



WAIRARAPA COVID-19 RECOVERY JOINT COMMITTEE

Agenda

NOTICE OF MEETING

An extraordinary meeting will be held in the Supper Room, Waihinga Centre, Texas Street, Martinborough on Tuesday 16 June 2020 at 1:30pm. The meeting will be held in public (except for any items specifically noted in the agenda as being for public exclusion).

MEMBERSHIP OF THE COMMITTEE

Mayor Lyn Patterson (MDC), Mayor Greg Lang (CDC), Mayor Alex Beijen (SWDC), Cr Brent Gare (MDC), Cr Rebecca Vergunst (CDC), Cr Rebecca Fox (SWDC) and up to four iwi representatives (one representative from each of the iwi entities with mana whenua in Wairarapa: Rangitāne Tū Mai Rā Trust / Rangitāne o Wairarapa / Ngāti Kahungunu ki Wairarapa / Ngāti Kahungunu ki Wairarapa Tāmaki Nui-a-Rua Settlement Trust).

QUORUM

Six members, with at least one from each iwi and one from each of the territorial authorities.

Open Section

Mayor Lyn Patterson to assume the Chair

- A1. Voting systems for electing a Chair and Deputy Chair are advised. Nominations for the Chair position sought and Chair elected.

The Committee Chair assumes the Chair

- A2. Nominations for the Deputy Chair position sought and Deputy Chair elected.
- A3. Apologies
- A4. Conflicts of interest
- A5. Public participation
- A6. Actions from public participation
- A7. Extraordinary business

B. Decision Reports

B1. Recovery Plan Report

Pages 1-35



Recovery Plan Report

16 June 2020

Agenda Item B1

1. PURPOSE

To present to the Wairarapa Recovery Committee version 1 of the Wairarapa Recovery Plan.

2. SIGNIFICANCE

The matters for decision in this report are not considered to be of significance under the Significance and Engagement Policy.

3. RECOVERY UNDER THE EMERGENCY MANAGEMENT ACT

Recovery is a complex part of civil defence emergency management in terms of scale, range of activities, and duration. Unfortunately, in recent history New Zealand has been witness to several regional disasters and subsequent (and on-going) recovery programmes. The 2011 Canterbury earthquake with its thousands of aftershocks, the 2016 Kaikoura earthquake, and the 2019 Whakaari / White Island eruption are just three that clearly demonstrate scale, range of activity and duration complexities. Canterbury's recovery, even now, nearly a decade after the main event, is ongoing.

The Civil Defence Emergency Management Act (2002) (CDEM) provides direction on recovery at a high strategic level and is a valuable guide. However, the world-wide COVID 19 pandemic and New Zealand's recovery from its response is very different to what New Zealand has experienced in its past or largely planned for in its future. The global pandemic has caused an unprecedented response within New Zealand and across the globe. The impacts of this event will be felt across the whole-of-society for many years to come with most economic models predicting significant and challenging times ahead.

In both response undertakings, and early in the recovery phase of the pandemic, it became clear that not all the CDEM architecture and its focus on the built environment fit with what was happening across New Zealand or in the Wairarapa. In 2019, the Local Government Act (2002) was amended to return the purpose of local government to the promotion of social, economic, environmental and cultural well-being of communities. The four well-beings provide a better focus for COVID recovery given the significant predominant impacts it has, and will continue to have, on the economic and social aspects of our lives.

Under CDEM, recovery is described as the coordinated efforts and processes used to bring about the immediate, medium and long-term holistic regeneration and enhancement of a

community following an emergency. Historically the focus has been very much based on the built environment and involvement in the community to assess where, when, and how this may be best achieved. Recovering from a pandemic involves bringing the community together to 'build back better' in a completely different context. COVID 19 has created the need to think about recovery differently to the recovery from recent past natural hazard events. In addition, the pandemic has affected all of New Zealand which has meant every community will be impacted by the event, again an unprecedented situation for New Zealand at least since the Great Depression.

In that respect the roles of local, regional and national agencies in leading and coordinating recovery are somewhat undefined. In order to ensure Wairarapa is in the strongest position to recover across the four wellbeings the approach being taken is that a local Wairarapa recovery plan should be prepared and programme and projects identified that will support Wairarapa's recovery. Some initiatives will require coordination and support regionally. Others will rely on Central Government support. As the plan evolves this will become clearer.

4. KO WAIRARAPA TENEI

The Wairarapa Māori Collective is leading and supporting the development and implementation of Ko Wairarapa Tēnei which is a local-level COVID response being led by He Kāhui Wairarapa, Kahungunu ki Wairarapa, Ngāti Kahungunu ki Wairarapa Tāmaki Nui ā Rua Treaty Settlement Trust, Rangitāne o Wairarapa, Rangitāne Tū Mai Rā Trust, Te Hauora Rūnanga o Wairarapa, and Whaiora.

The Wairarapa Māori Collective is now developing a recovery plan specifically for Wairarapa Māori. It is envisaged that this plan will sit alongside the Wairarapa Recovery Plan, with overlaps (of which there will be many) recognised in both plans, as will complimentary actions.

The Ko Wairarapa Tenei leaders are members of the Wairarapa Recovery Committee, recognising the partnership Iwi have with Councils, and their role in the recovery of the Wairarapa Region. As well as providing the opportunity for alignment of the plans, Iwi leader oversight of the development of the Wairarapa Recovery Plan will ensure the values of particular importance to Maori and Wairarapa Iwi are addressed in the planning.

5. COVID19 RECOVERY PLAN PREPARATION UNDER ALERT LEVELS 4, 3, AND 2

Recovery planning commenced while the country was in Alert Level 4 lockdown. A scoping document was produced to provide some context and structure to the work. A copy of the Scoping Document is in **Attachment 1**. The scoping document provided a direction for the recovery team to develop the recovery plan and the changing nature of what has occurred over the previous months has continually superseded aspects of the plan and so too the scoping document.

Key members of the community who are actively working in, and who have extensive contacts in, the various areas most impacted by the pandemic spent many hours gathering and condensing the information. Some of the key questions were to ask what the community saw what was needed in the next 6, 12, 18 months and beyond.

The advantage of an early start into the recovery phase has been the ability to produce a range of initial ideas that can be scoped or actioned to deliver direct benefit at the earliest possible time to the Wairarapa community.

However, the methodology of approaching a targeted community is in stark contrast to the invitation for the community to become part of the direction of the recovery. It doesn't allow for an open process but the restrictions on any gatherings outside of an individual's 'bubble' did allow for this to be a possibility.

Starting early in the planning and data gathering for recovery has an additional disadvantage. Conversations held early in lockdown were, understandably, reflective of the truly unique, unknown and imposing time that New Zealand found itself in. Many were not able to voice their thoughts of what a renewed world may look like in 12 or 18 months. A perfectly acceptable answer to the questions posed was "I don't know". This too is reflective in the plan as it stands now with some longer-term objectives yet to be expressed.

The fast moving and changing environment driven from Central Government has also impacted on the plan. Some of the early initiatives suggested by community members have already been superseded by Government programmes or a least being heavily influenced by them to such a degree that they no longer become a meaningful addition to the Wairarapa plan. Even some of the medium to long term suggestions may also have to be removed if the pace of change continues at its present rate.

