KAIPARA MOANA REMEDIATION

Agenda

Rārangi Take

Kaipara Moana Remediation Joint Committee
Monday 27 July 2026 at 10.30am

kmr.org.nz

Kaipara Moana Remediation Joint Committee Agenda

Rā | Date:	Monday, 27 July 2026
Wā | Time:	10.30am
Tauwāhi | Location:	The Orchard, Whangārei.
Ngā Mana Whakahaere | Members	Tame Te Rangi (Chair), Te Rūnanga o Ngāti Whātua Debra Brewer, Ngā Maunga Whakahii o Kaipara Georgina Curtis-Connelly, Te Uri o Hau Greg Sayers, Auckland Council Guy Wishart, Auckland Council Ivan Wagstaff, Auckland Council Jack Craw, Northland Regional Council John Blackwell, Northland Regional Council Kelly Retimana, Te Uri o Hau Michael Tana, Te Rūnanga o Ngāti Whātua Pita Tipene, Northland Regional Council Tracy Davis, Ngā Maunga Whakahii o Kaipara

The Quorum for the Joint Committee is:

a) 6 members of the 12 Committee members, and;

b) At least 1 member each from Auckland Council and Northland Regional Council, and;

c) At least 2 members from Kaipara Uri (unspecified from which entities).

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

For any queries regarding this meeting, please contact Kaipara Moana Remediation via the website https://kmr.org.nz/contact/

KARAKIA | WHAKATAU

TAKE | ITEM Page

ITEM: 4.1

TITLE:	**Confirmation of Minutes**
Kaituhi Pūrongo | Report Writer	Sophie Bone, PA to Pou Tātaki and Governance Support

Te Kaupapa | Purpose

This paper serves to receive the minutes of the KMR Joint Committee meeting held in April 2026.

Whakataunga | Recommendations

That the minutes of the Kaipara Moana Remediation Joint Committee meeting held on 20 April 2026 be confirmed as a true and correct record.

Ngā Tāpiri| Attachments

Attachment 1: Joint Committee Hui Minutes (April 2026)

Kaipara Moana Remediation Joint Committee Minutes

Rā | Date:	Monday, 20 April 2026
Wā | Time:	11am
Tauwāhi | Location:	Online, via Microsoft Teams
Huihuinga | Gathering	Tame Te Rangi (Chair), Te Rūnanga o Ngāti Whātua John Blackwell (Deputy Chair), Northland Regional Council Georgina Curtis-Connelly, Te Uri o Hau Greg Sayers, Auckland Council (AC) Guy Wishart, Auckland Council Ivan Wagstaff, Auckland Council Jack Craw, Northland Regional Council (NRC) Kelly Retimana, Te Uri o Hau Mike Tana, Te Rūnanga o Ngāti Whātua Pita Tipene, Northland Regional Council Tracy Davis, Ngā Maunga Whakahii o Kaipara
Tae Mai | In Attendance	Emma Doré, Amo-Rautaki Pākihi, KMR (Acting Pou Tātaki) Lisette Rawson, Amo-Rauora Koāwa, KMR Sophie Bone, PA to Pou Tātaki and Governance Support, KMR Natalie Jarufe, Ringa-Pārongo, KMR David McDermott, Consultant / Nursery Liaison, KMR

The Chair declared the meeting open at 11am.

KARAKIA | WHAKATAU

TAHITAHI | HOUSEKEEPING

Callum Anderson from Northland Regional Council provided the Livestream Declaration to the Members

NGĀ WHAKAPAHĀ | APOLOGIES (ITEM 2.0)

Moved (Craw / Tana)

That the Joint Committee:

1. Receive the apologies from Member Debra Brewer, and apologies for lateness from Chair Tame Te Rangi.

Carried

Secretariat Note:
The Chair also noted apologies from Observers Jonathan Gibbard (NRC)

NGĀ WHAKAPUAKANGA | DECLARATIONS OF INTEREST (ITEM 3.0)

Member Tracy Davis noted that his interest had changed, no longer a representative on the Ngā Maunga Whakahii o Kaipara board, but maintains representation on Kaipara Moana Remediation Joint Committee.

NGĀ KŌRERO KUA WHAKAAEA | CONFIRMATION OF MINUTES (ITEM 4.1)

Report from Sophie Bone, PA to Pou Tātaki and Governance Support.

Moved (Craw / Curtis-Connelly)

1. That the minutes of the Kaipara Moana Remediation Joint Committee meeting held on 23 February 2026 be confirmed as a true and correct record.

Carried

JOINT COMMITTEE ACTION TRACKER (ITEM 5.1)

Report from Sophie Bone, PA to Pou Tātaki and Governance Support.

Moved (Davis / Curtis-Connelly)

That the Joint Committee:

1. Receive the report 'Joint Committee Action Tracker'.

Carried

Secretariat Note:
Sophie Bone spoke to the addition of the second Action Tracker item for the Pātaka Kai Whakatauira, and Lisette Rawson provided further detail on that, as well as an additional update on the proposed Auckland based Kōrero Tuku Iho Whakatauira, which is moving forward.

Member Davis provided a short mihi to the recently deceased, and noted the Rahui placed in the Kaipara for a man still missing from Shelly Beach.

JOINT COMMITTEE FORWARD WORKPLAN (ITEM 5.2)

Report from Sophie Bone, PA to Pou Tātaki and Governance Support.

Moved (Craw / Curtis-Connelly)

That the Joint Committee:

1. Receive the report 'Joint Committee Forward Workplan'.

Carried

Secretariat Note:
Sophie Bone spoke to the two minor changes in the Forward Workplan since the previous submission.

DRAFT ANNUAL WORK PLAN (2026/2027) (ITEM 6.1)

Report from Emma Doré, Acting Pou Tātaki

Moved (Craw / Sayers)

That the Joint Committee:

1. Receive the report 'Draft Annual Work Plan 2026/2027' by Emma Doré, dated 20 April 2026 (Attachment 1).
2. Note the draft Annual Work Plan budget for the 2026-2027 financial year totals $21.006 million (total programme value excluding GST).
3. Note the draft Work Plan budget and KPIs will continue to change as modelling is refined and it becomes clearer what Year 6 budget needs to carry over into Year 7.
4. Note modelling uptake of remediation activity is inherently challenging, as KMR is a voluntary programme, and uptake can be highly variable depending on weather, human capacity, and the economy.
5. Note that as we did last year and reflective of the ongoing uncertainties in KMR's operating environment, we have estimated a suite of delivery ranges in 2026/2027, the lower bound of which represents the formal Key Performance Indicators for the programme, which KMR is expected to meet.
6. Approve for submission the draft Work Plan (Attachment 1) to the Ministry for the Environment for review and comment, as per the requirements of the KMR Programme Deed of Funding, subject to any feedback from the Joint Committee.
7. Note that the Ministry can request any reasonable modifications to the draft Work Plan within 20 working days from submission.
8. Agree to delegate to the Joint Committee Chair and Deputy Chair approval of a final draft Work Plan for provision to MfE and finalisation of the Work Plan as needed following MfE review.
9. Note the Joint Committee will receive for information the finalised Annual Work Plan in October due to the timing of the external audit.

Carried

Secretariat Note:
Member Jack Craw asked whether we are doing anything 'above and beyond' the adapted requirements by MfE. Emma Doré confirmed that KMR would still provide PT reports and other significant items to the Joint Committee. Member Jack Craw concerned about extra work on the Maurikura.

COMMUNICATIONS AND ENGAGEMENT STRATEGY UPDATE (ITEM 6.2)

Report from Natalie Jarufe, Communications Lead

Moved (Tana / Wishart)

That the Joint Committee:

1. Receive the report 'Communications and Engagement Strategy Update' Natalie Jarufe, dated 20 April 2026.

Carried

Secretariat Note:
Natalie Jarufe spoke to the report, outlining the background to the existing Communications and Engagement Strategy and the reasons for undertaking a refresh to ensure it remains relevant to the current operating environment, where KMR is finding EOIs harder to come by so more strategic and targeted

engagement needs to be the focus. Staff confirmed feedback was welcome. It was confirmed that the proposed budget is sufficient to cover the refresh of the Communications and Engagement Strategy. The refreshed strategy is intended to cover a three-year period and will be supported by an annual work programme, where the budgets are further detailed. Members discussed the importance of understanding how the previous year's communications and engagement activities had performed, including effectiveness, channels used and expenditure, to better inform feedback on the proposed strategy. KMR staff advised that communications work is reported regularly, and that consideration will be given to providing an annual communications summary to the Joint Committee as requested.

Discussion focused on engagement variability across the catchment. Staff acknowledged previous concerns regarding lower levels of engagement in the Southern area of the catchment and noted that detailed GIS analysis of where engagement uptake had been lower, and the reasons why, would be addressed in the refreshed strategy. It was confirmed that the updated strategy, scheduled to be presented for feedback in July, would apply across the whole catchment, with strategic action planned for the differing landscape, client base and land use.

Members sought assurance that the refreshed strategy would be broader than participation enablement alone, and would also include past and present storytelling, retention of existing participants, internal and external communications, and targeted engagement with stakeholders, partners, landowners and community groups. Members also sought to confirm that the projected budget would be sufficient for what needs to be achieved. Staff confirmed the broader scope of the strategy detailed above, and the suitability of the budget, while also noting that all communications and engagement spend by KMR needs to be matched. Suggestions were made to engage with new and existing key partners and stakeholders, including iwi organisations, field advisors, councils and Uri leadership. The opportunity for KMR to share their mahi and increase visibility at Waitangi in 2027 and beyond was suggested by Member Tana.

Members noted the value of success stories from earlier plantings to demonstrate long-term outcomes, and the importance of leveraging partnerships, collaborations and council support to reach harder-to-engage landowners. The landowners that will require this targeting are spread across areas experiencing rapid land-use change and housing development, as well as the uncertainty around future legislation, and the proposed highway routes. Members noted that these changes, including fast track developments created a new and unknown set of opportunities. Member Blackwell queried the success of Northland Field Days, noting that often Farmers stay on their property so learning from and engaging as neighbours is often the most valuable for that group. Staff confirmed that EOIs came in, but also that the dialogue between KMR and landowners was very valuable.

POU TĀTAKI REPORT (ITEM 6.3)

Report from Emma Doré, Acting Pou Tātaki

Moved (Curtis-Connelly / Craw)

That the Joint Committee:

1. Receive the report 'Pou Tātaki Report', by Emma Doré dated 20 April 2026.

Carried

Secretariat Note:
Acting Pou Tātaki Emma Dore shared comments regarding a KMR staff survey that had been undertaken, to highlight the next phase of leadership the staff were hoping for. The survey results were anonymised and will be provided to the interview panel. Emma Doré also confirmed that since the time of writing, KMR's position on the Sustainable Business Network panel had been confirmed, and that the panel would be presenting in August this year.
Member Tana requested that the staff survey be shared as appropriate and queried who would be on the interview panel, which was answered by Sophie Bone. Member Craw checked with Emma Doré regarding the extra workload, and Emma responded that although the workload was high, she was excellently supported by the whole kmr team.

KMR Mid-season Planting Summary (Verbal Updates) – David McDermott

Secretariat Note:
David McDermott provided a verbal update on the mid-season planting summary. He noted that a wet autumn has extended the planting season, with planting commencing earlier than usual. Project numbers are expected to fluctuate over the coming months.
Mr McDermott advised that financial pressures across the sectors have resulted in a more conservative approach to planting projects and co-funding with landowners. He noted that more complex projects are now being progressed.
Current project distribution was noted as approximately 52 per cent in Northland and 48 per cent in Auckland, with a trend towards smaller lifestyle blocks in Auckland and larger properties in Northland. Mr McDermott confirmed that seasonal tracking is undertaken and that further updates can be provided to the Joint Committee, with a clearer position expected at the end of the planting season.
Member Blackwell noted favourable growing conditions and strong farming prices, which may encourage that demographic of landowner uptake. Member Davis requested consideration of additional data, including social outcomes and regional distribution.

The Chair arrived late and apologised to the Committee, advising that he had been meeting with archaeological and heritage research teams from the University of Otago and Auckland universities. He outlined preliminary work underway across the catchment as part of the Coastal People: Southern Skies programme, including early findings relating to the Tāpora Peninsula and its cultural landscape and heritage significance. It was noted that this work would inform future planning and would be reported back to the Joint Committee as it progresses, and as the role KMR will play becomes more clear.
The Chair thanked the Deputy Chair for stepping in for the beginning of the meeting. The PA to Pou Tātaki will circulate details regarding the location of the next hui.

Karakia Mutunga

Whakamutunga (Conclusion)

The meeting concluded at 12.04 pm.

TITLE:	**Joint Committee Work Programme**
Kaituhi Pūrongo | Report Writer	Sophie Bone, PA to Pou Tātaki and Governance Support

Rāpopototanga Matua | Executive summary

The Joint Committee Action Tracker and Forward Workplan are maintained to support oversight of actions, upcoming meetings, papers and decisions.
These documents are updated regularly and presented at each Hui to provide a transparent record of progress and keep the Joint Committee informed.

Whakataunga | Recommendations

That the Joint Committee:

1. Receive the report 'Joint Committee Work Programme' by Sophie Bone, PA to Pou Tātaki and Governance Support, dated

2. Note the Joint Committee Action Tracker – July 2026 (Attachment 1) and Joint Committee Forward Workplan - 2026 (Attachment 2).

Ngā Tāpiri | Attachments

Attachment 1: Joint Committee Action Tracker – July 2026

Attachment 2: Joint Committee Forward Workplan - 2026

KMR Joint Committee: Action Tracker

Item	Action	Who	Due	Status	Comments
20 October 2025					
Kōrero Tuku Iho	Report back on a possible Auckland based Kōrero Tuku Iho case study, following clarification on a related resource consent.	Relevant KMR Joint Committee members	July	Closed	An Update is provided in Item 6.8 Kōrero Tuku Iho Update by Lisette Rawson
23 February 2026					
Kōrero Tuku Iho	Report back on the status of the Pātaka Kai Kōrero Tuku Iho Whakatauira, due for completion	Mana Whenua Relations Lead	July	Closed	An Update is provided in Item 6.8 Kōrero Tuku Iho Update by Lisette Rawson

Note: Closed items will be removed from the table once they have been sighted by the Joint Committee.

KMR Joint Committee: Indicative Forward Workplan 2026

Meeting	Hui (Standing Items)	Briefing / Workshop	Field Trip / Other
Feb 12		Induction for New Members	
Feb 23	Draft 6 Month report Kōrero Tuku Iho update		
April 20	Draft Annual Work Plan		
June 25			Partnership Forum (Optional)
July 27	Committee and Executive Interests Kōrero Tuku Iho update Communications and Engagement Strategy Update		
September 28 (tbc)			Pou Tātaki pōhiri (tbc)
October 19	Annual Report Annual Work Plan		Field Trip
November 16	Audit Assurance Report Meeting Dates 2027		

TITLE:	**Committee and Executive Interests**
Kaituhi Pūrongo | Report Writer	Sophie Bone, PA to Pou Tātaki and Governance Support

Te Kaupapa | Purpose

To provide an update to the Kaipara Moana Remediation (KMR) Joint Committee on the Declared Interests of Members and the KMR Leadership team.

Whakataunga |Recommendations

That the Joint Committee:

1. Note the paper 'Committee and Executive Interests', by Sophie Bone, PA to Pou Tātaki and Governance Support, dated 27 July 2026.
2. Request that Joint Committee Members provide advice of any new or changed interests to those shown in Attachment 1.

Pirihongi | Attachments

Attachment 1 - Committee and Executive Interests Register

KMR Joint Committee and Executive Leader Interests Register 2026

Committee Member Interests

Name	Entity / Interest of relevance to KMR	Nature of Interest
Tame Te Rangi	Te Rūnanga o Ngāti Whātua	Mandated Representative to KMR Joint Committee
	Te Rūnanga o Ngāti Whātua	Principal Advisor
	Kōrero Tuku Iho Reference Rōpū	Interim Chair
	Kaipara Moana Negotiations Reference Group	Chair
	NZ Native Riverwood Ltd	Relationship Advocate
	Pakotai Te Oruoru Recreation Hall	Secretary
	Property in Mangakāhia	Landowner
	Taita Marae Mamaranui	Trustee
	Ngāti Rango - Kākānui and Araparera Marae	Uri member
	Te Kārearea Standing Committee Whangārei District Council	Appointed Member
	Te Kauhanganui o Ngāti Whātua	Chair
Debra Brewer	Ngā Maunga Whakahii o Kaipara	Mandated Representative to KMR Joint Committee
	Ngā Maunga Whakahii o Kaipara	Trustee
	Te Kia Ora Marae	Trustee
	Ōtakanini Tōpū	Trustee
Georgina Curtis-Connelly	Te Uri o Hau	Mandated Representative to KMR Joint Committee
	Kōareare Creek Project	Family relationship with applicant of completed KMR project
	Whānau papakāinga - Ōtamatea	Family relationship with applicant of KMR project
Greg Sayers	Auckland Council (Rodney Ward)	Elected Member
	Auckland Rotary Club	Member

Guy Wishart	Auckland Council (Rodney Local Board, Chair)	Mandated Representative to KMR Joint Committee
	Auckland Properties	Owner
	Huapai Kumeu Lions	Past-President
	Kumeu Community Action	Chairman
	Kumeu Showgrounds	Volunteer
	Te Poari o Kaipātiki ki Kaipara	Deputy Chair

Ivan Wagstaff	Auckland Council (Rodney Local Board, Deputy Chair)	Mandated Representative to KMR Joint Committee

Jack Craw	Northland Regional Council	Elected Member
	Koru Biosecurity Management	Owner/Sole Trader
	Pennantia Trust	Principal Trustee

John Blackwell	Northland Regional Council	Elected Member
	Blackwell A.G Ltd	Director
	C.L. Blackwell LTD	Director
	J.W Blackwell Family Trust	Director
	Mititai road, Arapohue properties	Owner
	Northland Federated Farmers	Committee Member
	Northland Field Days	Treasurer

Kelly Retimana	Te Uri o Hau	Mandated Representative to KMR Joint Committee
	Northern Wairoa Community Radio Trust	Board Member
	North Kaipara Māori Wardens Association	Treasurer
	Te Uri o Hau Settlement Trust	Trustee
	Tai Tokerau District Māori Council	Board Member
	Kapehu Marae	Whānau/Affiliate

Michael Tana	Te Rūnanga o Ngāti Whātua	Mandated Representative to KMR Joint Committee

Pita Tipene	Northland Regional Council	Elected Member (Chair)
	Ngāti Hine Ltd	Director
	Ngāti Hine Health Trust - Primary Health Services	Employee

	Manuka Charitable Trust	Member
	Ngāti Hine Forestry Trust	Member
	Te Rūnanga o Ngāti Hine Charitable Trust	Member

Executive Leadership Interests

Name	Entity / Interest	Nature of Interest
Lisette Rawson	None of relevance	n/a
Emma Doré	Rodney Local Board	Partner of elected Board member

TITLE:	**Signed Annual Work Plan (2026-2027)**
Kaituhi Pūrongo | Report Writer	Emma Doré, Acting Pou Tātaki

Te Kaupapa | Purpose

This paper tables to the Joint Committee the signed Kaipara Moana Remediation (KMR) Annual Work Plan 2026-2027 for noting.

Whakarāpopototanga | Executive summary

On 20 April 2026, the draft KMR Annual Work Plan for the 2026-2027 financial year was approved by the Joint Committee. The Joint Committee also delegated to the Chair and Deputy Chair approval of any changes to the Annual Work Plan following submission and review from the Crown.

Given the imminent transition from Minister for the Environment (MfE) to Ministry of Cities, Environment, Regions and Transport (MCERT), and the potential for new MCERT leads to be overseeing the AWP and deliverables, substantial additional narrative and explanation of the KMR programme was requested, with some inclusion of additional detail in the AWP. There have been no changes made to the budget and the final Draft Annual Work Plan has been agreed and signed as per the delegation.

Whakataunga |Recommendations

That the Joint Committee:

1. Receive the report 'Signed Annual Work Plan 2026-2027' by Emma Doré, dated 27 July 2026.
2. Note the Signed KMR Annual Work Plan 2026-2027 (Attachment 1)
3. Note the final Annual Work Plan budget for the 2026-2027 financial year remains unchanged and totals $21.006 million (total programme value, including the value of co-funding, excluding GST).

Horopaki | Background

At the Joint Committee meeting on 20 April 2026, the draft KMR Annual Work Plan for the 2026-2027 financial year was presented and approved for submission to the Crown. The meeting also approved delegation to the Joint Committee Chair and Deputy Chair to approve any changes to the draft Annual Work Plan following review by MfE, as their entitlement in the Deed of Funding.

Since approval of the previous Annual Work Plan in June 2025, there have been changes in MfE personnel who were not fully aware of the development of the programme. Key issues which required clarification for MfE were the Initial Business Case, the Grant Thronton Modelling, the agreed KPI measures, KMR Foundational Strategies, investment and functionality of the KMR digital planning tool, Mātai Onekura, KMR contracts with landowners/groups and the process of drafting, reviewing and approving Sediment Reduction Plans.

Tātari me ngā tūtohu | Analysis and Advice

A revised Annual Work Plan with additional MfE narrative requirements and edits was provided to the KMR Chair and Deputy Chair on 2 June. It was noted that there were no material operational or financial changes, and this was approved and submitted to MfE on 9 June with an accompanying invoice for part one payment for the financial year 2026-2027. MfE confirmed their acceptance of the Annual Work Plan and have since paid the invoice.

While this year's Annual Work Plan includes more reporting deliverables than in previous years, these requirements have been negotiated to meet the Crown's needs while remaining manageable for KMR. It is acknowledged that KMR receives a significant level of Crown funding, and as such, scrutiny of KMR's achievements is both expected and welcomed.

The KMR programme continues to be highly regarded and well supported by MCERT leads. It is therefore in KMR's interest to ensure that key contacts are fully briefed and well positioned to advocate for KMR with new MCERT managers and Ministers.

Ngā whāinga mō āmuri | Next steps

As happens each year, the agreed KMR Annual Work Plan budget will be uploaded to the NRC financial system and amended as necessary following the end of year calculations, Annual Report and auditors' assurance report.

Pirihongi | Attachments

Attachment 1: Signed KMR Annual Work Plan 2026-2027

Kaipara Moana Remediation Programme

Annual Work Plan for

FY 2026/2027

Undertaken by

The Kaipara Moana Remediation Joint Committee

Official information and privacy

Official Information Act 1982

Important: Information presented to the Minister for the Environment or the Ministry for the Environment is subject to disclosure under the Official Information Act 1982 (OIA). Certain information may be withheld in accordance with the grounds for withholding information under the OIA. Further information on the OIA is available at www.ombudsmen.parliament.nz.

Information held by the Minister or the Ministry may have to be released under the OIA in response to a request from a member of the public (or any other body) for that information. If you wish to provide sensitive information to the Minister or the Ministry which you do not want released, it is recommended you consult with the Ministry as to whether the information is necessary for the application, and whether there may be grounds in the OIA for withholding the information. For instance, if release of the information would disclose a trade secret or be likely to unreasonably prejudice the commercial position of the person who supplied or who is the subject of the information, then there may be grounds to withhold the information. If an OIA request relating to your application is received, the Ministry will endeavour to contact you to discuss it, and what the implications of releasing your information are.

The grounds for withholding information must always be balanced against consideration of public interest that may justify release. Although the Ministry does not give any guarantees as to whether information can be withheld under the OIA, it may be helpful to discuss OIA issues with the Ministry in advance if information provided with an application is sensitive.

Privacy Act 1993

Important: The Ministry for the Environment (8 Willis Street, Wellington Central, 6011) may collect, use, hold or disclose personal information for the purpose of assessing eligibility and suitability for Public Waterways and Ecosystem Restoration Fund funding. Individuals have the right in accordance with the Privacy Act 1993 to request access to and correction of their personal information. While the provision of personal information is not mandatory, failure to provide requested information could lead to a delay in considering the application or a decline of the same.

