Kotahitanga Mō Te Taiao Alliance

Marlborough District Council, Ngāti Kuia and Department of Conservation

With support from: MfE & MPI

Te Hoiere/Pelorus Catchment Restoration Project

Indicative Business Case (IBC)

Final as at 18th June 2020

Document Information

Document ID	Te Hoiere/Pelorus Project Indicative Business Case
Document production	Te Hoiere Project Manager, Heli Wade IBC Writer, Ursula Passl
Issue date	18/06/2020
Filename	20201806 Te Hoiere Project IBC – Final draft_GG_reviewed

Document Review

Role	Name	Review Status
Project Manager	Heli Wade	Draft
Working group	Working group members	Draft
Governance Group	Governance Group members	Final draft
Governance Group	Governance Group members	Final draft with GG edits
Governance Group	Governance Group members	Final

Document Sign-off

Role	Name	Sign-off Date
Project Co-chair/Executives	Waihaere Mason Barbara Faulls	18/06/2020
Governance group representative MDC	Barbara Faulls	18/06/2020
Governance group representative DOC	David Hays	18/06/2020
Governance group representative Ngāti Kuia	Waihaere Mason	18/06/2020
Governance group representative MfE	Rachel Fyfe	18/06/2020
Governance group representative MPI	Janine Alfeld	18/06/2020

Contents

List of Figures

List of Tables

" Haere, kakea te ara poka hou"

"Go ascend the newly trodden path"

1. Introduction

Te Hoiere/Pelorus Restoration Project (Te Hoiere Project) is a landscape scale proposal focused on improving freshwater and land resources in Te Hoiere and Kaituna River Catchments – *ki uta ki tai.* This focus from '*the mountains to the sea*" will be one of the first initiatives delivered under the umbrella of the Top of the South Kotahitanga mō te Taiao Strategic Alliance. This Alliance was formed by the six Councils, eight of the nine Iwi in the top of the South Island and the Department of Conservation.

Te Hoiere Project proposes to address land use derived issues and achieve wider conservation goals using a holistic and collaborative approach. The Project's focus is on landscape-scale projects that have environmental, social, economic, and cultural benefits.[1]

Te Hoiere Project will occur in two phases. The first phase, starting in 2020, focuses on the terrestrial and freshwater environments of Te Hoiere and Kaituna River Catchments, including the township of Havelock and the Motuweka/Havelock Estuary (out to Te poho-a-kuia/Cullen Point); with the addition of Cullen Creek (in Linkwater).

The second phase, starting in 2022, encompasses the wider Te Hoiere/ Pelorus Sound from Te poho-a-kuia /Cullen Point to Te Nukuwaiata and Te Kakaho/Chetwode Islands *(See Figure 1).*

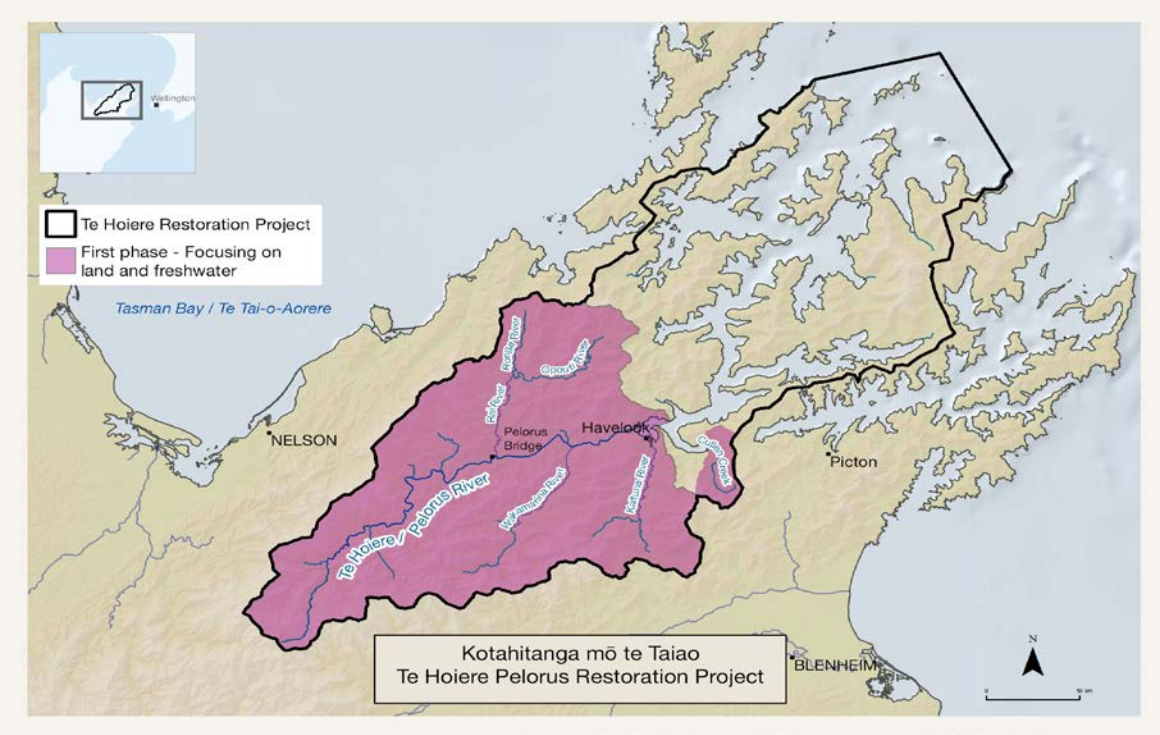


Figure 1: Te Hoiere Project area phases One and Two

[1] Kotahitanga mō te Taiao (June 2019)

1.1 Purpose and scope

The purpose of this Indicative Business Case (IBC) is to provide decision-makers with the necessary baseline information indicating the preferred way forward, to ensure successful outcomes for Te Hoiere Project.[2] In addition, approval is sought to develop a Detailed Business Case (DBC) and an Integrated Catchment Management Enhancement Plan (ICMEP), based on the preferred way forward.

Th IBC sets out the Strategic, Economic, Commercial, Financial, and Management cases for restoration of Te Hoiere, which are closely aligned with the four pillars used by local government, and the four capitals, which make up the Treasury's Living Standards Framework.

The Strategic Case outlines how the proposed investment fits within the strategic intentions of the Kotahitanga mō te Taiao Alliance and the context provided by Central Government's Exemplar Catchments Programme.

The Vision, Mission and Outcomes demonstrate how the goals of each of the Project Partners have been woven together to guide the restoration and enhancement of Te Hoiere, under a collaborative, organisational structure.

Project drivers are explored and the relationships with key stakeholders are outlined. A summary of existing arrangements and business needs relating to each investment outcome is presented, followed by an initial analysis of the potential project benefits across the four Local Government pillars – social economic, cultural and environmental.

The main risks that could prevent, degrade or delay the achievement of the investment outcomes are identified and analysed to complete the strategic context for the Project.

The Economic Case identifies and considers the feasibility of a range of potential options and recommends a preferred way forward for the investment proposal; short listed options are put forward for further analysis. In addition, "Critical Success Factors" are identified:

- Whanaungatanga – Relationships
- Taiao – Environment
- Whenua Haumako – Productive land
- Hauora – Health
- Whakaahuatanga – Transformation
- Haere ake nei – Long term
- Pūtea – Cost

The Commercial Case sets out the procurement arrangements for key activities associated with Te Hoiere Project. These arrangements are aimed at achieving the investment outcomes identified in this IBC and securing long-term values, during the operational phase of the Project.

The Financial Case provides an initial assessment of the overall affordability of the short-listed option and identifies possible funding sources.

The Management Case presents a project strategy and planning framework, following the principles of PRINCE2 – Projects IN Controlled Environments – an internationally accepted and practiced methodology, used to ensure successful project management.

[2] Referred to as Te Hoiere Project or the Project for the purposes of this IBC

Governance arrangements and key roles and responsibilities are identified and a project plan outlines key milestones to highlight important deliverables. A Benefits Realisation Strategy is presented to illustrate how project benefits will be tracked and reviewed over time and to conclude, change and risk management frameworks are discussed.

2. The Strategic Case – making the case for change

2.1 Background[3]

Te Hoiere/Pelorus River is the largest river catchment which flows into the Marlborough Sounds; a very significant area for Ngāti Kuia, who have a long and rich association with Te Hoiere and carry active kaitiaki responsibilities.[4]

Original native forest cover dominates the upper portions of all significant tributaries, particularly the major sub-catchments of the Upper Te Hoiere and the Wakamarina. Large parts of the upper catchment and tributary headwaters are within public conservation land. An annual rainfall of up to 2650mm, makes Te Hoiere Catchment the wettest in Marlborough; with a number of tributaries (including the Kaituna River) all flowing into the Motuweka/ Havelock Estuary.

Te Hoiere is significant to local communities, industries and private landowners, as the catchment supports their economic, social and environmental well-being; Havelock, Canvastown and Rai Valley are the main population centers. Most of the valley floors are occupied by dairy farms, with some dry stock farming on more moderate hills. Hill slopes are typically exotic forest, with steeper slopes in native (see *Figure 2*). Pelorus Bridge Scenic Reserve is a very popular day stop, camping, swimming and kayaking site and the Pelorus and the Rai Rivers are regionally significant wild trout fisheries. Adjoining tributaries are important fisheries, with several being significant spawning areas.

Te Hoiere has high freshwater biodiversity values. Fourteen species of native freshwater fish have been recorded, including two 'Threatened' and seven 'At Risk' species. Several species of 'Threatened' and 'Data Deficient' freshwater invertebrates have also been recorded in the catchment. A population of nationally critical endemic long tailed bats is present and a monitoring, predator control, and habitat restoration programme aims to secure their protection. Te Hoiere Project provides an opportunity to reintroduce the nationally vulnerable species, such as the Whio (Blue Duck).

The valley floors contain several important alluvial forest remnants – large podocarp and beech forests with a rich understory of broadleaf species. A number of important and rare plants and animals are present throughout the catchment, including Shovel-Mint, the Pygmy Button Daisy and giant land snails. The wetlands and estuary margins are home to an array of wetland birds, such as the Banded Rail and Fern Bird. The estuary is a wintering site for Black-billed Gulls and provides significant areas of seagrass habitat. Key threats to biodiversity values, ecosystems and taonga species include; predation, weed incursion, habitat loss, land modification and climate change.

The Kaituna/Havelock estuary is the receiving environment of Te Hoiere Catchment and is currently classed as 'very high' to 'high' risk from adverse ecological impacts.[5] The estuary and coastal marine area are heavily impacted by sedimentation, elevated levels of nutrients (nitrate and phosphorus), bacteria (E. coli) and Motuweka/Havelock point source discharges.[6]

---

[3] Te Hoiere Project Outcomes Document, (March 2019)

[4] Ngāti Kuia Statutory Acknowledgements can be viewed in The Ngāti Kuia, Rangitāne and Ngāti Apa Settlement Act (2014)

[5] Robertson, B., Robertson, B., (2014) Havelock Estuary, Fine Scale Monitoring 2013-2014. Report prepared for MDC. Wriggle Limited.

[6] Ibid (2019:4)

Contaminants have adverse effects on the health of species and associated ecosystems, but also impact on cultural and recreational values. Although there has been some past improvement in water and habitat quality, overall water quality trends are declining.

With its variety of landscapes, rich biodiversity and cultural values, Te Hoiere Catchment has the potential to be a leading example of restoration driven by collaboration. Te Hoiere presents numerous opportunities for innovation and new learning, which could inform other restoration projects at the regional and national level.

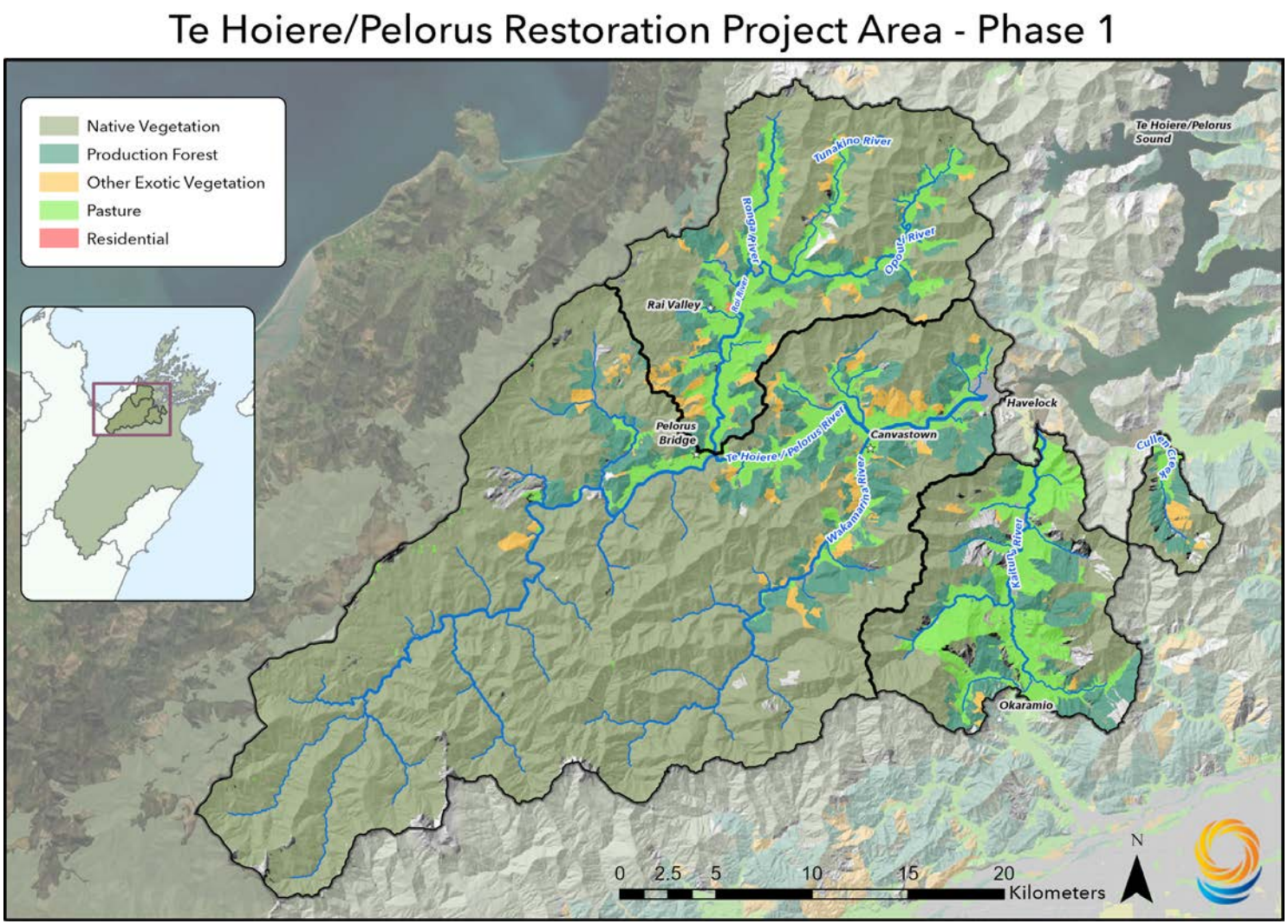


Figure 2: Map of land uses in Te Hoiere Catchments

2.2 Strategic context

Te Hoiere Project is proposed under Kotahitanga mō te Taiao Alliance umbrella – the korowai under which all members can be supported to achieve their individual goals. Formed by all of the Councils, eight Iwi in the top of the South Island and the Department of Conservation, the key focus of the Alliance is on landscape-scale conservation and land-use projects that have environmental, social, economic, and cultural benefits.

The Alliance Vision: *Our extraordinary natural heritage is flourishing, having been restored over large areas, including where people live. People live, care for, and benefit from the environment in ways that bolster natural ecology and the communities that live within them.*

The Alliance Strategy identifies five key outcomes:[7]

1. Native species, including those found nowhere else, are thriving.
2. Naturally functioning ecosystems are protected and restored.
3. Wilderness is sustained.
4. People flourish in harmony with nature.
5. Ecological connections and resilience are protected and restored.

2.3 Strategic alignment

While Te Hoiere Project shares the Kotahitanga mō te Taiao Alliance strategic intentions, outcomes have been specifically developed for the Project by the Marlborough District Council, Department of Conservation and Ngāti Kuia – the Project Partners – who share the leadership to take this proposal forward. The goals and objectives of each organisation have been woven together to create an agreed vision, mission and outcomes to guide the restoration and enhancement of Te Hoiere. To achieve this end, the approach is holistic and collaborative, to ensure community stakeholder involvement in planning and implementation.

Te Hoiere Vision – what the future looks like?

> *The extraordinary natural heritage of Te Hoiere is flourishing, with large areas restored, including where people live. Ngā taonga are managed and protected through partnerships – kotahitanga. People live, care for, and benefit from the environment in ways that bolster terrestrial, freshwater, estuarine and coastal ecology and the communities that live within them.*

Te Hoiere Mission – how will we get there?

> *We will work together to create a connected and aligned catchment landscape (ki uta ki tai) that understands, protects, enhances, and future proofs our values, where healthy communities enrich nature, and healthy nature enriches its communities.*

Te Hoiere Outcomes:

1. Ecological integrity of terrestrial, estuarine and river systems are maintained and enhanced.
2. Resilient, environmentally sustainable and thriving primary sectors.
3. Taonga are protected through partnerships – kotahitanga.
4. People and communities enjoy the well-being of the river.

[7] Kotahitanga mō te Taiao (2019:4 & 5)

2.4 Organisational overview

The three partners co-leading this project – Department of Conservation (DOC), Marlborough District Council (MDC) and Ngāti Kuia – are supported by the Ministry for the Environment (MFE) and Ministry of Primary Industries (MPI) to achieve the project vision, mission and outcomes *(see Figure 3).*

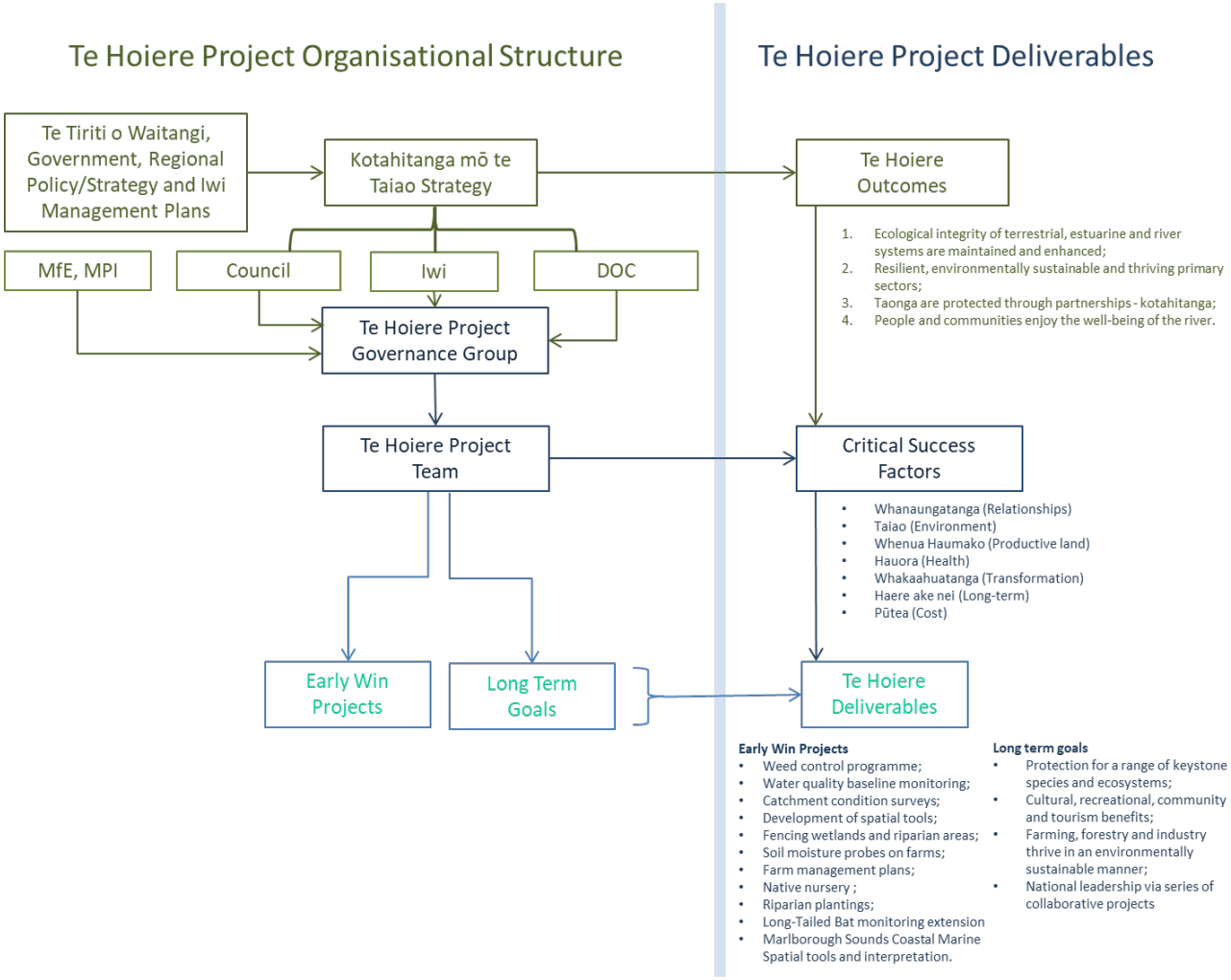


Figure 3: Te Hoiere Project Organisational structure

Organisational drivers

This investment proposal aligns with governmental, regional and organisational strategies, policies and goals. Examples of this alignment are provided in this section, which explores drivers for this project

Department of Conservation

DOC has identified Te Hoiere Catchment as one of fourteen 'high value' national sites, geographically spread across NZ and selected to achieve the goal of *'restoring 50 freshwater ecosystems from 'mountains to the sea' by 2025'*. The central aim is for priority river catchments across New Zealand to be restored to a healthy, functioning state and managed to ensure ecological resilience.

As a significant land manager, conservation partner, natural heritage advocate and manager of freshwater fisheries, DOC is uniquely placed to provide strong leadership in advancing freshwater ecosystem restoration in New Zealand.

DOC recognises that it cannot achieve this goal on its own – so is committed to working with others who are contributing and affected by freshwater restoration. This includes working with iwi (treaty partners), regional councils, private landowners and the local community.

To achieve the freshwater stretch goal DOC has four key focus areas.

Focus Area 1: Leading and contributing to national freshwater initiatives.

DOC, through the Kotahitanga mō te Taiao Alliance, is focusing on initiating, joining together and scaling-up collaborative landscape programmes. Te Hoiere Project will contribute to national freshwater initiatives.

Focus Area 2: Site-based restoration of priority freshwater ecosystems.

The purpose of Te Hoiere Project is to undertake freshwater restoration on a catchment scale that reaches across a wide range of ecological values sites, ki uta ki tai (from the mountains to the sea), to achieve catchment scale outcomes.

Focus Area 3: Upscaling influence in freshwater decisions.

The Kotahitanga mō te Taiao Alliance provides a collaborative space for DOC to engage and foster relationships with its treaty partners, local government, and other stakeholders and affected communities involved in freshwater planning and decision-making processes.

Focus Area 4: Knowledge and mātauranga

Te Hoiere Project is an opportunity to apply cultural monitoring, assessment methods and develop tools using mātauranga Māori, traditional concepts, and science. DOC aims to support freshwater restoration research initiatives and share knowledge and experiences gained to the wider Kotahitanga mō te Taiao Alliance partners, stakeholders and projects. Knowledge development is aimed at supporting project partners and collaborators, such as Iwi recording tūpuna stories associated with Te Hoiere and primary industries researching land use diversification opportunities.

Ngāti Kuia

Ngāti Kuia are tangata whenua of Te Tau Ihu, who have maintained ahi kā roa (continuous occupation) within Te Hoiere for hundreds of years. Ngāti Kuia Taiao Strategic Goals include:

- Our taonga have been managed and protected through partnerships – kotahitanga

- A thriving and abundant biodiversity and the capacity for our kaitiaki to manage our resources; and
- The rohe of Ngāti Kuia is able to sustain the people.

