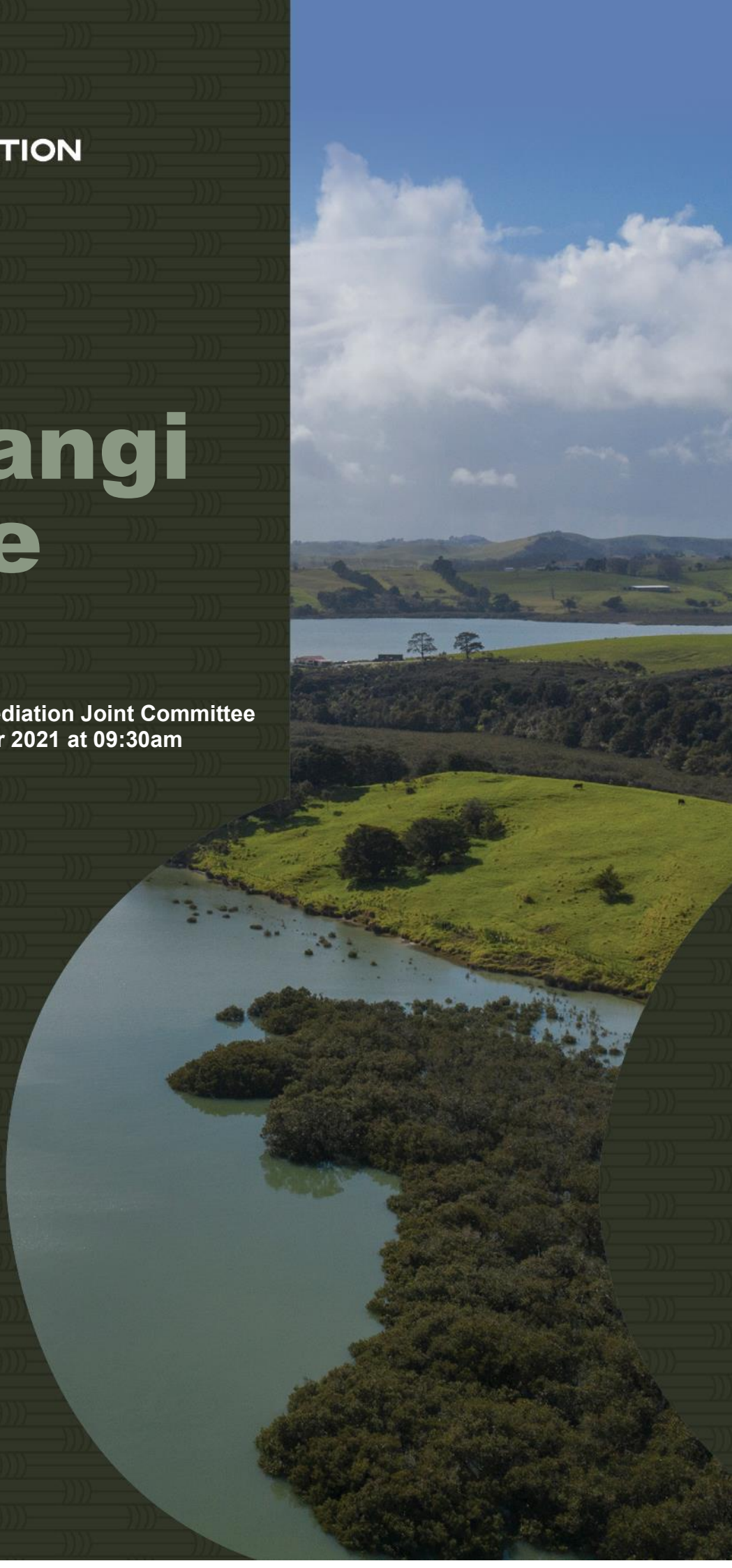


Agenda

Rārangi Take

**Kaipara Moana Remediation Joint Committee
Monday 13 December 2021 at 09:30am**



Kaipara Moana Remediation Joint Committee Agenda

Meeting to be held remotely
on Monday 13 December 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)

Tame Te Rangi (Chair), Te Runanga o Ngāti Whātua
Penny Smart (Deputy Chair), Northland Regional Council
Amy Macdonald, Northland Regional Council
Cherie Povey, Ngā Maunga Whakahii o Kaipara
Daniel Newman, Auckland Council
Danielle Hancock, Auckland Council
Georgina Connelly, Te Uri o Hau
Greg Sayers, Auckland Council
Jane Sherard, Ngā Maunga Whakahii o Kaipara
Joce Yeoman, Northland Regional Council
Malcolm Welsh, Te Uri o Hau
Virginia Warriner, Te Runanga o Ngāti Whātua

KARAKIA / WHAKATAU

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2.0 NGĀ WHAKAPAHĀ (APOLOGIES)	
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TITLE: Confirmation of Minutes - 15 November 2021

From: Sandra Harris, Administrator Kaipara Maurikura

Authorised by Justine Daw, Pou Tātaki, on 08 December 2021
Group Manager/s:

Ngā mahi tūtohutia / Recommendation

That the minutes of the Kaipara Moana Remediation meeting held on 15 November 2021 be confirmed as a true and correct record.

Attachments/Ngā tapirihanga

Attachment 1: Kaipara Moana Remediation Joint Committee Minutes 15 November 2021

Kaipara Moana Remediation Joint Committee
15 November 2021

Kaipara Moana Remediation Joint Committee Minutes

Meeting held Remotely
on Monday 15 November 2021, commencing 09:30am

Tuhinga (Present):

Tame Te Rangi (Chair), Te Runanga o Ngāti Whātua
Penny Smart (Deputy Chair), Northland Regional Council
Amy Macdonald, Northland Regional Council
Cherie Povey, Ngā Maunga Whakahii o Kaipara
Daniel Newman, Auckland Council
Danielle Hancock, Auckland Council
Georgina Connelly, Te Uri o Hau
Greg Sayers, Auckland Council
Jane Sherard, Ngā Maunga Whakahii o Kaipara
Joce Yeoman, Northland Regional Council
Malcolm Welsh, Te Uri o Hau
Virginia Warriner, Te Runanga o Ngāti Whātua

I Tae Mai (In Attendance):

Alan Wilcox – Interim Pou Tātaki	John Hutton – Strategic Business Manager Kaipara Maurikura
Duncan Kervell - Land and Catchments Projects Contractor	Sandra Harris – Administrator Kaipara Maurikura
Malcolm Nicolson - NRC	Karina Marsom - Mātanga – Pākihi
Willie Wright - Ringa-Hononga Mana Whenua	Justine Daw – (Incoming) Pou Tātaki
Sue Hicks - Takawaenga – Tahua Rauora Kōawa	Griffin Hope - Pūtohu – Hononga Hapū and Hāpori
Lisette Rawson - Amo - Rauora Kōawa	Ben Hope - Ringa-Pārongo
Tom Stephens - Principal Integrated Catchment, Healthy Waters	Snow Tane – Te Roroa
Rerehau Harris – PA Penny Smart	

Secretarial Note: Prior to the meeting start, discussion on recording and livestream of meetings (in order to meet Covid-19 framework and local government legislation) was held. Committee members were introduced to new Maurikura staff.

The Chair declared the meeting open at 10.22am.

Karakia Timatanga and Whakataua

Kaipara Moana Remediation Joint Committee
15 November 2021

Ngā whakapahā/Apologies (Item 1.0)

Moved (Sayers / Warriner)

That the late apologies from Councillor Daniel Newman be received.

Secretarial Note: Newman, and Povey arrived at 10.25am

Carried

Nga whakapuakanga (Declarations of Conflicts of Interest)

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

Confirmation of Minutes - 20 September 2021 (Item 4.1)

Report from Sandra Harris, Administrator Kaipara Maurikura

Moved (Yeoman / Welsh)

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

Carried

Procurement of the Kaipara Moana Remediation Freshwater Management Tool (Item 5.1)

Report from Tom Stephens, Principal Integrated Catchment, Healthy Waters; Nic Conland, Taiao Natural Resource Management and John Hutton, Strategic Business Manager, Kaipara Maurikura

1. That the report 'Procurement of the Kaipara Moana Remediation Freshwater Management Tool' by Tom Stephens, Principal Integrated Catchment, Healthy Waters; Nic Conland, Taiao Natural Resource Management and John Hutton, Strategic Business Manager, Kaipara Maurikura and dated 8 November 2021, be received.

Moved (Macdonald / Yeoman)

2. That a budget cap of \$1.2 million for the development, configuration, and deployment of a digital system for integrated catchment management (the Kaipara Moana Remediation Freshwater Management Tool) is approved.
3. That the Chief Executive of the Northland Regional Council is delegated the task of finalising commercial contracts with the preferred suppliers Morphem Environmental Limited and Paradigm Environmental Limited.
4. That the Pou Tātaki develop a long-term agreement with Auckland Council (Healthy Waters) for hosting, operation and maintenance costs associated with the Kaipara Moana Remediation Freshwater Management Tool.

Moved (Sayer / Macdonald)

Carried

Kaipara Moana Remediation Joint Committee
15 November 2021

Financial Status and Minor Budget Adjustments (Item 5.2)

Report from Alan Wilcox, Interim Pou Tātaki

1. That the report 'Financial Status and Minor Budget Adjustments' by Alan Wilcox, Interim Pou Tātaki and dated 8 November 2021, be received.

Moved (Warriner / Sherard)

2. That the financial position of the Programme as at 30 September 2021 be noted.
3. That a reduction of \$350,000 from the Advisor Training and Accreditation budget be approved, with this money being re-allocated as follows:
 - a) \$70,000 to Te Paiaka Native Root Project;
 - b) \$50,000 as a contingency for the Wetland Features information and analysis;
 - c) \$50,000 as a contingency for the Eroding Land Features information and analysis;
 - d) \$120,000 to the Kaipara Nursery Work for planting and fencing guides and pricing.
 - e) \$60,000 to Catchment Reference Group Projects (to be met with an equivalent in kind basis by groups receiving support under the Whenua Whānui Fund)

Moved (Hancock / Sherard)

Carried

Kaipara Moana Remediation Joint Committee Meeting Schedule February to December 2022 (Item 5.3)

Report from Sandra Harris, Administrator Kaipara Maurikura

1. That the report 'Kaipara Moana Remediation Joint Committee Meeting Schedule February to December 2022' by Sandra Harris, Administrator Kaipara Maurikura and dated 8 November 2021, be received.

