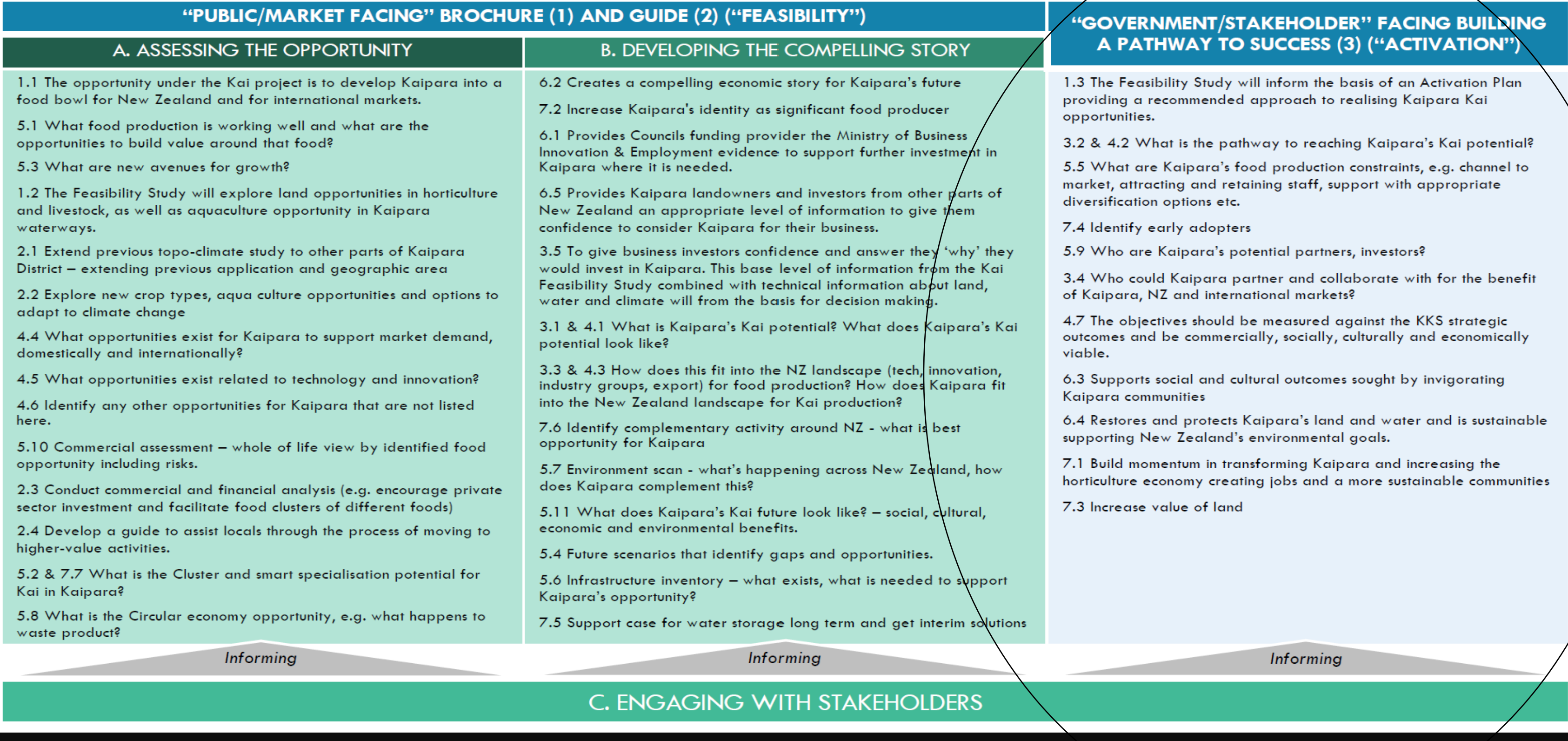


Approach and deliverables were designed around Kaipara’s specifications

Our proposed workstreams and outputs are designed to deliver your specifications

Our proposal:  
3 key elements



*This report delivers on the proposed Activation Plan - a recommended approach to realising Kaipara Kai*