Instructions

This Annual Work Plan provides a detailed breakdown of the interventions to be undertaken in each year of the project. Annual Work Plans are developed prior to the commencement of each financial year during the life of the project.

While completing this template, please be aware that payment of any Kaipara Moana Remediation Programme monies in subsequent Financial Years will be withheld until the Ministry has approved the Annual Report submitted for this Financial Year.

Complete this Annual Work Plan template by fully completing all sections.

Email this completed draft work plan to your assigned analyst. They will review it and advise you if there are any issues that need to be addressed, or if there are any outstanding questions.

1 Project details	
Check that the information below about your project is correct, and update this as required.	
Project name	Kaipara Moana Remediation Programme
Project purpose	The Kaipara Moana Remediation (KMR) Programme seeks to protect and restore the mauri of the Kaipara Moana, with an aim to halve sediment losses into the harbour over the long term.
For how many years has this project been granted funding, and what year is the project currently in?	The project has been approved for 10 years and is in year 7.

2 Programme Overview

Kaipara Moana Remediation (KMR) seeks to protect and restore the mauri of the Kaipara Moana, with an aim to halve sediment losses into the harbour over the long term. The Deed of Funding spans the period of 2021 to 2031, and by 30 June 2026, KMR will have completed four and a half years of full operational activity. KMR is underpinned by two foundational strategies, The Soil Conservation Strategy, and Kōrero Tuku Iho:

KMR's Soil Conservation Strategy:
Activity during the first 18 months of operations targeted waterway-focused activities, namely fencing off and planting land near waterways, rivers, streams, wetlands, and the coast itself. From September 2023, KMR implemented a Soil Conservation Strategy, promoting a wider set of project investments to reduce sediment across the landscape with the new addition of planting options for highly erodible hill country. This enabled a targeted investment in erosion and sediment reduction in highly erodible areas, supporting greater participation in the programme.

Kōrero Tuku Iho:
Kōrero Tuku Iho is the foundational cultural strategy for Kaipara Moana Remediation. Building on mātauranga, kōrero tuku iho-based environmental management methods and profiles of the whenua, the project will use a small number of whakatauira (case studies) to develop a methodology that can be applied across various Kaipara uri, iwi, hapū, marae and whānau communities. The whakatauira will support practical sediment remediation activities inspired by local perspectives, including kōrero tuku iho and tikanga tiaki (customary practices).

This Work Plan for 2026/2027, its associated Key Performance Indicators (KPIs), and the budget draws on operational and financial data for this period. However, the programme continues to evolve, and uptake of services may vary year to year, reflecting landowners' financial constraints and broader economic or political conditions. This creates variability in activity uptake and requires programme flexibility to respond to external changes and opportunities as they arise.

In FY 26/27, a key consideration is that over 80% of estimated eligible catchment landowners have now engaged with KMR, and a Sediment Reduction Plan has either been developed or is in the process of being developed, which limits the scope for growth in participation from new landowners (estimates are based on the 2023 Grant Thornton Model). Accordingly, a focus for this year is additional projects with existing landowners. These additional projects within existing landowner boundaries will support delivery outcomes but will not increase the area KPI measure, as landowner boundaries are counted only once at the time of the first remediation project. However, Nature and Resilience KPIs for KMR, such as fencing and planting, will continue to increase with these additional projects.

The Key Tasks and Activities set out in section 6 of this Plan are moderately aspirational, reflecting KMR's intent to deliver ongoing scale-up of the programme, while recognising that we may be approaching the phase in our programme modelling (per the Indicative Business Case and Grant Thorton Model) where uptake from new landowners will begin to plateau. KMR also recognises that there will be a concurrent increasing volume of remediation works already under contract that will need to be supported through to completion, and funds dispersed. Large scale properties often have the capability to undertake larger Projects, producing higher KPI results, but KMR will be targeting specific catchment areas this financial year, some of which are more populated with smaller (lifestyle) blocks which are constrained by their size in the amount of Nature and Resilience KPIs that they can achieve, but are important in maintaining equity in a voluntary programme across the entire catchment.

As with the previous financial year, we have included indicative delivery ranges for FY 2026/2027. The upper bound of each range reflects KMR's delivery aspirations, while the lower bound reflects more realistic (moderate) Key Performance Indicators that KMR is expected to meet under the *Jobs for Nature* reporting system.

As KMR remains a voluntary programme with limited regulatory drivers, the proposed Key Performance Indicators (KPIs) remain an <u>estimate</u> of what the programme *could* achieve during Year 7 given best estimates and data available to date in the programme.

Ranges have been set taking into account:

- Programme delivery to date and what we expect to achieve by 30 June 2026
- The uncertainty about landowners' remediation choices amid rising operational costs and increasing severe weather events, notably whether hill country measures will be prioritised over riparian activities.
- The Grant Thornton model that informed the programme rephasing and sets out estimated annual deliverables across each year of a 10-year programme.
- Landowner/group feedback and programme experience that ongoing uncertainty around regulatory policy settings are influencing (reducing) programme uptake and the size of KMR projects.

3 Contact details for this project

Check that the contact information below is correct, and update this as required.

Recipient's main contact (name and organisation)	Emma Doré, KMR	**Ministry's main contact**	Aoife Broad
Role in the organisation	Acting Pou Tātaki		
Email address	emmad@kmr.org.nz	**Email address**	Aoife.Broad@mfe.govt.nz
Phone	027 4323603	**Phone**	027 602 2433
Postal address	c/o Northland Regional Council Private Bag 9021 Whangārei Mail Centre Whangārei 0148	**Postal address**	PO Box 10362 Wellington 6143
Physical address	c/o The Orchard Level One, 35 Walton Street Whangarei 0110	**Physical address**	8 Willis Street, Wellington Central New Zealand

4 Project team

Provide details of your project team and confirmation of their availability for the duration of the project. Please provide details for your project manager in the first row.

Name	Organisation	Role in project	Phone	Email
Emma Doré	KMR	Acting Pou Tātaki/Business Manager	027 432 3603	emmad@kmr.org.nz
Lisette Rawson	KMR	Amo - Rauora Kōawa/Catchment Remediation Manager	027 303 2735	lisetter@kmr.org.nz

5 Environmental compliance

Please complete this section for any statutory permissions or consents that you require in this financial year.	
Do you require any statutory or non-statutory permissions to complete activities set out in this Annual Work Plan? *For example, resource consents, planning consents, or landowner permissions?*	☐ Yes ☒ No *If yes, which permission(s) are required? Have you applied for these? If so, when is a decision expected? (If date of decision is unknown, please provide a comment.)* KMR does not undertake work on landowners' properties. Landowners obtain their own contractors directly. Where KMR requires access to inspect sites / works completed before providing reimbursement through the agreed grant amount, this forms part of the grant Contract issued to and signed by the landowner.

6 Project key tasks/activities for this financial year (2026/2027)

Work Programme	YEAR 7 Project tasks/activities	Deliverables and outputs	YEAR 7 Estimated budget ($ million)		
			Crown contribution	Contribution from external sources (Council, Landowners, Partners)	TOTAL Budget
Programme delivery – sediment reduction			***$9.022***	***$8.112***	***$17.134***
Remediation Grants & Partnerships	Grants funding to landowners and groups across the Kaipara Moana catchment. Funding is delivered directly to landowners through KMR's Landowner Grants Scheme and to groups (for example, community groups, catchment groups, marae) through the Whenua Whānui Fund. This funding provides for: • Preparation of Sediment Reduction Plans and KMR projects. These identify priority works to reduce sediment and act as funding agreements to undertake these. • A KMR 'contribution' to the cost of works, at 50% of estimated project value for Landowner Grants and up to 70% of estimated project value for Whenua Whānui Fund projects, with the landowner or group covering the balance through cash or in-kind contributions, or via other third-party contributions. • A contribution to engagement, education, project management and administration costs, if relevant under Whenua Whānui Fund projects. • Project funding to engage and support catchment groups and/or collectives. It also supports delivery through sediment	KMR will provide annual copies of the following documents to the Ministry: • PDF of the Sediment Reduction Plan process steps undertaken through our digital system. • Delivery confirmation of Grant Agreements will be provided through the annual audit process. KMR will provide quarterly: • 4 sample photographs of completed planting and fencing projects. Please note that outputs identified below are modelled estimates and will be subject to change: • Between 100-140 new Sediment Reduction Plans or Tiaki Farm Environment Plans /grant agreements. *Note: Development of*	$8.701	$7.823	$16.524

	remediation partnerships with: • Kaipara Uri, a key delivery partner, supporting engagement to drive uptake and projects among harder-to-reach mana whenua groups. • Fonterra, who develops Tiaki Farm Environment Plans and associated projects on KMR's behalf • The Forest Bridge Trust supporting engagement and delivery of Sediment Reduction Plans/projects. • Other delivery partners include Wai Connection who assist with community engagement and QEII Trust to establish covenants around the Kaipara Moana Catchment. The budget also includes the value of contracted sediment remediation grants and the matching landowner/group contributions carried over from Year 6. Some of this budget will roll over into Year 8, reflecting newly contracted remediation grants and matching landowner contributions that are not completed until the following financial year.	*Sediment Reduction Plans is 100% funded by KMR, implementation of works included in plans is split between KMR and landowners/other contributors.* • Further projects contracted with 120-320 landowners/groups who are already working with KMR. • Between 13,000-30,000 ha of new land area covered by new Sediment Reduction Plans or Tiaki Farm Environment Plans/grant agreements. • Between 300-550 km of new fencing built or under contract to be built. • Between 100-160 ha of planting in riparian, coastal, wetland or lake margins completed or under contract to be completed. • Between 250-1,200 ha of afforestation or space planting outside of riparian and wetland areas are completed or under contract. • Between 350,000-1,800,000 plants planted in highly erodible hill country outside of riparian and wetland areas completed or under contract. Note: Uptake of Sediment Reduction Plans/projects and the quantum of individual landowner/group spend per property depend directly on several			

		external factors (such as economics, weather and central and regional government policy settings), as well as the success of KMR's engagement strategy, landowner/group willingness and capacity to engage, and the rate at which Plans/projects are completed by KMR and our delivery partners in the 2026/2027 financial year. Remediation works outputs (i.e. km of fencing) are tracked from when a Sediment Reduction Plan is agreed with a landowner, until projects included in the plan are signed off as completed. Remediation projects often span financial years. Final payment and landowner contribution will occur when remediation works are signed off as completed. Workforce development and FTE outputs are modelled based on assumptions about remediation works outputs.			

Capability and Workforce Development	A range of activities to support KMR to build technical advisory capability including: • Providing strategic and technical advice to our Field Advisors on tree species for unique challenges on land or supporting sediment reduction activities • Professional development, training, and mentoring support via a community of practice for KMR Field Advisors (Including 12 individually contracted Field Advisors employed in the previous financial year) • Training to develop The KMR Local Stream Health Project and Freshwater Farm Planners into the future • Other initiatives as required to support workforce development, training, and mentoring as required.	KMR will provide quarterly updates on: • Number of people who have undertaken training, as an agreed Jobs for Nature KPI measure. KMR will provide narrative updates on the following activities in the 6-Monthly and /or Annual Report. • Workforce initiatives with a focus on developing workforce capability and capacity to implement sediment remediation projects, support KMR stream health monitoring and future Freshwater Farm Plans.	$0.321	$0.289	$0.610

Engagement and Partnership			***$0.151***	***$0.045***	***$0.196***
Communications and Engagement	KMR's communications and engagement are directed at reaching landowners and groups across the catchment to drive uptake and completion of KMR grants, in line with programme KPIs and expectations of wide participation, as well as a targeted number of activities to keep founding partners, delivery partners, stakeholders, and future investors informed. Activity will include: • Revision of the KMR Comms & Engagement Strategy • Forums with senior industry, NGOs, community, iwi/hapū and practitioners across the Kaipara Moana Catchment to share information on remediation opportunities, funding, resources and relevant insights from KMR delivery. • Engagement in the community, including on marae, at events, field days and open days, as well at sector and community forums. • Publicising the work the KMR is doing to landowners and groups not yet working with KMR, and potential commercial and philanthropic partners, including through regular media outreach, video content and campaigns.	KMR will provide quarterly updates on: • Data on hosted events including on-farm, community-based and on-marae engagement, either in person or held through online mediums. • Copies of published information materials and brochures, either in print format or via digital channels. • Regular e-newsletters to subscribers, publicly available website/news updates, social media posts. • An Annual Partnership Forum for landowners, groups, and KMR partners to share information and best practice and provide updates about KMR.	$0.145	$0.036	$0.181

	• A range of engagement methods to target landowners and groups with offers of support, reminders, and seasonal messages.				
Programme marketing	This workstream will promote and publicise the work KMR is doing, with a focus on informing landowners, groups, and potential partners of the opportunities available through KMR, and profiling people taking action with KMR support, in order to better reach target groups. Activity will include: • Advertising and paid promotional content. • Text messaging to existing landowners/groups to promote new projects • Creation of marketing collateral to promote KMR.	KMR will provide quarterly to the Ministry: • Digital copies of created marketing collateral	$0.006	$0.009	$0.015
Thriving Maurikura			***$0.574***	***$1.711***	***$2.285***
Kaipara Maurikura	The Kaipara Maurikura is the operational vehicle for KMR. It was established as a business unit within Northland Regional Council, until such time as the Kaipara Moana Body is established under statute. The Kaipara Maurikura currently employs 12.75 full-time equivalent (FTE) staff, which is capped at 14 FTE with vacancies included in this budget, (at least 50% funded by co-funders) who fulfil the leadership, engagement, communications, project management, technical leadership, strategic, governance	Delivery of programme-level KPIs. Timely delivery of required reporting outputs to the Ministry for the Environment: • Quarterly reporting on Jobs for Nature KPIs (due 31 July 2026, 31 October 2026, 31 January 2027 and 30 April 2027) • Six monthly report (due 28 February 2027)	$0.574	$1.711	$2.285

	support and administrative roles required to deliver KMR's work programme. It is the responsibility of the KMR Maurikura to confirm all external funding for Year 7 of this project is secured, and if not, notify the Ministry. This budget area includes all costs for independent office space, with IT and telecommunications, vehicles, health and safety, human resources, professional development of KMR Maurikura staff, financial, audit and other administrative support costs, delivered via a Service Level Agreement with Northland Regional Council. This budget area also includes a contingency budget (only if needed) for the Pou Tātaki for consultants, legal advice, and sundries.	• Annual report (due 31 October 2027) • Annual independent financial audit report (including delivery confirmation of Grant Agreements) (due 31 October 2027) • KMR Year 8 Annual Work Plan (due 30 April 2027)			
Governance, Planning and Reporting			***$0.030***	***$0.030***	***$0.060***
Governance	The Kaipara Moana Remediation Joint Committee costs including Kaipara Uri member fees, venue hire, catering, koha, travel and other associated costs. Note – Kaipara Maurikura staff provide administrative support for the Joint Committee (budgeted for separately under Thriving Maurikura above).	KMR will provide effective governance through the Kaipara Moana Remediation Joint Committee with the following deliverables: • 4 Formal meetings each year (some online) • Links to recordings of online meetings published on the Northland Regional Council YouTube site. • Additional Governance meeting minutes as required. • Minutes of meetings once approved will be published.	$0.030	$0.030	$0.060

Digital Tools			***$0.229***	***$0.209***	***$0.438***
System development and maintenance	Continued subscription and maintenance for necessary improvements or upgrades of KMR's digital farm planning platform Mātai Onekura. Establishment of a KMR ArcGIS account, dashboard design, team users' licenses and produce analysis to match new initiatives and targets. Bi-annual GIS spatial analysis. Carry-over of remaining budget approved in previous AWPs for Tātaki Wai, KMR's water quality accounting framework ($0.126m).	KMR will provide progress reporting within the 6-Month Report and/or Annual Report on: • Improved capability of KMR's digital tools. • Learnings from spatial analysis • Provide MfE access to Storymaps on catchment coverage progress.	$0.229	$0.209	$0.438
Strategy and Opportunities			***$0.497***	***$0.396***	***$0.893***
Kōrero Tuku Iho	Kōrero Tuku Iho is the cultural dimension of KMR and one of its two foundations. The project will provide an avenue for Kaipara Uri and mana whenua not represented by Kaipara Uri entities to express priorities for sediment reduction. Kōrero Tuku Iho will use place-based case studies to capture articulation of te ao Māori	KMR will provide progress updates via the Joint Committee on the development of: • Case study 1, expected to be completed during 2026. • Case study 2, to be established in 2026, completed early 2027. • Case study 3, scoping to be finalised in 2026.	$0.384	$0.368	$0.752

	values and aspirations of relevance to KMR, develop a cultural framework for wider use across the catchment, and use kaitiakitanga in action to work towards restoring the health, wellbeing, and mauri at specific, culturally important locations.	N.B. KMR will provide ongoing oversight and support of the project, including support for development of a blueprint for how KMR can integrate considerations of cultural priorities (e.g. culturally important areas, culturally significant native species, traditional methods for reducing sediment) across the Kaipara Moana catchment (i.e. beyond the geographical areas covered by the case studies).			
New Partnerships and Opportunities	Ongoing development of opportunities with third parties that will deliver near-term benefit to KMR landowners. These opportunities will focus on reducing the cost to the landowner of KMR remediation activity, thereby increasing fund accessibility. Opportunities will also reduce the pressure on the KMR budget, allowing KMR to reach more landowners/groups, and supporting progress towards KMR's investment objectives.	KMR aims to deliver: • Establishment of one new partnership to bring in third party funding to reduce sediment reduction costs for landowners/groups and KMR. • Develop Landowner funding opportunities navigation with other catchment group fund holders.	$0.025	$0.025	$0.050
Investment strategy, monitoring and evaluation	Review of KMR's investment to reflect programme experience, any insights from scientific outputs and/or models, and the Kōrero Tuku Iho framework, and set the foundations for developing a targeted investment approach to deliver on KMR's four investment objectives.	KMR will: • Review and refine investment approaches to align with the stage of the programme.	$0.088	$0.003	$0.091

	Continue and expand programme monitoring and evaluation, including improvements in tracking the impact towards KMR investment objectives. Local Stream Health Monitoring Project (paired catchment modelling)	• Progress the development of further monitoring against investment outcomes. • Copy of Local Stream Health Monitoring Project final report (either via the six-monthly, annual report or a separate document).			
Total Estimated Budget for FY 2026/2027			**$10.503**	**$10.503**	**$21.006**

7 Annual progress towards Jobs for Nature Focus Area Indicators

Indicate below how your project's activities for the year will contribute to the programme's focus areas. You will report on progress towards your targets over the life of your project. Delete the Metrics and/or Focus Areas that are not relevant to your project.

Note – These indicators will be refined as FY2026/2027 progresses and as KMR grants funding is taken up by landowners and groups. There is significant uncertainty on the speed and level to which grants funding will be taken up. Assumptions will be reviewed as better data based on direct engagement with landowners is available. **Bold values indicate required J4N indicators.**

Focus Area	Metric (Delivered in reporting period)	Six-month target range	Total (12 month) Year 7 target range	J4N KPI
Engagement and Participation	Number of new Project plans or new Farm Environment Plans completed (total): • *Number of new Plans* • *Number of new Projects by returning Landowners and Groups*	110-230 • *50-70* • *60-160*	220-460 • *100-140* • *120-320*	**100**
	Area covered by new Farm Environment Plans (ha)	6,500-15,000ha	13,000-30,000ha	**13,000ha**
Nature and Resilience	Length of new fencing constructed (km)	150-275km	300-550km	**300km**
	Total trees/plants planted • *Number of trees/plants planted in riparian, lake, or wetlands areas* • *Number of trees/plants planted in highly erodible hill country*	450,000-1,300,000 • *275,000-400,000* • *175,000-900,000*	900,000-2,600,000 • *550,000-800,000* • *350,000-1,800,000*	**550,000**
	Area protected through planting or native regeneration (ha) • *Area protected by riparian, lake, or wetlands planting (ha)* • *Area protected by afforestation, space planting or biodiversity planting in highly erodible hill country (ha)*	175-680ha • *50-80ha* • *125-600ha*	350-1,360ha • *100-160ha* • *250-1200ha*	**100ha** **250ha**
Skills and Jobs	Number of people-hours worked	31,500-40,000 (19-26 FTE)	63,000-80,000 (40-51 FTE)	**63,000 (40 FTE)**
	Number of people undertaking training	20	40	**40**

8 Funding information for Year 7

Please provide details of all organisations that are contributing cash to the project (this excludes in-kind costs such as donations of time, equipment etc for this financial year). Please identify whether these contributions are confirmed or pending. If pending please provide an estimation on when you expect these funds to be confirmed.

Funding parties	Contribution for Year 7 ($ million)	Funding confirmed or pending
Auckland Council/Northland Regional Council	$3.597	Confirmed.
Landowners/Groups	$6.906	Pending (this is an outcome of remediation work completed through Sediment Reduction Plans and related grants funding).
Crown contribution for the year (maximum)	$10.503	This includes funding carried over from the 2025-26 financial year.
Total value (cost) of KMR activity for the year	$21.006	This includes funding carried over from FY 2025 – 2026.

Note: Landowner/group contributions will only be recorded once works are confirmed as completed. As there is lag between contracting and completion of remediation activity, and planting occurs through the winter months which span financial years, works will often be completed (and a landowner's/group's contribution recorded) in the following financial year.

9 Partnership and collaboration (non-funding)

Please provide details of any other organisations or individuals that you are partnering with to deliver the project, though are not contributing cash.

Organisation name	Contact details *Name, phone number and email*	Details of involvement or collaboration *For example, contribution of funding or resources, involvement in decision-making, responsibility for delivering a component of the project.*
Fonterra	George Kruger George.kruger@fonterra.com 027 504 4156	Delivery of Tiaki Farm Environment Plans
The Forest Bridge Trust	Matu Booth – General Manager matu@forestbridgetrust.org.nz 0220289342	Delivery of SRPs, community events, technical hui, Partnership Hui
Environs Holdings Ltd	Cindy Hempsall chempsall@uriohau.co.nz 021 511 879	Cultural review of sediment reduction plans/projects. Oversight and delivery of the Kōrero Tuku Iho project.

10 Consultant and/ or sub-contractor details (if applicable)

Provide information about any third party you intend to sub-contract to undertake work on the project. The Ministry may request evidence of all contracts (and associated procurement process followed, for each sub-contractor) as part of the milestone reporting requirements. Please refer to the Guide for Grantees for guidance on the use of sub-contractors

Company name of consultant/sub-contractor *Please include trading name if different*	**Work to be undertaken in the delivery of the project**	**Value of contract** *Total estimated value of contract, excluding GST*	**Potential conflict of interest** *(eg, financial interest in sub-contractor's company, commercial or business relationship with sub-contractor, friend or relative working for sub-contractor, etc)*
Field Advisors (7)	Landowner engagement and producing SRPs	$0.624	None
Sediment Reduction Plan Specialists (5)	Landowner engagement and producing SRPs, specialist evaluation, workforce training, GIS analysis, complex SRPs, reviewing SRPs, mentoring, specialist and lead in planting, landowner and field advisor advice, nurseries liaison and accreditation.	$0.858	None
This is Level	Strategy, marketing and design	$0.168	None
Made Curious	Digital farm planning platform Mātai Onekura	$0.227	None
Northland Regional Council	IT and telecommunications, vehicles, health and safety, human resources, professional development, and financial, audit and other administrative support costs	$0.334	None
The Orchard Hub	Office space and IT connections.	$0.089	None

11 Risk management

Provide a brief description of the major risks to the project achieving the tasks and activities in this financial year. Include consideration of potential barriers that may pose a risk to the success of the project. Where possible give an indication of the likelihood and significance of the risk and any mitigation strategies to be included in the project.

