Trust Tairāwhiti
Regional Wellbeing
He Tohu Ora

Tākina Te Kawa

Statement of Intent

2026/27

Tātau

Tātau

Tātau **Tātau** and the theme of sharing is central to our kaupapa and vision for the region of **Te Mana** - Shared Pride, **Te Ihi** - Shared Prosperity and **Te Wehi** - Shared Opportunity.

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Photography by Strike Photography. Cover: Waka ama practice at the confluence of the Waimata River, Taruheru River and Tūranganui River. All images shot on location across the Tairāwhiti region.

Chair and Chief Executive Report

Tēnā koutou katoa

We're pleased to present the 2026/27 Statement of Intent, which sets out how we will deliver year three of our strategy, Te Aka Rautaki ki te tau 2029, and continue investing in the long-term wellbeing of Tairāwhiti.

Our investment function is a key focus this year as we explore possible changes to the Trust Deed to enable the organisation to become a permanent charitable trust.

Under the current deed, the Trust will wind up in 2073. Obtaining charitable status would enable it to exist in perpetuity and invest more into our community now and for future generations.

This is a significant project for the Trust, and engaging with our community and stakeholders will be a key part of it.

In our capacity as the Economic Development Agency (EDA) and Regional Tourism Organisation (RTO), a key focus is the City Centre Catalyst Initiatives programme, in partnership with Gisborne District Council and Rongowhakaata Iwi Trust.

This includes placemaking designed to increase activity, connection and safety in the city centre. We will also continue to advance city centre property investments to support long-term regeneration and encourage private investment.

Unlocking the economic potential of irrigation water for the region is another priority.
This programme aligns with the Tairāwhiti Economic Plan, with the aim of growing regional GDP by supporting high-value crops, unlocking whenua Māori and encouraging investment in resilient, long-term water systems. Over the year, we will work alongside Māori land owners and the private sector on potential water storage schemes to maximise land-use and the region's natural advantages in food production.

As the Community Trust for Tairāwhiti, we are expanding our funding programme to better support taiao, rangatahi and iwi and hapu-led projects. These new focused funds have been established to address community priorities that were identified through the Tairāwhiti Wellbeing Survey. We're excited to partner with local groups on projects that can really shift the dial for our people and place.

Our Communities Fund remains open to eligible projects that sit outside of our focus areas, and we've also increased the amount available in our Regional Events Fund and Feasibility Funds.

As always, it's a privilege to do this work alongside our communities, with a shared commitment to doing what's best for our region and our people.

Tātau Tātau

David Battin
Chair

Doug Jones
CEO

Te aka rautaki ki te tau 2029

Strategic Plan 2029

Over 2023, trustees and management reviewed the Trust's strategic plan, Te aka rautaki ki te tau 2029, to ensure it aligned with the changing needs of our communities, businesses and the organisation.

The fundamentals of our strategic framework are enduring and informed by our founding Trust Deed, along with our wellbeing framework He Rangitapu He Tohu Ora. This guides all investment decisions and activities to ensure meaningful impacts for our communities and aligns with the Trust's vision for our people, whanau and communities.

Following a comprehensive review, the Trust has adopted new strategic focuses and priorities that set our direction for the next five years. We intend to achieve these priorities primarily by enabling others through distributions or investing in opportunities that will lead to transformational outcomes for Tairāwhiti.

For some activities, the Trust will deliver projects or programmes that sit beneath our focus areas, particularly in its role as the Regional Tourism Organisation and Economic Development Agency.

Te aka rautaki ki te tau 2029 | Strategic Plan 2029

Trust Deed: Our foundation as the Trust

Our purpose:

1. **Preserve** capital for future generations
2. **Provide** for beneficiaries

Waharoa

In partnering with the Trust, we encourage you to step through our waharoa. It is always open to anyone who aspires to benefit the people of Tairāwhiti.

