

AGENDA

RĀRANGI TAKE

**Kaipara Moana Remediation
Joint Committee
Monday 22 March 2021 at 09:30am**

Kaipara Moana Remediation Joint Committee Agenda

Meeting to be held at the Puatahi Marae
on Monday 22 March 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 - Kaipara Moana Remediation Joint Committee meeting
22 February 2021 3

5.0 NGĀ RĪMITI (ITEMS)

- 5.1** Landowner Grants through Sediment Reduction Plans 7
- 5.2** Fonterra Tiaki Partnership: Revised Project Proposal 30
- 5.3** Proposed Partner and Stakeholder Engagement Strategy 38
- 5.4** Kaipara Moana Remediation Programme Interim Communications Actions 76

TITLE: Confirmation of Minutes - Kaipara Moana Remediation
Joint Committee meeting 22 February 2021

ID: A1423183

From: Leah Porter, PA/Administrator Environmental Services

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

Recommendation

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

Attachments/Ngā tapirihanga

Attachment 1: Kaipara Moana Remediation Joint Committee meeting minutes - 22 February 2021 [↓](#)



Kaipara Moana Remediation Joint Committee
22 February 2021

Kaipara Moana Remediation Joint Committee Minutes

Meeting held in the Committee Room, NRC and via Zoom
on Monday 22 February 2021, commencing at 09:30am

Tuhinga (Present):

Te Rūnanga o Ngāti Whātua, Tame Te Rangi (Chair)
NRC Chair Penny Smart (Deputy Chair)
NRC Councillor Amy Macdonald
Auckland Council Daniel Newman
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, Willie Wright
NRC Councillor Joce Yeoman

I Tae Mai (In Attendance):

Malcolm Nicolson – NRC	Jonathan Gibbard – NRC
John Hutton – Auckland Council	Alan Wilcox – Kaipara Uri Representative
Penny Pirrit – NRC	Caleb Male – Auckland Council
Leah Porter – NRC	Julia Price – MFE
Moana Everson – MFE	Tracie Dean-Spiers
Duncan Kervell – NRC	Violet Nathan – Waitiri Whanau
Wikitoria Wright – TUOH Taumatua	Sharon Kaipo – Mangakahia
Anne Davies	Duncan McAulay
Moana Ihaia	Trevor Tacker – IKHMG
John Edwards – TUOH	Pene Hita – Waikaretu
Jeannie Poutai – NKONWM	Tyrone Raumati – Ngati Whatua
Scottie Williams – Ngati Whatua	Jane McAlpine – TUOH
Sharon Kaipo – Mangakahia	Bill Paikea – Maungaturoto
Tawhiri Littlejohn – Ngati Whatua	Missy Ashby – NUOH Nursery
Mark Stewart – NUOH Nursery	Toni Hart – NUOH Nursery
Levi Hart – NUOH Nursery	Zenith Sayer – NUOH Nursery
Jason Sayer – NUOH Nursery	Grant Kelly – NUOH Nursery
Tania Moriarty – TUOH	Tania Whatarau – TUOH
Ngareta Richard – TUOH	Gloria Matenga – TUOH
Hone Matenga – TUOH	Katarina Tautuhi – TUOH
Hoane Kingi – Wai Mari	Jonathan Rishworth – TUOH
Sasha Perkinson – TUOH	Te Aroha Busby-Parkes – TUOH
Martha Nathan – TUOH	Liz Nathan – TUOH
Rangi Nathan – TUOH	Charles Harris – TUOH
Whetu Henderson – Green Team	Mike Henderson – Green Team
Tane Henderson – Green Team	Kelly Retimana – Ripia Marae
Toko Retiman – Naumai Marae	Hona Edwards – Nga Kaitiaki Wai Maori
Delaraine Armstrong – Te Orewai	Ruiha Collier – Nga Hapū Kaitiaki
Analatu Wolfram-McKay – Kaitiaki Wai Maori	Hinemoa Apetera – Nga Kaitiaki o Wai Maori

Kaipara Moana Remediation Joint Committee
22 February 2021

The Chair declared the meeting open at 09:30

Karakia Timatanga

Ngā whakapahā/Apologies (Item 1.0)

Moved (Wright / Warriner)

That the apologies Cherie Povey and Malcolm Welsh for non-attendance be received.

Carried

Ngā whakapuakanga (Declarations of Conflicts of Interest)

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

Confirmation of Minutes - Kaipara Moana Remediation Joint Committee meeting 04 December 2020 (Item 4.1)

ID: A1411342

Report from Leah Porter, PA/Administrator Environmental Services

Moved (Smart/Sherard)

That the minutes of the Kaipara Moana Remediation Joint Committee meeting held on 04 December 2021 be confirmed as a true and correct record.

Carried

Kaipara Moana Remediation Programme Operations Delivery Vehicle- Interim Report (Item 5.1)

ID: A1408131

Report from Penny Pirrit, Northland Regional Council Management Representative

Moved (Smart/Warriner)

1. That the report 'Kaipara Moana Remediation Programme Operations Delivery Vehicle- Interim Report' by Penny Pirrit, Northland Regional Council Management Representative and dated 2 February 2021, be received.
2. That the Joint Committee endorses in principle the option of the operations vehicle being a business unit within the Northland Regional Council.
3. That the Joint Committee agrees that the recruitment process for the manager of the operations business unit should commence.
4. That the Joint Committee establish a subcommittee consisting of the following two Kaipara Uri and two Council members and delegate to the subcommittee to work with the Chief Executive of Northland Regional Council to develop and approve the job description and interview process for the business unit manager, and to recommend to the Joint Committee a draft Statement of Service Requirements and a Chief Executive Responsibilities Agreement.

ID: A1412348

2

Kaipara Moana Remediation Joint Committee
22 February 2021

- Kaipara Uri Member – Virginia Warriner;
 - Kaipara Uri Member – Willie Wright;
 - Council Member – Phelan Pirrie;
 - Council Member – Joce Yeoman;
5. That the Joint Committee approves the establishment of a Senior Officer Oversight Group, made up of senior officers from the Member Parties, to collaborate with the Chief Executive of the Northland Regional Council on the following management and operational matters of the establishment process:
- a) the structure of the business unit.
 - b) recruitment processes for the business unit's core dedicated staff.
 - c) secondment and contractor processes.
 - d) shared service arrangements, including physical location of business unit.
 - e) the costs for establishing and running the business unit.
 - f) operational processes (e.g. procurement and insurances).
 - g) transitional processes to the future Kaipara Moana Body
6. That a detailed report on the work of the sub-committee and the Senior Officers Oversight Group, and any other establishment matters, be provided for the March meeting of this Committee.

Carried

Secretarial note: amendment of wording was made to recommendation 5, and recommendation 5g was added.

Progress Report on Year 1 Work Programme (Item 5.2)

ID: A1411303

Report from John Hutton, Auckland Council Management Representative

Moved (Wright/Macdonald)

1. That the report 'Progress Report on Year 1 Work Programme' by John Hutton, Auckland Council Management Representative and dated 11 February 2021, be received.
2. That the Tākoha / Koha Policy in Attachment 1 to the main report be adopted.

Secretarial Note: Cr Sayers left the meeting at 1:00pm.

3. That staff bring a paper to the Joint Committee on costing and accounting for Kaipara Uri, as well as catchment based groups and others, in-kind contributions.

Carried

Secretarial Note: Recommendation 3 was added to request further analysis and recommendations on the ability for Kaipara Uri and other groups non-financial contributions to the success of the Kaipara Moana Remediation Programme to be formally recognised as in-kind contributions under the terms of the programmes Deed of Funding. .

Karakia Mutunga

Whakamutunga (Conclusion)

The meeting concluded at 1:12pm.

TITLE: Landowner Grants through Sediment Reduction Plans

ID: A1423057

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

Authorised by Group Manager: Jonathan Gibbard, Group Manager - Environmental Services, on 15 March 2021

He Rāpopoto hautū / Executive summary

The primary investment objective of the KMR Programme is to help restore the mauri of Kaipara Moana through a material reduction in erosion from land and streams. To achieve this, targeted grants funding to incentivise and support landowners to undertake remediation work 'at pace and scale' is required. Opportunities for marae, hapū and community groups also need to be provided to work collectively with landowners, including for land in multiple ownership, to undertake remediation projects.

Grants funding requires human resource to engage with landowners to agree and audit funding contracts, alongside funding criteria, technical guidance, communications, and accounting and back-office support.

Currently neither Auckland Council nor Northland Regional Council have sufficient staff capacity to support the KMR Programme to run a landowner grants scheme of this scale. Some capacity could be provided by the Integrated Kaipara Harbour Management Group (IKHMG), but this would only partly meet needs and be in the short term. While Kaipara Uri are creating an Environmental Unit, this is not yet established, and its focus and capacity is yet to be confirmed.

It is proposed, as an interim step over the next 12-18 months, that the KMR Programme provide grants through 'Sediment Reduction Plans' (Attachment 1). Sediment Reduction Plans would be agreed with landowners and later integrated into Farm Environment Plans (FEPs) when the KMR Programme has the advisory capacity and supporting digital tools available. Support provided through Sediment Reduction Plans is proposed to be available for individual landowners, for landowners who wish to work collectively, or through engagement with hapū, marae and community groups.

Direction is sought for KMR Programme staff to prepare project plans, staffing and budget estimates for consideration under the KMR Programme Year 2 Work Plan to deliver a grants programme. Immediate approval of \$30,000 is also proposed, drawing from the Year 1 Work Plan 'Catchment Group Project Support' budget, to assist with workforce design, draft job descriptions (and/or contractor requirements), and prepare project budget estimates for consideration.

Funding criteria for KMR grants funding to landowners have been developed for approval (Attachment 2). The criteria focus on fencing and riparian and wetland planting. If approved, the criteria will be used also by Fonterra to underpin funding provided under the revised Fonterra Tiaki Partnership project proposal, alongside any other KMR-supported remediation projects. Engagement is proposed to be undertaken with experienced Kaipara Moana landowners and agricultural sector bodies to test the workability of the criteria at an on-farm level. Viable changes that arise will be brought back for approval.

Ngā tūtohu / Recommendation(s)

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.
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.
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.
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.
5. That the 'KMR Programme Remediation Funding Criteria' in Attachment 2 to the agenda report is approved.
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.
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.

Horopaki / Context

Under the Kaipara Moana Remediation (KMR) Programme's Year 1 work plan (FY2020-21) budget has been approved for four projects that directly support remediation actions on the ground:

- a) NRC Grants Funding
- b) Waiotū Catchment Care Group
- c) Waterway Wetland Remediation – Forest Bridge Trust
- d) Fonterra Tiaki Partnership (revised proposal to be approved).

These projects draw largely on existing council systems and staff, and the capacity of third parties to deliver.

To meet KMR Programme objectives of remediation 'at pace and scale', a significant level of funding needs to be provided to landowners in the Kaipara Moana catchment to undertake remediation works. This is particularly so for dry-stock landowners if the revised Fonterra Tiaki Partnership project is approved (see Agenda report 'Fonterra Tiaki Partnership: Revised Project Proposal').

There is also a need to engage with and provide opportunities for marae, hapū and community groups to work with landowners, including land in multiple ownership, to undertake remediation projects.

Tātari me ngā tūtohu / Analysis and advice

Current capacity of KMR Programme Partners to deliver grants

Presently neither Auckland Council nor Northland Regional Council has staff capacity to support the KMR Programme to run a grants funding scheme of this scale.

While Interim Management Team members are meeting with Kaipara Uri representatives to discuss the proposed Kaipara Uri Environmental Unit, it is too early to know exactly what the focus of this Unit will be and what capacity it may have to support this type of programme. It is however hoped these discussions will progress in tandem and can inform the final delivery model.

IKHMG has confirmed that they can contribute some capacity immediately (funded by MPI through a contract with the IKHMG via Te Uri o Hau Settlement Trust's Environs Holdings), but this is time-bound to the end of October 2021, so would only partly meet needs and only in the short term.

Given the current lack of capacity, this means a grants scheme cannot be set up this financial year and new capacity needs to be budgeted for and built, to support delivery in year 2.

Key requirements to implement grant funding

There are complexities to grants funding. Human resource is required to engage with landowners to agree and audit funding contracts. Clear funding criteria and technical guidance is required to prioritise and structure work. Appropriately branded communications to encourage landowners to take up grants is needed. Processing, accounting and back-office systems are also necessary.

The cost of running a grants programme needs to be carefully managed to ensure on-ground outcomes are achieved with low overheads.

Interdependencies within the KMR Programme

Key KMR Programme strategies are currently being completed, including the Engagement Strategy (see Agenda Report 'Kaipara Moana Remediation Programme Proposed Partner and Stakeholder Engagement Strategy'), and the Workforce and Nursery strategies. Findings and recommendations from the strategies should help refine the design of a grants programme.

Completion of work on branding and communications material will also assist. Promotion of a grants programme will rely on effective communications.

Building capacity to deliver grants also needs to be undertaken in parallel to establishing the KMR Programme's Operational Unit.

Recruitment of staff to service a grants programme, even if on fixed-term contracts, requires confidence that employment will be provided after 31 June 2021. That in turn requires certainty of budget under the KMR Programme Year 2 Work Plan as well as certainty of Crown grant funding.

The balance of Crown funding for the KMR Programme from Year 2 is conditional on Auckland Council and Northland Regional Council committing to co-fund the programme through their respective Long-Term Plans, alongside confirmation the total contribution from councils and other contributions (landowners, industry association, philanthropic) will match the Crown's funding. Councils' Long-Term Plan processes will be concluded in June.

Although the risk of councils not confirming co-funding is assessed as low, it is still a risk that needs to be considered when making recruitment commitments.

Direction sought from KMR Joint Committee

Support in principle by the KMR Joint Committee to develop capacity for a grants programme is sought. If provided, this will mandate the KMR Programme's Interim Management Team to engage with KMR Programme Partners, and undertake work on required workforce design, job descriptions and recruitment processes, and to make arrangements with contractors as and if required.

