

AGENDA

RĀRANGI TAKE

Kaipara Moana Remediation Joint Committee

**Kaipara Moana Remediation Joint Committee
Monday 17 May 2021 at 09:30am**

Rārangi Take O Te Kāhui Māori O Taitokerau (Kaipara Moana Remediation Joint Committee Agenda)

Meeting to be held in the Ōruawhāro Marae
2 Ōruawhāro School Road
on Monday 17 May 2021, commencing at 09:30am

Recommendations contained in the agenda are NOT decisions of the meeting. Please refer to minutes for resolutions.

NGĀ MANA WHAKAHAERE (MEMBERSHIP OF THE KAIPARA MOANA REMEDIATION JOINT COMMITTEE)

Te Rūnanga o Ngāti Whātua Tame Te Rangī	NRC Chair Penny Smart	NRC Councillor Amy Macdonald
Auckland Council Councillor Daniel Newman	Ngā Maunga Whakahī o Kaipara, Cherie Povey	Auckland Council, Rodney Local Board Chair Phelan Pirrie
Auckland Council Greg Sayers	Ngā Maunga Whakahī o Kaipara, Jane Sherard	Te Rūnanga o Ngāti Whātua Virginia Warriner
Te Uri o Hau Malcolm Welsh	Te Uri o Hau Willie Wright	NRC Councillor Joce Yeoman

KARAKIA / WHAKATAU

RĪMITI (ITEM)

Page

1.0 HOUSEKEEPING

2.0 NGĀ WHAKAPAHĀ (APOLOGIES)

3.0 NGA WHAKAPUAKANGA (DECLARATIONS OF INTEREST)

4.0 WHAKĀE NGĀ MINITI (CONFIRMATION OF MINUTES)

4.1 Confirmation of Minutes 3

5.0 NGĀ RĪMITI (ITEMS)

5.1 Draft Kaipara Moana Remediation Programme Year 2 Work Plan 12

5.2 Communication Plan Update 31

5.3 Members Allowance Policy Review 70

5.4 Kaipara Moana Remediation Joint Committee Year 2 Meetings and Workshops 79

TITLE: Confirmation of Minutes
ID: A1441333
From: Leah Porter, PA/Administrator Environmental Services
Authorised by Jonathan Gibbard, Group Manager - Environmental Services, on 06 May
Group Manager: 2021

Recommendation

That the minutes of the Kaipara Moana Remediation Joint Committee meetings held on 22 March 2021 and 19 April 2021 be confirmed as a true and correct record.

Attachments/Ngā tapirihanga

Attachment 1: Kaipara Moana Remediation Joint Committee - 22 March 2021  

Attachment 2: Kaipara Moana Remediation Joint Committee - 19 April 2021  

Kaipara Moana Remediation Joint Committee
22 March 2021

Kaipara Moana Remediation Joint Committee Minutes

Meeting held in the Puatahi Marae
on Monday 22 March 2021, commencing at 09:30am

Tuhinga (Present):

Te Rūnanga o Ngāti Whātua Tame Te Rangi
NRC Chair Penny Smart
Ngā Maunga Whakahī o Kaipara, Cherie Povey
Auckland Council, Rodney Local Board Chair Phelan Pirrie
Auckland Council Greg Sayers
Ngā Maunga Whakahī o Kaipara, Jane Sherard
Te Rūnanga o Ngāti Whātua Virginia Warriner
Te Uri o Hau Malcolm Welsh
Te Uri o Hau Willie Wright
NRC Councillor Joce Yeoman

I Tae Mai (In Attendance):

Francine Panui	Alan Wilcox
Rosie Te Tuhi Nathan	Wikitoria Wright
Kay Fraser	Martha Nathan
Teataiti Tapurau	Panui O'Keefe
Marino Povey	Patricia Clark
Tumanako Povey	Mike Borrie
Faith Povey	Malcolm Nicolson
Kathryne Easton	Jonathan Gibbard
David McDermott	Leah Porter
Charmaine Bailie	John Hutton
Sana Lavai-Motlagh	Penny Pirrit
Naida Glavish	Sesha Parkinson
Arohaina Povey	Rangi Mitchelson
Lena Tapurau	Liz Mitchelson
Hemi Tapurau	Caleb Male
Leane Macky	

The Chair declared the meeting open at 10:30 following pōwhiri.

Karakia Timatanga - Whakatau

Ngā whakapahā/Apologies (Item 1.0)

Moved (Wright / Sayers)

That the apologies from Councillor Amy Macdonald and Councillor Daniel Newman for non-attendance be received.

Carried

Nga whakapuakanga (Declarations of Conflicts of Interest)

It was advised that members should make declarations item-by-item as the meeting progressed.

Kaipara Moana Remediation Joint Committee
22 March 2021

Confirmation of Minutes - Kaipara Moana Remediation Joint Committee meeting 22 February 2021 (Item 4.1)

ID: A1423183

Report from Leah Porter, PA Environmental Services

Moved (Yeoman/Warriner)

That the minutes of the Kaipara Moana Remediation Joint Committee meeting held on 22 February 2021 be confirmed as a true and correct record.

Carried

Secretarial Note: Budget Approval for Initial Communication Activities report was tabled for Item 5.4.

Landowner Grants through Sediment Reduction Plans (Item 5.1)

ID: A1423057

Report from John Hutton, Auckland Council Management Representative; Duncan Kervell, Kaipara Moana Land Management Specialist and Alan Wilcox, Kaipara Uri Management Representative

Moved

1. That the report 'Landowner Grants through Sediment Reduction Plans' by John Hutton, Auckland Council Management Representative; Duncan Kervell, Kaipara Moana Land Management Specialist and Alan Wilcox, Kaipara Uri Management Representative and dated 11 March 2021, be received. **Moved (Smart / Sherard)**
2. That the interim approach of producing Sediment Reduction Plans to identify where to allocate remediation grant funding, as described in Attachment 1 to the agenda report, is approved. **Moved (Warriner / Yeoman)**
3. That developing KMR Programme capacity to provide funding to Kaipara Moana catchment landowners through Sediment Reduction Plans, described in Attachment 1 to the agenda report, is supported in principle. **Moved (Sherard / Smart)**
4. That developing KMR Programme capacity to engage with hapū, marae and community groups to organise and work with landowners to undertake remediation works, including on land in multiple ownership, is supported in principle. **Moved (Wright / Warriner)**
5. That the 'KMR Programme Remediation Funding Criteria' in Attachment 2 to the agenda report is approved. **Moved (Yeoman / Sayers) Abstain (Welsh)**
6. Note that the 'KMR Programme Remediation Funding Criteria' in Attachment 2 to the agenda report will be tested with landowners and stakeholders and approval to amend will be sought if changes are proposed. **Moved (Warriner / Yeoman) Abstain (Wright, Welsh)**
7. That KMR Programme staff prepare project plans and budget estimates to provide landowner grant funding, including through engagement with hapū, marae and community groups, for consideration under the KMR Programme Year 2 Work Plan, and that \$30,000 is allocated from the Year 1 Work Plan 'Catchment Group Project Support' project budget to assist with this. **Moved (Sherrard / Yeoman)**

ID: A1429167

2

Kaipara Moana Remediation Joint Committee
22 March 2021

8. That the Interim Management Team work up a specific communications and engagement plan, that reflects the intent of the MOU, to support the delivery of the Landowner Grants Programme. **Moved (Smart / Sherard)**

Carried

Secretarial Note: Recommendation 8 was added following discussion between the Joint Committee and Interim Management Team.

Secretarial Note: The meeting adjourned at 12:52pm and reconvened at 1:31pm.

Fonterra Tiaki Partnership: Revised Project Proposal (Item 5.2)

ID: A1422958

Report from John Hutton, Auckland Council Management Representative; Duncan Kervell, Kaipara Moana Land Management Specialist and Adam Schellhammer, Senior Healthy Waters Specialist

Moved (Wright/Yeoman) Abstain (Warriner)

1. That the report 'Fonterra Tiaki Partnership: Revised Project Proposal' by John Hutton, Auckland Council Management Representative; Duncan Kervell, Kaipara Moana Land Management Specialist and Adam Schellhammer, Senior Healthy Waters Specialist and dated 11 March 2021, be received.
2. That budget of \$2,910,000 be approved for the Fonterra Tiaki Partnership project under the Kaipara Moana Remediation Programme's Year 1 Annual Work Plan, with the project to run for 20 months from May 2021 to December 2022.
3. Approve additional Crown and Council grant contributions towards the Fonterra Tiaki Partnership project, under the Kaipara Moana Remediation Programme's Year 1 Annual Work Plan, on the basis that \$575,000 of Crown grant funding and \$45,000 of Council grant funding, for the FEP Accounting Framework - Fresh Water Management Tool (K2020-013) is reallocated to the Fonterra Tiaki Partnerships project, and that these quantum's for the FEP Accounting Framework - Fresh Water Management Tool will be budgeted for in the Year 2 Annual Work Plan.
4. Note that a contract for services between Fonterra and the Northland Regional Council (acting on behalf of the KMR Programme) will be entered into, including provisions that cater to the requirements of the KMR Programme's deed of funding with the Ministry for the Environment.
5. Note that Fonterra staff have committed to work with Kaipara Uri and KMR Programme staff to find ways to achieve Manaaki Tangata (Human Capital) and Tātai Hononga (Social Capital) objectives of KMR Programme, once the programme's strategy development phase is completed.
6. That the Chief Executive of the Northland Regional Council (acting on behalf of the KMR Programme) is authorised to agree and sign a contract for services with Fonterra to give effect to the Fonterra Tiaki Partnership project.

Carried

Kaipara Moana Remediation Joint Committee
22 March 2021

Proposed Partner and Stakeholder Engagement Strategy (Item 5.3)

ID: A1422894

Report from Penny Pirrit, Northland Regional Council Management Representative

Moved (Warriner/Povey)

1. That the report 'Proposed Partner and Stakeholder Engagement Strategy' by Penny Pirrit, Northland Regional Council Management Representative and dated 11 March 2021, be received.
2. That the proposed Kaipara Moana Remediation Programme Partner and Stakeholder Engagement Strategy, set out in Attachment A be approved.
3. That the Chair and Deputy Chair be delegated to work with staff on any minor wording amendments arising from feedback at the joint committee meeting.

Carried

Budget Approval for Initial Communication Activities (Item 5.4)

ID: A1426847

Report from Penny Pirrit, Northland Regional Council Management Representative

Moved (Wright/Yeoman)

1. That the report 'Budget Approval for Initial Communication Activities' by Penny Pirrit, Northland Regional Council Management Representative and dated 19 March 2021, be received.
2. That expenditure of \$ 12,500 be approved from the Year One Implementation of the Engagement and Communication Strategy project budget for acquiring the services of a content writer for the interim communication actions and to enable printing of hard copies of communications collateral outlined in this report.

Carried

Secretarial Note: Recommendations from tabled report.

Karakia Mutunga

Whakamutunga (Conclusion)

The meeting concluded at 2:45pm.

Kaipara Moana Remediation Joint Committee
19 April 2021

Kaipara Moana Remediation Joint Committee Minutes

Meeting held in the Ahikiwi Marae, 213 Ahikiwi Road, Kaihū
on Monday 19 April 2021, commencing at 09:30

Tuhinga (Present):

Te Rūnanga o Ngāti Whātua Tame Te Rangi
NRC Chair Penny Smart
NRC Councillor Amy Macdonald
Auckland Council Councillor Daniel Newman
Ngā Maunga Whakahī o Kaipara, Cherie Povey
Auckland Council Greg Sayers
Ngā Maunga Whakahī o Kaipara, Jane Sherard
Te Rūnanga o Ngāti Whātua Virginia Warriner
Te Uri o Hau Malcolm Welsh
Te Uri o Hau Willie Wright
NRC Councillor Joce Yeoman

I Tae Mai (In Attendance):

Jonathan Rishworth, TUOH
Trevor Tucker, IKHMG
Patricia Clark, IKHMG
Leane Makey
Kelly Retimana
Susan Botting
Barney Mackie
Whaea Toko Mikahere
Christine Panapa
John Panapa

Wikitoria Wright
Rex Nathan
Anaru Tau
Paa Hita
Jessie Baker
Jonathan Gibbard, NRC
Leah Porter, NRC
Penny Pirrit, NRC
John Hutton, Auckland Council
Alan Wilcox

The meeting opened at 09:30am with a pōwhiri.

Official proceedings commenced at 11:00am

Karakia Timatanga and Whakatau

Ngā whakapahā/Apologies (Item 1.0)

Moved (Wright/Sayers)

That the apologies from Councillor Phelan Pirrie for non-attendance be received.

Carried

Kaipara Moana Remediation Joint Committee
19 April 2021

Nga whakapuakanga (Declarations of Conflicts of Interest)

It was advised that members should make declarations item-by-item as the meeting progressed.

Kaipara Moana Nursery Strategy Stage One (Item 4.1)

ID: A1433891

Report from Alan Wilcox, Kaipara Uri Management Representative

Moved

1. That the report 'Kaipara Moana Nursery Strategy Stage One' by Alan Wilcox, Kaipara Uri Management Representative and dated 13 April 2021, be received. **(Welsh/Yeoman)**
2. That the Joint Committee approve the Kaipara Moana Nursery Strategy Stage One report, included as Attachment 1 to this agenda, and endorse the following principles recommended in the Kaipara Moana Nursery Strategy to inform future remediation implementation outcomes:
 - a. Plants are grown to order from landowners and consumers (not based on requests from a centralised agency)
 - b. Preferred nurseries are identified by the KMR Programme and are monitored for price, plant quality standards for bio-security, health and safety, workforce, and eco-sourcing reasons
 - c. Prices are set at a level the KMR Programme is prepared to pay through grants funding for plants based on species and grades and reflecting a current market average.
 - d. The establishment of an intergenerational Kaipara Seedbank and database based on Mātauranga Māori and science.
 - e. The planting of taonga species for enrichment planting and biodiversity, along with standard remediation species.
 - f. Hapū and marae within the Kaipara Moana catchment are supported to develop nurseries, including to propagate taonga species, act as hubs for new nurseries or plant standing areas, and contribute to an intergenerational seed bank, with agreements to be negotiated.
 - g. Other organisations are encouraged to develop a workforce for planting activity, training provision and local marae kaitiaki, being sourced from communities residing within the Kaipara Moana catchment.
 - h. There is sufficient capacity within current nurseries to expand to meet KMR Programme requirements. **(Newman/Wright) Against (Povey; Sherard)**
3. Agree to a budget of \$35,000 to complete Stage Two of the Kaipara Moana Nursery Strategy, drawing on unallocated budget from Nursery Partnerships – plant propagation and supply Year 1 project (K2020-010). **(Newman/Wright)**

Carried

Secretarial Note: Amendments were made to resolutions 2b and 2f following conversation of the Joint Committee members.

Kaipara Moana Remediation Joint Committee
19 April 2021

Response to Te Uri o Hau Settlement Trust (Item 4.2)

ID: A1433476

Report from Alan Wilcox, Kaipara Uri Management Representative

Moved

1. That the report 'Response to Te Uri o Hau Settlement Trust' by Alan Wilcox, Kaipara Uri Management Representative and dated 12 April 2021, be received. **(Newman/Povey)**
2. That the Joint Committee supports further discussions with Te Uri o Hau Settlement Trust to deliver the following nursery services (while noting that such discussions will need to be informed by the proposed Kaipara Nursery Strategy (Stage 2) implementation plan):
 - a) Production of Taonga species;
 - b) Hosting a database and seed bank for plants and trees for use by landowners and other groups who participating the Kaipara Moana Remediation Programme;
 - c) Acting as a hub to provide technical assistance, oversight and quality control for satellite nurseries that may want to establish. **(Warriner/Yeoman)**
3. That the Joint Committee supports further discussions with Te Uri o Hau Settlement Trust, acting on behalf of Kaipara Uri, to deliver the following potential KMR delivery services:
 - a) Engaging with landowners to complete Sediment Reduction Plans to facilitate provision of landowner grants assistance;
 - b) Completing the formation of landowner groups, as started under the MPI Sustainable Land Use contract held by the Integrated Kaipara Harbour Management Group, to coordinate uptake of KMR landowner grants funding;
 - c) Engagement with Māori landowners to contribute to the KMR Programme effort, including uptake of grants funding when available;
 - d) Mātauranga Māori advice and research as may be required, in accordance with the upcoming Mātauranga Māori Strategy; and
 - e) Engagement assistance to carry out community and partners forums to promote engagement with the KMR Programme and uptake of KMR grants funding. **(Warriner/Yeoman)**
4. That the Joint Committee requests the Interim Management Team and Group Manager Environmental Services to engage with Te Uri o Hau Settlement Trust, to develop a robust business case and financial forecast for the provision of these services, and any other services that may come up through those further discussions, and present this back to the Joint Committee for consideration and budget approval. **(Warriner/Yeoman)**

Secretarial Note: Member Wright declared a conflict of interest and abstained from voting on Item 4.2, recommendations 1-4.