Kia tangata rite
Equity

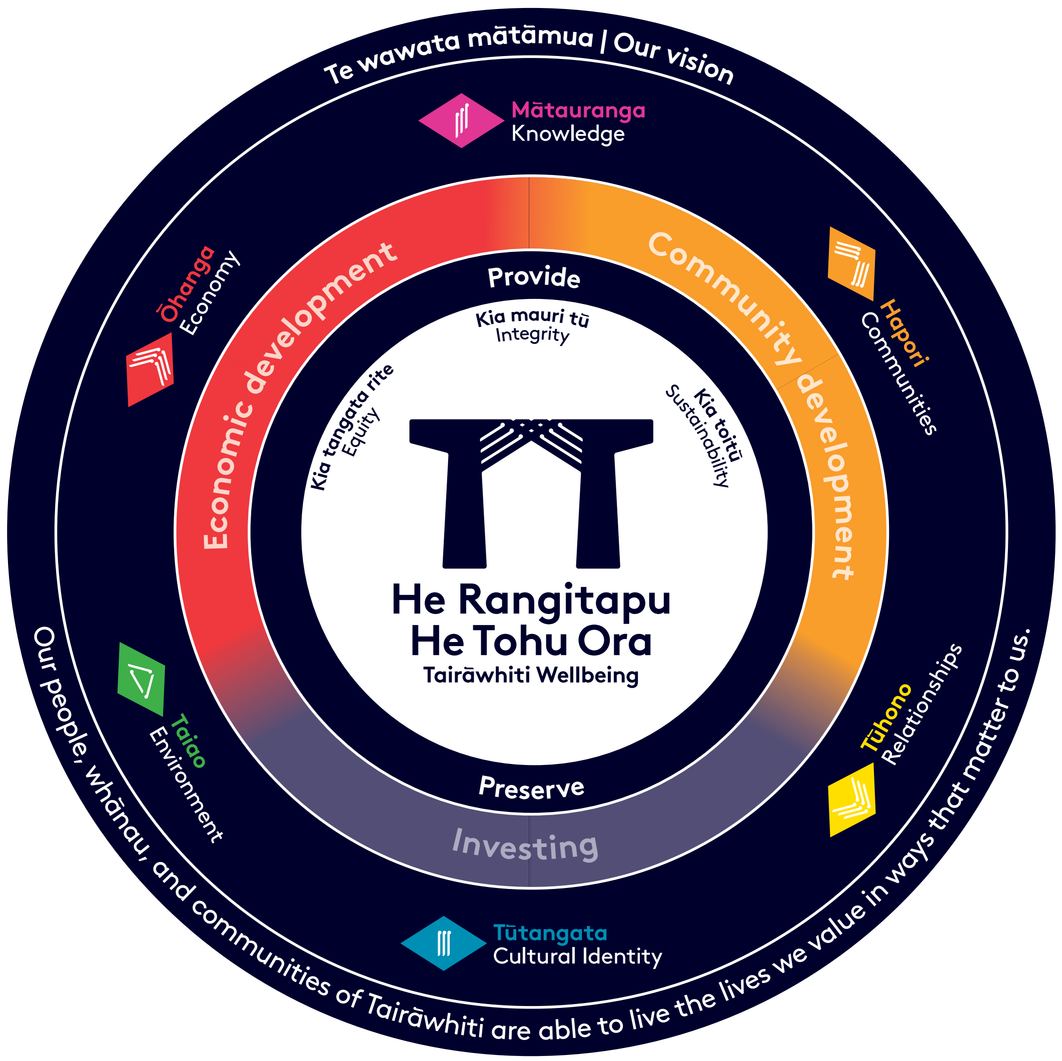
Ngā Pou
All people, whānau, and communities of Tairāwhiti have unhindered access to support and opportunities that enhance their wellbeing.

Kia toitū
Sustainability

Ngā Pou
We are good ancestors. Children, young people and future generations have a better set of opportunities than the current generation.

Kia mauri tū
Integrity

Te Taahu
Tairāwhiti upholds Te Tiriti o Waitangi. Mana Whenua partnerships are maintained with integrity.



Muka

Our muka represent wellbeing outcomes that are aspirational. They are inter-dependent and when woven together, create a dynamic and enduring vision that we have for regional wellbeing.

Ōhanga
Economy

The Tairāwhiti economy is diverse, innovative, resilient, and regenerative and provides access to well-paid, quality jobs. Our people have sustainable livelihoods from paid and unpaid work.

Mātauranga
Knowledge

Diverse systems of knowledge, information, and Mātauranga Māori are accessible, utilised, valued and evolve.

Hapori
Communities

Communities are healthy, happy, and empowered. The voice of communities is integral to decisions that impact their lives.

Tūhono
Relationships

Our people, whānau, and communities in Tairāwhiti have respectful, connected and collaborative relationships.

Tūtangata
Cultural Identity

Culture connects the people of Tairāwhiti. We express, celebrate, and value our diversity, heritage, and taonga.

Taiao
Environment

The quality of our land, water, air and atmosphere is pristine. Our biodiversity is abundant. We practise kaitiakitanga.