Budget of \$1,000,000 in the Year 1 Work Plan has been set aside for 'Catchment Group Project Support'. It is proposed budget of \$30,000 is approved immediately to contract assistance to complete workforce design, draft job descriptions (and/or contractor requirements), and prepare budget estimates for a grants programme team. This work will help project plan development for the Year 2 Work Plan.

Resourcing options

As noted, development of grants applications and processing requires human resources. Three options are possible which need to be considered further by the KMR Programme team, including in discussion with KMR Programme Partners:

- a) a team of 5 to 6 advisors plus a team manager could be directly employed under the KMR Programme to engage with landowners (including hapū, marae and community groups), draw up funding plans, and undertake back-office work required to administer grants payments.
- b) a smaller team of policy and processing staff directly employed under the KMR Programme as back office support, with KMR-approved advisors contracted from third parties to undertake engagement work with landowners.
- c) a combination of both options could be implemented initially, as systems and processes are yet to be perfected, and as some advisors might best be managed directly through the KMR Programme in the first instance.

There may be potential for secondment or other arrangements with Kaipara Uri entities (including current IKHMG staff) and with agricultural sector bodies, noting the proposed Fonterra Tiaki Partnership project will likely be seeking to recruit land-advisor services at broadly the same time.

Sediment Reduction Plans – an interim approach toward FEPs

KMR Programme staff have developed an interim approach to deliver funding support based on 'Sediment Reduction Plans' (Attachment 1). These plans would be agreed with landowners over the next 12-18 months, up until the KMR Programme has secured a preferred digital platform for FEPs, and when land advisor capacity is in place to fully undertake FEP work.

Support for this approach is sought, acknowledging that further process design is required, including a detailed budget and project planning for consideration as part of the Year 2 Work Plan.

In most instances Sediment Reduction Plans would identify 3 years of remediation actions to receive funding, thus providing landowners confidence on implementation timeframes and support. Sediment Reduction Plans can be agreed with individual landowners, developed collectively across a number of landowners, or through working with marae, hapū, and community groups.

Sediment Reduction Plans can also be retrofitted into full FEPs, and effectively become part of the land management journey for landowners, noting FEPs are both a plan that identifies remediation works to be undertaken, and a journal of works completed.

A standard 50-50 contributions approach is proposed for most remediation work. A 50-50 approach is required for the majority of remediation work if the KMR Programme is to ensure the Crown contribution is matched by council and other contributions. It also largely fits with current council grants funding that Kaipara Moana catchment landowners are familiar with. Some exceptions are envisaged to the 50-50 approach, but criteria for this require further development.

Funding Criteria

KMR Programme staff, with input from IKHMG and Fonterra staff, have developed criteria for funding sediment reduction works, focussing on fencing and riparian planting. Attachment 1 sets out the criteria, including detailed rationale.

Approval is sought for the criteria. If approved, the criteria will provide structure to incentivisation packages within the KMR Programme, and enable funding to target the key mitigations for sediment control and provide a consistent engagement approach with landowners.

It is important that criteria are consistent across projects funded by the KMR Programme, both to provide equity and fairness for landowners, and to avoid muddle and debate. If approved, the criteria will therefore underpin landowner support provided through the proposed Fonterra Tiaki Partnership project, as well as other implementation projects supported through the KMR.

The criteria draw on years of staff experience managing grants schemes and appreciating that clarity for landowners about what is 'in' and what is 'out' is essential. Further testing of the criteria is nevertheless advised, for example by discussion with Kaipara Uri representatives, experienced farmers already actively participating in remediation projects, and other agricultural sector organisations.

The criteria at this stage do not cover space-planting of exotics, such as poplars to stabilise highly erodible land, or afforestation projects in either native or exotics to achieve the same. Further work is required on a forestry strategy to better detail and cost these actions.

Approval to amend the criteria will be sought if changes are proposed.

A shorter and 'user-friendly' criteria document can be developed for engagement and communications purposes with landowners.

Considerations

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

Providing financial support to landowners in the Kaipara Moana catchment to undertake work on their properties that reduces sediment loss is fundamental for the KMR Programme to meet Tiaki taiao (Natural Capital) and Ōhanga (Physical & Financial Capital) investment objectives.

How funding is provided is also important, and the approach proposed for resource to engage with hapū, marae and community groups to organise and work with landowners to undertake remediation works, including on land in multiple ownership, will help deliver Manaaki Tangata (Human Capital) and Tātai Hononga (Social Capital) investment objectives.

2. Ngā ritenga take pūtea / Financial implications

Budget of \$30,000 is sought to assist with workforce design, draft job descriptions (and/or contractor requirements), and to prepare project budget estimates for consideration under the KMR Programme Year 2 Work Plan, and is available under the Year 1 Work Plan budget for 'Catchment Group Project Support' (\$1,000,000).

3. Ngā tūraru me ngā mauru / Significance, risk and mitigation

The decisions sought in this report are a key step for the KMR Programme to develop much-needed capacity to provide grants funding to Kaipara Moana landowners. The currently lack of capacity risks the KMR Programme under-delivering investment objectives. Equally, undertaking a poorly-planned grants programme, where actions are not prioritised and grants are delivered in an inconsistent manner, risks the reputation of the KMR Programme with the Crown, KMR partners, landowners, and the wider community.

4. 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 supported, the KMR Programme's Interim Management Team will engage with KMR Programme Partners on a preferred approach to build programme capacity, and undertake work required on workforce design, job descriptions and recruitment processes. This will inform project planning for the Year 2 Work Plan for a grants funding scheme through 'Sediment Reduction Plans' as a step towards funding based on full FEPs.

If approved, the 'KMR Programme Remediation Funding Criteria' in Attachment 2 will also be used by Fonterra to underpin funding provided under the revised Fonterra Tiaki Partnership, and by other projects funded through the KMR Programme. Engagement will be undertaken with Kaipara Uri representatives, experienced Kaipara Moana landowners and agricultural sector bodies, to test the workability of the criteria at an on-farm level. Viable changes that arise from this engagement will be brought back for approval.

Attachments/Ngā tapirihanga

Attachment 1: Landowner grants through Sediment Reduction Plans [↓](#) 

Attachment 2: KMR Programme Remediation Funding Criteria [↓](#) 

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.

Landowner Grants through Sediment Reduction Plans

Date: 15 March 2021
To: Kaipara Moana Remediation Joint Committee
From: John Hutton, Duncan Kervell, Alan Wilcox
Subject: Landowner grants through Sediment Reduction Plans

1. This document outlines a proposed approach to provide grants to Kaipara Moana landowners in the form of 'Sediment Reduction Plans'. Rationale for the approach is provided and key aspects of it set out. Further process development will be required.
2. The proposal should be read alongside the proposed 'KMR Programme - Remediation Funding Criteria'.

Farm Environment Plans – the desired approach, but presently limitations

3. The Kaipara Moana Remediation Indicative Business Case (IBC), provided to ministers in October 2019, proposed an operational approach using Farm Environment Plans (FEPs) to work directly with landowners to map land and streams prone to erosion, and identify appropriate mitigations a landowner might undertake.
4. As well as supporting landowners to complete FEPs, the remediation programme would provide financial and other support to undertake mitigations 'at pace and scale'. The IBC assumed FEPs would be a key element of central government regulatory reforms, and a cornerstone for funding provision.
5. Presently there are three impediments for the KMR Programme to support landowners in completing and implementing FEPs in the manner envisaged in the IBC:
 - a. **Lack of clarity on national FEP requirements.** In July 2020 the government announced FEPs (described as 'freshwater farm plans') would become a requirement for landowners under the National Environmental Standard for Freshwater Management (NES-FM). The government is expected to provide further detail on the required content of FEPs in mid-2021. While the Fonterra Tiaki FEP platform will likely meet certification standards, or be adapted quickly to do so, it is not clear other FEP platforms will be ready to use at this point and thus require further development.
 - b. **Acute shortage of qualified land advisors.** The market nationally of qualified advisors who can work with landowners to develop FEPs is extremely tight. The 'Advisor Training & Accreditation' project, approved under the KMR Year 1 Work Plan, looks to address this shortage. However, it is not expected newly trained advisors will be available to

work in the Kaipara until later in 2021 and 2022. This means the availability of land advisors will create a significant bottleneck to the finalisation of FEPs in the Kaipara for at least the next 2 to 4 years.

- c. **Lack of digital tools to streamline FEPs and provide grants accounting system.** As set out in the 'Digital tools – design, preparation and procurement' project plan, approved under the KMR Year 1 Work Plan, it is envisaged the KMR will benefit from a digital farm planning tool that is integrated with a grant invoicing and accounting/auditing tool. Without such a tool, the time and cost required to administer a grants programme will be high, and will slow the delivery of on-ground remediation work.
6. Until these impediments are overcome the ability of the KMR Programme to deliver completed and certifiable FEPs with landowners, while mapping property-specific remediation works eligible for KMR grant funding, is significantly constrained. Hence the need for an interim approach that will drive remediation outcomes.

Proposed interim approach – 'Sediment Reduction Plans' for KMR grant support

7. It is recommended an approach is adopted for KMR Programme grants based on 'Sediment Reduction Plans'. Depending on availability of certified land advisors and the proposed FEP and grants digital tools, this approach could be used to the end of 2022 (so for 18 months after 1 July 2021).
8. Key elements of the approach are provided below:
 - a. **Sediment Reduction Plans as the basis for KMR grants funding, rather than requiring full Farm Environment Plans.** A 'Sediment Reduction Plan' is essentially an implementation plan. A landowner and KMR-approved advisor would identify sediment-reducing actions to be undertaken on a property, without first completing a full FEP.

While FEPs will remain the critical tool in the medium to long-term (and will be required under regulation), a Sediment Reduction Plan will focus on obvious and immediate sediment-reducing works to receive funding support.
 - b. **Sediment Reduction Plans to cover 3 years.** With limited resources in farm advisors, and to avoid some of the inefficiencies of current grants programmes administered by councils (which typically have a 12–18 month cycle), Sediment Reduction Plans would cover a 3-year funding period.

This will help landowners plan and budget for the work required and provide some flexibility for changing priorities and timeframes. Three-year plans will also minimise the number of visits required by a farm advisor to a property, and therefore free up the farm advisor to work with other landowners.

While 3-year plans will be standard, there is no impediment to landowners and advisors agreeing 4 to 5 year plans, particularly if a landowner already has a FEP or equivalent.
 - c. **Sediment Reduction Plans agreed in the form of a grants funding contract.** Each Sediment Reduction Plan will function as a grants funding application, then contract

between the KMR Programme and the landowner. A review and approvals process will be required to sign off each plan.

- d. **Clear criteria for grants funding on 50-50 basis.** Direction will be provided to landowners and advisors by criteria on remediation works eligible for grants funding. The criteria are based on best practice land management principles, aligned with regulations and catchment-specific and regional rules and obligations. Landowners should also have meaningful options that match their aspirations.

Grants funding will be on a 50-50 basis, with costs shared equally between the KMR Programme and the landowner. Landowner contributions can be a mixture of cash and in-kind.

- e. **Sediment Reduction Plans based on existing FEPs.** The approximately 400 landowners in the Kaipara Moana catchment who have an existing FEPs (including those developed previously with NRC support), can move relatively quickly to agree a Sediment Reduction Plan. Although a visit by a KMR-approved advisor would be required, the work to identify remediation works on a property should be reduced. As noted, a Sediment Reduction Plan could be agreed for a longer, 4-5 year period, if appropriate.

- f. **Sediment Reduction Plans to be digitally mapped to allow future incorporation into FEPs.** While a fully developed digital FEP tool is not yet available, existing NRC systems and processes can be used to provide digital mapping for Sediment Reduction Plans and grants funding. This will enable the KMR Programme to know where activity is taking place and when. With attention to data standards, this can be retrofitted into an accounting model.

Sediment Reduction Plans would also be retrofitted into full FEPs, effectively becoming part of the land management journey for landowners, and noting FEPs are both a plan that identifies remediation works to be undertaken and a journal of works completed.

- g. **Sediment Reduction Plans can cover multiple properties, with design and implementation coordinated by hapū, marae and community groups.** Collective approaches to Sediment Reduction Plan development and implementation can be supported where feasible. Typically a higher amount of engagement work is required at the beginning of project involving multiple landowners, but this investment can pay off as such projects can provide high levels of commitment and mutual support. Improved communication and economy of scale benefits can also occur.

- h. **Exceptions possible to 50-50 funding**

Exceptions may be required for land that does not produce sufficient income, such as land in multiple ownership, or where land is tied up in estate issues. These situations will require more careful analysis by a land advisor, and a number of factors and approaches might be taken:

- i. The desirability of the land to be stabilised or planted to reduce sediment runoff

- ii. The possibility of a contractor or community group taking responsibility for developing, managing and implementing a sediment reduction plan, where owners are unable to do so.
- iii. A cost sharing arrangement that better suits the owners of the block (this can be developed through experience with different owners).
- i. **Grants Committee:** Grants would be approved by staff where the criteria are clear and are obviously met by the application. A Grants Committee consisting of three or four KMR Joint Committee members can be formed to consider high value grants applications (i.e., over \$40,000 per annum of funding contribution), and where exceptions to a 50-50 apportionment approach is sought.
- j. **Fund for Desirable Assistance where landowners are unable to address issues.** In support of (h) above, funds might be set aside each year to assist where there are highly desirable remediation works and where landowners are unable to contribute to implement them. The proposed Grants Committee could make a recommendation to the Joint Committee to apportion expenditure for such purposes. This approach will require further economic modelling to confirm.

KMR Programme Remediation Funding Criteria

15 March 2021

- The purpose of this document is to provide structure to any 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 approach to ensure consistency and fairness across all projects, and different farmer interactions with KMR Programme staff or contractors.
- A common approach is to provide criteria and standards. This also ensures national and regional regulations or environmental standards are met and “Good Management Practices” on-farm are achieved. ([2018: Good Farming Practice Action Plan for Water Quality link](#))
- Review of criteria and related standard costs of implementation will be required, drawing on experience and ongoing engagement with landowners.