Te Hoiere Project has strong alignment to iwi-led social, cultural, economic and environmental outcomes. In particular, restoring the mauri (Life energy) of Te Hoiere and other rivers, recognising ki uta ki tai – the flow of wai (water) from the mountains to sea.

Ngāti Kuia have area specific Deed of Settlement interests in the project rohe. Ngāti Kuia interests include cultural and commercial properties, Māori reserves and land blocks owned by multiple whānau members.

Te Hoiere Project aligns with many existing Ngāti Kuia projects and will assist in the development of economic, social and cultural outcomes with intergenerational benefits for whānau; this proposal will allow whānau to exercise kaitiakitanga through leadership and decision making.

Ngāti Kuia seek to be involved in collaborative projects with the community. This includes improving the social capital of small communities by building support networks, communication lines and by sharing information and resources. Ngāti Kuia benefit from having opportunities to show leadership in the community and on the ground.

Other Iwi

Rangitāne have interests in the Kaituna and will take part in the project alongside Ngāti Kuia.

Ngāti Koata, Ngāti Tama, Te Ātiawa and Ngāti Toa Rangatira have area-specific Deed of Settlement interests within Te Hoiere.

Ngāti Kōata, Ngāti Rārua, Ngāti Tama, Te Ātiawa, Rangitāne, Ngāti Toa, Ngāti Apa have wide-ranging Treaty Settlement agreements, that may apply within the rohe or relate to the Project activities, particularly in the coastal area relating to Phase Two of Te Hoiere Project.

It is acknowledged that other Iwi may wish to participate alongside Ngāti Kuia and the other partners at a later stage and this involvement is welcome.[8] Ngāti Kuia has offered to lead engagement with all Iwi, hapu and whānau.

Marlborough District Council

As the unitary authority for the area, the Marlborough District Council (MDC) is responsible for administering the regional implementation of the Resource Management Act and various National Policy Statements (NPS) and National Environmental Standards (NES).

In relation to this project, the MDC seeks to implement the national direction set by the NPS for Freshwater, the NES for Plantation Forestry, NZ Coastal Policy Statement (NZCPS) and the proposed NPS for Indigenous Biodiversity (when it has been gazetted). These regulatory frameworks are reflected in the proposed Marlborough Environment Plan (PMEP). Chapter 15 in volume 1 of this plan sets out a series of objectives, policies, methods and anticipated environmental outcomes for water quality throughout Marlborough. In particular, Policy 15.1.1 requires as a minimum, that rivers, lakes, wetlands and coastal waters must be managed so they are suitable for the following purposes:

- The protection of aquatic/marine and significant wetland ecosystems;

[8] NB: The DBC/ICMEP will need to be updated to reflect the drivers for other iwi who participate in this project in future.

- Contact recreation;
- Food gathering/marine farming; and
- Cultural and aesthetic purposes.

In order to meet Policy 15.1.1 and the NPS and NES provisions, the PMEP requires that MDC works to improve the water quality in waterways that are degraded or at risk of degradation within 10 years – this includes many of the waterways in Te Hoiere/Pelorus River Catchment. The Council will seek to do this through regulatory and non-regulatory collaborative methods, enhancement plans, liaison with landowners and through extension services and incentives. MDC fully supports the collaborative approach modelled to date.

MDC is further responsible for implementing the PMEP water quantity component of the NPSFM by setting out a water allocation and use framework to manage the abstraction and use of water across Marlborough. In the Te Hoiere area this includes the identification of Freshwater Management Units (FMUs) and the establishment of environmental limits for those FMUs. Environmental limits include an allocation limit, i.e. how much water can be sustainably be taken from a river, and a minimum flow. The minimum flow is the flow at which the natural and human use values of a river are protected, and these are managed through applying management flows (restrictions on the taking of water) to all water permits. The allocation limits and minimum flows protect values such as, aquatic ecosystems, bird habitat, mahinga kai, domestic and stock water supplies, recreation and natural character. Allocation limits above management flows support existing and future economic wellbeing in the Te Hoiere area, in a manner that does not adversely affect other values. The PMEP is also focused on efficient water use, and requires a reasonable use test to be applied when all water permit applications are lodged. This both ensures that the precious water resource is not wasted through inefficient practices, or locked up and unused, therefore preventing further economic growth.

MDC also has statutory requirements under the RMA section 6 with respect to significant natural areas and wetlands. The Council is also responsible for statutory pest management activities unpinned in the Regional Pest Plan and Biodiversity Strategy.

Ministry for Environment

Te Hoiere/Pelorus Catchment has been identified as an '*Exemplar Catchment*' as part of the Ministry's '*At-Risk Catchment*' programme. This programme uses national level information to identify at-risk catchments. Subsequently, lead or support government agencies work in partnership with regional councils, iwi/hapū, industry and communities to identify appropriate measures to help improve the health of waterways. This is achieved via regulatory or non-regulatory interventions, including targeted investment. The *Exemplar Catchments* provide the opportunity to learn and work in partnerships, while continuing to build national-level information.

Ministry of Primary Industries

MPI supports and offers guidance and advice to the project through participation in Te Hoiere Project Steering and Governance Groups, on field days and through technical advice. MPI have also provided access to funding streams such as the Sustainable Food and Fibre Fund, Hill Country Erosion Fund and One Billion Trees Fund.

2.5 Key community stakeholders

Community stakeholders that have an interest in or are affected by the Project's investment outcomes include, but are not limited to:[9]

Table 1: Te Hoiere key community stakeholders

Key community stakeholders	Roles	Interest
Local landowners & residents: • Dairy farmers; • Sheep and beef farmers; • Foresters; • Urban dwellers; • Local Commercial Businesses	Land and water management	Water quality Catchment health Sustainable businesses
Primary Industry Bodies: • Beef and Lamb; • Fonterra; • Dairy NZ; • Marlborough Forest Industry Assoc. • Federated Farmers	Land management Use of 'Best Practice' Sustainable farming/forestry	Economic return Sustainable operations Water quality
Marine Farming Industry: • Marine farmers; and Marine processors	Coastal management Use of 'Best Practice' Sustainable farming/forestry	Economic return Sustainable operations Water quality
Local businesses e.g.: • Tourism operators; • Outward Bound; • Concessionaires.	Ecosystem health Education	Economic return Sustainable operations Increased employment Water quality
Non-governmental Org's: • Fish and Game; • Forest and Bird; • QEII Trust • Community organisations.	Species management Ecosystem management Pest control Covenants for protection of rare plants and animals	Improving species and ecosystem health Abundant wildlife/biodiversity
Local Schools	Education Raising awareness	Participation in restoration initiatives
Crown and independent research institutes: • Landcare Research • NIWA • ESR • Plant & Food Research • SCION • Cawthron	Innovation and management of marine and terrestrial biodiversity and land resources Help protect environment and support sustainable development of primary industry	High quality scientific research Participation in research initiatives Economic return

[9] More detail on the engagement and communications with stakeholders can be found in "*Te Hoiere Project Draft Engagement Plan*" (2019/2020) and "*Draft Communications Plan: Te Hoiere/Pelorus Project*" (May 2020): Both plans are included in the IBC Annex 1.

Many of these stakeholders have already been contacted and their roles, interest and influence in relation to the investment proposal will be further explored in the initiation stage of this project.

Proactive stakeholder engagement

The process the Project Partners have used to engage with community stakeholders and to build support for the need for change has been documented in Te Hoiere Project Draft Stakeholder Engagement Plan (November 2019).

The purpose of the Engagement Plan is to achieve Te Hoiere Project's vision and goals through effective engagement with partners and stakeholders – to build increased participation and ownership for Te Hoiere, to carry success into the future.

Engagement process timeline:

- February 2019 - DOC mandated by The Project Partners to lead the scoping stage with Ngāti Kuia and MDC.
- March 2019 - Pathway Plan developed to identify stakeholder engagement process and timing.
- April 2019 - Stakeholders mapped for Mt Richmond Forest Park and an initial Engagement Plan drafted. The initial mapping included:
    - Geographical overview identifying key relationships;
    - Four Quadrant Analysis: potential gains & key stakeholders for social, cultural, economic, environmental;
    - Engagement Spectrum Analysis of partners and stakeholders;
    - Potential Roadblocks vs Potential Common Ground; and
    - Initial Recommendations for Priority Action.
- May 2019 - Project Partners developed individual key messages and combined this into a Communication Plan.
- June 2019 - Project Partners identified initial priority stakeholders to inform the scoping phase of the project.
- August 2019 - Project Partners organised community stakeholder field trip and feedback workshop.
- September 2019 - Review of stakeholder engagement to determine who needs to be informed/engaged/participate during the scoping phase. Potential engagement in design phase identified.
- December 2019 - March 2020 - Four Farmer Catchment Group meetings.
- March 2020 - Development of a promotional brochure distributed to the community at events and to community groups.

To date, stakeholder and partner involvement has shown very positive responses and outcomes. Stakeholder interest, support and commitment to the Project will be further explored in the Project initiation stage.

2.6 Case for change

Te Hoiere catchment has been identified as an exemplar catchment as a part of the MfE's 'At Risk Catchments' program and by DOC as one of its 14 'high value' national sites. MDC seeks to meet its legislative responsibilities for water quality and Ngāti Kuia strives to implement their kaitiakitanga responsibilities associated with the catchment.

The current environmental quality of Te Hoiere catchment is good, but is deteriorating. This is evident in some of the sub-catchments, where water quality is being degraded, with impacts on the receiving environment; the Motuweka/Havelock Estuary suffers from sedimentation. The Project aims to tackle these problems before the state of the catchment is beyond repair.

Te Hoiere is a landscape with a rich cultural history, multiple stakeholders, a strong primary industry presence, a range of community and customary values and recreational uses. This Project seeks to bring people together to carry out landscape scale restorative actions to increase catchment health and put measures in place to prevent further degradation. Without engaging the local community, integrated management of the catchment will not be possible. Without the structure, direction and resources that the Project proposes, the communication needed to bring about large-scale changes, risks becoming diluted and ineffective.

Due to restricted Agency and Iwi resources, the Project partners alone cannot achieve the outcomes necessary to implement change. A collaborative approach is vital to improve whanaungatanga – the relationships required to reach mutually desirable catchment outcomes; where the pride of work, sense of belonging and effort belongs to the people and future generations.

2.7 Te Hoiere outcomes

An integrated catchment management approach underpins all work towards achieving the agreed investment outcomes from the design stage. Te Hoiere investment outcomes are:

1. Ecological integrity of terrestrial, estuarine and river systems are maintained and enhanced.
2. Resilient, environmentally sustainable and thriving primary sectors.
3. Taonga are protected through partnerships – kotahitanga.
4. People and communities enjoy the well-being of the river.

Tables 2-5: Existing arrangements and business needs relating to investment outcomes

Investment Outcome 1	Ecological integrity of terrestrial, estuarine and river systems are maintained and enhanced
Existing Arrangements	Predation, habitat loss and modification are the most significant issues that threaten the rich biodiversity values of Te Hoiere. Fourteen species of native freshwater fish have been recorded, including two 'Threatened' and seven 'At Risk' species. Several species of 'Threatened' and 'Data Deficient' freshwater invertebrates have also been recorded in the catchment. A population of nationally critical endemic long tailed bats is present and requires a greater understanding for management across fragmented landscapes. A predator control programme (centered at Pelorus Bridge) aims to secure their protection. The wetlands and estuary margins are home to an array of wetland birds, such as Banded Rail and Fern Bird. The estuary is a wintering site for Black-billed Gull and provides a diverse range of habitats. Water quality in the upper catchments, especially the Pelorus and Wakamarina is excellent. The lower Te Hoiere/Pelorus River is currently classed as 'Good', however, water quality for a number of its sub-catchments, including the Rai/Ronga and the Kaituna catchment is classed as 'fair' with rapid water quality declines over relatively short distances downstream. Water quality is impacted mainly by high E. coli, dissolved inorganic nitrogen concentrations and elevated sediment loads.[10] The estuary downstream of Te Hoiere/Kaituna Catchments is in a degraded condition as a result of many different human activities over decades of influence. Although a large proportion of the catchment is within public conservation land, there has been minimal landscape scale investment in protecting existing values. Several smaller forest remnants, both in public and private ownership, retain high values, but are degraded by plant and animal pests. A number of rare plant and animal species reside in the catchment, but insufficient information is known about their distribution and population health. Several community-led conservation initiatives are already underway and these provide a positive place from which to create further opportunities for leadership, education and the sharing of resources and knowledge, such as Te Hoiere Long Tailed Bat Recovery Project. Te Hoiere/Pelorus River Catchment has seen positive farmer action addressing stock access to rivers, river crossings and the development of farm management plans.
Business Needs	More information is needed on catchment condition and the Project Partners seek to encourage transformative change across all sectors to improve the existing situation. Needs encompass improving water quality, addressing known and unknown sources of contaminants, identifying, enhancing and protecting biodiversity, ecosystems and associated species, and encouraging responsible use of the environment.

[10] Surface Water Quality Monitoring 2018.

Investment Outcome 2	Resilient, environmentally sustainable and thriving primary sectors
Existing Arrangements	The community derives income from primary industries, mainly from farming, forestry and tourism as well as light industry.[11] The pastoral land use in Te Hoiere is dominated by dairy, with most farms in the Rai River sub-catchment. The Kaituna river catchment drains the land south of Havelock; this catchment has a comparatively larger proportion of pastoral land use, where most of the pasture is grazed by sheep and beef cattle (although there are some dairy farms in the catchment). Plantation forestry occupies the hills behind many farms, with native forest found in the upper catchments. Native forest remnants are found throughout the valley floors, with patches along riparian margins.
Business Needs	Investigation into alternative sources of income and innovative business ideas is desirable. Further information is required on tourism and light industry activity including retail, accommodation and trade. It is important to understand the needs and the impacts of existing business on the catchment. NB: Some industries have made good progress in their work to improve water quality, however all industries would greatly benefit from additional support to speed up the implementation of water quality initiatives. Te Hoiere provides opportunities for innovation and new learning, that can be utilised across other restoration projects – regionally and nationally.

Investment Outcome 3	Taonga are being managed and protected through partnerships – kotahitanga
Existing Arrangements	Ngāti Kuia and Rangitāne have maintained their relationships with Te Hoiere and Kaituna Catchments for centuries; these associations are reflected in the numerous significant cultural sites found across the catchments. As the kaitiaki and landowners in the rohe, Ngāti Kuia have partnered with community groups on environmental issues and hosted events at Te Hora Marae to advocate for national level policy to protect taonga in the rohe.
Business Needs	There is a need to facilitate capacity for Iwi to partner with larger organisations such as DOC and MDC. Ngāti Kuia seek to protect taonga through funded kaitiakitanga management regimes and wish to improve economic returns from Māori lands and resources. There is also a need for the development of a tribal economy. It is important that the Project provides: live, work and play opportunities for whānau; management of Te Oranga Mātaitai Reserve; and supports Ngāti Kuia decision-making in relation to the management of the awa. The meaning and value that Te Hoiere holds for people needs to be recognised and protected for present and future generations – the community are at the heart of this project. This is a diverse community with differing interests therefore Te Hoiere Project presents an opportunity to unify everyone under common aspirations to achieve transformative change.

[11] NB: Light industry takes the form of boat maintenance and seafood processing in Havelock.

Investment Outcome 4	People and communities enjoy the well-being of the rivers and estuary
Existing Arrangements	The area has a long human history for both Māori and Pakeha. Places within Te Hoiere and Kaituna Valleys have meaning and value to the people who reside there. Te Hoiere/Pelorus Bridge Scenic Reserve is a popular day stop, camping, swimming and kayaking site. The upper Wakamarina is also popular for swimming during the summer months. Historically, E. coli numbers have exceeded guideline levels during flood flows as well as lower flows in the Rai and Ronga sub-catchments. In recent times, *E.coli* concentrations have improved due to changes in land management practices. However, elevated bacteria, sediment and nutrient loads adversely impact recreational, cultural, community and ecological values. The town of Havelock is located on the shore of the Motuweka/Havelock Estuary and services large aquaculture and tourist industries. Currently, stormwater, treated sewage and industrial wastewaters all discharge from the town into the estuary.
Business Needs	Needs encompass improving water quality, addressing known and unknown sources of contaminants, enhancing and protecting biodiversity, habitats and species, and encouraging responsible use of the environment. Opportunities for a range of interpretative panels regarding Iwi history, early settler history, gold mining and native species.

2.8 'Early-win' projects

The Project Partners have identified early win project opportunities to utilise the infrastructure fund and soften the economic impact from COVID-19 in the short-term. These 'early win projects' align with the Projects investment outcomes and long term goals. The below matrix of the proposed early-win projects explains their justification under the Project strategic outcomes and goals. Many of the early-win projects will also provide guidance towards the forming of the initial principles for an Integrated Catchment Management Enhancement Plan.

Table 6: Early-win projects and their justifications

Early-win projects	Outcome 1: Ecological integrity of terrestrial, estuarine and river systems are maintained and enhanced	Outcome 2: Resilient, environmentally sustainable and thriving primary sectors	Outcome 3: Taonga are protected through partnerships – kotahitanga.	Outcome 4: People and communities enjoy the well-being of the river	Long term goal: Protection for a range of keystone species and ecosystems;	Long term goal: Farming, forestry and industry thrive in an environmentally sustainable manner	Long term goal: Cultural, recreational, community and tourism benefits;	Long term goal: National leadership via series of collaborative projects	ICM(E)P Guiding principles
Weed control programme (wildling pines, vines and pest species)	√	√	√		√	√	√		√
Upgrade existing water quality monitoring programme for baseline monitoring	√			√	√		√	√	√
Catchment condition assessments and surveys	√		√	√	√		√	√	√
Immediate action on solving problems identified in catchment condition surveys; (fencing, critical source areas, problem weeds etc.)	√	√	√	√	√	√	√	√	√

Extension of the Long-Tailed Bat monitoring program	V		V	V	V		V	V	
Stock number surveys		V				V			
Winter grazing monitoring and advice		V				V			
Appointment of liaison staff to work with farmers		V				V		V	V
Regenerative agricultural training and training in soils, nutrient management, farm planning and biodiversity for farmers and land owners	V	V	V		V	V		V	V
Development of spatial tools	V	V	V	V	V	V	V	V	V
Fencing wetlands and riparian areas	V	V	V	V	V	V	V	V	V
Riparian plantings	V	V	V	V	V	V	V	V	V
Soil moisture probes on farms		V				V			
Fertiliser and irrigation management plans on farms		V				V			V
Native nursery establishment	V		V		V		V	V	
Marlborough Sounds Coastal Marine Spatial tools and interpretation	V		V	V	V		V	V	V

2.9 Potential business scope and key service requirements

Potential business scope and key service requirements relating to investment outcomes are outlined in Table 6 below.

Table 7: Service requirements and scope

Service Requirements	Scope Assessment			
	Minimum Scope	Intermediate Scope	Maximum Scope	Out of Scope
Outcome One: Ecological integrity of terrestrial, estuarine & river systems are maintained & enhanced	Minimum regulatory water quality requirements are met, status quo for habitat and species biodiversity projects over a 5-year period.	Improved land, river, habitat and species biodiversity management within the entire receiving catchment over a 5-year period.	Broad transformative change to land, river, habitat and species biodiversity management within the entire receiving catchment over a 10-year period; with systems put into place within the community to enable continued benefits.	Land, river, habitat and species biodiversity management outside the project catchment area.
Outcome Two: Resilient, environmentally sustainable & thriving primary sectors	Resilience and sustainability of the economic activity relies on existing resources over a 5-year period.	Improve resilience and sustainability of existing economic activity within the catchment over a 5-year period.	Improve resilience and sustainability of existing economic activity encouraging innovative and transformative change within the catchment over a 10-year period Systems put into place within the community to enable continued benefits.	Improve resilience and sustainability of existing economic activity encouraging innovative and transformative change outside the project catchment area.

Outcome Three: **Our taonga are being managed & protected through partnerships – kotahitanga**	Cultural, environmental educational, and economic interests are maintained. Existing engagement of Iwi/Hapu/Whānau interests are maintained over a 5-year period.	All cultural, environmental educational, and economic interests are protected. Organisational engagement of Iwi/Hapu/Whānau interests over a 5-year period.	All cultural, environmental educational, and economic interests are protected and enhanced. Organisational engagement of Iwi/Hapu/Whānau interests over a 10-year period and beyond.	Cultural, environmental, educational and economic interests are protected and enhanced outside the project area. Organisational engagement of Iwi/Hapu/Whānau interests outside the project catchment area.
Outcome Four: **People & communities enjoy the well-being of the rivers and estuary**	Maintain Iwi relationships, customs, spiritual values and traditions with Te Hoiere. Maintain the environment to retain and improve opportunities for communities to enjoy the catchment over a 5-year period.	Enhance Iwi relationships customs, spiritual values and traditions with Te Hoiere over a 5-year period. Enhance the environment to retain and improve opportunities for communities to enjoy the catchment over a 5-year period.	Enhance Iwi relationships, customs, spiritual values and traditions Te Hoiere over a 10-year period. Enhance the environment to retain and improve opportunities for communities to enjoy the catchment over a 10-year period; with systems put into place within the community to enable continued benefits.	Enhance Iwi relationships, customs, spiritual values and traditions outside the project catchment areas. Enhance the environment to retain and improve opportunities for communities to enjoy the area, outside the project catchment area.

2.10 Benefits

Potential benefits associated with the Project are presented in Table 7 below.

Table 8: Potential benefits

Outcome One: Ecological integrity of terrestrial, estuarine and river systems are maintained and enhanced	
Benefits	
 *Environment*	Improved water quality through reduced sediment, nutrient loading and bacteria concentrations. Freshwater quality is restored to improve ecological functions and provide habitat for freshwater and terrestrial species, with opportunities to instil best management practices to meet water quality guidelines. Vulnerable estuarine habitats and ecosystems maintain their ecological structure and support thriving and abundant species and habitat biodiversity. Healthy ecosystems are resilient to the impacts of climate change. Te Hoiere Project will directly benefit a suite of nationally threatened species.
 *Cultural Identity*	The catchment has a strong Mauri (life energy) and Wairua (spirit and character). Social enrichment, through increased opportunities to harvest kaimoana, aesthetic and recreational enjoyment of the rivers and estuary, and reduced risk to human health from bacterial sources. Increased community awareness and commitment to enhancing catchment biodiversity, ecosystem and species health, strengthens community connections and wellbeing.
 *Civic engagement and governance*	The Project provides a national benefit through the sharing of an exemplar case for others to follow; through the identification of a template for landscape scale restoration and working in collaborative partnerships. Achieves policy drivers and informs national policy direction. Learning from Te Hoiere Project can be replicated elsewhere in New Zealand.

Outcome Two: Resilient, environmentally sustainable and thriving primary sectors	
Benefits	
 *Jobs and earnings & Income*	Improving economic returns, whilst lowering environmental footprints; leading to sustainable industries and increased employment. Landowners, agencies and communities work together in catchment groups to create positive change; these partnerships increase business and community confidence and wellbeing,. Economic sustainability of whānau on their land due to employment arising from the Project.
 *Knowledge & skills*	The Project provides a national benefit as an exemplar case for others to follow; through setting a template for landscape scale restoration projects and working in partnerships. Success stories from the region are shared nationally. Research into diversification of land use and building resilience of rural communities leads to positive outcomes in the local economy and community. Provide opportunities to help landowners create farm management plans and trial regenerative farm management practices.
 *Environment*	Environment footprints shrink with new innovative programmes and methods of operation employed across different industries. A sustainable primary sector results in positive environmental gains. Primary industries provide for climate change mitigation and are resilient to the effects of climate change, whilst protecting biodiversity and community values.
 *Cultural Identity*	Community partnerships create unique opportunities for increased returns and employment in the primary sectors for whānau. Existing businesses are expanded and learning is shared.