Moved (Warriner/Hancock)

2. That the Joint Committee confirm the dates for formal meetings and workshops from February to December 2022 as set out in Table 1: Schedule of formal meetings and workshop February to December 2022 of this report.
3. A report is prepared for the Joint Committee providing a framework for formal meetings to be held on marae while ensuring correct Covid-19 protocols are followed

Moved (Connelly / Sayers)

Carried

Secretarial Note: Additional Recommendation was added as resolution 3 following conversation of the Joint Committee members.

Progress Report by Interim Pou Tātaki (Item 5.4)

Verbal report from Alan Wilcox, Interim Pou Tātaki received

Karakia Mutunga

Kaipara Moana Remediation Joint Committee
15 November 2021

Whakamutunga (Conclusion)

The meeting concluded at 12.50pm.

UNCONFIRMED

TITLE: Interim Pou Tātaki Report
From: Alan Wilcox, Interim Pou Tātaki
Authorised by Justine Daw, Pou Tātaki, on 09 December 2021
Group Manager/s:

Whakarāpopototanga / Executive summary

Kaipara Maurikura Staff Appointments Update

With Darren Van Beek starting in the Maurikura on the 6th December - as the Workforce, Business Growth and Innovation Adviser and also Tahiroa Bishop as the Catchment Remediation Advisor - all appointed staff except Steph Versteeg are now working in the Maurikura. Steph will be taking up her role on 17th January. The Maurikura was approved with 16 positions. However, only 12 persons have been appointed, with a Contracts manager role currently in process of appointment. A needs analysis will be carried out next year to ascertain if any additional staff are needed and in what roles.

Communications with Landowners

The three-landowner engagement hui were held in November with over 40 people attending; apart from a positive relations process the results of these hui have crystallised into some suggested changes to the Landowner grants criteria, addressed in a separate paper on this agenda.

Land Management Advisers Training

Some 13 tangata attended the land management field advisors training held at Matakohe from the 29th November to 1st December. Four staff from the Maurikura also attended this training, that was delivered by Duncan Kervell, David McDermott and Matt Highway from NZARM. Willie Wright also provided historical and cultural context. Of the 13 attending, 5 have links with, or are working for, mana whenua organisations. This now gives the Maurikura the capability to outreach to landowners and initiate the programme at scale, a process that will be advanced early in 2022.

Workforce Development

The processes of the Employment hub are emerging. As part of the accreditation process for preferred supplier nurseries and contractors, we have identified that a number either have a relationship with MSD or would like to have a relationship and access assistance available to them in making employment choices.

MSD have identified several support programmes, such as their flexi-wage initiative, that makes temporary contributions to the wages of a prospective employee so they can access and maintain employment. Similarly, training assistance can also be provided to help prospective employees gain necessary skills. This may take place on the job or can be provided through relationships with Education Providers. such as NorthTec.

Kaipara Uri Post Settlement Entities (PSEs) have plans to provide training for their whanau, to create marae-based workforces based initially around the needs of the KMR programme. MSD support can assist with this. Businesses can then access employees who are either trained or can access such training provided by Kaipara Uri. These employees will come with financial subsidies as well as training costs met.

South Kaipara Streams

The South Kaipara streams project work has reached a milestone with the first report now available. This provides some interesting information on where the most likely erodible areas are when

landforms and hydrology are considered. A report is undergoing peer review and staff are determining how the information can best be utilised before reporting back to the Joint Committee.

Concluding Comments

It has been a great pleasure to be part of the building of the machinery that will drive for the KMR programme. A year long process has come to a state whereby the high level strategy and directions have been set; a Deed Funding negotiated, work programmes devised, approved and in process of implementation; the governance, administrative and operational procedures are in place; branding, engagement and communications direction is set and beginning to be implemented; landowner and community resource allocation schemes and processes are in place and beginning to be operationalised; a substantial and capable staff has been employed; the first contingent of Field Advisors have been trained; the physical space of the Maurikura has been set up and dedicated; vehicles computers and material necessities are all available; a trickle of sediment reduction plans have been approved with initial remediation works having been carried out. The Smarty Grants System is well advanced and being tested and expected to be operational early in the New Year. A new sharp and energised Pou Tātaki is in place, and will no doubt take the programme into areas of potency that have yet to be explored.

I would like to thank, in particular, the Kaipara Uri representatives who have entrusted me to be their representative on the Interim Management Team for the first half of this process, and extend that thanks to the members of the Joint Committee for enabling me to coordinate the second part of this process. It was indeed a true privilege to be part of such a worthwhile project, and a pleasure to be working with you all.

Ngā mihinui koutou!

Alan

Ngā mahi tūtohutia / Recommendation

That the report 'Interim Pou Tātaki Report' by Alan Wilcox, Interim Pou Tātaki and dated 9 December 2021, be received.

Background/Tuhinga

Not applicable

Attachments/Ngā tapirihanga

Nil

TITLE: Funding Criteria Adjustment for Sediment Reduction Plans

From: Lisette Rawson, Amo - Rauora Kōawa | Catchment Remediation Manager;
Duncan Kervell, Kaipara Maurikura Land Management Specialist and John
Hutton, Strategic Business Manager, Kaipara Maurikura

Authorised by Justine Daw, Pou Tātaki, on 08 December 2021
Group Manager:

He Rāpopoto hautū / Executive summary

This report seeks approval for adjustments to Kaipara Moana Remediation Programme (KMR) grants funding criteria for remediation projects under Sediment Reduction Plans, with application to both the Landowner Grants scheme and the Whenua Whānui scheme.

Proposed adjustments are to the average distance of riparian fencing from waterways and the area eligible for planting support. These have been developed following engagement with landowners, Fonterra Sustainable Land Advisors and nurseries that has taken place since August 2021.

If adopted the adjusted criteria will provide greater flexibility for Sediment Reduction Plans to respond to the often-complex Kaipara Moana landforms, where in rolling country, steep river embankments, wet areas, low-lying seeps and small wetland areas, are often adjacent to waterways. To accommodate the retirement and planting of these areas the funding criteria need to meet the requirements of landowners to create wider waterway setbacks than previous assumed. Flexibility to include these areas will help reduce sediment loss into waterways and stabilising streambanks. Providing variable riparian planting widths in key locations should improve uptake from landowners and have inherent improved biodiversity outcomes.

An approach to pay for plants which distinguishes small and larger planting projects is also proposed. This approach is designed to provide surety to nurseries and ensure landowners are invested in plants purchased.

Ngā tūtohu / Recommendation(s)

1. That the report 'Funding Criteria Adjustment for Sediment Reduction Plans' by Lisette Rawson, Amo - Rauora Kōawa | Catchment Remediation Manager; Duncan Kervell, Kaipara Maurikura Land Management Specialist and John Hutton, Strategic Business Manager, Kaipara Maurikura and dated 7 December 2021, be received.
2. That changes to funding principles and criteria annotated in Attachment 1 are agreed.

Horopaki / Context

On 22 March 2021 the Joint Committee approved the interim approach of producing Sediment Reduction Plans to identify where to allocate remediation grant funding (ID A1423057). KMR Programme Remediation Funding Criteria were also approved, and a commitment made to test the criteria with landowners and stakeholders for adjustment to be considered if required.

On 22 July the Joint Committee received a report setting out further considerations on grants funding. This followed the experience of completing a modest number of Sediment Reduction Plans and feedback on the criteria by a range of people. Key principles for grants funding and additional criteria were approved by the Joint Committee on a provisional basis, with the aim of seeking further engagement with landowners and at a community level.

Since 22 July a significant number of conversations have taken place with landowners, Fonterra Sustainable Dairy Advisors, nursery owners and other stakeholders and community members, including at two public consultation hui. Criteria for fencing and planting have also been assessed on specific farms, with consideration of the often-complex land forms in the Kaipara Moana catchment, including steep banks adjacent to waterways, and boggy low-lying seep areas which are common. Such features are not accommodated in the existing criteria, such as an average 5 metre setback of fences from a waterway if riparian planting is to be undertaken. Greater flexibility is therefore needed to be provided to respond to natural landforms found on the whenua.

Tātari me ngā tūtohu / Analysis and advice

Attachment 1 provides the ‘KMR Programme Remediation Funding Criteria’, updated following Joint Committee decisions on 22 June 2021, and with track-changes showing the adjustments now proposed.

Proposed changes to set-back distances for riparian planting

Current criteria	Proposed change	Comments
<p>Minimum 3m setback from waterway for riparian planting with sedges/rushes, and 5m for woodier species.</p> <p>Average 5m distance from stream setback for riparian planting, with a minimum of 3m.</p>	<p>No change to minimum setbacks.</p> <p>Change to a maximum average of 10m distance from stream setback for riparian planting (either side) or up to a maximum of 20m on one side to take account of landscape variance.</p>	<p>Provides greater flexibility to accommodate planting of seeps and a wider riparian planting envelope or zone, creating more options for planting to align with the landscape situations and landowner preferences.</p>
<p>Funding for planting of wetlands provided but restricted to seasonally dryer fringe areas considered the same as riparian.</p>	<p>Maximum planting area based on 10m average distance from fence for wetlands.</p>	<p>Definition of ‘fringe areas’ not provided in current criteria – adding ‘10m average distance from fence’ provides useful clarity and will support desired outcomes. Noting wetlands separate from waterways riparian planting will be unusual.</p>

The criteria originally proposed for fencing distances from waterways largely followed guidance developed elsewhere on minimum and average setbacks, with a 5 metre average setback having the effect of ‘stretching’ planted areas along waterways. Although this guidance works well for straighter waterways in flat country, there are significant areas in the Kaipara Moana catchment of rolling to steep country, including short steep slopes adjacent to waterways and seeps, and small wetlands that are part of or contiguous with waterways. This makes the current criteria at times impractical and constrains landowner options to retire identified critical sediment sources on the whenua.