Carried

Secretarial Note: The meeting adjourned at 1:20pm and reconvened at 2:10pm.

Secretarial Note: Newman left the meeting at 2:00pm.

Kaipara Moana Remediation Joint Committee
19 April 2021

Operations Vehicle Establishment Update (Item 4.3)

ID: A1430311

Report from Penny Pirrit, Northland Regional Council Management Representative

Moved

1. That the report 'Operations Vehicle Establishment Update' by Penny Pirrit, Northland Regional Council Management Representative and dated 31 March 2021, be received. **(Sherard/Smart)**
2. That it is recommended to Member Parties of the Kaipara Moana Remediation Programme (Ngā Maunga Whakahi o Kaipara Development Trust, Te Rūnanga o Ngāti Whātua, and Te Uri o Hau Settlement Trust, Northland Regional Council, and Auckland Council) that, they approve an operations vehicle being a business unit within the Northland Regional Council, until such time as the statutory Kaipara Moana Body is established through the Te Tiriti o Waitangi Settlement process. **(Sayers/Warriner)**
3. That the presentation, tabled at this meeting, outlining the options considered and the reasoning behind the recommended option be made available for each Member Party meeting at which the above recommendation is discussed. **(Sayers/Warriner)**

Carried

Karakia Mutunga

Whakamutunga (Conclusion)

The meeting concluded at 2:15.

TITLE: **Draft Kaipara Moana Remediation Programme Year 2 Work Plan**

ID: A1437942

From: John Hutton, Auckland Council Management Representative

Authorised by Group Manager: Jonathan Gibbard, Group Manager - Environmental Services, on 11 May 2021

He Rāpopoto hautū / Executive summary

The Kaipara Moana Remediation Programme Deed of Funding with the Ministry for the Environment (MFE) requires the Kaipara Moana Remediation Joint Committee (Joint Committee) to prepare a draft Annual Work Plan for each Financial Year of the programme, and submit this draft to the Ministry for the Environment for review and comment.

This report sets out a draft Year 2 Annual Work Plan (Year 2 Work Plan) for consideration by the Joint Committee, organised around three work-streams: Remediation; Governance, Management & Planning; and Advocacy & Influence.

The draft Year 2 Work Plan comprises a mixture of new projects, including a focus on provision of landowner grants funding through Sediment Reduction Plans to deliver remediation works, and establishing the proposed Kaipara Maurikura operations unit to drive the programme. Year 1 projects are identified that will run past 30 June 2021 and which can be incorporated into Year 2. Variation to project timeframes for a number of Year 1 projects is sought. Four Year 1 projects are also proposed to be discontinued, with budget from them being transferred as a credit into the Year 2 budget.

In total, a draft budget for Year 2 of \$16.838 million is recommended for approval. When combined with forecast actual programme spend in Year 1 of \$2.317 million, this would result in a total spend of \$19.155 million over Year 1 and Year 2 (or around 18 months). The proposed approach includes cancellation of four Year 1 projects with unspent Crown grant funding of \$1.707 million being credited to the Year 2 budget.

In preparing the draft Year 2 Work Plan, assumptions made in the 2019 Kaipara Moana Remediation Indicative Business Case (IBC) have been reviewed, and a revised model of how the Kaipara Moana Remediation Programme might proceed has been developed. This is both for the longer 10 year timeframe and for the 6 year timeframe in which Crown funding has been committed.

Notable challenges have been identified in meeting a 6 year timeframe with the \$200 million budget if it is assumed the project will cease at the end of six years. A Year 6 'wind down' is required to be planned for; but it is also recommended the KMR Programme continues to plan across the assumed 10 year timeframe for the project. The mix of remediation work that will be achieved on the ground over 6 years will also be different to that originally assumed in the IBC, with a greater focus on riparian and wetland fencing in initial years through to highly erodible land management and riparian planting in later years.

It is also recommended the high 'peak' of spending the IBC suggested for Years 5-7 is changed to a plateau of sustained remediation works through to Year 9. This is considered more realistic to meet workforce capacity and the ability of landowners to contribute, but it also requires a faster build up to the plateau across Year 2 and 3. Achieving the latter will be a challenge for the KMR programme and will require rapid uptake of grant funding by landowners.

The proposed draft Year 2 Work Plan also recommends an apportionment of funding sources for projects – between Crown, councils and land-owner/other contributions. This approach demonstrates the Deed of Funding requirement for Crown grant funding to be matched by 'other' sources can be met.

Once approved by the Joint Committee, the draft KMR Year 2 Work Plan will be provided to MFE for review and comment, with a final KMR Year 2 Work Plan being presented to the 25 June Joint Committee meeting for adoption.

Recommendation(s)

1. That the report 'Draft Kaipara Moana Remediation Programme Year 2 Work Plan' by John Hutton, Auckland Council Management Representative and dated 27 April 2021, be received.
2. That the Joint Committee approve the draft Year 2 Work Plan and budget totalling \$16.838 million (excluding GST), and covering 8 new projects and 19 projects continuing from Year 1, as set out in Attachment 1 to this Agenda report, and including the following new budget lines:
 - a. Sediment Reduction Plans - Remediation Grants Funding
 - b. Kaipara Uri Partnership
 - c. Catchment Reference Group Projects
 - d. Communications Strategy Implementation
 - e. Kaipara Maurikura - Operating Costs
 - f. Governance Costs
 - g. Digital tools for Sediment Reduction Plans and Grant Funding Administration
 - h. Soil Conservation Strategy.
3. Note that under the Year 2 Work Plan, four Year 1 projects will be discontinued with unspent Crown grant funding of \$1,706,500 being credited to the Year 2 budget.
4. Note that the draft Year 2 Work Plan will be provided to the Ministry for the Environment for review and comment, with a final Year 2 Work Plan anticipated to be considered at the Kaipara Moana Remediation Joint Committee meeting scheduled for 25 June 2021.

Tātari me ngā tūtohu / Analysis and advice

Approach to planning Year 2 – general comments

The proposed draft Year 2 Work Plan has evolved from the approach taken in the Year 1 Work Plan, approved on 16 November 2020 as a precondition of the Deed of Funding.

The Year 1 Work Plan was organised around six work-streams: – Remediation Implementation; Capability & Workforce; Engagement & Communications; Digital Systems & Tools; Mātauranga / Science & Monitoring; and Governance, Management & Administration.

The proposed draft Year 2 Work Programme is organised around the three work-streams, as identified in the Partner and Stakeholder Engagement Strategy, approved on 22 March 2021:

- Remediation
- Governance, Management & Planning
- Advocacy & Influence

The budget proposed for the Kaipara Maurikura operational unit will cover staff work in all three work-streams, but is recorded solely under 'Governance, Management & Planning'.

The Year 1 Work Plan was built up from individual projects undertaken by a combination of council staff and contractors, with management oversight provided by the Interim Management Team and Group Manager Environmental Services (NRC).

The draft Year 2 Work Plan contrasts this, with a focus on provision of landowner grants funding through Sediment Reduction Plans to deliver remediation works. A significant number of contractors and third party service providers are anticipated to be used to undertake engagement with landowners and remediation work at a farm level. The support required to do this is provided primarily through the Kaipara Maurikura operational unit.

A number of individual projects are recommended to be budgeted for separately, particularly if they require clear timeframes for delivery and the use of contracted services.

Nineteen Year 1 projects have been identified that will run into Year 2 and 8 new Year 2 projects are proposed.

KMR Programme planning for 6 year and 10 year timeframes

The 2019 Kaipara Moana Remediation Indicative Business Case (IBC) proposed a 10 year programme of coordinated planting, fencing and targeted works to stabilise highly erodible land (HEL), wetland restoration, and riparian fencing and planting in high-impact areas. An estimated budget of \$284 million was provided, which is now generally referred to as being a '\$300 million, 10 year programme'.

Underpinning the IBC's budget estimate were assumptions on the cost of fences, plants, farm environment plans, and the new joint entity to deliver the programme. These assumptions drew on the 2017 Kaipara Harbour Sediment Study and were generally tested against 2019 information.

The IBC recommended a final mix of mitigations would be further refined and developed through a full business case (recommended to be developed during 'Year 0' of the programme), and that mitigations and funding would be allocated on an adaptive-management approach over the life of the programme.

Under the Covid-19 environment in 2020, and the relatively rapid move to agree the KMR Programme late in 2020 and move to negotiate a Deed of Funding, a full business case exercise was not undertaken to revise these assumptions and provide a more fine-tuned definition of delivery approaches. Rather the Year 1 Work Plan took the IBC assumptions as a starting point, then moved to an adaptive approach where the first 18 months looked to a dual focus of achieving early wins for environmental remediation on the ground with associated job creation outcomes, while establishing systems and processes to ensure the successful delivery of the remediation programme over its envisaged 10 year life-span.

In preparing the draft Year 2 Work Plan, the IBC assumptions have been reviewed and a revised model of how the KMR Programme might proceed has been developed.

There are notable challenges to meeting a 6 year timeframe with the \$200 million budget if it is assumed the project will cease at the end of 6 years. Specifically, a Year 6 'wind down' is required to be planned for, noting that under the Deed of Funding the KMR Project is deemed to have a

commencement date of 8 February 2021 and a corresponding end date of 8 February 2027, meaning the programme is not strictly following financial years.

As shown in Graph 1 below, a more rapid build-up to a 'plateau' of remediation works is recommended, rather than the approach described in the IBC which had a more gradual build-up and higher mid-programme peak.

On review, the high mid-programme peak in the IBC is unrealistic because of workforce and material constraint, as well as affordability to landowner: more of a 'plateau' for delivery is desirable. The approach charted below maintains the same rate of programme growth to FY24 whether the 10 year or the 6 year approach is taken.

Other factors have been identified and built into the remodelled delivery approach, including:

- Costs of fencing and planting are higher than originally assumed and are likely to increase further over time
- Cost of the organisation and management of remediation works at the scale required by landowners and contractors was not fully accounted for, but needs to be
- The cost of staffing the Kaipara Maurikura operations unit plus associated costs for engagement and communications, digital tools, and Mātauranga Māori / Science and monitoring, is broadly similar to that in the IBC (i.e., average of around \$3 million per annum).

The original IBC also assumed the same ratio of different types of remediation work would take place each year (i.e., a set annual percentage of HEL planting, fencing, riparian planting). A revised approach is recommended, with the following assumptions being seen as more realistic:

- Riparian fencing and fencing for wetlands needs to be a major focus of the first 4-5 years of the programme
- Riparian fencing needs to precede riparian planting and will often have a lag-time from when orders for plants are placed with nurseries, and therefore riparian planting will have a slower start
- Stabilisation of highly erodible land (HEL) requires further strategic direction to be set in FY2021-2022 and, if approved, relevant plant species will need to be grown. This means such work can only take off from Year 4, which has the effect of increasing spend somewhat across Year 7 to Year 9
- Support for drystock landowners to complete full Farm Environment Plans (FEPs) needs to wait until there is certainty of central government regulations for FEPs. (Dairy landowners can progress with the Fonterra Tiaki platform, which Fonterra will modify and adapt depending on the outcome of national regulation). This means FEPs will be more a focus from late in Year 2 or Year 3, with grant funding being delivered in the interim through 'Sediment Reduction Plans' (these can be incorporated into or adapted as FEPs at a later date), with the aim of completing all FEPs by 2025.

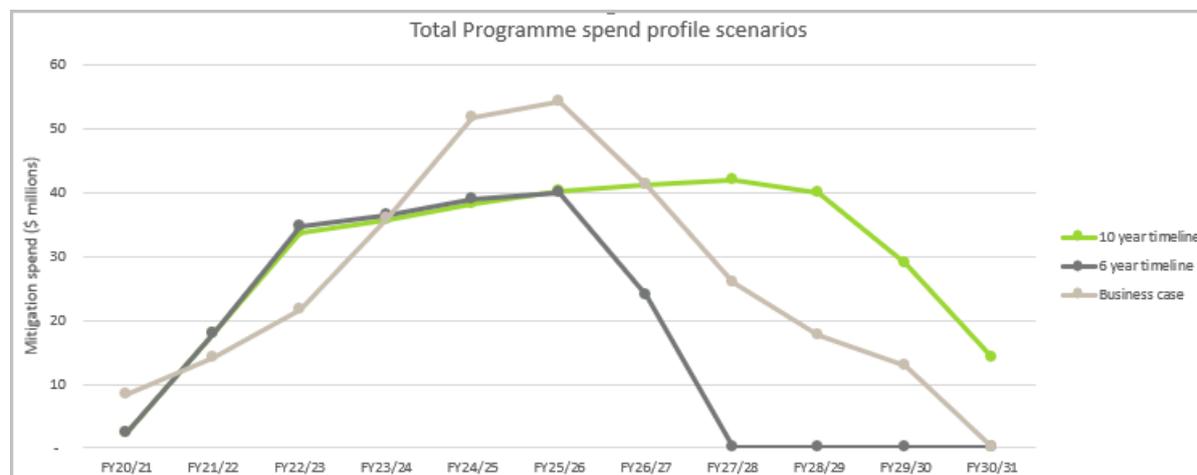
Significant uncertainty remains on the speed at which remediation work can be undertaken in Year 2. While signs of landowner interest are positive, it is unknown how quickly grants funding may be taken up, and the extent to which landowners can meet a 50-50 contribution.

Time is also required to recruit staff for Kaipara Maurikura, particularly to establish a team of Remediation Project Advisors to coordinate contractor engagement with landowners and manage grants funding processes.

The recommendation is that the Joint Committee should plan for a 10 year timeframe for the KMR programme, on the assumption budget will be secured at a later date to allow for this. At the same time the programme should continue to model what is required if funding is not secured to extend beyond 6 years.

While it must be noted that the more rapid ‘build up’ over the first three years than what was suggested in the IBC will be a significant challenge, it also highlights the ongoing importance for the programme to remain flexible. There will be an ongoing need to adapt the work programme based on reforecast deliverables, informed by an ever-improving understanding of the practical realities of delivering such a large and unprecedented programme of this nature at pace and scales.

Graph 1: KMR Programme Proposed Revised Overall Programme Spend Profile



Please note the ‘Business Case’ line (i.e., the IBC) is based on a fully 12 months of work in FY20/21, whereas the proposed KMR Programme line for FY20/21 is based on 5 months of work which is the actual period Crown funding has been available to the Programme within the FY20/21.

Tracking co-funding contributions

Under the Deed of Funding, Crown funding must be matched by co-funding sources, including funding from councils and contributions by land-owners (and other third party sources). The assumption to date is that a 50% contribution by land-owners will be required for remediation works, with the KMR contributing 50%, and with a range of approaches to achieve this.

The Year 1 Work Plan assumed the first 18 months the KMR programme would require budget to put systems and processes in place to support the life of the programme. This means land-owner contributions and remediation work outcomes are proportionately lower through this period but will grow over time.

The table below sets out the anticipated apportionment between different funding sources for project expenditure in the Year 2 budget. As discussed later, a number of Year 1 projects will extend into Year 2 and 3 (as was always envisaged). These Year 1 projects are also accounted for in the table below. Importantly, the proposed Year 2 budget is meeting the 50-50 overall funding model required by the Deed of Funding.

Project Budget to end of Year 2: Crown, Council and Third Party/Landowner by Workstream

	Total \$ 000	Crown	% of Crown total	Council	% of Council Total	Third Party / Landowner	% of Third Party / Landowner Total
Remediation	12.395	5.575	45%	1.251	10%	5.568	45%
Advocacy & Influence	0.374	0.142	38%	0.232	62%	0	0%
Governance, Management & Planning	6.386	3.787	59%	2.599	41%	0	0%
TOTAL	19.155	9.505	50%	4.082	21%	5.568	29%

Proposed Year 2 work-stream projects and budgets

A summary of the proposed projects under the three work-streams is provided below, with distinctions given between Crown, councils and land-owner funding contributions. Year 1 projects that will extend into Year 2 and must be incorporated within a Year 2 budget are also identified.

It should be noted that forecasts have been used to determine total spend under the Year 1 Work Plan to 30 June 2021 and that those forecasts are likely to be revised prior to a final Year 2 Work Plan proposal being considered for approval by the Joint Committee on 25 June 2021.