Outcome Three: Our Taonga are being managed and protected through partnerships - kotahitanga	
Benefits	
 *Cultural Identity & Social connections*	Opportunities are created for whānau to 'come home' to their lands. The mana of iwi is strong and aligned with environmental resilience. Iwi are able to put food on the table from a catchment which is clean and healthy. Resources for traditional activities are available for customary harvest. (Te-Kupenga-a-Kuia sustains the people). The community are able to enjoy Te Hoiere for a range of uses, such as fishing and recreational pursuits.
 *Civic engagement and governance*	The Project provides a national benefit as an exemplar case for others to follow; through setting a template for landscape scale restoration projects and working in partnerships. The Project also illustrates the true value of clear and united governance, accurate guidance and strong leadership.
 *Environment*	A strong Mauri (life energy) and Wairua (spirit and character) is felt and visible within the catchment. Catchment hauora (health) supports customary and community use. Awa (rivers) flow naturally Ki Uta Ki Tai (from the mountains to the sea)

	supporting all taonga living in the catchment. Ecosystems and species in the catchment are resilient.
 *Knowledge & skills*	The Project provides a national benefit as an exemplar case – sharing the knowledge and skills acquired through the process of establishing a landscape scale restoration project and working in partnerships. Mātauranga Māori (Māori knowledge) guides the management of taonga to improve catchment hauora (health).

Outcome Four: People and communities enjoy the well-being of the rivers and estuary	
Benefits	
 *Cultural Identity & Environment*	The community develops stronger connections with the natural environment. Recreational values of the rivers, estuary and associated ecosystems are improved for the local community and visitors. Local communities take an active role in the guardianship of Te Hoiere. Iwi customs, spiritual values and traditions are strengthened due to clean, safe and abundant environments.
 *Civic engagement and governance*	The Project provides a national benefit as an exemplar case; for others to follow; through setting a template for landscape scale restoration projects and working in partnerships.

2.11 Risks

Risk is an uncertain event or circumstance that has a negative effect on at least one project investment outcome (if it occurs). The most significant risks that might prevent, degrade or delay the achievement of the investment outcome are identified and analysed below. All risks will be monitored, managed and updated by the Project Manager as the Te Hoiere Project progresses.[12]

Table 9: Initial risk analysis for Te Hoiere Project

	Main Risks Outcome One	Comments & Risk Management Strategies (Mitigations)
1	Failure to engage landowners and the community in Te Hoiere Project, leading to insufficient participation to realise the benefits of landscape-scale restoration.	Early and ongoing landowner and community engagement using communication and facilitation experts with existing connections locally. Identifying and working with champions in each primary business sector. Use lessons learned from previous projects. Record lessons learned from this project. Connect and form meaningful social relationships. Local facilitators lead and coordinate project delivery in each sub-catchment. Where existing activities/groups are delivering on project outcomes, provide support and resources to enable them to integrate and expand their work. **Ownership of project deliverables is passed to the local community.** Involve children who will grow to see the benefits of the Project and build on these in to the future.
2	Sources of sedimentation are natural rather than human generated and therefore land management practices won't change sediment inputs.	Early monitoring and establishing baseline environmental condition. *NB: This will be an unknown factor until the project monitoring is implemented.* Identifying potential climate mitigation to work with natural risks, such as flood events.
3	Limited recovery capacity of receiving environment *i.e. Any improvements in water quality and land care practices are too late and the receiving environment has already degraded to a point where only recovery and remediation will help to restore habitats and biodiversity.*	Early monitoring and establishing baseline environmental condition. *NB: This will be an unknown factor until monitoring is implemented.* Make project deliverables flexible to enable recovery and remediation actions in the estuary. This could be further enforced in the second stage of the Project, where the focus is on addressing the health of receiving environments.

[12] NB: A full Risk Register is in place for the Project; See Annex 2.

4	Failing to put systems in place to ensure ongoing project benefits. Management approach and the momentum stops before long term project benefits are realised.	Connect and form meaningful community relationships. Local facilitators lead and coordinate project delivery in each sub-catchment. **Pass ownership of project deliverables to the local community.** Involve children who will grow to see the benefits of the Project and build on these in to the future. Seek clear accountability measures from management agencies
5	External influences	Monitor the National direction. In particular, keep informed of changes to the NPS for Freshwater Management. Continue to work in strong collaborative relationships to allow diverse input, to enable positive solutions. If necessary, keep project deliverables flexible to accommodate legislative changes or pandemic response requirements.
	Main Risks Outcome Two	**Comments & Risk Management Strategies (Mitigations)**
1	Failure to engage landowners and local community in the Project, leading to insufficient participation to realise the benefits of landscape scale restoration.	Early and ongoing landowner and community engagement using experienced facilitators with existing connections in the community. Identifying and working with champions in each primary business sector. Use lessons learned from previous projects. Record lessons learned from the Project. Connect and form meaningful social relationships. Local sub-catchment facilitators lead and coordinate project delivery in each sub-catchment. **Ownership of project deliverables is passed on to the local community.** Involve children who will grow to see the benefits of the Project and build on these in to the future.
2	Economic improvement is not guaranteed and any benefits accrue to individuals rather than the whole community.	Identify opportunities for economic improvements, working with research institutions to grow the diversity of solutions Apply cost-benefit analysis where appropriate.
3	Change in global economic climate	Advocate and support local businesses, use local knowledge and build local resilience through strong community participation and collaboration.

4	External influences	Observe the National direction. Keep project deliverables flexible so legislative changes and the lockdown period can be accommodated. Build local resilience, through strong community participation and collaboration. Apply cost-benefit analysis where appropriate.
	Main Risks Outcome Three	**Comments & Risk Management Strategies (Mitigations)**
1	Iwi income streams do not provide for participation in the Project.	Create income opportunities through the Project for iwi and whānau. Look for alternative sources of funding to enable iwi participation.
2	Competing iwi interests could cause friction.	Consciously and proactively mitigate any potential conflict by focusing on establishing positive working partnerships from the outset of the Project; thereby cementing whanaungatanga.
3	Iwi who are late to engage in the Project may feel slighted or want to make substantial changes.	Keep project deliverables flexible at the early stage, to accommodate changes and ensure the Project remains meaningful and fit for purpose. Ngāti Kuia take a leadership role in Iwi engagement. Ensure a regular presence at Iwi Chairs Forum. Raise Kotahitanga Mō Te Taiao Alliance support at all stages.
4	Some proposals may inhibit iwi aspirations.	Work in partnerships; kotahitanga Kanohi ki te kanohi hui to clarify aspirations.
5	Failure to engage with other Iwi and loss of buy in.	Work in partnerships; kotahitanga **Pass ownership of project deliverables to Iwi.**
	Main Risks Outcome Four	**Comments & Risk Management Strategies (Mitigations)**
1	Failure to engage with the recreational sector.	Early and ongoing engagement with the recreational sector using experienced facilitators with existing community connections. Work with champions in each recreational area. Work with national recreation bodies to ensure backing for local initiatives. Use lessons learned from previous projects and record lessons learned from the Project. Connect and form meaningful social relationships.
2	Loss of buy-in from local communities.	**Pass ownership of project deliverables to the local community.** Involve children who will grow to see the benefits of the Project and build on these in to the future. Seize opportunities from current events to enable

		economic recovery for the tourism sector.
3	Change in economic conditions.	Advocate and support local businesses, use local knowledge. Build relationships with national business partners with a stake in sustainable development, such as Aotearoa Circle and NZ Sustainably Business Council.
4	External influences	Observe the National direction. Keep project deliverables flexible so that they can accommodate legislative changes.

2.12 Key constraints and dependencies

The investment proposal is subject to constraints and dependencies. Management strategies and registers will be developed to record these and will be monitored during the life of the Project.

Table 10: Key constraints and dependencies

Outcome One: Ecological integrity of terrestrial, estuarine and river systems are maintained and enhanced.	
Constraints	**Dependencies**
Funding constraints – levels of funding	Farm plans and ecosystem restoration plans to be completed
Available resources	Treaty partner involvement
Regulatory Framework	Community Buy-in
Land ownership	Co-operation of landowners
Outcome Two: Resilient, environmentally sustainable and thriving primary sectors	
Constraints	**Dependencies**
Funding constraints – levels of funding	Industry co-operation
Business as usual attitude	Business co-operation
	Landowner co-operation
Outcome Three: Our Taonga are being managed and protected through partnerships – kotahitanga	
Constraints	**Dependencies**
Capacity to carry out work	Political will of Iwi boards
Funding for Mātauranga Māori Adviser	Mechanism for landowners to make decisions
Outcome Four: People and communities enjoy the well-being of the rivers and estuary	
Constraints	**Dependencies**
Capacity of recreational sector	Industry co-operation
Business as usual attitude	

3. Economic Case – exploring the preferred way forward

The purpose of this Economic Case is to identify the investment option for Te Hoiere Project that optimises investment value. The Strategic Case has outlined the context for the investment and proposes that transformative change is important for the hauora (health) of Te Hoiere Catchment. This Economic Case:

- identifies critical success factors;
- generates a range of long-list options; and
- undertakes an initial options assessment to identify a preferred option.

3.1 Critical success factors

The following critical success factors (CSF) were identified by stakeholders at a series of facilitated farm tours, community meetings and steering group hui, to the Project's desired outcomes:

Whanaungatanga – Relationships

Relationships built on shared experiences and working together will result in a wide variety of collaborative projects across stakeholder groups – between Agencies, Iwi, Government, Business and the Local Community.

Taiao – Environment

In order to be successful, it will be important to attain measurable environmental improvements that benefit ecosystem and species health, biodiversity, human health, cultural practices (māhinga kai), recreation/tourism, primary industry and carbon sequestration.

Whenua Haumako – Productive land

People within the catchment receive measurable and profitable benefits including: sustainable productivity, greater access to funding and services, increased local skills and knowledge, and enhanced compliance with national and regional regulation.

Hauora – Health

The improvement of Māori hauora and community wellbeing through the protection of taonga (under a range of management regimes) is important.

Whakaahuatanga – Transformation

Communities often feel constrained when change is required. Transformative change (which benefits the community) will encourage improved environmental and productive performance, thereby increasing the resilience of the economy, environment and community.

Haere ake nei - Long-term

To be truly successful and for benefits to flow to future generations, systems are required to ensure that the Project investments bring long term benefits and on-going community ownership. A future-proofing process plans for climate change.

Pūtea - Cost

All of the externalised costs will be taken into account, when decisions are made about what projects to undertake (not just economic costs). Funding will be spent where need is clearly identified; benefits are long term and project outcomes are being achieved.

3.2 Long-list options and initial assessment

This section identifies and assesses a range of possible project options. These options lie within the boundaries of the scope parameters set in the Strategic Case and critical success factors identified above.

A long-list of in-scope options organised by five key dimensions of choice are presented in Table 10. The items highlighted in **bold**, indicate the preferred option.

Table 11: Long list of options

Dimension	Description	Options within each Dimension
Scale, scope and location	In relation to the proposal, **what** levels of coverage are possible?	1. Entire catchment, all land uses, all biodiversity, all community members. 2. Entire catchment, all land uses, all biodiversity, rural community only 3. Entire catchment, select land uses, selected biodiversity, select community members. **4. Targeted catchment intervention based on monitoring and modelling for optimal return on investment for environmental, biodiversity, cultural and economic outcomes.** 5. Catchment intervention remains at current levels.
Service solution	**How** could services be provided?	1. On-ground farm and forest extension services, biodiversity interventions and physical mitigations. 2. Online resources and educational services. 3. Community participation in forums to generate diverse, resilient solutions. **4. All of the above.**
Service delivery	**Who** could deliver the services?	1. Through a single delivery entity (not yet established). 2. Through Project Partners (MDC, DOC, Ngāti Kuia). 3. Community groups. 4. Through Project Partners and community groups. 5. Private providers. **6. All of the above.**
Implementation	**When** could services be delivered?	1. Immediate delivery – within 2 years. 2. Phased delivery – over 10 years **3. Combination of immediate 'early win projects' and phased long-term projects (1 to 2 years for immediate and 10 years for long-term).**
Funding	How could it be funded?	1. Full Crown Exemplar Catchment funding. **2. Substantial Crown funding, Project Partner funding and in-kind community participation.** 3. Fully Project Partner and community funded.

The potential project options in each of the five dimensions were assessed against the investment outcomes identified in the Strategic Case and critical success factors.

Assessment of the options was based on the Project Partners' experience with their organisation's requirements and the results of stakeholder engagement work.

Tables 12-17: Assessment of options

Option 1	Rationale
Do nothing	This option requires no action from Project Partners and performs no additional work within the catchment. This option is rejected outright because: • The Marlborough District Council Regional Plan requires improvements in water quality within the catchment; • The Department of Conservation is required to protect both terrestrial and freshwater biodiversity within the catchment; • Ngāti Kuia seeks to improve the Mauri and Wairua of the catchment and well-being and mana of its people; • No Integrated Catchment Management and Engagement Plan is undertaken. • Engagement undertaken to date has shown community enthusiasm for environmental and economic improvements within Te Hoiere catchments; • National direction to improve freshwater outcomes requires leadership and Te Hoiere Project is well placed to provide this; • Existing work in the catchment would remain fragmented and the potential benefits of supporting and extending existing initiatives would not be realised; • Doing nothing is not a viable option in the face of legislative or regulatory change, which requires action to improve catchment health.
Advantages	The main advantage is that this option incurs no additional financial costs (aside from current levels of spending).
Disadvantages	Weaknesses and threats in terms of the critical success factors are that this option: • Fails to meet national, regional and local regulatory requirements and Treaty obligations; • Results in continued environmental degradation; and • Has a negative impact on current collaborators, who have already invested heavily in the project – this includes community and landowners.
Costs	No financial costs are incurred by the Project Partners.
Benefits	No benefits are accrued in terms of the Project's desired outcomes.
Conclusion	Under this scenario, no additional financial cost will be incurred. However, degradation of the environment in the catchment will continue to impose substantial costs on downstream environments and communities. This encompasses: the cost of degraded estuaries, loss of biodiversity (including taonga species and habitats) degraded freshwater quality, declines in productivity of catchment industries, loss of māhinga kai and associated tikanga, contamination of wāhi tapu, reduction in recreational opportunities and a missed opportunity to provide national and regional leadership. The opportunity cost of doing nothing has not been assessed, but is thought to be high.

Option 2	Rationale
Do minimum/ Status quo	The status quo meets the minimum requirements of the regulatory agencies; these include: the water quality requirements of the NPSFM and the proposed Marlborough Environment Plan. Remedial action only occurs on land where landowners willingly engage and is largely self-funded. No Integrated Catchment Management and Engagement Plan is undertaken. Biodiversity protection work is maintained at current levels of operation. Ngāti Kuia operates its own programmes for cultural and economic wellbeing, using its own resources. Te Hoiere does not operate as an exemplar under this scenario and no national leadership role is undertaken.
Advantages	The main advantages are: • Costs are kept at current levels; • Engagement focuses on water quality only, not on wider management issues; engagement is with emitters rather than the whole community; • Regulatory water quality requirements are met; and • Business as usual for primary industries, as no additional work or expenditure is required.
Disadvantages	The main disadvantages are: • Interventions are limited to water quality improvements in rivers; • Water quality improvements are very slow; • Biodiversity protection remains at current levels; this option cannot ensure long-term protection of taonga species, such as the Long-Tailed Bat; • Weeds spread throughout Te Hoiere and ecosystems degrade further; • Sediment loads to Havelock Estuary are not addressed. • Community engagement is limited, resulting in few long-term changes in behaviour. The absence of collaborative community work relies on regulations alone to meet water quality requirements. Council fails to meet collaborative engagement directions in the PMEP; • Existing proactive collaborations stall and create a negative community impact; • Wider holistic effects on downstream ecosystems and communities are not identified and addressed. National leadership or exemplar does not occur; and • The Project does not proceed and is a missed opportunity.
Costs	Costs are limited to current agency spending levels. Inaction increases the cost of maintaining biodiversity in the longer term. Environmental degradation continues to externalise costs to the environment, with consequent adverse effects downstream – on the estuary, marine environment and the community.
Benefits	Benefits are minimal and slow to accrue.
Conclusion	This option allows business as usual, with agencies seeking only to improve water quality to meet national and regional regulatory requirements. Past experience has shown that degradation will likely outpace agencies capability and capacity. Downstream ecosystems and communities incur substantial opportunity costs. Wider holistic benefits are not realised. No national leadership occurs and community engagement is minimal. This option is rejected.

Option 3	Rationale
Partial Restorative Change	This option seeks to use current knowledge to establish the extent of restoration work required in order to meet the Project outcomes. Land based mitigation would be based on farm planning and self-regulation. A large-scale catchment plan can be written, but may not cover all issues. Biodiversity work would expand on current protection programmes. Community engagement would be directed at restoration of specific areas and/or values. Cultural benefits are considered outside the scope of this option.
Advantages	The main advantages are: • Water quality may meet regulatory requirements; • Lower costs of implementation; • Faster commencement of implementation; and • Builds on existing biodiversity work.
Disadvantages	The main disadvantages are: • Slower water quality improvements with an increased risk that mitigations fail to fix water quality issues; • Biodiversity and taonga species do not receive adequate protection; • Treaty partners are not engaged; • Higher likelihood of failure to achieve project outcomes; • Reliance on landowner willingness to engage. Expensive mitigations may not happen; • Some community members may feel excluded and existing community collaborations could stall; • Reliance on self-regulation has not resulted in improved environmental outcomes in the past; and • May provide some degree of leadership, but positive change is unlikely.
Costs	The cost has not been estimated, but is expected to be <$5 million over 3-5 years.
Benefits	Greatly diminished benefits in comparison to the targeted, complete or integrated restorative change options, therefore project outcomes are unlikely to be achieved. In addition, there is reduced certainty about the outcomes, because the focus is on meeting the regulations, rather than achieving wider restorative change.
Conclusion	This option would provide a measure of improvement within the catchment for reduced costs, but the outcomes are more uncertain. This option is put forward for further consideration.

Option 4	Rationale
Targeted Restorative Change	This option seeks to use and develop modern tools to identify problem areas; community engagement is targeted towards restoration efforts. A targeted catchment plan is written focussing on problem areas only. Water quality is improved from present levels, greater protection of biodiversity and some taonga species are able to be reintroduced into the catchment. Sediment is reduced through targeted land use planning. Community engagement work and associated benefits are focused catchment wide.
Advantages	The main advantages are: • Water quality exceeds regulatory bottom lines; • Treaty partners are actively involved in the project; • Biodiversity is enhanced and parts of the catchment could operate as mainland islands for taonga species; • Sedimentation of Havelock Estuary is reduced; • Targeted restorative change creates new employment opportunities; • Employment increases in the catchment; • The community is engaged and benefits from the Project; • Farm values increase due to high levels of infrastructure and compliance; • Targeted work is supported by empirical evidence; • Recreation values are high; and • National leadership is highly valuable and sought-after. Tools can be used in other locations.
Disadvantages	The main disadvantages are: • Development of tools takes time and educating the community on how to use them could be a barrier to effective implementation; • Targeted work may appear to favour some industries or landowners; and • Some high-risk land use activities/areas may face restricted productivity.
Costs	Not costed but expected to be $50 Million over 10 years (NB: Some inclusion of holistic costs, but these are targeted on cost/benefit basis).
Benefits	Human impacts on the catchment are significantly reduced with gradual long-term recovery of downstream ecosystems – for habitats and species. Community benefits are significant in terms of improved cultural, environmental, economic and social outcomes.
Conclusion	This option would provide cost-effective restorative change. Projects would be targeted to empirically sound outcomes. Taonga/endangered species and habitats could be enhanced. This option is carried forward for further consideration.

Option 5	Rationale
Integrated Restorative Change	This option offers a combination of partial, targeted and complete restorative change. An integrated Catchment Management and Enhancement Plan is produced. This living document guides and coordinates all catchment management activities and establishes guidelines for how the catchment will be managed in the future. Mitigation measures are underpinned by sound baseline analysis of catchment water quality. A suite of spatial tools is developed to provide empirical evidence that mitigation measures have a high likelihood of success. On-ground work involves a series of 'early-win projects' that build on existing initiatives and seek to provide immediate benefits to the community, economy and environment. Alongside these rapid response projects, a series of longer-term restorative projects seek to capitalise on the early wins. Stakeholder engagement is extensive and results in a wide range of benefits. Cultural, recreational, community and tourism benefits are pronounced and farming and forestry industries thrive in an environmentally sustainable manner. Biodiversity work is extensive and provides enhancement and ongoing protection for a range of keystone and threatened taonga species and habitats. The catchment provides sound national leadership via a series of collaborative exemplar projects.
Advantages	• Water quality goals are well understood and have a higher likelihood of success; • Biodiversity goals build on existing projects and expand to include habitat enhancement and ongoing protection for many species. Populations of nationally threatened species are secured at site. Native species that have been lost and Taonga species are reintroduced; • Better integration of water quality, biodiversity and production goals means industry can still operate profitably, whilst delivering on community aspirations for catchment health; • Cultural projects seek to build employment, meet Treaty obligations and involve the wider community in Te Ao Māori; • Recreational values in the catchment are greatly increased and become a domestic and international drawcard; • National leadership comes from the demonstration of collaborative relationships, sound empirically based spatial tools and targeted mitigation measures with proven environmental benefits; • Integrated Restorative Change provides for new industries, employment opportunities and environmental benefits; • Communities of interest across the catchment are more appreciative of each other's work and are better placed to integrate agreed outcomes.
Disadvantages	• Entire catchment restoration is not possible; there will be some level of degraded water quality and biodiversity enhancement and ongoing protection could take longer to achieve; • Costs are higher than partial and targeted restorative change; and • This option may be challenging for some industries or businesses.
Costs	Not costed but expected to be $25-75 million over 10 years
Benefits	Widespread benefits for community and environment. Productive enterprises are able to function alongside healthy and resilient biodiversity and ecosystems (including freshwater, estuarine and terrestrial). Sediment production is reduced and downstream ecosystems are recovering. Greater diversification increases landowner and community resilience.
Conclusion	This option is more cost-effective than the Complete Restorative Change option,

	but still goes a long way towards realising the four investment outcomes for Te Hoiere Project. **This is the preferred option, as it is sustainable in the long term**.

Option 6	Rationale
Complete Restorative Change	This option includes the entire catchment Ki uta ki Tai – from the mountains to the sea. All productive land receives high quality planning advice and redesign. High risk land (e.g. riparian margins, steep land) is retired and landowners compensated. Public Conservation Land is cleared of animal and plant pests and all taonga species and habitats receive management that allows then to flourish. Native that have been lost and Taunga species are successfully reintroduced. Community engagement is comprehensive with the whole community receiving benefits from the Project. A comprehensive Catchment Management Plan is written and includes all possible enhancement work. All non- natural sources of water contamination are eliminated, with water quality improvements that are rapid and long-term. All threatened species within the catchment are thriving. The Project provides significant national leadership and exemplars and is well-regarded.
Advantages	The main advantages are: • Water quality returns to near-pristine; • Ecosystem function is maintained in balanced natural state. All endemic and native species receive adequate protection, populations are growing to capacity and the catchment operates as a mainland island, supporting a healthy range and number of species; • Treaty partners receive significant cultural and economic benefits; • Sediment input to Havelock Estuary falls to near- natural levels; • New opportunities are created through restoration work; • Employment increases in the catchment; • Community is engaged and benefits from the Project; • Farm values increase due to high levels of infrastructure and compliance; • Conservation, recreation and tourism values are very high; and • National leadership is highly valued and sought-after.
Disadvantages	The main disadvantages are: • Land use changes supporting this option could reduce the productivity in the dairy and forestry industries; • Biodiversity improvement requires extensive ongoing work to protect gains; • Increased tourism places pressure on infrastructure, such as tracks and visitor facilities at Pelorus Bridge; • National leadership value is reduced by the high project cost; and • Land use changes could reduce productivity and become unpopular in the long-term. NB: this could be softened by research into land use diversification.
Costs	Costs would be extreme, especially in relation to landowner compensation and whole-catchment pest control. Not costed but could be > $1billion.
Benefits	Human impacts on catchment ecosystems are minimal, downstream ecosystems are recovering and communities are protected. High levels of employment. Lessons learnt provide benefits for similar catchment restoration programmes nationally.
Conclusion	This is a gold-plated restorative change option for the catchment, while allowing some level of productivity. Water quality and biodiversity values return to near

	pristine. Employment rises in tourism and biodiversity work, but drops in farming and forestry (unless these industries are able to change to become more ecologically sustainable). Extreme expenditure and regulation results in a loss of community engagement, with reductions in productive capacity of existing industries being unpopular. This option is rejected.