Potential risk	Likelihood of risk occurring	Impact on project	Consequence on project	Strategy to mitigate
Identify the potential risk to your project (for example, project not completed on time, unpredictable events such as weather, lack of resource commitment, time and cost estimates too optimistic, unexpected budget cuts, stakeholders changing requirements after the project has started, risks to the industry or sector to which the organisation belongs).	*Low, medium or high.*	*Describe the impact the risk would have on the project if it occurred (for example, misunderstandings, duplication of work, incomplete work).*	*Minor, moderate or severe.*	*Describe what will be done to minimise and/or manage the risk (for example, project manager monitors functional roles to ensure enough time is allocated to complete each task/activity and the project as a whole).*
Strategic risks - Changing operating environment				
1. Political or investor support for KMR wanes.	Low	KMR is a long-term programme and waning support may reduce landowner certainty about support for activity and compromise ability to achieve the programme's goals.	Severe	• Ongoing senior-level engagement, including Ministerial engagement and with government officials. • Induction for new JC members. • Ongoing regular engagement with MfE, as primary funder and Councils as co-funders. • Maintain and develop collaborative relationships with lead industry agencies. • Ongoing senior-level participation and presentation at relevant rural, professional, conservation and community events. Communications and external engagements showcasing KMR progress and achievements. • Ongoing programme reporting, validation and assurance activity to maintain confidence. • Marketing of recent successes

2. Policy changes and/or uncertainty reduce uptake of KMR services.	High	Persistent uncertainty around future freshwater, carbon, and biodiversity policy settings remain factors which negatively influence uptake, and it may be that anticipated opportunities for KMR in leveraging these areas will not eventuate before the end of the 10-year programme. Reduced uptake would challenge programme objectives. Uncertainty among landowners about future regulatory requirements may reduce uptake of KMR grants, as there is no guarantee whether the funded works will meet future compliance expectations.	Moderate	• Engagement with policy and planning processes. • Ongoing KMR Landowner Grants and Whenua Whānui Fund engagement and delivery. • Ongoing development and delivery of programme partnerships / third party contribution to incentivise uptake. • Ongoing delivery of Sediment Reduction Plans until Freshwater Farm plans are implemented. • Watching brief on KMR's role in a Freshwater Farm Plan operating context.
3. Economic downturn and/or adverse events (e.g. weather events, labour force constraints) reduces uptake of KMR grants and slows works.	Medium	Reduced landowner uptake would compromise delivery of programme objectives.	Moderate	• Deepening of programme partnerships / third party contribution to incentivise uptake. • Tailored marketing with third party networks to promote opportunities. • Regular pricing reviews to ensure appropriate market rates. • Mātai Onekura planning tool allows more proactive monitoring and support for Field Advisors. • Ongoing project management approaches to both reduce project delays and allow flexibility for changing landowner circumstances.

Reputational risks - KMR delivery does not meet expectations				
4. KMR is slow to make available investments, and/or the quality of delivery of services is poor.	Low	Programme reputation and stakeholder confidence in KMR's ability to deliver is undermined, which further limits KMR's influence and effectiveness. Low quality service and / or a lack of timely delivery impact on longer-term objectives.	Moderate	• Demonstrated delivery by KMR. • Ongoing marketing and communications of our achievements to date. • Strengthened Field Advisor training, development and mentoring. • Field Advisors are connected to named Grant Coordinators for support and transparency of progress. • Ongoing KMR work programme development and prioritisation. • Proactive, regular oversight of project and plan development and delivery, using digital tool functionality. • Ongoing quality assurance, review and audit processes. • Programme planning based on updated modelling and actual uptake for improved forecasting and programme assurance. • The KMR / DOC Community Agreement is reviewed to assess progress and delivery risks. KMR will adapt as needed to reflect lessons learnt in Auckland before any roll-out to Northland. • A watching brief on changing best practice and actual costs of interventions.

Reputational risks - KMR brought into disrepute				
5. KMR staff or contractors improperly use KMR funding or other resources	Low	KMR integrity and brand are compromised.	Moderate	• Ensuring KMR induction and onboarding of contractors. • Digital processes and internal review provide greater transparency and assurance of project and grant activity. • Privacy and security settings are enabled through digital tools. • NRC financial controls/audits including fraud controls. • Proactive monitoring of OAG-defined and other potential conflicts of interest, both direct and indirect. • Programme reporting and review by MfE to maintain confidence. • KMR accreditation and ongoing quality assurance and review processes. • KMR contract management and grant auditing processes.

Relational risks – KMR partnerships are not honoured				
6. KMR fails to demonstrate the intent of the founding Memorandum of Understanding.	Low	Misalignment with intent erodes trust, confidence and relationships amongst KMR partners and communities.	Moderate	• Joint Committee papers provide comment on alignment to MOU investment objectives. • 'No surprises' communications of key matters to Joint Committee members via the Chair. • Regular engagement with senior partner representatives. • Partnership Forums and in-community hui and meetings. • Engagement with environmental arms of Kaipara Uri and other iwi/hapū groups in the catchment. • Regular engagement with MfE / Ministers and local government as investors and key stakeholders. • Progress with Kōrero Tuku Iho Project.
7. KMR fails to engage with groups in the catchment who are not represented by Kaipara Uri.	Low	Perception that KMR is taking a narrow tribal view rather than a catchment perspective. This could impact negatively on relationships and settlement processes.	Moderate	• Mana Whenua Relations Advisor continues to engage. • Ongoing engagement with non-Kaipara Uri iwi/hapū groups in the catchment. • Joint Committee Haukāinga sessions. • Whenua Whānui Fund available to marae, Māori trusts, ahuwhenua landholders and iwi/hapū within the Kaipara Moana Catchment.

				• Kōrero Tuku Iho project progressing. • Other groups represented on Kōrero Tuku Iho reference group. • Field Advisor training and accreditation are available to all. • Partnership Forum and Community Hui open to all. • Support and investment for establishment of Catchment Reference Groups, Collective or equivalent to coordinate local remediation projects.
Wellbeing, safety and health risks				
8. H&S risks to staff, partners, contractors, sub-contractors and communities are not adequately managed.	Low	Potential impact on the health and safety of staff, partners, contractors, sub-contractors and communities if risks are not appropriately identified and managed.	Severe	• Ongoing KMR Health and Safety assurance, accreditation and support for Field Advisors and contractors • Maurikura Health and Safety buddy system. • NRC Health & Safety Policies and Processes, including for contractors and sub-contractors, are complied with. • KMR preferred supplier and nursery accreditation processes. • Established SiteWise (or other recognised) accreditation and audit programme. • Ongoing Field Advisor mentoring, training and H&S checks.

12 Conflicts of interest

Describe any known conflicts of interest (actual or potential) that may arise during this financial year and steps you will take to manage them.

Declaration

This declaration must be completed by a person with the organisation's signing authority.

As a duly authorised representative of the organisation:

- I declare that to the best of my knowledge, the information contained in all sections of this Annual Work Plan, or supplied by us in support of our Annual Work Plan is complete, true and correct.
- I declare that I have the authority to sign this Annual Work Plan and to provide this information.
- I understand that information presented to the Minister for the Environment and Ministry for the Environment is subject to disclosure under the Official Information Act 1982.

Name:	Tame Te Rangi
Position:	KMR Joint Committee Chair
Signature: *By typing your name in the space provided you are electronically signing this Annual Work Plan.*	

TITLE:	**Partner Council Reporting Requests**
Kaituhi Pūrongo | Report Writers	Emma Dore – Acting Pou Tātaki

Te Kaupapa | Purpose

This report sets out the recent requests from Partner Councils for additional reporting from KMR, provides clarity regarding the formal reporting requirements established under the KMR founding documents and seeks endorsement of a sustainable and equitable reporting framework for all Member Parties.

Rāpopototanga Matua | Executive summary

A review of the KMR Memorandum of Understanding and Deed of Funding confirms that KMR's formal reporting obligations are primarily directed to MCERT, formerly the Ministry for the Environment, and through the governance arrangements of the Joint Committee. These founding documents do not prescribe separate operational reporting to individual councils or other Member Parties.

Northland Regional Council and Auckland Council have each sought additional reporting from KMR, including more frequent year-to-date key performance indicator information and region-specific reporting. These requests reflect the councils' need for greater visibility of programme performance, investment outputs, delivery trends and outcomes to support internal accountability, financial management, planning and future funding decisions.

The additional reporting sought is broader than the reporting currently required under KMR's agreed arrangements. KMR already provides reporting through the Joint Committee cycle, where both councils are represented, and through formal reporting to MCERT under the Funding Deed. Any additional reporting should therefore be managed through a clear framework that recognises KMR's seasonal delivery profile, avoids unnecessary administrative burden, and maintains equity of information across all Member Parties.

It is proposed that KMR adopt a Member Party Reporting Framework to provide consistent reporting to the Joint Committee, council operational leads and Kaipara Uri chief executives. The proposed framework would include quarterly catchment-wide year-to-date KPI reporting, six-monthly Auckland region-specific year-to-date reporting, and six-monthly Northland region-specific year-to-date reporting.

Although this additional reporting is not required by KMR's founding documents, adopting a formal framework will support transparency, strengthen confidence in programme delivery, reduce ad hoc reporting requests and provide a consistent basis for responding to Member Party information needs.

Whakataunga |Recommendations

That the Joint Committee:

1) Receive the report 'Partner Council Reporting Requests' by Emma Doré, dated 27 July 2026.
2) Note that year-to-date quarterly KPIs are currently internally collected but not currently reported publicly.
3) Note that KMR currently provides brief monthly reports to NRC on life-to-date KPIs, and Impact and Outcomes Monitoring.
4) Adopt the Member Party Reporting Framework, provided below.

Horopaki | Background

The Kaipara Moana Remediation Programme was established through a Memorandum of Understanding between Kaipara Uri (Ngā Maunga Whakahī o Kaipara, Te Rūnanga o Ngāti Whātua, Te Uri o Hau), Auckland Council, Northland Regional Council and the Crown. The MOU created a Joint Committee responsible for stewardship, governance and strategic oversight of the Programme.

Subsequently, a Funding Deed was entered into with the Ministry for the Environment which established the reporting, audit and accountability requirements associated with Crown funding.

The MOU requires the Joint Committee to:

- Guide and work with Member Parties on monitoring and reporting obligations.
- Assist and support Member Parties with audit and reporting obligations relating to Crown grant funding and council contributions.
- Record and minute all meetings and decisions.

The MOU does not prescribe the format, frequency or content of operational reports to individual Member Parties.

The Deed of Funding between the Ministry for the Environment on behalf of the Crown, and the MOU signatories, requires the Joint Committee to provide reporting directly to the Ministry for the Environment, including:

- Annual Reports.
- Six-Month Reports.
- Monthly Job Metric Reports (now agreed to be quarterly defined KPIs)
- Audit Reports.
- Annual Work Plans.
- Project Closure Reports.
- Notification of significant delivery issues and risks.

No clause requires KMR to provide council, or other Member Party reports.

Council Reporting Requests.

At the NRC meeting of 24 April 2026, it was requested that, “reporting on Kaipara Moana Remediation be broken down to a more granular level (annual or quarterly) as opposed to cumulative totals.” NRC’s request arose from Council Member discussion regarding the monthly Pou Tātaki Report to NRC which provides monthly life-to-date KPIs, which are publicly available. Subsequent discussion and correspondence between the Acting Pou Tātaki and NRC Chief Executive Jonathan Gibbard has been provided in Attachment 1.

On 28 April 2026 email correspondence began between the Acting Pou Tātaki and Auckland Council, who requested bi-annual Auckland region-specific reporting to accompany invoices, which was followed by their initial draft reporting template on 29 June. The initial template which requested significant detailed remediation and financial information has since been revised by mutual agreement (and with consideration for the NRC request) and is provided in Attachment 2.

Tātari me ngā tūtohu | Analysis and Advice

A review of the MOU and Deed of Funding concludes that:

1. Formal reporting obligations are directed primarily to MfE.
2. Governance oversight is provided through the Joint Committee.
3. The founding documents do not require separate operational reporting to individual councils.

Auckland Council and Northland Regional Council have highlighted that existing KMR reporting does not provide them with sufficient visibility of:

- Current performance and trends.
- Regional delivery activity and environmental outcomes.
- Regional value-for-money considerations.

Whilst KMR reports comprehensively on yearly programme-wide delivery to MfE through the Six-Month and Annual Report, there is an acknowledged need for more frequent reporting on year-to-date KPI measures and for clearer regional visibility to support council understanding of the programmes' achievements and their accountability requirements.

Proposed Member Party Reporting Framework

The following reporting framework is proposed.

"All Member Parties" is defined for this Framework as Joint Committee, Council operational lead contacts and Kaipara Uri CEOs.

Audience	Report	Frequency	Purpose
All Member Parties	Catchment-Wide current year KPI Report	Quarterly	Programme-wide visibility, governance oversight, and environmental delivery progress.
All Member Parties	Auckland Region current year KPI and key activities report	Six-monthly	Regional investment accountability, regional delivery activity and outcomes
All Member Parties	Northland Region current year KPI and key activities report	Six-monthly	Regional investment accountability, regional delivery activity and outcomes
MCERT (previously MfE).	Funding Deed Reports	As required by Funding Deed	Funding accountability and performance reporting

Considerations

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

KMR's policy settings are designed to support the primary objective of restoring mauri to Kaipara Moana, while supporting KMR's wider investment objectives. Taking the proposed approach of adopting a reporting framework aligns well with working together in an open and collaborative manner to support all stated Investment Objectives.

2. Ngā ritenga take pūtea | Financial implications

This paper highlights the need to maintain confidence in programme delivery to support ongoing funding in a changing environment of cost pressures and public accountability experienced by Councils.

3. Ngā hiranga me ngā hononga | Significance and Engagement

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

4. Ngā tūraru me ngā mauru | Risks and mitigation

The risks listed below can be mitigated by the implementation of a governance level reporting framework, providing guidance and transparency to all stakeholders and the operational team.

- **Funding Confidence:**

If councils cannot readily demonstrate outcomes associated with their investment, confidence amongst internal decision-makers may reduce, potentially affecting future funding support.

- **KMR Resources:**

Responding to unplanned information requests can create additional administrative and relationship pressures for the operational team and divert resources from key delivery activities. Pre-agreed clarity of reporting allows resource planning within the team.

- **Equity Risk:**

Providing enhanced information solely to one party is contrary to the principle of equity between all Member Parties. The proposed framework addresses this issue by ensuring all reports produced within the framework are shared with all Member Parties.

- **Governance:**

Multiple reporting pathways outside an agreed framework may create uncertainty about how reporting requests can and should be made, prioritised, and responded to, potentially undermining agreed governance arrangements.

- **Transparency.**

Increased transparency may result in additional queries. Whilst brief narratives will be provided in the region-specific 6 monthly reports in the proposed framework, detailed analysis of activity will remain in the reports 6-Month Report and Annual Report to MCERT, with commentary provided to the Joint Committee through the Pou Tātaki Report.

5. Ngā urutau huringa-ā-rangi | Climate Change Mitigation and Adaptation

This Joint Committee paper does not have wider climate change mitigation and adaptation implications.

Pirihongi | Attachments

Attachment 1: Correspondence – Council Reporting Request from NRC

Attachment 2: Council region-specific reporting template

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

From:	Jonathan Gibbard
To:	Emma Dore; Cr John Blackwell; Chair Pita Tipene; Cr Jack Craw
Cc:	Christy Weightman; Sophie Bone
Subject:	RE: the KMR monthly report to NRC
Date:	Sunday, 14 June 2026 10:50:25 am
Attachments:	image002.png image003.png image004.png image005.png image006.png

Kia ora Emma,

Thanks for your email below.

NRC is seeking greater transparency of KPI achievement rather than the cumulative reporting we are currently receiving via the monthly reports.

I have included NRC KMR Joint Committee members on this email and suggest this would be a useful discussion to have at a future Joint Committee meeting.

The issue with receiving total cumulative figures is that it's difficult to identify performance and trends in the shorter term.

I will leave this for NRC Joint Committee members to discuss and progress through the Joint Committee.

Nga mihi
Jono

Ngā mihi

Jonathan Gibbard | He/Him
Tāhūhū Rangapū - CEO
Northland Regional Council » Te Kaunihera ā rohe o Te Taitokerau
M 027 807 9152

P 0800 002 004 » **W** www.nrc.govt.nz

From: Emma Dore <emmad@kmr.org.nz>

Sent: Friday, 29 May 2026 10:22 am
To: Jonathan Gibbard <jong@nrc.govt.nz>
Cc: Christy Weightman <christyw@nrc.govt.nz>; Sophie Bone <sophie.bone@kmr.org.nz>
Subject: the KMR monthly report to NRC

Kia ora Jono
I am about to head off for 4 days annual leave after Kings Birthday, returning on Monday 8 June. Lisette will cover my absence, although I am contactable throughout the period.

Re: the NRC Monthly Report- due 10am 9 June.

Item	**Draft Agenda – All Reports Due**
CEO's Report	**10am – 9 June 2026**

When we last met on 11 May you said that the NRC Board have requested more "granular" reports from KMR, i.e. not showing our LTD KPIs, but rather what has been achieved either monthly or quarterly. We discussed how this is not reported to our Joint Committee monthly, and hence my hesitation in providing this level of detail to NRC, given the agreed KMR reporting equity arrangements for our MoU partners, the seasonal influences of KMR mahi, and that KMR is an independent "business unit" of NRC supported under the specifics of the Service Level Agreement (SLA), rather than one of the NRC managed groups.

In Justine's "Pou Tātaki Handover Notes", she makes this comment below, which has guided the content of the KMR monthly reports for NRC to date, and from me since her departure. Her notes also provide an example of the layout of the KPI reporting measures as have been provided (and are publicly available on the KMR website).

*NRC hosts KMR until Wai303 Treaty Claim is settled & a **Kaipara Moana Body** is established. There should be no particular advantage, nor advantage* (sic), *in hosting KMR. In other words, NRC does not receive special treatment under the MOU for hosting us.*

The KPIs are used as relevant in communications about the value of our work, in the media and in speeches, as well as reported regularly to the Joint Committee in the Pou Tātaki report and the monthly input to the NRC CEO report.

We had agreed that you would email me with this request from the NRC Board in order for me to respond in writing , which may require some communication with our Joint Committee, and as you have not yet had a chance to do that yet I'm reaching out now before I go on leave as it would be good work this through as soon as possible.

I’m afraid I cannot locate any formal or informal agreement about providing NRC with monthly reports which would give some clarity on this issue, so my apologies if there is a key document I am missing which would help to clarify the NRC Board’s request. It is not contained in the SLA. If you have something which was agreed with Justine/ the KMR JC, that would be great.

I am at work today and available to meet online if that helps.

Ngā mihi

Emma Doré
Acting Pou Tātaki
Kaipara Moana Remediation
027 4323603

www.kmr.org.nz

Kaipara Moana Remediation (KMR) Council Region-Specific Six-Monthly Report

1. Financial Summary (If requested)

Reporting Period	
Invoice Reference	
Council funding invoiced ($)	
Cumulative Council funding this FY ($)	
Cumulative Council funding this FY (in-kind)	
Forecast full-year Council funding ($ and in-kind)	

Key Region-Specific achievements, challenges or notable activities delivered this period (Mix of bullet points and short narrative where applicable)

- Example: KMR attended regional Field Days to engage with local landowners
-

2. Regional Outputs (Six-Monthly) – Core Metrics

2.1. Land Management Actions

Metric	Total Year 6 target	Year 6 Current*	Region Specific
Number of new Project plans or new Farm Environment Plans completed (total) • Number of new Plans • Number of Projects by returning Landowners and Groups	 • 100 • 100	 • •	 • •
Area (ha) covered by new Plans	16,250 ha		
Number of plants planted or contracted for planting in riparian, lake, or wetlands areas	600,000		
Number of plants planted or contracted for planting in highly erodible hill country	350,000		
Area (ha) of riparian, lake, or wetlands planting completed or contracted	120		

Area(ha) of afforestation, space planting or biodiversity planting in highly erodible hill country completed or contracted	250		
Length (km) of new fencing constructed or contracted	300		

*These values will fluctuate through the year if projects are withdrawn and are highly influenced by the seasonality of work.

*Regional outputs are assigned based on Property location within council boundaries as mapped in Mātai Onekura.

2.2. Community Engagement

Measure	This Period	Notes
Events		
Participants		

TITLE:	**Update to KMR Joint Committee Members Allowance Policy**
Kaituhi Pūrongo | Report Writers	Sophie Bone - PA to Pou Tātaki and Governance Support

Te Kaupapa | Purpose

This report sets out updates to the KMR Joint Committee Members Allowance Policy, which applies to all Kaipara Uri representatives.

Rāpopototanga Matua | Executive summary

This report presents proposed updates to the KMR Joint Committee Members Allowance Policy to ensure the policy remains current, consistent, and fit for purpose. The proposed amendments update the policy settings for committee remuneration and reimbursements, align them with current government guidance, and provide clearer administrative processes for approvals and claims.

- Member fee rates will be updated to reflect the current **Cabinet Fees Framework**, including the revised fee ranges that took effect from 1 July 2025 under Cabinet Office Circular **CO (25) 2**.
- The approval process will be clarified and streamlined so that decisions on fees, additional allowances, and reimbursements are made with clearer delegation and approval requirements, that reflect KMR's current operational position.
- Mileage reimbursement rates will also be updated to reflect current mileage guidance and provide a more accurate basis for reimbursing travel undertaken as part of committee duties.

Whakataunga |Recommendations

That the Joint Committee:

1. Receive the report 'Update to the KMR Joint Committee Members Allowance Policy' by Sophie Bone dated 27 July 2026.
2. Note that KMR has undertaken a review of the policy settings and considered that they were no longer fit for purpose, so are proposing a number of recommended changes to be approved.
3. Note that this policy is applicable to the Kaipara Uri Members of the KMR Joint Committee only, as Council Members are remunerated by their own respective authorities.
4. Approve the changes to the policy as set out in the Analysis and Advice section below.
5. Endorse the amended policy (Attachment 1), to come into immediate effect.

Horopaki | Background

The KMR Joint Committee Members Allowance Policy was originally adopted in 2020 to provide a clear framework for the payment of fees and reimbursement of expenses for committee members. Since that time, the policy has remained largely unchanged, apart from periodic updates to mileage reimbursement rates.

The local government members of this committee are reimbursed for their time and expenses through the Renumeration Authority and through each respective council's elected members expenses and allowance policy. This is not the case for the Kaipara Uri members.

A broader review of the policy is now proposed because it no longer reflects current external fee guidance or KMR’s present operating arrangements. In particular, the Cabinet Fees Framework has increased materially since the policy was first introduced, and KMR is proposing to increase committee member fee rates to maintain alignment with this framework.

The review also provides an opportunity to update the approvals process and requirements set out in the policy, and update the mileage reimbursement settings to reflect current guidance.

Tātari me ngā tūtohu | Analysis and Advice

Recommended Changes

Meeting fee amendments

The current policy settings were originally informed by the Cabinet Fees Framework assessment undertaken when the policy was first developed in 2020. At that time, the Joint Committee was considered to align most closely with a Group 4 body under the Framework, and the assessment reflected the Committee’s governance role in allocating funds, approving work programmes and budgets, and overseeing matters of significant public and stakeholder interest. The 2020 report also noted that the recommended rates should sit toward the upper end of the relevant fee range, recognising the significance of the Committee’s decision-making responsibilities and the expectation that Kaipara Uri members engage with their iwi entities externally, in relation to agenda items and the work programme.