*The activation plan will build a pathway to success*



ACTIVATION PLAN BUILDING A PATHWAY TO SUCCESS	
KEY CLIENT SPECIFICATIONS DELIVERED UNDER THIS WORKSTREAM	DETAILED TASKS, METHODOLOGIES & TOOLS
<p>1.3 The Feasibility Study will inform the basis of an Activation Plan providing a <b>recommended approach</b> to realising Kaipara Kai opportunities.</p> <p>3.2 &amp; 4.2 What is the <b>pathway to reaching Kaipara’s Kai potential?</b></p> <p><b>CONSTRAINTS (CHALLENGES/GAPS &amp; SOLUTIONS)</b></p> <p>5.5 What are Kaipara’s food production constraints, e.g. channel to market, attracting and retaining staff, support with appropriate diversification options etc.</p> <p><b>PARTNERS</b></p> <p>7.4 Identify early adopters</p> <p>5.9 Who are Kaipara’s potential partners, investors?</p> <p>3.4 Who could Kaipara partner and collaborate with for the benefit of Kaipara, NZ and international markets?</p> <p><b>DESIRED OUTCOMES</b></p> <p>4.7 The objectives should be measured against the KKS strategic outcomes and be commercially, socially, culturally and economically viable.</p> <p>6.3 Supports social and cultural outcomes sought by invigorating Kaipara communities</p> <p>6.4 Restores and protects Kaipara’s land and water and is sustainable supporting New Zealand’s environmental goals.</p> <p>7.1 Build momentum in transforming Kaipara and increasing the horticulture economy creating jobs and a more sustainable communities</p> <p>7.3 Increase value of land</p>	<ul style="list-style-type: none"><li>- Work closely with Kaipara District team to ensure recommended approach is feasible and can be delivered in practice “on the ground”</li><li>- Seek ideas and inputs from stakeholder engagement (Workstream C)</li><li>- Analyse all available regional data (land use, production, employment, value, etc.)</li><li>- Review both previous work and other Kai, Wharves &amp; Roads work</li><li>- Engage closely and continuously with other Kaipara projects</li><li>- Evaluate synergies (e.g. cluster, smart specialisation, circular economy)</li><li>- Identify and evaluate available government funding streams suited to addressing regional constraints (beyond wharves and roads)</li></ul>
OUTPUTS	
<ol style="list-style-type: none"><li>1. “Building A Pathway” (Activation Plan) containing a recommended approach to realising the identified opportunities</li><li>2. Meetings, discussions and workshops with Kaipara District team (and others)</li></ol>	



*There were two main options for the Activation Plan. The Advisory Group decided to focus the Activation Plan on Option 1 and embed Option 2 in the work of the Kai Hub.*

OPTION  
01

Audience: For Kai Hub, KDC, Northland Inc and other agencies

Purpose: To provide specific, actionable steps for users of the plan to support regional farmers & growers in diversification efforts

- Pros:
- Focussed on those who will play a key role in supporting regional farmers and growers
  - Provides an opportunity to prioritise areas of activity so that support is focussed in the right areas
- Cons:
- Farmers and growers are likely to need more specific information

OPTION  
02

Audience: For Kaipara farmers and growers

Purpose: To provide a guide for farmers and/or growers to use in planning their diversification efforts

- Pros:
- Focussed on those who are making the investment decisions
- Cons:
- Would not have been able to cover the range of areas and products the Advisory Group wanted investigated (e.g. plant-based; animal systems; and aquaculture) in the detail that would be needed to be useful (for the project budget available)

# Delivering on requirements for Activation Plan: Checklist

Kaipara’s key specifications	Reference	Where we have delivered this
Feasibility Study will inform basis of an Activation Plan providing a recommended approach to realising Kai opportunities	1.3	All sections
What is the pathway to reaching Kaipara Kai’s potential?	3.2 and 4.2	Sections 1 & 6
What are Kaipara’s food production constraints?	5.5	Section 4
Identify early adopters	7.4	Section 5
Who are Kaipara’s potential partners and investors?	5.9	Section 5 See also Feasibility Study
Who could Kaipara partner and collaborate with for the benefit of Kaipara, NZ and international markets?	3.4	Section 5 See also Feasibility Study
The objectives should be measured against the KKS strategic outcomes and be commercially, socially, culturally and economically viable	4.7	Section 1
Supports social and cultural outcomes sought by invigorating Kaipara communities	6.3	Section 1
Restores and protects Kaipara’s land and water and is sustainably supporting NZ’s environmental goals	6.4	Section 1
Build momentum in transforming Kaipara and increasing the horticulture economy creating jobs and more sustainable communities	7.1	Section 1
Increase value of land	7.3	Section 1
Review of previous work and Kai, Wharves and Roads		See Introduction
Evaluate synergies e.g. clusters, smart specialisation and circular		See Feasibility Study



# KAIPARA KAI: ACTIVATION PLAN

Activating the opportunities for Kaipara

DRAFT REPORT: March 2020



*“We want to help the people of Kaipara use their fertile land and bountiful water to its best potential”*