1. Remediation

(a) Remediation Grants through Sediment Reduction Plans

To meet KMR Programme objectives of remediation ‘at pace and scale’, a significant level of grants funding needs to be provided to landowners in the Kaipara Moana catchment to drive completion of remediation works that reduce sediment loss from land and streams.

The 22 March 2021 report ‘Landowner Grants through Sediment Reduction Plans’ (ID A1423057), set out an approach of allocating remediation grant funding to landowners, which was supported in principle by the Joint Committee. As described in that report, Sediment Reduction Plans are essentially an interim approach, which can be upgraded to or incorporated within a full Farm Environment Plan (FEP) when central government provides certainty on requirements for FEPs. Each Sediment Reduction Plan would ideally identify and contract for 3 years of remediation works on a property (including grant funding), although a longer spread of works would be possible. Face to face engagement will be required with landowners and this should primarily be undertaken by contractors. Clear funding criteria are required for consistency (i.e., 5 metre woody buffer for riparian planting) as well as standardised costings.

Under the Year 2 Work Plan, budget is sought to implement this approach. The identified \$6 million would be made up of a 50-50 mix between landowner contributions and KMR programme funding (the latter being mostly Crown grant funding with some council funding). Some of this budget is required for face to face engagement between landowners and approved contracted advisors.

The overall management of the grants process, including contracting and training approved KMR advisors, engagement with hapū and community groups where possible, and the administration and processing of grant payments, would be undertaken by Kaipara Maurikura staff. Budget for this would be provided separately through the Kaipara Maurikura budget.

Key principles underpinning the 'Sediment Reduction Plan' approach include:

- Remediation works undertaken at a relatively modest scale on each property, but in a targeted manner, will produce the best engagement and sediment reduction results at this early phase of the KMR Programme
- Landowners require individual funding agreements (i.e., contracts), taking the form of a Sediment Reduction Plan – this will be the case even if a landowner is part of a more local collective arrangement such as a land-care group, since landowner contributions need to be contracted, accounted for and money paid
- Payment of grant funding by KMR will require confirmation that remediation work is completed
- Engagement and funding processes need to work for the farming year, and therefore work will run across financial years.

With the principle that landowners require choice in how remediation work might be undertaken, four delivery approaches to drive the uptake of Sediment Reduction Plans have been considered:

1. **Landowner led.** Once a Sediment Reduction Plan is agreed, the landowner largely undertakes the remediation work themselves. This can be by a combination of their own labour and contractors they organise as they think best. All work would nevertheless be done with clearly defined criteria, specifications, and budget.
2. **Landowner led with KMR Programme preferred providers.** This approach is a variation on a 'Landowner led' approach, with the difference that the KMR Programme would proactively recommend service providers to undertake much of the remediation work, and would assist the landowner in arranging this.
3. **Hapū and Community Partnerships.** Grants funding to support hapū, marae, land-care groups, schools and other community bodies to work in partnership with landowners, mana whenua groups, and other partners to undertake remediation works. The principle of a 50-50 contribution would remain, as would criteria on what remediation work will be funded (i.e., fencing at 3 metre minimum from stream edge). However, options would be provided on how contributions are met. For example, if a community or marae-based group wishes to organise remediation works and labour for it, such in-kind contributions would be recorded and recognised to help match KMR grant funding; equally if philanthropic or other third-party funding is provided, this should be recorded and recognised.
4. **Service provider led.** This approach would involve a rural services provider (approved by the KMR Programme) leading remediation work on a property, including undertaking the logistics and organisation of sub-contractors that a landowner would otherwise normally do. It would be possible under this approach for multiple years of remediation work to be undertaken at the same time on a property, rather than spreading work out at a pace that can be managed by the landowner. This would come at an increased cost, but it would also bring efficiencies as a property would not need to be revisited multiple times.

Further strategic work is required to define the 'Service provider led' approach, including the potential for funding agreements to allow a landowner to meet their 50-50 contribution over a longer period. This work can be undertaken and reported back to the Joint Committee for guidance and decision-making.

What is clear is that the pace and scale of remediation work required by the KMR Programme will be hampered if only a 'Landowner led' approach is available. Growth and professionalising of an agri-remediation construction and consultant sector is required, including potentially by a Kaipara Uri owned business, and other businesses.

Policy will also be needed to provide clear criteria and guidance for hapū and community groups who wish to undertake remediation works and have their contributions recognised under (3) above.

Total budget (FY2021-22)	\$6,000,000
Crown grant contribution	\$2,700,000
Council contribution	\$300,000
Third party/Land-owner contribution	\$3,000,000

Note – values identified above are exclusive of GST

(b) Kaipara Uri Partnership

Budget is proposed to engage a Kaipara Uri environmental entity (or entities) to deliver KMR services to landowners. At this stage two key areas have been identified, as described in the 19 April 2021 report to the Joint Committee, 'Response to Te Uri o Hau Settlement Trust' (ID A1433476):

- Achieving nursery service outcomes identified in the Kaipara Nursery Strategy, including production of Taonga species, hosting a database and seedbank for plants for use by landowners and other groups participating in the KMR programme, and acting as a hub to provide technical assistance, oversight and quality for satellite nurseries that may wish to establish
- Engaging with landowners to complete Sediment Reduction Plans to facilitate provision of remediation grants, helping facilitate the formation of landowner groups to drive uptake of grant funding, engagement with Māori landowners to contribute to the KMR Programme efforts, and assistance to carry out community and partners forums to promote engagement with the KMR Programme and support uptake of KMR grants funding.

At present it is unknown what the exact scope and budget is required. Joint Committee resolutions on 19 April 2021 requested the Interim Management Team and Group Manager Environmental Services (NRC) to engage with the Te Uri o Hau Trust to develop a business case and forecast for these services, and present this back to the Joint Committee for consideration and budget approval. Stage 2 of the Kaipara Moana Nursery Strategy also needs to be completed.

At this stage it is proposed \$600,000 is budgeted for this project, subject to further project definition and decision-making by the Joint Committee. The assumption is that nursery service outcomes will require an establishment cost followed by a more modest annual cost, but this also needs to be determined and mapped over later years as required.

Total budget (FY2021-22)	\$600,000
Crown grant contribution	\$300,000
Council contribution	\$300,000
Third party/Land-owner contribution	None

Note – values identified above are exclusive of GST.

(c) Catchment Reference Group Projects Fund

This proposed project identifies budget to achieve remediation outcomes by hapū and marae communities residing in upper Kaipara Moana catchments who are not represented by Kaipara Uri entities. These groups are often involved in and lead local remediation efforts and may wish to participate in KMR-supported remediation work.

If groups wish to work through a collective 'Catchment Reference Group' in each of the three main upper-catchment river systems, then the proposed budget can be used to fund remediation projects in these areas, consistent with KMR investment objectives and grant funding principles. One possibility is for hapū and marae groups to help mobilise landowners in their respective area to take up grant funding in the same way as for Remediation Grants through Sediment Reduction Plans.

Some budget will be required to support the development of remediation projects and is unlikely to attract a 50% landowner contribution. It is recommended \$100,000 is set aside for this purpose.

It is also recommended staff within Kaipara Maurikura are tasked to engage with hapū and marae communities residing in upper Kaipara Moana catchments. Budget for this would be covered from the Kaipara Maurikura budget.

At this stage budget of \$1,100,000 is proposed for this project, subject to further project definition and decision-making by the Joint Committee. If remediation grant funding for projects is required above the \$500,000 identified, with approval by the Joint Committee this could be made available through the Remediation Grants through Sediment Reduction Plans funding.

It is possible remediation work undertaken through Catchment Reference Groups will extend into Year 3 or later, particularly as work often needs to be undertaken across the calendar year rather than financial year. Exact timeframes will only be known if the approach proceeds and when landowners indicate they are keen to proceed in this way.

Total budget (FY2021-22)	\$1,100,000
Crown grant contribution	500,000
Council contribution	100,000
Third party/Land-owner contribution	500,000

Note – values identified above are exclusive of GST .

(d) Year 1 Remediation projects extending into Year 2

There are four Year 1 Work Plan projects that fall under the Remediation work-stream and which are anticipated to extend into the 2021-2022 financial year. The unspent budget from these projects needs to be accounted for as part of the Year 2 Work Plan.

All projects look to provide remediation works on properties and otherwise facilitate the uptake of such work. Two projects require an extension to timeframes for completion.

For the Waiotu Catchment Care Group project, planning required to commence the project has taken longer than anticipated. Initial projects are being scoped and priced at present and the KMR funding criteria is being tested and socialised with the lead farmer group. Farmer-led discussion has recognised the project can be delivered over a 3 or 4 year period in a manner that better suits the priorities of the landowners.

For the Waterway Wetland Remediation – Forest Bridge Trust project, an extension to April 2022 is sought to better complete riparian fencing work over the summer months.

Project ID	Project Name	Project Timeframe	Extension Sought
K2020-005	NRC Grants Funding	November 2020 to November 2021	No extension
K2020-006	Fonterra Tiaki Partnership	May 2021 to December 2022	No extension
K2020-007	Waiotu Catchment Care Group	November 2020 to December 2021	June 2023
K2020-008	Waterway Wetland Remediation – Forest Bridge Trust	November 2020 to December 2021	April 2022

Two minor variations within project budgets are sought to better account for the anticipate mix of Crown funding and council cash and in-kind contributions:

- K2020-007 (Waiotu Catchment Care Group). Increase council’s contribution by \$60,000, and decrease Crown grant funding contribution by the same
- K2020-008 (Waterway Wetland Remediation – Forest Bridge Trust). Increase council’s contribution by \$20,000, and decrease Crown grant contribution by the same.

The table below records how these Year 1 project budgets are proposed to spread across financial years.

Project ID	Project Name	FY20 (\$m)	FY21 (\$m)	FY22 (\$m)
K2020-005	NRC Grants Funding	0.049	0.629	
K2020-006	Fonterra Tiaki Partnership	0.295	1.753	0.877
K2020-007	Waiotu Catchment Care Group	0.115	0.648	0.942
K2020-008	Waterway Wetland Remediation – Forest Bridge Trust	0.413	0.792	
Total		0.952	4.884	1.819

Note that \$1.819 million of Remediation project spend is proposed to extend into FY2022-23. This reflects the timeframes for the Fonterra Tiaki Partnership and the extension proposed for the Waiotu Catchment Care Group.

2. Governance, Management and Planning

(a) Kaipara Maurikura

Budget is required for Kaipara Maurikura (the operations unit). If approved for establishment within the Northland Regional Council (NRC), Kaipara Maurikura would be comprised of staff dedicated to the KMR Programme, filling the leadership, engagement, communications, project management, strategic and administrative roles required to drive remediation work through landowner grants and other approaches. Recruitment can be a mixture of direct employees and secondment arrangements. Staff would also lead engagement with the Ministry for the Environment and with programme partners, including Kaipara Uri entities, Northland Regional Council and Auckland Council.

The budget identified for Kaipara Maurikura includes costs of salaries for an estimated 16 FTE, recruitment, office space, IT, and related costs required for the unit to operate. Budget for consultant, legal and sundries for the Pou Tātaki to draw on has also been identified (\$350,000 in establishment year; \$250,000 in subsequent years).

Some additional cost in the establishment year for the unit are anticipated, particularly recruitment costs, furniture and IT licences.

The roles identified for Kaipara Maurikura should provide a significant lift to the delivery of the KMR Programme in a way that has not been possible to date. This includes engagement with government departments such as the Ministry for Economic Development to support workforce development required to service and undertake remediation works.

Total budget (FY2021-22)	\$2,200,000
Crown grant contribution	\$1,100,000
Council contribution	\$1,100,000
Third party/Land-owner contribution	None

Note – values identified above are exclusive of GST.

(b) Governance costs

Budget is recommended to run the Kaipara Moana Remediation Joint Committee, including Kaipara Uri member meeting fees, venue hire, catering, koha, travel, and other associated costs. It is anticipated an administrator position within Kaipara Maurikura will provide for logistical and administrative support for the Joint Committee. The cost of administration is not included in the below budget.

Total project budget	\$200,000
Crown grant contribution	None
Council contribution	\$200,000
Third party/Land-owner contribution	None

Note – values identified above are exclusive of GST.

(c) Digital tools for Sediment Reduction Plans and grant funding administration

Through the Year 1 Work Plan project 'Digital tools – design, preparation and procurement' a recommendation has been made that the KMR Programme would benefit from three related digital tools. The three recommended tools would provide for:

- Storing high-quality catchment-specific environmental data to identify and communicate areas of sediment risk on properties
- Generating Sediment Reduction Plans – able to act as a basic digital Farm Environment Plan (FEP) platform if farmers do not have one and able to be extended as regulatory definitions of FEPs become clear
- Managing the application, approval and administration of KMR grant funding.

Steps are currently being considered by the Interim Management Team and Group Manager Environmental Services (NRC) on a procurement approach to develop these tools in a timely and cost-effective manner. More detailed information on the proposed digital tools can be provided to Joint Committee members as required.

An estimated budget is sought to undertake this work, with price decisions to be made after a detailed proposal and development plan is developed and contract(s) negotiated.

This digital build cost will be a one-off cost for the programme. In later years modest licensing and maintenance costs will be required.

Total project budget	\$700,000
Crown grant contribution	\$500,000
Council contribution	\$200,000
Third party/Land-owner contribution	None

Note – values identified above are exclusive of GST.

(d) Soil Conservation Strategy

Due to competing priorities and a lack of staff resource the Year 1 Work Plan project ‘Soil Conservation Nursery - Stage 1 - Strategy and Scoping’ (Project ID K2020-011) has not been commenced. It is recommended the project is discontinued.

In its place it is recommended a reconfigured ‘Soil Conservation Strategy’ project for Year 2 be approved. This strategy would recommend the KMR Programme’s approach to the management of highly erodible land and soil conservation across the catchment, including options for commercial (plantation) forestry and space planting to manage highly erodible land in pasture, and alternative land use activities that generate alternative incomes while providing soil conservation benefits.

The strategy would consider the impacts of current and changing land use trends and present land management options. Options open to the KMR and partner organisations might include financial incentive packages, agreeing more sustainable harvesting techniques, better forest design and management measures for sediment control specifically in the Kaipara.

Total project budget	\$100,000
Crown grant contribution	None
Council contribution	\$100,000
Third party/Land-owner contribution	None

Note – values identified above are exclusive of GST.

(e) Year 1 projects to support the KMR Programme extending into Year 2

There are seven Year 1 Work Plan projects that fall under the ‘governance, management and planning’ work-stream and which are anticipated to extend into the 2021-2022 financial year. The unspent budget from these projects needs to be accounted for as part of the Year 2 Work Plan.

All projects look to provide a mixture of technical information and improved systems, processes and capacity to ensure the successful delivery of the remediation programme over its envisaged 10 year life-span.

Most projects require an extension to timeframes for completion. The reason for this varies between projects, but is largely made up of delays in project commencement, unanticipated complications, and a shortage of human resource to undertake and manage work.

Project ID	Project Name	Project Timeframe	Extension Sought
K2020-004	Te Paiaka - Native Root Project	November 2020 to May 2021	October 2021
K2020-009	Advisor Training & Accreditation	February 2021 to February 2023	No extension
K2020-012	Digital tools – design, preparation and procurement	December 2020 to June 2021	September 2021

Project ID	Project Name	Project Timeframe	Extension Sought
K2020-013	FEP Accounting Framework - Fresh Water Management Tool	December 2020 to July 2022	December 2022
K2020-014	Matāuranga Māori Strategy	February 2021 to April 2021	October 2021
K2020-015	South Kaipara Streams - Stage 1	December 2020 to March 2021	September 2021
K2020-017	Eroding Land Features	December 2020 to August 2021	November 2021
K2020-018	Wetland Features	December 2020 to August 2021	November 2021

No variation to project budgets approved as part of the Year 1 Work Plan is sought. The table below records project budgets that are proposed to move into the 2021-2022 financial year.

Project ID	Project Name	FY20 (\$m)	FY21 (\$m)	FY22 (\$m)
K2020-Admin	Management, accounting & audit	0.565	-	
K2020-004	Te Paiaka - Native Root Project	0.113	0.061	
K2020-009	Advisor Training & Accreditation*	0.001	0.308	0.331
K2020-012	Digital tools – design, preparation and procurement	0.122	0.058	
K2020-013	FEP Accounting Framework - Fresh Water Management Tool	0.074	1.007	0.463
K2020-014	Matāuranga Māori Strategy	0.000	0.103	
K2020-015	South Kaipara Streams - Stage 1	0.071	0.032	
K2020-017	Eroding Land Features	0.100	0.138	
K2020-018	Wetland Features	0.100	0.138	
Total		1.331	1.856	0.794

* Project requires further design and Joint Committee approval.