	Provide				Preserve
Strategic functions	Community development		Economic development		Investing
Strategic focus 2029	**Enabling communities** to lead and determine their pathways to he tohu ora (wellbeing).	**Mahi kaitiaki**, preserving our resources for future sustainability and wellbeing.	**Fostering innovation**, technology and future skills development.	**Enhancing our place** and spaces for a thriving community and destination.	**Preserve the Trust Fund** for the benefit of current and future generations.
Strategic priorities 2029	• Hapu and whānau led initiatives. • Oranga tangata. • Wellbeing initiatives.	• Food and food production. • Renewable and distributed energy. • Circular economy initiatives. • Resilient, mixed use of whenua. • Bluewater economy.	• Local innovation and entrepreneurship. • Digital and technology opportunities. • Workforce and skills development. • Connecting financial capital, products, and services for accelerated development.	• Sustainable tourism destination and development. • Places and spaces. • Visitor and business attraction. • Healthy and affordable housing. • Transport, mobility and connections.	• Ensure the value of the Trust Fund is preserved and protected against inflation. • Provide funds and investments for regional wellbeing.
	Regional economic leadership and resilience				

Te wawata mātāmua
Our vision

Our people, whānau, and communities of Tairāwhiti are able to live the lives we value in ways that matter to us. Together we will transform Tairāwhiti into a place of...

Te Mana – Shared Pride; where culture connects, relationships empower and nature thrives.

Te Ihi – Shared Prosperity; where people flourish, businesses grow.

Te Wehi – Shared Opportunity; where children dream, communities unite and futures inspire.

As the sun rises over Tairāwhiti, you'll find our people where they are needed most.
At the heart of our communities on this journey of transformation.
Kaitiaki of precious taonga. Shared for generations to come.

We are Trust Tairāwhiti

Tātau Tātau

Te whakairo matua
The way we work

Enabling others

We enable the people of Tairāwhiti by grant funding initiatives and facilities that contribute to positive wellbeing outcomes for the region.

Investing

All Trust direct investments in economic growth opportunities are guided by our wellbeing framework.

Delivering

The Trust delivers a range of targeted operations for the wellbeing of Tairāwhiti. This includes our work as Economic Development Agency, Regional Tourism Organisation and meeting our obligations under the Trust Deed.

Te aka mārama
Reporting

Organisational performance is measured against the targets set in our annual Statement of Intent.

We report on our performance and progress against the Statement of Intent in our Annual Report, released in July each year. This information is also shared at our Annual General Meeting which is held every August and is open to the community.

Strategic focuses 2029

Strategic function: Community development and Economic development

Enabling communities

The Trust enables Tairāwhiti communities to lead and determine their pathways to he tohu ora (wellbeing). Through grant distributions, we support connection and collaboration between groups and funders on initiatives that align with our strategic priorities.

STRATEGIC PRIORITIES:

Hapu and whānau led initiatives

Reflecting the core principle of Kia Mauri Tu, hapu and whānau initiatives strengthen wellbeing and mana Motuhake (resilience).

Oranga tangata

Fostering positive and equitable outcomes for Tairāwhiti whānau and communities.

Wellbeing initiatives

People, planet, and purpose: emphasising the importance of people, te taiao and the region's shared values as key pillars in community and business initiatives.

TRUST TAIRĀWHITI DELIVERY:

- Community facilities aligned with GDC Strategy.
- Engagement and administration of community distributions.
- Tairāwhiti Wellbeing Survey.

Mahi kaitiaki

Preserving our resources for future sustainability and wellbeing. The Trust will consider opportunities to enable or invest in initiatives aligned with our strategic priorities.

STRATEGIC PRIORITIES:

Food and food production

Regenerative and sustainable food production from our primary sector, for Tairāwhiti and trading partners in New Zealand and offshore.

Renewable and distributed energy

Backing a sustainable, reliable, and cost-effective energy system for our communities and industries, that fulfils the region's needs now and into the future.

Circular economy initiatives, including waste

Support the region's transition towards a circular economy through systems that prevent pollution and reduce and repurpose waste.

Resilient, mixed use of whenua

Sustainable and optimised land ecosystems that support the people, environment, and economy of Tairāwhiti to thrive.

Bluewater economy

Sustainable use of ocean resources including fisheries, aquaculture, coastal tourism, and ocean energy to benefit our livelihoods and wellbeing.

TRUST TAIRĀWHITI DELIVERY:

- Support Water for the Economy projects.
- Accelerate development of the Tairāwhiti food production value chain.

Fostering innovation

Fostering innovation, technology, and future skills development. The Trust will consider opportunities to enable or invest in initiatives aligned with our strategic priorities.