Hapū, Marae and Community Partnership Projects

Remediation projects involving fencing and planting undertaken by, or facilitated through hapū, marae and community groups, rather than directly with individual landowners.

Criteria/question	Recommendation	Rationale
Funding to support hapū, marae and community groups to implement projects aligned with KMR Programme objectives.	Yes	<p>Working collectively requires greater initial engagement but can provide economies of scale and help build community focussed outcomes alongside environmental outcomes.</p> <p>KMR Programme will seek applications for projects from hapū, marae and community groups, including to undertake remediation works involving clusters of landowners, and land in multiple ownership.</p> <p>KMR Programme staff will help structure/design projects and provide advice and ensure funding contracts are completed.</p> <p>Preference is for projects that use key mitigation approaches (as below for individual landowners).</p> <p>KMR Programme will need to ensure there is a legal entity to sign funding agreements with.</p>

Table 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).

Criteria/question	Recommendation	Rationale	More detail
Require minimum setback for riparian fencing	Yes. 3 metre setback on permanent and intermittent waterways (including naturalised drains). 1 metre setback on drains and artificial waterways.	Match national and regional regulations that now apply to stock exclusion of all new pastoral permanent and intermittent waterways. Will ensure compliance for landowner.	Applies to natural and straightened natural waterways. Applies to bankfull discharge as per RMA and s360 revisions. (See Appendix One for annotated examples)
Fund variety fence types	Yes. Funding linked to stocking class (e.g., 2-wire dairy; 4+ wire beef; 5-7 wire sheep/ mixed age stock)	Differing stock types require different fencing, and all stock exclusion is beneficial to water quality. However, fence type needs to match site specific function and flood risk.	Clarify which types for each stock type or landowner preference. We 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).	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.

	No funding if upgrade to existing boundary fence.		
Minimum setback is absolute or average for riparian planting	Absolute setback required. Average setbacks must be greater than absolute setback.	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, excluding straightened natural waterways)	Yes, but minimum 1m setback with reduced fencing choices or co-funding. Fencing natural waterways are prioritised over drain fencing.	Drains also critical source of contaminants but generally more numerous and less able to be setback from without large productivity (opportunity) cost. Drains also lack minimum setback distance requirements in national regulations.	Note straightened natural waterways require minimum 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	No. Will provide advice regarding earthworks in riparian management zones and permitted activity rules depending on regional location.	Benching to install fences is cheaper and easier but may destabilise hillsides and lead to greater erosion. KMR cannot fund actions leading to more erosion.	Cost of benching itself is not funded by KMR, but there is no impediment to the landowner paying for benching if a permitted activity. Provision of information on earthworks should help ensure good decisions are made by landowner.
Require minimum wetland size for fencing	Yes. Minimum fenced area ~500m2.	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 >500m2 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	Consider if Farm Planning Tool needs a tick box to ensure no archaeological sites disturbed in action plan. Consider presenting information on location of archaeological sites within FP Tool.

			Opportunity to create archaeological layer with Kaipara Uri for FP Tool. LiDAR and satellite imaged areas of erosion/fencing can be overlaid with archaeological data information to ensure compliance (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).	Need to fix those by fence type (linear rate) based on type of fence and the conditions of build.
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	Yes, but limited contribution. Will fully fund troughs (not pipes and pumps).	Significant difficulty in accurately costing and auditing water reticulation. NRC has tested the approach of making a limited (but not inconsequential) contribution by only funding troughs and finds this workable and auditable. Auckland Council has had more success providing 50% funding for water reticulation.	Need to determine how many troughs are funded on per paddock, area, or length basis. The costs of water reticulation may become a barrier to landowners, but it is a capital asset to landowners and

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 riparian fence.	Discourage access to waterways. Gates risk inappropriate or inadvertent stock being let in to waterways to graze during droughts.	known to improve stock health. 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.
-------------------	---	--	---

Note 1 – Need to develop H&S guidance and output to include in FP digital tool/documents. Ensure latter are a matter for advisor to have noted and farmer paying contractor so liability with former provided H&S requirements are noted in FP Tool by KMR.

Note 2 – Need to involve FANZ on biannual basis to review the base costs of fencing parts and choice of fencing materials to ensure new materials can be used if suitable.

Table 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).

Criteria/questions	Recommendation	Rationale	More detail
Fund riparian planting	Yes, with fencing and minimum 3m setback for sedges/rushes, and 5m for 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. Advisors and landowners need to consider the buffer size and the minimum distance from fence of 1 m.	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	No.	Stock exclusion is required to ensure survival of plantings (e.g., benefits of KMR investment).	Pre-existing or new fencing required. 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.
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 maximum costs funded to be provided.	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. (Presently, funding model is looking at \$4 per tree in ground at an average of 4500 stems per hectare. Need to weave in recommendations of Nursery Strategy).	Cannot readily hold money back or will slow delivery (e.g., farmers have less \$\$\$ available). Need to 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.	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).	

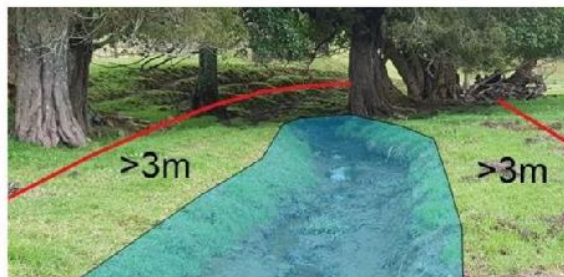
Minimum area required for funding	0.25 ha in native	Encourage planting of contiguous pieces of land (i.e riparian corridors) that are able to better support biodiversity outcomes and reduce sediment loss at same time.	
Planting in archaeological sites	No, planting not allowed in archaeological sites.	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	No.	Water quality is affected in dune lake catchments from widescale afforestation, as draws down /	Afforestation plan for Dune Lake catchments needs considered,

catchments		modifies hydrology in remnant and highly valued lakes (e.g., concentrates nutrients resulting in degradation of water quality).	setbacks and interaction with national & regional regulation and standards better understood.
Limit annual funding contributions	Yes. Proposed annual \$40,000 threshold per property to distribute KMR grant funding effectively.	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 find what max applies to fencing and to planting jobs. Make relative to size of farm.

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: Fonterra Tiaki Partnership: Revised Project Proposal

ID: A1422958

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

Authorised by Group Manager: Jonathan Gibbard, Group Manager - Environmental Services, on 15 March 2021

He Rāpopoto hautū / Executive summary

Approval is sought for the Fonterra Tiaki Partnership project to proceed on a revised 20-month timeframe to December 2022 and a total budget of \$2.91 million. The proposed revised budget comprises a financial contribution by the Kaipara Moana Remediation (KMR) Programme of \$1.56 million (\$1,455,000 of Crown grant funding; \$105,000 of council contributions), plus land-owner contributions for remediation work undertaken on properties of \$900,000 and an estimated \$450,000 in-kind contribution by Fonterra toward the completion of Fonterra Tiaki FEPs. This means Crown grant funding will be matched by a combination of council and third-party contributions.

Project outcomes include the completion of 150 new Fonterra Tiaki Farm Environment Plans (Tiaki FEPs), and delivery of \$1.8 million of remediation work targeted to sediment reduction and undertaken on Fonterra supplier farms.

The Fonterra Tiaki Partnership project is one of four KMR Year 1 projects provisionally approved on 16 November 2020 and requiring further refinement and decision-making before final budget approval.

The original project proposal identified a timeframe for project completion to December 2021 and budget of \$1.54 million (comprising \$880,000 of Crown grant funding, \$60,000 of council contributions, and \$600,000 from landowner contributions).

Further engagement with Fonterra has resulted in the revised approach seeking approval here. This approach aligns better with the agricultural year, allows time for the development of 150 new Fonterra Tiaki FEPs, plus development by Fonterra of necessary wrap-around services for fund provision to landowners to undertake remediation work. Fonterra has processes and structures that can be modified to meet KMR requirements and up-scaled relatively quickly to speed completion of FEPs and targeted remediation works, and is in a unique position as an agricultural sector organisation to do this.

The Fonterra Tiaki Partnership project is designed as a pilot for a long-term contractual partnership between the KMR Programme and Fonterra across the Kaipara Moana catchment. Fonterra is keen to test a partnership approach as they see alignment between their objective of sustainable dairy farming and KMR Programme objectives of reducing sediment loss from land to harbour. Further engagement between Fonterra and the KMR Programme is anticipated through the life of the project, including at both staff and governance levels.

Remediation actions will be guided by Tiaki FEPs, with an anticipated mix of fencing and planting of riparian buffer zones, wetland restoration aided by fencing, and consideration of alternative land uses for highly erodible land. KMR Programme staff have developed minimum criteria for funding on-farm works and these will be used by Fonterra Sustainable Dairy Advisors (refer 'Landowner Grants through Sediment Reduction Plans' report in this Agenda).

If budget is approved, a contract between Fonterra and the Northland Regional Council (acting on behalf of the KMR Programme) will be signed that delivers the project, and ensures fiscal, health and safety and investment objectives from the Kaipara Moana Remediation MOU are managed.

Fonterra understands and appreciates the importance of the investment objectives of the KMR Programme to Kaipara Uri. These investment objectives include Tātai Hononga (Social Capital) and Manaaki Tangata (Human Capital), which look to improve Kaipara Uri and local skills and capacity, and empower Kaipara Uri and local community participation. Fonterra is open to engaging directly with Kaipara Uri entities to develop relationships and opportunities, including in areas of employment and service provision.

While key work outputs under the proposed Fonterra Tiaki Partnership (and resulting contract) will remain for its duration, engagement will enable the introduction of criteria developed after consideration of the KMR Programme's Nursery, Workforce, Mātauranga Māori and other strategies.

Recommendation(s)

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.

Horopaki / Context

The Fonterra Tiaki Partnership project is designed to achieve early wins for environmental remediation on the ground with associated job creation outcomes, while piloting a potential long-term contractual partnership approach with Fonterra for Farm Environment Plan (FEP) delivery and implementation on dairy platforms within the Kaipara Moana catchment.

The Fonterra Tiaki Partnership project is one of four KMR Year 1 projects provisionally approved on 16 November 2020 and requiring further development and decision-making before final project and budget approval.

Engagement has taken place with Fonterra and a detailed project proposal developed, including adjustment to project timelines and budget. Approval is now sought for this revised proposal to allow the project to commence in the 2020-2021 Financial Year – KMR Year 1 Annual Work Plan.

Tātari me ngā tūtohu / Analysis and advice

Trialling a partnership approach with Fonterra

The project is designed as a pilot to inform a potential long-term contractual partnership with Fonterra to deliver KMR Programme investment objectives with Kaipara Moana dairy farmers.

Within the Kaipara Moana catchment there are 580 dairy milking platforms, covering 23% of the land area of the catchment (or 141,000 hectares out of 602,000 hectares). Included in this area is approximately 26,000 hectares of highly erodible land and five thousand kilometres of waterways. The area under dairy is estimated to produce around 24% of the total sediment load entering Kaipara Moana. Many of the waterways on dairy farms have been fenced already, but a good number have not. Many fenced streams would benefit from riparian planting and smaller areas on many farms have potential to be restored as wetlands. Sediment loss from highly erodible land and erosion from streambanks remains an issue for many farmers.

In the Kaipara Moana catchment almost all known milking platforms are affiliated to the Fonterra co-operative. Landowners also have many support and run-offs blocks within the catchment – these areas can be serviced by general grant funding, separate from the proposed Fonterra Tiaki Partnership project.

As an organisation Fonterra has processes and structures that can be up-scaled relatively quickly to speed up completion of Tiaki FEPs and aligned targeted remediation works. Relative to other agricultural sector organisations, Fonterra is in a unique position to do this.

The Fonterra subsidiary, RD1 Limited (trading as Farm Source), have a team of Whangarei-based Sustainable Dairy Advisors who provide advice to Fonterra farmers throughout Te Taitokerau / Northland. Farm Source are committed to sustainable farming. The main mechanism they use to achieve this are risk-based Farm Environment Plans, called 'Tiaki Plans'. These plans are developed by Sustainable Dairy Advisors in conjunction with Fonterra farmers.

The Tiaki FEP platform is arguably the most up-to-date and "regulation ready" electronic farm plan tool in New Zealand and Fonterra has made a significant investment over time to develop and maintain it. It has the potential to support the aims of the KMR programme, with digital formatting that can be modified to meet and report on national regulations, including Essential Freshwater and farms plans under the RMA.

Revised scope and funding for Fonterra Tiaki Partnership project

The original Fonterra Tiaki Partnership proposal was provisionally approved on 16 November 2020 as part of the KMR Year 1 Annual Work Plan. Proposed budget of \$1.54 million (including \$600,000 from landowners, \$880,000 of Crown grant contribution, and \$60,000 council contribution) was described as an estimate, to be refined when a clearer indication of engagement outcomes was available. The project proposal identified a 12-month timeframe from December 2020 to December 2021.

Further engagement with Fonterra has resulted in the revised approach set out here.

A revised timeframe of 20 months is now proposed, from May 2021 to the end of November 2022. This aligns better with the agricultural year, provides time for Fonterra to put in place wrap-around services for fund provision to landowners to undertake remediation work and project reporting, and allows time to recruit advisors to complete 150 new Fonterra Tiaki FEPs. Fonterra also can commit to facilitating the delivery of targeted remediation works totalling \$1.8 million in this timeframe, based on a 50-50 KMR Programme and Fonterra farmer contribution.

A revised project budget of \$2.91 million is therefore proposed, allocated to the following areas:

- Administration (\$150,000)
- Advisory Services to Fonterra farmers to provide 150 new Tiaki Farm Environment Plans (\$450,000 of KMR funding and \$450,000 of estimated in-kind support by Fonterra)
- Remediation Implementation delivery and support for \$1,800,000 of works (with a 50-50 contribution by landowners and the KMR Programme of \$900,000 each)
- KMR Programme administration and engagement, including contract management (\$60,000).