Note that \$0.794 million of Governance, Management & Planning project spend is proposed to extend into FY2022-23. This reflects timeframes for Advisor Training & Accreditation, and the completion of the FEP Accounting Framework (Fresh Water Management Tool) digital build.

3. Advocacy and Influence

(a) Communications Strategy Implementation

Under the Year 1 Work Plan \$500,000 was committed to implement recommendations of the Engagement & Communications Strategy (Project K2020-003b). It is recommended \$240,000 is retained from this budget and carried into the Year 2 Work Plan to provide a 'Communications Strategy Implementation' project, with the balance being credited to the Year 2 budget. This budget will cover the cost of developing communications material for the KMR Programme with a focus on establishing website-based and associated material.

It is anticipated a Communications Lead will be employed under Kaipara Maurikura, with the role to provide communications advice and content, manage communication platforms, provide media statements from Joint Committee, and otherwise respond to media requests and support the promotion of the KMR Programme. The cost of that role will be covered by budget for Kaipara Maurikura, set out above, not this proposed budget.

Total project budget	\$240,000
Crown grant contribution	\$130,000
Council contribution	\$130,000
Third party/Land-owner contribution	None

Note – values identified above are exclusive of GST.

Year 1 Projects proposed to be removed

Four projects approved as part of the Year 1 Work Plan are proposed to be removed, for reasons summarised below. Two projects have modest levels of budget approved for related work and this needs to be accounted for. Two projects are proposed to be amended into a similar, but new Year 2 projects.

- **Nursery Partnerships – plant propagation and supply** (Project ID K2020-010). This project originally assumed the KMR Programme should support the purchase of plants for riparian planting, and supply these directly to landowners. A budget of \$2 million was proposed to achieve this (\$1 million Crown; \$1 million Landowner). However, the Nursery Strategy has recommended this approach is not taken, and that plants are ordered directly by landowners to provide certainty for supply, and this project and its budget is no longer required. Note too that on 19 April 2021 budget of \$35,000 was approved for "Kaipara Moana Nursery Strategy Stage 2" from this budget (A1433891). If the project is removed, \$965,000 of Crown grant funding can be credited to the Year 2 Work Plan budget.
- **Catchment Group Project Support** (Project ID K2020-003b). Budget in this project was intended to progress remediation work up to the end of Year 1, depending on opportunities and the development of systems and capacity. On 22 March 2021, \$30,000 was approved for 'HR contract assistance for Kaipara Maurikura roles' (A1423057). The remaining \$470,000 of Crown grant funding can be credited to the Year 2 Work Plan budget.
- **Soil Conservation Nursery - Stage 1 - Strategy and Scoping** (Project ID K2020-011). This project, with budget of \$62,000, is proposed to be cancelled. A Year 2 project 'Soil Conservation Strategy', described earlier in this report and with a wider scope and focus on forestry outcomes for sediment reduction, has been recommended instead. \$44,000 of Crown grant funding will need to be credited to the Year 2 Work Plan budget.
- **Engagement & Communications Strategy Implementation** (Project ID K2020-003a). This project had a budget of \$500,000 (solely Crown funding). A new project described above, 'Communications Strategy Implementation', is proposed with a budget of \$260,000 (\$130,000 Crown; \$130,000 councils). In addition, on 22 March approval was given for \$12,500 for content writing for the interim communication actions (A1429167). This will leave \$227,500 of Crown grant funding to be credited to the Year 2 Work Plan budget.

If approved, \$1,706,500 million of Crown grant funding can be credited to the Year 2 Work Plan:

Year 1 Projects proposed to be removed from Work Plan	Year 2 credit - Crown grant funding
Nursery Partnerships – plant propagation and supply (Project ID K2020-010)	\$965,000
Catchment Group Project Support (Project ID K2020-003b)	\$470,000
Soil Conservation Nursery - Stage 1 - Strategy and Scoping (Project ID K2020-011)	\$44,000
Engagement & Communications Strategy Implementation (Project ID K2020-003a)	\$227,500
	\$1,706,500

Considerations

1. Aromātai whāinga haumi mō te oranga / Wellbeing Investment objectives and assessment

Projects within the Year 2 Work Plan have been assessed as contributing to meeting the wellbeing investment objectives of the KMR programme.

2. Ngā ritenga take pūtea / Financial implications

Year 2 Work Plan costs are anticipated to be met through a combination of Crown grant funding, cash and in-kind contributions by councils, and third party and land-owner contributions.

The assumption is that Auckland Council and Northland Regional Council will confirm financial contributions to the KMR Programme through their Long Term Plan processes, and that Ministers will accept the programme will meet its co-funding obligations and therefore confirm Crown grant funding to the 6 years specified in the Deed of Funding.

3. Ngā tūraru me ngā mauru / Significance and mitigation

Risks and mitigations will be managed across Year 2 Work Plan projects. Ongoing risk identification and management will be required, particularly in projects where further strategy and delivery specification is required.

4. Ngāhiranga me ngāhononga/Significance and engagement

In relation to section 79 of the Local Government Act 2002, the decisions arising from this report are considered to be of low significance when assessed against Northland Regional Council's significance and engagement policy. This does not mean that this matter is not of significance to tangata whenua and/or individual communities, but that the joint committee is able to make these decisions without undertaking further consultation or engagement.¹

5. Ngā whāinga mō āmuri / Next steps

If approved the draft Year 2 Annual Work Plan will be provided to MFE, who will have 20 working days to review and either accept it, or request 'reasonable modifications'. If modifications are sought the Joint Committee will, 'as it reasonably considers appropriate update the draft Annual Work Plan accordingly and resubmit'.

The approach proposed is for the Joint Committee to reserve time at the meeting scheduled for 25 June to consider any requested modifications from MFE, or other adjustments that may be required after further consultation with MFE. It should be noted that better information on Year 1 Work Plan

¹ This joint committee operating under the Local Government Act which requires a significance and engagement policy (which identifies when matters require special consultation with tangata whenua and the community) and to have regard to that policy when making decisions. As the administrative support for the joint committee is provided by the Northland Regional Council, it's that councils Significant and Engagement Policy that will apply to joint committee decision making.

expenditure at the end of the 2020-21 financial year will be available in June and the estimates provided in this report will be updated to reflect this.

Attachments/Ngā tapirihanga

Attachment 1: Kaipara Moana Remediation Programme Draft Year 2 Work Plan [↓](#) 

Attachment A – Kaipara Moana Remediation Programme, Draft Year 2 Work Plan

KEY:

Year 1 Project on time and within or under budget
Year 1 Project adjustment to time required, but within or under budget
Year 1 Project to be removed or adapted into Year 2 Project(s)
Year 1 Project code new after 16 November
Proposed Year 2 Project

Project ID	Project description	Financial Year 2020/21 Forecast				Financial Year 2021/22				FY2022/23
		Total to 30 June 2021 \$M	Crown \$m	Council \$m (Cash, In-kind)	Landowner / Other \$m	Total cost \$m	Crown \$m	Council \$m (Cash, In-kind)	Landowner / Other \$m	Total cost \$m
2020/21 Work Programme										
	REMEDIATION									
K2020-005	NRC Grants Funding	0.049	0.000	0.049	0.000	0.629	0.000	0.319	0.310	
K2020-006	Fonterra Tiaki Partnership	0.295	0.280	0.015	0.000	1.753	0.783	0.070	0.900	0.877
K2020-007	Waiotu Catchment Care Group	0.115	0.050	0.015	0.050	0.648	0.300	0.048	0.300	0.942
K2020-008	Waterway Wetland Remediation – Forest Bridge Trust	0.413	0.375	0.010	0.028	0.792	0.287	0.025	0.480	
K2020-010	Nursery Partnerships – plant propagation and supply									
K2020-003b	Catchment Group Project Support									
	ADVOCACY & INFLUENCE									
K2020-003	Engagement & Communications Strategy	0.102	0.000	0.102	0.000					
K2020-003a	E&C Strategy Implementation									
K2020-XXXX	Interim Communication Actions	0.012	0.012	0.000	0.000					
	GOVERNANCE, MANAGEMENT & PLANNING									
K2020-Admin	Management, accounting and audit costs	0.565	0.207	0.358	0.000					
K2020-002	Kaipara Nursery Strategy	0.060	0.000	0.060	0.000					
K2020-001	Workforce Strategy	0.071	0.000	0.071	0.000					
K2020-004	Te Paiaka - Native Root Project	0.113	0.000	0.113	0.000	0.061	0.000	0.061	0.000	
K2020-009	Advisor Training & Accreditation	0.001	0.000	0.001	0.000	0.308	0.265	0.043	0.000	0.331
K2020-012	Digital tools – design, preparation and procurement	0.122	0.095	0.027	0.000	0.058	0.045	0.013	0.000	
K2020-013	FEP Accounting Framework - Fresh Water Management Tool	0.074	0.063	0.011	0.000	1.007	0.861	0.146	0.000	0.463
K2020-014	Matāuranga Māori Strategy	0.000	0.000	0.000	0.000	0.103	0.080	0.023	0.000	
K2020-015	South Kaipara Streams - Stage 1	0.071	0.045	0.025	0.000	0.032	0.021	0.012	0.000	
K2020-017	Eroding Land Features	0.100	0.093	0.007	0.000	0.138	0.128	0.010	0.000	
K2020-018	Wetland Features	0.100	0.092	0.008	0.000	0.138	0.128	0.010	0.000	
K2020-011	Soil Conservation Nursery - Stage 1 - Strategy and Scoping									
K2020-XXXX	HR Contract Assistance for Kaipara Maurikura roles	0.030	0.030	0.000	0.000					
K2020-XXXX	Kaipara Nursery Strategy - Stage 2	0.025	0.025	0.000	0.000	0.010	0.010	0.000	0.000	
	Total 2020/21 Work Programme	2.317	1.367	0.872	0.078	5.678	2.907	0.781	1.990	2.613

2021/22 Work Programme									
	REMEDICATION								
K2021-XXXX	Sediment Reduction Plans - Remediation Grants Funding					6.000	2.700	0.300	3.000
K2021-XXXX	Kaipara Uri Partnership					0.600	0.300	0.300	0.000
K2021-XXXX	Catchment Reference Group Projects					1.100	0.500	0.100	0.500
	ADVOCACY & INFLUENCE								
K2021-XXXX	Communications Strategy Implementation					0.260	0.130	0.130	0.000
	GOVERNANCE, MANAGEMENT & PLANNING								
K2021-XXXX	Kaipara Maurikura - Operating Costs (staff, accommodation, etc)					2.200	1.100	1.100	0.000
K2021-XXXX	Governance costs (KMR Joint Committee)					0.200	0.000	0.200	0.000
K2021-XXXX	KMR Grants Management - Digital Tool					0.700	0.500	0.200	0.000
K2021-XXXX	Soil Conservation Strategy					0.100	0.000	0.100	0.000
	Total 2021/22 Work Programme - new projects					11.160	5.230	2.430	3.500
	Total 2021/22 Work Programme - new projects & incorporated Year 1 projects					16.838	8.137	3.211	5.490
	Total Programme 2020/21 and 2021/22 (Years 1 & 2)					19.155	9.505	4.082	5.568

TITLE: **Communication Plan Update**

ID: A1437947

From: Penny Pirrit, Northland Regional Council Management Representative

Authorised by Jonathan Gibbard, Group Manager - Environmental Services, on 06 May
Group Manager: 2021

He Rāpopoto hautū / Executive summary

In February, the Joint Committee approved the Partner and Stakeholder Engagement Strategy and set up a working group to progress a Communications Plan – the companion document to the Engagement Strategy.

Katy Mandeno from Level was engaged to develop the Communications Plan with input and guidance from the working group. Several meetings and discussions have occurred, and a Proposed Communication Plan has been developed which is attached to this report.

The Communications Plan provides a framework for the communication activities of the KMR Programme. It identifies communication objectives and goals, key messages for the five cohort groups (previously identified in the Engagement Strategy) and itemises implementation actions to achieve the communication objectives. These implementation actions will require budget in the Year Two Work plan and in future years. Some of these actions are already underway including work to identify potential concepts for the identity and branding of the KMR Programme. A workshop in June will discuss these concepts with the Joint Committee prior to a formal adoption of the preferred concept at a Joint Committee meeting.

It is recommended that the proposed Communications Plan in Attachment 1 of this report be approved.

Ngā tūtohu/Recommendation(s)

1. That the report 'Communication Plan Update' by Penny Pirrit, Northland Regional Council Management Representative and dated 27 April 2021, be received.
 2. That the Proposed Kaipara Moana Remediation Communication Plan, set out in Attachment 1 to this report, be approved.
 3. That the Chair and Deputy Chair be delegated to work with staff on any minor wording amendments arising from feedback at the Joint Committee meeting.
-

Horopaki / Context

The proposed Communications Plan (the Plan) attached to this report is a companion document to the Partner and Stakeholder Engagement Strategy (the Engagement Strategy) adopted by the Joint Committee on the 22 March 2021.

The Plan builds on the Engagement Strategy by outlining a framework for the KMR Programme's communications, communication specific objectives and goals, a KMR Programme voice and identity, key messages and channels, risks and opportunities and what is needed to implement the Plan – resources and actions.

Katy Mandeno from Level was engaged by the KMR Programme to develop a draft Communications Plan which built on the work of the Engagement Strategy. At the 22 February meeting the Joint Committee also set up a working group of Members to work with Katy on the development of the

Plan. Those Members (Yeoman, Wright, Te Rangi and Welsh) have provided input via an initial workshop and follow up zoom meetings and emails to provide input and guidance.

Tātari me ngā tūtohu / Analysis and advice

The Engagement Strategy divided the KMR Programme's partners and stakeholders into five cohorts— landowners and land managers, advisory services, providers, participants and supporters and partners. That Strategy identified who should be engaged by the KMR Programme to ensure its longevity and success and gave ideas on how best to engage with those different cohorts. The Communications Plan provides more detail about the what (the key messages), the when (the next critical steps to developing the Programme's communication) and by what means (the channels).

Central to the Plan are the Communication Objectives and Goals which the working party developed, and which provide a solid foundation for all communications going forward.

Proposed Communication Objectives

- *Kaipara Uri and communities understand the vision and purpose of the KMR Programme and the importance of reducing sediment in the harbour.*
- *Kaipara Uri feel their story is being told through the KMR Programme and that they are being appropriately acknowledged as Treaty partner, mana whenua and kaitiaki.*
- *Kaipara Uri and communities feel everybody is contributing to the reduction of sediment and understand how they can contribute themselves.*
- *Kaipara communities understand they have a direct and personal connection to the harbour.*
- *Kaipara Uri and communities understand that both the problem, and the solution, lie with the whole community, and that everybody needs to play their part.*
- *Kaipara Uri and communities feel their views, concerns and opinions are listened to, respected and acknowledged.*
- *Kaipara Uri and communities trust and respect the KMR Programme and believe that the KMR Programme will deliver on its operational plan.*
- *Kaipara landowners understand how their land connects to Kaipara Moana and the wider ecosystem.*
- *Kaipara Uri and communities understand the social, environmental and economic benefits of the programme.*

Communication Goals

- *Project partners, key stakeholders and the wider community are kept up-to-date with regular, timely communications.*
- *Information about the project is readily available through designated channels and is regularly updated.*
- *Information distributed about the programme is simple, consistent and authentic.*
- *Communities and individuals understand how they can connect and engage with the programme, including key contacts.*
- *All communication on behalf of the programme is made by appointed spokespeople.*

Programme Identity

A key communication outcome is the development of an identity/brand story that shares the aspirational vision of the Programme. Once confirmed that enables the creation of a brand identity and visual standards guidelines (VSG) for the Programme, including logo, design elements, fonts, colours, language and imagery.

To date this work has involved listening to the history, the stories and learning about the mahi that has already occurred across the Kaipara Moana catchment. Through the working party meetings, a sense of what the KMR Programme is and isn't has started to emerge.

All of this information is helping Level to develop some visual concepts for a Programme identity and brand. These concepts will be discussed at the June workshop of the Joint Committee before being formally reported to the Joint Committee for adoption.

The Plan expresses the KMR Programme Identity verbally as:

We are:

- representative of – and from – the community
- a voice for Kaipara Moana
- capable, qualified and committed to delivering on the plan
- unwavering in our commitment to the long term vision
- willing to work through the challenges this programme will face
- supporting a small step in a much longer journey
- helping to bring together shared knowledge, history and learnings
- presenting opportunities to change the way we do things
- wanting to learn from local knowledge (past and present)
- grateful for the willingness of many to share our vision and to collaborate with us
- open to new ideas and new ways of thinking and working
- lean, efficient and effective at both governance and operational levels
- focused on achieving real change in both the short and long term

We are not:

- NRC or AC
- Iwi
- engaging on / representing Treaty claims.