*Kaipara Kickstart, 2019*

---

# Content Overview





# Introduction and purpose of the Activation Plan

- The Kaipara Kickstart project is focussed on enabling sustainable, long-term growth for the region. The three interlinked projects – **Kai, Wharves and Roads** – are like the three legs of a stool. The step-change effect of the combination of these three projects is greater than the sum of its parts e.g. the roads and wharves legs of the stool will be critical in better enabling access to consumers, markets and the talent that will be needed to support a range of kai opportunities.
- The purpose of the **Kaipara Kai** part of the stool is to build off previous work to identify and help activate food opportunities for, and with, Kaipara farmers/landowners and investors. It has a number of key elements:
  1. Extending climate and soil analysis for use by those interested in diversifying land use and to help inform the associated water storage project;
  2. The establishment of a Kai Hub in Ruawai;
  3. The report (or “Feasibility Study”) titled ‘Kaipara Kai Growing Larger’ which investigates new opportunities to increase food production in the Kaipara region; and
  4. An “Activation Plan” to support the change Kaipara is seeking in relation to the kai opportunities.
- Coriolis Research and Giblin Group partnered to deliver 3. and 4. above. This work was supported by a stakeholder engagement process. The first phase of the Feasibility Study also fed into the NIWA/Plant & Food climate/soil extension study (1. above) by identifying two additional crops to analyse.
- This report is the **Activation Plan**. It’s purpose is to support the Kai Hub, Kaipara District Council (KDC), Northland Inc and other agencies by providing specific, actionable steps to support regional farmers and growers in their diversification efforts and to deliver the change Kaipara is seeking. The Activation Plan should be read in conjunction with the report ‘Kaipara Kai Growing Larger’ (the Feasibility Study).
- The Kaipara Kai Advisory Group agreed at project initiation that the key users of the Activation Plan would be: Kaipara District Council Employees; Kai Hub Staff; Northland Inc; Mayor and Councillors
- The Kaipara Kai Advisory Group also agreed at project initiation that the Activation Plan would not be:
  - Directly targeted at farmers
  - A ‘guide’ for farmers to use in planning their diversification
  - A business case to support actual investment decisions
- This work would come later and could form key components of the support that the Kai Hub would provide to farmers/landowners.





# Introduction: Kaipara and previous work related to kai/food potential

Kaipara has a long history of being a food producing/giving region through its harbour, seas, lakes, forests and more recently livestock farming and vegetable growing.

According to local iwi Kaipara was historically seen a “Garden of Eden”.

*“Maori came from the islands in search of food and found an area of plenty. The whenua and what it could provide supported trading and hapu connections from west to east” (Iwi leader, 2019)*

The total area of the Kaipara region is 3,117.09 km<sup>2</sup> and the Kaipara harbour is the largest enclosed harbour and estuarine system in NZ. The land surrounding the harbour is diverse with sand dunes, river valleys, rolling hills, steep ranges and some unmodified native forest. Current modified land use centres on agriculture (dairy and sheep & beef); kumara production; and forestry.

The district stretches from the Northland Peninsula south of Kaiwaka and Mangawhai in the southeast to the Waipoua Forest in the northwest. The District's western boundary is defined by Ripiro Beach which stretches down Northland's west coast from Maunganui Bluff and the Waipoua Forest in the North, to Pouto at the entrance to the Kaipara Harbour.

Kaipara has a relatively large land area but relatively few people. Around 23,600 people (as at June 2018) usually live in Kaipara District; around 23% identify as Maori and around 84% identify as European (note, some identify as both). This makes Kaipara the 43rd largest district out of the 67 districts across NZ. But the eastern side of Kaipara around Maungawhai Heads in particular is growing rapidly (as growth in Auckland spills up the eastern coast (which is more accessible from Auckland)). This is creating opportunities relating to rising local demand, the rating base etc but also challenges relating to infrastructure provision and demands on land availability (for housing and other productive uses).

Previous economic development reports have found that while the Kaipara area is rich in natural capital (natural assets/resources), it is relatively under-resourced in physical capital (plant and machinery) and secondary industry; human capital; and financial capital (Wilson, Fargher and Hanna, 2006).

In 2003 NIWA, Landcare, Crop and Food, and HortResearch partnered to produce the report ‘Use of Climate, Soil, and Crop Information for Identifying Potential Land Use Change in the Hokianga and Western Kaipara Region’. This work selected ten crops for specific analysis - kumara, manuka (for oil), bananas, mate tea, avocados, cherimoya, figs, blueberries, hydrangeas.