6. DRAFT WAIRARAPA RECOVERY PLAN

Attachment 2 contains the draft Wairarapa Recovery Plan Version 1.

It should be acknowledged that what is presented is a condensed version of a large amount of information that has already been gathered representing a substantial percentage of our communities' input. However, the plan is a start and should be developed further and adapted as Central Government and other local initiatives are announced or progressed.

The role of the recovery team is to provide oversight of the existing recovery activities already taking place within the Wairarapa and ensure that these are brought to the attention of the committee. More importantly, to ensure that any perceived or noted gaps of the wider recovery effort are reported to the Committee for any necessary action to be taken.

7. RECOVERY PLAN DEVELOPMENT UNDER COVID19 LEVEL 1

COVID alert level 1 is an opportunity to commence large scale (over 10) gatherings and initiate wider community engagement on the long term Wairarapa recovery. However, all three Councils already have a heavy schedule of upcoming engagement across their own communities. Placing a separate additional piece of work for feedback will likely be draining for both the community and the resources across the Councils.

A more streamlined approach would be to accommodate recovery ideas and feedback within the existing engagement processes. For example, all three Councils are near to pre-engagement work with their Long-Term Plans and perhaps a consistent naming on the pre-engagement could be used such as 'Wairarapa recovery ten-year planning' to help emphasise and drive greater engagement. Other engagement such as the Wellington Regional Growth Strategy lend themselves to enhancing recovery planning.

8. IMMEDIATE IMPLEMENTATION /INVESTIGATION AND FUTURE PLANNING

Despite the recommendation that further and wider engagement be undertaken there are items already suggested in the plan that may benefit from immediate initiation or, at least investigation/scoping. For example, the allocation of designated resourcing to monitor Central Government potential funding initiatives, the direction of those funding initiatives to the areas that may benefit would be best instigated sooner rather than later. There are other courses of action that would also benefit from an immediate start or some that require initiation as they may take some time to become active.

9. NEXT STEPS

9.1 Recovery funding

Some initiatives will require additional funding, and many will require additional resourcing. The recovery team has thus far been able to operate while continuing with their own full-time positions. This is not going to be operationally sustainable, should the plan, or aspects of the plan be put into action.

It is suggested that the extent of funding and resourcing, if any, be referred to the three individual Council CEs for consideration.

9.2 Communication Plan

Regardless of the actions taken by this committee today there is an urgent need for greater visibility around the Wairarapa recovery process.

A communications plan relating to further engagement both via electronic and in-person methods, the Committee, its make-up and functions, the recovery process and ongoing outputs from the Wairarapa recovery.

This is again going to require additional resourcing to accomplish.

10 RECOMMENDATIONS

That the Wairarapa Recovery Committee:

1. **Receives** the report.
2. **Notes** the Draft Wairarapa COVID 19 Recovery Plan is the first version of the plan, and that the plan will be further developed with input from the Wairarapa community.
3. **Adopts** the Wairarapa COVID Recovery Scope, as set out in Attachment 1.
4. **Endorses** the Wairarapa COVID Recovery Plan version 1, as set out in Attachment 2.
5. **Agrees** that the Wairarapa COVID Recovery Plan is further developed through each Council's upcoming engagements.
6. **Agrees** to refer to the Chief Executives to arrange resources to support the further development of the Wairarapa Recovery Plan and actions.

Dave Gittings
Wairarapa Recovery Manager

ATTACHMENT 1: Recovery Scope

ATTACHMENT 2: Draft Wairarapa Recovery Plan

Attachment 1: RECOVERY SCOPE

PROJECT BRIEF

DOCUMENT CONTROL

DOCUMENT DETAILS	
Project Sponsor	
Project Owner	
Project Manager	David Gittings, Recovery Manager
Version	1.0

VERSION RECORD			
Version	Author	Description	Date
1.0	Kate Conroy	First draft	01/05/2020
1.1	Kim Rudman	First Edit	25/05/2020

DISTRIBUTION RECORD			
Role	Name	Description	Date
Wairarapa Recovery Manager	Dave Gittings	First draft for review	05/05/2020
Alternate Wairarapa Recovery Manager (SWDC)	Kim Rudman	First draft for review	25/05/2020

APPROVAL RECORD			
Name	Role	Signature	Date

DOCUMENT PURPOSE

Establishing processes, procedures and protocols for coordinated recovery planning and implementation will enhance the speed and success of recovery.

This document provides an overview of the purpose, structure and scope of the Wairarapa COVID-19 Recovery Plan, along with objectives and the overall approach that will be used to develop the plan.

This is a draft document that will be updated as more information becomes available.

PROJECT DEFINITION

Background

The COVID-19 pandemic, and the New Zealand Government's response to it, has significantly impacted the social and economic wellbeing of the country. While the short-term impacts have been very clear, the full scale and scope of consequences will continue to evolve and won't be realised for some time. We anticipate that the impacts will be significant and long lasting globally, nationally, and here in the Wairarapa.

To date, the three Wairarapa Councils, Masterton (MDC); Carterton (CDC); and South Wairarapa (SWDC) have focussed resource and efforts on the response to the COVID-19 pandemic, including welfare response, resourcing the joint Emergency Operations Centre (EOC) and reworking annual plans and budgets with new forecasting assumptions based on the anticipated impacts of COVID-19.

Whilst work to date has been dedicated to the Covid-19 response efforts. Scoping and planning for the Covid-19 recovery phase has commenced and is gaining momentum.

This document should be read in conjunction with the following:

- Masterton District Council Annual Plan/ Long Term Plan documents.
- Carterton District Council Annual Plan/ Long Term Plan documents.
- South Wairarapa District Council Annual Plan/ Long Term Plan documents.
- CDEM Act 2002.
- Wairarapa COVID 19 Recovery Committee Terms of Reference.

RECOVERY

Emergencies affect individuals, communities, regions and nations depending on the scale and seriousness. How well we recover from events will depend on how well we have prepared to recover¹.

The recovery phase is described in the CDEM Act 2002 as “the coordinated efforts and processes to bring about the immediate, medium- and long-term holistic regeneration and enhancement of a community following an emergency.”

Recovery should:

- Support cultural and physical well-being of individuals and communities.
- Minimise the escalation of the consequences of the disaster.
- Reduce future exposure to hazards and their associated risks – i.e. build resilience; and
- Take opportunities to regenerate and enhance communities in ways that will meet future needs (across the social, economic, natural and built environments).
- The Wairarapa Covid-19 Recovery Plan framework will be aligned with the Local Government (Community Well-being) Amendment Act. This will enable us to promote the social, economic, environmental, and cultural well-being of the Wairarapa throughout the Recovery process.

The four well-beings²

- **Social:** involves individuals, their families, whanau, hapu, iwi, and a range of communities being able to set goals and achieve them, such as education, health, the strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.
- **Economic:** looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social well-being, such as health, financial security, and equity of opportunity.
- **Environmental:** considers whether the natural environment can sustainably support the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.
- **Cultural:** looks at the shared beliefs, values, customs, behaviours and identities reflected through language, stories, visual and performing arts, ceremonies and heritage that make up our communities.

