource to maximise the economic benefits across the region.

Emphasis on restoration, monitoring and maintenance of all three waters is vital for the wellbeing of our taiao and tangata.

These projects are essential for the:

- health of our people, improving the quality and reliability of water supply
- health of our environment reducing nutrient run-off and wastewater overflow and stormwater into our rivers and estuary.

And

- have been included in this document to emphasise the important contribution they will make to Wairoa's aims, recovery and empowerment.

The Hawke's Bay Three Waters programme is estimated to create 350 to 450 jobs. We will work with the contractors to ensure that these projects bring employment and skills development for our people.

The following projects are able to begin in 3Q20:

UV, Filtration and Flow Metering

This is a key requirement for the community as identified during discharge consent consultation.

Dramatically reduces the risks of contributing to adverse health effects on

estuarine ecosystems and potential human consumption of kaimoana that could result in public health incidents.

Increases the acceptability of fishing and recreation in the estuary area.

Storage

Provides certainty that the volumes of wastewater generated by Wairoa during storm events can be stored.

Provides certainty that the WWTP ponds will never overflow.

Provides opportunities to adjust the discharge flow rates and timing to reflect the river flow rates and the likelihood of community contact via recreation.

Provides opportunities to hold back wastewater during winter so that it can be utilised for irrigation during summer.

Irrigation

Community aspirations are achieved with gradual removal of wastewater from the Wairoa river.

Availability of irrigation water will provide certainty to manage variable seasonal rainfall.

Use of wastewater for Irrigation increases pasture and animal productivity improving farm profitability and viability by effectively

using wastewater nutrients instead of discharging them into the river and sea.

Improved pasture will help to develop deeper and more resilient topsoil, stabilise the steep erosion-prone slopes of soft sedimentary strata, and reduce the rates of sediment and nutrient run-off losses from erosion of the farm.

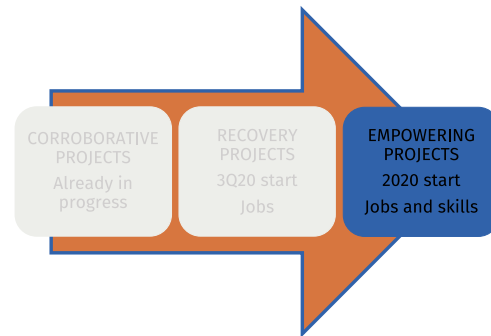
Ngā Kaupapa Whakamana Empowering Projects

Wairoa *Empowering Projects* will:

- Can start in Level 2 or Level 1
- Directly delivers outcomes and benefits aligned to Wairoa aims
- Creates Wairoa employment and skills both in the short and long-term.

Some of these projects included are in the development phase and require funding during for business case or feasibility study. With feasibility proven, they will create *Empowering Projects* that meet Wairoa’s aims. For these development projects, the outlines identify the immediate outcomes derived from the feasibility analysis. They also forecast the potential of envisioned following completion of the envisioned project.

With the support of COVID-19 funding, the following Wairoa *Empowering Projects* can be launched in 2020.



We are confident that we can coordinate these projects to ensure there are resources required to undertake the projects. This will support our aim to maximise the totality of Wairoa outcomes, skill development and sustained employment.

These projects will directly contribute to reducing the socio-economic impact of COVID and recovery of Wairoa.

Project Name	Empowering Projects					
	Economic	Social	Cultural	Environmental	Employment	Ready to Go
Māra Pūngao Energy Co-op	●	●	○	●	●	●
QRS Training Hub	●	○	○	○	●	○
Rakaipaaka Hub	●	●	●	○	●	●
Te Kura Taiao	○	○	●	○	●	●
Whakarauora Ngā Awa	●	●	●	●	●	●
3 Waters - Discharge Diffuser	○	●	●	●	●	●
3 Waters - Opoutama Wastewater Treatment	○	●	●	●	●	●
3 Waters - Storage	○	●	●	●	●	○
3 Waters - Irrigation	●	●	●	●	●	○

Māra Pūngao Energy Co-operative Stage 1

Description

The aim is to create a connected, sustainable electricity support in Wairoa and Tairāwhiti districts for Māori communities. This will address several issues:

Lessen the social and economic impact of frequent ‘brown and black outs’

Help address the overall high cost of electricity

Provide electricity supply and connectivity where there is a moratorium on new connections.

The programme is staged, with each stage delivering tangible benefits.

Stage 1: Proof of Concept

The installation of 25KW solar gardens, Māra Pūngao, at five Mahia marae in 2020. These will provide a proof of concept for the continued rollout of Māra Pūngao at Māori community facilities and to Māori landowners.