Since the policy was developed, the Cabinet Fees Framework has been updated twice. Cabinet Office Circular **CO (22) 2** replaced the previous framework in October 2022 and increased fee ranges for Groups 2, 3 and 4 by 10 percent. Cabinet Office Circular **CO (25) 2** then replaced **CO (22) 2** and took effect from 1 July 2025, increasing the fee ranges for Group 4 bodies by a further 30 percent. Taken together, these updates represent an overall increase of approximately 40 percent for Group 4 fee ranges since 2020. It is therefore proposed that KMR increase its meeting fee rates by the same proportion so that the policy continues to reflect the current Cabinet Fees Framework settings that originally guided the fee methodology. KMR has reviewed the original assessment criteria that aligned this policy with Group 4 and is confident that this assessment remains reflective of the Joint Committee role and responsibilities. This approach maintains consistency with the original policy rationale, supports fair recognition of members’ governance responsibilities and time commitment, and ensures the policy remains current and defensible. This would increase the current daily meeting fee for members from $425.00 to $595.00, and the daily meeting fee for the Chair from $637.50 to $892.50.

Mileage rates

The current policy provides for a single mileage reimbursement rate, which was the IRD recommended rate at that time. This rate has been updated regularly since 2020, but more recent IRD recommendations changes have separated the reimbursement rates by vehicle type. The amended policy proposes to match the applicable rates for different vehicle types. This provides a more accurate basis for reimbursing travel.

The amendments also clarify the circumstances in which mileage may be claimed, including that claims must relate to travel by the most direct safe and reasonable route, and that where a member travels from another location than their home address, the reimbursable distance must not exceed the equivalent travel to and from their normal primary residence. These changes improve clarity, reduce ambiguity in claim processing, and allow reimbursement settings to better reflect current external guidance.

Delegated Approvals

The current policy requires dual approval from the Pou Tātaki and the NRC Group Manager Environmental Services. This approval pathway no longer reflects KMR’s current governance and operational structure. The amended policy proposes that approvals instead be provided by the

Pou Tātaki and the Chair, or the Deputy Chair where the Chair's own claim is being considered. This change brings the approval process into line with current governance arrangements and removes reliance on an external management role that is no longer the most appropriate pathway.

It is also proposed that additional allowances or claims outside the ordinary meeting schedule may be approved through this delegated pathway where appropriate, recognising that prior approval by Joint Committee resolution is not always practical given the reduced timing and frequency of meetings since inception of the policy. Overall, the amendment is intended to provide a clearer, more relevant, and more efficient approval process while maintaining appropriate oversight.

Considerations

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

KMR's policy settings are designed to support the primary objective of sediment reduction, while supporting KMR's wider investment objectives. We assess the recommended settings and pricing continue to support our wider investment objectives as intended.

2. Ngā ritenga take pūtea | Financial implications

This paper has no additional financial implications as updates to the meeting fees are provided for in the Year 7 KMR budget.

3. Ngā hiranga me ngā hononga | Significance and Engagement

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

4. Ngā tūraru me ngā mauru | Risks and mitigation

This approach maintains consistency with Group 4 of the Cabinet Fees Framework of 2025, the original KMR policy rationale, and ensures the policy remains current and defensible.

5. Ngā urutau huringa-ā-rangi | Climate Change Mitigation and Adaptation

This Joint Committee paper does not have wider climate change mitigation and adaptation implications.

Pirihongi | Attachments

Attachment 1: KMR JC Members Allowance Policy review

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

Joint Committee Members' Allowances Policy

Statement of Purpose

This policy sets out the circumstances in which the Kaipara Moana Remediation Joint Committee (the Joint Committee) will pay meeting allowances and travel reimbursement to Kaipara Uri members appointed to the Joint Committee, and the conditions that must be met for a claim to be paid. Council Members appointed on the KMR Joint Committee are paid through their respective Council, under the Remuneration Authority so this policy does not apply to those members.

Policy Goal

This policy sets out the Joint Committee's position and procedures for the payment of allowances to appointed members in a way that is transparent, accountable, and fair.

Key Principles

a) The Joint Committee recognises that appointed members incur personal expense as a result of participating in meetings, workshops and hui of the Joint Committee.

b) The Joint Committee wishes to ensure that appointed members are not financially disadvantaged by their participation, and that any financial impact does not act as a disincentive to participation.

c) The application of a balanced policy on the payment of allowances to appointed members will ensure accountability and transparency regarding the financial operation of the Joint Committee.

d) All meeting fees must be claimed in the financial year in which the meeting takes place, or, if the meeting takes place in the final month of the financial year, within 10 working days of that meeting. Claims not made within the required timeframe, without explanation, may not be valid for payment.

e) Members may choose not to claim meeting fees by not submitting the required claim forms within the relevant timeframes or may elect to claim a lesser amount than the fee set under this policy.

Responsible Persons

The KMR Pou Tātaki and PA to Pou Tātaki and Governance Support (PA) are responsible for overseeing implementation of this policy and the Pou Tātaki for providing guidance for decisions that may not align with all policy aspects.

Eligibility

a) Subject to the restrictions noted below, appointed members are eligible to claim allowances for attendance at the following:

   i. Formal scheduled meetings of the Joint Committee. This includes hui, workshops, and briefings.

   ii. Other events organised or suggested by the KMR operational team to which all Joint Committee members are invited, such as partnership forums, field trips, and other stakeholder or engagement events.

   iii. Engagement by a member with their Iwi entity on matters that are included on the Joint Committee's agenda or agreed work programme. A maximum of one day may be claimed per formal meeting or workshop.

iv. Participation in a subcommittee established by resolution to undertake work on behalf of the Joint Committee.

b) Attendance at any meeting outside the formal meeting schedule, including events and engagement with stakeholders, iwi, hapū, and local communities, must be discussed with the Pou Tātaki before attendance and will only be reimbursed where prior appropriate dual approval has been given. Members should not be placed in a position where they may be perceived as setting their own work programmes without an agreed purpose and a clear benefit to the KMR Programme.

c) The Chair of the Joint Committee is eligible to claim an additional one-day allowance per month in recognition of extra work undertaken between meetings, including advice, meetings and correspondence with KMR officers and stakeholders.

d) Where Members have a travel or accommodation requirement that is outside of the above eligibilities, as the KMR hosting entity, the Northland Regional Council's Travel Policy will apply. This may cover meal allowances, travel outside of regular mileage claims, accommodation, vehicle hire or other. If this requirement applies, the process will be supported by the PA, and dual approval will be required.

Restrictions

Allowances will not be paid:

a) Directly to any appointed member whose participation on the Joint Committee is remunerated by a different organisation. For Kaipara Uri members employed by or reimbursed by their relevant entity, allowances will be paid via invoice to that entity. Claim forms are still required for validation and approval processes. Any issues regarding remuneration in these cases are a matter to be resolved between the member and the organisation concerned.

b) For any mileage that is not associated with travel between a member's primary residence and properly scheduled meetings or workshops of the Joint Committee, in the member's own vehicle, and by the most direct route that is safe and reasonable in the circumstances. If a member attends a meeting while travelling from another address, the mileage claim must not exceed the distance that would have been travelled from the member's primary residence.

c) For meetings held in the previous financial year, unless the agreed claim timeframes were met or a late claim was discussed and approved in advance.

d) If a Meeting is cancelled.

Meeting Allowance

The allowance is based on a daily rate determined through an assessment that aligns the role with the recommendations set out in the Cabinet Fees Framework for 'Group 4' (All Other Committees and Other Bodies). It is expected a working day is about 6-8 hours, and the daily fee is calculated on this basis. Work for longer than 8 hours in one day does not attract extra payment.

Where a member spends time preparing for a meeting, for example on the evening before, and the total preparation time and meeting time combined is between 6 and 8 hours, only one daily fee may be paid for that combined time.

The Joint Committee will pay a maximum daily meeting allowance of $892.50 for the Chairperson and $595.00 per member subject to the provisions of this policy. For clarity, if a member attends two meetings (formal meeting and a Field Trip) on the same day, the allowance may only be claimed once for that day. Members may choose to not claim this allowance.

Where the Joint Committee establishes a sub-committee to undertake work on its behalf, members may claim up to a maximum of one day per sub-committee meeting to cover time spent on that work. Where a subcommittee is established on a regular or long-term basis, the Joint Committee will determine at the time of establishment the maximum number of days that members may claim.

Travel Allowance

The Joint Committee will reimburse eligible travel in a member's private vehicle at the IRD kilometre reimbursement rate that applies on the date of the meeting. Reimbursement is subject to the provisions of this policy.

Mileage reimbursement rates are not subject to GST. Eligible appointed members may choose not to claim mileage.

Procedures

a) The Northland Regional Council (NRC) will administer the payment of the allowances in this policy on behalf of the Joint Committee. Payments will either be made directly to the Members through payroll processes, or via invoice to their relevant entity. The rates for individual or via entity claims are the same.

b) For those Uri Members who claim through their relevant entity, claim forms must be completed and provided to both the PA and the relevant entities finance contact. The PA and entity will manage payment once those claims have been approved.

c) The PA will maintain an Attendance and Claims record, to verify claim validity against members attendance and meeting location for travel.

d) Joint Committee members must return completed claim forms to the PA to Pou Tātaki after meetings, or as soon as possible when requested. The PA will request outstanding claims at the end of each calendar year, and at the end of the financial year.

e) Completed forms must be signed by the KMR Pou Tātaki, and the Joint Committee Chair. In the case of the Chair's claim, the form must be signed by the Deputy Chair.

f) Payment will be made by the NRC Payroll Officer by direct credit by the 25th of each month. For entities, payments will be made to the entities, according to the due date of their submitted invoice.

Amendments and Review Dates

30 October 2020	Draft policy presented to Joint Committee meeting for discussion.
4 December 2020	Updated policy presented to Joint Committee meeting for discussion.
17 May 2021	Updated policy adopted by Joint Committee
11 April 2022	Updated policy presented to Joint Committee meeting for discussion
22 February 2024	Updated policy to reflect correct mileage rate

28 August 2024	Updated policy to reflect current mileage rate and updated formatting
25 July 2025	Updated policy to reflect correct mileage rate
27 July 2026	Updated Policy adopted by the Joint Committee

TITLE:	**Cabinet Decision on Voting Rights**
Kaituhi Pūrongo | Report Writers	Emma Dore – Acting Pou Tātaki

Te Kaupapa | Purpose

This paper updates the Joint Committee on current Local Government legislative changes relating to voting rights and the potential implications for KMR governance.

Rāpopototanga Matua | Executive summary

Cabinet has agreed to progress legislative changes that would restrict voting rights and quorum participation for non-elected members of council committees. These changes may affect KMR's current joint governance arrangements, which are based on equal participation between the Crown, Kaipara Uri, Auckland Council and Northland Regional Council. This report summarises the advice and actions to date, notes the potential implications for KMR, and seeks the Joint Committee's direction on future actions, including contingency options if an exclusion is not granted.

Whakataunga |Recommendations

That the Joint Committee:

1. Receive the report 'Cabinet Decision on Voting Rights' by Emma Doré, dated 27 July 2026.
2. Note the current Cabinet decisions and anticipated legislative process, including the proposed amendments to restrict voting rights and quorum participation for non-elected members of council committees.
3. Note the correspondence items in Attachments 1, 2 and 3.
4. Confirm support for future actions that may be required to seek an exclusion from the proposed amendments to preserve the existing joint governance arrangements pending enactment of future Kaipara Moana settlement legislation.
5. Provide advice on contingency governance arrangements should an exclusion not be granted.

Horopaki | Background

Kaipara Moana Remediation (KMR) was established as a partnership between the Crown, Kaipara Uri, Auckland Council and Northland Regional Council. The equal participation of these partners is a foundational pillar of the way KMR is governed and operates. The KMR Joint Committee was always intended as an interim arrangement, pending the establishment of the permanent Future Kaipara Moana Body, through settlement legislation.

On 2 June 2026, Minister of Local Government, Hon Simon Watts, announced a Cabinet decision to restrict the rights of non-elected members on council committees. The Local Government (Systems Improvement) Amendments Bill (the Bill) is expected to pass in the next few months, followed by a six-month transition period within which councils must comply.

Tātari me ngā tūtohu | Analysis and Advice

The proposed legislative amendments have implications extending beyond local government governance. They potentially affect the agreed partnership model that underpins the Crown's partnership with Kaipara Uri. These changes may prejudice the intended transition to the future statutory Kaipara Moana governance body contemplated by the Kaipara Moana Framework Agreement.

<u>**A summary of the key points of the Cabinet decision is as below:**</u>

- Cabinet has agreed to amend the Local Government Act so non-elected committee members do not have voting rights or count towards quorum.
- Officials advise that an Amendment Paper to the Bill is expected to go to Cabinet in July.

As proposed, the amended legislation will:

- Exclude statutory committees and appointments, including those agreed as part of Treaty settlement arrangements, and preserve voting rights for committee members appointed under legislation outside the Local Government Act 2002
- Provide for the Minister to approve further exclusions through secondary legislation (detail on this is still legally privileged).
- Changes will be progressed through the Local Government (Systems Improvement) Amendment Bill. A Supplementary Order Paper is likely to be tabled at the final stage of the parliamentary process. As such, there will be no consultation or Select Committee process.
- We can expect more information around late July following Cabinet decision-making. We expect these decisions to clarify the committees or categories of committees that will be eligible for exclusion and the process by which exclusion can be progressed.

KMR may qualify for exclusion as per the points below:

- it is implementing commitments arising from Treaty settlement negotiations;
- legislation establishing the future body is actively being progressed;
- Cabinet has already indicated that Treaty-based governance arrangements are intended to be protected.

Implications of the LGA Amendments for Kaipara Moana Remediation (KMR)

There are potentially significant implications for KMR if it is covered by this policy.

The MOU, signed on 9 October 2020 between Ministry for the Environment, Ngā Maunga Whakahii o Kaipara, Te Rūnanga o Ngāti Whātua, Te Uri o Hau, Northland Regional Council and Auckland Council, sets out a joint commitment by the Crown, Kaipara Uri and Regional Councils to protect, restore and enhance the mauri of Kaipara Moana.

The Joint Committee was formed under the auspices of Northland Regional Council to expedite the ability to negotiate and accept the Deed of Funding with the Ministry for the Environment. While KMR is not yet established in legislation, the founding MOU anticipates KMR's transition to a new entity once the Kaipara Moana settlement legislation is in place.

The Kaipara Moana Framework Agreement (2014) records the intentions of the Crown and Ngāti Whātua iwi to establish a Kaipara Moana body through legislation, to provide for the involvement of Ngāti Whātua in decisions on the Kaipara Moana.

Changes to voting rights on the current joint committee would be counter to the expectation set at the inception, that all these parties were at the table with shared equity. Removal of voting rights of some parties could create risks to relationships, programme stability and delivery.

From the available information, and noting some decisions are still to be made, it is not yet clear whether KMR would be excluded from the government's proposed changes to the voting rights of non-elected members on council committees.

Ngā mahi ki tēnei rā | Actions to Date

On 11 June Cabinet material was proactively released. This was reviewed by NRC.

On 18 June, Local Government NZ wrote to Ministers Watts and Bishop, stating their concerns about the removal of voting rights for unelected members of council committees, and requesting the process and implementation is reconsidered.

On 18 June a meeting was held at short notice with NRC, Dept of Internal Affairs, MfE representatives Lorena Stephen and Simon Fraser, and Emma Doré, Acting Pou Tātaki. Emma presented an overview of the key issues and impact for KMR governance as requested by DIA. The meeting noted the ongoing Treaty Settlement process and the intention to establish the Future Kaipara Moana Body, as specified in the MOU and Kaipara Moana Framework Agreement. KMR was strongly supported for exclusion from the legislation by MfE.

On 1 July, KMR Chair Tame Te Rangi and Emma Doré were invited to attend a session of the NRC Council Meeting, where options were discussed and voted upon regarding NRC actions to support KMR. In summary, these were:

1. NRC writes to Ministers and MPs opposing the policy
2. NRC supports a KMR letter to Ministers and MPs supporting KMRs exclusion from the policy
3. No action at this stage, wait to see the final policy decisions.

Following Council discussion and having regard to the views of the KMR Chair, the vote was in favour of point 2, supporting a KMR letter seeking exclusion from the policy. It was also suggested, although not voted on, that an alternative legal entity framework be explored as soon as possible.

Growing institutional support has been made clear with support from MfE representatives (who have since transitioned to MCERT) and information directly sought by the DIA due to the clear differences KMR has from ordinary Council committees formed under the Local Government Act 02.

On 13 July, Northland Regional Council sent a letter, signed by NRC Chair Pita Tipene, seeking KMR’s exclusion from the proposed changes in the Bill. The letter was sent to Hon Simon Watts, Minister of Local Government; Hon Paul Goldsmith, Minister for Treaty of Waitangi Negotiations; Hon Tama Potaka, Minister for Māori Crown Relations; and Hon Nicola Grigg, Minister for the Environment.

On 15 July, a letter signed by KMR Joint Committee Chair Tame Te Rangi was sent on behalf of the Joint Committee, also seeking confirmation that KMR would be excluded from the proposed changes in the Bill. The letter was sent to Hon Simon Watts, Minister of Local Government; Hon Nicola Grigg, Minister for the Environment; Hon Andrew Hoggard, Associate Minister of Agriculture and Environment; Hon Tama Potaka, Minister for Māori Crown Relations; Hon Todd McClay, Minister of Agriculture and Forestry; and Te Tai Tokerau MP Mariameno Kapa-Kingi.

Ngā mahi ka whai ake | Next Steps

Options and Actions for Consideration

Depending on future advice received, the Committee should also consider whether KMR wishes to seek its own legal representation in addition to the support offered by NRC.

Actions following the amendment legislation if KMR is covered by this policy (i.e. not eligible for an exclusion).

- Either to operate in accordance with the amended LGA with reduced joint governance, noting that this is a fundamental change to the decision-rights agreed by all parties to the programme at the outset of KMR, and would likely require some restructure of the MOU.

- Explore options to establish a separate entity, ahead of settlement legislation. This would need to be worked through once we know whether KMR is excluded from the policy.

Considerations

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

KMR's policy settings are designed to support the primary objective of sediment reduction, while supporting KMR's wider investment objectives. Preserving the existing joint governance arrangements supports continued alignment between investment decisions, Treaty-based commitments, and the long-term wellbeing outcomes sought for Kaipara Moana.

2. Ngā ritenga take pūtea | Financial implications

This paper does not propose any immediate change to the approved KMR budget. However, there may be financial implications associated with legal and advisory support, staff and Joint Committee time for correspondence and engagement with Ministers and agencies, and the development of contingency governance options if KMR is not excluded from the proposed amendments. Further financial implications may arise if alternative governance or legal entity arrangements need to be progressed ahead of settlement legislation.

3. Ngā hiranga me ngā hononga | Significance and Engagement

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

4. Ngā tūraru me ngā mauru | Risks and mitigation

The primary risks associated with the proposed amendments are loss of partnership confidence, inconsistency with Crown Treaty commitments, disruption to settlement implementation, programme delays, reputational risk to participating councils and Crown agencies, and uncertainty regarding the future governance transition. These risks are mitigated by seeking confirmation that KMR will be excluded from the proposed amendments, maintaining active engagement with Ministers, local Members of Parliament and relevant Crown agencies, and progressing contingency governance advice should an exclusion not be granted.

5. Ngā urutau huringa-ā-rangi | Climate Change Mitigation and Adaptation

This Joint Committee paper does not have wider climate change mitigation and adaptation implications.

Pirihongi | Attachments

Attachment 1: LGNZ Letter to Minister Bishop and Minister Watts 18 June 2026

Attachment 2: KMR Joint Committee Letter to officials seeking exclusion from LG02 Amendments

Attachment 3: NRC Council Letter to officials seeking exclusion for KMR Joint Committee

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

18 June 2026

To: Hon Christopher Bishop
Hon Simon Watts
Parliament Buildings
Wellington

Dear Minister Bishop and Minister Watts

Thank you for your constructive engagement with Local Government New Zealand (LGNZ). We appreciate the productive conversations and exchange of feedback. In that spirit, we want to share what we are hearing from the sector on recent government announcements directly relating to councils. Specifically, we want to highlight three areas where we see opportunities to strengthen government policy and processes.

The backstop process under Simplifying Local Government should be clarified to confirm local input

As you know, we said publicly that the announcements on 5 May were a "step forward". That's because they enabled regional councillors to serve out their full term and contribute their experience to the implementation of planning reform and to discussions on regional reorganisation.

We also support a fast track for those councils ready to reorganise. However, we have been clear that some regions have greater complexity or are at the start of conversations around reform; they need more time and that should be respected.

We are hearing from many who are concerned about the lack of clarity around the backstop process. We ask the Government to urgently clarify what the backstop process means for councils and commit to having local government elected members involved in the reorganisation and decision-making process.

In our view, any backstop reorganisation process must gain strong democratic legitimacy from local communities and community buy in. With the backstop process formally starting post-2028 local elections, elected members will be able to get a mandate from the public and be in a good position to represent their views as part of reorganisation discussions.

Representation reviews should not be compulsory for regional councils and Head Start pathway councils

Our public statement on 5 May said that "to support councils that choose to move more quickly, the Government should consider practical support, including regulatory relief from processes that

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may become redundant and financial support mechanisms such as transition loans". Councils would like the Government to consider a range of regulatory relief, such as reducing Long-term Plan requirements, including audit, to what is necessary.

One immediately obvious and urgent area of practical regulatory relief is representation reviews. Forty-four councils are legally required to undertake representation reviews ahead of the 2028 local elections. This includes having to spend significant amounts of money on public consultation. Four of these are regional councils, which the Government has committed to removing elections for. Similarly, it seems unlikely territorial authorities accepted into the Head Start pathway will hold elections for their current configuration.

Not only will representation reviews be a significant waste of time and money for these councils, but they will also confuse the public. As part of the review, the public are asked for their thoughts on ward options and voting systems for elections, which will seem incoherent given the Government has said these elections will not take place.

This is an urgent issue that should be addressed before the General Election in November. Deadlines for representation reviews are from mid-September 2026 onwards. We recommend a legislative amendment to:

- remove the requirement for regional councils to undertake representation reviews where elections will not occur; and
- enable exemptions by Order in Council for territorial authorities approved for the Head Start pathway.

This is a pragmatic and proportionate step that would align with the Government's goal of reducing unnecessary compliance burdens and avoiding wasteful expenditure. The legislative change will require some work from government officials, but this would be far less work than the unnecessary and costly work on representation reviews councils would otherwise undertake. LGNZ would be very happy to help officials with any work on this issue.

More consideration is needed before removing unelected member voting rights on committees

While there is a clear and urgent case for a legislative amendment on representation reviews, the same case cannot be made for removing voting rights from unelected members on council committees. For over 100 years, councils have been able to appoint members to committees and give them voting rights. The Government's proposed change to this longstanding right was not signalled in advance or subject to consultation, and the Government is not planning to take it to select committee. It also runs counter to the Government's support for unelected decision-makers in other areas of central and local government.

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There are already checks and balances on any unelected members on committees. Clause 32 of Schedule 7 of the Local Government Act 2002 restricts the decision-making powers of subordinate decision-making structures, meaning significant decisions have to be made by the full council. Any unelected members on committees are appointed by elected members, and elected members decide the scope and delegations of every committee and whether appointed members will have voting rights. Elected members themselves are ultimately subject to the public for decisions they make, including appointments to council committees.

Unelected members bring with them specific skills, attributes, or knowledge that complement the skills of elected members. For example, independent experts on Audit and Risk Committees, or valuable community, business or iwi perspectives. Councils currently can choose not to confer voting rights on non-elected members of committees through a committee's terms of reference.

Councils that have decided to give a vote to appointed members on a committee do so for a range of reasons, including transparency of these members' positions. Having voting rights gives unelected members a clearer and more accountable role on council committees, by requiring them to set out where they stand on decisions. There is a risk that the absence of voting rights may discourage suitably qualified and experienced individuals from seeking appointment to these roles, potentially reducing the breadth of expertise and perspectives available to inform committee deliberations.

We respectfully request that the Government reconsider introducing the proposed amendment at the Committee of the Whole House stage of the Local Government (System Improvements) Amendment Bill. If there is still a desire to implement this change, it should go to a full select committee process.