¹ <https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery/>

² https://www.solgm.org.nz/images/Executive%20Papers/Wellbeings_brochure_web.pdf

LOCAL, REGIONAL, AND NATIONAL RECOVERY

Context

The New Zealand integrated approach to Civil Defence emergency management is described as the '4 Rs'; Reduction, Readiness, Response and Recovery.

Recovery is the coordinated efforts and processes to bring about the immediate, medium-term and long-term holistic regeneration of a community following a Civil Defence emergency³.

Recovery efforts happen simultaneously at a local, regional, and national level.

This table below indicates at which level the focus areas will be worked on i.e. Locally, and/or regionally, and/or Nationally.

	Social	Economic	Environmental (Natural)	Cultural
Local	Yes	Yes	Yes	Yes
Regional	Unlikely	Yes	Yes	Unlikely
National	TBC	TBC	TBC	TBC

National Recovery

Our Government is still determining the extent and scope of its involvement in recovery.

The regional (Wellington) and local (Wairarapa) approach will have to be cohesive and agile in order to respond to the direction that the government chooses to take.

Regional Recovery (Greater Wellington Region)

Councils and/or Recovery Teams leading the recovery process will continue to coordinate at a regional level, specifically where there is an opportunity to align efforts in order to realise benefits.

The National Crisis Management Centre has recommended that Councils coordinate with their CDEM Groups to ensure that they are able to move forward from the same footing when a national government plan/strategy is produced.

They have also advised that existing recovery plans may need to be retrofitted to determine activities and to align with any Group/National plans as and when they are released.

A (Wellington) Regional Recovery Coordination Centre (RRCC) has been established to:

1. share information and ensure the common recovery operating picture is accurate; and
2. coordinate planning on recovery initiatives that have regional implications.

Local Recovery

Development of the Wairarapa Covid-19 Recovery Plan

Local councils are responsible for leading local recovery efforts. Strategic planning for our recovery will determine what we need to do to ensure the Wairarapa Region is supported to recover from the Covid-19 pandemic.

Masterton, Carterton, and South Wairarapa District Councils will work together to develop the Wairarapa Covid-19 Recovery Plan. This will ensure an integrated and consistent approach to recovery for the people of the Wairarapa, as well as a single point of contact for Iwi, the public, community groups, and our other partners.

The Wairarapa Covid-19 Recovery Plan may inform Council Annual Plans, Long Term Plans, strategies, and future initiatives to support regional recovery.

³ <https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery/>

One of the key challenges for Wairarapa will be accessing packages and benefits from central government recovery initiatives. The Wairarapa Region will also need to develop and implement its own initiatives. Success on both counts will require agility, collaboration, and focussed leadership supported by all sectors and key groups across the Wairarapa.

The role of Iwi in the Wairarapa Covid-19 Recovery Plan

Wairarapa Iwi have collectively requested that each entity be part of the Governance arrangements, recognising the partnership Iwi have with Councils, and their role in supporting the recovery of the Wairarapa Region.

Equally important is Iwi contribution to the development of the recovery plan from the outset across each of the focus areas.

The Wairarapa Māori Collective is leading and supporting the development and implementation of Ko Wairarapa Tēnei which is a local-level response being led by He Kāhui Wairarapa, Kahungunu ki Wairarapa, Ngāti Kahungunu ki Wairarapa Tāmaki Nui ā Rua Treaty Settlement Trust, Rangitāne o Wairarapa, Rangitāne Tū Mai Rā Trust, Te Hauora Rūnanga o Wairarapa, and Whaiora.

The Wairarapa Māori Collective will move through from the response phase to the recovery phase and will develop their own Recovery Plan specifically for Māori which should inform, and be referenced in, the wider Wairarapa Covid-19 Recovery Plan.

Benefits

A joint approach to recovery will:

- Ensure a consistent approach to decision making across the region.
- Provide a central point for information gathering and dissemination.
- Enable issues to be escalated and addressed quickly.
- Provide the people of the Wairarapa with confidence that each district is considered equitably throughout the recovery phase.
- Demonstrate that the region is unified in its approach and responsive to cross-boundary-council-issues.
- Enable the region to make joint applications for recovery funding and packages from central government.
- Avoid duplication of effort and enable efficiency in planning within Councils via the WRT; and
- Reduce demands on Council staff by spreading the workload throughout the WRT.

Wairarapa Recovery Project Team Structure

Dave Gittings from Carterton District Council has been appointed as Recovery Manager for the Wairarapa Region. He is supported by Kim Rudman (SWDC) and Kate Conroy (MDC) who are both Alternate Recovery Managers.

The WRT has also identified a requirement for inclusion of an Iwi Liaison role, and Public Information Management (PIM) support to supplement the team. The resourcing of these functions is to be determined.

The WRT will be supplemented from time to time by community stakeholders and subject matter experts who will be invited to help develop the recovery plan in relation to each of the four focus areas.

WAIRARAPA RECOVERY PLAN DEVELOPMENT

Focus area	Advisory groups
Social	<ul style="list-style-type: none"> • Iwi • WaiDHB • Work and Income (MSD) • Connecting Communities Wairarapa • Caring for Communities Wellington • Education providers • Housing • Police/ Justice
Economic	<ul style="list-style-type: none"> • Iwi • WEDSAP sector groups (tourism, business, primary, food, education and skills) • Destination Wairarapa • Federated Farmers Wairarapa
Environmental	<ul style="list-style-type: none"> • Iwi • Pukaha to Palliser • Wairarapa Moana • Aorangi Restoration Trust • Forest and Bird • Students for Climate Action • Enviroschools
Cultural	<ul style="list-style-type: none"> • Iwi

Work completed to date

- In conjunction with the three Wairarapa Councils, the Wairarapa EOC, and key stakeholders, the WRT has built situational awareness of vulnerable communities in the Wairarapa Region and conducted an initial stakeholder analysis in order to identify key agencies and groups who will play an active role in the recovery phase.
- A draft framework for the Wairarapa COVID-19 Recovery Plan has been developed.
- A Covid-19 Recovery Governance group has been established

GOVERNANCE

Membership

- The Mayors of South Wairarapa, Carterton and Masterton District Councils.
- One other elected member of each of South Wairarapa, Carterton and Masterton District Councils.
- One representative of each of the four Iwi with mana whenua in Wairarapa.

Delegations

The committee has authority to:

- Prepare and adopt a Wairarapa COVID 19 Recovery Plan.
- Advocate on behalf of Wairarapa for recovery resources and support for Wairarapa; and
- Liaise directly with any formal national or regional recovery entities on behalf of Wairarapa.

OBJECTIVE

- Prepare a draft Wairarapa COVID 19 Recovery Plan in consultation with Iwi and other key stakeholders by June 2020.
- Support the social, economic, environmental and cultural wellbeing of all people in the Wairarapa as we implement the Recovery Plan.
- Support and stimulate the economic recovery of the Wairarapa without detriment to the natural environment.
- Advocate to central government for all available resources and support available to the Wairarapa.
- Support and connect key agencies and sectors in the Wairarapa during the recovery phase.
- Connect Wairarapa people, groups and agencies to assistance programmes and resources.
- Support a seamless transition from response into the initial recovery phase
- Develop and regularly review situational awareness of the evolving consequences of the pandemic in order to review and re-focus recovery planning as required.