Implementation Actions

The Plan identifies several implementation actions required to achieve the communications objectives and goals. Some of the actions are already being progressed whilst others will need to be implemented once the Kaipara Maurikura is up and running.

Budget for these implementation actions will be required in the Year Two Work Plan, and for future years.

It is recommended that the Joint Committee approved the attached Communications Plan noting that work on the Programme's identity and brand will be reported at a later date once a workshop has been held to discuss concept options.

Considerations

1. Aromātai whāinga haumi mō te oranga / Wellbeing Investment objectives and assessment

Achieving the four wellbeing investment objectives of the KMR Programme relies heavily on working with many parties who are either already delivering remediation actions or are keen to be involved. Clear consistent and regular communication is key to ensuring that all partners and stakeholders know what the KMR Programme is about and are kept informed of progress, opportunities and milestones. The proposed Communications Plan provides guidance to the Joint Committee and the Kaipara Maurikura on how best to ensure that occurs.

2. Ngā ritenga take pūtea / Financial implications

The Joint Committee approved the budget for developing this Communication Plan at its meeting on the 30 October 2020.

Budget to undertake the implementation actions within the Plan have been included in the Year Two Work Plan which is subject to a separate report on the agenda.

3. Ngā tūraru me ngā mauru / Risks and mitigation

A key risk to the success of the KMR Programme is confused or limited communications to its partners and stakeholders. This Plan provides clear guidance on what is required to avoid that risk including ensuring all people working in the KMR Programme (staff, advisors and contractors) are clear of the importance of keeping to message and of directing media and other communication requests to the Chair or Pou Tātaki.

4. Ngāhiranga me ngāhononga/Significance and engagement

In relation to section 79 of the Local Government Act 2002, the decisions arising from this report are considered to be of low significance when assessed against Northland Regional Council's significance and engagement policy. This does not mean that these matters are not of significance to tangata whenua and/or individual communities, but that the Joint Committee is able to make these decisions without undertaking further consultation or engagement.

5. Ngā whāinga mō āmuri / Next steps

The Communication's Plan will inform how the Joint Committee and the Kaipara Maurikura will communicate with the KMR Programme's partners and stakeholders.

Once approved work can progress on several of the implementation actions with the majority being undertaken once the Kaipara Maurikura is established.

A workshop is planned in June to discuss several concepts for the Programme's identity and brand.

Attachments/Ngā tapirihanga

Attachment 1: KMR Programme Draft Communications Plan - 4 May 2021 [↓](#) 



Kaipara Moana Remediation Programme Communications Plan

May 2021

Communications and Engagement Framework

This plan is part of a wider communications and engagement framework and should be read and considered in conjunction with the Kaipara Moana Remediation Programme Partner and Stakeholder Engagement Strategy, prepared by Alternative Endings (March 2021).

The Partner and Stakeholder Engagement Strategy was commissioned by the Kaipara Moana Remediation Programme (the KMR Programme) to help it develop trusted, supportive and committed relationships with the marae, landowners, organisations, groups, businesses, people and whanau of the Kaipara Moana catchment with a desired mutual outcome of restoring the mauri of Kaipara Moana while meeting social, economic and cultural outcomes for mana whenua. It includes the Programme's moemoea (shared vision), role and guiding principles. For additional context, the foundation documents of the KMR Programme include the Kaipara Moana Remediation Indicative Business Case (August 2019) and the Kaipara Moana Remediation MOU (October 2020). These provide the framework for the programme and the historical, cultural, social, economic and environmental cases for the programme.

This document builds on the engagement strategy and includes a framework for Programme communications, including goals and objectives (specific to communications), Programme voice and identity, risks and opportunities, key messaging and channels, scheduling, resourcing, analysis and an outline of the actions required to deliver the plan.

Contents

Page

4	Communications Objectives and Goals
5	Guiding Tikanga / Principles
6	Key Audiences
8	KMR Programme Identity
9	KMR Programme Voice
10	Communication Risks
13	Communications Opportunities
15	Programme Messaging
17	Key Messages
20	Key Channels
22	Programme Spokespeople and Media Engagement
23	Communications Scheduling
24	Action Plan Overview
25	Action Plan Framework
34	Communications Resourcing
35	Analysis and Success Measures



Communications Objectives

- Kaipara Uri and communities understand the vision and purpose of the KMR Programme and the importance of reducing sediment in the harbour
- Kaipara Uri feel their story is being told through the KMR Programme and that they are being appropriately acknowledged as Treaty partner, mana whenua and kaitiaki
- Kaipara Uri and communities feel everybody is contributing to the reduction of sediment and understand how they can contribute themselves
- Kaipara communities understand they have a direct and personal connection to the harbour
- Kaipara Uri and communities understand that both the problem, and the solution, lie with the whole community, and that everybody needs to play their part
- Kaipara Uri and communities feel their views, concerns and opinions are listened to, respected and acknowledged
- Kaipara Uri and communities trust and respect the KMR Programme and believe that the KMR Programme will deliver on its operational plan
- Kaipara landowners understand how their land connects to Kaipara Moana and the wider ecosystem
- Kaipara Uri and communities understand the social, environmental and economic benefits of the programme

Communications Goals

- Project partners, key stakeholders and the wider community are kept up-to-date with regular, timely communications
- Information about the project is readily available through designated channels and is regularly updated
- Information distributed about the programme is simple, consistent and authentic
- Communities and individuals understand how they can connect and engage with the programme, including key contacts
- All communication on behalf of the programme is made by appointed spokespeople

Guiding Tikanga / Principles

These principles were developed during the Partner and Stakeholder Engagement Strategy and outline the values that underpin everything the KMR Programme does.

- Respect and follow the tikanga (kia tika), ahi kā, kaitiakitanga and mana moana of Kaipara Uri
- Be transformational and brave, especially in designing and implementing rangapu/partnership
- Practice kotahitanga/collective action
- Kia mārama/openness and kia pono/integrity form the basis of all relationships of the programme.
- Plan and act intergenerationally
- Weave in the wealth and richness of stories, place, kai, whakapapa and emotional connection
- Uplift local communities through economic opportunity
- Be open, listening and willing to learn

Key Audiences

The KMR Programme Partner and Stakeholder Engagement Strategy clearly identifies five cohorts with whom to engage: landowners of the Kaipara Moana catchment, those offering advisory services on behalf of the Programme, partners, providers and participants and supporters (including the wider community). By definition, some individuals and organisations will fall into multiple categories. This communications planning and messaging has been developed to align with these identified cohorts.

Landowners of the Kaipara Moana catchment

- Landowners and land managers who make a living off farming - primarily beef, sheep and dairy
- Plantation forestry landowners and forest managers
- Horticultural land owners and managers of orchards, berry farms and crops such as kumara
- Lifestyle block and subdivision owners

Advisory Services (contracted to deliver SRPs and FMPs)

- Fonterra and other industry groups (e.g. DairyNZ, Beef + Lamb)
- Agricultural service consulting companies (e.g. AgFirst, Farm Wise, and Opus)
- Iwi / hapū entities
- Independent advisors
- NGOs such The Forest Bridge Trust
- Specialist technical consultants (roading, engineering, community-level issues)

Partners

- Central Government
- Kaipara Uri
- Auckland Council (AC)
- Northland Regional Council (NRC)

Providers

- Nurseries
- NGOs
- Marae
- Training providers
- Trusts and agencies

Participants and Supporters

This list is not exhaustive but rather representative of the participants and supporters for the KMR Programme.

- Kaipara residents who live and work in the catchment area (plus those outside)
- District councils
- Industry bodies and business community
- NGOs
- Community organisations
- Stock agents
- Farming contractors
- Banks, insurance companies
- Northland Wood Council
- Reconnecting Northland
- Whitebait Connection
- Volunteering Northland
- IKHMG
- Otamatea Harbour Care
- Trees That Count
- Sustainable Business Network
- The Forest Bridge Trust
- Federated Farmers
- Conservation groups
- Enviroschools
- Waimā Waitai Waiora
- Conservation Volunteers NZ
- CUEHaven

KMR Programme Identity

We are:

- representative of – and from – the community
- a voice for Kaipara Moana
- capable, qualified and committed to delivering on the plan
- unwavering in our commitment to the long term vision
- willing to work through the challenges this programme will face
- supporting a small step in a much longer journey
- helping to bring together shared knowledge, history and learnings
- presenting opportunities to change the way we do things
- wanting to learn from local knowledge (past and present)
- grateful for the willingness of many to share our vision and to collaborate with us
- open to new ideas and new ways of thinking and working
- lean, efficient and effective at both governance and operational levels
- focused on achieving real change in both the short and long term

We are not:

- NRC or AC
- iwi
- engaging on / representing Treaty claims

KMR Programme Voice

We are:

- one of you, representative of the community (we talk your language)
- working alongside you, supporting you
- open, honest, trustworthy
- respectful and inclusive
- speaking the facts, plainly (i.e. 'there is too much dirt in the water')
- people from your place, your background (from the Kaipara, from the whenua)
- working in partnership with all parties
- walking the talk
- seeking to learn as we go, from the community, from each other and from the environment
- always open and willing to talk, and most importantly, listen
- strong and united in our kōrero

We are not:

- trying to tell you what to do or think
- forcing or imposing change on you or your way of life
- more important than you
- more knowledgeable than you when it comes to your land

Communications Risks

These risks represent some of the key challenges and barriers to successful communication for the Programme.

Mistrust and scepticism from farmers

- It feels like yet more regulations and restrictions are being thrown at them which farmers may naturally want to resist. They are also being asked to help resolve - and take responsibility for - a problem that is historic and has been occurring over generations.
- Farmers work incredibly hard - from dawn until dark for sometimes marginal returns - and don't feel understood, valued or appreciated.
- They are frustrated by the lack of information about new regulations which makes planning their year ahead difficult, and which in turn makes it difficult for them to commit to the Programme.
- There is huge concern over the financial impact of the new regulations, especially for dry stock farmers with high country erosion. For some, the new regulations - even with KMR Programme support - could signal the end of their farming career.

Competition for contracts / conflicts of interest

- Contracts for FEPs and facilitation of catchment groups are likely to be competitively sought after, which could cause 'in-community' and potentially 'in-programme' conflict.
- Because Kaipara is a small, tight-knit community, there is a sense that 'everybody knows everybody', there are strong personalities and a lot of history, which could make it difficult for people to accept KMR communications objectively.
- The procurement policy - particularly around social outcomes - must be clearly articulated in the application process and clearly demonstrated in the appointment process to minimise the risk of conflict and ensure full transparency over how contracts are given.

Scaremongering

- If there is a strong focus on the potential negative outcomes (i.e. 'if we do nothing the harbour will die...') there is a risk that KMR's message will be seen as scaremongering or threatening and will deter support for the programme.

Fear of 'the new'

- Landowners want to work with experienced individuals and organisations who they can trust to get it right - including planning and advice, finances and quality solutions (fencing, planting etc). There is a question over whether such resources can be made available in a timely manner.
- Farmers want to work with people who know, and understand, farming. Because the KMR Programme represents a new way of governing, operating and thinking, the validity of the model - and planned operations - could be challenged or rejected by those who fear change.

Slow release of information; unclear information

- Without regular and consistent communication on known channels, there is potential for gossip, rumour and misinformation.
- If it takes too long for clear, specific details about the KMR Programme's plan and also the regulations relating to sediment control to be released, frustration among landowners could increase and start to negatively impact on the programme's communication.

Sense of inequality

- For the programme to succeed, many people need to play their part. There is a risk that if the contributions from all parties (landowners, government bodies and industries) are not actively talked about and recognised, some parties (e.g. farmers) could feel they are carrying the burden of others (e.g. forestry, kumara growers).
- This is a generational problem that has been allowed to worsen over many years and there is a perception that a lack of local and central government regulations is (at least partly) to blame, which could reduce engagement because of council involvement with the KMR Programme.

Timing

- Making sure landowners can engage in conversations about the programme means making sure they are available in the seasonal farming cycle. This means not expecting people to turn up or have time for meetings or other activity when the farm is busy. This also needs to fit in with when landowners are doing their own planning - including financial - for the year ahead. While landowners often think 50 or more years ahead, they are often bound to only plan for the next 12 months because of weather and other key variables.

11

Conflict / confusion with other council projects

- NRC and AC have a myriad of programmes based around the environment that are currently active in the Kaipara area, with existing collaboration with other organisations, including hāpu. There is crossover between the KMR Programme's operational plan and a number of these other work streams, some of which have been running for several years, engaging at landowner, community and entities level. It could be difficult for the community to distinguish this programme from other NRC and AC-related projects, especially when it comes to funding.

Communications Opportunities

These opportunities reflect elements of this programme (or the environment in which it is operating) that could support and positively contribute to successful communication for the programme.

Telling the story of Kaipara Uri

- The KMR Programme offers a unique opportunity to tell the stories of Kaipara Uri, in the context of Kaipara Moana. Protecting the mauri of Kaipara Moana is absolutely critical.

Influence of industry

- Fonterra, Dairy NZ, Beef and Lamb and Federated Farmers have strong connections in the farming community and are trusted and respected by farmers; industry is supportive of the programme and well positioned to support the KMR Programme's communications into the farming sector.
- Industry bodies are focused on supporting farmers' wellbeing because that in turn ensures their return on commodities. Through a more holistic approach to the land and its owners, we can ensure any plans put in place also support the farmers' interests (and therefore industry) as well as the programme's outcomes.

Regulation requires change

- With regulations being announced next year, changes are imminent, and the KMR Programme is offering a supportive solution to assist landowners comply with the new regulations. This is a unique opportunity for Kaipara landowners to receive support to meet these regulations.

Community ambassadors

- There are a number of individuals in the community who are highly - and widely - regarded and could have a positive impact on the degree of enthusiasm and support for the programme if identified early and actively engaged in kōrero with the operations team. They are the real heroes of the community and others will look to them for guidance and advice. They don't choose these positions of authority; they are bestowed on them by the community.

13

Tight knit community

- Kaipara Moana and her communities represent a tight knit rohe/region, which means that information will be quickly shared and there are a number of opportunities - and channels - to bring communities and catchment groups together to make the sharing of information easier. This will also create safe environments for landowners (if done well) to seek more information and share concerns and ideas.

Understanding the connection of the waterways

- There is a lack of knowledge and understanding from many about which waterways feed into the Kaipara Harbour. By sharing this knowledge it will help people to understand - and build - their connection to Kaipara Moana.

Sense of pride in the land

- A common theme across all landowners - farmers, forestry, horticulture and whānau - is a sense of pride and kaitiakitanga. This presents an opportunity for common ground and a common vision.
- Linked to this sense of pride is the opportunity for the KMR Programme to be an exemplar or model project for others around New Zealand to learn from. This opportunity, if approached with humility and a sense of responsibility, will add to the collective pride that comes from this programme succeeding.

Bringing everyone to the table

- There are some clearly diverse ideas and beliefs across key stakeholders (e.g. farmers and forestry, farmers and iwi) and this programme is an opportunity to work towards getting everyone around the same table, with a common goal. It is an opportunity to improve understanding, learn from one another, humanise corporate interests in forestry blocks and improve cultural understanding.

KMR Programme Messaging

This messaging has been designed as high-level content that gives an overview of the purpose and intent of the KMR Programme and provides a summary of key outcomes, as the programme moves towards the end of Year 1 and into Year 2. It is designed to speak to the general community across the catchment, partners and funders, through to key audiences such as landowners and Kaipara Uri.

*Kaipara Moana represents the lifeblood of our people, our land and our way of life.
We are all connected to Kaipara Moana and we are all working together
because we all care about the land and its people.*

This messaging provides an oversight of the KMR Programme to participants and supporters such as Kaipara residents who live and work in the catchment area (plus those outside), district councils, community organisations, industry bodies, the business community and those who work alongside key audiences, such as farming contractors, stock agents and service providers. It provides a platform from which to seek further information.

It is understood that some or all of this messaging will also be retold in Te Reo and that the KMR Programme messaging will reflect the languages - and unique dialects - of all peoples of the catchment area.

In addition to the general messaging below, audience-specific messaging is also outlined, for key audiences, such as landowners, the forestry and horticulture sectors and advisory service providers.