A co-operative will also be established with responsibility for collective monitoring, maintenance, rebate negotiation, and management of future installations.

A full business case for the proof of concept supporting the feasibility of Māra Pūngao has already been prepared.

Stage 2: Extended connectivity

The installation and connectivity of an additional 20 Māori land blocks into the Māra Pūngao network. This will be the first of multiple rollouts that will return immediate and long-term benefits aligned to the needs of businesses, communities and Wairoa growth aspirations.

It is forecasted to train and establish six additional skilled jobs by 2023, providing IT and solar electrical skills training.

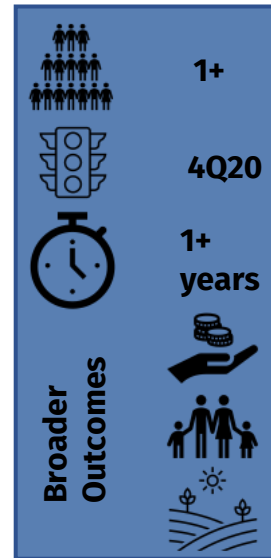
Outputs of Stage 1:

- 25KW solar power generation for five rural Mahia marae.
- Proof of concept assessment report updating the cost-benefit analysis in support of the socio-economic business case model and recommendations for continued rollout and expansion of the Māra Pūngao.
- Establishment of an energy co-operative including the ongoing monitoring and management.

Alignment to Aims

Economic:

- Reduces financial burden on community resource
- Fills existing gap in supply to support economic growth and stability
- Provides immediate support to service availability and quality
- Builds skills and transferable skills within region
- Build on existing skills in region



- Provides new sustainable employment opportunities

Social:

- Supports community resources and engagement
- Builds local resource skill focused on community

Environment:

- Deploys environmentally friendly generation capability collocated to consumers
- Supports and promotes environmentally focused initiatives already underway

Outcomes/Benefits of Stage 1

Defined costs and socio-economic benefits of Māra Pūngao Energy Co-operative.

Immediate operating cost reduction for the marae

Development of high value skills desirable in Wairoa: solar and IT.

Resources Required for Stage 1

People: \$136,200 – 1.1 FTE for the proof of concept, engaged part-time over one year:

- solar technicians
- project management and administration
- IT technicians

Materials: \$171,000 - PV panels, inverters, cabling and framing

Timing and duration

October 2020 project kick-off. Proof of concept will run for one year and complete by November 2021.

Further rollout could be achieved, and benefits realised in 2022.

Initiative owner:

Haunui Technology Group

Funding – the request:

Stage 1: \$276,500 for the proof of concept materials and a portion of the employment cost.

Quality Roding and Services – Training Hub

Description

Establishment of a Training Hub onsite to provide training for civil contracting sector roles. Options incorporate the installation of simulation based training tools. This technology amplifies the number of people that can be trained as part of this capability at a lower cost and over a shorter time frame. This will create the capability and capacity within Wairoa to resource infrastructure projects.

The facility will also be made commercially available for other training and organisations.

The hub will be collocated at the Quality Roding and Services depot.

The QRS training hub is dependent upon the construction of the QRS Operations hub. The operations hub is currently the subject of a PGF application.

It is estimated that the initial skills training programme could be in place and commence by mid 2021. The target is to train people to meet the needs of Wairoa’s empowerment projects.

Output

Designed and resourced roading skills and qualification training programme.

Alignment to Aims

Economic: Increased availability of skilled roading workforce in Wairoa.

Outcomes/Benefits

- Wairoa people with high demand skills for sustainable employment
- Back fill jobs vacated by retirees
- Increased ability to attract workers to Wairoa or to remain in Wairoa, through on-the-job training
- Increased opportunities for contracts to be undertaken by Wairoa resources

Resources Required

Trainers, programme design, training equipment and technologies

Timing and duration

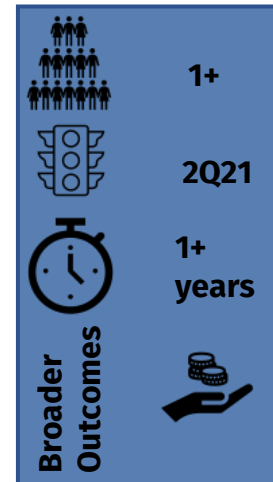
Start October 2021.