3.3 Summary assessment of options

Table 18: Assessment of options

Description of option:	Do nothing	Do minimum	Partial	Targeted	Integrated	Complete
Investment Outcomes						
Ecological integrity of terrestrial, estuarine & river systems are maintained & enhanced	X	?	?	√	√	√
Resilient, environmentally sustainable & thriving primary sectors;	X	?	?	√	√	√
Taonga are protected through partnerships – kotahitanga	X	?	X	√	√	√
People & communities enjoy the well-being of the river.	?	?	?	√	√	√
Critical success factors						
Whanaungatanga (Relationships)	X	X	?	√	√	√
Taiao (Environment)	X	X	?	√	√	√
Whenua Haumako (Productive land)	X	?	?	?	√	√
Hauora (Health)	X√	?	X	?	√	√
Whakaahuatanga (Transformation)	X	?	X	?	√	√
Haere ake nei (Long-term)	X	?	X	?	√	√
Pūtea (Cost)	√	√	?	?	?	X
Summary	Rejected	Rejected	Possible	Possible	Preferred	Rejected

3.4 The preferred way forward

On the basis of the above initial assessment, the recommended and preferred way forward is Option 5 - Integrated Restorative Change. This option strikes a balance between the much more expensive Complete Restoration and the less effective Targeted and Partial Restoration. It provides for the use of advanced scientific tools to underpin the required mitigation measures. This option would require baseline monitoring and development of new spatial tools, all of which will prove to be useful in an exemplar context. These new tools could be rolled out in a staged manner to other catchments both within Marlborough and across New Zealand. They would provide objective assessment of conditions within the catchment and help prioritise restoration actions. The results of using the baseline monitoring and spatial tools will feed into the development of the Integrated Catchment Management and Enhancement Plan.

Early-win projects can be started alongside planning for a Detailed Business Case and Integrated Catchment Management and Enhancement Plan to tackle longer-term mitigation. The combination of these, will help to build community confidence and provide the kind of assurance that projects need to ensure success. This is particularly relevant to biodiversity restoration projects.

Integrated Restorative Change assures widespread stakeholder engagement and provides the ability to address cultural, recreational, community and tourism issues alongside the environmental and economic considerations. The Project would be of a scale and capability to match the catchment needs, while allowing for local communities to contribute in a meaningful way. Finally, the more moderate financial scale, means that the exemplar tools and processes developed in this Project will be transferable and attainable in other catchments.

4. Commercial Case – an outline of project viability

The purpose of this Commercial Case is to set out the procurement arrangements for key activities associated with Te Hoiere Project. These arrangements are aimed at achieving the investment outcomes identified in this IBC and securing long-term values during the operational phase of the Project. The commercial viability of Te Hoiere Project is evident through the long-term value it will provide to communities within the catchments and the national exemplar it sets – through improved environmental, economic, cultural and social benefits.

Integrated Restorative Change – the preferred way forward, offers a combination of Partial, Targeted and Complete Restorative Change options. In short, this solution seeks to:

- Employ mitigation measures, which are underpinned by sound baseline analysis of catchment water quality and current state of health; this will lead to improvements in catchment management;
- Develop a suite of spatial tools to provide empirical evidence that mitigation measures have high likelihood of success, as demonstrated through the Project;
- Develop an Integrated Catchment Management Enhancement Plan to identify issues, capture the management strategies and objectives, record baseline information and measure the success of associated activities;
- Engage in a series of 'early win' projects on the ground, to provide immediate benefits to the community, economy and environment;
- Capitalise on the early wins through a series of longer-term restoration projects; these projects will include expansion of existing biodiversity work and re-introduction of taonga species;
- Engage extensively with partners, stakeholders and affected communities to maximise participation in the Project and ensure the realisation of community and cultural benefits into the future; and
- Provide sound national leadership via a series of collaborative exemplar projects.

4.1 Procurement strategy

Te Hoiere Project procurement strategy is to secure and obtain funding for on the ground projects to work towards achieving the four investment outcomes. Secured funds will be allocated to each of the Project deliverables according to priority and need by the Governance Group and Project Steering Group. Comprehensive procurement arrangements will be developed in the Detailed Business Case and an Integrated Catchment Management Enhancement Plan and will focus on the best way to procure the required services, subject to prevailing rules and regulations (such as the best practices set out by the Government Procurement Rules).

4.2 Service streams and required outputs

In order to define the Project service streams and outputs, it will be important to specify the requirements for the service to be procured and to identify the scope and content of the potential agreements to be made with providers. This will be further developed in the Detailed Business Case and Integrated Catchment Management Enhancement Plan, with the intended approach to:

- Frame the Project's requirements in terms of the investment outcomes and associated outputs to be produced, to enable innovative approaches from suppliers;

- Specify the quality attributes of the services and outputs required, together with the performance measures against which they will be assessed;
- Scope the potential agreements in such a way that allows prospective service providers to suggest innovative ways of meeting the Project's requirements: and
- Develop detailed product descriptions for each of the potential deliverables identifying, the business area affected, deliverable objectives, scope, quality and performance measures.

Potential suppliers

Potential suppliers and partners that can deliver services and outputs include, but are not limited to:

- The Department of Conservation;
- Marlborough District Council;
- Ngāti Kuia;
- Rangitāne;
- Local land owners;
- Local business owners;
- Crown and independent Research Institutes;
- Non- governmental organisations;
- Consultants;
- Volunteers;
- Universities and NMIT;
- Philanthropists; and
- National business and sector organisations

Services and outputs the Project proposes to procure

Service streams and required outputs will be developed further in the Detailed Business Case and the Integrated Catchment Management Enhancement Plan. It is envisaged that he community and stakeholder engagement during the next stage of the project will help define the services and outputs, after which it will be possible to estimate costs and schedules for delivery. However, for the purposes of this IBC, some examples have been provided of the linkages between the investment outcomes and key services and outputs. Underpinning and guiding the identification of Te Hoiere Project services and outputs are the four agreed investment outcomes will be worked further in the next stage of the project when .

Examples of services and outputs to ***maintain and enhance the ecological integrity of terrestrial, freshwater and estuarine systems*** *(Investment Outcome 1) include:*

Water quality

- Water quality monitoring is extended to inform catchment management decision-making leading to improvements in water quality; cultural health indicators are identified to support a bi-cultural monitoring programme (MDC, Ngāti Kuia).
- An Integrated Catchment Management Enhancement Plan is developed to achieve transformative change, in collaboration with landowners, industry and the Project Partners. This Plan is clearly linked to restoration projects.
- Estuary and seagrass monitoring programmes are established as indicators for measuring the success of catchment restoration over time (MDC, DOC, contractors).

Restoration

- Identify species and habitats that require restoration and secure habitats for threatened species (DOC, MDC, community, NGOs).
- Fencing and riparian planting projects identified, prioritised and implemented (Project Partners work collaboratively with the landowners, community, forestry/farming and NGOs).

Conservation/biodiversity projects

- Threatened ecosystems and taonga/species distribution surveys are completed to inform the development of restoration/reintroduction plans. Opportunities for the restoration of māhinga kai practices are investigated (DOC, Iwi, NGOs, community).
- Whio survey and habitat assessment and the subsequent development of recovery projects within the community and across fragmented landscapes (DOC, NGOs).
- Te Hoiere Bat Recovery Monitoring programme is extended/enhanced. Opportunity to link this programme to cultural and recreation gains, for example through eco-tourism initiatives (DOC, NGOs, Iwi and volunteers).

Biosecurity

- Research into the methods for managing predators across fragmented landscapes (Crown and independent Research Institutes, DOC, MDC).
- Existing Spartina Control Programme is continued toward eradication (DOC, MDC, contractors).
- Wilding Pine removal is sustained (DOC, MDC, NGOs, contractors).
- An invasive weed control programme for Te Hoiere is established (Community, NGOs).

*Examples of services and outputs to achieve **a resilient, environmentally sustainable and thriving primary sectors** (Investment Outcome 2) include:*

- Support, resources and education are provided to assist with the development of farm/forestry plans; implementation of best practice and evaluation of alternatives to current practice (MDC, Land Care Trust, Fonterra, Federated Farmers, NZ Beef & Lamb).
- Potential gains for farmers through diversification, carbon credits and hands on support for planting riparian margins.
- The primary sectors are involved in a collaborative planning processes to develop the Integrated Catchment Management Enhancement Plan to (MDC, Land care Trust, Fonterra, Federated Farmers, NZ Beef & Lamb).
- Provision of advanced spatial tools to assist with land management decision making. (MDC, DOC, private science providers).

*Examples of services and outputs, which will develop new connections and greater community engagement to **protect taonga through partnerships – kotahitanga** and creating opportunities where **people and communities can enjoy the wellbeing of the river**; (Investment Outcomes 3 & 4) include:*

- Creating new sub-catchment groups (with up to ten paid lead co-ordinators) to carry out projects according to priority and need across sub-catchments.
- New economic projects established to recognise cultural associations and develop iwi, hapū and whānau owned land uses. For example, ara (pathway) development linking traditional Māori routes across the catchment and to neighbouring regions (which could be used for guided walking tours); and the establishment of a Ngāti Kuia Native Plant Nursery, to supply the riparian planting projects in the catchments.
- Providing opportunities for a range of interpretative panels regarding Iwi history, early settler history, gold mining and native species.
- Existing conservation projects are extended and new ones established in the catchments through partnerships between DOC, MDC, NGOs, Iwi and community groups. For example, the expansion of Forest & Bird's Te Hoiere Long Tailed Bat Recovery Project; a new predator control programme for re-introducing the endangered Whio; and the development of education resources for local schools.
- Existing tourism and recreation opportunities are extended and new ones established through community partnerships – improving current facilities and engaging local business and community in environmental enhancement projects. This will translate into additional employment opportunities and increased economic opportunities through higher visitor numbers. For example, a visitor experience is developed/enhanced by creating a 'Forest by Night' and Awa educational hub media facility at Pelorus Bridge Café area.
- Collaborations with DOC, MDC, landowners and private science providers to scope and develop a series of spatial tools to be used in the catchment. These tools could include GIS-based catchment condition surveys, detailed topography mapping, wetland mapping and erosion vulnerability mapping.
- Participating landowners benefit by achieving Fonterra certification, or receiving gains through diversification and research grants, and/or increasing their knowledge of ability to apply 'best practices' through collaborative input on their farms.
- Establish an independently facilitated Sediment Working Group. This Group will look to review the water quality and sediment science and set key deliverables to be incorporated into the Integrated Catchment Management Enhancement Plan. Creates opportunities for participants (including forestry groups, university collaboration and independent research institutes) to access research opportunities and to become leaders in the field for best practice through finding and co-funding.

4.3 Potential risk apportionment

The Detailed Business Case and Integrated Catchment Management Enhancement Plan will explore the potential risk relating to the Project outcomes including infrastructure deliverables. A risk register will be used to identify risk associated with each work project.

Infrastruture projects will require further collborative work with key stakeholders. Examples of possible infrastructure deliverables include:

- Establishing nurseries to generate the plants required for restoration work; offers an opportunity to develop rongoā and native plant industries;
- Fencing infrastructure to secure riparian areas for restoration; and

- Development of interconnected ara (pathways) across Te Hoiere Catchments – this development would assist the trapping of pest species and support tourism opportunities associated with these cultural pathways, such as guided walking tours.

4.4 Outline potential payment mechanisms

Payments and reporting on funding will be hosted by the key partner organisations and incorporated into existing organisational arrangements. Potential payment mechanisms for the contracted services/products to be purchased will be explored in the Detailed Business Case and Integrated Enhancement Management Catchment Plan. Key considerations will include:

- How the Project intends to make payment for its key procurement over the lifespan of any contracts.
- How to incentivise the service provider(s) to deliver value for money over the lifespan of the Project and its operational phase. This will help the organisation to deal with the inevitable need for change to services and operations in the future and help to manage risk.
- A payment mechanism and pricing structure that reflects the optimum balance between risk and return in the contract. NB: This approach will relate the payment to the delivery of service outputs and the performance of the service provider.
- Sound payment mechanisms, which incentivise the delivery of services in accordance with the investment outcomes.
- Implementation of clear Return Of Investment measures in place to measure efficiency of an investment.

4.5 Ascertain contractual issues

The Detailed Business Case and Integrated Catchment Management Enhancement Plan will detail the range of work projects planned. Each work project will have its own contractual arrangement specific to the project needs in line with existing partner organisation contractual procedures. The key contractual elements are likely to include:

- Length of the contract.
- Roles and responsibilities of the service provider in relation to the proposed deal.
- Mechanism for payment/charging.
- Change control for new requirements and updated services.
- Quality specifications ensuring that the deliverable meets the business need.
- Remedies in the event that a service provider fails to deliver the contracted services – on time, to specification and price.
- Treatment of intellectual property rights.
- Compliance with regulations
- Terms and conditions of service in relation to operational and contact administration.
- How disputes and disagreements between the parties will be resolved.

4.6 Accountancy treatment and personnel implications

The accountancy treatment and personnel implications for Te Hoiere Project team will be hosted by the Project Partner organisations and incorporated into existing organisational

arrangements. The employment arrangements of the proposed sub-catchment coordinators will be developed as part of the Detailed Business Case and Integrated Catchment Management Enhancement Plan.

All funding will be held by the Project Partners (DOC, MDC and Ngāti Kuia) according to the work programme. MDC will hold funding related to water quality goals, DOC to biodiversity goals and Ngāti Kuia to cultural goals. Accountancy oversight will be retained by these organisations with clear reporting lines back to funders and to Te Hoiere Governance Group.

Project employees will be employed directly by Project Partners on fixed term contracts to fulfil the work project goals and requirements. Project Partners may choose to sub-contract work, but will always retain contractual control over work groups and employment of staff.

4.7 Early investment funding

To secure the ongoing and timely project planning and initiation, early investment funding will be sought from partner organisations. This would enable Te Hoiere Project to respond to the needs of the currently uncertain economic conditions due to COVID-19 and provide an early launch date for the Project delivery. The time gained from pressing forward with project planning will enable ongoing community engagement and the early initiation of the Integrated Catchment Management Enhancement Plan.

5. Financial Case – an outline of indicative costs (2020 – 2026)

Table 19: Te Hoiere Project outline indicative costs

Targeted Mitagations	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Sub-Totals	Funding Sources
Phase 1 - Terrestrial, Freshwater, Estuary												
Water quality monitoring	$163,356	$81,052	$81,052	$81,052	$81,052	$81,052	$81,052	$81,052	$81,052	$81,052	$892,824	MfE, MDC
Soil monitoring for erosion and nutrient management	$153,217	$106,498									$259,715	MfE,MDC
Catchment condition survey	$132,500				$132,500					$132,500	$397,500	MfE,MDC
Cultural Sites Mapping/baseline assesments	$104,000	$63,700			$104,000						$271,700	DOC,Iwi
Transformative farm planning and re-design.	$83,457	$103,827	$83,457	$83,457							$354,198	Fontera, MPI
GIS Spatial tool analysis	$106,584	$98,849	$47,257	$47,257	$47,257	$47,257	$47,257	$47,257	$47,257	$47,257	$583,489	MfE,MDC,DOC
Automated Native Nursery	$2 ,998,189	$1,164,000	$299,818	$448,500	$650,000	$650,000	$650,000	$650,000	$650,000	$650,000	$5,812,318	NKT, DOC
Fencing (Cultural, SNA, Wetland and Riparian)	$638,000	$589,000	$472,000	$389,500	$283,570						$2,372,070	MDC,DOC,MPI
Predator & Browser control (Rats, mustelids and ungulates)	$454,500	$575,623	$478,257	$203,467	$203,467	$203,467	$203,467	$203,467	$203,467	$203,467	$2,932,649	DOC, MDC, NGO
Weed control (Wilding pines, vines, other pest species)	$372,000	$483,573	$234,500	$234,500	$621,338	$234,500	$234,500	$200,000	$100,000	$100,000	$2,814,911	DOC, MDC, NGO
Eco Sourcing & Restoration Planting (Mahinga kai, SNAs, reserves, wetlands & riparian)	$264,492	$526,623	$638,455	$500,000	$300,000	$200,000	$200,000	$200,000	$100,000	$100,000	$3,029,570	NKT, DOC, NGO, 1BT
Production Forestry Environmental Impact Improvements	$268,000	$326,023	$167,462	$144,553	$87,272						$993,310	Forestry, MDC, MPI
Estuary Enhancements	$160,396	123,204	$238,468	$184,235							$706,303	MDC, DOC, FNZ
Infrastructure/Access Improvements	$136,074	$217,029	$386,631	$431,924							$1,171,658	MDC, MBIE, NZTA, DOC
Phase 2 - Receiving Coastal Marine and Sounds												
Coastal Marine Outer Sounds Multibeam		$1,500,000	$500,000								$2,000,000	MDC, DOC, FNZ
Marlborough Sounds Coastal Marine (Spatial tools and interpretation)	$6,500,000	$5,000,000									$11,500,000	MDC, LINZ
Coastal Marine Enhancements		$106,502	$174,572	$321,215	$281,402	$173,282					$1,056,973	MDC, DOC, FNZ
Backbone Project Team Costs (Governance/Steering Groups, Proj Manager/Adminstrator, Work Programme Leads, Technical Advice, Communications and community engagement)	$487,800	$566,400	$566,400	$566,400	$566,400	$487,800	$487,800	$314,000	$314,000	$274,000	$4,631,000	MDC, DOC, MfE, MPI
Totals	**$10,024,376**	**$11,631,903**	**$4,368,329**	**$3,636,060**	**$3,358,258**	**$2,077,358**	**$1,904,076**	**$1,695,776**	**$1,495,776**	**$1,588,276**	**$41,780,188**	

Table 20: Te Hoiere Project indicative backbone project team costs

Te Hoiere Pelorus Backbone Project Team Costs - Four Years					
	Year 1	Year 2	Year 3	Year 4	Sum Years 1-4
Programme Coordinator	$0	$93,600	$93,600	$93,600	$280,800
Project Administrator	$13,000	$13,000	$13,000	$13,000	$52,000
Communications / Engagement coordinator	$62,400	$62,400	$62,400	$62,400	$249,600
Matauraunga Maori coordinator	$20,800	$20,800	$20,800	$20,800	$83,200
Project Manager	$93,600	$93,600	$93,600	$93,600	$374,400
Staffing overheads	$32,000	$40,000	$40,000	$40,000	$152,000
Engagement, communications, marketing, social media (photography, videography, website build and design, collateral)	$16,000	$13,000	$13,000	$13,000	$55,000
Operating (administration, staff travel/accomm, specialist contracts)	$50,000	$30,000	$30,000	$30,000	$140,000
Operating (technical specialist contracts/additional waged staff/technical operating)	$200,000	$200,000	$200,000	$200,000	$800,000
SUB TOTAL	$487,800	$566,400	$566,400	$566,400	$2,187,000

6. Management Case – an outline of project delivery

The purpose of the Management Case is to describe the existing and future arrangements for the successful delivery of the Project and the management of project risk.

The methodology and approach that will be adopted for the management of Te Hoiere Project will follow the principles of PRINCE2 – PRojects IN Controlled Environments – an internationally accepted and practiced methodology for managing projects successfully.

Te Hoiere Project is complex, with a wide array of Project Partners, stakeholders and community members – all participating in planning and delivery, as well as receiving the benefits of the project outcomes, according to kotahitanga. Therefore, it is important to apply a management approach, which allows for multi user contributions, coupled with robust and established lines of authority. This will ensure the Project achieves agreed objectives on time, and to an agreed standard.

6.1 Project management strategy and framework

The management framework is based on PRINCE2 Principles, Themes and Processes outlined as follows:[13]

Principles that will define Te Hoiere Project Management Strategy:

- Continued business justification
- Learning from experience
- Defined roles and responsibilities
- Managing by stages
- Managing by exception
- Focusing on products
- Tailoring to suit the project

Themes to ensure continued success of the Project:

- Business case
- Organisation
- Quality
- Plans
- Risk
- Change
- Progress

Processes to accomplish the Project outcomes:

- Starting up a project
- Directing a project
- Initiating a project
- Managing a stage boundary
- Controlling a stage
- Managing product delivery
- Closing a project

[13] Axelos Global Best Practice (2017), *Managing Managing Successful Project s with PRINCE2®*, edition two, TSO (The Stationary Office) part of Williams Lea Tag. Norwich.

For a detailed breakdown of how the management structure, the principles, themes and processes will be applied to the Te Hoiere Project see the Figure 4 below.

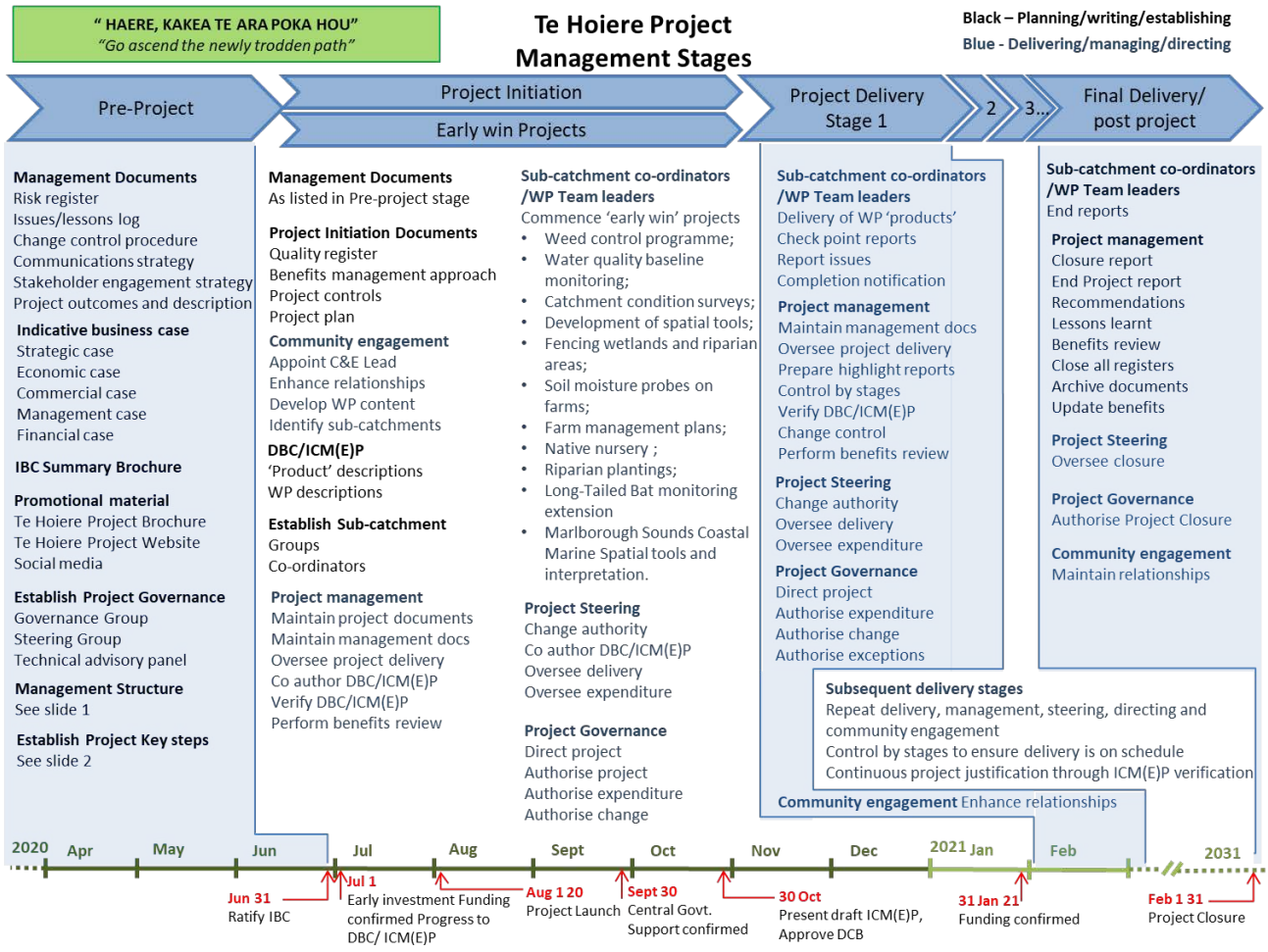


Figure 4: Te Hoiere Project Management Stages

6.2 Governance arrangements

Governance arrangements for Te Hoiere Project are explained in Figure 5, which depicts the strategic fit and project drivers, as well as the roles at the different levels of project governance.