STRATEGIC PRIORITIES:

Local innovation and entrepreneurship
Providing services and support to stimulate local innovation, entrepreneurship, and economic activity.

Digital and technology opportunities
Growing the region's capability and adoption of digital technology to future-proof and diversify our economy.

Workforce and skills development
Connecting with local employers, schools, and training providers to boost the regional workforce and support quality, well-paid job creation.

Connecting financial capital, products, and services for accelerated development
Improve access to funding sources, products and services to help Tairāwhiti businesses and communities reach their goals faster.

TRUST TAIRĀWHITI DELIVERY:

- Regional Business Partner programme: support and funding for business growth, export and innovation.
- Initiatives to increase businesses adoption of digital technologies.
- Support industry and sectors to address challenges or opportunities.
- Advance Aerospace industry development.
- Regional economic data and insights reporting.

Enhancing our place

Enhancing our places and spaces for a thriving community and destination. The Trust will consider opportunities to enable or invest in initiatives aligned with our strategic priorities.

STRATEGIC PRIORITIES:

Sustainable tourism destination and development

Partnering with industry, stakeholders and communities to enhance Tairāwhiti as a sustainable destination.

Places and spaces

Accessible spaces and facilities that bring communities together and enhance the quality of life in Tairāwhiti.

Visitor and business attraction

Tairāwhiti is promoted as a great region to live, visit or operate a business in.

Healthy and affordable housing

Local solutions to increase housing supply, quality, and construction materials.

Transport, mobility and connections

Safe, clean, and efficient transportation of people and goods within Tairāwhiti and beyond.

TRUST TAIRĀWHITI DELIVERY:

- City Centre Revitalisation Property Development.
- City Centre Revitalisation Property Fund.
- Support Matai Campus Stage 2 development.
- Coordinate Tairāwhiti Destination Management Plan actions.

Trust fund preservation

Trust Tairāwhiti is kaitiaki of a diversified investment portfolio of businesses and managed funds. Through careful management, this portfolio has grown significantly over three decades, allowing the Trust to deliver on its deed purposes and vision for regional wellbeing.

Trust portfolio: $638m*

$467m

Tairāwhiti Investments
73%

$138m

Investment funds
22%

$33m

Wellbeing investments
5%

There are two purposes in the Trust Deed:

1. **Preserve** capital for future generations
2. **Provide** for beneficiaries.

The Trust Fund underpins the organisation's role as an enabler of community and economic development in Tairāwhiti.

TRUST TAIRĀWHITI DELIVERY:

Trust Tairāwhiti is reviewing its capital structure in line with the triennial review requirements under the Trust Deed.

- Review and agree methodology with GDC.
- Special Distribution towards co-led GDC projects**.

* Note: correct as of 31 December 2025
** Should Charitable status not be achieved, this Special Distribution is to be deducted from expected residual capital in 2073.

Performance measures

The performance measures and targets that Trust Tairāwhiti aims to achieve in the 2026/27 financial year are categorised into the three ways we work – investing, enabling and delivering.

All measures will be reported in the Trust Tairāwhiti Annual Report 2026/27.

Investing

The Trust prudently manages investments to create income and deliver impacts under He Rangitapu He Tohu Ora.

INDICATOR	TARGET
Tairāwhiti Investments Limited Return on investment.	9.5%
Managed Portfolio Return on investment.	5.5%
Equity or debt into regional investment initiatives	$30m

Enabling others

We enable the people of Tairāwhiti by funding initiatives and facilities that contribute to positive wellbeing outcomes for the region.

INDICATOR	TARGET
Community Fund Grant distributions.	$3.5m
Community Facilities Tairāwhiti Community Facilities Strategy grant distributions.	$5m
Feasibility Fund Grant distributions.	$350k
Regional Events Fund Grant distributions for visitor attraction.	$150k

Delivering

The Trust delivers a range of targeted operations for the wellbeing of Tairāwhiti. This includes our work as Economic Development Agency, Regional Tourism Organisation and meeting our obligations under the Trust Deed.