The crops were chosen following workshops held with the community where there was clear desire for information about crops suitable to be grown on smaller blocks of land, with lower capital investment and lower labour skill requirement. Overall the analysis suggested considerable diversification potential and highlighted specific areas across the Kaipara region that would provide suitable growing conditions for the various products.

More recently KDC commissioned NIWA and Plant&Food Research to extend this previous work to cover an updated range of products – hemp, hops, avocados, olives, peanuts, sorghum and soybeans. This work indicates that the climate and soil conditions in various areas of the Kaipara could support the range of opportunities identified.

The key takeaway from all of this work is that there are a range of opportunities available to Kaipara. Kaipara has the underlying resource base; it's climate, soils and waters are critical enablers.

This was the backdrop for the overall Kaipara Kai project and the decision to establish a physical service (called the “Kai Hub”) situated in Ruawai that would work closely with landowners seeking to transform their land use to higher value activities, and to access sector knowledge and opportunities relevant to the Kaipara District.

In essence the Kai Hub is intended to be a facilitator of information, connecting people while supporting landowners and growers through some of the common challenges they face e.g. accessing critical information to support decision making, workforce planning, regulatory uncertainty related to climate change.

This Activation Plan and the accompanying Feasibility Study are intended to be key resources for the Kai Hub. While the Feasibility Study is focussed on the opportunities available to Kaipara and its landowners, this Activation Plan provides key information and guidance to assist Kaipara agencies to support landowners as they seek to transform their land use to higher value activities.

# Executive Summary

This Activation Plan provides key information and guidance to assist Kaipara agencies to support landowners as they seek to transform their land use to higher value activities.

The accompanying Kaipara Kai Feasibility Study ('Kaipara Kai Growing Larger') found that Kaipara can produce more food; has a strong base on which to build; has a mix of sectors currently with the majority of value created from globally sectors at scale; is well-supported, but more investment (particularly in water storage) is required to unlock growth; and the growth of Kaipara Kai will drive regional transformation.

This Activation Plan aims to assist Kaipara agencies to take the next steps in planning for, and implementing, support for the transformation landowners, farmers and growers across Kaipara will lead.

**Transformation will take time. The Activation Plan suggests a staged development to reaching Kaipara's Kai potential**

Horizon 1 (1-3 years): Focuses on support for local iwi and existing farmers and growers to meet changing regulatory requirements; to overcome critical challenges and roadblocks; and to implement more sustainable farming/growing systems and/or to diversify into new products (e.g. through supporting local trials and the work on building supporting infrastructure - water, roads, wharves).

Horizon 2 (3-5 years): Focuses on support for emerging projects and products and a slow broadening of focus to include farmers and growers from outside the Kaipara region who are attracted to the Kaipara offering (relatively affordable land, access to water (in time), proven growing models etc).

The Horizon 2 phase of work would include support for the development of more sophisticated supply chains which in turn encourage the growth of the cluster activities and industries that support supply chain services (and the well-paying jobs that go with them).

Horizon 3 (5-10 years): Focuses on discovery and the development of a greater range of options which provide farmers and growers with choice, and the ability to attract premium prices while delivering superior environmental outcomes (e.g. lower input requirements and either minimal or enhancing impact on the natural environment). While continuing to work with farmers and growers the work in this phase could include a focus on commercial processing and supply chain operators/investors that are attracted to Kaipara to cater to the growing supply of diversified products.

**There are some important ingredients to think about when supporting successful activation and implementation**

The Activation Plan notes the importance of:

- Defining success: Having a compelling vision (with performance targets)
- Planning for change: Knowing which capabilities and resources are critical
- Execution: Establishing a defined set of (aligned) initiatives/actions to deliver on the vision
- Aligning, supporting and communicating: Having a fit-for-purpose structure and process with the right people and systems to drive and embed change; ensuring that the initiatives/actions work in support of each other (and this requires constant checking/pivoting over time); and ongoing communication with the industry and the community.

This Plan considers these ingredients for each of the main existing food producer groups across the Kaipara District.

**A focussed implementation team supported by effective governance is needed to bring the critical pieces of the puzzle together and deliver for Kaipara**

The Activation Plan suggests a fit-for-purpose governance structure that provides effective support, guidance and monitoring for the broader implementation team (the Kai Hub, Northland Inc and other support agencies, organisations and people).

**Success will require a number of barriers and constraints to be addressed**

Engagement with local farmers and growers indicated the biggest challenges for current business were competitiveness/cost of doing business (in the face of changing regulatory requirements); water/environment-related regulatory changes; and maintaining a workforce.