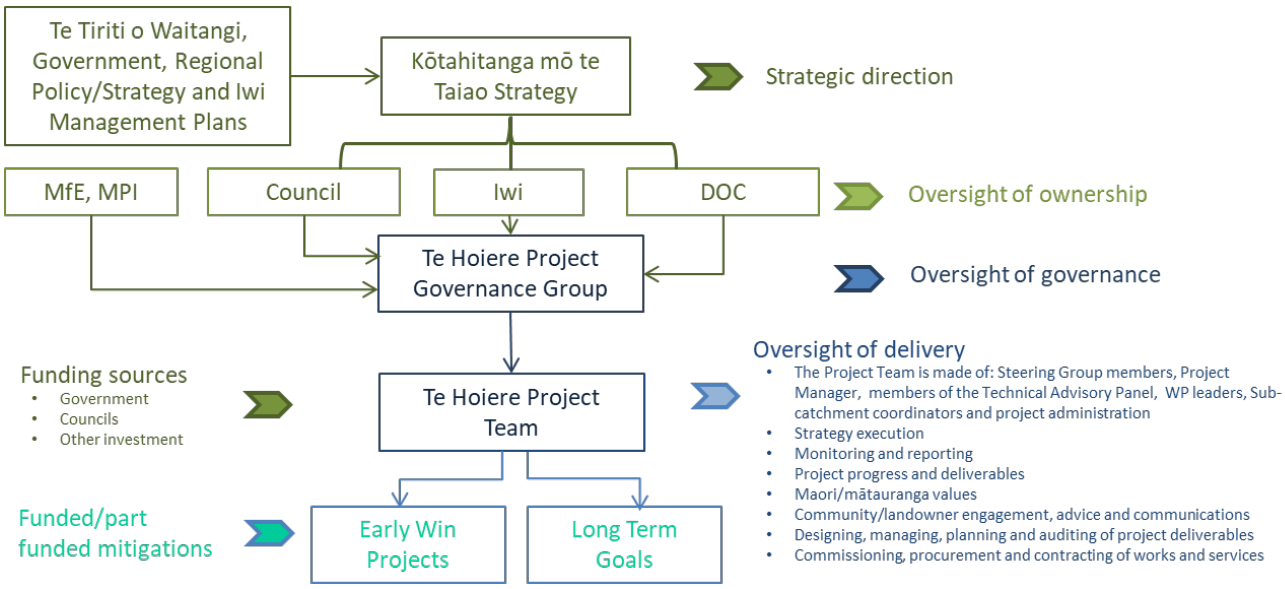


Figure 5: Te Hoiere Project governance arrangements

Te Hoiere Project Governance Group

The Governance Group membership embraces the guidance *of the Kotahitanga mō Te Taiao (KMTT) Strategic Alliance*. The group comprises of senior representatives from DOC, MDC and Ngāti Kuia, who are all signatories of the Alliance, along with representatives from MfE and MPI as follows:

Department of Conservation - Sounds Area Manager - David Hayes or alternate

Ministry of Primary Industries – Janine Alfeld or Alternate

Ministry for the Environment – Annabelle Ellis or Alternate

Ngāti Kuia-Chairman - Waihaere Mason or Alternate

Marlborough District Council-MDC Councillor – Barbara Faulls or Alternate

The Governance Group will appoint a chairperson for the Group and ensure the role is maintained until the Group as a whole agrees otherwise. The chair must also be able to represent the group and advocate for Te Hoiere Project in both their own agency/organisation and a range of other forums. The Project Executive (senior responsible owner) will be elected when the Governance Group is convened. The corporate functions – finance and procurement, will be hosted by the lead organisation as agreed by the Governance Group

Te Hoiere Project Team

Te Hoiere Project Team is made of the Project Steering Group, Technical Advisory Panel, Project Manager, optional project support (TBA) and the Work Package Leaders/Sub-catchment Co-ordinators.

The Steering Group will include representatives from: Project Partners (MDC, DOC, IWI), the Communications and Engagement (C&E) Lead, New Zealand Land Care Trust, the stakeholders and local community, Sub-catchment Coordinators, landowners and non-governmental organisations. The roles of these representatives will be further defined in the Integrated Catchment Management Enhancement Plan.

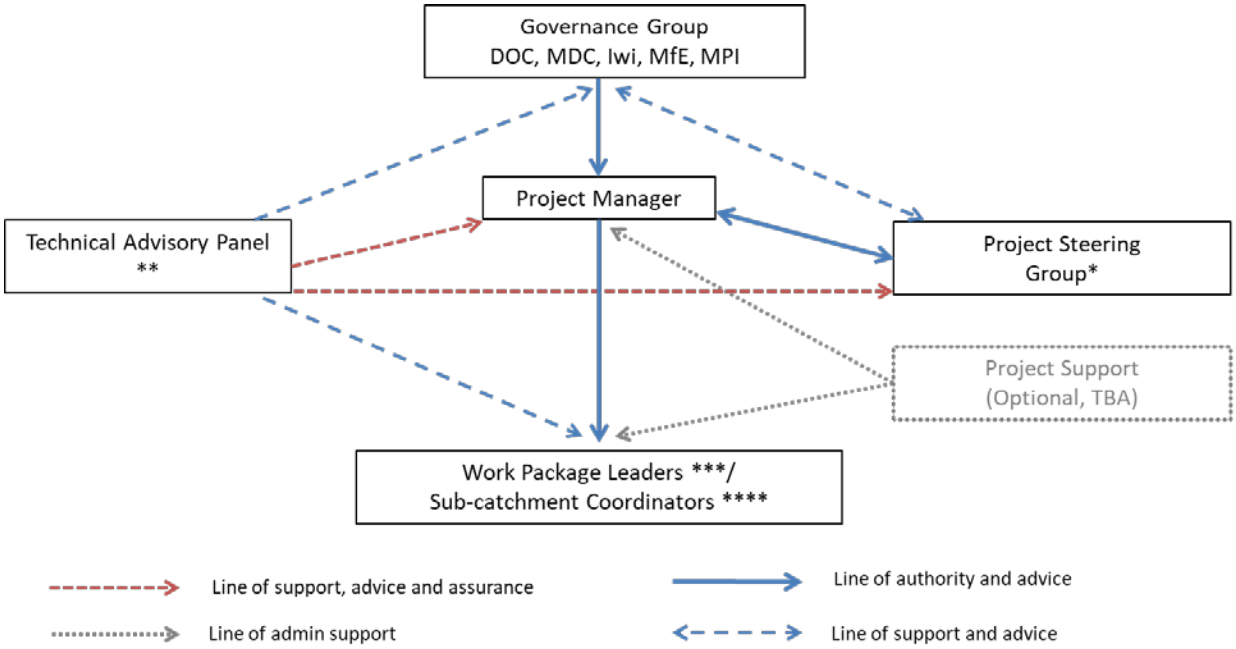
The make-up of the Technical Advisory Panel will depend on the type of advice sought will vary according to need. The panel will include: agency representatives, the Mātauranga Māori Advisor, researchers, non-governmental organisation members and industry advisors/leaders.

The Work Package Leaders and Sub catchment Coordinators will be identified in the next stage of the Project. It is envisaged that the Work Package Leaders will be members of the steering group organisations, assigned experts from industry, research organisations or agencies; the Sub-catchment Coordinators will be members of the community, with a special interest in their sub-catchment.

Breakdowns of the group representatives are included in Figure 6 below.

Te Hoiere Project Team organisational structure

The organisational structure of the proposed Te Hoiere Project Team is presented below. The lines of authority, support/advice and assurance (and potential administrative support) are depicted to clarify the roles and responsibilities.



* MDC, DOC, IWI (1 Ngati Kuia, 1 Other), NZ Land Care Trust, Community (2- 1 Urban, 1 Other), Sub-catchment Coordinators (2), Landowners (4- Dairy, Drystock, Forest, Other), NGO (2- F&B, F&G), C&E Lead.

**Agencies, Researchers, NGO, Industry, Mātauranga Māori

*** Work Package Leaders to take a lead on delivering and overseeing the 'work packages' This could be an individual from an organisation with expertise in the field, passionate individuals or community groups taking ownership of each of the work packages. In some cases WPLs could also be sub-catchment coordinators.

**** Sub-catchment coordinators are to facilitate sub-catchment WP participation and work delivery. For sub-catchment groups participation in each work package is subject to sub-catchment priorities

Figure 6: Te Hoiere Project Team Organisational Structure Chart

6.3 Outline of key roles and responsibilities

Governance Group responsibilities

- Approve terms of reference for the Steering Group.
- Provide governance, strategic oversight and direction to the Project Team.
- Approve the terms of contract for service for a Technical Advisory Panel.
- Establish the desired outcomes and timeframes required for the Project.
- Objectively evaluate and review options presented by the Steering Group and Project Manager.
- Report back to the partner organisation/group they represent.
- Produce a status report to the Kotahitanga Mō Te Taiao Alliance and other relevant forums.
- Ensure effective communication between and within the organisations involved in the development of the Project (frequency and type to be identified in Communications & Engagement plan).
- Play a role in the external communications of the Project.
- Be champions and advocates for the Project within their organisations/groups.
- Approve allocation of resources to enable delivery of agreed outcomes/objectives.
- Identify and manage strategic issues and risks and remove barriers for the project team.
- Approve allocation of funding.
- Encapsulate ongoing expectation and benefits realisation.
- Identify issues to influence and promote health and safety.
- Adhere to agreed code of conduct

Steering Group responsibilities

- Set the terms of reference for the Steering Group.
- Set the terms of contract for service for the Technical Advisory Panel.
- Change authority.
- Project assurance.
- Oversee expenditure.
- Oversee delivery.
- Provide visible and sustained support for the Project Manager.
- Provide direction for the project.
- Planning and prioritising work effort.
- Applications for funding.
- Propose allocation for funding.
- Oversight of reporting.
- Provide options and recommendations for Governance Group.
- Support delivery within their organisations.
- Oversee community engagement.
- Adhere to agreed code of conduct

- Additional responsibilities as required.

Project Manager responsibilities

- Provide day to day management of the project.
- Maintain project documentation.
- Maintain project risk register and logs.
- Maintain agreed project communications and reporting lines.
- Delegate responsibility for managing of work package delivery.
- Escalate any issues to Steering and Governance Group.
- Oversee Community engagement.
- Additional responsibilities as required.

Project Communications and Engagement (C&E) Leader responsibilities

- A Communications and Engagement Plan.
- Implementing social media channels, media relations, stakeholder communications and all written content.
- Commissioning website architecture and design - through a third party.
- Commissioning a logo and designed collateral (for print or online) - through a third party.
- Commissioning videography and photography (probably through a third party) – throughout.

Technical Advisory Panel

- Provide technical/specialist expert advice.
- Provide Mātauranga Māori knowledge.
- Provide industry best practice advice.
- Provide backing for project assurance on the chosen delivery methods and quality objectives.

Project Support (optional)

- Provide administrative support to both Project Manager and to Work Package Leaders/Sub-catchment Coordinators.

Work Package Leader/Sub-catchment Coordinators:

- Delivery of the work package objectives (to be determined).
- Maintain project communications and reporting lines as agreed.
- Additional responsibilities as required.

6.4 Appointed personnel and vacancies

Te Hoiere Project Partners appointed a Project Manager in March 2020 to drive forward the submission of an Indicative Business Case and to ensure that the necessary pre-project documentation is in order to proceed to the next stage of project planning. The Project Governance Group have signed off their Terms of Reference and as well as instigated Terms of Reference for the Steering Group and Terms of Contract for the Technical Advisory Panel.

The Project makes provisions for the appointment of up to ten Sub-catchment Coordinators to lead on sub-catchment specific work. For work packages (for example predator or weed

control) that cross sub-catchment boundaries, Work Package Leaders are to be appointed from partner organisations.

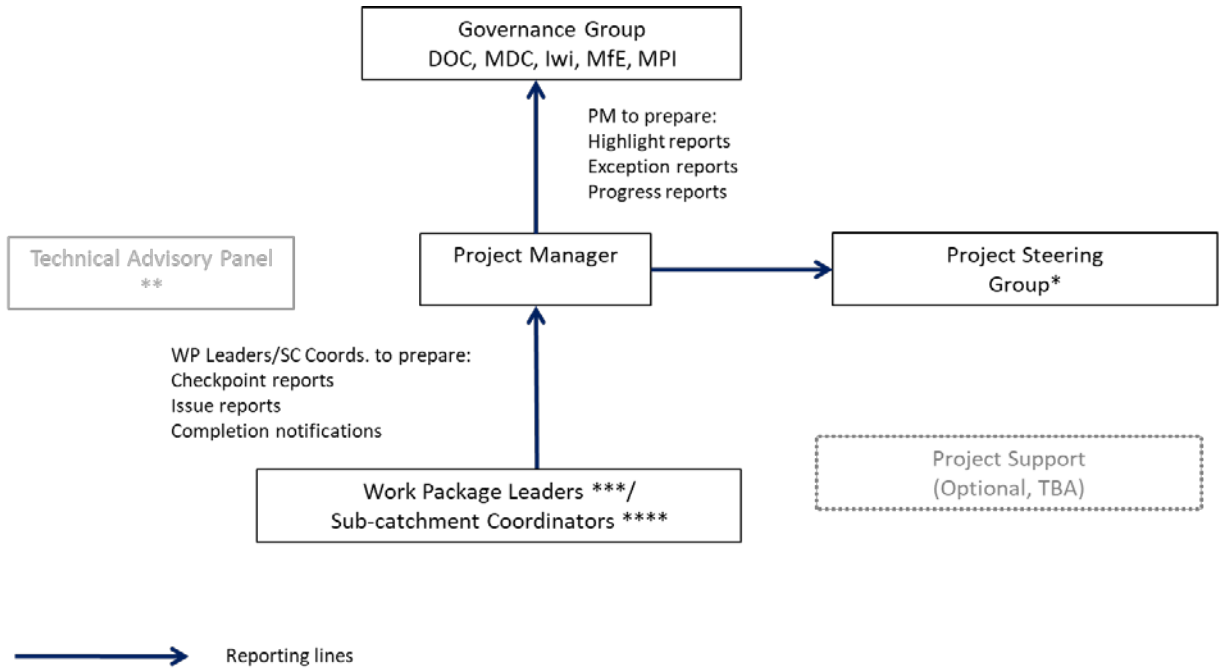
The appointment of a Communications and Engagement Leader is deemed a necessary step to ensure Te Hoiere Project communications and engagement are task focused, efficient and effective. This would help the Project achieve positive communication and community engagement outcomes worthy of a national exemplar. In addition, there is a provision for a project support role (if deemed necessary).

6.5 Project reporting arrangements

The Project reporting lines are represented in Figure 7. Communications reporting will be further defined in the next stage of the Project. The Project Manager will:

- Prepare regular "highlight" reports to the Governance and Steering Groups and when necessary provide exception reports to communicate changes, issues and risks;
- Compile biannual progress reports to project sponsors to confirm the strategic direction of the Project; and
- Provide regular updates to community groups, through a project newsletter or another agreed format.

The Work Package Leaders/Sub-catchment Coordinators will prepare 'check point reports' at agreed intervals to the Project Manager, as well as issue reports and completion notifications.



* MDC, DOC, IWI (1 Ngati Kuia, 1 Other), NZ Land Care Trust, Community (2- 1 Urban, 1 Other), Sub-catchment Coordinators (2), Landowners (4- Dairy, Drystock, Forest, Other), NGO (2- F&B, F&G), C&E Lead.

**Agencies, Researchers, NGO, Industry, Mātauranga Māori

*** Work Package Leaders to take a lead on delivering and overseeing the 'work packages' This could be an individual from an organisation with expertise in the field, passionate individuals or community groups taking ownership of each of the work packages. In some cases WPLs could also be sub-catchment coordinators.

**** Sub-catchment coordinators are to facilitate sub-catchment WP participation and work delivery. For sub-catchment groups participation in each work package is subject to sub-catchment priorities

Figure 7: Te Hoiere Project reporting lines

6.6 Project plan outline

At this stage of planning, key milestones have been identified by highlighting important deliverables, which are necessary before the Project can commence (i.e. ratifying the Indicative Business Case, securing support, writing the Detailed Business Case and Integrated Catchment Management Enhancement Plan and securing funding). Specific project deliverables, costs and quality of products will be examined in the development of the Integrated Catchment Management Enhancement Plan.

Table 21: Key project milestones

Proposed key milestones	Estimated timing
Ratify IBC	31/06/2020
Seek Early investment Funding	01-30/06/2020
Early investment Funding Confirmed	01/07/2020
Progress to DBC and ICM(E)P	01/07/2020
Community Engagement	01/07-ongoing
Official Project Launch	01/08/2020
Central Government Support Confirmed	30/09/2020
Present draft ICM(E)P	30/10/2020
Approve DBC	30/10/2020
Commence 'early win' projects	01/07/2020-31/01/2021
Funding Confirmed	31/01/2021

The most recent project plan (03/06/2020) is depicted in Figure 8 below.

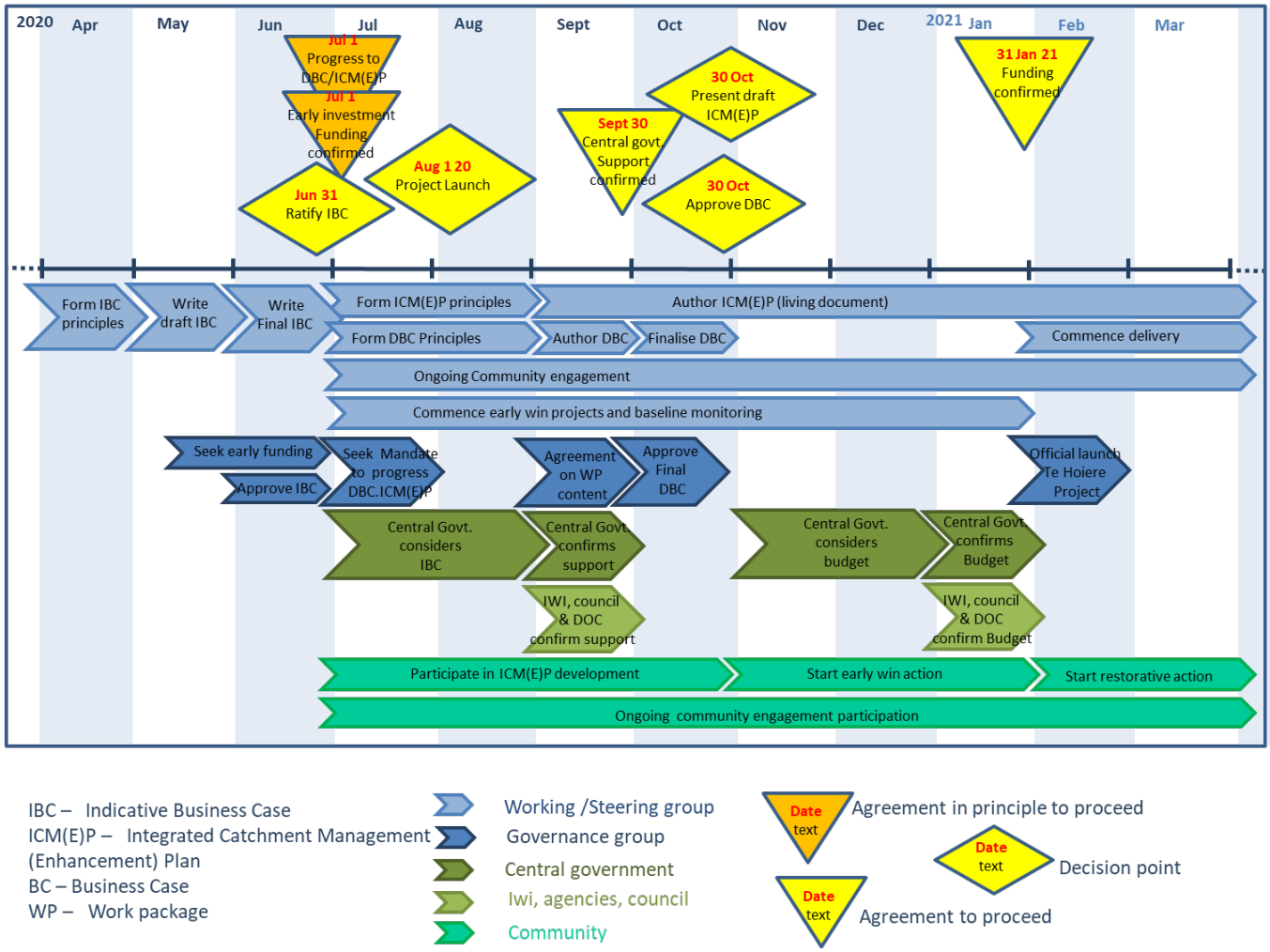


Figure 8: Te Hoiere Project Key Steps Timeline

6.7 Organisational change management

In response to COVID-19 pandemic, the Project Team has had to deal with changing goal posts. Existing strategies and plans have been tested and adjusted to ensure the Project Team is flexible and able to deliver expected outcomes (even in challenging circumstances). The early decision to use Microsoft Teams as an online platform for sharing information has proven to be effective in enabling the Project Team to work from home. Zoom has been used to connect, share ideas and information and make decisions. Virtual communication has led to open, transparent, communication, which can be easily shared and transferred to new members (should personnel changes occur in the future). Defined roles and responsibilities will be recorded to assist with any personnel transitioning that may be required.

A Change Control Procedure has been designed for Te Hoiere Project to ensure timely, comprehensive and consistent response to unexpected changes (see Annex 3).

Continuous business justification, learning from experience and management by stages and exceptions, will enable the Project to transform (where necessary) in response to unexpected organisational or national agenda variation[14].

6.8 Benefits realisation management

Te Hoiere Project Benefits Realisation Strategy is depicted in Figure 9 below.