15

Key Messages

General

- The Kaipara Moana Remediation Programme aims to restore the health and mauri of Kaipara Moana. Restoring the mauri (life force) of Kaipara Moana will take the commitment and action of everyone who lives and works in the catchment.
- The programme is supporting Kaipara communities to halve the sediment going into the Kaipara Harbour over the next 10 years. This is a collective effort and everyone is playing their part.
- The wellbeing of Kaipara Uri, communities and landowners is intrinsically linked to the wellbeing of Kaipara Moana.
- The programme requires a collaborative effort from everyone - working alongside Kaipara Uri, landowners and the wider community to achieve collective success. *"We're here for you, to support you, because we care about you and your land."*
- We are building on environmental mahi that started many years ago and will continue for many hundreds of years. The KMR Programme is an opportunity to leave a positive legacy for future generations.
- The programme is ambitious, but achievable, because we have the people with the knowledge and skills, the support and the understanding needed to make this work.
- The programme will support economic growth in the region, through job creation and developing sustainable industries.
- Kaipara Moana deserves everybody's respect and guardianship. It is the lifeblood of the catchment. Everybody has a connection to the water, and a role to play in the restoration of her mauri.
- The KMR Programme is a landscape scale project and will be an opportunity to share learnings and knowledge with others in months and years to come.
- The KMR Programme is an opportunity to tell the stories of Kaipara - the people, the tātai and the place.
- The KMR Programme represents knowledge, efficiency, innovation and positive change.

16

Landowners

Within landowners, there are several distinct audiences. For the purposes of this plan we have divided landowners into two groups: landowners, and forestry and horticulture. Lifestyle block owners are considered a lower priority for the KMR Programme and can be grouped together with the general community for the purposes of communication. Landowners and land managers (primarily beef, sheep and dairy farmers) are the most critical audience, with these farms making up more than 60% of land (371,000 hectares) in the Kaipara Moana catchment and pastoral land hill country contributing approximately 77% of the land-based erosion.

Landowners and land managers who make a living off farming - primarily beef, sheep and dairy

- We know you work hard and take pride in your farm and in your animals.
- We want to work with you to make the changes needed to meet the new Government regulations. These changes will be led by you and will be completely bespoke to your needs, your land and your way of doing things.
- The Year 1 work programme is underway. We have a plan and we're delivering on it. It has taken time to fully establish the working plan and get the programme up and running. We have clear milestones so you can see where you - and your land - fit in to the Programme. Year 2 planning is underway now too.

Landowner messaging must also include detailed information on:

- Programme background
- Grants funding criteria, eligibility and priorities
- When and how (and by who) contracts are being issued
- Visual mapping to show how their land is connected to the harbour
- Programme timelines (with explanation re. seasonality of jobs like planting)
- Social procurement policy
- How the KMR Programme is different to other projects in the area, including other projects being contributed to by NRC and AC

(see action plan)

Forestry and Horticulture

With the forestry and horticulture sectors, engagement is most appropriate at an industry level, working directly with sector bodies such as the Northland Wood Council and Horticulture New Zealand. The Northland Wood Council represents around 80% of the plantation forest owners and forest managers operating in Northland.

This would allow for appropriate governance engagement, as the first step towards building relationships between relevant management staff at a catchment and sub-catchment level.

Messaging is at an industry level:

- Your industry is a key part of the solution to restore the mauri of Kaipara Moana.
- We recognise the contribution your industries make to our region, and our catchment.
- Taking a collaborative approach and working together will ensure more sustainable outcomes.
- We want to support your objectives of achieving best practice environmental standards.

Advisory Services (contracted to deliver SRPs and FMPs)

Advisory services are a critical link between the KMR Programme and landowners, as they will be a key source of information and provide much of the *kanohi ki te kanohi* / face-to-face engagement over the coming years.

Advisors must be well versed on the Programme's vision, values and framework, in order to articulate this with landowners in a way that builds confidence and trust. Some of these advisors already have strong relationships with landowners (e.g. Fonterra) and will therefore be less reliant on this messaging.

It is important advisors understand their role:

- Through the KMR Programme, you are building partnerships with landowners, which must be grounded in respect and trust. It is critical you are open and honest in your communications with landowners.
- We're investing a lot of trust in you - you're the most important person in this process... you are a conduit for providing vital services and support to landowners and must therefore clearly understand the KMR Programme's vision, values and outcomes, in order to confidently share this with landowners.
- You are working on behalf of, and therefore representing, the KMR Programme. Your role is as advisor for the KMR Programme, not your own organisation - you are an ambassador for the KMR Programme.

Those providing Advisory Services must also be supported with resources that include detailed information on:

- Programme background
- Grants funding criteria, eligibility and priorities
- When and how (and by who) contracts are being issued
- Visual mapping to show connections between the catchment land and the harbour
- Programme timelines (with explanation re. seasonality of jobs like planting)
- Social procurement policy
- How this Programme is different to other projects in the area, including other projects being contributed to by NRC and AC

(see action plan)

Key Channels

In order to provide regular, accessible communications to the wider community, as well as key audiences such as landowners, it is recommended the following channels are established for the programme. To ensure the information being shared is as accurate as possible, it is important to establish key communication channels early to ensure there is 'one source of truth' for the programme. The most effective tool in the short term is a dedicated website for the programme.

Website

A website will provide a central repository for all communications, It is recommended the website includes detailed information on the following:

- KMR Programme vision
- Programme history
- The story of the Kaipara
- Where we are today, the vision for the future
- Joint committee structure and purpose
- Programme timeline and milestones
- Funding criteria, eligibility and prioritisation
- Framework/process to access funding
- Approved programme advisors
- Programme contributors (e.g. training providers, fencers, nurseries etc)
- Background information relating to new Government regulations (including NPS for Freshwater Management)
- Frequently asked questions

In addition, the website will clearly explain how interested parties - including landowners, advisory services and providers - can become involved in the Programme.

Other channels recommended for the Programme:

- Facebook
- Instagram
- E-newsletters (at least quarterly)
- Internal team updates
- Quarterly community pānui
- Media / press releases
- Partner / contributor channels (e.g. AC, NRC)
- Iwi/hapū networks
- Industry publications (FarmSource)
- Print media (Northern Advocate, The Herald NZ, Rodney Times, Kaipara Lifestyler, Rural News, Hort News etc)
- Educational resources (local schools, via Enviroschools network)
- Community publications (towns, clubs, conservation organisation newsletters)
- Community consultations (catchment groups)
- Community events (field days, business network meetings)
- Project events (community info sessions, workshops, education/training days)

Community conversations are to be encouraged and it is acknowledged that community sharing - word of mouth - will be important for the Programme.

Programme Representatives and Media Engagement

Programme Representatives

As outlined in the Partner and Stakeholder Engagement Strategy, four groups are able to represent the KMR Programme:

- the Joint Committee and its members
- the operational entity (staff)
- individuals and companies contracted to work on behalf of the KMR Programme
- the constituent partners (Kaipara Uri, the Crown, NRC and AC)

Each has a specific role - refer to the Partner and Stakeholders Engagement Strategy for full details.

Media Engagement

To ensure consistency with information being released to the public, and commentary about the Programme, it is recommended that key personnel are appointed with authority to engage with media and that no other board members, staff or programme facilitators provide any comment to the media about the Programme at any time. This is to ensure that any response to media enquiries is coordinated and professional, and provides accurate, timely and clear information.

It is recommended that all media enquiries are initially managed through the Communications Lead, once appointed (*see action plan*).

Once a Pou Tātaki is appointed, it is recommended all enquiries will be directed to the Pou Tātaki for Kaipara Maurikura (KMR Programme's Business Unit), with governance-related matters referred to the Chair of the Joint Committee, as appropriate.

All staff being asked to deal directly with media will be aware of the media policy (*see action plan*) and have received media management advice and training as required. It is recommended support is in place for additional public relations counsel if required.

Communications Scheduling

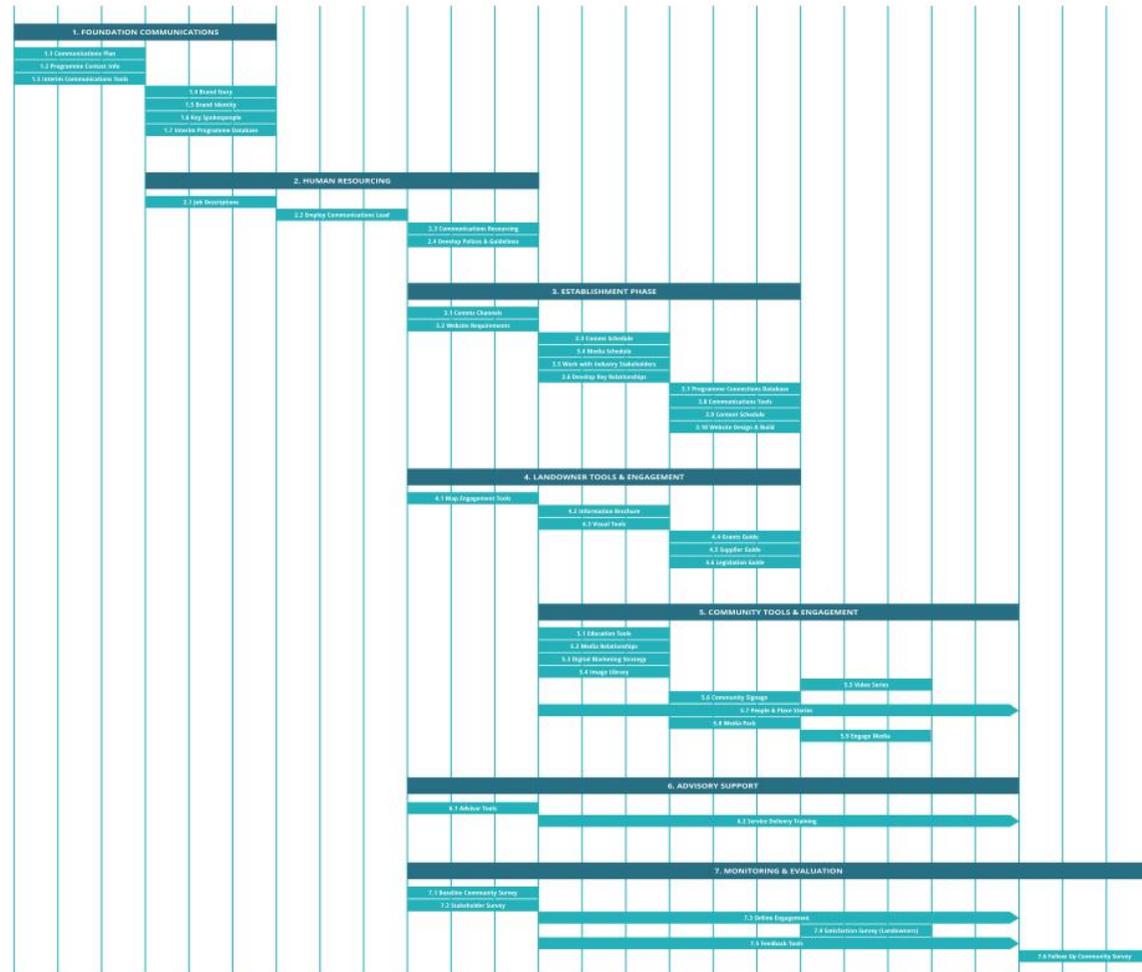
A key communications consideration for the Programme is timing, specifically in relation to the farming calendar and the seasonality of key remediation activities such as planting. Key seasonal activities, such as calving, break feeding, lambing and shearing will need to be considered as part of any communications schedule (*see action plan*), to ensure key audiences have time and capacity to actively engage with the Programme.

Landowners often work to an 18-month planning cycle, so this provides an indicative timeline between engaging with the Programme and scheduling agreed remediation works.

Action Plan Overview

This overview demonstrates the dependencies between the recommended actions in the plan.

It is not designed to represent a specific timeline but rather the order in which activities should take place.



24



Kaipara Moana Remediation Programme
DRAFT Communications Plan : May 2021

Action Plan Framework

This action plan provides a proposed framework on which to develop communications for the Programme over the next 6-12 months. As the Programme evolves, so will the approach to Programme communications.

All actions have an associated status to show they are Completed, Underway or Not Yet Started, as well as a priority level (1 being critical, 5 being non-urgent) to indicate their importance to the success of the plan. This will allow progress against the plan to be regularly updated and allow resourcing to be prioritised as needed.

1. Foundation Communications			
Status	Action	Description	Impact / Purpose
Completed (1)	1.1 Communications Plan	Develop Communications Plan to provide high level framework to guide the development of the Programme's communications activities.	Provide clear direction for the Programme's communications, specifically in relation to audiences, messaging, resourcing required and actionable steps to deliver successful communications.
Underway (1)	1.2 Programme Contact Info	Develop key contact information for the Programme, including dedicated emails, phone numbers and a landing page or website.	Make Programme staff and information more accessible and reiterate the Programme's independence from partner organisations with a contact details specific to the Programme and place for reference (the website) for those seeking more information.
Underway (1)	1.3 Interim Communications Tools	Develop communications tools to support all interim communications, including email footers, pānui templates, business cards, email newsletter template, website landing page etc.	Ensure Programme communications are professional and consistent, and reflect the brand identity, as much as is practicable, on all communications being sent on behalf of the Programme or representing the Programme.
Underway (1)	1.4 Brand Story	Develop a brand story that shares the aspirational vision of the Programme.	Support landowners, providers, stakeholders and the wider community to better connect with the Programme.

25



Kaipara Moana Remediation Programme
DRAFT Communications Plan : May 2021

Underway (1)	1.5 Brand Identity	Create a brand identity and visual standards guidelines (VSG) for the Programme, including logo, design elements, fonts, colours, language and imagery.	Create a unique identity for the project so it can become clearly recognised in the community and to differentiate between existing community groups / partner organisations and the project. VSG will also help ensure the brand is correctly used by other entities.
Underway (2)	1.6 Key Spokespeople	Identify key spokespeople to comment on behalf of the Programme, in relation to communications (specifically media enquiries).	Ensure consistent messaging and avoid confusion and misinformation. Provide media with a clear understanding of who is able to comment and who isn't.
Underway (2)	1.7 Interim Programme Database	Map out and compile database of all known Programme connections including partners, funders, government agencies, contributors, landowners, iwi/hapū, community groups, NGOs etc.	Begin early Programme communications to an audience that reflects all known stakeholders and partners, providing a base to build on as Programme communications develop.

2. Human Resourcing			
Status	Action	Description	Impact / Purpose
Underway (2)	2.1 Job Descriptions	Design job descriptions for communications staff in order to deliver on this communications plan.	Define skill sets required to successfully deliver on the activities outlined in this plan, to ensure suitable personnel are employed into these critical roles.
Not yet started (1)	2.2 Employ Communications Lead	Advertise, recruit and employ the KMR Programme Communications Lead	Ensure the communications plan is successfully delivered by employing the right person with the right skills.
Not yet started (3)	2.4 Resource Communications	Secure appropriate resourcing to support the communications lead with additional skills and resourcing as required (e.g. content writing, Te Reo Māori translation)	Support the communications team to successfully deliver on the Programme's communications plan.

26

Not yet started (3)	2.5 Develop Policies & Guidelines	Develop communications policies, including social media policy and guidelines, media etc	Ensure communications team is supported with appropriate policies to provide appropriate legislative structure around delivery of this communications plan (including data privacy, social media engagement and OIA etc).
---------------------	-----------------------------------	--	---

3. Establishment Phase			
Status	Action	Description	Impact / Purpose
Underway (2)	3.1 Communications Channels	Map out partner and contributor communications channels and networks (including community leaders, catchment groups).	Utilise the extensive networks of all the Programme's funders, partners, providers, stakeholders and supporters to ensure Programme messaging is delivered extensively across the catchment and messages are received from trusted sources.
Not yet started (1)	3.2 Website Requirements	Map out website requirements and content, including platform (CMS), functionality (forms, login areas, ecommerce), SEO etc.	Develop a strategic approach to the content and structure of the website to ensure information is easily accessible for all partners and stakeholders, and there are no barriers to finding or understanding information about the Programme.
Not yet started (2)	3.3 Communications Schedule	Work with community and industry leaders, providers, funders and stakeholders, to map out the relevant time-specific activities that will influence the Programme's delivery (e.g. landowner's availability and capacity, funding cycles planting etc).	Ensure communications planning is built around a schedule that will support maximum impact and success by communicating the right messages at the right times, based on the needs of partners and stakeholders.
Not yet started (2)	3.4 Media Schedule	Map out media schedule (press releases / events based around programme milestones etc)	Ensure a proactive approach is made to engaging media that provides consistent, positive and newsworthy content into mainstream media, to support audience-specific communications.