Funding sources for the project are proposed to be apportioned this way:

Total project budget	\$2,910,000
Crown grant contribution	\$1,455,000
Council contribution	\$105,000
Third party/Land-owner contribution	\$1,350,000

Note – values identified above are exclusive of GST

Administration

It is proposed up to \$150,000 is provided to Fonterra to administer funds and cover project-related administration costs, including:

- staffing costs associated with administering the project
- contracting and engagement with Fonterra suppliers to undertake remediation works
- resources provided to farmers and advisors (e.g., digital guides).

This equates to around 10% of the KMR Programme funding for the project and would be provided by instalments as a fixed fee to facilitate delivery of 150 FEPs and associated remediation works. Fonterra would account for expenditure and unused money will be reimbursed to the KMR Programme. Fonterra will absorb costs that exceed that amount, although extent to which this will be necessary is not yet known – the project allows this to be trialled.

Advisory Services to Fonterra farmers – Tiaki Farm Environment Plan Provision

\$450,000 is proposed to support the development of 150 new Tiaki FEPs on Fonterra supplier farms in the Kaipara Moana catchment, at an average of \$3000 per Tiaki FEP.

Funding support to landowners to complete FEPs was anticipated in the Kaipara Moana Remediation Indicative Business Case, provided to Ministers in October 2019. In total \$11.7 million was forecast over the 10-year life of the programme.

The strategic value to the KMR Programme of supporting landowners to complete FEPs is to incentivise and thus speed uptake and completion. FEPs are the gateway to identifying and prioritising remediation work. Without FEPs, the ability to undertake remediation work at pace and scale will be significantly undermined; speedy completion of FEPs across the Kaipara catchment will facilitate a greater pace of remediation works.

Fonterra advise that to date 183 of the 580 dairy milking platforms in the Kaipara Moana catchment have a completed Tiaki FEP (based on the percentage of Fonterra Farms within the Kaipara Moana catchment). Approximately 50 new Tiaki FEPs are completed by Fonterra each year in the catchment.

Investment by the KMR Programme to support 150 new Tiaki FEPs will significantly improve the overall rate of completion for the Kaipara Moana catchment, and allow Fonterra farmers to begin implementing remediation works identified in them.

The current market price for contracted services to undertake a FEP on a dairy farm is around \$6000, and around \$5000-\$8000 for a dry stock farm. With a KMR Programme contribution of \$3000 per FEP, it is proposed an in-kind contribution by Fonterra to the KMR Programme is estimated at \$3000. This would encompass staff costs, process development and management costs, and the cost of developing and maintaining the Tiaki FEP platform. This approach means the KMR Programme contribution of \$450,000 can be accounted for as matched by an in-kind contribution of \$450,000 from Fonterra.

Fonterra undertakes to resource the work programme to achieve the objectives set out in this report within the contract timeframe. This will include reassigned resource within Fonterra and additional resource through new roles or local contracted resource.

Remediation Implementation delivery and support

It is proposed a budget of \$900,000 is allocated from the KMR Programme for immediate investment to implement remediation actions identified in both existing and new Tiaki FEPs. This investment will be matched by \$900,000 from land-owner contributions through cash or in-kind. Fonterra would administer the funds and work directly with Fonterra farmers to agree work programmes. Remediation work funded in this way will meet agreed minimum standards, which are the same standards as for the proposed [Kaipara Moana Remediation Fund].

KMR Programme support will enable Fonterra to work closely with their farmers to ensure remediation works happen at pace and scale, with a specific focus on sediment control suitable to the Kaipara Moana catchment. This is especially relevant as a large number of dairy farms in the Kaipara are situated on class 4 and 6 land of rolling to steep slopes, which is unlike most other dairy areas in New Zealand.

KMR Programme Administration and Contract Management

Budget of \$60,000 has been identified to cover KMR Programme staff costs to manage the Fonterra contract and relationship, including time for consultation, review, and assessment. This budget would not be included in a contract with Fonterra but will be accounted for separately by the KMR Programme against total project funding as a council contribution to the project.

Other terms of funding

If budget is approved, a contract will be entered into between Fonterra and the Northland Regional Council (acting on behalf of the KMR Programme). Terms of funding are proposed to include:

- No retrospective funding for work completed on farms prior to the implementation of the funding agreement.
- Photographic evidence before and after works for quality assurance and auditing purposes.
- All on-land work must adhere to minimum standards based on the National Environmental Standards for Fresh Water and/or the rules in the relevant Regional Plan.
- On-land work with funding support from \$0 to \$40,000 per individual farmer or business unit to be based on the criteria and specification agreed between the KMR Programme and Fonterra (KMR Funding Criteria Guide), with approval based on a contract agreed at the discretion of an authorised Fonterra Sustainable Dairy Advisor.
- Funding for individual projects greater than \$40,000 to be submitted to KMR Programme staff for assessment and approval. If exceptions from the minimum standards are sought, or significant risks are identified by staff, funding proposals are

passed to a delegated group of KMR Joint Committee members for review and approval.

- Data sharing arrangements through Fonterra’s digital platforms to meet KMR reporting requirements for MFE and other freshwater modelling and catchment management considerations. Agreement to data sharing will be part of the prerequisites for Fonterra farmers to receive grant funding.
- Fonterra to provide a contract management plan for approval by the KMR Programme contract manager, to cover project communications, sub-projects (including new Tiaki FEPs), health and safety, financials and registers. (This will allow KMR Programme staff and/or an auditor to review a track progress on the funding).

Alignment of Fonterra and KMR Programme objectives

Fonterra is keen to trial a partnership with the KMR Programme as they see alignment between their objective of sustainable dairy farming and KMR Programme objectives of reducing sediment loss from land to Kaipara Moana.

The long-term commitments and vision of the dairy sector is recorded in the “Dairy Tomorrow” strategy document.² A strong emphasis is placed on aligning community aspirations and environmentally sustainable dairying commitments.

Together this aligns broadly with the wellbeing framework of KMR Programme, as set out in the Kaipara Moana Remediation MOU:

- a) Tiaki taiao (Natural Capital): Primary objective is to restore mauri to Kaipara Moana and enable it to be healthy, self-sustaining and naturally productive
- b) Ōhanga (Physical & Financial Capital): Create sustainable, resilient and optimised primary production in the Kaipara catchment and harbour
- c) Manaaki Tangata (Human Capital): Improve local skills and capability to support innovation, effective land management, and community resilience
- d) Tātai Hononga (Social Capital): Enable kotahitanga by empowering Kaipara Uri and local community participation in local solutions,

The proposed Fonterra Tiaki Partnership project will meet the Tiaki taiao (Natural Capital) and Ōhanga (Physical & Financial Capital) investment objectives by developing new Tiaki FEPs and undertaking remediation work that will reduce sediment loss.

Regarding Manaaki Tangata (Human Capital) and Tātai Hononga (Social Capital), Fonterra can make the following in-principle commitments:

- Work with the KMR Programme to consider how outcomes in the Workforce, Nursery and Mātauranga Māori strategies might be implemented – for example, encouraging Fonterra farmers to utilise approved nurseries (including eco-sourcing plants) and service suppliers.
- Work with Fonterra service suppliers to identify how mana whenua may be employed and engaged in currently contracted activities.
- Work with Kaipara Uri to identify how capability and capacity can be lifted when addressing environmental objectives.
- Work with the KMR Programme to explore how Mātauranga Māori can be included in remediation activity.

² <https://www.dairytomorrow.co.nz/strategy/>

As the directions of the Workforce, Nursery and Mātauranga Māori strategies have not be determined at this stage, further discussion will take place during the first year of the project, with outcomes implemented in the second year, or sooner if possible.

Considerations

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

The proposed Fonterra Tiaki Partnership project will manifestly meet the Tiaki taiao (Natural Capital) and Ōhanga (Physical & Financial Capital) investment objectives of the KMR Programme. In particular, the partnership will provide delivery of 150 Tiaki FEPs, which will accelerate the implementation of on-farm works to reduce sedimentation. The allocation of \$900,000 to be matched by Fonterra farmer contributions, will enable Fonterra to incentivise farmers who have significant erosion issues, and address those issues sooner rather than later.

Fonterra understands and appreciates the importance of the Manaaki Tangata (Human Capital) and Tātai Hononga (Social Capital) objectives of the KMR Programme to Kaipara Uri. The Northland Sustainable Dairy Advisors team have a track record of working with local communities and hapū groups and Fonterra has expressed a willingness to work closely with Kaipara Uri to achieve local outcomes. Fonterra is open to engaging directly with Kaipara Uri entities to develop relationships and opportunities, including employment and service provision such as plant supply.

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

Approval of the revised Fonterra Tiaki Partnership project (K2020-006) requires an additional \$575,000 of Crown grant funding and \$45,000 of Council grant funding from the KMR Programme's Year 1 Annual Work Plan.

To remain within the approved Year 1 Annual Work Plan budget of \$13.028 million, it is proposed \$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 are reallocated to the FEP Accounting Framework - Fresh Water Management Tool in the Year 2 Annual Work Plan. This more closely reflects the timing of external contractor engagement for the Fresh Water Management Tool project and will not impede that project. It will also result in a net-zero sum effect on overall budget for the Year 1 Annual Work Plan.

MFE has been consulted on this proposed reallocation and have indicated they are comfortable with it.

3. **Ngā tūraru me ngā mauru / Significance, risk and mitigation**

The revised Fonterra Tiaki Partnership project will deliver significant outcomes for the KMR Programme. Risk can be mitigated by clear contractual arrangements with Fonterra and ongoing communication between Fonterra and KMR Programme staff as the project proceeds. The project is designed as a pilot, with both parties being keen to test whether a longer-term arrangement will work, so there is an expectation of good communication and issue resolution.

4. **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

5. Ngā whāinga mō āmuri / Next steps

If the project is approved, it is proposed the Chief Executive of the Northland Regional Council (acting on behalf of the KMR Programme) is authorised by the Kaipara Moana Remediation Joint Committee to agree and sign a contract for services with Fonterra to give effect to the Fonterra Tiaki Partnership project.

At the time of writing, a draft contract has been prepared but requires further work. Time is also required for Fonterra to arrange required resourcing and systems before engaging directly with landowners. It is anticipated the project proper, including engagement with landowners to plan and commence remediation works, will start at the beginning of May 2021.

Attachments/Ngā tapirihanga

Nil

³ 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.

TITLE: Proposed Partner and Stakeholder Engagement Strategy
ID: A1422894
From: Penny Pirrit, Northland Regional Council Management Representative
Authorised by Jonathan Gibbard, Group Manager - Environmental Services, on 11 March
Group Manager: 2021

He Rāpopoto hautū / Executive summary

The vision and the desired outcomes of the Kaipara Moana Remediation Programme (the KMR Programme) can only be achieved with widespread understanding, knowledge, support, engagement and ownership by many people.

The purpose of an engagement strategy is to maximise the opportunities to bring all of these people and their resources alongside the KMR Programme and therefore to deepen and broaden its impact. An engagement strategy is also the first step in the process to develop an integrated and comprehensive communication strategy. An engagement strategy, while publicly available, is designed for internal use primarily by the joint committee and operations unit.

Annette Lees, from Alternative Endings, was engaged by the KMR Programme to develop a draft engagement strategy. She has run several workshops with the joint committee to discuss what should be included in the strategy and what role the joint committee plays in engaging with partners and stakeholders. She has also conducted 24 interviews with a wide cross section of partners / stakeholders who are involved or keen to be involved in the restoration of Kaipara Moana. Information from interviews undertaken as part of the Workforce Strategy and the Nursery Strategy has also been provided to Annette.

A proposed KMR Programme Partner and Stakeholder Engagement Strategy is attached to this report. It is recommended that the joint committee adopt the strategy

Recommendation(s)

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.
-

Tātari me ngā tūtohu /Analysis and advice

The success of the KMR Programme in making a step change in the water quality of Kaipara Moana is heavily dependent on the involvement of many. Delivery of the actions required to significantly reduce the amount of sediment reaching Kaipara Moana requires not just actions from the joint committee and the proposed operations unit but also actions from landowners, communities, iwi, hāpū, marae, crown agencies and business over many years.

The dependency on these other parties brings with it a responsibility to ensure that they are well informed on the progress of the KMR Programme and the work of the joint committee and operations unit, and to ensure that they have a voice and are listened to as they bring their knowledge and skills to the remediation work. Engaging with these parties could occur on an adhoc

basis relying primarily on individual projects to work out how best to engage with the relevant parties. Such a situation however is likely to result in confused messages; duplication of engagement and some parties feeling left out, misinformed or not listened to.

A better option is to develop an engagement strategy which provides guidance to the joint committee, the operations unit, secondees and contractors on how, when and who should engage with the various partners or sectors.

The proposed KMR Programme Partner and Stakeholder Engagement Strategy will provide such guidance. While it is a public document it has been developed primarily for the joint committee and operations unit. It;

- a) distils the KMR Programme's strategic intent to enable clarity and consistency in how the KMR Programme is described.
- b) provides guidance on how and when to engage with those wishing to establish new projects.
- c) enables more meaningful existing conversations with those already engaged in remediation of Kaipara Moana.
- d) clarifies the roles of different participants in the delivery of the KMR Programme.
- e) informs the work of the communication strategy.

It is intended that the strategy is reviewed on an annual basis so as to reflect the progress of the KMR Programme and lessons learnt.

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. To ensure that these parties feel valued, informed and part of the achievements of the KMR Programme they need to be actively engaged and listen to in a manner that works and resonates with them. The proposed Partner and Stakeholder Engagement Strategy will be a key tool to help the joint committee and the operations unit to do that.

2. Ngā ritenga take pūtea / Financial implications

The joint committee approved the budget for developing the engagement strategy at its meeting on the 30th October 2020.