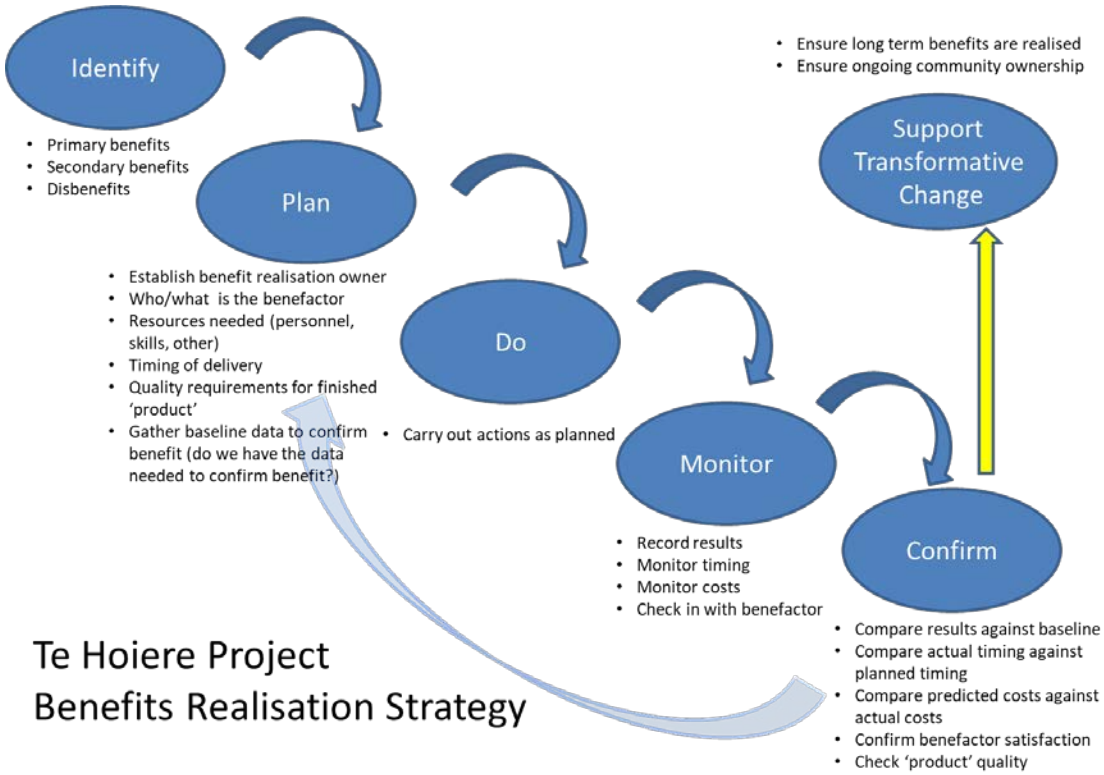


Figure 9: Te Hoiere Project Benefit Realisation Strategy

[14] Axelos Global Best Practice (2017), *Managing Managing Successful Project s with PRINCE2®*, edition two, TSO (The Stationary Office) part of Williams Lea Tag. Norwich.

At this stage, there are only indicative benefits identified for Te Hoiere Project, as outlined in the Strategic and Economic Cases. These will be further defined in the development of the Detailed Business Case and Integrated Catchment Management Enhancement Plan, and incorporated into Te Hoiere Project Benefits Realisation approach. At this early stage, it is important to highlight that reasonable effort is required to gather baseline information within the catchment, before benefits can be accurately measured. It is envisaged that the 'early win' projects will fill this knowledge gap and allow for the Project Management Team to successfully record improvements and benefits.

The Treasury "Benefits Management Guidance" and "Benefits Realisation Plans" will be utilised as a template for tracking and reviewing project benefits. This will be carried out when detailed work package deliverables and costs estimates have been drawn up with stakeholders and community members. An example of a priority benefits profile is included in Annex 4.

It is the intention of the Project Team to produce these profiles (or equivalent as deemed suitable by the Governance Group) for each of the priority benefits identified.

The Work Package Team Leaders and Sub-catchment Coordinators will be responsible for drawing up the benefits profiles and realisation plans (or equivalent), with the help of the Project Manager (for deliverables under their sections of the Project). The Project Manager will be responsible for tracking the benefits realisation and reporting on progress to the Steering and Governance Group. The Governance Group will have the overall responsibility for ensuring benefits are realised as planned.

6.9 Risk management

A Risk Management Strategy and framework have been developed. Responsibility for risk management has been assigned and a risk register established; this will be progressively updated as more detailed analysis is undertaken. The Project Manager will work through the risk register on a regular basis with the appropriate party associated with the identified risk to ensure that the risk in question is appropriately dealt with. It is the Project Managers responsibility to escalate risk issues to the Steering and Governance Groups attention should it be necessary in order to respond to each issue as they arise and to ensure solutions are applied.

6.10 Project assurance arrangements

The project assurance responsibility sits within the Project Steering Group and ultimately with the Project Executive to ensure project assurance is delivered on. This is a task that sits independently from the Project Manager. The project assurance will track project performance, deliverables and progress to ensure that the Project represents value for money, delivers approved 'products' and does so in the agreed timeframe. Further advice on project assurance will be provided by the experts in the Technical Advisory Panel. The Project assurance will support and provide guidance to the Project Manager.

7. Next steps

Following confirmation of funding, the Interim Steering Group proposes that the Project moves from this Indicative Business Case work directly to the production of a Detailed Business Case and Integrated Catchment Management Enhancement Plan. In order to do this, the following steps need to be taken:

1. Initiation of Governance, Technical Advisory and Project Steering Groups and confirmation of Terms of Reference.
2. Development and commencing of 'early-win' work projects including:
    - Weed control programme;
    - Upgrade existing water quality monitoring programme for baseline monitoring;
    - Catchment condition assessments and surveys;
    - Immediate action on solving problems identified in catchment condition surveys (fencing, critical source areas, problem weeds etc.);
    - Stock number surveys;
    - Winter grazing monitoring and advice;
    - Appointment of liaison staff to work with farmers;
    - Regenerative agricultural training and training in soils, nutrient management, farm planning and biodiversity for farmers and land owners;
    - Development of spatial tools;
    - Fencing wetlands and riparian areas;
    - Soil moisture probes on farms;
    - Fertiliser and irrigation management plans on farms;
    - Native Nursery establishment;
    - Riparian plantings;
    - Extension of the Long-Tailed Bat monitoring programme; and
    - Marlborough Sounds Coastal Marine Spatial tools and interpretation.
3. Commence Integrated Catchment Management Enhancement Plan development. This process requires full engagement with community and is envisaged as an on-going work stream for the Project to address:
    - The long-term projects proposed;
    - Detailed costings based on baseline monitoring data;
    - Detailed project planning and establishment of work groups; and
    - Construction of systems to ensure long-term viability of project outcomes.

Annex 1: Te Hoiere Draft Communications Plan and Engagement Plan

Ngāti Kuia
Te Iwi Pakohe

MARLBOROUGH DISTRICT COUNCIL

Department of Conservation
Te Papa Atawhai

DRAFT Communications plan: Te Hoiere/Pelorus Project

Date / version: May 2020, version 5

Prepared by: Heli Wade, Elizabeth King, Glyn Walters

Circulated to: An annex to the Indicative Business Case

Status: DRAFT

Related documents:

- Te Hoiere Project Indicative Business Case
- Te Hoiere Project Draft Stakeholder and Community Engagement Plan

Purpose and scope of the communications plan

This draft communications plan sets out a communication activity framework to support the initial scoping stage of Te Hoiere catchment restoration project by the Alliance members (Ngāti Kuia, Marlborough District Council and the Department of Conservation).

In the next design stage of the project and as the project moves into delivering on the outcomes, we will review and update this communications plan.

Context

Te Hoiere/Pelorus River is by far the largest river catchment draining into the Marlborough Sounds. Original native forest cover dominates the upper portions of all significant catchment tributaries, particularly the major sub-catchments of the Upper Te Hoiere/Pelorus and the Wakamarina. This catchment is also the wettest location within Marlborough, with annual rainfall as high as 2650mm. This area is significant for Ngāti Kuia who have a long and rich association with Te Hoiere - *Our taonga have been managed and protected through partnerships – kotahitanga.*

The Project proposes to carry out a landscape-scale restoration on the land and freshwater resources in Te Hoiere and Kaituna River Catchments – ki uta ki tai – from the mountains to the sea. It aims to address land use derived issues and wider conservation goals in a holistic and collaborative manner to achieve the goals of the Kotahitanga Mō Te Taiao Alliance Strategy.

The Project will occur in two phases. The first phase (starting in 2020) focuses on Te Hoiere and Kaituna River Catchments, including the township of Havelock and the Motuweka/Havelock Estuary (out to Te poho-a-kuia/Cullen Point); with the addition of Cullen Creek (in Linkwater). The second (from 2021), encompasses the wider Te Hoiere/ Pelorus Sound from Te poho-a-kuia /Cullen Point to Chetwode Islands

For further details on the catchment and project, please read the Te Hoiere Project Indicative Business Case.

The Kotahitanga mō Te Taiao Alliance's strategy was finalised in June 2019 and launched on Matariki, 28 June 2019 in Nelson.

The Conservation Minister and Minister for the Environment announced the Te Hoiere/Pelorus River project on 6th December 2019 at Te Hora Marae.

Te Hoiere Project Indicative Business case will be submitted on 30 June 2020.

Critical communications and engagement issues

1. How to manage public expectations about the restoration project.
2. How to ensure all key stakeholders impacted by the project can participate and give feedback.
3. How to ensure that Government departments, Ngāti Kuia and Marlborough District Council are joined up in their approach.
4. How to communicate and get support for the project from dispersed communities and industry stakeholders.
5. How to allocate resources to support communications and engagement activity.

Risk	***Mitigation***
We don't get timely feedback from partners on communications material	*Agree on the most efficient signoff process. This could involve direct signoff from Marlborough District Council, Ngāti Kuia, DOC, MfE and MPI coordinated by Matt Hippolite.*
The restoration project is only at the scoping stage – we don't know what will happen beyond that	*Messaging makes it clear that we are at the beginning of the process, and it's the best interests of the catchment to collaborate with partners on the restoration project*
Key stakeholders aren't identified in the communications plan (and the project plan)	*Ensure that partners in the Alliance (Iwi, councils) review the stakeholders list*
Government departments aren't joined up in their approach to Te Hoiere	*Neil Deans linking up MfE and MPI on Te Hoiere to ensure policy approach is lined up. Share comms plan with them.*
Local and Central Government are joined up in their approach to Te Hoiere	*Alliance partners discuss and agree on the project vision and objectives*
The communities in Te Hoiere catchment are dispersed and varied	*Propose options that could reach a dispersed, varied communities, such as an e-newsletter*
The key stakeholders such as industry and farmers and foresters are joined up with the approach to Te Hoiere	*Propose workshops with industry groups*

Communications objectives

1. Inform Alliance partners on communications for the early stages of Te Hoiere restoration project, and provide key messages that partners can use when talking to stakeholders.
2. Increase awareness of Te Hoiere catchment (e.g. values, threats and pressures) and the work of the Alliance.
3. Increase awareness of the partners' involvement in restoring Te Hoiere, including increased investment, and the Government's wider freshwater programme.

Monitoring and evaluation

1. DOC Partnerships staff (Matt Hippolite) to regularly solicit feedback from Alliance partners and share this with DOC and Marlborough District Council comms.
2. Track media pickup (including social)
3. Evaluation of the project and its communications to be considered in more detail, to include behaviour change.
4. Needs to be aligned to the project goals.

Spokespeople

Kotahitanga mō Te Taiao Alliance

Ngāti Kuia lead: Julia Eason

DOC: Matt Hippolite (Partnerships Manager)

Marlborough District Council: Alan Johnson

Audiences

Audience	*What they want to know*	*Preferred Communication channels*
Kotahitanga mō Te Taiao Alliance (Reps from Iwi, DOC, councils)	*What's the plan for communicating this project?* *What are our key messages?* *What are our roles in communicating the project?*	*Face-to-face meetings, emails, phone calls*
Ngāti Kuia	*What support will we be getting for the project?*	*Face-to-face meetings*
Other Iwi with an interest in the area	*When can we have input into the restoration plan?* *What are the outcomes of this project?*	*Face-to-face meetings, letters*
Conservation Minister	*Overview of project* *What's the communications approach?* *What are the risks?* *What are the benefits to conservation?*	*Written and face-to-face briefings from senior officials, status report*
Environment Minister	*Overview of project* *What's the communications approach?* *What are the risks?* *What are the benefits to the environment?* *How does this fit in with the Government's Essential Freshwater programme?* *How does this fit in with MfE's At Risk/Exemplar catchment programme?*	*Written and face-to-face briefings from senior officials*

Minister for Primary Industries	*Overview of project* *What's the communications approach?* *What are the risks?* *What are the benefits to the environment?* *How will this impact on the types of farming (including marine) in the area?*	*Written and face-to-face briefings from senior officials*
DOC's Senior Leadership Team	*What's DOC's involvement in this project?* *What are the outcomes?* *Who is DOC working with?* *How are we ensuring Iwi involvement?*	*Briefing to SLT from Martin Rodd*
DOC Northern South Island Operations	*How is the project being developed?* *What input can we have?* *How will this affect the people I work with in the community?* *What are the outcomes of this project?*	*Emails, briefings in team meetings*
DOC Northern South Island Partnerships	*What are the key messages?* *How do I communicate with the project partners?*	*Emails, meetings (Skype)*
DOC Freshwater	*What's the plan for the project?* *What input can we have?*	*Team briefings, emails*
DOC staff	*What's DOC's involvement in this project?* *What are the outcomes?*	*Intranet*
MfE At Risk Catchments	*What's the plan for the project?* *What's our involvement?*	*Emails, meetings with DOC counterparts*
MDC Governance	*Overview of project* *What's the communications approach?*	*Meeting and email*

	What are the risks? *What are the benefits to restoration?*	
MDC Management and staff	*What's MDC involvement in this project?* *What are the outcomes?* *What are the risks and opportunities?*	*Meeting and email*
Rural farming community *Fonterra* *Forestry Association* *Dairy NZ*	*How will this impact on us?* *How do we provide input into the restoration plan?*	*E-newsletter* *Direct emails* *Possibly through Federated Farmers Marlborough newsletter and email distribution* *Marlborough District Council newsletters* *Face-to-face meetings*
Forestry industry	*How will this impact on our industry?* *How do we provide input into the restoration plan?*	*E-newsletter* *Direct emails* *Face-to-face meetings*
Marine farming industry	*How will this impact on our industry?* *How do we provide input into the restoration plan??*	*E-newsletter* *Direct emails* *Through Marine Farming Association* *Marlborough District Council newsletters* *Face-to-face meetings*
Tourism operators	*How will this impact on us?* *How do we provide input into the restoration plan?*	*E-newsletter* *Direct emails*

		Marlborough District Council newsletters
Local businesses	*How will this impact on us?* *How do we provide input into the restoration plan?*	*E-newsletter* *Direct emails* *Marlborough District Council newsletters*
Local landowners	*How will this impact on us?* *How do we provide input into the restoration plan?*	*E-newsletter* *Marlborough District Council newsletters*
Tourism operators/concessionaires	*What are you doing?* *How will this impact on us?* *How do we provide input into the restoration plan?*	*E-newsletter* *Direct emails* *Marlborough District Council newsletters*
Rai Valley Area School	*What are you doing?* *How can we be involved?*	*E-newsletter* *Direct emails* *Face-to-face meetings* *Marlborough District Council newsletters*
Fish and Game	*How will this affect recreational fishers?* *How do we have our say on the restoration plan?*	*E-newsletter* *Direct emails* *Face-to-face meetings*
Forest and Bird	*How will this impact on our project at Pelorus Bridge?* *How can we have our say on the restoration plan?*	*E-newsletter* *Direct emails* *Face-to-face meetings*
Outward Bound	*How will this impact on recreational values?* *How can we be involved in the restoration work?*	*E-newsletter* *Direct emails* *Face-to-face meetings*
Media	*What's the plan?*	*Media release, Q&As, web content, event*

	What are the benefits? *How much money is going into the project?*	

Key messages

- Te Hoiere Project proposes to address land use derived issues and wider conservation goals using a holistic and collaborative approach under the auspices of the Kotahitanga Mō Te Taiao.
- The three partners co-leading this project under the KMTT alliance – Department of Conservation (DOC), Marlborough District Council (MDC) and Ngāti Kuia – are supported by the Ministry for the Environment (MFE) and Ministry of Primary Industries (MPI) to achieve the project vision, mission and outcomes.
- The Project focus is on landscape-scale conservation projects that have environmental, social, economic and cultural benefits
- Te Hoiere catchment restoration project has the potential to become an exemplar to other regions in Aotearoa of collective action to achieve landscape-scale catchment transformation.
- Ngāti Kuia as Tangata Whenua have a long and rich history of association with the catchment and active kaitiaki responsibilities.
- The catchment provides economic and social wellbeing to the broader community through land use activities and other business interests.
- The catchment is dominated by native beech forest and provides a home for indigenous animals including the Nationally Critical long-tailed bat.
- Te Hoiere and the Rai and Wakamarina sub-catchments are popular spots for picnics, day trips, overnight camping, swimming and kayaking
- However, Te Hoiere catchment is classed as ‘at risk’. Although Te Hoiere river has good water quality in the lower reaches, its sub-catchments including the Rai and Kaituna are impacted by *E. coli* and concentrations of nitrogen and classed as ‘fair’.

- Elevated bacteria numbers, sedimentation and runoff are all putting pressure on the catchment and affecting the ecosystem and its cultural and recreational values.

- The Government, DOC, Marlborough District Council and Ngāti Kuia recognise the importance of a healthy, sustainable Te Hoiere catchment from mountain to sea and are committed to work together and with others to achieve it.

- DOC is providing priority rivers' funding from Budget '18 for restoration and Ministry for the Environment has identified Te Hoiere as an exemplar catchment, focusing on stopping further degradation and loss of freshwater resources, waterways and ecosystems.

- MDC has responsibilities for freshwater resource management and has a water allocation framework for the catchment. Council also has an active freshwater and estuarine monitoring programme in place and a framework for implementing catchment enhancement plans in catchments identified as in a degrading state.

- The Government funding will help the Te Hoiere catchment restoration project to build the restoration efforts of the partners, community, landowners, Land care, Council, Fish and Game, Forest and Bird, Outward Bound and others.

Te Hoiere Outcomes:

1. Ecological integrity of terrestrial, estuarine and river systems are maintained and enhanced.
2. Resilient, environmentally sustainable and thriving primary sectors.
3. Taonga are protected through partnerships – kotahitanga.
4. People and communities enjoy the well-being of the river.

Communications approach

The project stages are outlined below. This communications plan covers the first pre-project scoping stage. Communications around the project initiation stage will be developed as the Project Detailed Business Case and Integrated Catchment Management (Enhancement) Plan take shape.

- Pre-project scoping stage
    - Indicative Business Case is developed
- Project initiation stage
    - early win projects commence.

    - detailed business case is designed
    - an ICM(E)P process is commenced,
    - the Government funding for Te Hoiere Project is announced
- Project delivery stage 1
- Consequent delivery stages 2,3 and 4
- Final delivery/post project stage

Although the project is local, we'll seek national as well as local media coverage, as the project has the potential to be a leading example of catchment restoration.

Ownership and implementation of this communications plan sits with the Te Hoiere Alliance members. DOC's Communications team will provide support by providing advice and helping to review communications material.

Budget/resource requirements

Budget and resourcing will be managed by the Alliance members.

FAQs/more detail

For more detail on the project read Te Hoiere Project Indicative Business Case

Communication actions

Date *(When)*	***Audience***	***Event/action (including communications channels and tools)*** *(What /How)*	***Person responsible*** *(Who)*	***Completed*** *Date / DOC-CM reference*
		Launch		
6th Dec 2019	NA	Confirm Minister's attendance at launch	Martin Rodd	Minister of Conservation

				confirmed
	Alliance, Conservation Minister's Office	Te Hoiere plan finalised	Matt Hippolite	
28 Nov 2019	Conservation and Environment ministers, Senior DOC and MfE officials	Status report items on the launch for Conservation and Environment ministers	Martin Rodd (liaising with counterpart at MfE)	
6 Dec 2019	Conservation Minister/ launch attendees	Speech notes for Minister Sage including an announcement of the priority rivers' funding	Matt Hippolite supported by Kelly Stevens	
6 Dec 2019	MDC	Media release welcoming Government support - see here	Glyn Walters	
28 Nov 2019	NA	Provide messages from DOC on priority rivers funding (and possibly input form MfE on exemplar catchments) for the Alliance's media release announcing the strategy	Liz King	
		Submit IBC		
28 June 2020	General public, media	Alliance strategy launch including website page going live, Facebook page live, social media posts (DOC, Marlborough District Council etc)	Comms advisers	
28 June 2020	General public, media	Media release announcing the Alliance's strategy	TBC	

		Media release from Minister about Te Hoiere Government funding (if requested)	Liz King
29 June 2020	Alliance's internal audiences	Intranet notices/stories on Alliance's respective intranets and/or other internal communications channels	Comms advisors
30 June 2020	Alliance and their stakeholders (Alliance members will help with mailing list). This includes industry and community audiences identified in the 'audiences' list above	First Te Hoiere restoration e-newsletter distributed – newsletter will provide opt-in option. Encourage to forward to others. Sign up option shared in Marlborough District Council news channels.	Matt Hippolite
June 2019	Alliance members and other identified stakeholders	Invite to participate in scoping work	Email and formal letter inviting participation sent to all Iwi
		Stakeholder engagement	
06/01/2019, 12/12/2019, 30/01/2020, 07/03/2020	Internal	Workshops involving multiple stakeholders • Internal stories on respective intranets and/or other internal	Comms advisors
	Possibly media and	• If the size and nature of the workshop is significant enough, send	TBC – possibly DOC

	general public	article and photo to local media	community ranger
	Community and industry audiences	• E-newsletter	TBC
	Marlborough communities	• Article in Council news channels	Glyn Walters
Ongoing	Community and industry audiences	Updates marking any milestones/events/field trips for the scoping work in: • Council publication • E-newsletter • Invite local media • Council social media channels	TBC
Ongoing	Conservation and Environment Ministers (and other Ministers who may become involved over time)	Status report updates Written or face-to-face briefings	Martin Rodd and MfE counterpart
August 2019	Community and industry audiences	Alliance members organised key stakeholder field trip and feedback workshop (Aug 2019).	
Ongoing	Community and industry audiences	Catchment Farmer Group/individual meetings	Alliance members NZLCT and Fonterra

May 2020	Alliance and their stakeholders (Alliance members will help with mailing list). Includes industry and community audiences identified in the ‘audiences’ list above	Development of a promotional brochure distributed to the community at events and to community groups.	Comms advisors
Near the end of project initiation	TBC	Decide how the restoration plan will be launched. Give Alliance members and Government Ministers and other key stakeholders ample time to put the launch event in their diaries.	Alliance

Te Hoiere Project Draft Engagement Plan – 2019/2020

Te Hoiere Vision – what the future looks like

- The extraordinary natural heritage of Te Hoiere is flourishing, having been restored over large areas, including where people live.
- People live, care for, and benefit from the environment in ways that bolster terrestrial, freshwater, estuarine and coastal ecology and the communities that live within them.
- Our taonga have been managed and protected through partnerships – kotahitanga.

Te Hoiere Mission – how will we get there

We will work together to create a connected and aligned catchment landscape (ki uta ki tai) that understands, protects, enhances, and future proofs our values, where healthy communities enrich nature, and healthy nature enriches its communities.

Te Hoiere Project Outcomes

While the Te Hoiere project shares its vision and mission with Kotahitanga mō te Taiao, the project outcomes have been developed specifically for the project.

- Maintain and enhance ecological integrity of terrestrial, estuarine and river systems
- Resilient, environmentally sustainable and thriving primary sector
- Taonga are protected through partnerships - kotahitanga
- People and communities enjoy the well-being of the river

Te Hoiere Context

Te Hoiere landscape project sits under the umbrella of the **Kotahitanga mō te Taiao Alliance** (9 Iwi, 6 Councils and DOC). It is a priority site to demonstrate the implementation of the Alliance strategy. The Te Hoiere project is placed across two Alliance areas, the Mt Richmond Forest Park

and Marlborough Sounds areas. The project covers 'Ki Uta Ki Tai', from the Mountains to the sea and will be carried out in in two stages: the first stage to be the terrestrial, freshwater and estuary landscapes and the second stage to extend out into the Sounds.

Purpose of the Engagement Plan

To achieve the Te Hoiere Landscape Restoration Project vision and goals through effective engagement with partners and stakeholders. To build increased participation and ownership for Te Hoiere to carry success into the future.