If approved, an overall outcome can be anticipated for flat and easy country of more uniform sized setbacks and even riparian planting corridors, with a 5m setback, thereby reducing the loss of grazing area for the most productive parts of a property. However, where the landform is more rolling and complex, setbacks are likely to vary and include pockets of reasonably wide riparian planting or fencing and planting of larger seep and contiguous wetland areas adjacent to waterways.

Landowner choice is an important consideration too – the proposed criteria provide greater flexibility for a landowner who wishes to undertake waterway planting projects, to accommodate for their farm systems and landscape.

In addition to a reduction of sediment loss from land and stream-bank stabilisation (and overland water-flow management), the proposed criteria will likely result in better biodiversity outcomes, alignment with ecological principles, and larger areas of planting to allow for joining fragmented bush blocks and wetlands.

Allowing exceptions to minimum 3 metre set-back for fences

A minor change is sought to allow exceptions to minimum 3 metre setbacks for fences on hill country, if topography dictates. National regulations prescribing 3 metre setbacks from waterways for 'Low Slope Land' does not apply in hill country, that is, for land with slopes over 10 degrees average. While a minimum 3 metre set-back continues to provide sediment-reduction outcomes, flexibility needs to be provided for circumstances where topography means a set-back less than 3 metres is more practicable.

Additional clarity for cost of gates

A minor change is provided in Appendix 1 that sets a price of 'up to \$300' for gates, where they are required. This is similar to the set cost approach for water troughs and will be assessed in time to ensure it is market fit.

Budget implications for KMR Programme if wider riparian margins are planted?

The changes recommended here will likely increase the overall average cost per suite of projects covered by a Sediment Reduction Plan. However, they will help achieve the sediment outcomes the programme is set up to deliver, as well as the wider benefits set out in the KMR outcomes. A significant risk at this stage in the programme is a lack of uptake and the absorptive capacity across the catchment of landowner readiness to invest. By providing greater flexibility and responsiveness to local conditions for planting, the proposed criteria changes will help resolve this risk.

If landowner uptake for KMR grants funding for proves to be significant, a question arises on the overall budgetary impact on the KMR. Put another way, can the KMR afford to support riparian planting with the proposed adjusted criteria, which has the potential of allowing more extensive areas to be planted?

The high-end answer is 'yes', although it is difficult to state this definitively as financial modelling of investment across the life of the KMR is ongoing and will depend on landowner uptake. A critical factor driving uptake is likely affordability for landowners to invest in waterway planting, which is expensive, while meeting the KMR shared funding approach, plus the time over which investment is made.

Guidance on market pricing for planting has set a total cost of around \$4 per plant in the ground (including cost of the plants and labour). A planting rate of approximately 5,000 stems per hectare is recommended, meaning a total cost per hectare for plating of around \$20,000. If an average planting width of 10 metres is assumed (across both side of a waterway), one hectare of planting will provide coverage over 1 kilometre of a waterway.

Under the 2019 Kaipara Moana Remediation Indicative Business case an estimate of \$58 million was given for riparian planting, spread over 10 years. Strictly apportioned over 6 years, that would mean a \$35 million investment – noting these are estimates only and the KMR is able to modify investment areas as required within overall budget window.

Broadly speaking, at \$20,000 a hectare (or \$20,000 per kilometre), an investment of \$35 million would achieve around 1,750 lineal kilometres of riparian planting. While a strong caveat must be made that financial modelling on this and other priority investment areas is being undertaken as the

KMR progresses, this would provide a significant contribution to reducing sediment loss and delivering other concurrent benefits for the catchment (i.e., biodiversity, resilience, carbon-capture).

In terms of landowner uptake, if under a Sediment Reduction Plan a landowner undertakes 1 hectare of planting a year for three years, this will come at a total cost of around \$60,000, with \$10,000 paid each year by the KMR and the landowner respectively and remembering the cost of labour can be accounted for as an in-kind contribution. Indications are this level of investment is possible for a good number of landowners. If 600 landowners were to undertake riparian planting at this rate across the next five years, a total of around \$36 million of riparian planting would be achieved. Obviously, many landowners may wish to complete more modest levels of planting spread over a longer timeframe, and this should and can be accommodated.

Proposed changes for payments to nurseries for plants

Current criteria	Proposed change	Comments
<p>Payments for plant stock will be to the designated nurseries directly upon order from the landowners.</p>	<p>Payments for plant stock orders <u>over</u> 1,500 plants will comprise:</p> <ul style="list-style-type: none"> • 50% paid to nursery by KMR upon order by the landowner • 50% paid to nursery by landowner on receipt or delivery of plants, with landowner reimbursed by KMR when planting is confirmed as successfully completed by a KMR Field Advisor <p>Option of payment for smaller plant stock for orders <u>under</u> 1,500 plants to be paid directly by the landowner to the nursery upon receipt of plants. When planting is confirmed as successfully completed by a KMR Field Advisor, the KMR will reimburse the landowner the cost of the plants at a set cost per plant (set price of up to \$2 per plant, however payment based on a receipt from the nursery).</p>	<p>Original intention to provide assurance for nurseries on plant orders is retained, but difference between large and small planting projects is accommodated.</p>

The proposed two-step and 50-50 payment process for plant stock is designed to: i) provide surety in the form of a deposit to a nursery; ii) assist the landowner to undertake larger planting projects by covering the cost of a deposit for the nursery; and iii) provide for the landowner to be invested financially in the plant stock, and therefore drive ownership of plants and completion of the work.

If a landowner is unable to take up the plant stock when it is ready (due to a change of circumstance), the KMR's payment of a deposit means the KMR can make the plants available for other projects with minimal risk of loss.

The second proposed change accommodates situations where landowners wish to undertake more modest areas of riparian planting and do not employ contractors. This will save time and transactional costs (as it has fewer steps), noting that the fencing part of an overall project may not be small, but many farmers only have so much time to put towards planting each year if they wish to do it themselves.

Having a landowner purchase plant stock directly from the nursery for smaller projects, to be reimbursed later by KMR, also provides an incentive for the plants to be looked after and planted. Given the relatively small number of plants, the landowner could potentially purchase without pre-ordering, drawing from existing nursery stock. If the landowner prefers to go through the 'normal' process of having part of it paid to the nursery up front, then they can.

These changes have been canvassed with nurseries and land advisors and supported as practicable.

Considerations

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

The decisions sought in this report will contribute to the uptake of KMR grants funding by landowners and completion of remediation works such as riparian fencing and planting. As such they will contribute to KMR investment objectives.

2. **Ngā ritenga take pūtea / Financial implications**

No new budget is sought in this report. The proposed adjustments to KMR grants funding criteria do not require a change to Annual Work Plan budgets, but they should have an effect on the manner in which remediation work is undertaken and delivered.

3. **Ngā hiranga me ngā hononga / 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

4. **Ngā tūraru me ngā mauru / Risks and mitigation**

The proposed changes to grants criteria are relatively minor but are designed to ensure higher levels of landowner uptake, reduce administrative cost, and provide greater flexibility to on-the-ground remediation projects.

5. **Ngā whāinga mō āmuri / Next steps**

If agreed, the adjusted criteria will be incorporated into guidance documents for KMR Field Advisors and communications material for landowners setting out KMR grants funding criteria and processes. They will also be incorporated into cost-schedule documentation for fencing and planting.

Ngā tapirihanga / Attachments

Attachment 1: KMR funding criteria for on-farm actions (22 July with changes sought 13 December)

¹ This joint committee operating under the Local Government Act 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 is that council's Significant and Engagement Policy that will apply to joint committee decision making.

Kaipara Moana Remediation Funding Criteria

6 December 2021, with proposed changes awaiting approval

- The purpose of this document is to provide structure to incentivisation packages within the KMR Programme, to enable funding to target the key mitigations for sediment control and provide a consistent engagement approach with landowners.
- Experience of regional sector suggests that grants funding packages need a disciplined and process driven approach to ensure consistency, equality, and high-quality information across all projects, and different farmer interactions with KMR Programme staff or contractors.
- A common approach is to provide criteria and clear standards. This also ensures national and regional regulations or environmental standards are met and “Good Management Practices” at a property level are achieved. [\(2018: Good Farming Practice Action Plan for Water Quality link\)](#)
- The Kaipara Moana Remediation Joint Committee approved proposed criteria on 22 March 2021, with refinements of them approved on 22 July 2021. The Joint Committee noted that consultation with landowners and stakeholders on the criteria will be ongoing and that approval to amend will be sought if changes are proposed.
- This document contains changes recommended for approval by the Joint Committee meeting to be held on 13 December 2021. **The document should not be used in general communication for the KMR programme, but can be incorporated into guidance provided to KMR Field Advisors and other advisors who engage directly with landowners to agree Sediment Reduction Plans and grants funding.**

Key Principles

- The KMR will work with all landowners.
- Communications need to be clear that in the case of limited funds over the programme, priority will be given to best sediment reduction outcomes.
- Sediment Reduction Plans should be tailored to the sub-catchment context, with appropriate impact measures consistent with the objectives of the programme.
- Riparian and wetland fencing should be the priority focus of Years 1 and 2 of the KMR programme (with the addition of criteria for Highly Erodible Land and soil conservation work from Year 2 onwards).
- KMR finances for projects identified in Sediment Reduction Plan will be for 50% of specified items and described as a 'contribution' (with contributions based on standardised and market-tested schedules of cost) - they will not cover 50% of all work the landowner may want to carry out.
- The severity and the size of the sedimentation issues and the overall impacts will determine the level of support available for a landowner.
- Payments for plant stock **orders over 1,500 plants** will **comprise:**
 - a. **50% paid to nursery by KMR upon order by the landowner (effectively a deposit)**
 - b. **50% paid to nursery by landowner on receipt of plants, with landowner reimbursed by KMR when planting is confirmed as successfully completed by a KMR Field Advisor.**
- **Option of payment for smaller plant stock for orders under 1,500 plants to be directly by the landowner to the nursery. When planting is confirmed as successfully completed by a KMR Field Advisor, the KMR will reimburse the landowner the cost of the plants at a set cost per plant.**
- As the Mātauranga Māori Strategy is developed further work will occur on how the strategy will impact on the grants process.
- Payment of grants will be related to stages of work carried out, as soon as possible on completion and sign-off.
 - a. Within 3 weeks of formal notification to KMR that work is done, KMR will have the work checked and confirmed.
 - b. Payment made as per normal payment processes.
 - c. Conditions such as fences must last 15 years minimum, no removal of fences / improvements for [10] years.
- There is a catch-all criteria that, as long as the remediation outcome is achieved in a cost-effective manner, the Amo – Rauora Kōawa / Catchment Remediation Manager employed by Kaipara Maurikura can approve a departure from a criteria or rule to cater for local conditions (the exception being where there is a national or district rule). Departures from criteria will be recorded separately and available for review by the Joint Committee.