The biggest challenges when thinking about future opportunities were related to capital needs; access to water; access to supply chain/markets, know-how and people.

The Activation Plan suggests that a focus on these issues should form the basis of a work programme for the Kai Hub and be supported by the Kaipara Kai implementation team and governance group. The specific actions which form the core of the suggested work programme in this Plan are focussed on these critical issues.

# Executive Summary (2)

## The Kai Hub has a critical role in activating the opportunities

Kaipara has said it wants to focus initial support around existing landowners, farmers and growers seeking to diversify. Early local adopters will therefore drive the initial transformation Kaipara is seeking. The Activation Plan provides guidance on how the Kai Hub could support the range of growers and producers across the Kaipara district.

The suggested work programme is focused around:

- Connecting farmers and growers to people and organisations for knowledge and funding;
- Providing information to, or commissioning information for, growers/farmers so that they can make informed decisions based on accurate and trusted information; and
- Acting as an interface between growers/farmers and support agencies.

**Kaipara will need to work closely with a range of organisations to draw on the knowledge, and motivate the funding, to activate the opportunities**

To help with this the Kaipara Kai project should have a stakeholder engagement strategy which is clear about the nature of the engagement and how it will support Kaipara Kai objectives. Kaipara will also want a plan to engage with funders given how critical future funds will be in supporting the Kai work and the capital needs of farmers and growers. The Activation Plan suggests a number of elements that would underpin a successful funding strategy and work programme.

## Next steps

To take the next step Kaipara will need to work with key stakeholders (Kaipara farmers and growers in particular) to:

- Prioritise areas of focus depending on what success looks like for Kaipara
- Support the work of the Kai Hub by providing effective governance and programme management support
- Help to focus the Kai Hub's work programme on the critical barriers that will constrain the uptake of opportunities
- Partner with a range of organisations to draw on the knowledge, and motivate the funding, that will be required to activate the opportunities.