27

Not yet started (2)	3.5 Work with Industry Stakeholders	Continue to work closely with industry (Fonterra, DairyNZ). Further develop relationships with key industry partners such as Sheep and Beef, forestry representatives (Northland Wood Council)	Strengthen relationships with key industry partners, reflecting the critical role they play in the success of the Programme, and the importance of their support and influence within their sectors as trusted and respected advisors.
Not yet started (3)	3.6 Develop Key Relationships	Identify key community leaders, including those in the farming sector. Ensure they are well informed at every stage of the project and provide opportunities for them to offer informal advice / knowledge to support the programme.	Allow those who are already influencing the community to support the sharing of information; support their roles as community leaders / valuable and experienced landowners whose opinions are highly regarded.
Not yet started (2)	3.7 Programme Database	Map out and build database of all programme connections. Ensure all contacts of the Programme are added and tagged (as audience type) so different groups can be communicated with at different times. Database will be used for providing Programme updates at least once per quarter, as well as any one-off communications necessary.	Provide regular communications to partners, stakeholders and others who sign up to the newsletter, to ensure consistent messaging that builds trust and engagement with the project. Ensure partners, stakeholders and media receive regular information from a known source of truth.
Not yet started (3)	3.8 Communications Tools	Develop establishment communications tools, including social media channels, vehicle signage, information brochures, staff apparel, road signage etc.	Build on the foundation communication tools and continue to ensure the Programme is well represented with professional and consistently branded collateral and other tools. Ensure KMR Programme advisors are clearly identifiable.
Not yet started (4)	3.9 Content Schedule	Develop a schedule for Programme information to be distributed to the wider community, based on key messages and relevant themes and updates (e.g. Programme milestones, funding rounds etc).	Ensure strong brand awareness for the Programme in the wider community, across multiple channels including print, digital, radio, community publications, and based on timely and relevant information updates.

Not yet started (2)	3.10 Website Design & Build	Develop the visual design and UX (user experience) design of the website, based on the agreed content and functionality. Build the website and push it live.	The Programme website will provide a single source of truth and will make all relevant information available to all stakeholders at any time. The website will also provide a key point of contact for the Programme and support engagement from landowners and the wider community.
---------------------	-----------------------------	--	--

4. Landowner Tools & Engagement			
Status	Action	Description	Impact / Purpose
Not yet started (1)	4.1 Map Engagement Tools	Map out engagement tools required for landowners. Some initial tools are recommended and have been outlined below as part of this plan (4.2-4.6).	Ensure landowners' needs are being met by developing a suite of engagement tools that provide all the relevant information they are seeking about the Programme, and make it easy for them to engage.
Not yet started (2)	4.2 Information Brochure	Develop information brochure that provides a snapshot for landowners of the what, why, when, how and who of the Programme.	Ensure landowners have access to a high level, easily understood overview that captures the key information for the Programme, as relevant to them.
Not yet started (2)	4.3 Visual Tools	Create visual tools to show relationship between catchment areas and Kaipara Moana. Develop easily shareable maps that clearly identify the catchment and where it flows into Kaipara Moana.	Ensure landowners understand the connection between their land and Kaipara Moana, and where/how sediment is flowing in their sub-catchment.
Not yet started (2)	4.4 Grants Guide	Develop step-by-step guide for landowners to understand the Programme's grants process and funding criteria.	Ensure landowners understand how the Programme funding is structured, including the grants process and funding criteria, so they can make decisions about when and how they engage with the Programme, and the impact it could have.

Not yet started (2)	4.5 Supplier Guide	Develop guide so landowners know who can deliver on services required, including both Advisory Services for SRPs and FEPs as well as fencing, planting, providing plants etc.	Ensure landowners understand who they can choose to engage with, in relation to Advisory Services, as well as remediation works providers, such as fencers and nurseries.
Not yet started (2)	4.6 Legislation Guide	Develop overview of relevant legislation (e.g. MFE / NES fresh water regulations, changes to FEPs)	Ensure landowners understand the regulatory changes that are being made and how these will affect them and their land; support landowners to prepare for these changes and understand how the KMR Programme can help them to do so.

5. Community Tools & Engagement			
Status	Action	Description	Impact / Purpose
Not yet started (2)	5.1 Education Tools	Develop primary tools to educate the wider community, including information brochures, signage, pull up banners, online and print advertisements etc.	Ensure there are accessible tools available for engagement with the wider community (e.g. sub-catchment meetings, public meetings, community events etc) so the Programme is always presented consistently and in line with the brand identity, to strengthen brand awareness and engagement.
Not yet started (4)	5.2 Media Relationships	Develop relationships with media (mainstream and community)	Ensure key media representatives are aware of the Programme and understand the background of the Programme and its appointed spokespeople. Build connections in the community by also engaging with local newsletter and newspaper publishers.
Not yet started (4)	5.3 Digital Marketing Strategy	Develop a digital marketing strategy that reflects communications and engagement activity across social media, online advertising, remarketing, Adwords, website SEO and other relevant channels.	Ensure there is a strategic approach to all online communications and marketing for the Programme, to ensure consistent brand awareness and a cohesive approach to all online messaging and engagement.

30



Kaipara Moana Remediation Programme
DRAFT Communications Plan : May 2021

Not yet started (3)	5.4 Image Library	Compile a collection of images (image library) that reflects the brand identity and give a 'real face' to the Programme by capturing the images and stories of people involved with the Programme, in person, in place.	Ensure that key audiences see themselves reflected in the communications of the Programme, to increase engagement and strengthen brand awareness.
Not yet started (4)	5.5 Video Series	Investigate development of educational video series to share science behind the Programme's goals (explaining flow and impact of sediment etc) as well as the aspirational vision for the future.	Provide the opportunity for key audiences to better understand the scientific rationale behind the Programme's sediment reduction goal, and provide information in a format that is easily shared and easily understood by all key audiences.
Not yet started (5)	5.6 Community Signage	Develop appropriate community signage to clearly identify the programme catchment and raise awareness in local communities	Use signage to create a visual, physical representation of the entrances into the catchment area to help those living and travelling in the catchments to reflect on the connection between the land and Kaipara Moana, and to better understand the extent of the Programme's reach.
Not yet started (4)	5.7 People & Place Stories	Develop plan to begin gathering the stories of people and place, including: - History of the Kaipara - Kaipara Uri - KMR Programme stories / efforts (creating record for history and future generations; to share learnings with others)	Record stories of the people of the Kaipara, including a full cross-section of the community from fifth generation farmers to iwi/hapū, to reinforce the common values shared when it comes to connection to the whenua and caring for the environment and its people. Build a story bank to help grow and share the journey of Kaipara Moana and showcase and celebrate those in the community who are contributing to her restoration. Strengthen understanding in the community.
Not yet started (5)	5.8 Media Pack	Develop a media pack and distribute to key media outlets to ensure that media covering the project have access to accurate background information and that they understand who the appointed spokespeople are and how to contact them.	Ensure key media have access to all relevant background information to support accurate reporting on the Programme and support media to easily engage with the Programme and its key spokespeople.

Not yet started (3)	5.9 Engage Media	Engage media with field trip to key sites; share the story	Invite media into the Programme, through famils and field trips to visit key sites and meet key people. Encourage understanding of the Programme by media and support accurate, intelligent and well-informed reporting.
---------------------	------------------	--	--

6. Advisory Services			
Status	Action	Description	Impact / Purpose
Not yet started (1)	6.1 Advisor Tools	Map out engagement tools required for those individuals and organisations providing Advisory Services for the Programme.	Support Advisors, as key conduits and sources of information of the Programme, to successfully share and disseminate key information, in a way that is simple, yet meaningful, to support the Advisors to be successful in their roles.
Not yet started (2)	6.2 Service Delivery Training	Establish training programme for Advisors, specific to all required aspects of landowner engagement, Programme deliverables, Programme vision and goals, and all aspects of the development of SRPs and FEPs, including understanding of matauranga Māori	Ensure Advisors have the skills, knowledge and expertise to successfully deliver on all aspects of their contracted roles, to ensure the ultimate success of the Programme.

7. Monitoring & Evaluation			
Status	Action	Description	Impact / Purpose
Not yet started (2)	7.1 Baseline Community Survey	Develop baseline qualitative community survey to measure what the community understands about the programme and if/how they are engaging	Test knowledge and understanding of the Programme, and better understand community attitudes towards the Programme to manage risk.

32



Kaipara Moana Remediation Programme
DRAFT Communications Plan : May 2021

Not yet started (3)	7.2 Stakeholder Survey	Undertake annual survey with key Programme stakeholders, including industry representatives, providers and stakeholders.	Ensure Programme communications are proving effective and identify any gaps/risks that need addressing.
Not yet started (5)	7.3 Online Engagement	Monthly analysis of online engagement, including website traffic, acquisition and engagement, media coverage, click throughs from third party articles/links, events such as enquiry completions and website searches, newsletter sign ups as well as social media engagement.	Data will provide metrics on overall interest and engagement in the Programme and identify opportunities for further information sharing and risks regarding a potential lack of information or blockages or conflicts in communication channels.
Not yet started (4)	7.4 Satisfaction Survey (Landowners)	Develop satisfaction surveys for landowners regarding Advisory services, to understand how satisfied landowners are with the service they are receiving.	Measure the effectiveness of Programme Advisory services in relation to landowner engagement; provide feedback to Advisors in order to improve their services; Identify opportunities for the Programme to better support both landowners and Advisors through better communication tools and training.
Not yet started (3)	7.5 Feedback Tools	Develop easily accessible tools for landowners to provide feedback to the Programme.	Ensure landowners are able to provide feedback directly to the Programme at any time; Identify opportunities for the Programme to better support landowners through better communication tools.
Not yet started (5)	7.6 Follow Up Community Survey	Perform follow up baseline qualitative community survey every 12 months.	Test knowledge and understanding of the Programme and better understand community attitudes towards the Programme in order to manage future opportunities and risk.

Communications Resourcing

To deliver on this plan, dedicated communications resourcing will be required. This is provided in the establishment budget for the Kaipara Maurikura. In addition to the Communications Lead role (outlined below), it is anticipated that the delivery of all communications activities outlined in this plan will require the following budgets over the next three years:

- **2021-2022** - \$240,000 (the first year will require significant investment in the initial one-off development of resources and collateral e.g. video production, establishing monitoring surveys, setting up communications channels etc, as well as additional advertising budget required to socialise the Programme quickly and effectively across the catchment).
- **2022-2023** - \$120,000
- **2023-2024** - \$80,000

Communications Lead – Role and Responsibilities

Engaged at senior leadership level to manage strategic communications relationships, planning and delivery.

Responsible for:

- Delivery of agreed communications activities, ensuring they reflect the programme's brand, values and message
- Development of future strategic direction for programme communications
- Supporting leadership to build and nurture key relationships and engagement with key stakeholders
- Development of all communications and engagement tools, including design, content and production
- Managing all media related to the project
- Monitoring and mitigating any risk specific to communications

Analysis & Success Measures

It is important to put a framework in place in order to measure the impact of the Programme's communications. The following activities and tools are recommended to ensure the Programme's communications are regularly reviewed and improved. Other Programme measures, such as the level of phone and email enquiry, and the uptake of Sediment Reduction Plans and Farm Environment Plans will also contribute to, and reflect, the overall impact of the project communications.

Baseline Community Survey

- Undertake a qualitative community survey to test knowledge and understanding of the Programme, and better understand community attitudes towards the Programme to manage risk.

Annual Community Survey

- Undertake an annual qualitative community survey to test knowledge and understanding of the Programme, and better understand community attitudes towards the Programme in order to manage future risk.

Annual Stakeholder Survey

- Undertake regular surveys with key Programme stakeholders, including industry representatives, providers, and stakeholders, to ensure Programme communications are proving effective and identifying any gaps that need addressing. This could be delivered via stakeholder reference groups.

Online Engagement

- Monthly analysis of online engagement, including website traffic, acquisition and engagement, media coverage, click throughs from third party articles/links, events such as enquiry completions and website searches, newsletter sign ups as well as social media engagement will help to track overall interest in the Programme and identify opportunities for further information sharing.

Media Analysis

- Monthly review and analysis of media coverage for the Programme (positive / neutral versus negative) to reflect whether key media outlets understand the Programme and have access to relevant information as required.

TITLE: **Members Allowance Policy Review**

ID: A1437672

From: Penny Pirrit, Northland Regional Council Management Representative

Authorised by Jonathan Gibbard, Group Manager - Environmental Services, on 11 May
Group Manager: 2021

He Rāpopoto hautū /Executive Summary

At the 4 December 2020 meeting the Kaipara Moana Remediation Joint Committee (the Joint Committee) adopted the Members Allowance Policy which sets out how Kaipara Uri members of the Joint Committee can be reimbursed for the time they spend on Joint Committee business. The decision also requested that the Members Allowance Policy be reviewed in April 2021.

The subcommittee that developed the Members Allowance Policy reconvened in late March 2021 to undertake the review. The subcommittee has identified some wording changes to provide clarity over when allowances can be claimed, to reflect the work of subcommittee members and the Joint Committee Chair.

This report covers the report back from the subcommittee and recommends that the proposed changes to the Members Allowance Policy be adopted.

Ngā tūtohu/Recommendation(s)

1. That the report 'Members Allowance Policy Review' by Penny Pirrit, Northland Regional Council Interim Management Team Representative dated 27 April 2021, be received.
2. That the memo (Attachment 1) from the Members Allowance Policy review subcommittee be received.
3. That the amendments to the Members Allowance Policy shown in the tracked change version attached to this report (Attachment 2) be adopted.
4. That the amended Members Allowance Policy be applied from the date of adoption.

OR

That the amended Members Allowance Policy be applied retrospectively from October 2020 (when the first Joint Committee meeting was held).

5. That the members Allowance Policy be reviewed annually with the next review occurring in April 2022.
-

Horopaki/Context

The Joint Committee adopted the Members Allowance Policy (the Policy) in December 2020 and requested that it be reviewed again in April 2021. The original subcommittee (Members Warriner, Welsh, Sayers and Smart) have met during April to discuss the Policy and how it may be improved. The findings and recommendations of the subcommittee are attached to this report (Attachment 1.). This report summarises the findings.

At the first meeting of the reconvened sub-committee it was agreed that the review should focus on;

- a) ensuring the wording around the number of days that could be claimed per meeting and workshop is clear;
- b) considering how the work and time spent as a member of a sub-committee/working group (set up by the Joint Committee) could be recognised,

- c) considering how the work of the Chair, outside of meetings and workshops can be recognised.

The wording of the Policy was reviewed, and amendments have been proposed by the subcommittee (refer Attachment 2 Policy with tracked changes). Specifically, the amendments make it clear that

- a) members may claim an additional day for every separate joint committee meeting and workshop held, and
- b) a day may be claimed for the work entailed in being a member on a subcommittee or working group set up by the Joint Committee, and
- c) the Chair of the Joint Committee may claim a day per month in recognition of the additional work the Chair spends on communication, correspondence and relationship management.

The subcommittee also proposes that the Policy be reviewed annually to ensure it keeps current with the work of the Joint Committee.

Considerations

1. Aromātai whāinga haumi mō te oranga / Wellbeing Investment objectives

The Joint Committee is charged with ensuring the wellbeing investment objectives are achieved through the implementation of the work programme. This requires an integrated partnership approach by the Joint Committee. To be successful the Joint Committee needs to ensure that the financial impact of their members participation does not act as a disincentive for fully participating in the business of the committee.

2. Ngā ritenga take pūtea/Financial implications

The proposed amendments to the Policy will require additional budget (to the budget in Year One) of approximately \$15,000 to be provided for governance through the Year Two Work Plan. This will take the total annual governance allowance budget to \$80,000.

3. Ngāhiranga ma ngāhononga/Significance and Engagement

In relation to section 79 of the Local Government Act 2002, the decisions arising from this report are considered to be of low significance when assessed against Northland Regional Council's significance and engagement policy. This does not mean that these matters are not of significance to tangata whenua and/or individual communities, but that the Joint Committee is able to make these decisions without undertaking further consultation or engagement.

4. Ngā whāinga mō āmuri/Next steps

If the recommendations of the subcommittee are adopted the Policy will be updated as per the tracked changes.

Guidance and direction is sought from the Joint Committee as to whether the amended Members Allowance Policy be applied retrospectively from the time of the first Joint Committee meeting held in October 2020 or from the date the policy is adopted.