DESIRED OUTCOMES

- Strengthened resilience and wellbeing of the Wairarapa District in both short and long term.
- To deliver a Recovery Plan that enhances the quality of life of people in the Wairarapa and mitigates the negative impacts of the Covid-19 Pandemic.
- Develop and implement a cohesive plan that addresses the unique needs of the people of the Wairarapa.

The actions outlined in the recovery plan will be measurable and reported to the steering committee on a regular basis. As such progress on those actions can be assessed and remediation action taken to ensure the goals as set out in the recovery plan are met. This may include revision of the specific task in order to attain the stated goal or by increasing the support required to meet those goals.

SCOPE AND EXCLUSIONS

Each Council in the Wairarapa is responding to its District’s needs through revising and adjusting Annual and Long-Term Planning forecasting, assumptions, and priorities. Each Council will have its own ‘Recovery’ initiatives that are underpinned by the corporate planning cycle.

The Wairarapa Recovery Plan will set out how we can work collectively with our people, community groups, business partners, and central government to strengthen the Wairarapa District and ensure that the Wairarapa is able to respond to, and mitigate, the impacts of the COVID-19 pandemic, while focussing on a recovery that strengthens Wairarapa’s resilience so that we can build back better.

Of note is the Recovery plan will not be directing Council funding. For example, infrastructure investment or ‘shovel ready’ projects are within the remit of each Council. If resourcing of an accepted initiative is required, this will be a negotiation between Councils but remains within each respective Council’s bounds to decide

SCOPE	
In scope	Not in scope/ exclusions
Develop and adopt a COVID 19 Recovery Plan that addresses Wairarapa’s social, economic, environmental and cultural recovery, in consultation with other relevant parties, including setting a vision for recovery.	
Provide oversight of the implementation Plan and other recovery activities, working with other entities to ensure the recovery activities in Wairarapa are integrated and complimentary.	
Ensure the right people and agencies are involved with the Wairarapa Recovery Plan.	
Where appropriate gather and provide information and data to support recovery.	
Communicate recovery activities within Wairarapa, regionally and nationally.	
Advocate to central government, any regional recovery entity and other agencies for resources and support for Wairarapa’s recovery.	
Advise the Committee to aide decision making about any distribution of financial support/ grants accessed.	
Advise the Councils on matters that would support Council services to enhance the Wairarapa recovery.	
Develop measures to assess the progress of the recovery in Wairarapa.	
Building a detailed local recovery picture.	
Working closely with impacted communities to link them to the correct agencies/ and or programmes.	

Leading the planning, management and delivery of joint Wairarapa recovery initiatives.	Delivery of independent Council welfare response and/or Annual Plan commitments.
Supporting the planning, management, delivery and monitoring of (Wellington) regional recovery planning.	
Maintaining connection with the RRCC.	
Co-ordination with other agencies and sectors central to the Wairarapa recovery effort.	

INITIAL RISK ASSESSMENT

This is an initial risk assessment only.

A comprehensive risk assessment, including an assessment of likelihood and consequence, and mitigation actions required will be conducted as part of detailed planning activities. Following this, risks will be reviewed and updated weekly during WRT meetings.

RISKS	
Risk Description	Mitigation
Duplication of effort if roles and responsibilities not clearly defined by WRT.	Roles and responsibilities of outlined in Terms of Reference
Duplication of effort and/or miscommunication if scope is not agreed by the three Wairarapa Councils	Scope to be agreed by Wairarapa COVID 19 Recovery Committee
Poor execution if the WRT is unable to get the right resource and support in place.	Committee and CEs to agree to resourcing requirements, including Recovery managers, Iwi Liaison, and PIM support.
Poor coordination and/or missed opportunities if stakeholders choose not to work together	WRT to oversee relationship management and stakeholder engagement.
Lack of buy-in from community and stakeholders	Stakeholder Relationship Management Plan including methods and frequency of communication.
Geographical – large rural and coastal areas where people and businesses are cut off	Multimedia/ communication mediums required to reach all areas of Wairarapa.
Communication - Information, updates, entitlements	Communication Management Plan covering remote areas/ access and general information
Time -	High level and detailed plans will need to include deliverable and milestone timelines.

CONSTRAINTS, ASSUMPTIONS, AND DEPENDENCIES

CONSTRAINTS	
Constraint type	Details of constraint
Financial	No budget specifically allocated to the Wairarapa Recovery Plan at this time.
Resource	Limited resources available i.e. WRT members have BAU Council roles.

Assumptions

The following assumptions have been made whilst planning the delivery of the recovery plan:

- A recovery plan will be developed that will comprise multiple implementation plans across the priority areas.
- The three Districts of the Wairarapa will work together and share resourcing.
- A specific budget for implementing the recovery plan will be established.

Dependencies

Dependencies will be recorded and managed by the WRT. Dependencies will be reviewed fortnightly and will be documented in regular project status updates.

The following initial dependencies have been identified:

KEY DEPENDENCIES		
Description of the dependency	Owner	Dates
Approval of governance structure and Terms of Reference	Mayors and Councillors	20/05/2020

STAKEHOLDER ANALYSIS

Key Stakeholders

At this stage only those who will have significant input into the development of the Recovery Plan have been recorded in this table. i.e. A more detailed list of stakeholders who may be impacted by the COVID-19 Pandemic and/or Recovery Plan has already been developed.

INITIAL STAKEHOLDER ANALYSIS		
Stakeholders	Type of stakeholder	Impact
Wairarapa COVID 19 Recovery Committee	Governance structure that oversees the Wairarapa Community COVID 19 recovery	Decision makers
Masterton, Carterton, and South Wairarapa District Councils	District Councils	High influence Providing resource to Wairarapa Recovery Team
Greater Wellington Regional Council	Regional Council	High Influence The Regional Recovery Coordination Office is the responsibility of Greater Wellington Regional Council.
Iwi	Partner	Forms part of governance and high influence.
Community Welfare Agencies: MSD (Work and Income)	Government Agency Partner	Some influence Resourcing
Central Government	Governance	High Influence Owns legislative framework
(Wellington) Regional Recovery Coordination Centre (RRCC)	Governance	Information sharing Co-ordination The Regional Recovery Coordination Office is the responsibility of Greater Wellington Regional Council.

APPROACH TO DEVELOPING THE RECOVERY PLAN

The Wairarapa Recovery plan will take a phased approach:

Phase one: Recovery Planning

Phase One includes:

- Establishing scope, stakeholders, resources and governance.
- Establishing a framework based on the Four Well-beings.

Phase two: Prioritisation

Phase Two will include:

- Commitment to some immediate initiatives for the Wairarapa.
- Consideration of further new initiatives following the release of recovery initiatives led by Central Government, and up to date situational awareness of the impacts of the pandemic on the Wairarapa.

Phase three: Long-term Recovery Plan

Phase three will include measures and response packages considered in conjunction with the three Wairarapa Councils through the Long Term 2021/31 process.