- A 20 hectare farm size minimum is serviced in the next two years unless there is a disproportionate sediment impact (consistent with NES-FW / NPS rules).

1: Fencing Criteria

Fencing criteria and recommendation to ensure KMR Programme funding support to landowners is effective, efficient and readily taken up by farmers. The table below sets out details surrounding funding of fences activities of riparian margins for permanent and intermittent waterways and wetlands, to result in sediment reduction.

Assumption is that funding supporting is done on a 50-50 basis for projects, with landowner contributions being by cash or in-kind (i.e., farmer labour, using existing materials). A separate schedule of market-tested fencing and labour costs (accounting for some sub-regional variation) will provide the basis to calculate the 50-50 contribution.

Criteria/question	Approved approach	Rationale	More detail
Require minimum setback for riparian fencing (without planting)	<p>Yes.</p> <p>3 metre minimum setback on permanent and intermittent waterways (including naturalised drains).</p> <p>1 metre minimum setback on drains and artificial waterways.</p> <p>In hill country where NES-FW requirements for a minimum 3 metre setback are <u>not</u> required, less-than 3 metre setbacks in certain places to accommodate topography are allowed.</p>	<p>Match national and regional regulations that now apply to stock exclusion of all new pastoral permanent and intermittent waterways. Will ensure compliance for landowner.</p> <p>National regulations for 3 metre setbacks from waterways do not apply in hill country (slope over 10 degrees average – non low slope land). Minimum 3 metre set-backs continue to provide sediment-reduction outcomes. However, flexibility needs to be provided for circumstances where topography means a set-back less than 3 metres is more practicable.</p>	<p>Applies to natural and straightened natural waterways.</p> <p>Applies to bankfull discharge as per RMA and s360 revisions. (See Appendix One for annotated examples)</p>
Fund variety fence types	<p>Yes.</p>	<p>Differing stock types require different fencing, and all stock exclusion is beneficial to</p>	<p>Clarify which types for each stock type or landowner preference. We</p>

	Funding linked to stocking class (e.g., 2-wire dairy; 4+ wire beef; 5-7 wire sheep/ mixed age stock)	water quality. However, fence type needs to match site specific function and flood risk.	are aiming for function rather than gold plated.
Fund boundary fences	Yes, if riparian or wetland boundary can be determined, and only of fence types above (e.g., not battening or more stock-proof than minimum). No funding if upgrade to existing boundary fence.	Support cost of boundary fence if it is linked to an improvement in water quality. Cost of normal boundary fences should be borne by the landholder.	No fencing of bush blocks unless a riparian forest with stock access.
Minimum setback is absolute or average for riparian planting of woodier species	Maximum average 10 metre distance from stream setback for riparian planting (either side), with a minimum of 5 metres if planting with woodier species, or 3 metres if planting with sedges / rushes. Allow up to a maximum 20 metre setback (one side) from stream for planting of whole seeps and wide riparian zones.	Important to create corridors of shade and vegetation rather than thin and thick pockets. Absolute Minimum of 3m from bankfull is easier to apply in field. We can promote wider setback based on site by site evaluation (considering slope, drainage and intensity of land use). If riparian planting to be undertaken with woodier species a 5m setback is required (see Table 2 below).	3m setback should generate roughly 50% reduction in runoff-delivered sediment of a 10m buffer, according to literature, and therefore aligns generally with KMR targets. Minimum rather than average is easier for contractors and auditors to understand and apply.
Fund coastal marine area fencing	Yes, but minimum 10 metre setback from mean high water spring mark, and no contribution to reticulation costs.	Sediment loading from coastal erosion is direct to harbour ecosystems so high priority for KMR. Greater setback reflects need to be cautious of storm-surges damaging fences, harsh environments and accommodate for coastal retreat. On a case-by-case basis, even higher setbacks may be advisable.	MHWS10 layer can be incorporated into FP tool to guide advisors, but otherwise compliance is not easy to force, and flexibility will be required.
Fund drain fencing (i.e., artificial waterways,	Yes, but minimum 1m setback with reduced fencing choices or co-funding.	Drains also critical source of contaminants but generally more numerous and less able to	Note straightened natural waterways require minimum

excluding straightened natural waterways)	Fencing natural waterways are prioritised over drain fencing.	be setback from without large productivity (opportunity) cost. Drains also lack minimum setback distance requirements in national regulations. Determination between drains and natural waterways need to be discussed on site and decision made.	setback of 3m as per natural waterways. Need to avoid spending more on drain fencing than natural waterway fencing, as latter has minimum 3m setback so achieves more water quality benefit per metre of fence and cost.
Vary funding by slope	Yes. This will be considered during pre-fencing assessment and reflected in specified price.	Steep fencing proven more costly than flat-rolling land due to inability to use tractor/machinery. Funding package will need to reflect that to ensure fairness.	Need to for advisor to clarify which lengths of fencing are “high” and “low” slope. Inappropriate to rely on GIS layer to constrain farmer. Can compare fencing data generated from FEPs to regional LiDAR slope map to determine if advisors are being accurate and consistent (e.g., part of continued accreditation).
Vary funding by setback	No.	Retain simple criteria for farmers and advisors. If a larger setback is required, support should be available for planting. That will help encourage more and greater setbacks.	
Fund benching as part of fencing	The KMR will contribute to the cost of benching inclusive of the per metre price of fencing, as long as: <ul style="list-style-type: none"> • Consideration is taken of site-specific conditions and earthworks rules and regulations 	Benching is a common practice for fencing, but is not without risk (i.e., channelling water, destabilising toes of slopes, direct erosion in riparian areas, and exposure of sub-soil that does not heal).	The KMR Programme needs to exercise care to ensure that actions that can lead to more erosion are considered and managed. Similarly, care is needed that benching work does not inadvertently breach regulations when resource consents

	<ul style="list-style-type: none"> Approval is reached with the KMR Field Advisor Resource consents, if required, are obtained by the landowner (i.e., earthworks within 100m of a wetland, as under NES-F) <p>The KMR does not contribute to the cost of resource consent or professional fees required when the landowner seeks a resource consent.</p>		are otherwise required. However, the KMR Programme does not have sufficient funds to contribute to resource consent processes – these costs need to be carried by the landowner.
Require minimum wetland size for fencing	Yes. Minimum fenced area ~500m ² .	Aligns with NPS-FM and NES-FW, and ensures greater area to perimeter ratio (e.g., greater treatment of contaminants per unit length and cost of fence).	Farm Environment Plan outputs will help inform regional layer of >500m ² wetlands to support NPS-FM requirements of NRC and AC (e.g., accounting for changes in area, state and vegetation cover).
Fund fencing in / through archaeological sites	No. Fences not allowed in or through known archaeological sites. If sites are discovered in act of implementation, KMR will be consulted and follow accidental find procedure.	Cultural wellbeing outcome in KMR Programme would be undermined by fencing in archaeological sites	<p>Consider if Farm Planning Tool needs a tick box to ensure no archaeological sites disturbed in action plan.</p> <p>Consider presenting information on location of archaeological sites within FP Tool.</p> <p>Opportunity to create archaeological layer with Kaipara Uri for FP Tool.</p> <p>LiDAR and satellite imaged areas of erosion/fencing can be overlaid with archaeological data information to ensure compliance</p>

			(e.g., Analyse FEP outputs and compare actions with locations)
Fund labour and fencing material	Yes to both, but KMR Programme will only support 50% of total cost of operation.	Provide flexibility for landowners, including farmers being able to do labour themselves, or source cheaper contractors or material costs. Materials are generally about 50% of the fencing cost (irrespective of slope).	See separate schedule of market-tested fencing and labour costs (accounting for some sub-regional variation), from which the 50-50 contribution can be calculated.
Standardised funding for materials	Yes, with schedule of costs provided.	Prefer consistent price of materials, while tolerating inconsistencies in labour costs.	Varied by fencing type (linked to stocking class). Issues arising in the Auckland region with higher average fencing costs. Consider ways to address by growing supply, or providing certainty of work to contractors to generate lower price.
Funding of plastics, fibre-glass and metal warratahs	No, as latter either short-lived or not proven to be long-lived.	All new fencing should last minimum 15 years. In flood prone areas or steep areas then hand dug wide spaced wooden posts with engineered wire breakaways at flood prone areas are adequate, and costed appropriately.	Will need to check in audits that farmers haven't used sub-standard materials (e.g. excluded materials or very old fencing posts).
Fund water reticulation where riparian fencing has excluded stock from water source	The KMR will contribute funding for water reticulation by way of a per-trough (\$500-\$800) contribution for each paddock that is adjacent to the stream or wetland to be fenced and/or planted where stock is excluded.	Significant difficulty in accurately costing and auditing water reticulation. This approach is simple easily verified, and makes a meaningful contribution to the cost of water reticulation.	The costs of water reticulation may become a barrier to landowners, but it is a capital asset to landowners and known to improve stock health so there are significant incentives for landowners to invest.
Fund gates	No. Exception is if gate is required to allow stock to be removed from a waterway, in which case funding limited to 1 gate per every 300m of funded	Discourage access to waterways. Gates risk inappropriate or inadvertent stock being let in to waterways to graze during droughts.	NRC have been let down by landowners using funded gates, especially on lake margins, during droughts and feed shortages to allow stock access to waterways.

	riparian fence. Fund up to \$300 per gate, including installation costs.		
Limit annual funding contributions	Yes. Annual \$40,000 threshold per property to distribute KMR grant funding effectively. Exceptions possible if approved by KMR Catchment Remediation Manager.	Ensures prioritisation of work over four-years and sustainable (long-term) employment (e.g., spreads work overtime evenly). Ensures work is completed and nurseries / fencers / crews can plan for work (e.g., reduces likelihood of projected work not being able to be co-funded by farmer)	.