We appreciate the opportunity to put forward our views on recent Government announcements. We would be happy to discuss these points with you or your officials.

Yours sincerely

Scott Necklen
Local Government New Zealand
Chief Executive

Mayor Rehette Stoltz
Local Government New Zealand
President

Local Government New Zealand
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KAIPARA MOANA REMEDIATION

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14 July 2026

Hon. Simon Watts
Minister of Local Government

Request for exclusion of the Kaipara Moana Remediation Joint Committee from proposed Local Government Act amendments affecting voting rights and quorum.

Tēnā koe Minister,

We write as the Kaipara Moana Remediation (KMR) Joint Committee, to submit that the Kaipara Moana arrangements should be considered separately from the general policy relating to appointed members of local authority committees.
We seek confirmation that The KMR Joint Committee will be excluded from the proposed amendments to the Local Government Act 2002 that would restrict voting rights and quorum participation for non-elected members of council committees.
We understand the Government has announced its intention to amend the Local Government Act 2002 so that only elected members may vote at council committee meetings, with non-elected members no longer counting towards quorum. We also understand that statutory committees and appointments, including arrangements agreed as part of Treaty settlement processes, are intended to be excluded from the proposed changes.

The Kaipara Moana Remediation programme is materially different from ordinary council committee arrangements. It was established as a partnership and Memorandum of Understanding between the Crown, Kaipara Uri, Auckland Council and Northland Regional Council, with equal participation by those partners forming the foundational pillar of its governance and operation.
The current Joint Committee has always been intended as an interim governance arrangement, established to enable the partners to progress the Kaipara Moana Remediation programme pending the establishment of the Future Kaipara Moana Body through settlement legislation. The Crown's 2014 Kaipara Moana Framework Agreement was designed to provide for Ngāti Whātua involvement in governance and decision-making through a body comprising equal local authority and iwi representation. The Agreement acknowledges Ngāti Whātua's status as kaitiaki, their longstanding relationship with Kaipara Moana, and the value of their participation in decision-making processes. These arrangements are not advisory in nature; they were conceived as a mechanism for shared responsibility and collaborative governance. As such, the removal of voting rights from iwi-appointed members would be inconsistent with both the intent and spirit of the Framework.

The Memorandum of Understanding signed on 9 October 2020 records a joint commitment by the Crown, Kaipara Uri and regional councils to protect, restore and enhance the mauri of Kaipara Moana. The Joint Committee was formed under the auspices of Northland Regional Council to expedite the ability to negotiate and accept the Deed of Funding with

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the Ministry for the Environment, while anticipating transition to a future statutory entity once settlement legislation is in place.

For these reasons, applying the proposed amendments to the Kaipara Moana Remediation Joint Committee would risk undermining Crown, Kaipara Uri and council commitments that were deliberately designed around partnership, shared equity and equal participation. Removing or limiting the voting rights and quorum participation of some Joint Committee members would be counter to the expectations established at the programme's inception and could create risks to relationships, programme stability, delivery, and the intended transition to the future statutory Kaipara Moana governance body.

We therefore request written confirmation that the Kaipara Moana Remediation Joint Committee will be excluded from the proposed amendments or otherwise treated as falling within the category of Treaty-based or settlement-related governance arrangements intended to be protected.

In support of this request, we note that:

- KMR implements commitments arising from Treaty settlement negotiations and associated Crown, Kaipara Uri and council agreements.
- The current Joint Committee is an interim arrangement pending settlement legislation to establish the Future Kaipara Moana Body.
- Equal participation by Crown, Kaipara Uri and councils is central to the agreed partnership model and to maintaining confidence in the programme.
- Cabinet has indicated that statutory committees and appointments, including those agreed as part of Treaty settlement arrangements, are intended to be excluded from the proposed voting-rights changes.
- Uncertainty or disruption to the current governance arrangements may prejudice programme delivery, partner relationships and the transition to the future statutory body.

Given the expected timing of further Cabinet decision-making and the potential for amendments to be advanced late in the parliamentary process, we would appreciate early engagement with officials and urgent confirmation of the pathway for securing exclusion for the Kaipara Moana Remediation Joint Committee.

We would welcome the opportunity to discuss this matter with you and your officials as soon as possible. Please contact Emma Doré, Acting Pou Tātaki at emmad@kmr.org.nz or 0274 323 603 to arrange a discussion or to request any further information required to support this request.

Nāku noa, nā

Tame Te Rangi, Chair
Kaipara Moana Remediation Joint Committee

13 July 2026

Hon. Simon Watts
Minister of Local Government
s.watts@ministers.govt.nz

Tēnā koe e te Minita

Request to exclude Kaipara Moana Remediation from proposed changes to voting rights on local authority committees

We are writing to seek your support for an exclusion for the Kaipara Moana Remediation (KMR) Joint Committee from the Government's proposed changes to voting rights for non-elected members on local authority committees.

KMR is a Crown–Council–Kaipara Uri partnership, established to deliver a nationally significant environmental remediation programme for New Zealand's largest harbour. The foundational 2020 Memorandum of Understanding records a joint commitment by the Crown, Kaipara Uri, Auckland Council and Northland Regional Council to protect, restore and enhance the mauri of Kaipara Moana. A Joint Committee of Northland Regional Council was then formed to provide the governance mechanism for KMR.

The Joint Committee's membership reflects the KMR partnership. It comprises six Kaipara Uri representatives, three elected members from Auckland Council and three elected members from Northland Regional Council. Its operating model was deliberately designed to give effect to a commitment to shared governance.

KMR is directly connected to Crown commitments and funding. The $200 million programme includes $100 million in Crown funding through a Deed of Funding, and matched by council, landowner, industry, community and philanthropic contributions. The Deed of Funding records that the Crown funding is provided to the Joint Committee via Northland Regional Council for their delivery of KMR, and requires the Joint Committee to manage reporting, audit and delivery accountability requirements.

The joint committee structure was chosen because it was efficient, effective and capable of enabling shared decision-making within existing public accountability settings. Alternative structures, such as a company or trust, were considered but not progressed because they were more complex and less efficient than a joint committee.

Changes to voting rights would fundamentally change the balance of a governance model that was negotiated and agreed by the Crown, councils and Kaipara Uri. It would risk undermining the relational foundation of the programme and could affect programme stability and delivery. The parties may need to revisit alternatives and restructure programme arrangements, creating cost, delay and uncertainty for a programme that is delivering on a significant Crown investment.

The case for exclusion is strengthened by the programme's Treaty settlement context. The Kaipara Moana Framework Agreement and KMR's founding MOU record the Crown and Kaipara Uri intention to establish a future Kaipara Moana body through legislation. In practical terms, the current Joint Committee is a transitional governance mechanism on the pathway to a future settlement-based statutory body.

Importantly, excluding KMR from the government's policy would not undermine the accountability objectives of the Government's policy. The Joint Committee is focused on programme governance. It is expressly not authorised to exercise either council's regulatory or enforcement functions, and it cannot commit council funds or resources beyond those already agreed. Crown oversight is also built into the funding deed.

We request that the Government either expressly exclude the KMR Joint Committee from the proposed legislative change; or provide for the Minister of Local Government to exclude it via secondary legislation before the new voting-rights provisions take effect. This would preserve the Government's overall policy intent while avoiding unintended disruption to a nationally significant remediation programme, a major Crown investment, and an agreed Crown–council–Kaipara Uri partnership.

We would welcome the opportunity to discuss this with you. We would also be pleased to provide any further information.

Nāku noa, nā

Pita Tipene
Heamana/Chair
Northland Regional Council

cc: Minister for Treaty of Waitangi Negotiations, Minister for Māori Crown Relations, Minister for the Environment.

TITLE:	**Draft update to Kaipara Moana Remediation programme's Communications and Engagement Strategy 2027 - 2029**
Kaituhi Pūrongo | Report Writer	Natalie Jarufe, Communications and Governance Lead

Te Kaupapa | Purpose

This paper:

- Summarises key elements of the draft update to Kaipara Moana Remediation programme's Communications and Engagement Strategy 2027 - 2029 (Attachment 1).
- Seeks high-level feedback on the draft update to Kaipara Moana Remediation programme's Communications and Engagement Strategy 2027 -2029.

Whakarāpopototanga | Executive summary

This Communications and Engagement Strategy Update sets out how the Kaipara Moana Remediation (KMR) Programme will communicate to build awareness, trust, participation, and long-term commitment to restoring the mauri of Kaipara Moana.

It translates the Programme's vision, values, and engagement approach into clear messaging, audiences, channels, and actions to support behaviour change and collective impact.

The current Communications and Engagement Strategy was developed in 2021. This update will provide KMR with a refreshed strategic framework to guide our communications and engagement approach over the next three years of the programme and into the future. To support this work, we have re-engaged Whangārei-based strategy and design agency Level, who partnered with us to develop the original strategy in 2021.

Whakataunga |Recommendations

That the Joint Committee:

1. Receive the draft update to Kaipara Moana Remediation programme's Communications and Engagement Strategy 2027 – 2029.
2. Provide high-level feedback on draft update to Kaipara Moana Remediation programme's Communications and Engagement Strategy 2027 – 2029.

Horopaki | Background

Since the launch of the Kaipara Moana Remediation (KMR) Programme in 2020, significant progress has been made in the journey to restoring the mauri of the Kaipara Moana. Through the hard work of our partners, landowners, and communities, KMR has successfully established over 1,400 land remediation partnerships. However, newly available data has highlighted the need for a significant increase in the Programme's communications and engagement as we enter the second half of the programme, if we are to achieve the Programme's vision.

Over the past five years of being fully operational, the engagement landscape has shifted. While initial uptake was driven by early policy incentives, we now face a more challenging political and social environment. Factors such as Freshwater Farm Plans not being introduced, economic pressures on farmers with increased input costs (petrol, fertiliser), severe weather events like Cyclone Gabrielle, and a shifting political landscape have introduced new and unforeseen barriers.

The need for increased engagement is stronger now than ever before, to align with programme goals.

Tātari me ngā tūtohu | Analysis and Advice

KMR now has access to new data tooling and on-the-ground experience to approach future engagement with confidence, backed by success stories, impact data and local intelligence

We have identified clear, high-impact opportunities for the next 3-5 years built around four key engagement pillars of Connection and Education, Trust and Advocacy, Partnership and Kaitiakitanga and Collective Ownership and Value to achieve the following:

- Catchment-wide awareness raising: Despite the programme being operational for five years, many eligible landowners are unaware of KMR or the fact that they are in the catchment area. Immediate, broad-reach catchment-wide awareness raising is needed to affect change.
- Localised, data-driven reach: Tools like Mātai Onekura and ArcGIS provide a powerful base to identify areas for targeted engagement, supporting a focus on hyper-local, sub-catchment specific communication to help reach eligible landowners and promote collective localised action through sub-catchment and community groups.
- Deepening trust through peer advocacy: Landowners consistently reference friends, neighbours and peers as their primary source of information about KMR. This strategy will be enhanced by broad awareness-raising and amplified by profiling 'KMR champions', as well as utilising the trusted influence of industry partners like Fonterra and Beef + Lamb NZ.
- Role modelling through authentic storytelling: By shifting our focus to "place-based" storytelling, we can highlight the successes of whānau, local hāpu, farmers and other land owners to demonstrate the economic and environmental benefits of remediation in relatable, real-world terms.
- Aligning with industry: By continuing to build on our professional partnerships and integrating KMR into the fabric of rural life through grassroots presence at Field Days, A&P shows, and local events, we can meet land owners and community groups where they are, on their own terms.

Ngā whāinga mō āmuri | Next Steps

Our goal for 2027–2029 is to transition from broad awareness to targeted, participation-focused engagement that is connected, local and relatable, backed by personal stories and meaningful data. By combining high-reach digital messaging with dedicated, face-to-face field advisory support, we will raise widespread awareness of the Programme in the next three years and continue working with eligible landowners to improve the resilience and productivity of their land while protecting Kaipara Moana.

Future success will depend on the Programme's ability to build stronger awareness and increased confidence in what the Programme can deliver across a multitude of audiences with different motivations and drivers to act. This communications and engagement strategy is about kotahitanga (collective action).

Pirihongi | Attachments

Attachment 1: DRAFT Communications and Engagement Strategy 2027 - 2029

DRAFT

Kaipara Moana Remediation Programme

Communications and Engagement Strategy Update

2027 - 2029

July 2026

Prepared by Level - Engagement Agency

Contents

Executive Summary

Since the launch of the Kaipara Moana Remediation (KMR) Programme in 2020, significant progress has been made in the journey to restoring the mauri of the Kaipara Moana. Through the hard work of our partners, landowners, and communities, KMR has successfully established over 1,400 land remediation partnerships (as of 30 June 2026). However, newly available data as of July 2026 has highlighted the need for a significant increase in the Programme's communications and engagement as we enter the second half of the programme, if we are to achieve the Programme's vision.

Over the past five years that KMR has been operational, the engagement landscape has shifted. While KMR experienced a high initial uptake, we now face a more challenging political and social environment. Factors such as Freshwater Farm Plans not being introduced, economic pressures on farmers with increased input costs (petrol, fertiliser), severe weather events like Cyclone Gabrielle, and a shifting political landscape have introduced new and unforeseen barriers.

Recently released KMR Programme data and catchment analysis shows that after a peak in interest from landowners in the 2022/2023 year, Expressions of Interest from new landowners have begun to decline over the last two years. In the 2025/26 year, projects undertaken with new landowners dropped to 162 while those already engaged undertook a further 208 remediation projects. This shift signals a need for a more complex period of engagement requiring higher focus and resourcing.

The need for increased engagement is stronger now than ever before, to align with programme goals.

Feedback from grant recipients, programme partners, Field Advisors and community groups is positive and these people who can speak directly to experience with the programme are critically important in the programme's engagement planning and success as we look to the next 3-5 years.

A MfE Early Adopters Survey and subsequent Landowner Survey in 2024 found that those who have taken part have had a very positive overall experience. The Landowner Survey data states that "respondents recognise KMR as an excellent initiative for getting started with native planting and riparian efforts, expressing hope for future expansion", proving the value of grant recipients as strong advocates for future engagement strategies. This supports a communications journey of: Connect > Engage > Participate > Advocate.

Of those Early Adopters surveyed, financial assistance and environmental alignment were primary reasons to engage with KMR. When asked what they like the most about working with KMR, respondents mentioned 'supportive and knowledgeable people' and 'funding and financial assistance', highlighting the important role of Field Advisors and other key staff in the success of the Programme.

KMR now also has access to new data tooling and on-the-ground experience to approach future engagement with confidence, backed by success stories, impact data and local intelligence.

We have identified clear, high-impact opportunities for the next 3-5 years built around four key engagement pillars of **Connection and Education**, **Trust and Advocacy**, **Partnership and Kaitiakitanga** and **Collective Ownership and Value** to achieve the following:

- **Catchment-wide awareness raising:** Despite the programme being operational for five years, many eligible landowners may be unaware of KMR or the fact that they are in the catchment area. Immediate, broad-reach catchment-wide awareness raising is needed to affect change.
- **Localised, data-driven reach:** Tools like *Mātai Onekura* and Arc GIS provide a powerful base to identify areas for targeted engagement, supporting a focus on hyper-local, sub-catchment specific communication to help reach eligible landowners and promote collective localised action through sub-catchment and community groups.
- **Deepening trust through peer advocacy:** Landowners consistently reference friends, neighbours and peers as their primary source of information about KMR. This strategy will be enhanced by broad awareness-raising and amplified by profiling 'KMR champions', as well as utilising the trusted influence of industry partners like Fonterra and Beef + Lamb NZ.
- **Role modelling through authentic storytelling:** By shifting our focus to "place-based" storytelling, we can highlight the successes of whānau, local hāpu, farmer and other landowners to demonstrate the economic and environmental benefits of remediation in relatable, real-world terms.
- **Aligning with industry:** By continuing to build on our professional partnerships and integrating KMR into the fabric of rural life through grassroots presence at Field Days, A&P shows, and local events, we can meet landowners and groups where they are, on their own terms.

Our goal for 2027–2029 is to transition from broad awareness to targeted, participation-focused engagement that is connected, local and relatable, backed by personal stories and meaningful data. By combining high-reach digital messaging with dedicated, face-to-face field advisory support, we will raise widespread awareness of the Programme in the next three years and continue working with eligible landowners to improve the resilience and productivity of their land while protecting Kaipara Moana.

Future success will depend on the Programme's ability to build stronger awareness and increased confidence in what the Programme can deliver across a multitude of audiences with different motivations and drivers to act. This communications and engagement strategy is about kotahitanga (collective action).

Purpose

This Communications and Engagement Strategy Update sets out how the Kaipara Moana Remediation (KMR) Programme will communicate to build awareness, trust, participation, and long-term commitment to restoring the mauri of Kaipara Moana.

It translates the Programme's vision, values, and engagement approach into clear messaging, audiences, channels, and actions to support behaviour change and collective impact.

KMR's Communications and Engagement Team is responsible for digital and design, marketing and events, communications, and community and stakeholder engagement. This strategy has been developed to support this work over the next three years (2027–2029).

Ultimately, the strategy will support KMR to deepen communication while providing space for greater community participation. This strategy honours collective action, acknowledging without the support of our landowners and communities we are unable to do the work we set out to do.

Our goal is to encourage landowners, communities, and partners to work with us and support our efforts to protect and restore Kaipara Moana by supporting or undertaking projects on the land to reduce sediment flow into waterways that flow onto Kaipara Moana.

Background

The Kaipara Moana Remediation (KMR) Programme exists to achieve lasting environmental restoration by partnering with landowners, iwi, communities and industry to significantly reduce sediment entering Kaipara Moana. Achieving this relies on more than just funding alone; it requires trust, awareness and meaningful participation from those who manage and own land throughout the full catchment area.

In July 2021, KMR released a Communications and Engagement Plan prepared by Northland-based Engagement Agency, Level. This plan was part of a wider Communications and Engagement Framework and was implemented alongside Kaipara Moana Remediation Programme Partner and Stakeholder Engagement Strategy, prepared by Alternative Endings (March 2021).

The Partner and Stakeholder Engagement Strategy was commissioned by KMR to help it develop trusted, supportive and committed relationships with the marae, landowners, organisations, groups, businesses, people and whānau of the Kaipara Moana catchment with a desired mutual outcome of restoring the mauri of Kaipara Moana while meeting social, economic and cultural outcomes for mana whenua. It includes the Programme's moemoea (shared vision), role and guiding principles.

For additional context, the foundation documents of the KMR Programme include the Kaipara Moana Remediation Indicative Business Case (August 2019) and the Kaipara Moana Remediation MOU (October 2020). These provide the framework for the programme and the historical, cultural, social, economic and environmental cases for the programme.

Following the launch of KMR in 2020, community interest was strong and between 2021-2026, more than 1,400 land remediation partnerships were established. However, after peaking in 2023, remediation projects with new landowners and groups have begun to decline over the last two years, indicating that we are now moving into a more challenging period of engagement.

This document builds on the Communications and Engagement Framework and Communications and Engagement Plan adopted in 2021 and includes a proposed approach for the next three years, including goals and objectives (specific to communications), Programme voice and identity, risks and opportunities, key messaging and channels, resourcing, analysis and an outline of the actions required to deliver the plan.

Guiding Tikanga / Principles

Vision

Kaipara Moana Remediation (KMR) is a decade-long collaboration to protect and restore the Kaipara Harbour so that its significance – for Kaipara Uri and all New Zealanders – is recognised. The historic 9 October 2020 signing of the Kaipara Moana Remediation Memorandum of Understanding between the Ministry for the Environment, Ngā Maunga Whakahii o Kaipara, Te Rūnanga o Ngāti Whātua, Te Uri o Hau, Northland Regional Council and Auckland Council was a joint commitment by the Crown, Kaipara Uri and Regional Councils to protect, restore and enhance the mauri of Kaipara Moana.

Mission

KMR's long-term goal is to halve sediment flows into the Kaipara Moana. While KMR's focus is on reducing sediment, the projects we invest in – to restore wetlands, fence off rivers and streams, plant trees and regenerate forest on erosion-prone land – also bring wider benefits. These include helping valued species to thrive, reducing climate change risks and increasing resilience to storms and other extreme weather.

Values

In everything we do, KMR operates in alignment with the following foundational values:

- Kaitiakitanga / Custodianship
- Mutual trust and equality
- Kia tika / Appropriate practice
- Kia mārama / Openness & transparency
- Kia pono / Integrity
- Prompt & fair resolution of conflict

Investment outcomes

KMR's investment aims to achieve progress towards four intergenerational outcomes:

Tiaki Taiao / Natural Capital: Kaipara Moana is healthy, self-sustaining and naturally productive

Ōhanga / Physical & Financial Capital: Sustainable, resilient and optimised primary production in the Kaipara Moana catchment and harbour

Manaaki Tangata / Human Capital: Local skills and capability, including those held by Kaipara Uri hapū and whānau support innovation, effective land management, and community resilience

Tātai Hononga / Social Capital: Kotahitanga empowers Kaipara Uri and local community participation, including hapū and marae, in local solutions, leveraging opportunities.

We recognise that these are shared outcomes, to which KMR contributes alongside iwi, government and community contributions.

KMR Programme Objectives & Principles

Objectives

- Mobilise local community participation in local solutions
- Build kotahitanga by enabling the community to work together
- Upskill local tangata and support training and employment opportunities for effective land management.
- Increase the utility of land that is currently not productive or marginally commercial.
- Raise awareness of and provide education opportunities for the environmental protection of Kaipara Moana.
- Incorporate Matāuranga Māori into restoration efforts.

Principles

- **Equity:** Applications are welcome from all landowners, iwi/hapū, marae, community groups, catchment groups and other collectives in the catchment.
- **Impact:** Priority will be given to projects which achieve the greatest sediment reduction outcomes.
- **Agreement:** Landowner agreement must be obtained before planting or other remediation works (i.e., fencing) are undertaken on the whenua.
- **Shared contributions:** Matched funding must be contributed by the landowner, industry or the community, either in cash or in kind.
- **Delivery:** Projects that have a realistic chance of achieving outcomes will be prioritised.
- **Focus:** KMR funding support will focus on projects identified in a Sediment Reduction Plan and cover up to 50% of the estimated costs of eligible project activities (up to 70% for Whenua Whānui Fund project activities)

KMR Communications Goals

- Kaipara Moana Catchment landowners and communities are aware of the Programme, understand its vision and purpose, and know what the Programme offers eligible property owners
- Kaipara Uri feel their story is being told through the KMR Programme and that they are being appropriately acknowledged as Treaty partner, mana whenua and kaitiaki
- Kaipara Moana Catchment landowners and communities trust and respect the KMR Programme and trust KMR to deliver the Programme
- Catchment landowners understand how their land connects to Kaipara Moana and the wider ecosystem and accept they have an important part to play in reducing sedimentation
- Kaipara Moana Catchment landowners and communities understand the social, environmental and economic benefits of the Programme
- Programme communications 'meet audiences where they are' and are simple, clear and relevant

KMR Programme Identity

A strong and consistent identity helps people connect with the programme's purpose, recognise its value, and feel aligned with its core values. It creates a sense of authenticity and belonging, enabling audiences to see themselves reflected in the programme and its outcomes. This identity was defined in 2021 and still holds true.

We are:

- Committed to the long-term vision of reducing sediment flow into Kaipara Moana
- Capable, qualified, and committed to delivering on our promise
- A unique partnership between Kaipara Uri, the Crown and two councils (NRC and AC)
- Supporting a small step in a much longer journey
- Helping to bring together shared knowledge, history and learnings
- Encouraging landowners to explore innovative approaches to add value of their property and improve farming systems while contributing positively to the reduction of sediment flow into waterways
- Open to new ideas and new ways of thinking and working
- Grateful for the willingness of many to share our vision and to collaborate with us
- Efficient and effective at both governance and operational levels
- Independent from local government
- A platform for organisations to invest in meaningful environmental impact

KMR Programme Voice

Having an identity and voice for the programme ensures a consistent approach to communication.