INDICATOR	TARGET
Supporting business Number of businesses accessing support through Trust Tairāwhiti.	**120**
Supporting Māori business Percentage of businesses that identify as Māori accessing support through Trust Tairāwhiti.	**35%**
Investment in building business capability Total value of capability development funding issued.	**$120k**
Business digital technology adoption Businesses engaged in digital technology initiatives.	**100**
Innovation Funding Number of businesses accessing commercial R&D services or funding.	**25**
Visitor expenditure Increase total value of tourism to the Tairāwhiti economy.	**8%**
Visitor attraction Number of new visitor experiences supported.	**2**
Destination development Number of new trade-ready or export-ready experiences supported.	**5**
isite Number of visitor experiences booked through the isite.	**500**
Destination management Number of DMP actions progressed or completed.	**6**
Wellbeing Survey 2026 survey insights report published by 31 March 2027.	**Published**

Summary budget 2026/27

Consolidated

The consolidated budget combines the budgets of Trust Tairāwhiti, Trust Tairāwhiti Ltd, and Eastland Network Charitable Trust. This is the total income and expenses associated with operating the Trust, delivering the activities of the regional Economic Development Agency and the Regional Tourism Organisation, and supporting communities through distributions.

Summary budget	2026/27 Budget $000	2025/26 Budget $000	Var $000
Income			
Investment income	16,256	15,736	520
ED services	1,250	1,229	21
Total income	**17,506**	**16,965**	**541**
Operating, admin and activity costs			
Personnel	(4,167)	(3,927)	(240)
Administration	(1,066)	(1,172)	106
Economic development and tourism expenses	(1,645)	(1,771)	126
Governance	(567)	(567)	-
Total operating costs	**(7,445)**	**(7,437)**	**(8)**
Operating surplus	**10,061**	**9,528**	**533**
Non-operating expenses			
Strategic initiatives	(950)	(750)	(200)
Depreciation	(214)	(187)	(27)
Distributions	(9,000)	(9,000)	-
Net surplus	**(103)**	**(409)**	**308**

Trust Tairāwhiti

The Trust Tairāwhiti budget presents the income received from investments and expenses associated with administering the Trust, completing the wellbeing survey, enabling others through distributions and assessing the impact of these distributions.

Summary budget	2026/27 Budget $000	2025/26 Budget $000	Var $000
Income			
Investment income	14,668	14,350	318
ED services	-	-	-
Total income	**14,668**	**14,350**	**318**
Operating, admin and activity costs			
Personnel	(1,536)	(1,495)	(41)
Administration	(901)	(1,042)	141
Economic development and tourism expenses		-	-
Governance	(567)	(567)	-
Total operating costs	**(3,004)**	**(3,104)**	**100**
Operating surplus	**11,664**	**11,246**	**418**
Non-operating expenses			
Strategic initiatives	(150)	(150)	-
Depreciation	(111)	(126)	15
Distributions	(8,000)	(8,000)	-
Net surplus	**3,403**	**2,970**	**433**

Trust Tairāwhiti Ltd

Trust Tairāwhiti Ltd is where the delivery of the regional Economic Development Agency and Regional Tourism Organisation is done.

Summary budget	2026/27 Budget $000	2025/26 Budget $000	Var $000
Income			
Investment income	-	-	-
ED services	1,250	1,229	21
Total income	**1,250**	**1,229**	**21**
Operating, admin and activity costs			
Personnel	(2,641)	(2,432)	(209)
Administration	(1,664)	(1,771)	107
Economic development and tourism expenses	-	-	-
Governance	-	-	-
Total operating costs	**(4,305)**	**(4,203)**	**(102)**
Operating surplus	**(3,055)**	**(2,974)**	**(81)**
Non-operating expenses			
Strategic initiatives	(800)	(600)	(200)
Depreciation	(103)	(61)	(42)
Distributions	-	-	-
Net surplus	**(3,958)**	**(3,635)**	**(323)**

Eastland Network Charitable Trust

Eastland Network Charitable Trust (ENCT) is a long-standing registered charitable trust that has operated as a means by which Trust Tairāwhiti supports charitable purposes in the Tairāwhiti community since the mid-2000s.

ENCT is a beneficiary under the deed of trust for Trust Tairāwhiti ("person" includes natural persons and incorporated or unincorporated entities, and it is a customer of Firstlight Network).

Summary budget	**2026/27 Budget $000**	**2025/26 Budget $000**	**Var $000**
Income			
Investment income	1,588	1,386	202
ED services	-	-	-
Total income	**1,588**	**1,386**	**202**
Operating, admin and activity costs			
Personnel	-	-	-
Administration	(146)	(130)	(16)
Economic development and tourism expenses	-	-	-
Governance	-	-	-
Total operating costs	**(146)**	**(130)**	**(16)**
Operating surplus	**1,442**	**1,256**	**186**
Non-operating expenses			
Strategic initiatives	-	-	-
Depreciation	-	-	-
Distributions	(1,000)	(1,000)	-
Net surplus	**442**	**256**	**186**

Trust Tairāwhiti
Regional Wellbeing
He Tohu Ora

www.trusttairawhiti.nz