2. Planting criteria

Planting criteria and recommendation to ensure KMR Programme funding support is effective, efficient and readily taken up by farmers. The table below sets out specific details surrounding funding of planting activities of riparian margins for permanent and intermittent streams, and wetland edges.

Assumption is that funding support is provided on a 50-50 basis, with landowner contributions being by cash or in-kind (i.e., farmer labour, using existing materials). A separate schedule of market-tested plant and planting costs will provide the basis to calculate the 50-50 contribution.

Criteria/questions	Approved Approach	Rationale	More detail
Fund riparian planting	Yes, with fencing and minimum 3m setback for sedges/rushes, and 5m for woodier species. Up to an average 10m setback from stream for riparian planting along watercourse (either side), or a maximum 20m setback from one stream bank for planting.	Aligns and if planting is required goes wider than with fencing minimum setback. Planting design will need to site specific based on situation. Advisors and landowners need to consider the buffer size and the minimum distance from fence of 1 m. Maximum setback distance allows planting of whole seeps and wide riparian zones where these occur. Flexibility required to accommodate varied Northland landscapes and complex watercourses.	Guidance needed for KMR to supply to advisors/farmers/nurseries about which species qualify in what zone (e.g., lower bank; upper bank)
Fund planting without fencing	Stock exclusion prior to riparian planting is required, but riparian fencing may not be required, depending on circumstances.	Stock exclusion is required to ensure survival of plantings (e.g., benefits of KMR investment). Circumstances where fencing not required include fencing for areas that are suffering significant stream bank erosion but have no stock; properties that have no stock but have proposed planting to connect significant natural areas; and areas that have been fenced previously and only require planting).	Need to consider if planting can be funded in same year of fencing, or only year after fencing (e.g., ensure exclusion first).

Fund planting of wetlands	Yes, but restricted to seasonally dryer fringe areas considered the same as riparian.	Viable seed-banks common in the wettest areas of wetlands naturally regenerate once stock is removed. However, this generally applies if permanently or seasonally very wet, and often in complexes with dry knolls that can become kikuyu and weed dominated.	Need to determine maintenance payments for wetlands retired to align with planting maintenance costs for planted areas.
Maximum planting area for larger wetlands	Yes. Maximum planting area based on 10m average distance from fence for wetlands.	Edge planting provides protection, species diversity, and can assist with seed sources.	
Fund poplars for HEL stabilisation	Not at this stage.	Kaipara Uri partners are concerned about use of exotic cultivars and absence of alternatives. Afforestation / Soil Conservation strategy work required to resolve.	
Fund afforestation of HEL in pine	No. Not at this stage.	Planting in pine can be economically beneficial for landowners and should not attract KMR funding support. Farm advisors should nevertheless identify highly erodible areas and suggest options where areas can benefit from planting in pine or other plantation species. (Economics of forestry requires above 5 ha in scale for planting and good access for harvesting). Planting pine for clear-fell harvesting adjacent to waterways is not considered best practice to meet KMR objectives.	
Funding of native revegetation species	Yes, if native on riparian and wetland edges.	Exotics are currently problematic for Kaipara Uri partners. Natives on riparian corridors are able to deliver benefits.	Inform with Te Paiaka outputs.
Fund planting labour and plants	Yes. Funding to be based on specific spacing and average price of plant and plant in ground. Schedule of	Plants are not typically 50% or greater of cost so need to derive standardised cost to ensure 50% of combined plant/labour/maintenance costs covered.	Cannot readily hold money back or will slow delivery (e.g., farmers have less \$\$\$ available). Need to

	maximum costs funded to be provided.		determine a maintenance contribution.
Fund site preparation and maintenance	Yes. Due to variables on a site to site basis, standard price list is required ranging easy, medium and hard. Provision of maintenance costs will require evidence of 50% in-kind or cash from the landowners for pest control or weed control.	Variable rates for maintenance between \$200-\$400 per ha of planting for 2 years. Clean planting on previously grazed HEL and riparian is easy and cheap. Hard hill country spraying can be more prohibitively costly. Consider natural regeneration funding for afforestation objectives via a mixture of techniques, i.e. site specific, group (0.2ha) fell or weed control on rank grass, or exotic woody vegetation sites for native regeneration. Natural regeneration forest plans will be required from KMR to support learning and good techniques.	
Fund ongoing maintenance	Yes, see above for 2 years funding for easy site, and 3 years funding for hard sites. Schedule of maximum costs funded to be provided.	Need to encourage ongoing maintenance, particularly for weed-prone areas, to ensure planting survival. Will help generate longer-term, more sustainable employment, as there will be a steady requirement for maintenance.	Maintenance costs should only be paid after audits, as relatively modest costs, but will promote auditing of FPs.
Minimum riparian setback of fencing to enable planting for funding	Yes, 3m (sedges/rushes) and 5m (woodier species).	Aligns and if planting is required goes wider than with fencing minimum setback. Planting design will need to site specific based on situation. You need to consider the buffer size and the minimum distance from fence of 1 m. In hill country where NPS-FW requirements do not apply, some exceptions on minimal distance for planting sedges/rushes might be needed when topography dictates a fence needs to be less than 3 metres from a stream bank. These situations will be rare.	Guidance needed for KMR to supply to advisors/farmers/nurseries about which species qualify in what zone (e.g., lower bank; upper bank)

Require minimum & maximum density	Yes, 0.5m sedges/rushes, with spacing approx. 1.5m for native revegetation).	Ensure sufficient planting density to find optimised planting density: balancing cost of establishing fast growing species and achieving quick canopy closure and keeping down maintenance costs. Ensure spacing is average of 1.5 m spacing to avoid over-planting and wasted resource (e.g., planting too many when maintenance is cheaper to ensure equivalent outcome for water quality – and generate more long-term jobs)	As above, needs to be captured and explained in advisor / farmer / nursery guidance.
Vary funding by setback	No.	Simple, readily messaged. Plant costs are consistent whether on larger or smaller setbacks (only preparation & maintenance costs vary).	Greater setback qualifies for more funding, but on equivalent basis with minimum rules ensuring planting funds are not wasted on buffers so narrow as to have high maintenance costs and less benefit.
Vary funding by slope	No.	Unlike fencing, little variation in labour costs for steeper slopes (e.g., all plants dug by hand regardless). Funding linked only to plants (e.g., cost of plant independent of slope).	
Minimum area required for funding	0.25 ha in native	Encourage planting of contiguous pieces of land (i.e riparian corridors) that are able to better support biodiversity outcomes and reduce sediment loss at same time.	
Planting in archaeological sites	No, planting not allowed in archaeological sites.	Damages site and believed to degrades cultural wellbeing for KMR. Accidental find procedures need to be developed.	Could create information on locations of to guide FP advisors/farmers in tool. Opportunity to create archaeological layer with Joint Committee iwi members to guide decision-making LiDAR assessment could be aligned to the fencing geospatial/FP data generated.

Standardised funding	Yes.	Simpler and easier to convey to advisors / farmers / nurseries. Plant costs are broadly consistent between Northland and Auckland regions (only labour appears to differ).	
Funding for sub-divisional riparian management	No.	Sub-division generates wealth on sale that can fund fencing and planting costs and is often a consent condition. KMR will not support this.	Need to have a signed contract having stipulation that sub-division within 5-years of funding results in cost-recovery by KMR (extends to fencing investment too)
Funding afforestation without planting plan	No.	Planting plans and implementation plan required for all action funding to assure good practices broadly over entire farm. Farm plans can supersede this once national requirements ascertained.	Need to consider how to incorporate "forest management plan" into FP Tool (e.g., ensure firebreaks, avoidance of excessive erosion risk areas, avoidance of riparian corridors, avoidance of wetlands, minimum setbacks and compliance to align with NES Plantation Forestry.)
Funding afforestation on dunes and dune-lake catchments	No.	Water quality is affected in dune lake catchments from widescale afforestation, as draws down / modifies hydrology in remnant and highly valued lakes (e.g., concentrates nutrients resulting in degradation of water quality).	Afforestation plan for Dune Lake catchments needs considered, setbacks and interaction with national & regional regulation and standards better understood.
Limit annual funding contributions	Yes. Annual \$40,000 threshold per property to distribute KMR grant funding effectively. Exceptions possible if approved by KMR Catchment Remediation Manager.	Ensures prioritisation of work over four-years and sustainable (long-term) employment (e.g., spreads work overtime evenly). Ensures work is completed and nurseries / fencers / crews can plan for work (e.g., reduces likelihood of projected work not being able to be co-funded b.y farmer)	Need to assess what max applies to fencing and to planting jobs. Make relative to size of farm.

Table 3. Health and Safety

Health and safety is an important consideration when undertaking remediation works such as fencing and planting.

When working with landowners to agree a Sediment Reduction Plan, the KMR Field Advisor (or other advisor developing grants funding agreements with landowners) will remind the landowner or land manager of requirements to comply with the Health and Safety at Work Act 2015 and supporting regulations. The Field Advisor should stress the importance of a health and safety plan, particularly when working on hill-slopes and near stream-banks, and when operating machinery.