We are:

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

We are not:

- imposing change that you are not ready for
- more knowledgeable than you when it comes to your land

Level

Key Audiences

Founding partners

- MCERT
- Ngā Maunga Whakahii o Kaipara
- Te Uri o Hau
- Te Rūnanga o Ngāti Whātua
- Northland Regional Council
- Auckland Council

Strategic partners

Ministry for Primary Industries
  - NZ Landcare Trust
- Fonterra
- Te Uri o Hau – Environs
- The Forest Bridge Trust
- QEII National Trust
- Trees That Count
- Horticulture New Zealand
- Department of Conservation

Primary audiences

Landowners and land managers of properties in the Kaipara Moana catchment:

- Whenua Māori owners
- Landowners and land managers
- Farmers – primarily beef, sheep and dairy
- Lifestyle block and subdivision owners
- Plantation forestry landowners and forest managers
- Horticultural growers and managers

Secondary audiences

- Hāpu and marae based landcare groups
- Kaipara residents who live and work in the catchment area (plus those outside)
- District councils
- Banks, insurance companies
- Northland Wood Council
- Sustainable Business Network
- Catchment Communities Aotearoa
- Federated Farmers
- Conservation groups
- Enviroschools
- Waimā Waitai Waiora
- Wai Connection I Mountains to Sea
-
- Reconnecting Northland
- Dairy NZ
- Beef & Lamb
- Industry bodies and business community
- NGOs
- Accredited nurseries
- Young Farmers
- Community organisations
- Stock agents
- Farming contractors
- Conservation Volunteers New Zealand

Communications Risks

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

Risks and barriers	Context
Mistrust	– Landowners are cautious about inviting people they don't know on their land. – People confuse KMR with councils (NRC and AC).
Limited time and resource	Landowners – Farmers are busy people with many competing priorities. – The costs of petrol/diesel, fertiliser and other farm related costs have heavily increased in recent years. Community Groups – Community groups are often run by volunteers and their resources are limited. It can be difficult for them to find time and money to invest in projects. – Land Trusts often have complicated structures. It can be challenging to know who to engage with for project approval.
Relationship management	– Landowners like to work with people they know and trust. – Farmers want to work with people who understand farming. – Field Advisors and Grant Coordinators need to find a balance between following up contracted work and not being viewed as a nuisance
Timing & channels	– Making sure farmers can engage in conversations about the programme means making sure they are available in the seasonal farming cycle. – Using the right channels to communicate with our different audiences is important. – Many of the people we work with are time poor.

	- We need to be careful we are not over-communicating with landowners/community groups. - Too much communication may be unwelcome.
Public relations	- Because Kaipara is a small, tight-knit community, there is a sense that 'everybody knows everybody', there are strong personalities and a lot of history, which can make it difficult for people to accept KMR communications objectively. - KMR is still a reasonably new programme for many. Limited brand awareness has had an impact on uptake.
Scaremongering	- If there is a strong focus on the potential negative outcomes (i.e. 'if we do nothing the harbour will die…') there is a risk that KMR's message will be seen as scaremongering or threatening and will deter support for the programme.
Catchment & criteria	- People may not realise they are eligible for funding as they don't realise they are located within the catchment and meet criteria for funding.
Weather	- Significant weather events and patterns can cause unplanned strain on landowner's priorities.
Economic environment	- For some landowners, changes in the economic environment can have a significant impact on their ability to commit to the programme financially, for example the recent rising costs of diesel and fertiliser. - Many landowners also face cashflow constraints, with wealth tied up in land and assets, and are at the mercy of meat and dairy market prices.
Farm management	- Landowners struggle with a wide range of issues relating to farm management, such as recruitment and retention, general health and wellbeing and being time-poor.

Communications Opportunities

KMR is a very unique programme offering a rare opportunity to support and connect with the community. In the last five years, new opportunities have also emerged with the delivery of successful partnerships, over 1,000 successful grant applications and new data modelling.

Opportunities	Context
Sharing success stories of our landowners and community groups to encourage others to come onboard.	– With over 1,000 successful grant applications underway, there are many stories to draw from when role modelling how KMR works and showcasing the success of the Programme. – There are individuals in the community who are highly – and widely – regarded and can have a positive impact on the enthusiasm and support for the programme if actively engaged with KMR. – Kaipara Moana Catchment communities are tight knit, which means that information can be quickly shared and there are new opportunities – and channels – to raise the profile of KMR in the community and also bring communities together to make the sharing of information easier. – A common theme across all landowners – farmers, forestry, horticulture and whānau – is a sense of pride and kaitiakitanga. This presents an opportunity for common ground and a common vision for all communications and engagement.
Telling the story of Kaipara Uri	– KMR offers a unique opportunity to tell the stories of Kaipara Uri, in the context of Kaipara Moana.
KMR's digital mapping tools	– Matai Onekura combined with ArcGIS are now providing meaningful data including profiles of engaged landowners, the number of trees planted and kilometres fenced, impact of work to date, etc. This data provides valuable context to future communications and storytelling.
Profile our local suppliers – nurseries, fencers, planting teams	– With a number of approved contractors and suppliers now having worked with the Programme for multiple years, there are great examples to share, showing KMR's impact on human and social capital, and connection into the community.

Joint comms with our partners	- Programme partners have strong communication channels and there is an opportunity to work more closely together to share the story of KMR across partner channels in a more strategic and meaningful way.
Good news stories about KMR impact on the environment alongside key partners	- Showcase localised impact of KMR projects to date on environment, e.g., return of wildlife. - Utilise data to demonstrate impact of projects already delivered (estimated reduction of sediment, etc). - Celebrate environmental wins alongside partners such as Trees that Count and The Forest Bridge Trust to share success and amplify engagement reach.
Targeted comms – sub-catchments	- New data allows for a much more targeted approach to sub-catchments, highlighting higher value returns by focusing on opportunities for collective group/community action.
Industry partnerships e.g. Dairy NZ, Beef and Lamb and Federated Farmers, Horticulture NZ, Fonterra.	- Fonterra, Dairy NZ, Beef and Lamb and Federated Farmers have strong connections in the farming community and are trusted and respected by farmers; industry is supportive of the programme and well positioned to support the KMR Programme's communications into the farming sector. Five years on, these partnerships create an opportunity to showcase KMR's related success stories, to initiate further engagement (e.g. profile in Fonterra's 2025 Annual Report for building technical capability with farmers).

National and international recognition	- There is opportunity for continued recognition on the national and international stage, following achievements such as:
	    - 2025 Earthshot Prize nominee (nominated by Te Herenga Waka—Victoria University of Wellington)
	    - Featured by the Ministry for the Environment in Our Marine Environment: The Stories Behind the Numbers
	    - Cited for key contribution to nature-based environmental solutions in The Aotearoa Circle's Natural Infrastructure Plan (feeding into the Government's Infrastructure Plan/National Resilience Framework)
	    - 2025 Kaipara District Council Environmental Award recipient
	- Continued opportunity for additional awards and recognition to support awareness raising

Programme data now measuring impact	– Data gathered from the first five years of the Programme supports a stronger case for landowner engagement, for both environmental and financial gains:
	    – Ministry for the Environment and Jobs For Nature Secretariat KMR case study published in March 2025 showed a $3.94 return for every $1 invested.
	    – In July 2025 KMR received an independent economic analysis of a typical farm system taking action with KMR support. The West family farm analysis highlighted the economic benefits and return on investment of retiring unproductive farm areas, with a benefit-to-cost ratio of 22%.

Wider impact on environmental landscape	– Other environmental projects are now being generated, to enhance the KMR Programme, for example: 2025 DOC Community Agreement to 'recloak' 45 km of esplanade reserves around the southern Kaipara
The *Kōrero Tuku Iho* project	– Providing a pathway for Kaipara Uri, iwi/hapū, marae, whānau and communities to explore their stories, memories, histories, values and understanding of the natural world and places of significance associated with the Kaipara Moana catchment as inspiration for the reduction of sedimentation.

Social impact	– Continued celebration and promotion of social impact, building capacity and resilience in the community, including:
	    – Training support for 262 participants, many local iwi/hapū
	    – Creation of >447,000 hours of new work – a year's work for >287 people

Key Communication Themes

The following themes were identified in KMR's Partner and Stakeholder Engagement Strategy and are woven through all KMR communication.

Unique Identity

The KMR programme is a partnership of governance and management between Ministry for the Environment, Ngā Maunga Whakahii o Kaipara, Te Rūnanga o Ngāti Whātua, Te Uri o Hau, Northland Regional Council and Auckland Council was a joint commitment by the Crown, Kaipara Uri and Regional Councils. Partners and stakeholders will see the Programme as something distinctive with its own tasks, outcomes and principles.

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.

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 to do their part.

Collaborative

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

Programme Messaging

This messaging has been designed as high-level content to provide an overview of the purpose and intent of the KMR Programme. It is designed to speak to the general community across the catchment, partners and stakeholders, through to key audiences such as landowners and Kaipara Uri.

In addition to the general messaging below, audience-specific messaging is also outlined, against key audiences and actions within the engagement tactics.

Key Messaging

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

Engagement Objectives

The following engagement objectives have been identified as the framework for communications and engagement over the next three years.

Pillars	Engagement objectives	Desired outcomes	Audience focus	Investment priority
Connection & Education *(Broad Awareness)*	Build broad programme awareness and help all landowners within the catchment understand how their land connects and contributes to the wider Kaipara Moana ecosystem.	Increased awareness of the Programme and a greater understanding of how KMR helps landowners to reduce their impact via funding and sediment reduction plans.	● Sheep, beef and dairy farmers, lifestyle block and subdivision owners, unengaged and unaware catchment residents	20%
Connection & Education *(Targeted Engagement)*	Convert broad awareness into participation by engaging the highest priority landowners. These areas should be mapped and tracked via GIS mapping to ensure communication and engagement resources are allocated to areas that will make the most impact.	Increase Expressions of Interest and project uptake in priority areas that will have the most environmental impact as mapped out via GIS mapping. Increase recognised value in collective action with sub-catchment and community groups working together for shared outcomes.	Five sub-catchments as identified in the new catchment data: ● Northern Northland ● Mid Northland ● Coastal Northland ● Northern Auckland ● Southern Auckland	20%
Trust & Advocacy	Build confidence among communities and partners in KMR's ability to deliver successful on-farm plans	Demonstrate KMR's success in projects and partnerships to increase trust through referrals from existing grant recipients.	● Primary: Unengaged landowners. ● Secondary (the amplifiers): Existing grant recipients and regional farming leaders, KMR Founding & Strategic Partners (MfE,	20%

	through storytelling and peer advocacy.		Auckland Council, NRC, Fonterra, Forest Bridge Trust, etc.) and supplier partners	
Partnership & Kaitiakitanga	Strengthen relationships with mana whenua by ensuring that Te Ao Māori and mātauranga Māori are authentically reflected throughout the KMR Programme. Communications should be supporting genuine partnership, celebrating Māori-led initiatives and creating more opportunity for participation.	Embed Māori values into sediment projects to restore the mauri of the Kaipara Moana through authentic and trusted, hyper-local storytelling that clearly demonstrates the role of Mātauranga Māori and Kaitiakitanga.	• Kaipara Uri / Iwi and Hapū • Whenua Māori owners • Kaitiaki & Local Māori Enterprise Teams	25%
Collective Ownership & Value	Foster shared responsibility for restoring the Kaipara Moana by demonstrating environmental, compliance, and economic benefits of KMR remediation.	Increase community participation, partnership and long-term advocacy for the programme and the future health of the Kaipara Moana.	• Schools, Enviroschools & Education Groups • Next-generation Young Farmers and regional training hubs • Horticultural Growers & Industry Groups: (e.g., kūmara growers, Horticulture NZ)	15%

Connection & Education: Broad Awareness

Broad awareness activity is incredibly important as it helps to increase the effectiveness of more targeted communications by creating familiarity, trust that can later be converted into engagement.

Objective	Build broad programme awareness and help all landowners within the catchment understand how their land connects and contributes to the wider Kaipara Moana ecosystem.
Audience	Sheep, beef and dairy farmers, whenua Māori owners, lifestyle block & subdivision owners, unengaged and unaware catchment residents.
Barrier	Many landowners, especially those whose properties are more inland or in regions outside the Kaipara district don't recognise that their land has a connection to the Kaipara Moana, many of those that do likely believe that remediation will be expensive or complicated and struggle to prioritise it.
Desired Outcome	Increased awareness of the Programme and a greater understanding of how KMR helps landowners to reduce their impact via funding and sediment reduction plans.

Tactic	Rationale	Key Messaging Examples	Proposed Channels
Road-side signage Continue use of large outdoor fence signs along key rural transport routes within the broader catchment area including at entry & exit points.	Reminds residents that their properties, especially those that are geographically distant, are part of the Kaipara Moana catchment and physically connected to its environmental health.	Your hillsides feed the Kaipara. Protect the Moana and prevent your soil and sediment from leaving the land. Get 50% funding for fencing & planting. Check your address at kmr.org.nz	Busy rural and main roads, major intersections

Broad reach digital campaign Create a broad-reach digital campaign across the Kaipara catchment region to build programme awareness and communicate the KMR purpose to all eligible landowners.	Surveyed landowners and Field Advisors have identified social media as an underutilised tool for awareness raising. While targeted ads are great at capturing those who are ready to act today, broad-reach campaigns provide the overarching support needed to build trust in the Programme and generate future demand (acknowledging the longer term cycles of managing property, planning and budgeting for new works, and other seasonal commitments).	We can help you protect your slice of paradise, as well as protecting the Kaipara Moana. Join over 1,400 landowners who are using KMR's funding and support to improve their properties. We match your fencing and native planting costs up to 50%. Check your property's funding eligibility.	Meta (Facebook & Instagram), Youtube, Google ads.
Localised radio campaign Ongoing radio campaign to support awareness raising among landowners and promote eligibility checks.	Landowners surveyed over the last two years identified radio as an important source for trusted information. Radio is a recommended channel for long-running awareness raising, to build connection to the programme and its key messaging.	If you haven't heard about KMR, it's time you did. This is a project that we can all get behind - because the goal is to protect Kaipara Harbour, and that's something that should matter to us all. Find out if you're eligible for 50% funding for planting and fencing on your land - the catchment area is much bigger than you think. Did you know the catchment for Kaipara Moana begins almost as far north as Whangaruru and Waimā and is fed by over 8,000 streams and rivers across Northland? Find out if you're in the catchment and eligible for 50% funding for planting and fencing on your whenua.	Newstalk ZB, Ngati Hine FM, Tautoko FM, Big River FM (98.6 FM), iHeartCountry New Zealand, RNZ National, etc.
Organic social media Establish the KMR social channels as an engaging, authentic	Currently social media engagement is very low and represents a high value low cost opportunity for expanded reach across the	Stories highlighting completed projects, local people, environmental success stories and milestones. See separate social media	Organic Facebook, Instagram and LinkedIn pages.

storytelling destination that profiles the activity happening out in the field and builds community relationships.	catchment. Active engagement will build credibility and help to verify KMR's reputation. This is a place where you can really grow your community, engage with people and foster peer to peer conversation. This is a great channel for storytelling, and sharing good news stories like returning wildlife and verified sediment reductions. Facebook and Instagram can also be used for direct programme enquiries through direct messaging and also event promotion through the creation of Facebook events.	pillars section for further information.	
Event attendance: Field Days, A&P Shows, farm days Have a strong presence at rural events, farm days and field days to talk face to face with farmers and other landowners.	Face-to-face interaction within the rural community for answering questions and showcase some of the previous projects KMR has worked on. Advisors can also map property eligibility on site with interested owners.	KMR helps fund practical solutions that protect and improve your farm. Pull up a chair with a local KMR Field Advisor and we'll map your property's eligibility to see what co-funding you qualify for.	Northland Field Days; Paparoa, Arapohue, Helensville and Warkworth A&P Shows
Mass regional print magazines Run ads and local feature stories in community newspapers matching seasonal farm timelines.	Traditional farming demographics and long-standing catchment landowners rely heavily on trusted community print media for information.	We'll work around your farming schedule to help you look after your land for the next generation. KMR can help make restoration more affordable with 50% co-funding on planting and fencing.	Kaipara Lifestyler, Mahurangi Matters,, Kumeu Courier, Helensville News, Northern Advocate, Huaki, Northern Farming Lifestyles.

Level

Connection & Education: Targeted

Targeted engagement enables investment to be focused on priority areas that will have the largest environmental impact. Using the GIS mapping and field advisor knowledge of the land, communications can be tailored to specific locations and seasonal conditions (such as storms, droughts).

Objective	Convert broad awareness into participation by engaging the highest priority landowners. These areas should be mapped and tracked via GIS mapping to ensure communication and engagement resources are allocated to areas that will generate the most impact.
Audience	Northern Northland, Mid Northland, Coastal Northland, Northern Auckland, Southern Auckland
Barrier	Some eligible landowners are aware of KMR but have not yet chosen to engage with the Programme. This may be down to competing farm or land priorities, a perception that the KMR Programme is complex, a lack of perceived benefit/return or a general lack of urgency.
Desired Outcome	Increase Expressions of Interest and project uptake in priority areas that will have the most environmental impact as mapped out via GIS mapping.

Tactic	Rationale	Key Messaging Examples	Proposed Channels
Sub-catchment specific road-side signage To complement the large broad roadside signage, install localised fence-line signage within high priority erosion zones with more targeted messaging.	Reinforce local progress and encourage participation with community specific messaging with a relevant call to action.	Over 45km of waterways are already fenced in Mangakāhia. Help us hit the 50km mark this winter. KMR matches your fencing costs dollar for dollar. Submit your Expression of Interest: kmr.org.nz The Wairua River starts here but ends in the Kaipara. What we do on this land affects the harbour's health for future generations. Fence the tidal creeks on your property with our 50/50 funding. Talk to your local	Road-side fence signage close to high risk sub-catchments.

		Field Advisor.	
Targeted local field days and hui Hold events in target sub-catchments so landowners can meet field advisors, learn about programme and hear from successful grant recipients	Hosting field days and hui in targeted catchment areas will allow KMR to speak specifically to local opportunities to work together and connect sub-catchment groups.	Come along and find out more about the projects KMR is supporting in your sub-catchment. Meet landowners already benefitting from the programme and ask any questions directly to our Field Advisors.	In person field days and hui
Information tools and assets for Field Advisors Work with Field Advisors to create tools and resources to support in person conversations about KMR, including understanding benefits, eligibility and programme goals.	Field Advisors play a critical role in the success of the Programme, providing a 'face' for KMR out in the field. It's important they have all the necessary tools and information needed to save them time and energy when it comes to telling the KMR story.	KMR has a simple story to tell - at the end of the day our goal is to halve the amount of sediment going into Kaipara Moana, and you can help.	Printed and online collateral, including videos, infographics, success stories, event invites, etc.
Targeted emails to specific catchment areas Grow engagement through KMR EDMs (direct emails) as an opportunity to directly share more information, including success stories.	Send highly targeted messaging to landowners already in the KMR database, asking for support to engage neighbours and extend sub-catchment activity.	Following the success of your partnership with KMR, we'd love your support to help grow activity in your sub-catchment, achieving stronger results for the whole community.	Targeted EDM (direct emails)
Geographically targeted digital marketing campaign Run a digital campaign using GIS mapping to target high priority sub-catchments.	Localised digital ads will allow KMR to deliver relevant messages to specific property types with tailored land-contour messaging.	The steep hills of Hōteo are prone to erosion. Don't wait for a heavy rain warning to worry about slips and loss of usable land. KMR has local field advisors ready to design a custom plan that fits your schedule. We fund up to 50% of your fencing and erosion	Geotargeted meta ads (Facebook / Instagram Lead Ads) and online newspaper networks (NZ

		control costs. Your land connects to Kaipara Moana. Over XXXkm of waterways have already been fenced off by your neighbours in Tangiteroria. Let's hit the next milestone together. Get up to 50% co-funding for stream fencing and native planting. Talk to a local KMR advisor. Over XX% of the pastoral farmers in your area are already partnered with KMR. Protect and health of your paddocks and the Northern Wairoa. Our local field advisors work around your milking and farming schedules to deliver practical, sediment plans. Did you know the waterways in Kumeū flow into the Kaipara Moana? You don't need to run a big farm to make a difference. Whether you have a lifestyle block or a small orchard, KMR can support you. We'll give you a free land plan and match your native planting costs up to 50%.	Herald, Stuff.co.nz).
Geo-targeted weather alerts Run digital ads triggered by major storm forecasts.	Landowners pay attention to erosion risks when extreme weather is about to hit. Intercepting them during a storm warning turns an environmental conversation into a more relevant message when erosion risk is more top of mind.	Heavy rain's coming to Dargaville this weekend. KMR can help you protect your hillsides from erosion and futureproof for big storms with 50% co-funding on fencing and planting.	Regional weather app banners such as Metservice

Community sponsorship Sponsor the field signs or events of local rural community groups in key sub-catchment areas, including community centres, wānanga, sports clubs (e.g., Mid Northern or Rodney teams) to weave KMR into the fabric of everyday rural life.	Farmers and rural landowners are highly insulated and rely on community trust. Showing up on the sidelines places KMR inside their weekend routines, breaking down trust barriers through grassroots familiarity.	Proudly backing the community. Chat with your local KMR rep about fencing and planting grants for your property - you might even find them sideline this Saturday.	Field-side banners, local sports club community Facebook pages, and weekend sideline informational flyers.
Grassroots community engagement Place programme summary flyers, seasonal timeline reminders, and digital information boards inside local agricultural centres within unengaged sub-catchments.	Use local community gathering points to engage landowners during their daily off-farm routines, building casual, trusted familiarity with the programme, rural communities.	1,400+ landowners are already on the board. Together, we've kept tonnes of soil on our land, reducing sediment flow out into the Kaipara Moana. Check the flyer below to see our district's progress and find out how easy it is to add your farm to the tally.	Farm supply stores, veterinary clinics, regional saleyards, community noticeboards, and local rural community centres.

Level

Trust & Advocacy

Objective	Build confidence among communities and partners in KMR's ability to deliver successful on-farm plans through story-telling and peer advocacy.
Audience	Primary: Unengaged or hesitant farmers Secondary (the amplifiers): Existing grant recipients and regional farming leaders, KMR Founding & Strategic Partners (MfE, Auckland Council, NRC, Fonterra, Forest Bridge Trust, etc.) and supplier partners.
Barrier	Hesitant farmers are worried about land loss, high costs and lots of red tape. Trusted peer or neighbour recommendations often carry much more influence than communications from an organisation.
Desired Outcome	Demonstrate KMR's success in projects and partnerships to increase trust through referrals from existing grant recipients.

Tactic	Rationale	Key Messaging Examples	Proposed Channels
Case studies/farmer profiling Produce and share print, digital, and video case studies profiling different types of landowners & farmers (such as the West Family Partnership) who have achieved on-farm infrastructure and efficiency wins.	When farm costs and interest rates are high, environmental work can feel more like an unaffordable luxury. Because farmers primarily trust peer experiences over 'corporate' or 'government' messaging, showcasing financial wins from other farmers in the same industry is a great way to show that land remediation makes business sense.	Looking after your land doesn't mean stopping your farm work; it can actually make things run better. See how the West family used KMR funding to upgrade their setup and boost their farm's revenue by $14,000 a year. KMR offers funding support for practical, on-farm solutions like fencing waterways, planting, and stabilising erosion-prone land. Protect your land and waterways while maintaining productivity.	Facebook & Instagram, KMR Pānui newsletters, Fonterra's Hot Wire, Farmer's Weekly, NZ Farmer, website & primary sector subscription journals.