3. Ngāhiranga me ngāhononga/Significance and Engagement

In relation to section 79 of the Local Government Act 2002, the decision to adopt the Proposed Partner and Stakeholder Engagement Strategy is 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 tūraru me ngā mauru / Risks and mitigation


A key risk to the KMR Programme is the lack of an integrated and consistent approach to keeping the KMR Programme's partners and stakeholders informed and actively contributing to the outcomes of the Programme. The proposed Partner and Stakeholder Engagement Strategy will be a key tool to help the joint committee and the operations unit ensure that risk is avoided.

5. Ngā whāinga mō āmuri / Next steps

The proposed KMR Programme's Partner and Stakeholder Engagement Strategy will inform the engagement work of the joint committee and operations unit. It provides the foundation stones for the communication strategy's work on the identity of the KMR Programme, brand, key messages and communication channels.

The strategy once adopted should be reviewed annually to keep it relevant to the Programme's activity and to include any lessons learnt. The operations unit would be responsible for initiating such a review with the joint committee.

Attachments/Ngā tapirihanga

Attachment 1: Proposed Stakeholder Engagement Strategy [↓](#) 

Kaipara Moana Remediation Programme

Partner and Stakeholder Engagement Strategy

DRAFT 10 March 2021



Table of contents

This document	3
Engagement and communication	3
Kaipara Moana	4
Kaipara Moana Remediation Programme	4
Distilling the KMR Programme’s strategic intent	5
Clear line of sight	6
Who does the engaging?	7
Central themes of engagement	8
Structuring the engagement strategy	9
Multi-agency alignment	10
Fitting the cohorts together	11
Cohort 1: Landowners and land managers	12
1. Farmers	12
2. Forestry	17
3. Horticulture	18
4. Lifestyle blocks and subdivision	20
Cohort 2: Advisory services	21
Cohort 3: Providers	23
Cohort 4: Participants and supporters	25
1. District councils	25
2. Community and interest groups	26
3. General public	29
Cohort 5: Partners	30
1. Kaipara Uri	31
2. The Crown	33
3. Northland Regional Council and Auckland Councils	35



This document

This document has been 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.

In the future governance for the KMR Programme will transfer to a new statutory Treaty settlement co-governance body, negotiations for which are presently underway. Hapū in the northern reaches of the Kaipara Moana catchment are in separate discussions with the Crown and Kaipara Uri on how they may be involved in this future body. In the meantime, the KMR Programme acknowledges the interests of the northern hapū and marae in the restoration of the mauri of Kaipara Moana and seeks opportunities to work with them, supporting aligned initiatives in their rohe.



Engagement and communication

The vision and desired outcomes of the KMR Programme can only be achieved with widespread understanding, knowledge, support, engagement and ownership of many people. The purpose of an engagement strategy is to maximise the opportunities to bring all of these people and their resources alongside the programme and therefore to deepen and broaden its impact.

Effective engagement requires clarity and alignment of the programme itself. Simple, consistent and authentic messaging about the vision, purpose, principles, and work streams of the programme is important. This helps demonstrate to partners and stakeholders how the projects they support are collectively advancing the vision, and how the KMR Programme is a trusted, efficient and effective organisation. A values-rich, principles-led and culture-aware programme is important for building enduring alliances and deepening commitment.

Effective engagement also requires an understanding of and empathy for the people of Kaipara Moana: their challenges and opportunities, what motivates and constrains them, the groups they identify with and trust, what they already know and the knowledge they can contribute.

This strategy explores these factors. It also lays the foundation for the communications strategy which in turn will devise the programme's identity, brand, key messaging and critical pathways of communication.

The Engagement Strategy has been written to inform and direct the work of KMR Programme's governance and operations as whole, that is both the Joint Committee and the Operational Entity it governs. The strategy is an **internal document** that will grow and change as the Programme itself develops.

Kaipara Moana

E kore e mōnehunehu te pūmahara ki ngā wheinga o neherā nā rātou nei i toro te nukuroa o Te Moana-nui-ā-Kiwa o Te Moana Tāpokopoko ā Tāwhaki me Papahoronuku. Ko a rātou tapuwae kua kakahutia ki te kiri o Papatū-ā-nuku e hora nei – Kaipara Moana he tawhiti he manatunga he taonga, he tapu ... he ngaru nui mā te tauihu o te waka e wawāhi.

Kaipara Moana is an ancient living, spiritual entity, a bastion of nature, alive with history of days of eras past; its bounty is its inherent beauty; its waters, beaches, banks, streams and seabed, and all the minerals below the water; and all the minerals above the water.

Kaipara Moana is a place of spiritual value, a space with its own mauri and identity imbued with a mana of its own. Kaipara Moana brands itself, inspiring its people to commit to its care. Kaipara Moana with its mauri represents the essence that binds the physical and spiritual elements of all things together, generating and upholding all life and well-being. For Kaipara Uri, Kaipara Moana is the 'processing data-centre', the heart of their Ukaipo, their locale of origin, their homeland, for which they are kaitiaki – to care for and pass on to future generations.

From the Memorandum of Understanding Kaipara Moana Remediation



Kaipara Moana Remediation Programme

The KMR Programme has multi-layered outcomes of tiaki taiao (natural capital), ōhanga (physical and financial capital), manaaki tangata (human capital) and tātai hononga (social capital). The focus of its work is Kaipara Moana. This ancestral harbour is threatened by sediment, with an estimated 700,000 tonnes of sediment entering the waters of the harbour every year, a seven-fold increase over the natural rate of sedimentation.

The KMR Programme seeks to reduce that sediment load by: supporting private landowners to stabilise highly erodible hillslopes through extensive tree planting; keeping livestock out of waterways to protect streambanks; stabilising streambanks with riparian planting and remedial engineering work; restoring wetlands; and retiring some land from productive use. Remediation will require extensive work with landowners to provide one-on-one advice as well as access to trees, contractors, and other services. Additional contractors will need to be trained to meet these needs. Nurseries will need to be scaled up, and additional ones may need to be established. And over all, a catchment-wide commitment to change will need to be nurtured if the programme is to achieve its ambitious vision.

The KMR Programme will weave its financial, social and cultural wellbeing outcomes through all this work. It will infuse its governance and operations with tikanga and elevate co-governance principles. Mātauranga Māori and marae-centred tikanga and kawa will be actively used in programme design and delivery. A social procurement framework will be used to draw in mana whenua and local employment creation. Local communities across the Kaipara will grow and prosper.

Distilling the KMR Programme's strategic intent

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. Distilling the essence of these and other foundation documents, capturing the heart of the KMR' Programmes work, is an important first step in making the KMR Programme understandable to its partners and stakeholders.

Moemoea (*a vision shared with the people of the Kaipara*)

The mauri of Kaipara Moana is restored and protected and its significance - for the well-being of Kaipara Uri and for all New Zealanders - is recognised.

Role (*the KMR Programme's role in achieving this vision*)

Through, oversight, coordination, influence and resourcing, the Kaipara Moana Remediation Programme leads the restoration of the mauri of Kaipara Moana.

Tikanga/Principles (*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 inter-generationally
- 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



Clear line of sight

Participants in the KMR Programme will want to see how their farm, forest, contract, service, or support fits into the bigger picture. They will also want to understand why and how the KMR Programme select projects and set priorities. Clarity depends on **kia mārama/openness and a clear line of sight** between vision, purpose, outcomes and projects as well as understanding the purpose and role of the programme. Showing how every major decision leads directly to higher level outcomes is an important component of engagement and communication.

The KMR Programme has three workstreams: Remediation; Advocacy and Influence; and Governance, Management and Planning.

1. REMEDIATION	2. ADVOCACY & INFLUENCE	3. GOVERNANCE, MANAGEMENT & PLANNING
<p>The KMR Programme coordinates and resources sediment control initiatives on private land. This includes:</p> <ul style="list-style-type: none"> ▪ Customising FEP templates to include KMR Programme outcomes ▪ directing the training, supervision and auditing of FEP advisors ▪ fully engaging with workforce supply and training including through a Māori lens ▪ part-funding sediment control implementation on private land <p>Most of the programme’s resourcing is directed here – on the land and with local people.</p> <p>Cultural, economic and social outcomes and working with tikanga Māori are infused across all decisions and priority-setting in this workstream.</p>	<p>Restoring the mauri of Kaipara Moana will take the commitment and action of everyone who lives and works in the catchment. The KMR Programme seeks to influence policies, planning, actions and investments across the catchment including for forestry and other land uses.</p> <p>Influence includes KMR Programme’s role as a national exemplar, demonstrating how Crown, Māori and Local Government may work in partnership to undertake significant environmental programmes elsewhere in Aotearoa.</p> <p>Projects under this workstream include:</p> <ul style="list-style-type: none"> ▪ Supporting landowners to come together in catchment care groups ▪ Working with dry-stock, dairy, forestry and horticulture industries to improve best practice ▪ Engage with regional and local planning initiatives to better protect Kaipara Moana ▪ Inspiring and motivating action from everyone through story-telling and other communication. 	<p>To govern and manage this ambitious programme, and to win trust and commitment from everyone in Kaipara Moana catchment, the KMR Programme needs to be well run, organised, efficient and well planned.</p> <p>Work in this area includes:</p> <ul style="list-style-type: none"> ▪ Ensuring kaitiakitanga and partnership principles infuse the entire programme ▪ Ensuring all decision-making and priority setting is based on collaborative planning including labour force, nursery strategies and contracting policies ▪ Diligent data collection, monitoring and reporting of its performance across all outcomes.

6



Who does the engaging?

Four groups are able to represent the KMR Programme. Each has a specific role as described in the table below. It is important to avoid confusion about who the KMR Programme is in the busy space of rural professionals and organisations. *Representing* the KMR Programme is different from *supporting* the KMR Programme.

The four groups are:

- 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).

	PURPOSE	ENGAGEMENT ROLE
Joint Committee	<i>Governance:</i> Governs operations through strategic plan, oversees finances, sets values and principles, monitors and evaluates performance of operational entity	Reports back to KMR Programme partners. Has a high level relationship-building role (governance level) with critical stakeholders, including upper catchment hapū and marae not affiliated with Kaipara Uri and key stakeholders.
Staff (operational entity)	<i>Implements strategic plan.</i> <ul style="list-style-type: none"> ▪ Develops operational plans. ▪ Directs and manages contractors. ▪ Delivers grants schemes directly with individual landowners. ▪ Has quality control and auditing over contractors and farm plans. 	<ul style="list-style-type: none"> ▪ Manager builds high-level relationships with key organisations and businesses. ▪ Operational entity staff keep operational relationships with KMR Programme partner entities (Kaipara Uri entities, NRC, AC) ▪ Operational entity staff maintain contact and engagement with groups of landowners and land managers and with hapū and marae organisations. ▪ Operational entity staff engage with providers one-on-one. ▪ Operational entity staff engage with general public through media and other broadcast methods.
Contractors and seconded staff (advisory services)	<i>Implements advisory services</i> directly with landowners and others.	Engages with individual landowners, land managers and marae.
Partners	<i>Represents interests of partner bodies</i> (Kaipara Uri, Crown, regional councils) and their constituencies.	Represented by Joint Committee Engages with wider partnership community (whanau, marae and Kaipara Uri members, voting constituencies, central and regional government).

7



Central themes of engagement

The following nine themes are woven through all engagement and communication.

Co-governance

The KMR Programme is a partnership of governance and management between Kaipara Uri, the Crown, Northland Regional Council and Auckland Council.

Mauri of Kaipara Moana

The KMR Programme exists to restore the mauri of Kaipara Moana through sediment control, while working in partnership with and respecting the kaitiakitanga of Kaipara Uri.

Unique identity

The KMR Programme is a partnership of Kaipara Uri, two councils and the Crown: not four separate identities nor an identity dominated by one or two partners, but a newly established identity. Partners and stakeholders will see the Programme as something distinctive with its own tasks, outcomes and principles.

Four outcomes

The KMR Programme has multi-layered outcomes of tiaki taiao (natural capital), ōhanga (physical and financial capital), manaaki tangata (human capital) and tātai hononga (social capital). All work is designed to implement these multiple outcomes.

Kotahitanga/collective action

The KMR Programme seeks to build an intergenerational movement for change where everyone is motivated and inspired do their part.

Collaborative

The KMR Programme seeks to work collaboratively with its stakeholders, engaging early and planning collectively wherever possible.

Story-telling

Engagement and communication weaves in the wealth and richness of stories, place, kai, whakapapa and emotional connection.

Supportive

The KMR Programme operates with arohatanga and wairuatanga, supporting the people of the Kaipara and operating with principles and values.

Simple

Messages are clear, planning and reporting are easy, actions required are simple. It is possible to reduce sediment and help restore the mauri of Kaipara Moana if we all follow these straightforward steps.

Reciprocity

The KMR Programme actively seeks ways to benefit landowners, hapū, marae, community groups and industry through their commitment to the restoration of Kaipara Moana. Benefits are shared, costs are shared. It is to the advantage of everyone to engage with the programme



Structuring the engagement strategy

This page describes how the engagement strategy has divided the partners and stakeholders of the programme into cohorts, that is, clusters of people with similar engagement requirements.

Kaipara Moana lies at the heart of the engagement strategy. All actions are, ultimately, to restore her mauri.

Restoration of mauri depends, in a practical sense, on reducing sediment flowing off the land into the waterways and that in turn requires the landowners and land managers of her catchment to remedy that: plant trees and plants, fence waterways and set back afforestation from streams and rivers, restore wetlands, retire eroding and marginal farmland and forestry blocks, and allow river and stream remediation works.

Landowners and land managers will need advisory services to assist in drafting Farm Environment Plans. This advice is to be enriched with an interface between mātauranga Māori and western science. It will be localised to each place, drawing on the understandings of those who live in each area. Landowners and land managers also benefit from support from their communities of place (their neighbours) and communities of interest (their sector) to undertake the changes required. Advisory services facilitate these groups.

A further layer of engagement is required to bring the FEPs to life and that is the providers. Providers include the nurseries producing the plants and trees for restoration, the contractors who will plant and tend the restoration, the fencers and people constructing wetlands and those providing training to all of these people, along with the training of FEP contractors. The providers are selected, trained and equipped to work within a kaupapa Māori framework.