The KMR Field Advisor (or other advisor) will also inform the landowner or farm manager that:

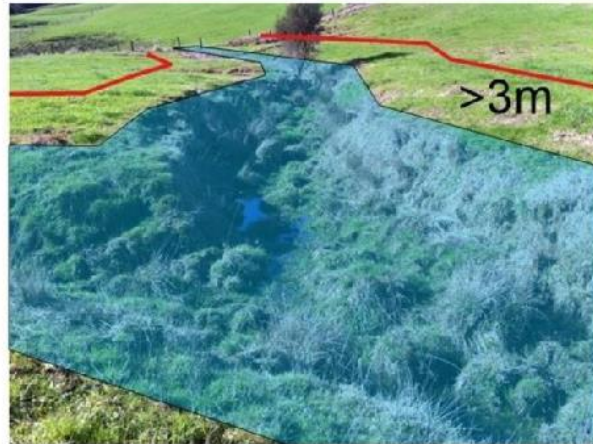
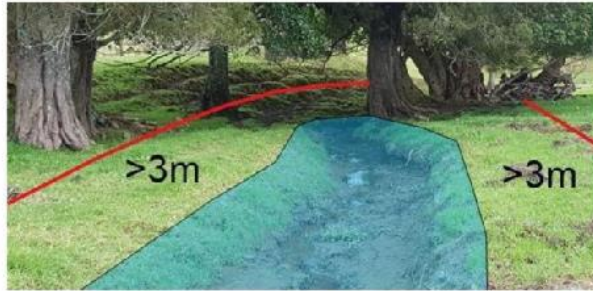
- When a Sediment Reduction Plan identifies remediation work in a specific location, the landowner or contractor can, without increasing cost of the work, vary the path or location of that work to meet best-practice for health and safety outcomes – an example being, if slope or other factors creates a health and safety risk for fencing, and an alternative route achieving the same outcome would lower risk during work. The landowner and contractor can make these adjustments during the work process, and later bring this change to the attention of the KMR advisor.
- If a variation to the path or location of work is required to meet health and safety outcome but would involve additional cost, the landowner must contact the KMR Field Advisor and agree a variation to the Sediment Reduction Plan before work is undertaken.

The KMR Field Advisor will also offer to provide the landowner or farm manager information on Healthy and Safety, such as a template for a site-specific Health and Safety plan and check-list of risk factors. However, the Field Advisor will not offer to review any Health and Safety plans the landowner might develop for implementing remediation works and or to be on-site when those works are undertaken.

Appendix One

3m buffers for stock exclusion

Our current regional plan rules for stock exclusion don't regulate how wide the buffer strip needs to be. The photos below illustrate where the three-metre buffer strip would be measured from for rivers wider than 1 m and lakes.



TITLE: Operating under Covid-19 Protection Framework - Traffic Light System

From: Ben Hope, Ringa-Pārongo | Communications Lead; Willie Wright, Ringa-Hononga Mana Whenua | Mana Whenua Relations Lead and Justine Daw, Pou Tātaki

Authorised by Group Manager: Justine Daw, Pou Tātaki, on 08 December 2021

He Rāpopoto hautū / Executive summary

At midnight on 2 December, New Zealand adopted the COVID-19 Protection Framework (Traffic Light system), with Northland and Auckland both moving to 'Red' until at least 17 January 2022.

This paper responds to the request of the Kaipara Moana Remediation Joint Committee (Joint Committee) on 18 October for advice on how the new Traffic Light system applies to the Kaipara Moana Remediation programme (KMR), and a recommendation for management of Joint Committee meetings, including those held on marae with Kaipara Uri partners.

In line with KMR values, we propose a primary principle of protecting the health and safety of all those working under the KMR banner. This aligns to emerging policies across local and central government, and many Māori groups, businesses and NGOs. We propose an important second principle to honour our partnership commitments through meeting face-to-face (kanohi a kanohi), once it is safe to do so.

This report sets out the practical implications of these principles, and recommends an approach for Joint Committee meetings under each of the Traffic Light settings for discussion and decision.

Ngā tūtohu / Recommendation(s)

1. That the report 'Operating under Covid-19 Protection Framework - Traffic Light System' by Ben Hope, Ringa-Pārongo | Communications Lead; Willie Wright, Ringa-Hononga Mana Whenua | Mana Whenua Relations Lead and Justine Daw, Pou Tātaki and dated 7 December 2021, be received.
2. That the new Traffic Light system be applied to the Kaipara Moana Remediation programme in accordance with two guiding principles:
 - a. protecting the health and safety of all those working under the Kaipara Moana Remediation banner
 - b. honouring Kaipara Moana Remediation partnership commitments by meeting face-to-face (kanohi ki te kanohi), once it is safe to do so
3. Note that Kaipara Maurikura staff and contractors working directly for the KMR will be subject to the Northland Regional Council's policy framework for COVID-19 when finalized
4. That the the recommended approach for applying the Traffic Light system to Kaipara Moana Remediation activities as set out in Attachment 1, including managing Joint Committee meetings in 2022, be adopted.

Horopaki / Context

At midnight on 2 December, New Zealand adopted the COVID-19 Protection Framework (Traffic Light system), with Northland and Auckland both moving to 'Red' until at least 17 January 2022. The Framework aims to manage risks from COVID-19 in the community, with vaccination status a key determinant of this.

Each colour in the Traffic Light sets out various requirements for businesses, marae, households and individuals across the whole of New Zealand. Requirements that affect the KMR work programme include ways of working (i.e., in the office or from home), gathering and event limits, how close-contact engagements are able to safely operate (including community events), and mask-wearing while working.

Under all levels of the Traffic Light system, vaccination status will play an integral role in how KMR staff and the Joint Committee are able to undertake their work.

Attachment 1 sets out the Government's COVID-19 Protection Framework at each colour level, alongside a recommended approach to applying the Framework to KMR activities. This includes a recommended approach to managing Joint Committee meetings in 2022.

Tātari me ngā tūtohu / Analysis and advice

As staff in the Kaipara Maurikura are Northland Regional Council (NRC) employees (or are seconded to the NRC), they will be bound by NRC COVID-19 policies, on which they have had the opportunity to comment. KMR Field Advisors and other contractors working directly for the KMR will be subject to the Northland Regional Council's policy framework for COVID-19 when finalized.

The proposed approach to KMR activities under each colour in the Traffic Light system (Attachment 1) reflect current NRC COVID-19 policies. Currently, under Red, KMR staff are required to socially distance and wear masks, and either work in the office or work flexibly. Detailed guidance in respect of external meetings, community events and field-based activities is still in development, so at the time of writing, the NRC policy is that meetings with externals are to be held online, with community-facing work to be deferred if possible.

Under all levels of the Traffic Light system, vaccination status will play an integral role in how KMR staff, and the Joint Committee, are able to undertake their work. Under a draft policy now out for consultation, it is expected the NRC will shortly adopt a similar policy to most other councils around New Zealand, mandating vaccination for all employees in public-facing roles by 1 February, following a formal risk assessment process.

We have assessed, although it is not yet confirmed, that most of the 14 Kaipara Maurikura staff are at moderate risk as they are public (community) facing, with the possible exception of the three administratively focused staff. Until the policy settings are finalised, we are unsure of the specific implications of the proposed NRC vaccination policy on the Maurikura staff and/or KMR operations.

Auckland Council has proposed a policy for Elected Members, which requires digital attendance at all Council meetings for unvaccinated Elected Members.

Kaipara Uri partners will also have preferences on how they wish to manage the risks on marae, both in terms of whether or not manuhiri can visit under each Traffic Light setting, but also in respect of vaccination status (i.e., whether or not to apply a vaccination mandate for all visitors). As a general principle, we propose that KMR will respect the most stringent protocols for face-to-face meetings i.e., either the requirements set out in the Traffic Light system, or those developed by Uri partner hosts, whichever is the most stringent.

Other comparable policies and approaches

To provide context for the NRC policies, we set out below summary information on the approach taken by other local councils and Iwi.

Auckland Council

Auckland Council has adopted a vaccination mandate policy for staff. All Auckland Council employees who work in council facilities, offices, or out in the field must be vaccinated by 17 January 2022. In addition, contractors, and volunteers who work in Auckland Council facilities and offices, or who work under council direct control and influence must be vaccinated to undertake this work.

Auckland Council is also considering a COVID-19 vaccine mandate for all Elected members. Elected members who are not vaccinated – or who do not wish to disclose their status – will be asked to work from home while there is still the risk of the virus circulating throughout the community. This will be reviewed every 3 months and align with the Traffic Light system.

Partner Mana Whenua

At this stage, no Kaipara Uri group has a comprehensive COVID-19 policy for all of its marae. It is up to individual marae to choose how and when they open. Some entities do have a COVID-19 policy as it relates to their individual business units. This may change with further definition of COVID-19 settings under the Traffic Light system.

Kaipara District Council

A draft policy is in development for staff working at council-owned venues, with full vaccination likely to be required from anybody using those venues for any purpose.

Recommended approach to KMR activities and Joint Committee meetings

In line with KMR values, we propose two principles to guide application of the Traffic Light system to the KMR programme:

- protecting the health and safety of all those working under the Kaipara Moana Remediation (KMR) banner, while
- honouring our partnership commitments to meet face to face (kanohi ki te kanohi), as soon as it is safe to do so.

Attachment 1 summarises the Government's COVID-19 Protection Framework at each Traffic Light level, alongside a recommended approach to applying the Framework to KMR activities in ways that align to the NRC COVID-19 policies.

Attachment 1 also outlines a recommended approach to managing Joint Committee meetings in 2022:

- In **Red**, all Joint Committee meetings are held online, i.e., remotely.
- In **Orange**, Joint Committee meetings and workshops may be held in person, at a specified location, should the location accept hosting the meeting. All KMR staff and Joint Committee members must be fully vaccinated to attend in person. Online attendance is required for anyone who is only partly vaccinated, unvaccinated, or whose vaccination status is unclear.
- In **Green**, all Joint Committee meetings and workshops may be held in person, subject to further clarification of Government rules for the Green Traffic Light setting.

Under Orange and Red Traffic Light settings, vaccination passes will be required for those attending Joint Committee meetings in person.

For all Joint Committee meetings and workshops in 2022, a back-up online meeting option will be provided for, with the Chair and Pou Tātaki able to make a final decision on the meeting or workshop format based on levels of risk at the time.

Considerations

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

Effectively managing risks to the KMR programme, Kaipara Maurikura staff, KMR partners, and the communities with whom we engage, is central to demonstrating the values on which the KMR programme is based.

2. **Ngā ritenga take pūtea / Financial implications**

There are no foreseeable financial implications, other than reduced travel costs for all online meetings and workshops.