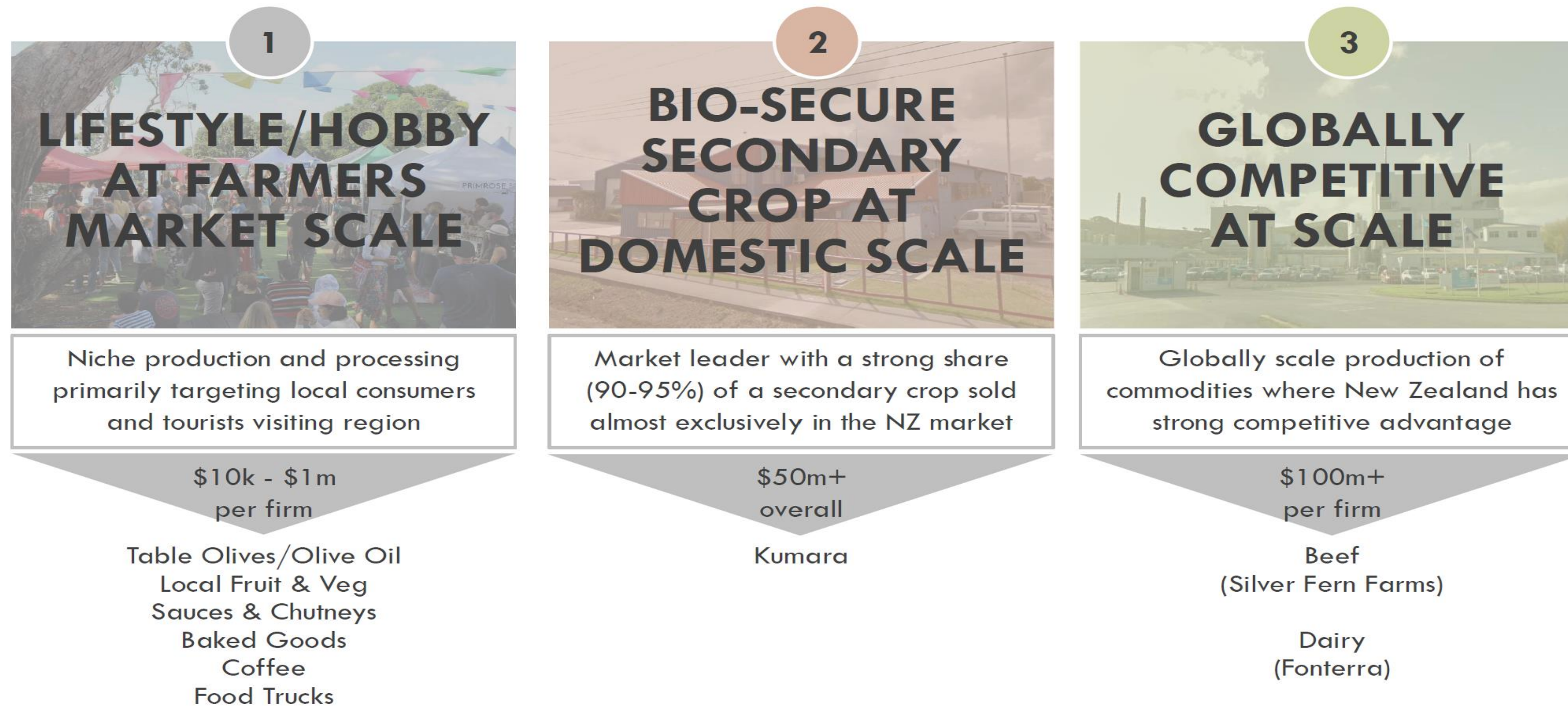
# *THE OPPORTUNITIES*

*03*

- 
- + Recap from Feasibility Study**
  - + Kaipara has choices**
  - + Framework for thinking about pathways**