Process to date:

- DOC mandated by the Alliance to lead the scoping stage with Ngāti Kuia and Marlborough District Council. (Feb 2019 – Full Alliance meeting)
- Pathway Plan developed identifying stakeholder engagement process and timing (March 2019)
- Full Alliance met to map stakeholders for Mt Richmond Forest Park and draft initial Engagement Plan. (April 2019, Alliance). The initial mapping included:
    A. Geographical overview identifying key relationships
    B. Four Quadrant Analysis: potential gains & key stakeholders for social, cultural, economic, environmental
    C. Engagement Spectrum Analysis of partners and stakeholders
    D. Potential Roadblocks vs Potential Common Ground
    E. Initial Recommendations for Priority Action
- Alliance members developed individual key messages and combined into a Comms Plan (May 2019)
- Alliance members identified initial priority stakeholders to inform of this Project and its Scoping phase – "no surprises approach" (June 2019)
- Alliance members organised key stakeholder field trip and feedback workshop (Aug 2019). Purpose: *To connect key stakeholders to Te Hoiere - An invitation to the Awa, to understand what good looks like, to working collaboratively, and to gauge others appetite to participate*.
- Review Stakeholder Engagement for Te Hoiere Project: who needs to be informed/engaged/participate for the Scoping Phase. What emerges for potential engagement in Design Phase. (Sept 2019)

This Engagement Plan is the most up to date approach and aimed at the Scoping Stage of the Project. It will be updated as outcomes are achieved and adapted in response to feedback and change of circumstances. It is anticipated that the community, partner and stakeholder mapping and analysis will be re-run in the Project initiation and detailed design stage, to ensure we capture everyone.

Please refer to the **Appendix** for the original **Stakeholder Mapping Data**.

1. Priority Engagement Action for Te Hoiere - Recommendations to Governance Group for Scoping Phase

Engagement Action Plans are dynamic documents - this table will be amended and updated as in response to feedback and outcomes achieved.

Section 1. Project Management within Kotahitanga mō te Taiao				
Stakeholder/s	**Recommended Action**	**Milestones/ Success Measures**	**Lead**	**Comments/ Tracking**
Full Kotahitanga Alliance	DOC mandated by Alliance to lead scoping stage with Ngāti Kuia and Marlborough District Council.	Mandate achieved	Alliance Chair	Completed - (Feb 2019)
Project Leads: Ngāti Kuia, MDC, DOC Full Alliance	Develop Pathway Plan that gives timeframe and key engagement points	Pathway Plan endorsed by Alliance Trello Board provides visibility and progress monitoring	DOC project lead	Completed (March 2019)
Full Kotahitanga Alliance	MRFP Stakeholder Mapping and draft engagement plan created	Engagement plan completed and shared across the full Alliance	Maria Deutsch	Completed April 2019
Project Leads: Ngāti Kuia, MDC, DOC	Alliance members develop individual key messages and combine into a Comms Plan	Comms Plan drafted and shared DOC input Ngāti Kuia Input	MDC	1st draft completed (May 2019)

Project Leads: Ngāti Kuia, MDC, DOC Kotahitanga Alliance Affected Stakeholders	Alliance members identify key stakeholders and constituents to inform of Project and Scoping phase – "no surprises approach"	List developed and shared between Alliance members. Iwi who have statutory acknowledgement or deed of settlement instruments are informed by formal letter and email Each Alliance member informs their constituents	Project Team	Completed (June 2019) Email and letter sent to all Iwi (June 2019) Need to check if all members have completed this.
Stakeholder/s	**Recommended Action**	**Milestones**	**Lead**	**Comments/ Tracking**
Alliance Members	Establish a Working Group for Te Hoiere to progress pre project scoping	Working group in place	Project Team	Completed – meets fortnightly
Alliance Members	Establish a Governance Group for Te Hoiere	Governance Group inaugural meeting to agree on terms of reference early June 2020	PM	Scheduled for the 02/06/2020
Alliance Members	Establish a Steering group for Te Hoiere	Identify participants and consider sector champions in this context Steering Group Purpose shared and finalised at first meeting Regular meeting schedule in place Reporting systems back to governance and to KMTT Alliance in place	DOC	Consider key representative groups, eg Farming, Forestry, Residents, Tourism, Biodiversity, Local Govt, Catchment Champions, Youth

		Governance Group to agree on Steering Group TOR Early June 2020		
Alliance Members Communities within Te Hoiere & Kotahitanga Area	Develop high level vision and goals for project	Field trip & rivers hui feedback incorporated KMTT strategy incorporated Draft presented to Alliance members	DOC	Presented to Alliance on 23/9/19 MDC and Ngāti Kuia since provided feedback
Alliance Members Communities and industries within Te Hoiere Catchment Whanau, Hapu, Iwi	Create a layered system of mapping: o Ownerships; including forestry, quarries, land, etc o Treaty settlements overlay o Identify and map cultural landscapes & values (Ngāti Tama, Ngāti Kuia) o NZAA (NZ Archaeological Association) Wāhi Tapu/ Wāhi Tūpuna o Capture Maori history /overlay of sequential Iwi o Inventory of existing NGO & community groups working in environmental restoration or relevant social/ cultural activities o Current activities by the different 'primary sectors'	Shared access GIS platform is developed on-line. Shared story board is developed on-line with managed access as well as public access. Opportunity to add information for contributors is in place (citizen science/ cultural values/ etc)	MDC	Once mapping is complete, it needs to inform and link to further actions, especially in the Design Phase: - further engagement - current workstreams - future state options - gaps - opportunities Planning discussions for spatial tools commenced May 2020

Section 2. Building Stakeholder Engagement for Scoping Phase				
Stakeholder/s	**Recommended Action**	**Milestones**	**Lead**	**Comments/ Tracking**
Project Leads KMTT Alliance	Review MRFP engagement and tailor to Te Hoiere	Draft prepared, Finalised and endorsed by project governance Available for use as support document for partners, funders and key stakeholders	Matt H and Maria D	Draft completed Nov 2019
TREATY PARTNER				
Ngāti Kuia, MDC, DOC, Te Hora Marae Primary Industries in catchment Full Alliance	Organise initial key stakeholder field trip & feedback workshop Purpose: To connect key stakeholders to Te Hoiere - *An invitation to the Awa, to understand what good looks like, to work collaboratively and to gauge others appetite to participate*	Key stakeholders identified Field trip co-hosted by Alliance members High level of participation in field trip Recommendations captured from participants for next level of engagement Outcomes shared with KMTT full Alliance	Project Gov. Team	Completed (Aug 2019) Iwi other than Ngāti Kuia to be given separate hui or other engagement via Ngāti Kuia
Local whanau, hapu, Iwi KMTT Alliance	Engage proactively with other Iwi and invite their participation in the project.	Present at Iwi Engagement Forum 14/9 Present Iwi Chairs Forum 29/10 Kaumatua Gatherings Nelson & Blenheim	Ngāti Kuia	Presented at Iwi Chairs Forum 2019

		Taiao Meetings Ngāti Kuia engaging with own whanau/ hapu Report back to Alliance that all Iwi relating to the catchment have been invited to participate / have input in this project.		Need to keep track of comms in this space to ensure all Iwi in the catchment feel included in the process.
Iwi Forestry Owners and Managers	Engage with key contacts, inform and invite to participate	Key contacts identified Presentation of project to all parties Feedback presented to Te Hoiere Gov Group	DOC / Project Manager	
Other Treaty Partner Organisations	At this stage inform of the project and note their interest in participation	Nga Whenua Rāhui informed TPK informed	Ngāti Kuia?	

Stakeholder/s	Recommended Action	Milestones	Lead	Comments/ Tracking
PRIMARY INDSTRIES				
Te Hoiere Catchment Primary Industry Alliance Members	Set up hui with farming/forestry representatives to determine how to approach a Pilot Catchment Program .	Hui in place, project vision presented and outcomes collected for further engagement Minutes from meeting circulated Next stage – Primary reps/farmers/land occupiers check relevance of KMTT outcomes and build on these. NZLT lead next meeting (2nd week Dec) for farmers to discuss outcomes and catchment representatives are invited Primary Sector Youth Forum connected into project. Organise Hui with Forestry primary sector, initial scoping and buy in discussed during forestry field days on the 13/02/2020	DOC	First meeting of industry reps and farmers and Alliance held at Rai Tavern 21/10/19, led by NZLT. NZLCT, Fonterra and alliance members meetings held 06/12/2019, 12/12/2019, 31/01/2020, 30/01/2020 Brad Chandler taking lead for forestry and we are making positive working connections. Relationships are being formed NFL-Tapawera/ Omanalutu integrated land management models

Alliance Members, Primary Industry Organisations and Landowners	Take the feedback from the field trip and hui and expand out to the wider community.	The following organisations are aware and have been invited to participate in the project: • LNZ • Fonterra • NZ Beef and Lamb • Marlb Forest Association • Nsn Forests • Nelmac (Ngāti Kuia Nursery Project) Other primary stakeholders have been identified for next level involvement. (see MRFP engagement plan)	DOC	NZLCT, Fonterra and Alliance members meetings held 06/12/2019, 12/12/2019, 31/01/2020, 30/01/2020
Stakeholder/s	**Recommended Action**	**Milestones**	**Lead**	**Comments/ Tracking**
COMMUNITY				
Community Organisations within the Catchment	Inform NGOs and Community organisations that have potential to participate in the Te Hoiere Project.	Create 2-page engaging pamphlet and PPT to share with stakeholders The following organisations are aware and have been invited to participate: • Outward Bound, Anakiwa • QEII (Tom Stein) • Rural Women NZ (via Annette) • DOC Community Fund Recipients within the catchment (via Lionel Solly) • OSNZ (via Rob Schuckard) • Weedbusters Nsn (via Michael North) • Wasp Wipeout (via Adam Riding)	MDC	Brochure completed March 2020 and updated to include new catchment boundaries and correct logos May 2020. Distribute to all contacts!! Outward Bound already contributes at Pelorus Campground Ensure rural women are

		• Destination Marlborough • Rai Valley Resident Association • Canvastown resident association (Alan Rees)		invited to catchment meetings.
Education Sector	Connect with schools within and bordering the catchment and inform of potential for participation	Connect to Enviroschools and discuss best possible pathway for involvement Connect with Rai Valley School	MDC	Annie McDonald & Anna Crowe local contacts
RESEARCH				
Research organisations (Social / biodiversity science) Land use & community stakeholders within catchment	Make initial contact with research organisations that could be enabling participants in the project.	Create a 2 page summary that can be shared widely Initial contact made with: • Land care Research • Cawthron Institute • NIWA freshwater and marine • At least 2 Universities	MDC	Potential contacts: • Sean Handley NIWA • Murray Death, Massey Brochure completed March 2020 and updated to include new catchment boundaries and correct logos May 2020. Distribute to all contacts.
Stakeholder/s	**Recommended Action**	**Milestones**	**Lead**	**Comments/ Tracking**
Cultural Research	Identify cultural research institutions / wananga that may be interested in participation in this project	Create initial contact list Create appropriate info sheet to share	Ngāti Kuia?	
NON-ALLIANCE GOVT AGENCIES (local and national)				
MfE	Establish support, resourcing and guidance around making Te Hoiere	Attendance at initial field day Providing input on criteria for exemplar	DOC?	2 MfE staff attended initial field trip

	an exemplar catchment	catchment Identifying available support and resourcing		Regularly participate in Steering Group and Governance Group membership has been confirmed
PCE	Connect to their initiative on estuaries	Ensure Alliance representation at any local events/initiatives Share KMTT strategy and Te Hoiere with PCE and maintain communication	MDC?	Alliance members have met with PCE at estuary event
MPI	Initiate contact, share project information and invite participation	Attendance at initial field day Providing feedback on how they may be able to contribute to the project	DOC?	MPI attended initial field trip, regularly participate in Steering Group and now Governance Group membership confirmed
Other National Agencies	Initiate contact, share project information and check on alignment for participation	Connect to Project: • MBIE • MPI • NZTA • Transpower	DOC?	
Dept of Corrections Locally	Explore participation opportunities, similar to what is happening in the Waimeha	Initial project information shared and feedback collected and presented to gov group.	DOC	Kelly Hill (Nelson) Kelly.HILL@CORRECTIONS.GOVT.NZ Lisa Joseph (Wairau) Lisa.JOSEPH@CORRECTIONS.GOVT.NZ
Nelson Nature (NCC)	Explore how the two projects can support each other.	Connect with Leigh Marshall re opportunity to connect the two projects. Explore Whio restoration in this context Bring recommendations back to gov group	DOC	

DRAFT SUGGESTIONS FOR THE DESIGN PHASE – high level at this stage and to be reviewed at start of design.

Potential Action identified to take forward at the DESIGN Phase to build on and expand participation				
Please Note: This table was drawn up based on knowledge at the start of the scoping phase engagement planning. A new round of detailed stakeholder mapping and engagement planning will sit at the commencement of the design phase for the Integrated Catchment Management Enhancement Plan.				
Stakeholder/s	**Recommended Action**	**Milestones**	**Lead**	**Comments/ Tracking**
Alliance Members Project Governance and Steering groups	Put in place a comprehensive planned approach for the future	Develop Strategic Plan for first 3 years Included are budget/ resourcing requirements and SMART objectives Draft Plan links to KMTT Strategic Plan Put in place Project Manager		Project Management
Alliance Members Freshwater connected communities	Build on existing freshwater work and initiatives: o Identify and engage with stakeholders who have been successful in this area of work o Create participation options for riparian margins stabilisation	Models from other areas of NZ are identified for successful participative freshwater management. Champions and brokers are identified for land management that supports riparian health.		Freshwater

Alliance Members and Farming Communities	Build on existing work with farming community, work with champions and develop solutions to water management Look for enablers to connect to each 1BT, Trees that count, Million Meters projects	Good practice workshop profiles successful models from around Aotearoa/ NZ and highlights opportunities for economic diversification of land use. Develop capability of landowners re river health assessments in conjunction with Land care Trust.		Farming/ Land Use Sector

Stakeholder/s	Recommended Action	Milestones	Lead	Comments/ Tracking
Alliance Members Forestry connected communities and business IWI Forest Landowners Research Entities	Build on existing work with forestry: o Connect forestry corporations with Alliance Strategy o Build on existing conifer control work o Connect in with Iwi landowner forestry strategy o Explore potential research opportunities around sustainable forestry use	Forestry business are familiar with Alliance Strategy and with potential benefits for involvement. At least one research project in this context has been identified.	Brad Chandler	Forestry Sector
Alliance Members Mahinga Kai stakeholders Hunters	Build on existing work in browsing and predator control o Identify existing and potential new stakeholders and consider positive participation options for these. o Take into account mahinga kai	Range of options identified in relation to managing browsing impacts.		Hunting / Mahinga Kai

Forestry (bats) Farming (bats and Whio)	aspects as part of going forward o Consider research opportunities in the context of browsing and predator control			
Alliance Members Recreation Organisations	Build on existing involvement in Project Catchment area and invited expanded participation.	Identify key stakeholders and share project information Co-develop potential ways of involvement		Recreation Sector

APPENDIX

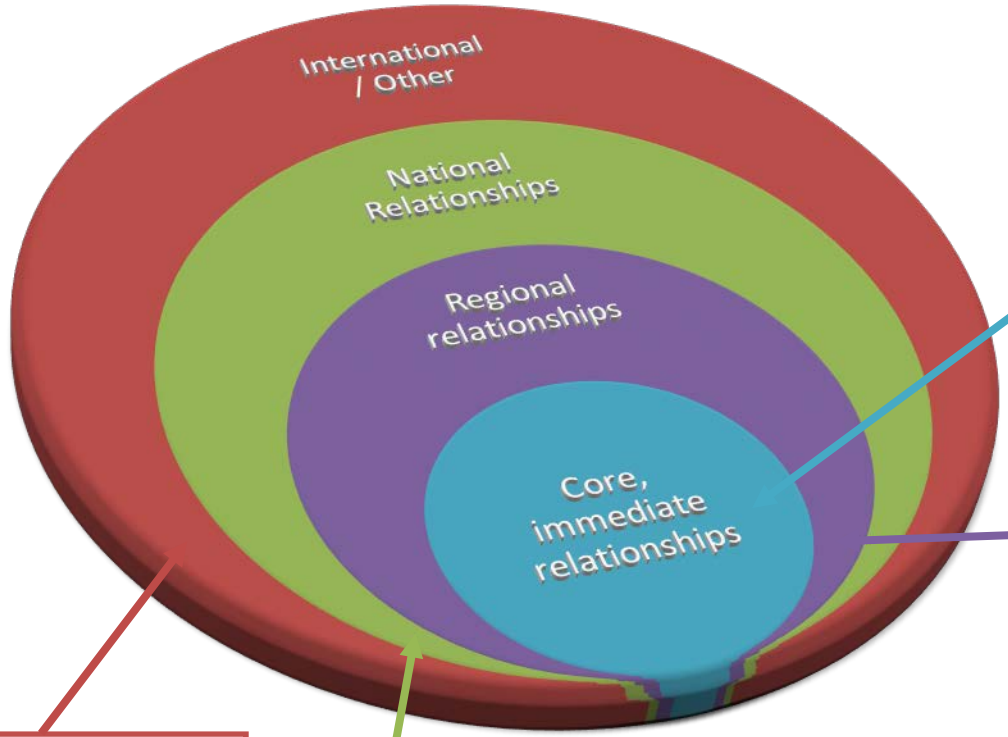
1. Geographical Mapping

2. Four Quadrant Mapping

3. Participation Spectrum Mapping

4. Common Ground and Perceived Challenges for engagement

1. GEOGRAPHICAL OVERVIEW OF RELATING COMMUNITIES



Ngāti Kuia, Te Hora Marae
Marlborough District Council
DOC Operations Sounds Area
Ngati Tama, Ngati Koata, Rangitane
Ngati Tama Forestry, Te Ātiawa (forestry)
Farmers and Landowners bordering Te Hoiere Catchment
Rai Valley, Canvastown, Havelock, Nelson Communities

Whanau, Hapu, Iwi
Sounds Communities
Regional Recreation Organisations (Hunters, MTB, Tramping)
Regional Farming Operations
Regional Forestry Operations
Regional Tourism Operations
Regional community and ratepayers' organisations
Regional community groups and NGOs

Mining Interests
Te Araroa
International Tourism

Transpower
Telecommunications
NZTA
Forest Owners (national)
Government Agencies
Conservation Agencies

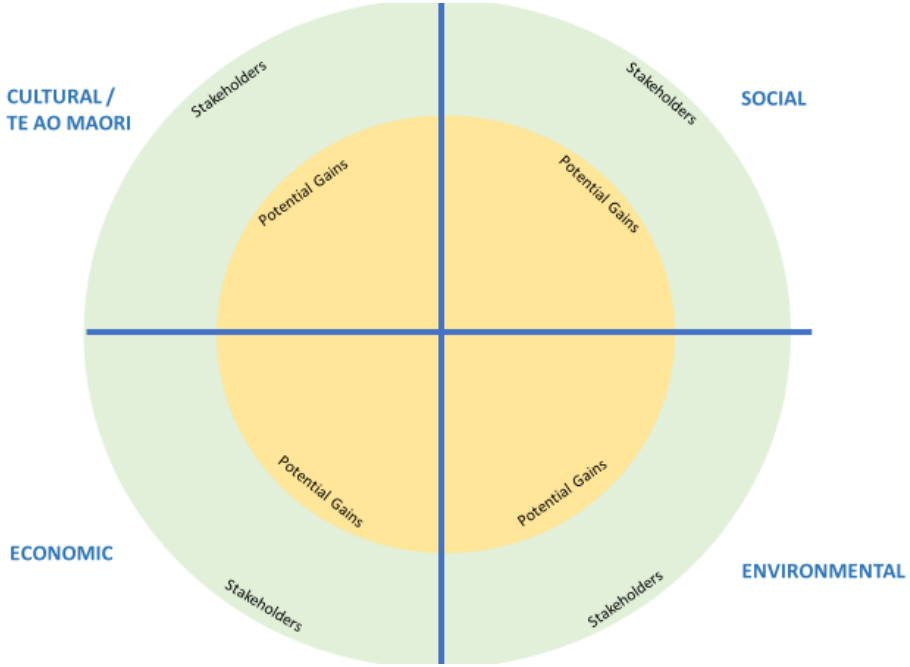
2. FOUR QUADRANT ANALYSIS

Please note that the 4 quadrants overlap at times – these are strands in the warlike and they will interact with each other.

Overview of the Quadrants Approach:

Each area of the quadrant is reviewed in relation of potential gains the project could bring to the communities, partners, industries and others affected. The project aims to benefit and to address project impacts and costs in a positive way.

To ensure this approach, stakeholders and partners chosen need to qualify as 'Enablers' of the identified gains.



Outcomes for each quadrant are captured on the following pages.