3. **Ngā hiranga me ngā hononga / 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.²

4. **Ngā tūraru me ngā mauru / Risks and mitigation**

The risk of COVID-19 and how we mitigate risks to all those we work with under the KMR banner is significant. There are not only legal obligations in respect of wellbeing, health and safety, but reputational risks from not taking expected care in terms of reducing the risks of an outbreak.

5. **Ngā whāinga mō āmuri / Next steps**

Kaipara Maurikura staff will set up a calendar of meetings and workshops to implement Joint Committee decisions. This will include identifying possible marae hosts for scheduled Joint Committee meetings, subject to Traffic Light colour settings at the time. We will work with the marae to ensure any confirmed meeting can be undertaken safely for all of those involved.

Ngā tapirihanga / Attachments

Attachment 1: Covid-19 Protocols Operating under Framework Risk Table

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 is that council's Significant and Engagement Policy that will apply to joint committee decision making.

Attachment 1 – Operating in the COVID-19 Protection Framework (Traffic Light system): Proposed approach for KMR operations

	<u>Risk Assessment Metrics</u>	<u>NZ Government Covid-19 Protection Framework</u>	<u>Proposed approach for KMR operations</u>
GREEN LOW RISK	<p>Covid 19 is across NZ with limited community cases. Hospitalisations are at a manageable level. The whole health system is ready to respond – primary care, public health, and hospitals.</p>	<p>General Guidelines</p> <ul style="list-style-type: none"> Record keeping/scanning required Face coverings mandatory on flights, encouraged indoors Public facilities, retail, workplaces, and education – open Specified outdoor community events allowed <p>If Vaccination Certificates ARE USED:</p> <ul style="list-style-type: none"> Hospitality, Gatherings (weddings, marae, places of worship), Events, Gyms and Close contact businesses, numbers have NO LIMITS <p>If Vaccinations Certificates are NOT USED:</p> <ul style="list-style-type: none"> Restrictions of up to 100 people, based on 1m distancing, seated, and separated. Restrictions on gatherings (weddings, marae, places of worship) up to 100 people, based on 1m distancing 	<p>General Guidelines</p> <ul style="list-style-type: none"> Record keeping/scanning required Face coverings encouraged when attending meetings/hui/wānanga offsite Office is open to all Use of hygiene measures <p>If Vaccination Certificates ARE USED:</p> <ul style="list-style-type: none"> Meetings/hui(indoor/outdoor) numbers have NO LIMITS Maurikura is open to everyone <p>If Vaccination Certificates are NOT USED:</p> <ul style="list-style-type: none"> Maurikura offices are open with distancing & hygiene measures observed for meetings with externals Restrictions of up to 100 people with 1m distancing at Meetings/Hui/Wānanga (indoors) <p>Joint Committee meetings/workshops</p> <ul style="list-style-type: none"> Can be held in person, including on Marae with agreement from Marae, and subject to further clarification of Government rules for the Green Traffic Light setting.

	<u>Risk Assessment Metrics</u>	<u>NZ Government Covid-19 Protection Framework</u>	<u>Proposed approach for KMR operations</u>
ORANGE MEDIUM RISK	<p>Increasing community transmission with increasing pressure on health system. The whole health system is focusing on resources but can manage – primary care, public health, and hospitals. Increasing risk to at risk populations.</p>	<p>General Guidelines</p> <ul style="list-style-type: none"> Record keeping/scanning required Face coverings mandatory on flights, public transport, taxis, retail, public venues, encouraged elsewhere Public facilities, retail, education, specified outdoor community events are open/allowed with public health measures in place. Retail and public facilities have capacity and 1m distancing <p>If Vaccination Certificates ARE USED:</p> <ul style="list-style-type: none"> Hospitality, gatherings, events (indoor/outdoor), close contact businesses & gyms, numbers have NO LIMITS <p>If Vaccination Certificates are NOT USED</p> <ul style="list-style-type: none"> Restrictions on gatherings (weddings, marae, places of worship) up to 50 people, based on 1m distancing. Hospitality – contactless only. Close contact businesses, events (indoor/outdoor) and gyms are NOT ALLOWED to operate. Mask wearing mandatory on public transport and encouraged elsewhere 	<p>General Guidelines</p> <ul style="list-style-type: none"> Record keeping/scanning required Face coverings encouraged when at meetings/hui indoors, optional when outdoors Office is open with distancing measures in place Use of hygiene measures <p>If Vaccination Certificates ARE USED:</p> <ul style="list-style-type: none"> Northland Regional Council (and Maurikura) offices are open to those with a valid My Vaccine Pass Hygiene measures followed Meetings/hui/wānanga numbers have NO LIMITS Staff would work with mare/locations to ensure that similar protocols are adhered to for all attendees of any hui/wānanga <p>If Vaccination Certificates are NOT USED:</p> <ul style="list-style-type: none"> Northland Regional Council (and Maurikura) offices are not open to those without a valid My Vaccine Pass External meetings/hui/wānanga have capacity limits of 50 people with 1m distancing. Consider holding outdoors or via remote video conferencing wherever possible. Face coverings strongly advised when attending all offsite meetings Hygiene measures are strictly adhered to Staff to complete a Covid-19 risk assessment for each event hosted of (20+) to (50+) capacity - using an internal Covid-19 risk assessment matrix¹ Staff to return negative Covid-19 test within 72hrs prior to hosting community events of medium (20+) or large (50+) events. Staff representing the organization should avoid close contact greetings such as hugging, kissing or hongis during this period. <p>Joint Committee meetings/workshops</p> <ul style="list-style-type: none"> May be held in person, at a specified location, should the location accept hosting the meeting. All KMR staff and Joint Committee members must be fully vaccinated to attend in person. Online attendance is required for anyone who is only partly vaccinated, unvaccinated, or whose vaccination status is unclear.

	<u>Risk Assessment Metrics</u>	<u>NZ Government</u> <u>Covid-19 Protection Framework</u>	<u>Proposed approach for KMR operations</u>
RED HIGH RISK	<p>Action needed to protect the health system – a system facing an unsustainable number of hospitalizations.</p> <p>Action needed to protect at-risk populations.</p>	<p>General Guidance</p> <ul style="list-style-type: none"> Record Keeping/scanning required Face coverings mandatory on public transport, taxis, retail, public venues, recommended whenever leaving the house Public facilities open with up to 100 people based on 1m distance Retail opens with capacity limits and 1m distancing Workplaces – working from home encouraged Education opens with public health measures and controls Specified outdoor community events allowed with capacity limits <p>If Vaccination Certificates ARE USED:</p> <ul style="list-style-type: none"> Hospitality, gatherings, events (indoor/outdoor), gym numbers have a limit of up to 100 with 1m distancing. Close contact businesses – public health measures in place Education – vaccinations required for onsite delivery with capacity based on 1m distancing <p>If Vaccination Certificates are NOT USED:</p> <ul style="list-style-type: none"> Hospitality – contactless only Gatherings (weddings, marae, places of worship) up to 25 people Close contact businesses, events (indoor/outdoor) and gyms are NOT ALLOWED to operate <p>Tertiary education – distance learning only</p>	<p>General Guidance</p> <ul style="list-style-type: none"> Record keeping/scanning required Face coverings are strongly encouraged when attending meetings offsite and outdoors. Working from home is encouraged when possible Hygiene measures should be strictly adhered to <p>If Vaccination Certificates ARE USED:</p> <ul style="list-style-type: none"> Northland Regional Council (and Maurikura) offices are open to those with a valid My Vaccine Pass Hygiene measures strictly adhered too Meetings/Hui/Wānanga have a limit of 100 people with 1m distancing and mask wearing strongly encouraged when offsite. Staff to complete a Covid-19 risk assessment for each event hosted of (20+) to (50+) capacity, using an internal covid-19 risk assessment matrix <p>If Vaccination Certificates are NOT USED:</p> <ul style="list-style-type: none"> Northland Regional Council (and Maurikura) offices are not open to those without a valid My Vaccine Pass External Meetings/Hui/Wānanga can be held with a limit of 25 people with 1m distancing. Consider holding outdoors OR remotely via video conferencing whenever possible. Face coverings strongly advised when employees attend all offsite meetings Staff should consider holding off hosting any event of medium (20+) to large (50+) capacity during this setting <p>Joint Committee meetings/workshops</p> <ul style="list-style-type: none"> are held online, i.e., remotely.

TITLE: **Strategic Risk Framework**

From: Justine Daw, Pou Tātaki and John Hutton, Strategic Business Manager, Kaipara Maurikura

Authorised by Group Manager: Justine Daw, Pou Tātaki, on 08 December 2021

He Rāpopoto hautū / Executive summary

This paper provides a synthesis view of the most important strategic risks for Kaipara Moana Remediation (KMR), current and planned mitigations, and residual risk, for testing with the Kaipara Moana Remediation Joint Committee (Joint Committee). Feedback is sought on the proposed risk types, current and planned mitigations, and associated residual risks, to enable finalisation of the Framework.

Once finalised, the proposed strategic risk framework will inform work programme planning, regular discussion with the Joint Committee and Ministry for the Environment, and guide regular reporting from the Pou Tātaki on any changes to the risk environment and/or necessary mitigations.

Ngā tūtohu / Recommendation(s)

1. That the report 'Strategic Risk Framework' by Justine Daw, Pou Tātaki and John Hutton, Strategic Business Manager, Kaipara Maurikura and dated 7 December 2021, be received.
 2. Note that the Framework will guide regular risk assessment, management, and reporting, and inform a detailed Risk Register to be included in the Kaipara Moana Remediation Year 3 Annual Work Plan for 2022-2023.
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Horopaki / Context

Each year, the KMR Annual Work Plan includes a Risk Register, outlining risks to the work programme and mitigations that the programme will take. The Year 2 Work Plan, approved by the Joint Committee on 25 June 2021 (ID A1450792), includes a comprehensive risk register and associated mitigations. The Work Plan facilitates regular discussions on risk with both the Joint Committee and the Ministry for the Environment, as Crown funder and contracting party for KMR. At the Joint Committee workshop on 18 October 2021, the Joint Committee provided early comment on refreshed programme risks for KMR, building on earlier work at the 16 August 2021 workshop.