# *The Feasibility Study found that Kaipara has 3 distinct types of food producer*

## *Kaipara District has three distinct types of food producer*

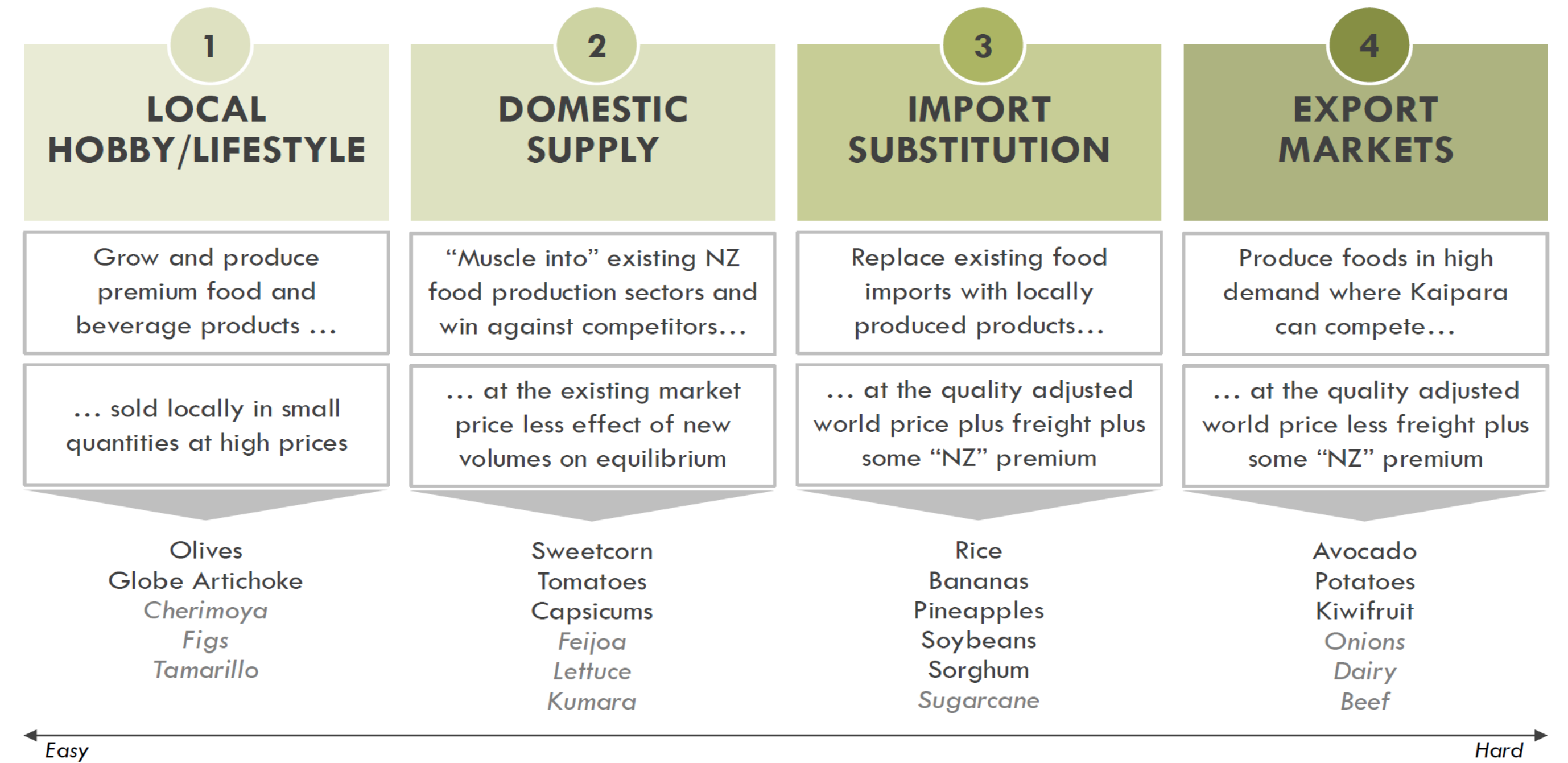




## And the products that Kaipara can produce fall into four broad groups

- The Feasibility Study evaluated a wide range of products and farming/growing systems – plant systems; animal systems; and aquaculture
- For plant systems the Feasibility Study compared Kaipara with North Carolina in the US. North Carolina has similar climatic conditions to Kaipara and is the centre of the US sweet potato industry. It produces many of its crops in rotation with sweet potato (kumara). North Carolina produces a range of products which could provide inspiration for Kaipara

### The products that Kaipara can produce fall into four broad groups





*The Activation Plan uses the key groups of producers to consider what is getting in the way of further success for each group. This forms the basis of activation and support needs.*



# But Kaipara has choices about where to direct effort given the resources available

**Assumption:** Landowners/farmers/growers will either require guidance and/or support to activate the opportunities and they will not be able to get this without some sort of public intervention e.g. Kai Hub

Where to direct support depends on what success looks like for Kaipara.

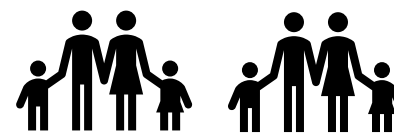
Kaipara has outlined what success looks like across 4 dimensions:

1. **Social:** Invigorated community; Reduced dependency; Financially viable / sustainable Council
2. **Cultural:** Maori leading change (build on the history); Catalyse Iwi priorities
3. **Environmental:** Investing to restore and protect whenua and wai; Developing sustainable food practice; Releasing pressure in other regions
4. **Economic:** Jobs (950); Enterprise Revenue (\$300m); GDP +20%; Lift value of land

\$



\$



\$



Lifestyle / Hobby

National scale

Globally competitive

Moving to the right gets you better economic outcomes (but this is just one dimension of success)

*The choice will depend on how Kaipara weighs the dimensions of success and the degree of change the community is willing to support*

*Multi-criteria analysis to assist activation choices*

Dimension	Weighting	Lifestyle/Hobby	Nationally competitive	Globally Competitive
<b>Social</b> <ul style="list-style-type: none"> <li>Invigorated community</li> <li>Reduced dependency</li> <li>Financially viable / sustainable Council</li> </ul>	25%	Has <b>less impact</b> on reinvigorating community, reducing dependency and improving the rating base to help support community objectives	Has <b>greater impact</b> on reinvigorating community, reducing dependency and improving the rating base to help support community objectives	Has <b>most impact</b> on reinvigorating community, reducing dependency and improving the rating base to help support community objectives
<b>Cultural</b> <ul style="list-style-type: none"> <li>Maori leading change (build on the history)</li> <li>Catalyse Iwi priorities</li> </ul>	25%	Iwi will have a range of opportunities they would like to pursue. Some will be better suited for smaller scale growers (perhaps aligned with Marae/community initiatives)	Iwi already have significant investments in livestock farming and forestry and they could lead new opportunities focussed on the national market	Iwi will be able to leverage increasingly important demand drivers such as authenticity, being ethically and sustainably grown on ancestral lands, employing/empowering iwi members etc. This could offer niche opportunities in the global market
<b>Environmental</b> <ul style="list-style-type: none"> <li>Investing to restore and protect whenua and wai</li> <li>Developing sustainable food practice</li> <li>Releasing pressure in other regions</li> </ul>	25%	All options offer an opportunity to restore and protect whenua and wai through developing world leading sustainable food practice i.e. the how you do these things is more important than the what	All options offer an opportunity to restore and protect whenua and wai through developing world leading sustainable food practice i.e. the how you do these things is more important than the what	All options offer an opportunity to restore and protect whenua and wai through developing world leading sustainable food practice i.e. the how you do these things is more important than the what
<b>Economic</b> <ul style="list-style-type: none"> <li>Jobs (950)</li> <li>Enterprise Revenue (\$300m)</li> <li>GDP +20%</li> <li>Lift value of land</li> </ul>	25%	These opportunities would be <b>less likely</b> to deliver the jobs, revenue, GDP and land value outcomes Kaipara is seeking	These opportunities <b>would help Kaipara achieve</b> some of the jobs, revenue, GDP and land value outcomes Kaipara is seeking	These opportunities <b>would deliver more</b> jobs, more revenue, higher regional GDP and higher land prices