Attachments/Ngā tapirihanga

Attachment 1: Memo to the Joint Committee from the Members Allowance Policy Review Subcommittee [↓](#) 

Attachment 2: Proposed Amendments to Members Allowance Policy [↓](#) 

To Kaipara Moana Remediation Joint Committee **27th April 2021**
From Malcolm Welsh, Virginia Warriner, Penny Smart, Greg Sayers,
Subject Review of the Kaipara Moana Remediation Joint Committee Members Allowance Policy

He Rāpopoto hautū / Executive Summary

At its meeting on the 4th December 2020 the Joint Committee resolved to adopt the Members Allowance Policy and requested it be reviewed in April 2021.

The sub-committee set up to develop the initial Members Allowance Policy reconvened in late March and early April to review and discuss the policy.

The discussion largely focused on ensuring the current policy was clear in how it should be applied and on how sub-committee work and the work of the Chair should be recognised.

On agreement by the sub-committee of the revised wording, a draft was discussed amongst the Kaipara Uri members prior to the sub-committee finalising this report back.

The policy has been revised to address those matters and is attached to this report for adoption by the Joint Committee. The version attached shows the proposed changes to the policy as tracked changes.

Ngā tūtohu / Recommendation(s)

1. That this report of the Sub-committee be received.
2. That amendments to the Members Allowance Policy shown in the tracked change version attached to this report be adopted.
3. That the Members Allowance Policy be reviewed again in April 2022.

Horopaki / Context

Initially when a draft of the Members Allowance was provided to the Joint Committee the Kaipara Uri members expressed concern that the recommended daily rates did not reflect the skills, knowledge and experience Kaipara Uri representatives brought to the Joint Committee.

A sub-committee (Malcolm Welsh, Virginia Warriner, Penny Smart, Greg Sayers) was formed to address this issue. The sub-committee also included an independent advisor appointed by the Chair and Deputy Chair. The sub-committee engaged Gerald Lanning, a Partner in Simpson Grierson's Local Government and Environment team, to provide independent advice.

After consideration of the issues the sub-committee recommended changes to the Policy which were adopted by the Joint Committee at its 4th December 2020 meeting with a requirement that a review of the policy occur in April 2021. At the request of Kaipara Uri members, the following was also included in the minutes of that meeting;

""Kaipara Uri reps have considered the recommendations of the independent adviser on remuneration and acknowledge they will address some of the time and material costs of the representatives in the interim. However, we think the criteria used for evaluation is more suited to policy and regulatory bodies at a central government level and does not assess considerable

operational, financial and reputational risk and time that service on this Joint committee with this set of functions entails. As such we request that further consideration be given in March/April to more appropriate criteria and comparisons with more relevant organisations. Once this has been assessed we can collectively determine what that might mean for retrospective as well as ongoing remuneration of Uri representatives."

On the advice of the Chair and Deputy Chair, the sub-committee was reconvened in late March to review the Policy.

Tātari me ngā tūtohu / Analysis and Advice

At the first meeting of the reconvened sub-committee it was established that, notwithstanding the statement by Kaipara Uri recorded in the December Joint Committee minutes, the review should focus on;

- a) ensuring the wording around the number of days that could be claimed per meeting and workshop is clear; and
- b) considering how the work and time spent as a member of a sub-committee/working group (set up by the Joint Committee) could be recognised, and
- c) considering how the work of the Chair, outside of meetings and workshops can be recognised.

Clarity over the number of days that can be claimed.

The intention in the Policy is to enable Kaipara Uri Joint Committee members to claim for not only for attendance at Joint Committee formal meetings and workshops but also to claim an additional day per meeting or workshop to enable Kaipara Uri members to engage with relevant people in their Member Parties to inform consideration of matters being discussed at those meeting or workshops. Where a meeting and workshop was held on the same day only one additional day could be claimed. The current wording in the Policy does not clearly set that out so the subcommittee is recommending some minor changes to the wording of the Policy.

Recognition of membership on a subcommittee

In order to progress certain aspects of its work, the Joint Committee has appointed subcommittees and working groups to focus on specific issues eg the Members Allowance Policy subcommittee, the Operations Vehicle Establishment subcommittee and the Communications working group. As these subcommittees and working groups can involve zoom meetings and reviewing of material it is considered that there should be recognition of the time members spend. The subcommittee recommends that where a subcommittee or working group is set up by a Joint Committee decision, Kaipara Uri members can claim a day's allowance. It is considered that would usually cover the time spent as part of a subcommittee or working group.

Where the Joint Committee sets up a longstanding subcommittee which is expected to meet regularly over many months, then the Joint Committee as part of its decision should specify how many days allowance can be claimed for the work of that subcommittee.

Recognition of the work of the Chair of the Joint Committee

The unique partnership arrangement of the Joint Committee and the Kaipara Moana Remediation Programme is proving to mean that the Chair is often spending time, outside the formal meetings and workshops, on matters such as relationship management, queries, correspondence and communication. The subcommittee recommends that this additional work should be recognised by enabling the Chair to claim an additional day per month.

Next review of the Members Allowance Policy

The subcommittee considers that the Policy should be reviewed annually to ensure it is relevant to the work of the Joint Committee. The next review is proposed for April 2022.

DRAFT

Kaipara Moana Remediation Joint Committee

Members' Allowances Policy

1. Statement of Purpose

This policy explains the circumstances in which the Kaipara Moana Remediation Joint Committee (the Joint Committee) will pay meeting and associated travel allowances to Kaipara Uri members¹ appointed to the Joint Committee and sets out the conditions that must be met for a claim to be paid.

2. Policy Goal

This policy is to ensure the Joint Committee's position and procedures for the payment of allowances to appointed members is transparent, accountable, and fair.

3. Key Principles

- a) The Joint Committee recognises that appointed members incur personal expense as a result of participating in meetings, workshops and hui of the Joint Committee.
- b) The Joint Committee wishes to ensure appointed members are not financially disadvantaged by their participation, or that the financial impact of their participation acts as a disincentive to participation.
- c) The application of a balanced policy on the payment of allowances to appointed members will ensure accountability and transparency regarding the financial operation of the Joint Committee.
- d) All meeting fees must be claimed in the financial year the meetings take place, or, if the meeting takes place in the last month of the financial year, within 30 days of that meeting.
- e) Members may opt not to get paid meeting fees by not submitting the required forms or may elect to nominate a lesser fee than the fee that is set.

4. Eligibility

- a) Subject to the restrictions noted below, appointed members are eligible to claim allowances for attendance² at the following:
 - i. Formal Meetings, ie., the permanent and regularly scheduled meetings of the Joint Committee.

¹ (Local Authority) Elected members' remuneration, expenses and allowances are governed by the Remuneration Authority. They are therefore not eligible for meeting allowances or travel for attendance at meetings or workshops of the Board. This policy only covers allowances incurred by iwi appointed representatives.

² For completeness, it should be noted that appointed members are eligible to claim travel and meeting allowances if a meeting lapses due to lack of a quorum.

- ii. Workshops of the Joint Committee, if the membership and workshop schedule have been approved by a Joint Committee resolution.
- iii. Engagement of the member with its iwi entity on matters that are on the Joint Committee's agendas and agreed work programme. Note a maximum of one day will be remunerated per formal meeting or workshop.

iv Participation in a subcommittee set up by a resolution to undertake work on behalf of the Joint Committee on a specific matter.

- b) Attendance at any other meeting outside the formal meeting schedule, such as engagement with stakeholders, iwi, hāpu and local communities, will be reimbursed upon approval by a Joint Committee resolution. These meetings must be identified in a schedule prior to attending and be approved by the Joint Committee. Individual members should not be in a position where they could be considered to be setting their own work programmes without the endorsement of the body.

c) The Chair of the Joint Committee is eligible to claim a day's allowance per month in recognition of the additional work, including advice to officers and correspondence, a chair undertakes between meetings.

5. Restrictions

Allowances will not be paid:

- a) To any appointed member whose participation on the Joint Committee is remunerated by another organisation. This will be determined by a declaration statement included on the claim form. To avoid doubt, the Joint Committee (through the Northland Regional Council) will reimburse the member (unless otherwise advised by the member). Any issues regarding remuneration in these cases are a matter to be resolved between the member and the organisation concerned.
- b) For any mileage that is not associated with travel between a member's primary residence and properly scheduled meetings or workshops of the Joint Committee, in the member's own vehicle, and by the most direct route that is reasonable in the circumstances.
- c) If a meeting / workshop is cancelled.

6. Meeting / Workshop Allowance

The allowance is based on a daily rate. It is expected a working day is about 6-8 hours, and the daily fee is calculated on this basis. Work for longer than 8 hours in one day does not attract extra payment.

Where a member spends time, for example one evening, preparing for a meeting the next day, if the preparation and meeting time combined is between 6 and 8 hours, then one daily fee would be paid for the combined preparation and meeting time.

The Joint Committee will pay a maximum daily meeting / workshop allowance of \$637.50 for the Chairperson and \$425.00 per Board member subject to the provisions of this policy. For clarity, if a

member attends two meetings (formal meeting and a workshop) on the same day, the allowance may only be claimed once for that day. Members may choose to not claim this allowance.

The Joint Committee will also pay an additional allowance (equivalent to the daily allowance) of one day per formal meeting or workshop (if not on the same day as the formal meeting) in recognition that Kaipara Uri members of the Joint Committee will be required by their individual iwi entities to discuss with those entities matters on the Joint Committee's agendas and work programme.

The Joint Committee will also pay to the Chair of the Joint Committee an additional allowance (equivalent to the daily allowance) of one day per month in recognition of the work the Chair undertakes between meetings.

Where the Joint Committee resolves to establish a sub-committee to undertake a specific piece of work on its behalf, Members may claim up to a maximum of one day per subcommittee to cover time spent on the work of that subcommittee. Where the subcommittee is set up to undertake work on a regular and long-term basis (i.e. as a permanent subcommittee of the Joint Committee), the Joint Committee shall indicate at the time of its establishment the appropriate maximum days that Members claim.

7. Travel Allowance

The Joint Committee will pay a vehicle mileage allowance of 0.79 cents per kilometre reimbursement for travel, subject to the provisions of this policy. Eligible appointed members may choose to not claim mileage.

8. Procedures

- a) The Northland Regional Council (the Council) will administer the payment of the allowances in this policy on behalf of the Joint Committee. The Council will ensure a Kaipara Moana Remediation Joint Committee Claim for Meeting Allowances Form is attached to every notice of a meeting sent to appointed members of the Joint Committee, and that copies are available at each meeting.
- b) At each Joint Committee meeting, the Joint Committee Secretary is to note the time and date of the meeting and a list of attendees and provide a copy of this to the Council.
- c) Joint Committee members must return completed claim forms to the Council as soon as practicable after each meeting.
- d) Completed forms must be signed by the Chair of the Joint Committee.
- e) Claims are to be presented to the Group Manager, Environmental Services of the Council for dual approval.
- f) Payment will be made by the Payroll Officer by direct credit by the 25th of each month.
- g) Expenditure will be reported in the Financial Statement of the Joint Committee.

9. Responsible Persons

|

The Group Manager, Environmental Services (Northland Regional Council) and Joint Committee Secretary are responsible for overseeing implementation of this policy and for providing guidance for decisions that may not align to the policy. This aspect of the policy will be reviewed once the Kaipara Moana Remediation Operations entity is established.

10. Amendments and Review Dates

30 th October	Draft policy presented to Joint Committee meeting for discussion.
4 th December	Updated policy presented to Joint Committee meeting for discussion.

DRAFT

TITLE: **Kaipara Moana Remediation Joint Committee Year 2 Meetings and Workshops**

ID: A1437904

From: Penny Pirrit, Northland Regional Council Management Representative

Authorised by Group Manager: Jonathan Gibbard, Group Manager - Environmental Services, on 06 May 2021

He Rāpopoto hautū/Executive summary

The Kaipara Moana Remediation Joint Committee (the Joint Committee) has formal business meetings scheduled until July 2021. A schedule for the rest of the 2021 calendar is required. In developing that schedule there is an opportunity to review the rhythm of formal meetings, and to address some of the issues raised by Members including workshop frequency, and the provision of adequate time to consider issues.

The report recommends a change to a bi-monthly formal meeting schedule with a workshop and a two hour on-line meeting being held in the intervening month.

Ngātūtohu/Recommendation(s)

1. That the report 'Kaipara Moana Remediation Joint Committee Year 2 Meetings and Workshops' by Penny Pirrit, Northland Regional Council Management Representative and dated 27 April 2021, be received.
 2. That from July to December 2021 the Joint Committee's formal meetings occur every two months and that in the intervening months a day-long workshop plus a two hour on-line workshop be scheduled.
 3. That the venues for the formal meetings continue to be marae located within the Kaipara Moana catchment.
 4. That a report be prepared for June which sets out the dates and venues for the formal meetings and day-long workshops.
-

Horopaki/Context

A schedule of Joint Committee formal meeting and workshop dates is required for the second half of 2021. At the inaugural meeting of the Joint Committee it was resolved that the formal meetings would be held monthly until April 2021, at which time a decision would be made by the Joint Committee on whether the meetings should occur less frequently. The Joint Committee also resolved that formal meetings should be generally held on marae within the Kaipara Moana catchment.

At its December 2020 meeting the Joint Committee resolved to amend the original schedule of meetings to include workshop days and to adopt meeting dates until the end of July 2021. With only 3 more Joint Committee meetings scheduled in 2021, the Joint Committee must decide on the frequency and form of future formal meetings and workshops so that dates and venues can be identified for the rest of the calendar year.

Tātari me ngā tūtohu/Analysis and Advice

Since the beginning of 2021 the Joint Committee has held three formal meetings (two of them were followed by workshops on the same day), three daylong workshops and several two hour on-line workshops. There has been little rhythm to when the formal meetings and workshops occur while the on-line meetings have been used to cover issues that require informal discussion.

Feedback from members of the Joint Committee has indicated a desire for regular workshops, and fewer days where formal meetings and workshops are combined. Some concerns have been expressed over the amount of pre-reading required when a workshop and formal meeting are held close together or on the same day and the limited time available to consider and discuss important issues. Concerns have also been raised about the distances and time that Members require to travel to attend meetings and workshops, particularly when both a workshop and formal meeting are held on different days in the same month. The Interim Management Team is also conscious that agenda timeliness and report detail could be improved.

Several options have been considered

- A. retain the status quo – formal business meetings every month with workshops whenever there is a need to hold informal discussions on issues.
- B. hold formal meetings every six weeks with a separate workshop day in the third week after a formal meeting.
- C. hold formal meetings every two months with a workshop day in the intervening month and a separate two hour on-line workshop scheduled two weeks before the formal meeting.

Retaining the status quo (option A) does not address the issues raised by Members. Options B and C both create a regular rhythm of three weeks (option B) or four weeks (option C) between a formal meeting and a workshop. Option C is recommended as it will:

- ensure regular formal meetings for decision making
- provide regular workshops for informal discussions on important issues
- give adequate time between formal meetings and workshops to allow Members to canvas and discuss positions with relevant people from Member Parties, and
- provide an additional on-line workshop option to update Members if required two weeks before a formal meeting.

Once the Joint Committee has approved an option work will start on finding suitable dates and venues. As per the current arrangement formal meetings will be held on marae around the Kaipara Moana catchment and workshops will be held in a central location like Wellsford or Kaiwaka.

Considerations

1. Aromātai whāinga haumi mō te orange/Wellbeing Investment objectives and assessment

The operational matters discussed in this report do not have a direct impact on achieving the investment objectives of the Kaipara Moana Remediation Programme. However, having an agreed schedule of future meeting and workshop dates ensures the efficient and effective operation of the Joint Committee essential to meeting its obligations regarding the investment objectives.

2. Ngā ritenga take pūtea/Financial implications

The cost of holding Joint Committee business meetings and workshops will be provided for in the Year Two Work Plan budget.

3. Ngāhiranga me ngāhononga/Significance and Engagement

In relation to section 79 of the Local Government Act 2002, the decision (i.e. approving a schedule of meeting and workshop dates for August – December 2021) arising from this report is considered to be of low significance when assessed against Northland Regional Council's significance and engagement policy. This does not mean that this matter is not of significance to tangata whenua and/or individual communities, but that the joint committee is able to make these decisions without undertaking further consultation or engagement.²

4. Ngāwhāinga mō āmuri/Next steps

Once an option for meetings and workshops has been adopted work will occur on finding dates and venues. A report will be tabled in June seeking Joint Committee approval of those dates.

Attachments/Ngā tapirihanga

Nil

² This joint committee operating under the Local Government Act which requires a significance and engagement policy (which identifies when matters require special consultation with tangata whenua and the community) and to have regard to that policy when making decisions. As the administrative support for the joint committee is provided by the Northland Regional Council, it's that councils Significant and Engagement Policy that will apply to joint committee decision making.