Underpinning this land-focused sequence of advice and support are other participants and supporters from across the Kaipara Moana catchment. These include the district councils, NGOs, industry groups, and the approximately 70,000 residents of the catchment.

Overseeing the sequence of these relationships are the KMR Programme's partners – Kaipara Uri, the Crown, Northland Regional Council and Auckland Council.

Governing and managing all of this is the KMR Programme.

An engagement strategy for each of these cohorts is described in the sections below:

- landowners and land managers
- advisory services
- providers
- participants and supporters
- partners



Multi-agency alignment

In the sections below, each cohort is described separately. There is a further layer, however, of alignment between and across the cohorts, where a movement for change is built, each part reinforcing the woven whole.

The KMR Programme is ambitious – it is the largest restoration programme in Aotearoa and it one of the first to seek to do this through co-governance. It desires multiple outcomes for the people of the catchment. The alignments across sectors, across cohorts and across catchments require special attention to multi-agency engagement strategy.

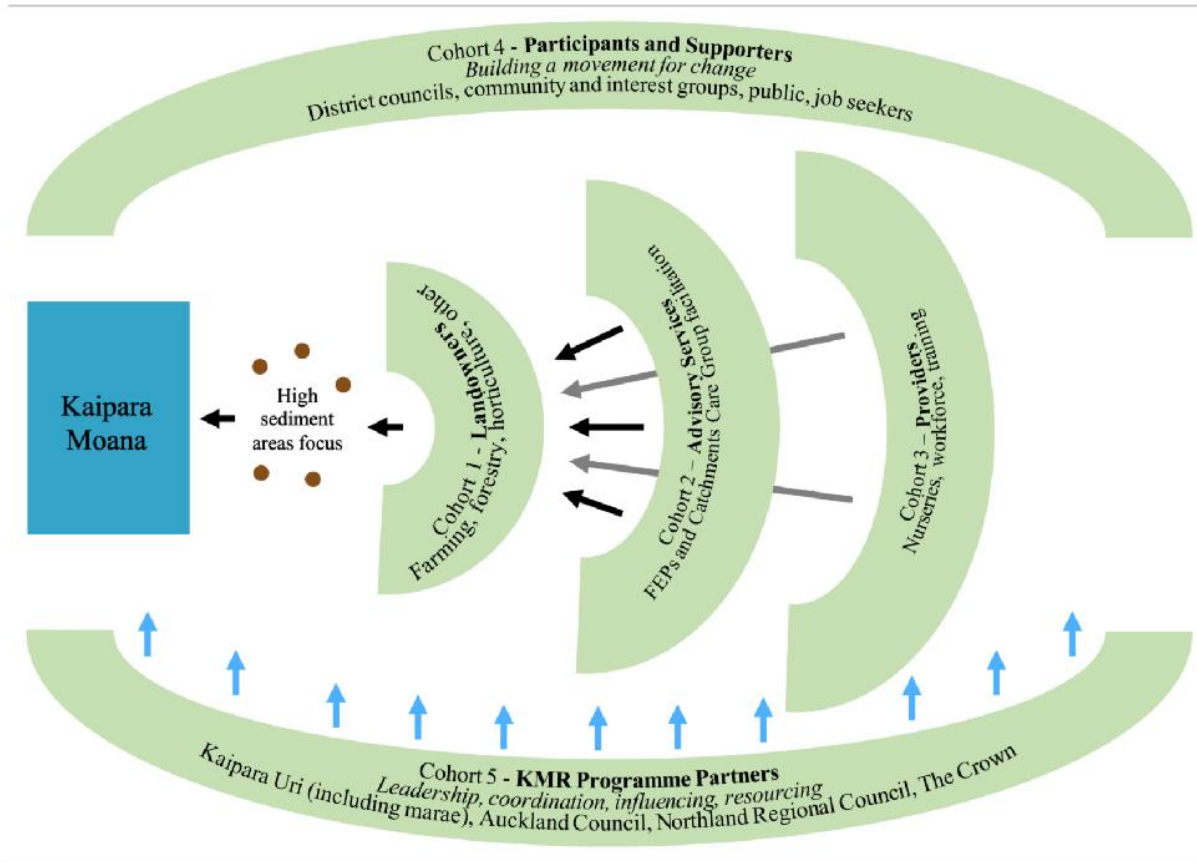
Consider this when engaging across cohorts:

- Achieve trust and maximise opportunity by involving as many cohorts as possible in planning stages.
- Involve cohorts early in decision-making processes.
- Cultivate and accept support. For example, key industry groups have offered to engage directly on behalf of the KMR Programme with their people (DairyNZ, Beef+Lamb, Fonterra). They have contact networks with their members, they are out and about on farms and they interact with a wide range of rural professionals. They bring credibility and influence and so are important to the the KMR Programme.
- Similarly, training, cadetships and apprenticeships are supported by several government agencies. Linking them to rural professionals, to marae and to landowners will help build the work skills needed to get the jobs done.
- Broker fresh possibilities and support people to achieve them. Bring landowners to marae, bring fencing contractors to nurseries, bring training organisations to sites of high erosion. Engagement happens not just between the KMR Programme and each cohort but between cohorts.
- Showcase what the KMR Programme means on demonstration farms and in forests, bringing a cross-section of cohorts to the paddock.
- Showcase how everyone is doing their part across the cohorts, how costs and benefits of remediation are shared, so that people see a growing movement for change

Achieving the vision is going to take creativity, bravery and doing things differently – this is part of engagement.



FITTING THE COHORTS TOGETHER



COHORT 1 LANDOWNERS AND LAND MANAGERS 1. Farmers

Farmers include:

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

Desired engagement outcomes:

Farmers in erosion-prone sub-catchments of the Kaipara Moana catchment:

- understand the vision, purpose and principles of the KMR Programme
- regard sediment control as a critically important component of good farm management
- have prioritised and invested in sediment control financially, in time and in spirit
- know the KMR Programme as a trustworthy, fair, practical, effective, efficient, inspiring, informed and supportive organisation
- are proud of the shared outcomes and successes of the KMR Programme.

Why farmers

More than 60% of land (371,000 hectares) in the Kaipara Moana catchment is used for pastoral farming of which the majority is sheep and beef farming (47%), followed by dairy (23%). Just over 13% of the catchment, primarily pastoral land hill country, is classified as 'highly erodible land', responsible for about 77% of the land-based erosion.

The farm owners and managers of the priority sediment sub-catchments are clearly critical stakeholders for the KMR Programme. Their land management priority-setting, decision-making, investments and actions will be at the heart of the desired outcomes of the programme.

The farming perspective

- The great majority of farmers are likely to willingly engage with sediment control measures but face barriers to action including farm management concerns, cost of remediation works, and issues of time/labour.
- Farmers know their own land and their animals and have pride in them both.
- Farmers need certainty and clarity as the decisions they will make on behalf of KMR Programme's desired outcomes affect the management and profitability of their farms. Farmers need to understand what's in it for them, how the remediation could resolve their management problems, impact farm gate returns and address issues of policy and regulation they must deal with.
- Farmers are facing a lot of challenges and confusion across a sector that is undergoing significant change.
- Farmers want to work with people they trust, those who are farmers and those who understand farming and farmers.

12



Engagement factors to consider for farmers

1. Once through the farm gate, the KMR Programme engagement is **centred on the farmer's world**. The engagement focuses on what's in it for the farmers, how the FEP and its implementation can solve their problems – farm management, financial, policy and regulation problems.
2. Engagement emphasises this work is **farmer-led and business-aware**. Farmers mentor farmers. Farmers support farmers.
3. The KMR Programme is **aligned with and supported by the influencers** in the farming world – respected farmers, agricultural sector groups, neighbours.
4. **Demonstration farms** that include the financials, bring it all to life for those who are hesitant.
5. Engagement **adjusts to the farm calendar** and situation, accounting for drought, floods, calving, lambing,
6. Farmers retain the authority to **select the advisory service provider** they would like to engage with.
7. **Farm pride/kaitikaitanga** is collectively celebrated.
8. **Mutual trust is nurtured**. What happens on your farm is up to you and your advisor, working within an audited FEP framework. In return, it is clear the KMR Programme is outcome focused, prioritises to the hot spots and is effective.
9. Every step of the way is **simple** - the FEP, its auditing and reporting, the funding. Every step is straight forward, makes sense and solves farmers' problems.
10. **Kanohi ki te kanohi/face-to-face** is the preferred approach although effective digital tools should reduce the time burden of doing this for farmers and advisors.
11. **Expectations are shared** as soon as these are clear, but no sooner. Farmers need to make plans for farm management well in advance so if changes need to be made (fencing setbacks, land retirement, stock movement changes, wetland creation), they need to know these as early as possible.
12. Farmers understand the **reciprocity**: the value of remediation work to Kaipara Moana in return for the reward of being uniquely supported in this work, much of which they must do anyway through national policy.
13. It's clear **everyone is playing their part**. All land use in the catchment is contributing.
14. Everyone is talking about the KMR Programme. Accurate information is easily sourced, **programme identity** is clear.



Who engages with farmers from the KMR Programme?

- Contracted advisory services engage directly with farmers to create FEPs and facilitate community groups.
- KMR Programme staff engage with: groups of farmers (at public meetings for example); individual farmers with grants to implement FEPs; and individuals to solve specific issues unable to be resolved by the advisory services.
- The Joint Committee does not engage directly with farmers.
- The KMR Programme Partners represent the broader interests of farmers as constituent representatives.

POINTS OF ENGAGEMENT BETWEEN the KMR PROGRAMME AND FARMERS

Farm Environment Plans (FEPs)

- As well as being mandated by national policy, FEPs are the principal organising tool for Kaipara farmers to plan their response to sediment control.
- FEPs are also the principal interface between farmers and the KMR Programme through the contracted advisory services (see discussion on the next cohort), for FEP planning, funding and implementation.
- While FEPs are tailored to be specific to individual farms, they will use templates and tools that must meet as national policy requirements.
- The templates are also the place for the KMR Programme to include its own requirements for accessing grants, most particularly the need to include local knowledge within the catchment, expressed through mātauranga Māori and identification of sub-catchment priorities. The FEPs themselves, then, are also a point of engagement with farmers.
- Other KMR Programme outcomes – social, economic and cultural – are expected to be met through FEP implementation – the fencing, plant sourcing, planting and maintenance. There is more on this in the providers cohort discussed below.

Communities of place ('catchment groups')

- Most farmers like to engage with their neighbouring farms in catchment groups, sharing information, helping to prioritise sub-catchment sediment plans, and providing mutual support in completing FEPs and then implementing the actions prioritised through them.
- It is important that these groups are led by local farmers. It is also important that they are supported by external paid facilitators who can provide administration services and neutral external support. Meetings need to be professionally run, on topic, useful, problem solving and timely. The KMR Programme will contract out group facilitation through advisory services contracts (see below).
- In every community there will be some farmers who prefer to work individually, outside a group, and this should be accommodated.
- Either way, the KMR Programme has points of engagement directly or indirectly with farmers through this process.



Connecting the pieces

Contracted advisory services for both FEPs and catchment group facilitation represent the KMR Programme to farmers and so are critically important communicators.

For advisory services contractors

KMR Programme staff need to:

- make clear the **expectations** of contracted services
- establish **consistent information** and application of KMR Programme principles for all contractors
- work to see that everyone representing the KMR Programme, either as staff or as a contracted business or group, is **skilled, knowledgeable, trusted and audited**. Fully observe that they all embrace and practice KMR Programme's **principles**.
- maintain quality control, auditing and data collection for the contracted services as well as sign off on the individual FEPs.
- The KMR Programme retains its **unique identity** alongside the contracted services

The KMR Programme itself needs to build trust with farmers: learning, offering direct skilled information and advice, and ensuring quality control. This can be achieved by KMR Programme staff hosting local meetings at critical stages in the programme and by KMR Programme staff maintaining direct relationships with influential farmers.



Farming ecosystems: Who can help?

Who else is on the farm?

The KMR Programme and its contractors are only one organisation in a busy rural space. The ecosystem of the farmers' world includes:

- everyone who visits farms – stock agents, farm advisors, extension officers, farm contractors, fertiliser companies, insurance, and banking
- support networks such as the Dairy Women's Network and the Rural Support Trust
- sector interests such as DairyNZ, Beef+Lamb and Fonterra and the various programmes and initiatives they support. The agriculture industry sector representatives are critical influencers and supporters for farmers and having joint messaging with the KMR Programme is a priority for the programme.
- NGOs and trusts such as IKHMG, catchment care groups, QEII Trust, The Forest Bridge Trust and others have strong relationships with farmers in the areas they work in.
- Māori land incorporations farm on behalf of Māori landowners and have connections to them
- farmer advocacy groups including Federated Farmers
- government agencies such as MPI, Māori Agricultural Services and Ngā Whenua Rāhui
- open days, demonstration farms and piloting initiatives such as Extension 350, the Sustainable Catchment Initiative, the Hoteo Sediment Reduction scheme, and the Waiora, Waimā, Waitai, Waiora partnership.

As part of the engagement strategy of multi-agency alignment, these are all people, programmes, businesses and organisations that the KMR Programme can support, embrace and empower to expand and deepen the reach of KMR Programme's outcomes. Awareness of their reach and influence, aligning messages and using their networks to reach into the farming network are important considerations for an engagement strategy with farmers.

Who else is in the community?

Farmers are of course also part of the broader rural community of the Kaipara (covered in cohorts below) and so can be reached through their extensive connections within that community (marae, whanau, schools, sports, other local groups, print and social media). Farmers are connected to political representation in (the Kaipara District Council and the Whangarei District Council, Northland Regional Council and Auckland Council) and with hapū and marae. Keeping all of these parties part of the broader communications network for the KMR Programme is important to build a web of interest and support and knowledge and understanding.



LANDOWNERS AND LAND MANAGERS 2. Forestry

Forestry includes:

Plantation forestry land owners and forest managers.