A. Environmental

POTENTIAL GAINS	ENABLING PARTNERS AND STAKEHOLDERS
✓ Climate Change Resilience ✓ Freshwater health – Ki Uta ki Tai ✓ Abundant wildlife in Communities ✓ Modelling the healthy People – Nature interface, (models for national/ international projects) ✓ Landscape values protection ✓ Lifting/ improving threat stage of rare/endangered species ✓ Raising awareness, pride in and knowledge of rare species – Mapping as part of this process (include cultural mapping) ✓ Healthy functioning ecosystems ✓ Improved water quality for both freshwater and marine ✓ Land transition towards more sustainable uses (e.g. moving from plantation forestry to more sustainable land uses) – potential to become a research site for this ✓ Connections link restoration and ecological work across all areas	*Local* • Whanau, hapu, Iwi • Alliance Members and their teams • Fish & Game & Forest and Bird • Landowners in Catchment Area • Mt Richmond Wilding Conifer Group • Land care Trust & Fonterra Representative • Catchment Champions • Local Community Projects • DOC Community Fund recipients • Nelmac • Rural Fire *Research* • Cawthron Institute • NIWA – Research & NIWA - Sustainable Seas • Land care Research • Murry Death – Massey University *National/International* • MfE, DOC, MPI, Te Uru Rakau, PCE (Estuary) • QEII & Nga Whenua Rahui • Wasp Wipeout • OSNZ • Weed busters • Nature Conservancy • Philanthropists/ Funders

B. Cultural / Te Ao Maori

POTENTIAL GAINS	ENABLING PARTNERS AND STAKEHOLDERS
Potential Gains: ✓ Reconnection with Te Ngāhere, natural and cultural landscapes ✓ Integration of Maori knowledge as a constant thread ✓ Cultural ties and connections to the environment ✓ Normalising Te Ao Maori values ✓ Interconnection of Mana, History and Kaitiakitanga ✓ Enhanced water quality & associated ecosystems: Ki Uta, Ki Tai ✓ Protection of Cultural Heritage ✓ Pakohe Management Plan ✓ Thriving Arts and Crafts across cultures: waka, weaving, etc ✓ Cultural, historic and art/craft values integrate and are enriched by environmental values ✓ Development of sustainable alternative land uses linked to Te Ao Maori, e.g. Rongoa ✓ Restore and enhance indigenous F/F?? ✓ Preservation and enhancement of Mātauranga in the context of Te Taiao	*Local* • Alliance Members • Whanau, hapu, Iwi • RIF – Regional Intersectoral Forum • Moturoa Wananga • Maori Arts Council • Arts Groups across the region • Historical Societies and NGO Archives • Wakatu Inc. / NRAIT • Enviroschools across Region *National/ International* • Nga Whenua Rāhui • Ministry of Arts, Culture & Heritage • Te Puni Kokiri • Ministry of Education • EEfS Strategy (Environmental Education for Sustainability Strategy)

C. Social

POTENTIAL GAINS	ENABLING PARTNERS AND STAKEHOLDERS
Potential Gains: ✓ Sustainable easy to access recreation activities ✓ Recreation opportunities contribute to increased health, wellbeing, happiness ✓ People enjoy wildlife where they live ✓ Community connections across areas and common interests lead to increased social connections ✓ Improved water quality provides access to water, water recreation & gathering opportunities around swimming areas ✓ Increased community cohesion, knowing your neighbours and being engaged together on similar projects ✓ Increased 'ownership' of healthy environment that is socially accessible and beneficial ✓ Increased community focus, cohesion, pride in place and feeling of belonging ✓ Greater, easier recreational access and opportunities ✓ Beneficial interaction of ecological restoration/guardianship with schools and other educators ✓ Mahinga kai and linked to this protection of the source/s ✓ Thriving Marae, linked to their place in the ecosystem	*Local* • Alliance Members • Whanau, hapu, Iwi • Te Hora Marae Community • Maatawaka • Resident Associations • Functions/ sectors within local Govt • Outward Bound • Local Recreation Clubs • Rural Women NZ local branches • DHBs • Private Landowners (participation and access) • Schools - Havelock, Canvastown, Rai Valley • Colleges - Nelson and Marlborough Colleges • Marlb Tourism Association • Link Pathway • Business Associations *National/ International* • Department of Corrections • Civil Defence • Ministry of Health Services • Walking Access NZ • Forestry Companies/ Forestry Owners (participation and access) • Outdoor Recreation Forum

D. Economic

POTENTIAL GAINS	ENABLING PARTNERS AND STAKEHOLDERS
Potential Gains: ✓ Tourism growth, business and access ✓ Maori Tourism/ Cultural Guiding ✓ Environmentally sustainable thriving primary sector ✓ Agriculture benefits – flooding reduced, more balanced water tables ✓ Development of Carbon Forestry (carbon sequestration) & sustainable alternatives to Pinus Radiata ✓ Sustainable forestry, and related research opportunities ✓ Awareness and development of new employment opportunities (new ventures/ recreation) ✓ Increased economic return from marine farming, due to improved freshwater systems/ quality ✓ Development of alternative sustainable economic models like bee keeping, native tree oil and rongoā extracts, etc ✓ Improved opportunities for halo land use to complement MRFP ✓ Increased employment opportunities ✓ Employment in conservation and tourism related tasks ✓ Ability to influence govt policy through modelling new approaches	*Local* • Alliance Members • Whanau, hapu, Iwi • Ngāti Kuia, Te Hora Marae • Federated Farmers local • Regional Development Agency/ 2077 participating agencies • Commercial arms of councils and Iwi • RIF (Regional Intersectoral Forum) • Destination Marlborough • Marlb Sounds Integrated Trust • Marine Aquaculture industries • Port Marlborough • Apiarists, Nurseries, other diverse business • Local Farmers and Landowners in Catchment • Pelorus Shop/Campground • Businesses – Havelock, Canvastown, Rai Valley • Recreation stakeholders / MTB • Tourism local associations & operators • Marlborough Forest Association & Companies • Nelson Forests & Tasman Forests *National/ International* • MBIE/ MPI/ MfE/NZTA/ Transpower • Networks for alternative land use • Research for sustainable land use • Fonterra/ Dairy NZ/South. Pastures • Te Araroa Trust • Provincial Growth Fund

	• Forestry Corporates • Aquaculture NZ • Stuff.co.nz

3. PARTICIPATION SPECTRUM – Identifying Priority Stakeholders for Te Hoiere Project in the **Scoping Phase**

INFORM - Not yet engaged: **Potential for assisting increased participation**	**FURTHER ENGAGE** **Potential to convert initial interest to action**	**DEVELOP** **Potential to develop capability towards increased participation**	**WORK WITH** **Potential to co-develop increased contribution towards goals**	**COLLABORATE & PARTNER Potential to foster <u>independent</u> contribution towards goals**	**LEVERAGE** **Potential to leverage of, promote as role model, initiate new…**
Primary Sector • Rural Women NZ • QEII /Nga Whenua Rāhui • NZ Crown & Minerals • Nelmac • Transpower • Marine Farming Interests • Marlb Marine Sounds Int. Research • Land care Research • NIWA Marine & Freshw. • Universities • PCE Estuarine Science • OSNZ Communities • Residents associations • Business associations • Marlb Tourism Assoc Treaty Partner • Iwi Forestry Landowners • Nga whenua Rāhui • Te Puni Kokiri Education Sector	• Whanau, hapu, Iwi • Local landowners • Local primary industries • Rai Valley Community members • Existing Community Projects • Federated Farmers • Forestry sector (owners, managers, etc) • Primary Sector Youth Forum (C/o Nelson Forests Ltd) • Wasp Wipeout	• Fish and Game • Community Conservation Trusts and initiatives • NGOs/ Trusts related to project goals • Regional Development Agency • Cawthron – Research Projects • RIF Forum • MDC: o river engineers o commercial arm • LINK Pathway	• Land care Trust • Fonterra • Forest and Bird • Outward Bound • MRFP Stakeholder Group • NIWA – Estuary Research • Weed busters Nelson	• Ngāti Kuia/ Te Hora Marae Community • Forestry regarding wilding pines • Forest Bird • MfE • MPI Billion Trees Initiative • MPI in general	• Kotahitanga Alliance Members • MfE – Freshwater projects of which Te Hoiere/ Pelorus Catchment has been identified • Sustainable Farming Champions

• Local schools/ colleges • Enviroschools Govt Agencies • Dept of Corrections • MBIE • NZTA • Ministry of Arts &Culture					

4. IDENTIFYING ROAD BLOCKS THAT NEED ADDRESSING AND COMMON GROUND THAT CAN ASSIST

Perceived Barriers/ Roadblocks re Te Hoiere	Common Ground for building Participation for Te Hoiere
❖ Current forestry practices in relation to erosion and sedimentation and potential impact on economics for this sector ❖ Landowner opposition due to perceived threat to their livelihood ❖ Potential Mineral Belt Mining exploration	✓ Te Hoiere as an example catchment providing values for recreation, mahinga kai, marine health, cultural landscapes and social connection ✓ Participation leading to 'part of our identity', in business, culture and social networks; catchment health reflects in healthy catchment communities ✓ Wilding pine control collaborations already in place ✓ Tourism as potential economic, employment and environmental contributor ✓ Easy access to the Awa for locals and visitors alike; Te Araroa Trail, Queen Charlotte GW, Link Pathway ✓ Easy access to easy recreation for families and communities - potential for increased participation and understanding and pride in place ✓ Potential to become a forestry research site that explores diverse forestry practices, different income streams and new sustainable economic models ✓ Wide range of existing and potential land uses that we can build on

Annex 2: Te Hoiere Project Risk Register

Kotahitanga Alliance - Te Hoiere Pelorus

Department of Conservation
Te Papa Atawbai

User Overview

AWARENESS & RISK REGISTER

DATE: 22-Nov-18

Line No	Short Name	Source of Concern or Opportunity The Story - (Context)	Implications (Critical Issues)	Owner	Governance Status	Governance Actions (completed or ongoing)	Supporting Doc(s)	Archive
Part 1	**Active concerns for team review**		*(Issues / opportunities / risks / factors / scenarios)*					
1	Stakeholder Engagement	The Interim Steering Group recognise the importance of engaging with as many stakeholders as possible, but this needs to be at the right time.	Engaging people too early on in the project when outcomes are still some time away may turn off potential stakeholders as it may seem to them that nothing is happening. May lead to stakeholder frustration and loosing buy in/commitement to project. Also there may be aspects of the project that do not make the final cut of the project and it may let some stakeholders down, loose confidence in project.	PM	Actions in place	1. Carefully assess who to engage at this stage. 2. Keep project brief realistic, explain the scoping stage of the project, maintain transparancy in all communication. 3. Aim for low hanging fruit to keep stakeholder engagement going and to prove that the project does achive actions that directly benefit the community. 4. Review draft engagement plan	Te Hoiere Project draft engagament plan 2019/2020 and Draft Communication plan: Te Hoiere/Pelorus Project	
2	Forestry Engagement (12/03/2020)	Engaging with the forestry industry sector and smaller forestry owners.	Large proportion of land use in the catchment is in forestry, failing to engage and include forestry would jeopardise effective project delivery.	MDC	Actions in place	Initial contact made during forestry field day on the 19/03/2020 that was well received by industry. 1. Carry on with engagement, build on relationships. 2. Engage with smaller forestry owners to get them on board. 3. BC is building relationships with forestry on behalf of Te Hoiere Project	Te Hoiere Project draft engagament plan 2019/202	
3	Format for community engagement. (12/03/2020)	Large community gatherings scaring off 'quieter' stakeholders.	The project only hearing one side of the community's story. Community feeling like they voices are not valued/heard.	PM	Complete	Enable 1-1 discussions through different types of community engagement events.	Te Hoiere Project draft engagament plan 2019/202	
4	COVID-19 (12/03/2020)	Global Corona Virus Pandemic causing change to the economic climate and threat to the health project members.	Change in the Economic climate causing changes to funding. Self isolation and quarantine efforts rohibiting team work and sharing information. Community engament events may spread the virus. Illness causing delays to project delivery deadlines.	ALL	Actions in place	1. Follow NZ best practice and government advice to avoid community spread and protect the vulnerable. 2. Delegate workload to assist with work delivery in an event of illness to ensure project deadlines do not slip. 3. Undertake necessary measures to avoid spreading the Virus. a) encourage remote working, b) promote video conferencing c) greetings without spreading germs. d) avoid unnecessary travel 4. Consider the transmission risk at community engagement events, and call of events whre deemed necessary 5. Think of alternative ways to deliver our message and engage with people: a) Use of social media b) Added press coverage c) targeted information dissemination 6. Look for positive early win opportunities that the project could fund to support unstable economy and communities.	https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-information-specific-audiences/covid-19-advice-public-events-and-mass-gatherings	
5	Document version control (17/03/2020)	Lack of document version control in Teams site.	The version history does not entirely work for our documents resting in loss of work effort and time. With very strict time frames redoing work may set back deadlines.	PM, ALL	Actions in place	1. Implement document version control, through manual copy, version change process, and document naming convention.	PM E-mail on document version control and naming convention for Teams site.	
6	IBC	The ontime delivery of the IBC	Set backs in project IBC section deadlines may have knock on effects on the over all delivery of the IBC	PM	Actions in place	Communicate deatlines clearly and send out/call for prompts when work is lagging behind.		
7	Changed economic climate due to COVID-19	The changed economic climate due to COVID-19 may see the redistribution of government funding. AT the moment (02/04/2020 there are assurances to keep to BAU (AB 01/02/2020, MH 01/04/2020). This could also be an opportunity to invest in shovel ready projects through te Hoiere Project to improve/restore the local economy post COVID-19	Hopefully BAU continues, keep a close eye on national development. FOr the potential opportunity, does this cause changes to our objectives, or project priorities? How about do we need to change the IBC wording to reflect our future thinking?	HW	Unresolved	Discuss in WG meeting 09/04/2020		
8	Inconsistent messaging in project documentation.	There is a risk of inconsistent messaging in the project documentation, especially in the pre-project stage when the wording for objectives are still evolving through review and discussions.	There is a risk that we are sending out conflicting/incorrect messages to stakeholders and investors if all of our documents do not carry the same messages.	PM	Actions in place	Create and implement a project change control procedure that will allow us to track critical changes throughout our key documentation.	Stakeholder engagement plan, Draft Communications Plan, IBC, Project Brochure, any project diagrams used in the IBC, Project outcomes document.	
9	IBC Economic Case (15/04/2020)	The ontime delivery of the IBC Economic Case due to complicated template and staff time limitations as other responsibilities take priority.	Set backs in project IBC section deadlines may have knock on effects on the over all delivery of the IBC, espially QC and FC	PM	Complete	Brought up in WG meeting to highlight the importance of feedback and agreement on CSPs and preferred option. We now have a draft EC to feed into the QC :)		
10	IBC Financial Case (29/04/2020)	The ontime delivery of the IBC Financial Case due to staff time limitations as other responsibilities take priority and planned approach of using Kian Lee environmental economist is not certain.	Potential set backs on submitting the draft IBC for review, potential set backs with submitting IBC to central government by end of June.	PM	Complete	Discuss with MH who is the working group leader for FC		
11	Risk identified in IBC - Community landowner engagement	Failure to engage landowners and the community in The Hoiere Project	leading to insufficient participation to realise the benefits of landscape-scale restoration	SG	Not fully resolved	- Early and ongoing landowner and community engagement using communication and facilitation experts that ideally have existing connections locally. - Identifying and working with champions in each primary business sector. - Use lessons learned from previous projects. - Record lessons learned from this project. - Connect and form meaningful social relationships. - Local facilitators lead and coordinate project delivery in each sub-catchment. - Where existing activities/groups are delivering on the Project's outcomes, provide support and resource to enable them to integrate and expand their work. - Ownership of project deliverables is passed to the local community. - Involve children who will grow to see the benefits of the Project.		
12	Risk identified in IBC- Sources of sedimentation	Sources of sedimentation are natural rather than human generated	Inability to improve sedimentation loads through project actions	SG	Not fully resolved	Early monitoring and establishing baseline environmental condition. NB: This will be an unknown factor until the project monitoring is implemented. Identifying potential climate mitigations to work with natural risks such as flood events.		
13	Risk identified in IBC- carrying capacity	Limited carrying capacity of receiving environment	i.e. any improvements in water quality and land care practices are too late and the receiving environment has already been compromised to a point where only recovery and remediation actions will help to restore habitats and biodiversity.	SG	Not fully resolved	Early monitoring and establishing baseline environmental condition. NB: This will be an unknown factor until monitoring is implemented. Make project deliverables flexible to enable recovery and remediation actions in the estuary. This could be further enforced in the second stage of the Project, where the focus is on addressing the health of receiving environments.		
14	Risk identified in IBC - On going/long term success of Project	Failing to put systems in place to ensure ongoing project benefits.	Management approach and the momentum stops before long term project benefits are realised.	SG	Unresolved	Connect and form meaningful community relationships. Local facilitators lead and coordinate project delivery in each sub-catchment. Give ownership of project deliverables to the local community. Involve children who will grow to see the benefits of the Project. Seek clear accountability measures from management agencies		

15	Risk identified in IBC - Legislation/political change.	Local/regional/national emergencies and global pandemic.	Change of national direction dries up funding streams.	SG, PM	Not fully resolved	Monitor the National direction. In particular, keep informed of changes to the NPS for Freshwater Management. Continue to work in strong collaborative relationships to allow diverse input into situations to enable positive solutions. If necessary, keep project deliverables flexible to accommodate legislative changes or pandemic response requirements. Keep project deliverables flexible so legislative changes and the lockdown period can be accommodated. Build local resilience, through strong community participation and collaboration.		
16	Risk identified in IBC - Economic improvement is not guaranteed	Economic improvement is not guaranteed and any benefits accrue to individuals rather than the whole community.	Benefits accrue to individuals rather than community	SG	Not fully resolved	Identify opportunities for economic improvements, working with research institutions to grow the diversity of solutions Apply cost-benefit analysis where appropriate		
17	Risk identified in IBC - Change in global economic climate	Change in global economic climate due to COVID-19 recession	local businesses struggling and failing	SG	Not fully resolved	Advocate and support local businesses, use local knowledge and build local resilience through strong community participation and collaboration.		
18	Iwi income streams.	Iwi income streams do not provide for participation in the Project.	Iwi unable to participate and benefit from Project	SG, PM	Unresolved	Create income opportunities through the Project for iwi and whānau. Look for alternative sources of funding to enable iwi participation.		
19	Competing iwi interests could cause friction.	Competing iwi interests could cause friction.	Project successes not shared by all Iwi that re involved.	SG, GG, PM	Unresolved	Be conscious of this from the beginning to proactively mitigate any potential conflict and instil the focus of working in partnerships for the good of all, whanaungatanga.		
20	Late engagement of other Iwi	Iwi who are late to engage in the Project may feel slighted or want to make substantial changes	Iwi may feel slighted or want to make substantial changes	SG, GG, PM	Not fully resolved	Keep project deliverables flexible at the early stage, to accommodate changes and ensure the Project remains meaningful and fit for purpose. Ngāti Kuia take a leadership role in Iwi engagement. Ensure a regular presence at Iwi Chairs Forum. Raise Kotahitanga Mō Te Taiao support at all stages.		
21	Some proposals may inhibit Iwi aspirations.	Some proposals may inhibit Iwi aspirations.	Other proposals inhibit Iwi aspirations for tribal economies.	SG, GG, PM	Not fully resolved	Work in partnerships: whanaungatanga. Kanohi ki te kanohi hui to clarify aspirations.		
22	Enengaging with the recreational sector.	Failure to engage with the recreational sector.	Project benefits not reaching recreational sector.	SG, PM	Not fully resolved	Early and ongoing engagement with the recreational sector using experienced facilitators with existing connections in the community. Work with champions in each recreation sector. Work with national recreation bodies to ensure backing of initiatives. Use lessons learned from previous projects. Record lessons learned from this project. Connect and form meaningful social relationships.		
23	Loss of buy-in from local communities.	Loss of buy-in from local communities.	Project benefits not reaching local community	SG, PM, GG	Not fully resolved	Give ownership of project deliverables to the local community. Involve children who will grow to see the benefits of the Project. Seize opportunities from current events to enable economic recovery for the tourism sector.		
24								

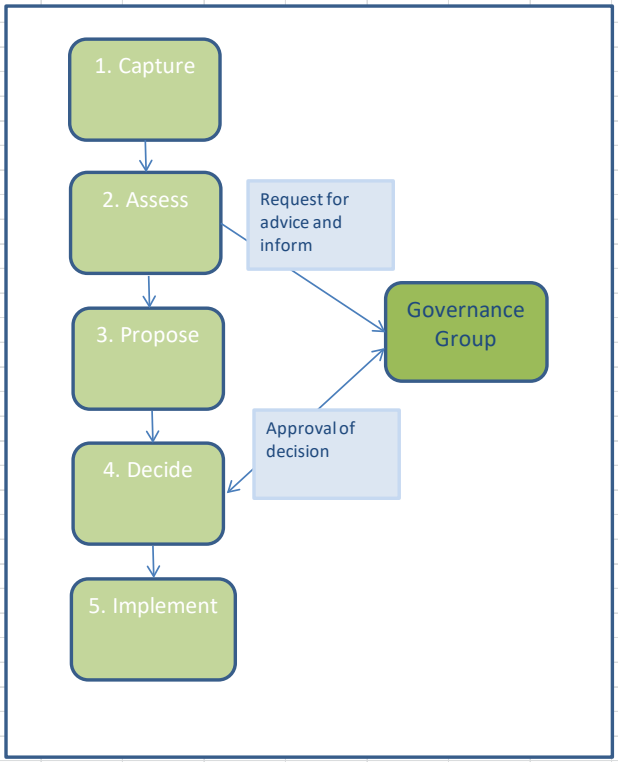
The full risk register is avaibale from the Project Manager or through Te Hoiere Microsoft Teams Page https://teams.microsoft.com/_?tenantId=7d725eb6-bee2-47b1-8341-893713cf4122#/xlsx/viewer/teams/https:~2F~2Fngatikuia.sharepoint.com~2Fsites~2FTeHoiereProject~2FShared%20Documents~2FGeneral~2FManagement%20Documents~2F20201805_Te%20Hoiere%20Pelorus%20Project%20Risk%20Register%20-%20Awareness%20and%20Risk%20Register.xlsx?threadId=19:0437a8a85d1345338bdea95f9bce0a3d@thread.skype&baseUrl=https:~2F~2Fngatikuia.sharepoint.com~2Fsites~2FTeHoiereProject&fileId=083efd3b-58d5-4a68-af05-6d3c9a262088&ctx=files&rootContext=items_view&viewerAction=view

Annex 3: Te Hoiere Project Change Control Procedure and Log

Te Hoiere/Pelorus Restoration Project Change Control Procedure

1	**Capture**	
	Describe the change	Describe unexpected or a requested change to project baseline information or specification
	Who raised the issue	Who has raised/what has caused the change request
	Priority	What is the severity/priority of the proposed change
2	**Assess**	
	Impacts	Assess impacts on Project objectives, Business case, other key documents and messaging
	Does it require approval	Does the change need governance group approval (when change affects; delivery scope and/or schedule)
	Check priority	Check severity/priority
3	**Propose**	
	What are the options	Are there any options?
	Evaluate options	Evaluate options
	Recommend options	Recommend options (inform Governance Group if necessary)
4	**Decide**	
	Escalate decision?	Escalate to governance group if beyond delegated authority
	Decision	Approve, reject or defer recommended option on change (governance group decision if necessary)
5	**Implement**	
	Corrective actions	Take corrective action
	Records to update	Update records, plans and schedule as necessary
	Who else needs to be informed	Inform stakeholders of changes

Priority
High
Medium
Low
Complete



Te Hoiere/Pelorus Restoration Project Change Logs

	Date	Capture			Assess			Propose			Decide		Implement		
Issue/Change ID	Date of change	Describe the change	Who raised the issue	Priority	Impacts	Require approval?	Check priority	What are the options	Evaluate options	Recommend options	Escalate decision?	Final Decision	Corrective actions	Records to update	Who else needs to be Informed?
1	18/03/2020	Change of Outcome 3	JE	High	Change to project baseline data, will impact all project documentation and publication material	Yes		Leave as it is, will not apply to projct partner needs or carry out with proposed change.	Carry out proposed changes will help project partners fulfil their organisations startegic outcomes.	Carry out changes	To working group	Do changes	Update, outcomes document, draft community engagement plan and communications plan and project brochure	Update, outcomes document, draft community engagement plan and communications plan and project brochure	Working group members, governance group

Annex 4: Example of a priority benefits profile

Benefits Profile – Improved Water Quality

Benefit Summary	
Project Name	Te Hoiere Project
Programme Name	NA
SRO/Project Executive	Te Hoiere Project Governance Group
Agency	DOC, MDC, Ngāti Kuia
Alignment to Strategy	Supports Outcome 1 Ecological integrity of terrestrial, estuarine and river systems are maintained and enhanced pMEP Chapter 15 Policy 15.1.1 NPS-FM Ngā Awa priority catchment
Benefit Number	1
Weighting	TBA
Benefit Description	Environment Freshwater restored to maintain ecological functions and provide habitat for freshwater and terrestrial species. Vulnerable estuarine habitats and ecosystems maintain their ecological structure and support thriving and abundant biodiversity. Culture The catchment has a strong Mauri (life energy) and Wairua (spirit and character). Social enrichment, through increased opportunities to harvest kaimoana, aesthetic enjoyment of the rivers and estuary and reduced risk to human health from bacterial sources. Increased community awareness and commitment to enhancing catchment and biodiversity health, strengthens community connections and wellbeing.
Benefit Owner	TBA
Benefit Recipient	Name the business group, department or other benefit recipient.

Categorisation (Optional) TBA

If your organisation has a Categorisation framework, enter it here

Type	Choose an item.
Monetary	Choose an item.
Measurability	Choose an item.
Impact	Choose an item.
Beneficiary	Choose an item.
Government Agencies	If NZ Government is selected above, list the agency(ies) and the percentage of the total benefit they will be beneficiaries to. Include both benefit and dis-benefits
Agency Strategy	What is the name of the agency strategy?
All of Government Strategy	What is the name of the AOG Strategy?

Measure 1		
Description	Improved water quality through reduced sediment, nutrient loading and bacteria concentrations.	
Measure Owner	MDC Land and Water scientists	
Measure (include any calculation formulae)	Water quality measurement, physical and chemical following NEMS recommendations.	
Tolerances	TBA	
Baseline value, source and date	Current monitoring information arises from long term State of the Environment Monitoring data. Further baseline data collection is proposed in the next stage of the project to enable more accurate benefits realisation.	
Target value for measures	Improved water quality measurement, improvements from current state.	
Assumptions	That the current state is not naturally improving and that the degradation is influenced by land use.	
Specific actions required to achieve this measure	Initiation of more baseline water quality monitoring.	
Dates targets will be met TBA	Planned Dates	% of End Value
	DD MMM YYYY	%
	DD MMM YYYY	%
	DD MMM YYYY	%
	DD MMM YYYY	%
	DD MMM YYYY	%
	DD MMM YYYY	%

For each additional measure copy the above measure 1 table, and insert here.

Approvals		
Created by: Name Title Group / Branch / Department	Signature	Date
Measures validated by: Name Title Group / Branch / Department	Signature	Date
Authorised by Benefits Owner: Name Title Group / Branch / Department	Signature	Date
Authorised by SRO/Project Executive: Name Title Group / Branch / Department	Signature	Date