TIMELINE FOR IMPLEMENTATION

The project schedule will be maintained by the Recovery Manager. The schedule will reflect the on-going work plan for the project and will outline governance sign off dates, milestones and key decisions. The schedule will be updated fortnightly as a minimum.

Key project milestones

PROJECT MILESTONES		
Milestone/ task	Start date	Finish date
Governance arrangements established and approved	April 2020	20 May 2020
Resources, roles and responsibilities confirmed	May 2020	TBC
Phase 2: Recovery Plan drafted	April 2020	01 June 2020
Recovery Plan circulated to stakeholders for input and feedback.	May 2020	
Recovery Plan signed off by Committee	TBC	TBC

ESTIMATED PROJECT COSTS

COSTS	
Item	Cost
Project team resource	\$TBC
Stakeholder Engagement (resource)	\$TBC
Community Engagement Total	\$TBC

PROJECT DELIVERABLES (PRODUCTS)

The following deliverables are expected to be produced by the project:

PROJECT DELIVERABLES		
Deliverable (Product)	Description	Estimated delivery/ completion date
Scoping document	This document provides an overview of the purpose, structure and scope of the Wairarapa COVID-19 Recovery Plan, along with objectives and the overall approach that will be used to develop the plan.	May 2020
Recovery Plan	Strategic direction and implementation plan for Wairarapa's recovery from the COVID-19 Pandemic	June 2020

Wairarapa Recovery Plan

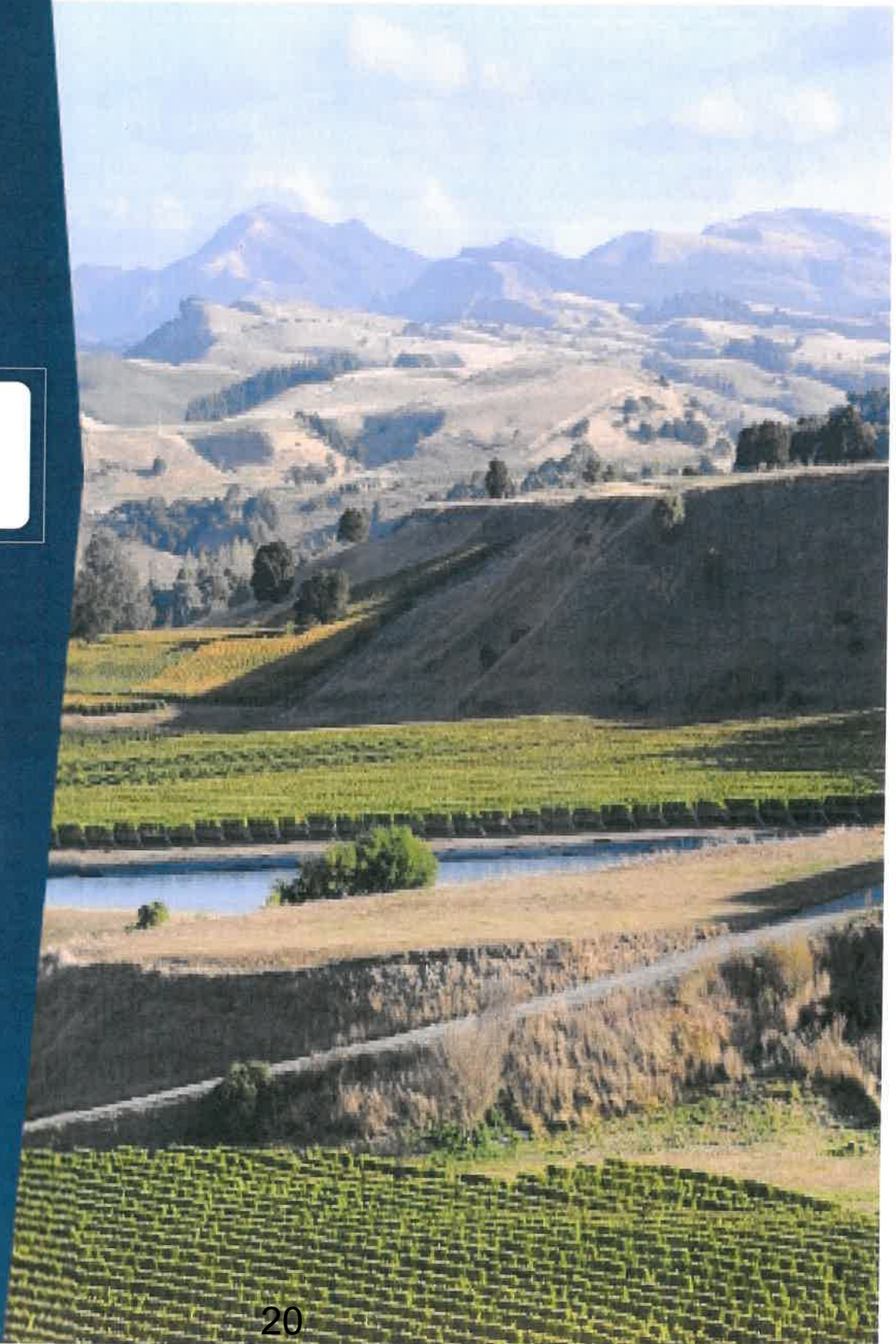


TE KAUNIHERA-Ā-ROHE O TARATAHI
CARTERTON
DISTRICT COUNCIL



SOUTH WAIRARAPA
DISTRICT COUNCIL

Kia Reretahi Tātau



Wairarapa Recovery

Covid -19 Recovery

The global COVID-19 pandemic has changed our society and the world as we know it. Our global economy has been severely disrupted, from supply chains and markets, to workers and trade, from the individual to global conglomerates. Transitioning back to the world as we knew it is unlikely for most of us and it is difficult to predict what will become the 'new norm'. For some areas of our society there may be little direct change while for others the world as they know it has altered.

Change is inevitable but the changes our communities will face over the next 12-18 months and beyond brings huge challenges, but we must also see changes, and the potential to make changes for the better, as opportunities. As such, this plan sets out what we will need to do to promote a Wairarapa environment that will enable recovery.

The Wairarapa Recovery Plan provides a direction and pathway towards restoring and enhancing the community's social, economic, environmental and cultural wellbeing.

The plan should act as a guide and be built on, adapted and reported on as we move through recovery.

The plan will achieve this by identifying key components of the recovery process, establishing key action areas and timeframes, and by providing a tool for monitoring and reviewing.

Wairarapa Māori Collective

The Wairarapa Māori Collective is leading and supporting the development and implementation of Ko Wairarapa Tēnei which was a local-level response to the pandemic led by:

- He Kāhui Wairarapa, Kahungunu ki Wairarapa;
- Ngāti Kahungunu ki Wairarapa Tāmaki Nui ā Rua Treaty Settlement Trust;
- Rangitāne o Wairarapa;
- Rangitāne Tū Mai Rā Trust;
- Te Hauora Rūnanga o Wairarapa; and
- Whaiora.

The Wairarapa Māori Collective will move through from the response phase to the recovery phase and will develop their own Recovery Plan specifically for Māori which should inform, be referenced in, and be supported by, this Wairarapa Recovery Plan.