		KMR helps fund practical solutions that work for your farm. Protect productive land from erosion, reduce stock losses and damage from storms and improve long-term land value and sustainability.	
Partner collaboration campaign Run joint digital campaigns (short videos and social media posts) across the official channels of Fonterra and Beef + Lamb NZ, featuring real local farmers explaining how they used KMR funding to upgrade their farm infrastructure.	Leverage established and trusted industry relationships. When farmers see their local peers and trusted businesses or organisations openly collaborating with KMR, it will assist in building trust.	As a founding partner of KMR, we've made upgrading your farm infrastructure easy. Your Fonterra Sustainable Dairying Advisor is already equipped to help you identify fencing and native planting projects on your land. They will assist you in accessing KMR funding to cover up to 50% of the cost.	Fonterra network updates , Beef + Lamb NZ regional digital newsletters, and co-branded Facebook and Instagram video posts.
Post project advocacy kits Provide farmers at the end of a project with a kit containing KMR branded beanie or coffee cup and a personalised, metric-driven metal fence sign, as well as 'KMR Champion' badge	Encourage completed participants to become visual programme advocates through metal signage for their farm fence lines and branded apparel.	Proud Partner of Kaipara Moana Remediation. XX km of stream fenced, X,XXX natives planted. Ask me how KMR added value to our farm.	Handed over by Field Advisors during final project inspections and contract sign-offs.
On farm field-days Host informal BBQs on local properties that have completed projects with KMR, inviting neighbours to walk the land and see the work completed by KMR.	Provide opportunities for neighbouring landowners/farmers to see completed projects first hand so they can ask any questions and learn from other participating farmers.	Wondering how a KMR project actually looks under real farm conditions? Come along and see for yourself at the [Surname] farm this [Day].	Word-of-mouth invitations facilitated by the local Field Advisor in partnership with landowners.

Level

Partnership & Kaitiakitanga

Objective	Strengthen relationships with mana whenua by ensuring that Te Ao Māori and mātauranga Māori are authentically reflected throughout the KMR Programme. Communications should be supporting genuine partnership, celebrating Māori-led initiatives and creating more opportunity for participation.
Audience	Kaipara Uri / Iwi, Hapū, Whenua Māori Owners, Kaitiaki & Local Māori Enterprise Teams
Barrier	Engagement can be perceived as transactional rather than relationship-led. Trust is strengthened when communication is locally relevant, iwi and hapū voices are represented authentically and there are meaningful opportunities for mana whenua to shape and lead remediation initiatives.
Desired Outcome	Embed Māori values into sediment projects to restore the mauri of the Kaipara Moana through authentic and trusted, hyper-local storytelling that clearly demonstrates the role of Mātauranga Māori and Kaitiakitanga.

Tactic	Rationale	Key Messaging Examples	Proposed Channels
Whakatauira Case Study Profiling Produce and distribute place-based video case studies highlighting iwi and whānau-led restoration models such as Poutō Peninsula or Hohipere Williams and her Pīpīwai land.	Visually demonstrates how a Te Ao Māori approach to restoring the whenua revitalises traditional food sources and native ecosystems.	Kotahitanga in action. See how the whānau at Pīpīwai are incorporating Mātauranga Māori into their restoration efforts to heal the whenua for future generations.	Kōrero Tuku Iho project updates on website, organic Facebook and Instagram, Panui, Ngati Hine FM, Tautoko FM, Whakaata Māori, Te Karere
Whānau Procurement Spotlights Run features highlighting some of the accredited Māori suppliers, local nurseries, and fencing teams	Connects environmental grants to local economic development, showcasing how KMR actively partners with Māori-owned businesses, iwi/hapū-affiliated providers,	Restoring the moana by empowering our people. KMR grants don't just fund fences and plants, they back local Māori businesses, nurseries, and rangatahi	PR, Facebook, Instagram, Panui, Ngati Hine FM, Tautoko FM,

employed through the scheme.	and whānau-based teams to keep wealth within whānau networks.	training initiatives.	Whakaata Māori, Te Karere
Kanohi ki te kanohi engagement Continue to facilitate in-person advisory hui and project drop-in sessions within local marae settings.	Respects traditional tikanga and provides safe, neutral spaces to begin relationships by focusing entirely on whānau aspirations for the land. This approach honours the independent nature of the KMR Programme, ensuring tangata whenua lead the conversation for their own land.	Your whenua, your plan. KMR is here to listen, provide support and enable whānau to carry out work on your own land by co-funding the mahi. We offer support for on-the-ground whenua projects like fencing, planting, and erosion control. KMR helps with planning and co-funding to protect and restore waterways from sediment and runoff. Projects can be led by your marae, hapū, or trust on ancestral or collectively owned land, to improve the condition of whenua now and into the future.	Local marae, whenua Māori hui
Co-Funded Native Re-Vegetation partnerships Continue and scale the established partnership with Trees That Count to secure external native plant allocations that integrate into the KMR project pipeline.	Upfront planting costs and financial barriers are a roadblock for collectively owned Whenua Māori and community groups. Promote partnerships such Trees That Count and Whenua Whānui Fund to reduce financial barriers for Māori land.	Fulfilling our shared role as kaitiaki shouldn't feel out of reach. By matching Trees That Count allocations with our Whenua Whānui Fund, KMR covers up to 70% of project costs for fencing and tree planting.	Whenua Whānui Fund online resources, workshops, and on-marae community sessions.

Collective Ownership & Value

Objective	Foster shared responsibility for restoring the Kaipara Moana by demonstrating environmental, compliance, and economic benefits of KMR remediation.
Audience	Schools, Enviroschools & Education Groups, Young Farmers, Horticultural Growers & Industry Groups: (e.g. kūmara growers, Horticulture NZ)
Barriers	Many of the audience recognises the importance of protecting the environment but don't necessarily understand how they personally can contribute or benefit.
Desired Outcome	Increase community participation, ownership and long-term advocacy for the programme and the future health of the Kaipara Moana.

Tactic	Rationale	Key Messaging Examples	Proposed Channels
Community / Catchment Groups Promote opportunity for collective 'group' solutions, offering opportunity for third party funding support, such as industry bodies, Trees That Count, etc.	Greater gains can be achieved by communities and catchment areas working together, for example, planting and fencing an entire stream, rather than parts of it. Landowners may be more likely to sign up as part of a collective local action rather than working alone with KMR. Strengthens community connection and collaboration and enables locally led solutions.	Turn your community vision into action — KMR helps fund projects that improve waterways and landscapes. Achieve visible environmental outcomes at scale. Bring your group together and apply for funding to deliver a local project you can all be proud of - make a bigger impact together.	
Young Farmers Partnership Sponsor local Young Farmers clubs and host in-person & online workshops on KMR farms to build advocacy among the next generation of farm managers.	Build awareness and advocacy among the next generation of farmers by positioning restoration and remediation as an investment in resilient farming systems. There is a great opportunity here to build project champions for the future.	Looking for ways to future-proof your land? We've put $XXM into local farm infrastructure this year. We cover up to 50% of the costs, so let's talk about how we can help you build a more profitable, sustainable future.	Young Farmers Clubs, rural training hubs, sector discussion groups
Schools and Enviroschools Programme	Engaging tamariki and youth helps to create family-wide awareness and	Find out how your school can help protect the Kaipara Moana. Become a part of	Enviroschools network, regional

Provide interactive learning resources, native plant identification toolkits, and encourage structured volunteer planting days for schools.	participation by fostering long-term kaitiakitanga over local sub-catchments.	remediation efforts by hosting your own volunteer tree planting days. Build local pride and connection. Give students hands-on experience restoring their environment with real-world environmental learning. Empower rangatahi as kaitiaki with opportunities to participate in on-the-ground restoration projects to protect the whenua, the ngahere and the moana.	school newsletters, KMR website
Industry partnership opportunities Work alongside trusted industry organisations such as Horticulture NZ to communicate funding opportunities for specific commercial sectors within the catchment (commercial growers, Drystock farmers etc.)	Horticulture farms have unique soil and business challenges that differ from livestock farming. Partnering with the industry bodies within each sector allows us to reach people through a trusted channel making it easier for them to apply for funding.	Partner with HortNZ and KMR to unlock co-funded grants for fencing and native planting projects tailored for Northern Wairoa kūmara growers.	Partner newsletters, Social Media channels, Panui

Level

Channel Overview

Channel	Overview
Facebook/Instagram	Sharing of authentic stories from participating landowners, programme updates, event highlights, partner acknowledgements, grant recipient updates, staff profiles, event promotion
Youtube	Hosting all video content captured for the project, including hero video, grant recipient interviews, news items and recorded webinars / field events
Local print publications	Media releases and advertising in Northern Advocate, Kaipara Lifestyler, Huaki, Mahurangi Matters, Kumeu Courier, Helensville News, Northern Farming Lifestyles, NZ Herald
Digital platforms	NZ Herald, stuff.co.nz, Metservice, Google – to increase reach and awareness online
EDMS / Direct emails	KMR Pānui emails as well as targeted grant recipient email updates
Radio	Newstalk ZB, Ngati Hine FM, Tautoko FM, Big River FM (98.6 FM), iHeartCountry New Zealand, RNZ National, etc.
Community events	Northland Field Days; Paparoa, Arapohue, Helensville and Warkworth A&P Shows; community days; planting days; KMR partner and industry in-person events, etc.
Māori-led media	Ngati Hine FM, Tautoko FM, Whakaata Māori, Te Karere, Kōrero Tuku Iho project updates
LinkedIn	Programme-wide content including Government-related content, funding updates, partnership updates, nationally relevant content such as 2025 Earthshot Prize nominee
Industry publications	Fonterra's Hot Wire, Farmer's Weekly, NZ Farmer, Fonterra network updates, Beef + Lamb NZ regional digital newsletters, primary sector subscription journals
Printed collateral	Farm supply stores, veterinary clinics, regional saleyards, community noticeboards, and local rural

	community centres.
Community organisations	Young Farmers Clubs, rural training hubs, Enviroschools network, regional school newsletters, KMR interactive website portal, sector discussion groups

Level

Content Strategy

Pillars	Landowner Stories	Connections to the Kaipara	Te Ao Māori & Kaitiakitanga	Partnerships and People
Purpose	Build trust through sharing of authentic stories from participating landowners.	Help audiences understand how their land connects to the Kaipara and why sediment reduction is important	Celebrate Māori leadership, māturanga Māori and the cultural significance of restoring the Kaipara Moana.	Showcase the people, partners and organisations that are working with KMR.
Content ideas	• How KMR made my farm more efficient. • Time for some myth busting – this is the KMR grant application process made easy. • Why 1,400+ landowners trusted us with their property layout changes. • 4 easy steps: Here is what happens when a KMR Advisor visits. • Let's walk through how a custom Sediment Reduction Plan is built for your farm. • We're hosting an on-farm BBQ. Come see the results yourself. • Profiling local agricultural leaders.	• The Southern Hemisphere's largest natural harbour needs our help. • From Cape Reinga to Wellington - that's how much fencing we've funded. • The water runs through your land. Where does it end up? • Landowners + Iwi + Councils = Kotahitanga in action. • Cleaner streams mean thriving kaimoana. Let's get to work. • Did you know Kaipara Harbour is the primary nursery for North Island snapper?	• Restoring the mauri of the moana starts with healing the whenua. • How Matauranga Māori is guiding the Kaipara ecological restoration. • What does it mean to be a true kaitiaki of the Kaipara? • Restoring our mahinga kai so future generations can harvest safely. • We have a responsibility to leave the whenua better than we found it for our tamariki. • Kotahitanga in action: Exploring iwi and whānau-led restoration models. • Watch Hohipere Williams share her intergenerational vision for ancestral	• Meet your local Field Advisor • Spend a morning with a KMR Field Advisor on-farm. • Meet the local businesses growing alongside the KMR project. • How your local business can become an accredited KMR supplier. • From graduates to professional field advisors, see the career pathways in conservation. • We teamed up with Fonterra and Beef + Lamb NZ to make farm remediation simple. Here's how it works.

	• Futureproofing your farm from seasonal storms. • Before and after: Transforming eroded hillsides into stable regenerative land. • Meet the multi-generational family changing how they farm for the moana. • We thought we'd lose profit by fencing off land instead we've made real gains.	• Think sediment is just mud? Here's what it actually does to marine life. • What exactly is a Sediment Reduction Plan and why does your farm need one? • Watch what happens to this hillside when it rains… • 3 reasons why we are planting 700,000 native plants this winter. • Want more snapper in the harbour? Let's protect the Kaipara nursery together.	whenua. • Come behind the scenes with one of our accredited Māori-owned fencing teams. • Spending a day at an iwi-led native nursery. • Did you know that restoring the Kaipara is creating long-term careers for local hapū? • Healing the whenua means empowering the tangata. Meet our local suppliers. • Protecting the taonga species that call Kaipara Moana home.	

Analysis and Success Measures

The Kaipara Moana Remediation Programme has experienced a reduction in engagement with new landowners over the last two years, so this plan is designed to engage as many landowners as possible in the next five years. As the Programme enters this next phase, communication should not only build awareness but also continue to increase trust, encourage participation and advocacy. To ensure the budget is spent effectively, regular measurement will enable the programme to adapt communications based on behaviour, campaign and messaging performance and programme outcomes.

1. Increase programme awareness

Tracking awareness can be challenging without significant investment in third party research. There are a few lower cost ways we can get an initial idea of how many people are aware of KMR:

- Geo-targeted ad campaign: A low budget, single-question poll via Meta Ads Manager (Facebook and Instagram). By targeting rural postcodes across the Kaipara catchment (e.g., Dargaville, Wellsford, Helensville) and *excluding* existing KMR page followers, we can gather unbiased baseline data on true unaided and aided awareness.

- Partner social media channels: Posting polls on Northland Regional Council and Auckland Council Instagram and Facebook pages. By utilising these existing audiences, we bypass our own follower echo chamber and survey a broader pool of catchment residents who are not yet actively engaged with KMR.

- Surveys to past grant recipients: Sending an email survey out to landowners we have already engaged with, asking them how they heard about KMR.

- Surveys of any new EOIs: As part of the grant application process, all new applicants should be asked how they heard about KMR.

Polling should be done annually to gauge the impact of awareness driving activities.

2. Increase programme engagement

Tracking engagement should assess how audiences are interacting with the programme communications and whether the content is encouraging people to further explore KMR. Website traffic, usage of the online eligibility checker, event attendance and social media engagement metrics should all be monitored to understand which channels and messages are resonating most.

3. Increase programme participation

The primary measure of success for this strategy is increased participation in the Programme. Expressions of Interest, project approvals and participation across targeted sub-catchments where investment is weighted towards should be monitored to understand if communication is working. As part of this, any new contact should be source tracked as part of the new EOI survey to understand which communication activities are generating the most return.

4. Trust and advocacy

Building trust is essential to the long-term success of the Kaipara Moana Remediation Programme. Existing landowners, Iwi, programme partners and community leaders play such an important role influencing ongoing engagement. Monitoring engagement with case studies, attendance of field days and events, participant satisfaction surveys and referral activities will help to assess whether we are successfully building confidence in the Programme.

5. Reporting and optimisation

Communications performance should be reviewed quarterly to ensure investment remains focussed towards the highest performing tactics. Reviews should assess audience engagement, campaign performance, geographic participation, referral sources and of course feedback from field advisors to identify emerging challenges and opportunities. These insights should inform any future campaign planning, the messaging and the investment allocation to ensure all communications continue to support the overarching objectives of the Programme.

Level

Engagement Calendar

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

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

Season	Farming considerations	KMR Programme	Communications focus
Summer (December – February) Moderate engagement opportunity	Harvest is underway for many growers, while sheep and beef farmers focus on weaning, hay and silage making, and farm maintenance.	Fencing works commence	Build programme awareness and encourage landowners to begin planning remediation projects with KMR. – Broad awareness campaigns – Funding opportunities – Eligibility checker – Showcase fencing projects – Share case studies – Introduce field advisors – Celebrate annual programme achievements
Autumn (March – May) Higher engagement opportunity	Key planning period for many farming businesses. Stock management, mating, pasture renewal and post harvest activities are underway, providing a strong opportunity for future project planning.	Site assessments and project preparation	Convert awareness into participation and encourage Expressions of Interest before winter planting. – Targeted campaigns in priority areas – Attend field days – Promote funding opportunities – Encourage advisor engagement – Provide planning resources and share local success stories
Winter (June – August) Moderate engagement	Dairy farmers are managing calving, while sheep and beef farmers focus on winter grazing and stock	Native planting and restoration delivery	Showcase programme delivery while restoration is at its peak and strengthen community participation. – Capture planting projects – Volunteer planting days

opportunity	management commercial growers undertake pruning and orchard maintenance.		- Share before and after stories - Highlight Māori-led restoration - Weather responsive communications - Celebrate environmental outcomes
Spring (September - November) Low engagement opportunity	Lambing, calving, docking, shearing, and rapid pasture growth make this one of the busiest times of the farming calendar. Communications should recognise the limited capacity of many landowners.	Projects nearing completion and planning begins for next delivery season	Maintain programme visibility through lighter touch storytelling while celebrating programme achievements. - Completed project case studies - Recognise programme partners - Communicate restoration milestones - Profile community impact - Target non-working land (e.g. lifestyle blocks)

Resourcing

To successfully deliver this strategy, a dedicated communications and engagement budget is required to support activity over the next 3-5 years. The communications and engagement budget is detailed in the Kaipara Moana Remediation Programme Annual Work Plan.

KMR's Communications and Engagement Team is responsible for digital and design, marketing and events, communications, and community and stakeholder engagement.

TITLE:	**Engagement and Future Opportunities Summary**
Kaituhi Pūrongo | Report Writers	Galilee Miles, Kaitohutohu / Advisor – Monitoring and Evaluation

Te Kaupapa | Purpose

This report summarises updated KMR engagement analysis and identifies future opportunities to broaden landowner participation, particularly among smaller property owners.

Rāpopototanga Matua | Executive summary

Updated analysis for the 2026 Communications and Engagement Strategy has identified a larger pool of eligible landowners, mainly due to the inclusion of smaller properties. Around 8,300 landowners with properties between 1 and 10 hectares may provide new opportunities for KMR engagement and remediation activity.

Whakataunga |Recommendations

That the Joint Committee:

1. Receive the report 'Engagement and Future Opportunities Summary' by Galilee Miles and Duncan Kervell, dated 27 July 2026.

Horopaki | Background

At the commencement of Kaipara Moana Remediation (KMR) for the 2019 Indicative Business Case (IBC), initial estimates were developed to understand the scale of eligible landowners and land available for remediation activities within the catchment, with a particular focus on farming properties. At that time, it was anticipated that uptake would be largely driven by the introduction of Freshwater Farm Plans (FFPs). Subsequent refinement through the 2023 rephasing work, supported by the Grant Thornton model, resulted in a modest increase to these estimates, while maintaining the assumption that Freshwater Farm Plans would remain a key driver of engagement. Our most recent information suggests that FFPs will not come into effect until late 2026 or possibly 2027.

Despite the lack of additional incentive, KMR has made strong progress against these original estimates, with early efforts prioritising larger farming properties where interventions can deliver significant impact. At the same time, KMR has maintained its commitment as a voluntary programme to work with all landowners who meet its criteria. Following these initial targets, KMR expanded its eligibility criteria to include smaller properties (less than 10 hectares) where there is sufficient scope for remediation activity within KMR criteria.

Tātari me ngā tūtohu | Analysis and Advice

As part of ongoing programme development, KMR initiated an update of its Communications and Engagement Strategy in 2026. This work aims to strengthen understanding of current gaps and identify priority areas for future focus. To support this, Kervell Consulting undertook a detailed reassessment of the total pool of eligible landowners within the catchment, using updated GIS data and property ownership information to provide a more comprehensive and current view.

The updated analysis indicates a substantial increase in the number of potential landowners available for engagement (Figure 1), largely driven by the inclusion of smaller properties. This presents a significant opportunity for KMR to broaden its reach and impact across the catchment. Notably, a large proportion of these newly identified opportunities are small property owners, with approximately 8,300 landowners holding properties between 1–10 hectares.

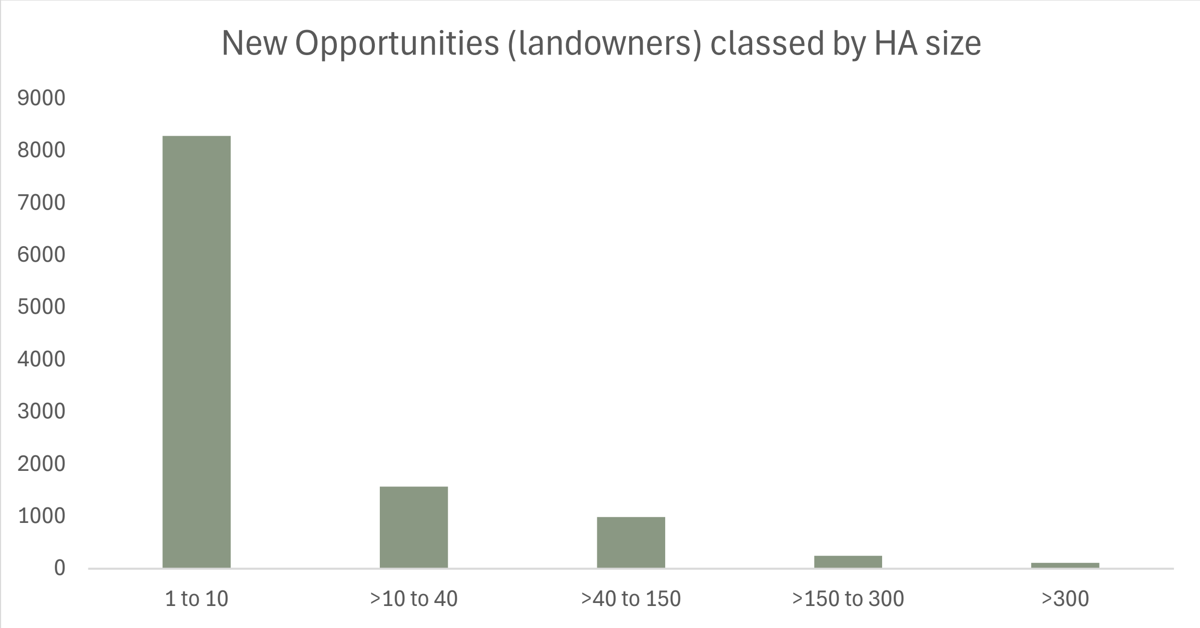

Figure 1: *Distribution of newly identified eligible landowners by property size, highlighting a substantial increase in opportunities driven by the inclusion of smaller properties.*

This expanded opportunity set also provides valuable insight into how KMR can optimise its approach to engagement and delivery. In some parts of the catchment (for example the Taupaki catchment in the south), land is predominantly made up of smaller lifestyle blocks. While individually smaller in scale, these properties may still require a comparable level of effort to develop Sediment Remediation Plans (SRPs) and associated projects. As shown in Figure 2, properties between 1 and 40 hectares currently contribute approximately 3,500 hectares of the total area covered by SRPs, while representing around 250 landowners (Figure 3).