Desired engagement outcomes:

Forestry land owners and managers in erosion-prone sub-catchments of the Kaipara Moana catchment:

- understand the vision, purpose and principles of the KMR Programme
- regard sediment control as a critically important component of good forestry management
- have prioritised and invested in sediment control financially, in time and in spirit
- know the KMR Programme as a trustworthy, practical, effective, efficient, inspiring, informed and supportive organisation
- are proud of the shared outcomes and successes of the KMR Programme.

Forestry essentials

Plantation forestry covers approximately 14% of the land use area in the catchment, and contributes about 10% of the sediment generated, significantly less than overall sediment from pastoral farming.

Forestry remediation was not budgeted for in the Indicative Business Case for the KMR Programme.

Despite this, forestry forms an important part of the sediment story in the catchment and localised impacts can be significant with harvesting. To build a consensus and momentum for the need for change, everyone and every sector need to be seen as doing their part.

- There is significant opportunity to improve 'best practice' guidelines for plantation forestry in the Kaipara Moana catchment so effective engagement with the forestry sector will have impact.
- Owners of large forestry land blocks usually engage forestry management companies to manage all matters relating to their land and forests, including engagement with external parties.
- There is a role for high-level advocacy at the governance and ownership levels of forestry companies by the Joint Committee.
- There are gaps in information and experience in native tree species afforestation, particularly in viability and economic information.



Principles of engagement for Forestry

- Kanohi ki te kanohi/face-to-face is the best approach to engaging with the forestry industry. This can take place at two levels: governance to governance, with Joint Committee members engaging, for advocacy purposes, with forestry owners and governance; and staff to staff, with KMR Programme operational staff engaging with the managers, staff and sector representatives of forestry initiatives in the Kaipara Moana catchment.
- Involve the industry early in planning and testing ideas, at both a governance and operational level.
- Clarify expectations early on: Questions the forestry industry asks of the KMR programme include: *What remediation support can be expected if any? What responsibilities does the forestry industry have to fulfil? What expectations and desired outcomes does the KMR Programme have in relation to forestry?*

An engagement opportunity exists for the KMR Programme to assist the forestry industry explore options for using native species. Organisations working in this space for collaboration opportunities include Trees That Count, Northland Totara Working Group and Tane's Tree Trust.

How to engage

- Regionally, the Northland Wood Council (NWC) is a central contact point for KMR Programme operational staff.
- NWC is a regional association representing around 80% of the plantation forest owners and forest managers operating in Northland. Membership includes Hancock Forest Management, PF Olsen, NZ Farm Forestry Association, Rayonier Matariki Forests, China Forestry Group Corporation, Northland Forest Managers, Taitokerau Maori Forests Inc and Summit Forests.
- One of NWC's objectives is to be the voice of commercial plantation forestry industry in Northland.
- Other objectives include promotion of best practice in environmental matters and liaison with external organisation including sharing information and working on issues of mutual concern.
- The Council meets four times a year and welcomes interested bodies to attend those meetings.
- Between NWC and the forestry companies individually, a complete network of forestry interests in the Kaipara Moana catchment can be accessed.
- At a sub-catchment level, forestry management is likely to want to engage with KMR Programme staff or contracted advisory services kanohi ki te kanohi/face to face about sediment control plans and implementation rather than be part of mixed neighbourhood community groups.
- At a governance level, for impactful advocacy about forestry outcomes for Kaipara Moana, direct engagement between the Joint Committee and forestry owners and company governance is desirable.



LANDOWNERS AND LAND MANAGERS 3. Horticulture

Horticulture includes:

Orchards, berry farms, crops such as kumara.

Desired engagement outcomes:

Horticultural interests in the Kaipara Moana catchment:

- understand the vision, purpose and principles of the KMR Programme
- regard sediment control as a critically important component of good land management
- have prioritised and invested in sediment control financially, in time and in spirit
- know the KMR Programme as a trustworthy, practical, effective, efficient, inspiring, informed and supportive organisation
- are proud of the shared outcomes and successes of the KMR Programme.

Horticulture essentials

Like forestry, horticulture is not a land use that was budgeted for remediation actions in the Indicative Business Case for the KMR Programme. Like forestry, it is important that all land use in the catchment is given the opportunity to be part of the Kaipara Moana restoration story.

Sediment loss is a problem from horticultural land when land is cultivated on a regular basis (such as for kumara cropping). Other horticultural land (berries, fruit crops) is vulnerable to sediment loss at the point the land is cleared for conversion, but then stabilises over the years that the tree crops are in place. For the Kaipara Moana catchment, cultivation for kumara is most likely to be relevant to the sediment story.

There is a code of practice by the industry that includes sediment and erosion control. Horticultural land is required to have FEPs like other farmed land.

Principles for engaging

Horticulture NZ is the starting point for engagement with the horticultural sector in the catchment and it is keen to be engaged with the KMR Programme. HortNZ would then organise the engagement with their members in the catchment.

HortNZ seeks a catchment-wide understanding of which farm types are included (berries, tree crops, kumara etc).

Engagement with the horticultural industry can be mutually beneficial, with sediment improvement achieved with minimal investment from the KMR Programme, and potentially with positive marketing benefits for the industry (because they are taking part in the Kaipara Moana restoration actions).

Interaction could centre on KMR Programme's input into the FEP template for horticultural land in the catchment.



LANDOWNERS AND LAND MANAGERS 4. Lifestyle blocks and subdivision

The matrix of land use in the Kaipara Moana catchment includes a considerable number of lifestyle blocks and subdivisions.

The resources of the KMR Programme need to be tightly focused on the most significant sources of sediment – that from farming, particularly dry stock farming.

As a result, it will not be practical for the programme to engage closely with the cohort of lifestyle blocks and land development.

However, this cohort is still a part of the sediment story, a component of the catchment-wide movement for change and a visible reminder to other landowners that everyone needs to be seen to be doing their part.

The KMR Programme can use the following low-investment/high-return engagement approaches to influence and engage lifestyle block owners and land developers:

- Make information and how-to readily available on KMR Programme's website so all landowners can do their part
- Make space for lifestyle block owners in catchment care groups if invited by farmers
- Engage with high-influence organisations and people within this cohort who can then spread key messages
- Advocate for sediment control initiatives across all erosion-prone land wherever possible.



COHORT 2: ADVISORY SERVICES

Advisory services include:

Individuals, companies (including Māori-owned companies), industry sectors, NGOs and trusts contracted to:

- deliver FEPs and support their implementation
- facilitate and support neighbourhood community groups

Desired engagement outcomes:

Advisory services contractors working within the Kaipara Moana catchment:

- understand the vision, purpose and principles of the KMR Programme, including the desire for multiple environmental, economic, cultural and social outcomes and are able to infuse their services with those principles and that knowledge.
- know the KMR Programme as a trustworthy, practical, effective, efficient, inspiring, informed and supportive organisation
- are proud of the shared outcomes and successes of the KMR Programme.

Who provides advisory services?

There is a diverse ecosystem of advisory service providers in the Kaipara Moana catchment. They include the following:

- IKHMG which has worked with partners, hapū, marae, landowners and many others in the Kaipara Moana catchment for more than a decade.
- Fonterra which has its own regulation-ready FEP process to be contracted by the KMR programme to deliver to Fonterra customers.
- Other industry groups (DairyNZ, Beef + Lamb) have communities of interest groups that, through workshops and other meetings, could be a conduit of information about the KMR Programme to their farmers.
- Agricultural service consulting companies such as AgFirst, Farm Wise, and Opus
- NGOs such The Forest Bridge Trust who are interested to deliver community catchment group support in the specific geographical areas they work in.
- Individual advisors running sole trading services.

The community of landowners and land managers is diverse and so this diversity of advisory service providers is to be encouraged.

Advisory service providers are the interface between the KMR Programme and some its most important stakeholders - landowners and land managers of the Kaipara Moana catchment. Advisory service providers contracted to the KMR Programme therefore need to be credible experts able to build rapport with landowners and land managers and with a sound understanding of the KMR Programme, and able to represent its principles and multiple outcomes.



Engaging with the advisory services cohort

There will be a team of contractors delivering FEPs and catchment care group facilitation and support. Across this team, maintaining clear communication, expectations, KMR Programme outcomes, and standards will all be important. Key engagement points include the following:

- As advisors are delivering the KMR Programmes, a KMR Programme identity needs to infuse their services and product.
- Accountability, quality control and auditing of the advisors are the responsibility of the KMR Programme.
- Close personal relationships between KMR Programme staff and advisors are the basis for building trust and understanding.
- Building the wairua and kaupapa of the contracted advisory services team includes the following considerations:
 - Farmers should be offered choice of advisors
 - Diversity of advisors is important
 - A social procurement framework for winning contracts can observe this diversity and also help build place-based engagement between local farming communities and their local advisor
 - Competition between advisors may need management by the KMR Programme.



COHORT 3: PROVIDERS

Providers include:

Those whanau, marae, businesses (including Māori owners), institutions, NGOs, trusts and agencies that provide the following services to KMR Programme's outcomes:

- Plants from plant nurseries
- Workforce for fencing, planting, wetland creation, weed and pest control, including landscape contractors
- Training to build a skilled, safe workforce

Desired engagement outcomes:

Providers delivering goods and services to the landowners and land managers in the Kaipara Moana catchment:

- understand the vision, purpose and principles of the KMR Programme
- have invested in aligned outcomes
- understand the value of partnership with local marae and whanau and value the productive engagement that comes with that partnership
- know the KMR Programme as a trustworthy, practical, effective, efficient, inspiring, informed and supportive organisation
- are proud of the shared outcomes and successes of the KMR Programme.

Engagement with the provider cohort is important because:

- Providers of plants, planters, fencers, weed control and other services will bring the FEP process to life. Timely supply of quality goods and services at a fair price means farm environment plan implementation is practical and achievable.
- The Provider cohort is a key engagement point for achieving the social and economic outcomes of the KMR Programme through employment opportunity and training. Strategic engagement with this cohort is important to match jobs with people and training to skill gaps.

Engagement points

KMR Programme's engagement strategy for providers can focus on building alliances and co-design with marae, government, businesses, NGOs and institutions in a way that brokers opportunity and connection, adding scale and value to the KMR Programme. While the KMR Programme may not have the resources to co-fund or co-manage all of these opportunities, it could:

- *Co-design* employment hubs that link job seekers with employment
- *Co-design* training hubs that link skills development with work opportunities
- *Co-plan* so goods and services are delivered in a timely and organised manner



Principles for engaging with providers

A critical outcome for the KMR Programme is to bring economic and social opportunities to mana whenua and other local people. KMR Programme engagement with this cohort therefore needs to address the following:

- Co-design with Kaipara Uri and other mana whenua entities KMR Programme’s economic and social outcome strategies
- Establish early and collaborative planning with all parts of the cohort to establish effective implementation frameworks and deliver on the programme outcomes: timely delivery of plants; training of sufficient skilled people; pastoral care to bring the vulnerable to the work place; consistent work flow across the seasons; supply chain coordination.
- Ease barriers to employment including through a focus on tikanga Māori and provision of cultural support.
- Develop and support multi-agency alliances between nurseries, government employment schemes, training programmes, skills development, marae, pastoral care initiatives, farms and farmers, contractors, NGOs and trusts.
- Establish a Social procurement framework rewarding contractors who will meet social, cultural and economic outcomes for the KMR Programme



COHORT 4: PARTICIPANTS AND SUPPORTERS 1. District Councils

District councils are:

Kaipara District Council (KDC) and Whangarei District Council (WDC)

Desired engagement outcomes:

District Councils:

- understand the vision, purpose and principles of the KMR Programme
- have prioritised and invested in KMR Programme outcomes within their sphere of influence
- know the KMR Programme as a trustworthy, fair, practical, effective, efficient, inspiring, informed and supportive organisation
- are proud of the shared outcomes and successes of the KMR Programme.

District Councils' essentials

KDC and WDC were involved in the development of the Indicative Business Case for the KMR Programme and are members of the Kaipara Moana Working Party (representing local government for Treaty settlement negotiations). There are several points of intersection between the district councils and the KMR Programme.

The councils:

- are a conduit for community expression and connection
- can represent leaders and influencers in local communities
- have a close interest in the longer-term outcomes of co-governance through the Treaty settlement process.
- control the subdivision and use of land through district plans, and issue resource consents for infrastructure investments (including flood protection and drainage schemes), sometimes with sediment control consequences.

Principles of engagement

- Engage at both a senior staff and governance level
- Engage early in the development of the Kaipara Moana Remediation yearly work plans and other key strategic documents.
- Provide advance information of initiatives that impact on the rural communities of the two councils, particularly for any changes in expectations of the how local land owners and land managers must manage their land so that ward councillors are well prepared.
- Information-rich communication will help district councils support the kaupapa of the KMR Programme
- Take up offers to use the communications networks of district councils to reach rural communities (newsletters, Facebook, People's Panels, media outreach)
- As well as regular personal engagement between the staff of the KMR Programme and district council staff, and between the Joint Committee and elected members of the two councils, formal quarterly reporting would ensure engagement stays informed and timely.



PARTICIPANTS AND SUPPORTERS 2. Community and interest groups

Community and interest groups include:

A wide range of NGOs, trusts, groups, associations, universities and other tertiary organisations that work within the Kaipara Moana catchment on kaupapa aligned with KMR Programme's outcomes.

Desired engagement outcomes:

Community and interest groups:

- understand the vision, purpose and principles of the KMR Programme
- have invested in KMR Programme outcomes in their sphere of influence
- know the KMR Programme as a trustworthy, fair, practical, effective, efficient, inspiring, informed and supportive organisation
- are proud of the shared outcomes and successes of the KMR Programme.

Community and interest group essentials

Community and interest groups are stakeholders in the KMR Programme.

Their interests align with many parts of the Programme including job creation, mātauranga Māori, conservation and environment and farmer engagement.

Community and interest groups can take initiatives to scale, endorse messages, add value and creativity, and reach people that the KMR Programme can't.

They have wide networks of engagement of their own that they may share with the KMR Programme.