The Ko Wairarapa Tēnei Recovery Plan will be developed in parallel with the Wairarapa Recovery Plan.

Components of Recovery

This plan contains components of pandemic recovery that link together. These are not isolated components and each part will integrate with the other. There are many of our community who will be impacted across all components but differ in the level of, and causes behind, those impacts.

The Local Government (Community Well-being) Amendment Act has resulted in a change in the purpose of local government, which is to promote community well-being.

This means that local authorities are responsible for improving the social, economic, environmental and cultural well-being of our communities.

Aims of our Recovery

Despite the enormous behavioural shift that we have experienced as a country during a unique lockdown period, we in the Wairarapa are yet to experience the full impacts of COVID-19. Despite the rapidly changing environment that is set to continue our recovery aims will remain:

Social

To foster and grow the health of our community.

Environmental

To facilitate a recovery that enhances the natural Wairarapa environment.

Economic

To provide an enabling environment to sustain and grow businesses and jobs in the Wairarapa.

Cultural

To enhance the shared beliefs, values, customs, and behaviours that make up our Wairarapa Communities.

Wairarapa Recovery

Recovery Baseline

Local businesses, community groups, health sector organisations and educators were contacted to gauge issues and challenges faced during Alert Levels 4 and 3, as well as to gauge what major challenges are likely to be faced in the medium to long term. These challenges have been grouped into the four recovery components: Economic, Cultural, Environmental & Social.

Five key questions were asked to understand how groups and business are doing:

- In what way has Covid-19 impacted on them?
- What were the three biggest challenges moving forward?
- Can you operate at Alert Level 3?
- What measures do you think would help your business?
- Level of coping?

Economic



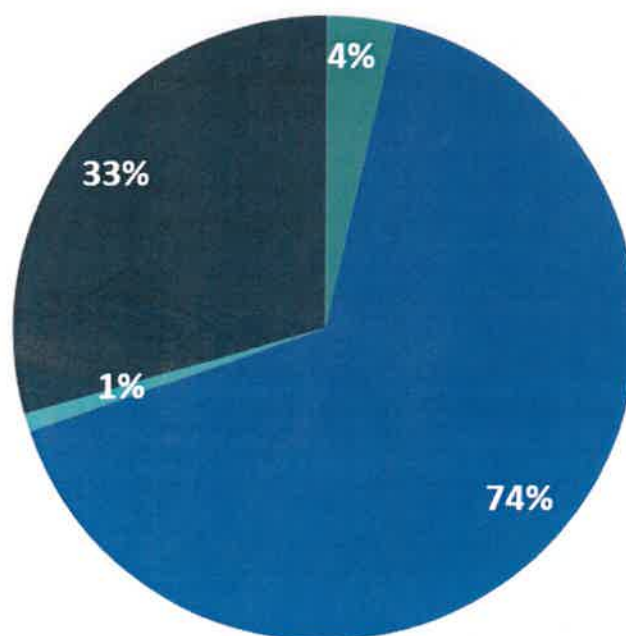
Social



Cultural



Environmental



■ Cultural ■ Economic ■ Environmental ■ Social

Wairarapa Recovery

Establishing Reset Themes



Establishing Recovery and Reset Themes

During the COVID-19 pandemic the Wairarapa Business Community was asked to provide information on impacts, challenges and key areas of assistance and these, alongside other intelligence from Wairarapa groups both formal and informal, have been analysed to form the basis of Wairarapa's recovery and reset initiative. These themes have been used to align recovery to the following:



Economic Recovery

Principle:

Build Back Better - not recovering to what was, but building resilience and innovation for a future proofed economy.

Themes:

1. The Wairarapa Business Ecosystem

Initiatives and activity will be aligned across the region, recognising one business ecosystem.

2. Future proofed Infrastructure for economic prosperity

In order to build resilience, address historical challenges and ensure future prosperity initiatives and activity around infrastructure investment will be prioritised - to ensure Wairarapa is always well served as it evolves, in terms of connectivity, transport and water

Goals:

- Businesses are supported to recover AND reset
- People who have lost their jobs, or cannot get jobs, find or create meaningful work
- Attract Investment in Wairarapa
- Attract visitors to Wairarapa
- Build the Wairarapa Business Ecosystem

Build Back Better

Economic Recovery

Build Back Better

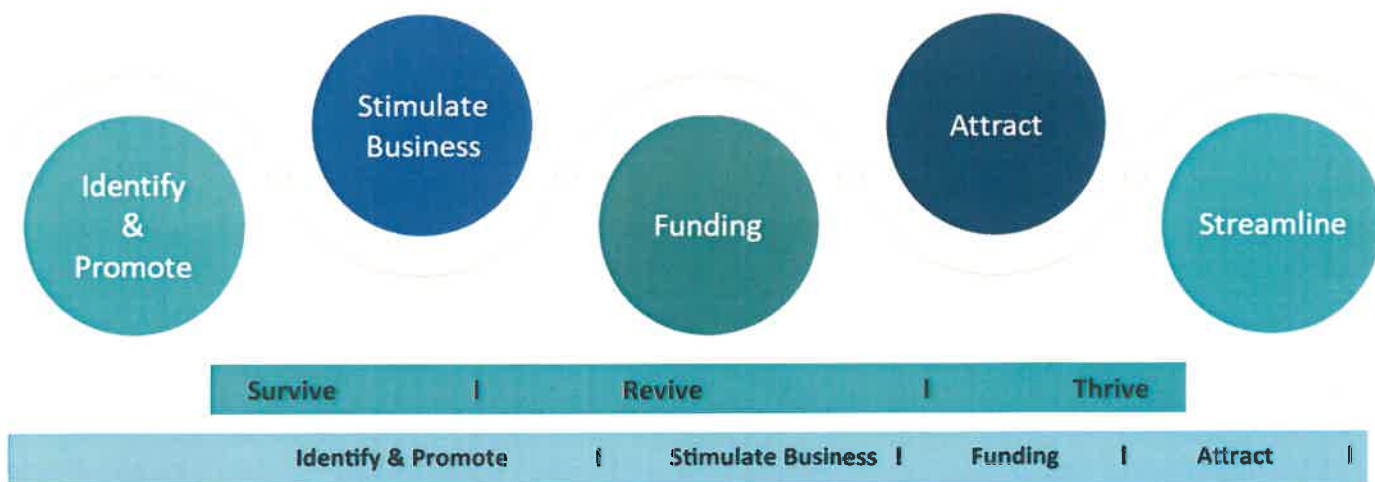
Initiative	Actions	Survive (short term)	Revive (medium term)	Thrive (long term)
IDENTIFY AND PROMOTE OPPORTUNITIES (across employment, business and education)	Leverage Central Govt (identify central Government initiatives and advise, augment, guide and promote locally)	Provide and promote access to training, webinars and podcasts to support business owners. Develop a local mentoring network	Host innovation design collectives to help businesses to respond and reimagine their operations.	Provide local access to Creative HQ Thrive Programme to transform the way Wairarapa businesses work
		Support the current Wairarapa Economic Development group and their endeavours to assist Wairarapa business.		
		Localise and augment MSD's online recruitment tool by developing a local Business to Business Employment Broking service to connect job seekers directly to employers		
		Create a small Council led 'watchdog' team to ensure all funding potentials are known, explained shared and subsequently applied for where possible	Continue to 'watch and apply'	Continue to 'watch and apply'
	Leverage local (identify local Government and community initiatives and support longevity for ongoing resilience)	Maximise the 'Love Local' Promote Wairarapa food and beverage producers, especially into Wellington (e.g. through Love Local online deals) "Match-make" local suppliers and producers		
		Use CreativeHQ workshops to work with invited sector experts (across wine, fibre, meat and consumer ready food) to develop clusters, innovate, and collaborate.	Extend Wairarapa Food Hub to include Fibre	