Initiative owner:

Quality Roding and Services Limited

Funding – the request:

\$1,000,000 to \$3,990,000 (Funding dependant on Integrated training package)



Rakaaipaaka Hub Business Case

Description

A comprehensive appraisal and justification for the establishment of a Rakaaipaaka Community Business and Emergency Hub including options, benefits and costs. The purpose of the hub will be to create the capability and capacity to support and manage Ngāti Rakaaipaaka projects. These projects will be generated from our whānau aspirations to re-populate our rohe kainga by providing employment opportunities, increase household incomes, and supporting cultural, spiritual, and social initiatives.

The business case will inform feasibility, the structure and functions of the hub. The establishment of the hub, if feasible, will occur within six months of the completion of the business case. A pipeline of project ideas is already being assembled.

It is envisioned that the hub will be self-sustaining.

Successfully implemented, we anticipate that within five years the project managed by the hub will create new businesses, employment and provide social services.

Output

Business case supporting the development, priorities, functions and the socio-economic value of creating a Rakaaipaaka Community Business and Emergency Hub.

Alignment to Aims

Economic: Cost-benefit analysis supporting investment in capacity and capability that will increase sustainable employment in Nuhaka in both the short and long-term.

Social: Benefit analysis supporting increased connectivity, capacity and support for social and health wellbeing initiatives.

Cultural: Benefit analysis supporting strengthened cultural identity through te reo, tikanga, and the alignment of our projects to ensure our Taiao is protected and thriving.

Outcomes/Benefits

- Defined costs and socio-economic benefits of a Nuhaka Community Business and Emergency Hub that will enable considered go forward decision-making.

- Establish hub decision-making principles that will ensure long-term whānau aspirations remain forefront in the selection and prioritisation of hub projects and initiatives.
- Ngati Rakaaipaaka consultation and consensus for the hub establishment.

Resources Required

One business case development consultant. \$70,000

Consultation/hui, administration, venues and miscellaneous expenses. \$13,000

Timing and duration

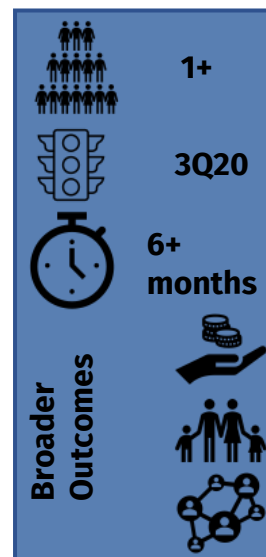
Consultation begins July 2020. Business case completed and signed off by December 2020.

Initiative owner

Ngāti Rakaaipaaka

Funding – the request

\$78,850 for consultant and consultation/hui costs.



Te Kura Taiao – Environmental Management Stage 1

Description

This proposal seeks funding from council(s) to undertake a business case for the establishment of a resource and environmental management advisory organisation. The envisioned organization will support the iwi and hapū of Hawke’s Bay.

The project will engage with Mahaanui Kurataiao, who are highly experienced in the model and provision of this advisory capability in Canterbury.

The organisation, if the business case is feasible, will be established within six months. The primary focus of the proposed organisation is to advocate for iwi and hapū and their collective interests as rangatira (leaders) and kaitiaki (guardians) of resources in their takiwā. This includes working with resource users and regulators in areas of strategic priorities and prepare third parties so they can engage more effectively with iwi and hapū. The organisation, with iwi and hapū agreement, can assist, advise and prepare the councils, on effective engagement strategies to meet their statutory responsibilities to consult with iwi, hapū and whānau under the Resource Management Act 1991, Local Government Act 2002 and other statutes.

The services and support provided include:

- General guidance and advice on land use opportunities having regard to Council regulations
- Preparation of resource consents for iwi, hapū, individuals and entities
- Review and advise on consent conditions where the iwi and hapū are the consent-holder
- District Plan Reviews and plan changes
- Advice on by-law reviews and matters requiring consultation under the Local Government Act
- Cultural monitoring service to land developers
- Cultural monitoring of waterways

Output Stage 1

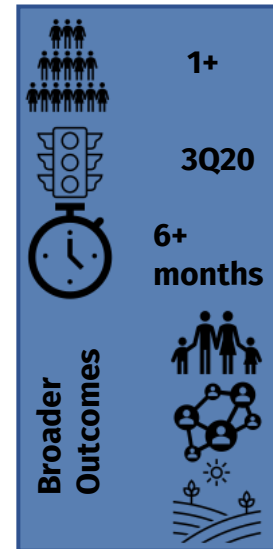
- Engagement with kāhui, iwi and hapū of Wairoa
- Engagement and consultation with PSGE’s, iwi and hapū of Hawke’s Bay
- Engagement and consultation with Regional and District Councils
- Producing a report for Māori and local government partners on the establishment of a similar organisation in Hawkes Bay.