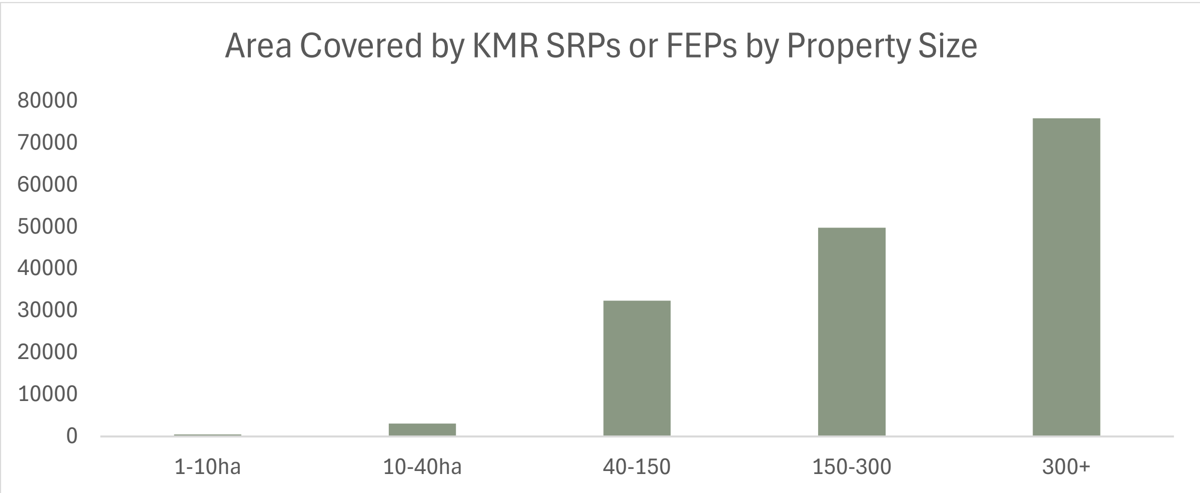

Figure 2: *Total hectares currently covered by Sediment Remediation Plans (SRPs) or Farm Environment Plans (FEPs) by property size, demonstrating the contribution of larger properties.*

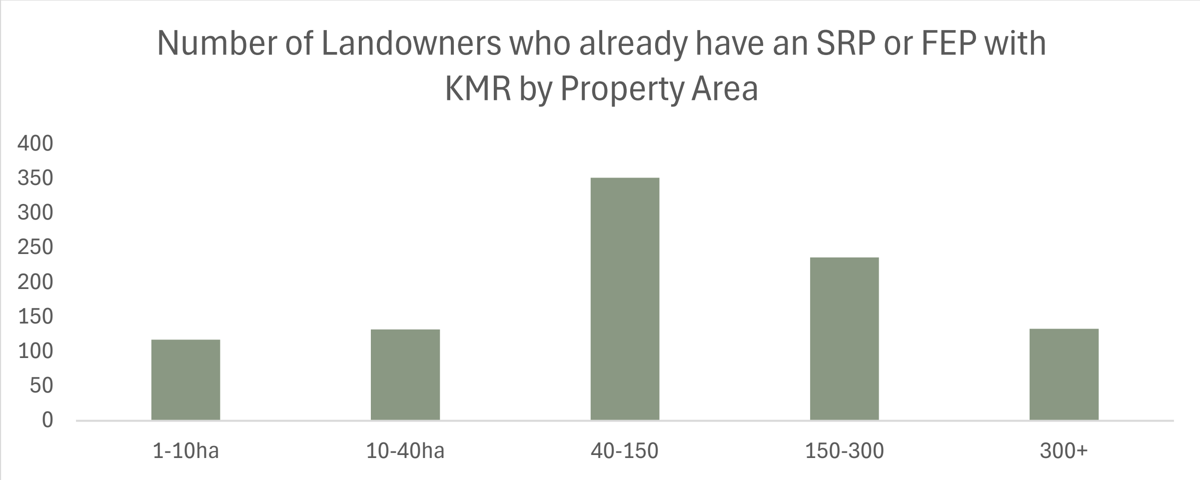

Figure 3: *Number of landowners with SRPs by property size, illustrating participation across the catchment and the emerging role of smaller property owners.*

These findings highlight an opportunity for KMR to consider how best to balance effort, impact, and engagement across different property sizes. By continuing to focus on maximising environmental outcomes across the catchment, KMR can further expand its reach while maintaining an efficient and impactful delivery approach.

Considerations

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

This work supports the KMR programme by broadening participation in sediment reduction activities and contributing to improved environmental, social, and cultural wellbeing across the Kaipara Moana catchment.

2. Ngā ritenga take pūtea | Financial implications

Any financial implications are accounted for Communications and Engagement budget as detailed in the Annual Workplan.

3. Ngā hiranga me ngā hononga | Significance and Engagement

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

4. Ngā tūraru me ngā mauru | Risks and mitigation

Any risks and mitigation are addressed in the Communications and Engagement strategy.

5. Ngā urutau huringa-ā-rangi | Climate Change Mitigation and Adaptation

This Joint Committee paper does not have wider climate change mitigation and adaptation implications.

Pirihongi | Attachments

Verbal Presentation: by Kervell Consulting

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

TITLE:	**Kōrero Tuku Iho – Whakatauira Delivery Update**
Kaituhi Pūrongo | Report Writer	Lisette Rawson, Amo-Rauora Kōawa – Catchment Remediation Manager

Te Kaupapa | Purpose

This report provides an update to the Kaipara Moana Remediation Joint Committee on the delivery of the Kōrero Tuku Iho Whakatauira (Case Studies).

Whakataunga |Recommendations

That the Joint Committee:

1. Receive the 'Kōrero Tuku Iho – Delivery Update' report by Lisette Rawson, dated 27 July 2026.
2. Note that the delivery of a third case study will no longer be pursued, due to lack of landowner agreement, tangata whenua capacity and resource constraints.

Whakarāpopototanga | Executive summary

The first Kōrero Tuku Iho case study on Poutō Peninsula commenced in March 2025 and ended in June 2026. Consultation with the Poutō community developed a mauri plan identifying short, medium and long-term goals towards the restoration of 5 dune lakes as pataka kai on the Poutō Peninsula.

The Poutō Lakes Restoration Committee (working title) has been established to deliver the goals and outcomes identified in the mauri plan which includes including planting and restoration of significant areas in winter 2026.

To obtain additional Kōrero Tuku Iho Projects, a roadshow and social media drive was used to call for Expressions of Interest (EOI) from November 2024 to February 2025. Roadshows were held in Te Ao Marama, Te Hana and in Araparera, Te Aroha Pā. Social media was utilised via KMR and Environs networks as well as emails to marae and prominent community members asking them to share out to the wider community. Two EOI's were received.

A second Kōrero Tuku Iho case study commenced in March 2026 on the Hukatere Peninsula. This project seeks to reduce sediment through land-based restoration, mātauranga Māori and use the revival of kūtai (mussel) sites to further support the health of the Kaipara Harbour and is a hollistic collaboration involving several entities.

A third case study was presented at the July 2025 KMR Joint Committee hui (restoration on the Mangatū River) but it will not take place due to landowner permissions and resource constraints with tangata whenua.

Horopaki | Background

The Kōrero Tuku Iho Project represents the cultural dimension of the Kaipara Moana Remediation (KMR) programme, delivering on one of its two foundational pillars. The project provides a pathway for Kaipara uri, iwi and hapū, marae, whānau, and communities to explore their stories, memories, histories, values, and understanding of the natural world and places of significance associated with the Kaipara Moana catchment, as inspiration for reducing sedimentation.

To support this kaupapa, the Kōrero Tuku Iho Whakatauira Fund was established to enable up to three case studies (whakatauira). The Fund is administered on behalf of KMR, by Environs Te Uri o Hau. The Joint Committee has previously agreed the scope and criteria for the Fund.

Following an open Call for Expressions of Interest (EOIs), the Kōrero Tuku Iho Reference Rōpū considered the EOIs at its meeting on 27 June 2025. Two EOIs were received and both were endorsed for consideration by the Joint Committee. At its meeting on 28 July 2025, the Joint Committee approved Case Study 2 - focused on the Hukatere Peninsula.

The Joint Committee deferred approval of Case Study 3. The Joint Committee recommended that KMR Maurikura and Environs support the EOI applicants to secure landowner support for the proposed case study. It was also noted that potential resource consenting matters associated with the currently proposed focus site may impact the ability to deliver the intended case study outcomes.

Tātari me ngā tūtohu | Analysis and Advice

Project Delivery

Environs Te Uri o Hau will continue to lead the delivery of the Kōrero Tuku Iho Project. Delivery for this phase of the project is focused on delivering case study two and mapping the development of the 'blueprint' and its proposed structure, content and application.

The remaining case study will be expected to develop and implement a 'mauri plan.' The mauri plans from both of the case studies will form the foundation for the development of the Blueprint, being a transferable template to support landowners and groups working across the Kaipara Moana catchment. The Blueprint is intended to enable the consistent and effective integration of tangata whenua perspectives, values, and aspirations into restoration activities undertaken on the ground.

Case study one - Pātaka Kai Poutō

Case study one was completed in June 2026, with a final wānanga held to confirm and finalise the Pātaka Kai Poutō Lakes Mauri Restoration Plan, developed alongside Poutō whānau, landowners, and Environs. A key outcome of this case study was the establishment of the Poutō Lakes Restoration Committee, comprising committed whānau and community members, including both long-standing participants and new champions. This rōpū will lead the implementation of the actions set out in the mauri restoration plan and will continue the ongoing work to protect and restore the Poutō Dune Lakes.

Case study two – Hukatere Peninsula

Contract negotiations with the Tinopai Resource Management Unit were unable to be concluded, due to contracting constraints. The KMR Maurikura facilitated the continuation of the case study, noting shared aspirations to restore kūtai and tio habitats across the Hukatere Peninsula – this is a commonly held aspiration of whānau and community. KMR staff attended the launch of the Tinopai Resource Management Unit Kūtai Project. It was a great turn out of whānau, hapū and community that heard from the core project group leading the project. We expect the Waihaua Marae Trust and the Tinopai Resource Management Unit will continue to collaborate support to progress both projects. The project location remains in the Hukatere Peninsula, specifically the Kirikiri Inlet area. The scope, objectives, and focus of the project remain the same, with no changes proposed to the approved activities, outcomes, or funding envelope.

Considerations

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

Kōrero Tuku Iho is first and foremost a Kaipara Uri-led Kaitiakitanga Programme. It will rely heavily on engagement with both Kaipara Uri, iwi, hapū, marae and whānau communities of the Kaipara Moana catchment. The goal is to provide a pathway for the meaningful contribution of Kaipara Uri, iwi, hapū, marae and whānau into the restoration of Kaipara Moana.

2. Ngā ritenga take pūtea | Financial implications

This is one of the two foundational strategies of Kaipara Moana Remediation, and the proposed KMR budget for 2026/2027 has been benchmarked across the KMR programme.

3. Ngā hiranga me ngā hononga | Significance and Engagement

In relation to section 79 of the Local Government Act 2002[1], 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 Kaipara Uri, iwi, hapū, marae, whānau 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

To ensure successful delivery and mitigate potential risks associated with projects, the following risk management measures will be implemented:

- **Contractual Controls -** Clear milestones and hold points will be embedded in project contracts to monitor progress and ensure accountability throughout delivery.
- **Financial Oversight -** Regular financial reporting will be required to maintain transparency and ensure responsible use of allocated funds.
- **Capacity Support -** Environs Te Uri o Hau will provide ongoing support to applicants, helping to maintain delivery capacity and address any operational challenges.
- **Monitoring and Evaluation -** Staff will conduct periodic reviews to assess progress against agreed objectives and ensure alignment with KMR and Kōrero Tuku Iho outcomes.
- **Contingency Planning -** Provisions will be included to manage delays, scope changes, or unforeseen issues, ensuring project continuity and adaptability.

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

27 July 2026

TITLE:	**Pou Tātaki Report**
Kaituhi Pūrongo | Report Writer	Emma Doré, Acting Pou Tātaki

Te Kaupapa | Purpose

This report provides a brief update to the Kaipara Moana Remediation (KMR) Joint Committee on KMR delivery.

Rāpopototanga Matua | Executive Summary

In this report, we provide an update on KMR delivery and KPIs, as well as an overview of new initiatives and any material issues since we last reported.

Whakataunga | Recommendations

That the Joint Committee:

1. Receive the 'Pou Tātaki Report' by Emma Doré dated 27 July 2026.

Tātari me ngā tūtohu | Analysis and Advice

<u>Pou Tātaki Handover</u>

As we anticipate the start of the new KMR Pou Tātaki, Raymond Hall, on Monday 12 September this will be my last report as Acting Pou Tātaki. Ray brings a strong track record of working across Crown–iwi partnerships, leading complex organisations through change, and delivering outcomes. His previous leadership roles — including Group Chief Executive of a post-settlement governance entity and Deputy Chief Executive at Te Arawhiti — demonstrate his ability to navigate and strengthen the relationships that are central to KMR's continued success. We look forward to welcoming Ray with a pōhiri in late September.

By way of handover, this report therefore begins with operational updates and changes implemented/underway over the past few months as proactive measures to support the next phase of the programme and provide a firm foundation for work ahead.

Over the past several months, KMR has undertaken a deep review of barriers and process challenges affecting successful engagement with landowners and community groups, and analysis of the gaps of KMR activity across the catchment. The Leadership Team has also reviewed remediation administration processes and KMR eligibility criteria. While some settings were appropriate and beneficial during the early stages of the programme, some have become constraints on future participation and uptake. Following due diligence and the introduction of new guidelines where needed, some early programme settings and administrative processes were updated. These include:

- Refresh of the initial KMR modelling (2020 and 2023) for potential engagement
- Create a KMR ArcGIS account for operational staff to track progress of engagement
- Updated Comms & Engagement Strategy
- 7-day payment terms for suppliers instead of up to 6 weeks.
- KMR direct management of supplier onboarding to NRC
- Reframing the $200k grant limit per landowner to become a trigger further review
- Removal of 25% planting limit on a single property to allow increase of native planting
- Review of grant funding to landowners in the Emissions Trading Scheme

KMR's success is underpinned by a skilled and dedicated team, alongside a strong network of experienced contractors who lead engagement with landowners. Supporting and investing in these people, while providing the tools, systems, and connections required for the next phase of delivery, will be a key focus for 2026–2027. New initiatives include:

- Field Advisor bi-monthly newsletter
- Linking Field Advisors and landowners to a dedicated Grant Coordinator to support and monitor caseload and track pipeline progress
- Training for Field Advisors on engagement strategies and tactics for target areas
- Maurikura Team Handbook incorporating work from the team Away Day

KMR has developed a strong reputation for networking and collaboration, and these relationships have continued to strengthen in recent months. Working alongside sector leaders whose objectives align with KMR can create opportunities beyond the programme's funded scope, while also increasing KMR's visibility and reach among new audiences. Since January 2026 KMR has engaged with the following new organisations to explore and initiate collaborative projects.

- Zealandia Consulting
- Sustainable Business Network (SBN)
- Massey University
- Boffa Miskell

Indicative Year end Results

The indicative Year 6 results below show strong performance across the programme, with al bar one target met or exceeded. Landowner engagement remained high, with both new Farm Environment Plans and returning landowner projects significantly surpassing the required lower-bound targets. Environmental activity outcomes were particularly strong, with all planting, fencing and erosion-control measures meeting or exceeding expectations. Skills and employment outcomes also performed well, supporting 65 people into training. The only measure slightly below target was the total area covered by new Farm Environment Plans, which reached 95% of the annual target. As we anticipated, this trend is due to KMR not counting land boundaries (again) of returning landowner projects. Overall, the results demonstrate effective delivery of environmental, community and workforce outcomes for 2026-2026.

Focus Area	Metric	Year 6 Target Ranges	Total Year 6 target	Year 6 Current*	Percentage towards Target
Engagement and Participation	Number of new Farm Environment Plans completed (total) • Number of new Plans • Number of projects by returning landowners	200-440 • 100-140 • 100-300	• 100 • 100	• **162** • **208**	162% 208%
	Area (ha) covered by new Plans	16,250-30,000	16,250 ha	**15,337 ha**	95%
	Number of plants planted or contracted for planting in riparian, lake, or wetlands areas	600,000-800,000	600,000	**608,924**	101%

Nature and Resilience	Number of plants planted or contracted for planting in highly erodible hill country	350,000-1,700,000	350,000	**548,695**	157%
	Area (ha) of riparian, lake, or wetlands planting completed or contracted	120-160	120	**121.8**	101%
	Area(ha) of afforestation, space planting or biodiversity planting in highly erodible hill country completed or contracted	250-1200	250	**794**	318%
	Length (km) of new fencing constructed or contracted	300-550	300	**477**	159%
Skills and Jobs	Estimated number of people-hours worked	60,000-80,000	60,000 (39 FTE)	**89,816 (58 FTE)**	150%
	Estimated number of people undertaking training	40	40	**65**	163%

2 Year Plant Monitoring Update

2 Year Plant monitoring Update – Analysis of monitoring data from 2024 and 2025 has been completed and will be presented at a future JC meeting.

Comms and Engagement

Partnership Forum

KMR held its annual Partnership Forum on 25 June at The Lighthouse Event Centre in Dargaville. Centred on the theme of Community Resilience, the forum brought together around 40 attendees representing a diverse range of organisations, including Te Uri o Hau, Northland Regional Council, Auckland Council, The Forest Bridge Trust, Kaipara District Council, the Department of Conservation, Fonterra, Avoca, and the Ministry for Primary Industries, alongside landowners, community groups, and nursery representatives.

The programme opened by Councillor Snow Tane and Emma on behalf of KMR, featured nine speakers who shared insights and experiences across a range of topics connected to building resilient communities, landscapes, and ecosystems. The forum provided a valuable opportunity for industry, iwi/hapū, government agencies, and community partners to connect, exchange ideas, strengthen relationships, and hear the latest updates from KMR and partners.

Sustainable Business Network Symposium – 5 August

KMR has been invited to present at the Sustainable Business Network Nature & Business Symposium 2026 on 5 August in Auckland. Lisette is presenting on behalf of KMR and will share insights into KMR’s work and impact. Lisette will also join the panel discussion, *Growing Business Resilience with Nature*, alongside senior leaders from Zespri, Beca, and the Climate Change Commission.

The symposium provides an opportunity to elevate KMR's profile, influence national conversations about nature investment, and build relationships with organisations that share an interest in restoring and protecting natural ecosystems. Emma and Natalie are attending the symposium in support of Lisette and the event kaupapa.

https://sustainable.org.nz/learn/events/nature-business-symposium-2026/

Media
KMR continues to maintain a strong presence across local and sector media, showcasing the impact of farmers, growers, landowners, and community groups taking action with KMR support. Between May and June, three feature stories were developed and secured coverage in a range of publications, including the Kumeū Courier, Huaki, Helensville News, Northern Farming Lifestyles, Kaipara Lifestyler, and Local Matters. This ongoing media profile helps raise awareness of KMR's work and highlights the positive environmental outcomes being achieved across the region.

Other
Two editions of the KMR Pānui were distributed during the reporting period (May and July). These e-newsletters were sent to KMR's growing subscriber database, which currently includes 2,308 recipients. The e-newsletters provided regular updates on KMR activities, projects, opportunities, and environmental outcomes across the catchment.

The Ministry for the Environment Is Now Incorporated into the Ministry for Cities, Environment, Regions and Transport (MCERT).

MCERT officially stood up on 1 July 2026 and brings together functions previously carried out by the Ministry of Transport, the Ministry for the Environment, the Ministry of Housing and Urban Development, and local government functions from the Department of Internal Affairs. Its role is to support more coherent decision-making about where homes are built, how people move around, how infrastructure is planned, how communities grow, and how the natural environment is protected.

KMR has been assured that our Deed of Funding will carry over into the newly formed Ministry and will not be adversely affected by this change. Key operational level contacts remain the same for KMR at this time, and we will be informed of any internal MCERT changes which may eventuate over the coming months.

Reporting to Chief Executive, Jeremy Lightfoot, Executive Leader Delivery, Stephanie Rowe, will have oversight of the KMR programme.

The MCERT Lead Minister is the Hon Chris Bishop, with supporting Ministers as listed below:
- Minister for Local Government: Hon Simon Watts
- Minister for the Environment: Hon Nicola Grigg
- Associate Minister for the Environment: Hon Andrew Hoggard
- Minister of Climate Change: Hon Simon Watts
- Associate Minister of Transport and Acting Minister of Transport for Aviation Matters: Hon James Meager
- Associate Minister of Housing: Hon Tama Potaka
- Parliamentary Under-Secretary assisting with RMA Reform: Simon Court MP
- Minister for Rail: Rt Hon Winston Peters

Ministerial Visit to KMR.
At the last monthly meeting with MfE in June, it was suggested that the Hon Nicola Grigg, Minister for the Environment (also Minister of State for Trade and Investment, Minister for Women and Associate Minister for ACC), and the Hon Todd McClay, Minister of Agriculture and Minister of Forestry, may welcome an invitation to visit KMR ahead of the General Election on 7 November 2026. We are advised that an onsite visit to see firsthand the remediation achievements of KMR and landowners/groups would be appropriate.

27 July 2026

KMR Performance (Life to Date)

At 30 June 2026, a little over 3¾ years into operational delivery, KMR delivered the following results on the ground:

Nature & Resilience

- Over 3.1 million plants in the ground or contracted to plant
- 1,950 hectares planted or contracted, or regenerating into native forest
- Over 1,250 km of fencing completed or contracted – more than the distance from Cape Rēinga to Wellington!
- Over 161,000 hectares managed under KMR plans.

Jobs & Skills

- 480,000 hours of new work – a year's work for over 313 people
- Over $34 million invested or contracted in restoration projects
- 55 local businesses and nurseries accredited to supply KMR
- 283 people trained and mentored, many from local iwi/hapū, to advise on project design and delivery.

Participation

- 1,545 landowners/groups have expressed interest in KMR
- 995 plans completed with landowners/groups
- 184 more plans in development
- 162 projects led by hapū, marae, community groups, catchment groups and other collectives in train or development.

Financial performance

The year-to-date financials for end May 2026 shown in Table 1 below show that KMR continues to scale up at pace, as intended, indicated by the value of total Programme Expenditure (Activity).

Table 1: KMR Financials (Year to date, as of 31 May 2026)

KMR Financials to 31 May 2026

Funding Contributions	**31 May 2026**
MfE	14,895,896
Northland Regional Council	70,798
Auckland Council	335,035
Other funding	258,538
Interest earned	509,566
Subtotal (Funds available)	**16,069,834**
Less **KMR expenditure** (Activity incl. Grants)	**5,273,013**
Less other funding allocated	81,527
Funds Remaining	**10,715,293**
Co-funding (Matching Contributions)	
NRC in kind labour and Opex costs (incl. salaries)	792,807
AC in kind labour and Opex costs	9,241
Landowner / Other contributors	3,229,956
Subtotal (Co-funding expenditure)	**4,032,004**
Total Programme Expenditure (Activity)	**9,305,018**

Joint Committee Grant Interests

In line with advice from the Office of the Auditor-General, we provide a transparent overview below of the KMR grant-related interests that are relevant to LAMIA Act (local government legislation that pertains to the financial interests of elected members, and others sitting on local government committees, such as KMR's Joint Committee).

We note that the Office of the Auditor General (OAG) has made a ruling in respect of KMR which recognises that Members of the KMR Joint Committee have been appointed to the Committee on a representative basis i.e. due to their roles in their iwi/hapū.

Table 2: Joint Committee Grant Interests

Who	Grant type	KMR Grant value	Status	Nature of Interest
Deb Brewer	Whenua Whānui Fund	Project 1 $17,318.00 (excl GST) Project 2 $17,318.70 (excl GST)	Project 1 is now in Complete status. Project 2 is in Under Development status (planting of the south area moved from Project 1 to Project 2).	As Chair of the Te Kia ora Marae, Kakanui, Deb Brewer has an interest in this grant. Any potential financial benefit from this environmental restoration grant (e.g. in terms of future land use value) would accrue to all beneficiaries of the Marae trust. The OAG has provided a ruling to KMR that such a role does not constitute a LAMIA conflict.
Kelly Retimana	Whenua Whānui Fund	Project 1 $21,856.10 (excl GST) Project 2 $31,026.10 (excl GST) (not yet contracted)	Project 1 is currently in Sign Off status, and Project 2 is in Awaiting Contract status; we are waiting for them to complete their project 1 planting before moving on to Project 2.	Kelly is not a landowner or trustee but an interested whanau member who has promoted the project. Kelly is an affiliate of the Marae and would not receive financial benefit.