Initiative	Actions	Survive (short term)	Revive (medium term)	Thrive (long term)
STIMULATE BUSINESS GROWTH	Through the skills sector	Work in partnership with industry (e.g. through MSD, to provide 'quick upskilling solutions', eg the Community Health course with NZQA Unit Standards.	Identify grass roots training needs and convey to providers through Wairarapa Regional Skills Leadership Group, primary sector and construction group)	
	Through the primary sector	Endorse and promote 'a trough in every paddock' initiative and 'culvert in every crossing'	Support the re-establishment of the Taratahi Agricultural Training Centre Develop short primary sector upskilling programmes	Emulate and expand short upskilling programme in other sectors
	Through value add	Instigate the Wairarapa Food and Fibre Hub Implement Deconstructed Food Hub	Put in place the Wairarapa Food and Fibre Hub Build partnerships with Wellington and national restaurants to feature Wairarapa food, beverage and fibre	Promote the Wairarapa Food and Fibre Hub Encourage International Partnerships Examine potential other sector expansion
	Through youth	Mayor's Taskforce for Jobs Explore the potential expansion of YETE		

Initiative	Actions	Survive (short term)	Revive (medium term)	Thrive (long term)	
ATTRACT TO WAIRARAPA	Long term residents (Focus on opportunity to reinvent Wairarapa to attract long term residents)	Entice Post COVID Working Environment - Leverage co-working space to support WFH and more flexible post-COVID working styles Promote Wairarapa as a place to live for Wellington remote workers	Connectivity Business case to roll out Wairarapa Connectivity. This will boost COVID-19 recovery in remote communities	Post COVID lifestyle campaign (appeals by positive comparison across many elements eg housing, cost of living)	
	Grow the 'love local' brand.	Maximise opportunities for growth in the region in a 'love Wairarapa' campaign for all business, not just tourism using an existing entity.	Leverage existing offering to attract complimentary businesses, continue to promote collaboration across businesses. Further develop and promote programmes to enhance all businesses across the Wairarapa. E.g. Remote working, The Wairarapa food story, and local tourism.	Explore integrated business models	
	Tourism	Wellington Region - Create an internal and external marketing and comms plan and supporting advertising campaign, to attract the domestic and local tourists Promote the love local campaign. Promote the Wairarapa as a sustainable and safe place to travel and/or stop while travelling.	Expand the marketing to all domestic visitors. Plan for Australian promotion campaign.		
		Investigate Agri-Tourism initiatives considering funding (branding/provenance, online 'journeys' etc)			

Wairarapa Recovery

Establishing Reset Themes



Social Recovery

The community response during the Covid-19 pandemic was an inspiring example of innovative thinking about how to contribute to a local response; of working with others to respond to local needs under lockdown conditions; of working with others to deliver creative solutions to support and reassure local people. There is an appetite to work together in a coordinated cohesive system of cross sector providers to support social, economic and community recovery.

Principle:

Build Community – It is about the community choosing what the future of our community looks like and then acting on it with support; Community Led Recovery!

Themes:

- Support recovery through Services
- Support recovery through Community Led Development

Goals:

- Services are supported to recover
- Collaborate and coordinate services amongst organisations.
- Long term recovery approaches led by community.

Community groups and services were asked to provide information on impacts, challenges, gaps, what worked well and how they see recovery looking for the Wairarapa community. This information was collected through the Wairarapa Community Networks survey, formal and informal discussions.

Opportunities: Appetite for taking stock – unique opportunity to be innovative – to plan and work together as a whole community (including funders/stakeholders/services and users).

Challenges: Increased social, financial, mental health need. Alack of reliable information to base decisions on. Stress and burnout. Maintaining safety while providing support. Connecting with people who aren't online.

Needs: Cross-sector, culturally appropriate planning. Working together. PPE. Information.

Gaps: Agile adequate funding. Exacerbation of pre-existing gaps. Community social workers. Technology.

More detail for each of the four categories provided in C-19 Impact for Wairarapa Services Survey.

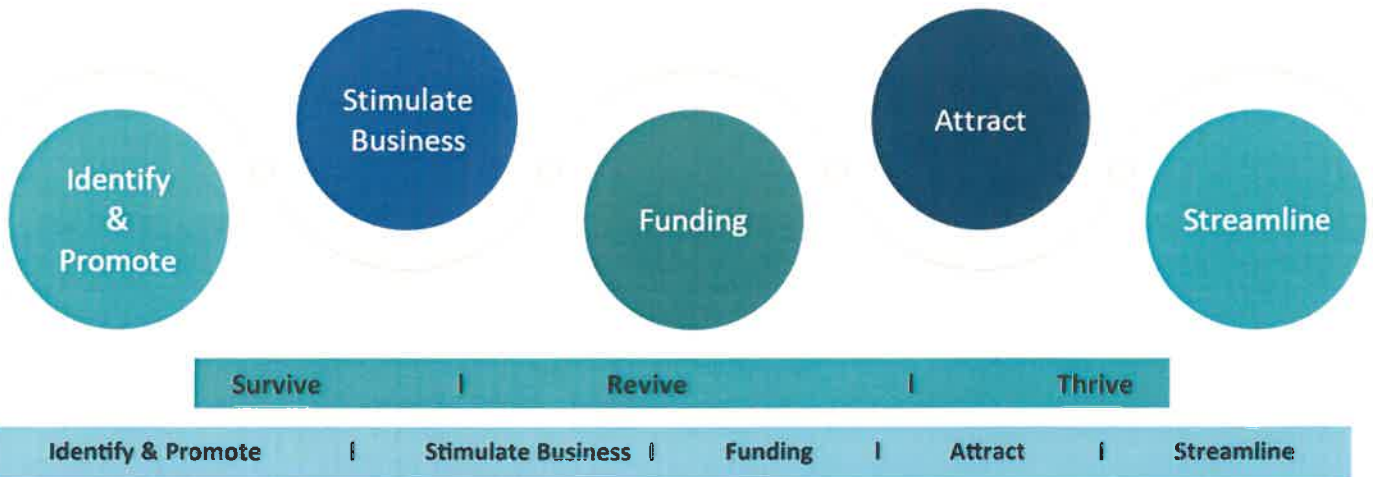
One Community
Our place, our space

Initiative	Actions	Survive (short term)	Revive (medium term)	Thrive (long term)
COMMUNITY WELFARE RESPONSE	Strengthen and enhance Community response to civil emergencies.	Central co-ordination of voluntary sector response	Develop an emergency preparedness volunteer sector process.	Continue to encourage volunteering
		Establish a community relief fund.	Review the demand on the fund.	
		Provide training for Community Groups/Services in Community Recovery. Assist with access to funding.	Training for community groups to address gaps identified in survey of community groups.	Training for community groups in Emergency Operation process and protocol.
		Develop a Community Leaders Task Group (CLTG).	Initiate CLTG	
		Explore appointment of Navigators/community social worker roles.	Navigator/Social Work role are supported by the CLTG to work across the community agencies.	
		Invest in Community Networks Wairarapa which would allow organisations and services to network, share resources, seek advocacy and advice, access personal development opportunities, and undertake collaborative working opportunities.	Develop a central, local services digital platform.	
			Promote digital access, inclusion and education, including support for marae and rural communities.	