How to engage

- Community and interest groups can form part of the multi-agency alliances that the KMR Programme will be facilitating.
- The KMR Programme can get to know this ecosystem of groups and engage individually on specific initiatives as these arise.
- Groups will be most useful if they are engaged at the planning phase of KMR annual work plans, and the consideration of sub-catchment priorities and strategies.
- Groups may be kept informed at an information-sharing level.



Examples of alignment between the KMR Programme and community and interest groups

Advice and knowledge

Reconnecting Northland can share their Te Kawa Wairoa, Waimā, Waitai, Waiora, providing guidance on how Mātauranga Māori can be drawn into the programme and can contribute experience with takiwā /tapere as an organising concept for communities, weaving in place and experience.

IKHMG can advise on a range of subjects including working with farmers, Māori landowners, cultural competency, pest control, and with a range of community groups.

Trees That Count can advise on indigenous trees for forestry.

The Forest Bridge Trust can give on advice on working with farmers on restoration, and on pest control.

University of Auckland can provide collaborative research opportunities in ecology, engineering, co-governance, data management and social/economic impacts

Restoration activities

Otamatea Harbour Care can support restoration for farmers by providing plants, planting plans and volunteer labour.

Northland Volunteers provide local volunteers for restoration.

Sustainable Business Network can help draw up riparian restoration plans.

The Forest Bridge Trust can provide direct restoration assistance in their area of interest.

Trees That Count provide support to groups and individuals to manage and plant large-scale land areas.

Whitebait Connection runs planting days within the catchment.

Catchment care groups

IKHMG has experience in developing and facilitating catchment care groups.

NZ Landcare Trust can help establish and support catchment groups through facilitation, events and workshops.

The Forest Bridge Trust can support catchment care groups in their geographical area of interest.

Enviroschools can help facilitate workshops in the community to establish restoration groups

Telling the stories

Most of the groups listed can share success stories through their communications networks.



Further examples of alignment between the KMR Programme and community and interest groups

Workforce development

Kiwi Can Do supports employment opportunities.

Building community understanding and support

Otamatea Harbour Care has outreach into their local community.

Enviroschools Most schools in the catchment are Enviroschools and can be accessed through this programme.

TFBT, Federated Farmers, IKHMG,

Trees that Count, Whitebait Connection and others have outreach into their communities through newsletters, hui, regular emailing, websites and other networks.

Funding

Sustainable Business Network funds for riparian restoration as well as web-based fundraising pages for private landowners.

Trees that count contribute funding towards native tree planting.

PF2050 through an alliance with *IKHMG* may have funds for predator control.

Training

Conservation Volunteers NZ can support training of local people, marae-based, in essential field skills.

Sustainable Business Network can provide Health and Safety training.

Trees That Count conduct training workshop on farms for native forest planting.

Whitebait Connection trains for Stream Health Monitoring Assessment.

CUEHaven provides a venue for training and education

Enviroschools runs training programmes for fencing waterways and possum control.



PARTICIPANTS AND SUPPORTERS 3. General public

General public include:

The people who live and work in the Kaipara Moana catchment and those outside this area that can support the Programme.

Desired engagement outcomes:

The general public:

- understand the vision, purpose and principles of the KMR Programme
- support the multiple outcomes of the KMR Programme – environmental, economic, social and cultural
- are motivated to act in support of these outcomes in their sphere of influence
- know the KMR Programme as a trustworthy, fair, practical, effective, efficient, inspiring, informed and supportive organisation
- are proud of any shared outcomes and successes of the KMR Programme.

General public essentials

The Kaipara Moana catchment is home to approximately 70,000 people.

Many more people, regionally and nationally, are taking an interest in KMR Programme's aspirations and actions. While the Programme does not have the resources to actively engage with the general public, nevertheless this is an important audience as they are the neighbours, the friends, the employers and employees, the observers and commentators, of the catchment.

The general public can help build a regional movement for change across the catchment.

How to engage

The general public needs to understand:

- the history of the KMR Programme and the story of Kaipara Uri's connection to Kaipara Moana
- KMR Programme's vision, role, principles, and work streams; its structure and decision-making
- initiatives and projects linked to the programme
- stories of the programme as it unfolds: successes, people and place
- how people can support the work of the programme.

...using social media, website, traditional media, presence at public events, occasional public meetings, and the networks of supporting stakeholders.



COHORT 5: PARTNERS

Partners of the KMR Programme are:

- Kaipara Uri entities
- The Crown (represented by Ministry for Environment)
- Northland Regional Council
- Auckland Council

Desired engagement outcomes

Partners:

- are advocates and supporters of the KMR Programme and its kaupapa
- see the KMR Programme as embodying the principles of Kaitiakitanga (guardianship) and Rangapu (partnership) and meeting cultural, environmental, social and economic outcomes for the people of Kaipara Moana
- know the KMR Programme as effective, efficient and inspiring and its work as a exemplar of both co-governance and harbour restoration for Aotearoa
- are proud of the shared outcomes and successes of the KMR Programme.

Partner essentials

Partners as a cohort refers to the entities represented on the Kaipara Moana Remediation Joint Committee, plus the Crown, who together signed the Kaipara Moana Remediation MOU. Kaipara Uri entities are the bodies which signed the Kaipara Moana Remediation MOU, and which in turn represent wider communities of hapū and marae in their respective areas (acknowledging that hapū and marae have their own responsibilities and decision-making processes). The Crown includes the Ministry for Environment along with other ministries and departments that have an aligned interest in the work of KMR Programme, particularly those supporting the government's Sustainable Land Use Package and Jobs for Nature Programme. Auckland Council and Northland Regional Council refer to the governance bodies of those councils, along with their staff.

As noted at the beginning of this document, in the future governance for the KMR Programme will transfer to a new statutory Treaty settlement co-governance body, negotiations for which are presently underway. Hapū in the northern reaches of the Kaipara Moana catchment are in separate discussions with the Crown and Kaipara Uri on how they may be involved in this future body. In the meantime, the KMR Programme acknowledges the interests of the northern hapū and marae in the restoration of the mauri of Kaipara Moana and seeks opportunities to work with them, supporting aligned initiatives in their rohe.

30



PARTNERS: 1. Kaipara Uri

'Kaipara Uri', meaning 'descendants of the Kaipara', is the collective name taken the group involved in Treaty settlement negotiations with the Crown, including the four post settlement governance entities Te Roroa, Te Uri o Hau Settlement Trust, Ngā Maunga Whakahii o Kaipara Development Trust, and the Māori Trust Board, Te Runanga o Ngāti Whātua.

- Te Roroa – the occupiers of the hinterland and rich valleys between the Hokianga Harbours, specifically, the Kaihū valley, Waipoua, Dargaville, and the Maunganui Bluff areas.
- Te Uri o Hau – the occupiers of the northern side of Kaipara Moana and the Pouto peninsula
- Ngā Maunga Whakahii o Kaipara Development Trust – made up of the hapū of Te Taou, Ngāti Whātua Tūturu, and Ngāti Rongo, who are the occupiers of the southern area of the Kaipara Moana all the way to Taupaki
- Te Rūnanga o Ngāti Whātua – this governance group represents Ngāti Whātua as an iwi. The overall Ngāti Whātua rohe runs from Tāmaki River in the south to Maunganui and Whangārei Harbour in the north.

Information from Kaipara Moana Remediation Indicative Business Case

The wider Kaipara Uri community referred to in this engagement strategy include 34 marae across the Kaipara Moana catchment.



Engaging with Kaipara Uri

Kaipara Uri as partners (rather than the Joint Committee) will use their post settlement governance entities (and Te Rūnanga o Ngāti Whātua) as the principal engagement point with their people. Engagement approaches are likely to include:

- Regular meetings of the entities where information and updates on the KMR Programme will be shared
- Through hapū websites, Facebook and other web-based sites.
- At AGMs of land and business entities
- Kanohi ki te kanohi engagement with Māori-owned land blocks and joint venture businesses

Marae

At a governance level, Kaipara Uri as partners will engage directly with their own marae to keep them informed of the KMR Programme work and outcomes. (Engagement with marae not affiliated to Kaipara Uri, such as those in the upper Kaipara Moana catchment, will be undertaken through separate processes by the KMR Programme).

At an operational level, it is expected the 34 marae affiliated to Kaipara Uri, along with other marae particularly in the upper Kaipara Moana catchment, will have a close and ongoing engagement with several key aspects of KMR Programme's work programme including:

- Developing and sharing mātauranga Māori for infusion into the FEP process and prioritising action at a sub-catchment level
- Supporting the training of extension contractors
- Engaging in the employment strategy of the programme including nursery upscaling
- Sharing and supporting other marae-based services such as pastoral care, and tikanga and kawa
- Undertaking remediation projects directly.



PARTNERS 2. The Crown

The Crown is represented in the partnership by Ministry for Environment.

Overview for engaging with the Crown

There are three levels of engagement with the Crown as outlined in the table below.

Deed of Funding obligations

The KMR Programme has a formal relationship with the Crown, with the obligations for planning (the Annual Work Programme) and reporting (Annual Report) set out in the Deed of Funding. MfE may sit in attendance at the Joint Committee meetings. This engagement strategy does not specifically cover these detailed reporting commitments.

Understanding and communicating the KMR Programme

Ministry for Environment, beyond its official role as the Crown's representative in the MOU, has a broader interest in the programme's position as an exemplar to initiatives of partnership and catchment management elsewhere in New Zealand. For this purpose, MfE would like to understand *how* the KMR Programme is developing and achieving impact and what the emerging stories and findings are from the programme – stories of the people, the whenua and the moana in real time. The KMR Programme will need to seek out these stories as they illustrate the themes of its work, and then include them as a component of programme monitoring and reporting.

Engaging with work plans of Crown ministries and departments.

The following government agencies have an interest in the health and mauri of Kaipara Moana and/or the Programme's social, economic and cultural outcomes:

- *Ministry for the Environment,*
- *Ministry for Primary Industries,*
- *Department of Conservation*
- *Ministry of Business, Innovation and Enterprise*
- *Ministry of Social Development*
- *Te Puna Kōkiri*

MfE have a responsibility to keep other government agencies informed about the KMR Programme at a high level, particularly those supporting the government's Sustainable Land Use Package and Jobs for Nature Programme. Regional and local engagement between the KMR programme and local government offices is best forged directly between the programme and those offices.



Who engages?

For *Deed of Funding obligations*, the formal relationship is between MfE and the Joint Committee, as constituted by its member parties. The reporting and planning levels of engagement are between KMR Programme staff and staff of MfE. At this level a cornerstone of engagement will be facilitating a free flow of information and a no-surprises engagement policy to build trust and understanding.

For *all other Crown ministry and department engagement*, the key relationship holder and point of engagement with the KMR Programme will be the staff of the operational entity.

Engaging with individual ministries and departments

ALIGNING INTERESTS

MfE	Ensuring KMR Deed of Funding obligations are met. Sets regulatory standards for freshwater quality. Interested in exemplar stories, human interest that illustrate impact and change.
MPI	Supports land and farm development and on-farm capability (through the Sustainable Land Use Management team), Agricultural Investment Services (including Māori Agricultural Services and the Rural Communities and Farming Support team), fisheries management and development, and forestry development (through Te Uru Rakau). MPI's Northland Rural Communities and Farming Support team includes support for and engagement with Community Hubs' which provide advice, connection and support for isolated rural communities. Two of these hubs are within the Kaipara catchment.
DOC	Responsible for conservation, marine reserves, and overall protection of biodiversity, and the preparation of New Zealand Coastal Policy Statements. DOC's interest in the KMR Programme is primarily at a local/regional operational level including pest control and biodiversity conservation. DOC-supported initiatives that align with the KMR Programme include certain Jobs for Nature projects, Ngā Whenua Rāhui (which offers kawanata/covenants for Maori land and training programme for rangatahi).
MBIE	MBIE offers support for job creation and training including its Regional Apprenticeship Initiative, He Poutama Rangatahi – Youth Employment Pathways, Maori Trades and Training Fund (MTTF).
MSD	Provides support for employment seekers by engaging with work brokers and providing subsidised wages Provides skills training and training for clients to be work-ready and offers pastoral care to clients
TPK	Provides targeted Training and Apprenticeship Fund and cadetship scholarships for Māori, and a Whenua Advisory Programme Monitoring and evaluating performance of other agencies involved with Maori initiatives.

34



PARTNERS 3 and 4: Northland Regional Council and Auckland Council

Engaging with NRC and AC

There are two lines of engagement between the KMR Programme and the councils:

1. *Formal governance reporting:* The council representatives on the Joint Committee report back to their mandating authorities. In the case of Auckland Council it is to the Environment and Climate Change Committee. This reporting can also be provided to the Rodney Local Board. In the case of Northland Regional Council it is directly to the governing body of NRC. Reporting comprises six-monthly reports updating actions and outcomes.
2. *Engaging staff to staff:* Both NRC and AC have mutual operational interests with the KMR Programme. Staff of KMR Programme's operational entity will engage directly with staff in the councils, sharing information, planning, outcomes and lessons, and data. Staff from both councils are also expected to be seconded to KMR Programme's operational entity.

Several of the six council representatives on the Joint Committee have constituencies in the Kaipara Moana catchment and as such have a *representative* interest in the KMR Programme. As with all governance roles, councillors in this position practice all the KMR Programme Joint Committee responsibilities with good governance practice, making decisions for the good of the KMR Programme. Separately, and away from the KMR Programme Joint Committee, they represent their constituency interests.



TITLE: Kaipara Moana Remediation Programme Interim
Communications Actions

ID: A1422940

From: Penny Pirrit, Northland Regional Council Management Representative

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

Executive summary/Whakarāpopototanga

A paper written by Penny Pirrit will be tabled at the meeting on 22 March reviewing the Kaipara Moana Remediation Programme Interim Communications Actions.

Recommendation

That the report 'Kaipara Moana Remediation Programme Interim Communications Actions' by Penny Pirrit, Northland Regional Council Management Representative and dated 11 March 2021, be received.

Attachments/Ngā tapirihanga

Nil