Alignment to Aims

Social: Supports the collaboration of Māori entities Hawke’s Bay

Cultural: Ensures that the cultural significance and value of the environment are known and protected.

Environmental: Provides an effective and efficient environmental advocacy service for Māori and partnership model for local government.



Outcomes/Benefits Stage 1

- Defined costs and socio-economic benefits of a resource and environmental management advisory organisation that will enable considered go forward decision-making.
- Utilisation of expertise to ensure swift and effective realisation.
- Consultation and consensus for the resource and environmental management advisory organisation establishment.

Resources Required

Project manager, lead advisor

Timing and duration

Start July 2020 for 6 months

Initiative owner:

Tātau Tātau o Te Wairoa

Funding – the request:

\$121,000

Whakarauora Ngā Awa – Feasibility for River Monitoring Programme

Description

The rivers within the Wairoa district are treasured by tangata whenua and our communities as sources that nourish and sustain us. They hold large cultural significance to the local Ngāti Kahungunu Iwi as places for many cultural practices such as ceremony and kai gathering. The Wairoa River and its contributories supply the fresh drinking water for the town of Wairoa.

There are ongoing environmental issues with the water quality in the Wairoa river, such as raw sewage spillages, nitrates from dairying and pastoral farming. Slow responses to water quality issues has impacted on aquatic wildlife habitats, e.g. tuna. Identifying a feasible water quality monitoring and management system for the Wairoa rivers would allow the various stakeholders to monitor and proactively manage the water quality together.

This proposal is to conduct a feasibility study on using a cloud and IoT based system to report on the water quality data in the Wairoa river. A cloud and IoT based system would provide real-time data enabling tāngata whenua, Wairoa and Hawke’s Bay Regional councils to monitor and proactively manage water quality.

The establishment of a river monitoring programme, if feasible, will occur within six months of the completion of the business case. This will provide ongoing employment and increased knowledge within our community.

Output

- 5 x wānanga held on marae
- Feasibility report

Alignment to Aims

Social: Continue to host events and recreational activities

Cultural: Uphold the mana of our rivers. Ensure sustainability of cultural practices

Environmental: Fresh drinking water. Sustain biodiversity.

Outcomes/Benefits

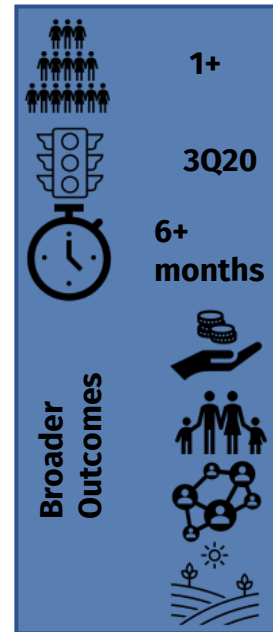
Short Term:

The outcomes from this project would provide the basis for the next stage which is to run a Proof of concept water quality management system.

Long Term:

Data from a feasible water quality management system would enable river stakeholders to proactively manage water quality to ensure:

- Drinkable Water
- Safe River based recreational activities
- Safeguard Māori cultural practices



Resources Required

Project Manager, IT Senior Technical Analyst,
Water Quality Analyst

Timing and duration

Begin 1 July, duration 6 months

Initiative owner:

Te Hononga o ngā Awa Trust

Funding – the request:

\$117,984

Three Waters 2021 Commencement Projects

The following is a list of projects submitted under Hawke's Bay Three Waters that will be able to commence in 2021:

River Discharge Diffuser

Currently a poor performing pipe that has blockages is resulting in high flow rate overflow on the riverbank. Hawke's Bay Regional Council have issued an abatement notice. The proposed changes are essential and provide certainty that the volumes of wastewater generated can be appropriately discharged. Particularly it provides certainty

that the outfall pipe will not block up or rupture.

Provides certainty that the WWTP ponds will never overflow on the riverbank.

Provides faster dilution of the discharge at a more remote and deeper location in the river.

Opoutama Wastewater Treatment and Discharge Upgrade

Management of community growth and greater certainty of compliance with resource consents.

Three Waters Future Projects

Both the storage and irrigation programmes of work have future stages defined that will continue following completion of the first stage.

Ngā Mihi

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Whakamanahia a Te Wairoa
Tā Te Mate Korona-19 Whakatūtūtanga

Empowering Wairoa
Covid-19 Economic Recovery Support

May 2020