Initiative	Actions	Survive (short term)	Revive (medium term)	Thrive (long term)
Social Recovery		Apply 'investment approach' to resource allocation and work with social agencies to target support to those most in need and to ensure equity.		
		Advocate to central government to increase rates rebate		
		Support/ augment national and regional initiatives to improve mental health and wellbeing.		
		Support and create community empowerment and ideas generation by setting up an 'ideas portal' to manage recovery ideas/ initiatives from the community.		

Wairarapa Recovery

Establishing Reset Themes



Environmental Recovery

Protecting and enhancing the natural environment, and managing climate change impacts will continue to be a focus during the Wairarapa Recovery.

Principle:

Economic gains and the recovery of the Wairarapa will not be at the expense of our natural environment.

Theme:

Support recovery through celebrating and championing the environmental and cultural benefits Wairarapa's unique natural assets including forests, beaches, lakes, rivers, wetlands and maunga.

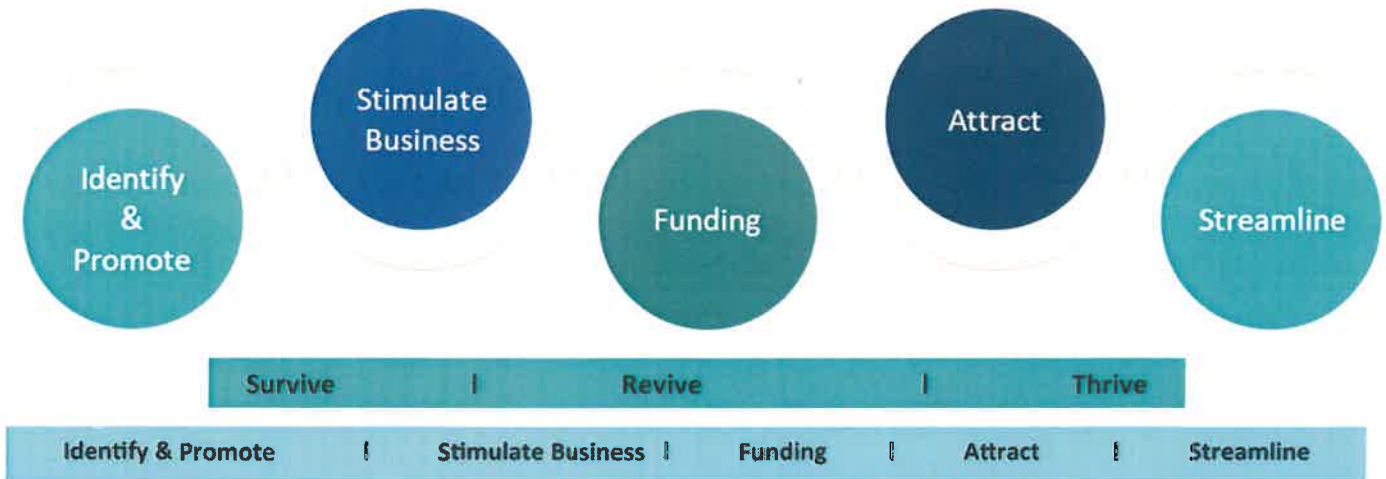
Goals:

- Enhance local connectedness to the natural Wairarapa environment.
- Continue to contribute to air and water quality improvements.
- Long term recovery approaches give consideration to principles of sustainability, and regeneration of the natural environment.

Initiative	Actions	Survive (short term)	Revive (medium term)	Thrive (long term)
ENVIRONMENTAL RECOVERY	Strengthen and enhance Community connectedness to, and the resilience of, the Wairarapa environment.	Encourage the people of the Wairarapa to improve their the health and wellbeing through connection with nature.	Promote our unique environmental assets to attract visitors and develop pride of place.	Ensure the provision of adequate and quality public open spaces that meet the needs/ desires of the people of the Wairarapa.
		Continued messaging and policy approach to disincentivise use of fossil fuel energy by individuals and businesses.		Develop pathways to cleaner energy sources to support transition to a low emissions economy.
		Pursue environmental enhancement projects that provide visual amenity, recreation and leisure opportunities, and mahinga kai (food and resources) gathering.		
		Promote 'Love local' including local tourism. Travel and buy local to assist in reducing carbon emissions.		
		Promote 'home grown produce' to reduce the use of fertiliser and pesticides.	Provide resources to support communities to develop community gardens.	
		Encourage people from the Wairarapa to work from home instead of commuting to Wellington to help reduce carbon emissions and provide a better work/life balance.		
		Promote walking, cycling and public transport options.		

Wairarapa Recovery

Establishing Reset Themes



Cultural Recovery

The Wairarapa recovery will incorporate activities, shared beliefs, values, customs, behaviours and identities that will be reflected through language, stories, visual and performing arts, ceremonies and heritage that make up our communities.

Principle:

Provide and promote community engagement in recovery that builds and enhances our identity and collective community spirit.

Themes:

- Enable recovery support to be delivered by communities, for communities.
- Continue to protect what we value: culture, history, natural environment.

Goals:

- Recovery incorporates input and cultural references from all Wairarapa Communities.
- Partner with the Wairarapa Maori Collective to integrate their approach to recovery with the Wairarapa Plan.

One Community
Our place, our space

Initiative	Actions	Survive (short term)	Revive (medium term)	Thrive (long term)
CULTURAL RECOVERY	Work in partnership across all cultures, communities and stakeholders to deliver Wairarapa's Recovery.	Continue to engage across all communities and stakeholder groups to enable contribution to a shared Wairarapa Recovery Plan.	Provide proactive engagement opportunities across communities and stakeholder groups to further develop recovery plan and implementation.	
		Promote placemaking in our towns, revitalisation of town centres.	Work to renew the Wairarapa's unique cultural identity expressed through sport, recreation, art, history, heritage and traditions.	
		Partner with the Wairarapa Maori Collective to Integrate Tangata Whenua values, culture and language into the Wairarapa Recovery Plan.	Strengthen and maintain opportunities for collaboration with, and contribution from, Maori, Pasifika and other cultures into the Wairarapa Recovery Plan.	
		Identify ways in which we can celebrate all languages and cultures across the Wairarapa.	Increase the promotion of, and participation in all cultural events and celebrate them in the Wairarapa e.g. Matariki	
		Support Iwi, Hapū and Māori communities through the recovery phase to ensure the long-term sustainability and wellbeing of local Marae.		