Discussions to date with the Joint Committee on KMR programme risks have confirmed that:

- The Joint Committee as a whole 'owns' Strategic Risk
 - Strategic Risk will be a standard agenda item for future KMR Joint Committee workshops, to ensure the Joint Committee can engage on programme risks and provide guidance to staff
 - The Pou Tātaki, Joint Committee Chair and Deputy Chair can discuss risk in regular pre-agenda meetings, as well as urgently, if required
 - The Pou Tātaki is the risk lead at an operational level, and will clarify specific Risk Owners among Kaipara Maurikura staff
 - The Year 3 Annual Work Plan requires an updated Risk Register (due June 2022)
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Tātari me ngā tūtohu / Analysis and advice

Attachment 1 sets out a draft Strategic Risk Framework (the Framework) for the KMR programme. The Framework is intended to provide a high-level, synthesis view of the main strategic risks for the

programme, current and planned mitigations, and an assessment of residual risk. More technical and lower-impact operational risks are captured in a more detailed programme Risk Register, and will be managed by the Kaipara Maurikura, with escalation to the Joint Committee if residual risk levels increase and/or cannot be managed via available mitigations.

Once finalised, the Strategic Risk Framework will guide regular discussions on risk assessment, management and reporting to the Joint Committee and the Ministry for the Environment. The Framework will also inform a formal Risk Register to be included in the Annual Work Plan for 2022-23, which is to be discussed by the Joint Committee at the March 2022 workshop. The draft Work Plan will be tabled to the Joint Committee meeting in April 2022 for review, and approval to release to the Ministry for the Environment.

Attachment 2 (*Risk Assessment Matrix and Strategic Risk Ratings (Residual)*) provides a summary of the assessment of residual risks for each strategic risk.

Delivery risks. As set out in Attachment 1, only one strategic risk is assessed as 'High' in terms of residual risk. This is risk SR5 (*COVID-19 delays continue to affect KMR engagement and delivery*), a Reputational Risk relating to *KMR delivery does not meet expectations*.

Unfortunately, KMR is not alone in facing risk from COVID-19 impacts. Indeed, there is widespread evidence of programme delivery delays across sectors, both in New Zealand and globally due to supply chain disruptions, labour shortages, lockdowns, workplace spacing restrictions, gathering limits, the impacts of the pandemic on wellbeing, and changing societal attitudes to attending community events. Additionally, there is a high degree of uncertainty in terms of assessing future impacts of COVID-19 on programme delivery, including due to the emergence of new variants of concern (e.g., Omicron).

We would therefore welcome Joint Committee discussion of whether the SR5 risk ratings appears to be fair, whether there are other mitigations the KMR programme might wish to consider in addition to those listed, and the Joint Committee's risk appetite in relation to this risk type (*delivery does not meet expectations*) more generally.

Considerations

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

Effectively managing risks to the KMR programme, Kaipara Maurikura staff, KMR partners, and the communities with whom we engage, is central to demonstrating the values on which the KMR programme is based.

2. **Ngā ritenga take pūtea / Financial implications**

By definition, the Strategic Risk Framework will provide early input into budget-setting for the 2022-2023 financial year through the Year 3 Annual Work Plan. It may also drive greater investment than planned under the current year budget, should any strategic risks require additional investment. In this event, any material financial implications will be brought early to the Joint Committee for discussion and decision.

The identified strategic risks relating to delivery delays (see Attachment 1, risks SR4 and SR5) may continue to affect the KMR programme's delivery against budget. Delays to grant funding for landowners, and associated programme expenditure, may continue to drive underspend compared to budget and may require a second year of carry-over of funding from this financial year into next financial year. We will continue to closely monitor the KMR budget position and report on this regularly to the Joint Committee and the Ministry for the Environment. To date, discussions with the Ministry for the Environment have not signalled any undue concern with the level of COVID-19 impacts on the programme delivery and associated budget position.

3. Ngā hiranga me ngā hononga / 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.³

4. Ngā tūraru me ngā mauru / Risks and mitigation

The proposed Framework demonstrates a consistent approach to identifying and managing significant programme risks and mitigating them, as well as ensuring regular dialogue on risks with both the Joint Committee and Ministry for the Environment.

5. Ngā whāinga mō āmuri / Next steps

It is proposed to discuss strategic risks regularly with the Joint Committee via the scheduled workshop sessions in 2022, as well as through the bi-monthly Pou Tātaki report in respect of any material changes to the risk environment and or any necessary new mitigations. The Pou Tātaki will also engage regularly with the Chair and Deputy Chair, as needed, on new or changing strategic risks.

Ngā tapirihanga / Attachments

Attachment 1: Proposed Strategic Risk Framework (November 2021)

³ This joint committee operating under the Local Government Act 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 is that council's Significant and Engagement Policy that will apply to joint committee decision making.

Attachment 1: Proposed Strategic Risk Framework (November 2021)

Risk type	Risk description	Unmitigated risk	Current or <i>Planned</i> mitigations	Residual risk
Strategic risks				
Changing operating environment	SR1 - Political or investor support for KMR wanes	Low	<ul style="list-style-type: none"> Communications Plan and Engagement Plan implementation <i>Programme of senior-level engagement by Pou Tātaki</i> 	Low
	SR2 - Farm Plan regulations reduce uptake of KMR services	Medium	<ul style="list-style-type: none"> Communications Plan and Engagement Plan implementation <i>KMR Landowner Grants and Whenua Whānui Fund application engagement / roll-out</i> <i>Landowner grants funding policy supports landowners to complete Freshwater Farm Plans, including identification of remediation works</i> <i>Programme partnerships / promotion of additional funding sources</i> 	Low
	SR3 - Economic downturn reduces uptake of KMR grants and slows works	Medium	<ul style="list-style-type: none"> Communications Plan and Engagement Plan implementation <i>Review grants funding criteria to enable greater flexibility for landowner contributions</i> <i>Programme partnerships / promotion of additional funding sources</i> 	Medium
Reputational risks				
KMR delivery does not meet expectations	SR4 - KMR is slow to make available Jobs for Nature investments, and/or the quality of delivery of services is poor	High	<ul style="list-style-type: none"> Kaipara Maurikura team in place <i>KMR Landowner Grants and Whenua Whānui Grants engagement / roll-out</i> Communications Plan and Engagement Plan implementation Early engagement with MfE, partners and stakeholders on reason for delays <i>Programme prioritisation in 2022</i> 	Medium
	SR5 - COVID-19 delays continue to affect KMR engagement and delivery	High	<ul style="list-style-type: none"> NRC COVID-19, Work from Home, and Flexitime Policies Early engagement with MfE, partners and stakeholders on reason for delays <i>NRC COVID-19 vaccination mandate</i> <i>Joint Committee decisions re marae & other meetings during COVID-19 settings</i> 	High
KMR brought into disrepute	SR6 - KMR staff or contractors improperly use KMR funding or other resources	Low	<ul style="list-style-type: none"> NRC financial controls/audits including fraud controls/audits NRC staff vetting processes, including police checks & conflict of Interest controls <i>KMR accreditation, SOPs and QA processes</i> <i>KMR contract management and grant auditing processes</i> <i>SmartyGrants digital tool development and processes</i> 	Low

Risk type	Risk description	Unmitigated risk	Current or <i>Planned</i> mitigations	Residual risk
Relational risks				
KMR partnerships are not honoured	SR7 - KMR fails to demonstrate the intent of the founding MOU	Low	<ul style="list-style-type: none"> Joint Committee papers provide comment on alignment to MOU investment objectives 'No surprises' communications of key matters to Joint Committee members via the Chair Senior Officers Oversight Group with senior NRC and AC staff, and Kaipara Uri entity CEs Communications Plan and Engagement Plan implementation <i>Regular engagement with MfE / Ministers as investors</i> 	Low
	SR8 - KMR fails to engage fully with non-Kaipara Uri mana whenua groups and/or Treaty Settlement processes inadvertently affect KMR engagement	Medium	<ul style="list-style-type: none"> Appointment of Mana Whenua Relationships Lead Whenua Whānui Scheme and Catchment Group Project Support funding available for marae and hapū groups KMR training and accreditation available to all-comers across the full catchment <i>Support establishment of Catchment Reference Groups or equivalent to coordinate local remediation projects</i> 	Low
Wellbeing, safety and health risks				
Avoidable harms or deaths	SR9 - H&S risks to staff, partners, contractors, sub-contractors and communities are not adequately managed	High	<ul style="list-style-type: none"> NRC Health & Safety Policies and SOPs, including for contractors and sub-contractors NRC COVID-19 protocols <i>and forthcoming COVID-19 vaccination policy</i> <i>KMR subcontractor accreditation processes and SOPs</i> <i>KMR SiteWise accreditation and audit programme</i> 	Medium

Attachment 2: Risk Assessment Matrix and Strategic Risk Ratings (Residual)

KMR Programme
Risk Assessment Matrix & Strategic Risk Ratings (Residual)

Likelihood	Consequence				
	Inconsequential (1)	Minor (2)	Moderate (3)	Major (4)	Severe (5)
Frequent (5)	5 Moderate	10 High	15 Extreme	20 Extreme	25 Extreme
Often (4)	4 Low	8 High	12 High	16 Extreme	20 Extreme
Likely (3)	3 Low	6 Moderate	9 High	12 High	15 Extreme
Possible (2)	2 Low	4 Low	6 Moderate	8 High	10 High
Rare (1)	1 Low	2 Low	3 Low	4 Low	5 Moderate

Risk #	Risk name	Risk #	Risk name
SR1	Political / investor support wanes	SR6	Improper use of KMR resources
SR2	Regulatory drivers reduce willingness to engage	SR7	Relationships damaged by not honouring MOU intent
SR3	Economic downturn slows landowner uptake	SR8	KMR fails to engage fully with wider mana whenua groups and/or Treaty Settlement processes affect KMR engagement
SR4	Slow delivery and/or poor quality delivery	SR9	Avoidable harm or death through KMR activities
SR5	COVID affects KMR programme delivery		