*But whatever the choice on where to direct effort it's useful to think about staged development when thinking about the pathway/s to reaching Kaipara Kai's potential. This is explored further in Section 8.*

Coriolis Model; 2017

## HORIZON 1

- Support existing farmers and growers to meet changing regulatory requirements, implement more sustainable farming/growing systems and/or diversify into new products (i.e. work of Kai Hub)
- Leverage existing skills and systems
- Support local trials
- Build supporting infrastructure (water, roads, wharves)

## HORIZON 2

- Support emerging projects & products
- Support the development of more sophisticated supply chains which in turn encourage the growth of the cluster activities/industries that support supply chain services. This will also provide opportunities to better consider circular economy opportunities

## HORIZON 3

- Discover and develop new options which provide farmer/grower choice, and the ability to attract premium prices while delivering superior environmental outcomes (e.g. lower input requirements and either minimal or enhancing impact on natural environment)

# *PLANNING FOR ACTIVATION*

---

*04*

- + The key ingredients of successful activation
- + Hobby/lifestyle – mapping against key ingredients
- + Nationally competitive - mapping against key ingredients
- + Globally competitive - mapping against key ingredients

## *At a general level four key things are required to activate opportunities*

### **1. DEFINE SUCCESS:**

- *A compelling vision (with performance targets) is required*

### **2. PLAN FOR CHANGE:**

- *You need to know which capabilities and resources are critical*

### **3. EXECUTE:**

- *You need a defined set of (aligned) initiatives/actions to deliver on the vision*

### **4. ALIGN, SUPPORT & COMMUNICATE:**

- *You need a fit-for-purpose structure and process with the right people and systems to:*
  - *drive and embed change*
  - *ensure that the initiatives/actions work in support of each other (and this requires constant checking/pivoting over time)*
  - *communicate with the industry and the community e.g. on progress, celebrating success etc*



*We consider what this could look like for the 3 main Kaipara food producers*

- 
1. DEFINE SUCCESS
  2. PLAN FOR CHANGE
  3. EXECUTE
  4. ALIGN, SUPPORT & COMMUNICATE

## HOBBY / LIFESTYLE

Current state:  
Niche production and  
processing primarily targeting  
local consumers and tourists  
visiting region  
e.g. olives

## NATIONALLY COMPETITIVE

Current state:  
Market leader in Kumara with  
a strong share of crop sold  
almost exclusively in the NZ  
market

## GLOBALLY COMPETITIVE

Current state:  
Global scale production of  
commodities where NZ has a  
strong competitive advantage  
e.g. dairy; sheep & beef

## HOBBY / LIFESTYLE

Current state:  
Niche production and  
processing primarily targeting  
local consumers and tourists  
visiting region  
e.g. olives

1

### DEFINE SUCCESS (VISION)

- There is an expanding network of local producers who earn income from their land and supply local values-based produce for local and national consumers
- Kaipara produced products are chosen over imports and other NZ regions
- Kaipara Kai Activation Team could set a broad target e.g. grow from 20+ to 30+ in 5 years

2

### PREPARE FOR CHANGE

- Growers/small scale producers have the information and resources they need to consider new investments and/or expand current activity
- Consider the capabilities required and ensure training and support is available
- Test and build buy-in and commitment to the vision

3

### EXECUTE

- See detailed actions and responsibility for taking forward in Action Plan in Section 6
- Critical actions relate to:
  - Providing information support for small growers/producers
  - Providing support for small producers to test and scale up production
  - Building a strong brand image for Kaipara Kai; one that is capable of securing out of region consumer recognition and growing sales

4

### ALIGN, SUPPORT & COMMUNICATE

- There is buy-in and commitment to the vision by all system participants/actors
- An effective governance structure (a 'Kaipara Kai Activation Team') supports and drives the agreed work programme
- Kai Hub activities are focused on the interventions and activities that will most effectively support change



1

## DEFINE SUCCESS (VISION)

- Set domestic Kumara market growth targets – X% by Y
- Grow Kumara export market opportunities, with a possible focus on Asia
- Rotation crops are used to replenish land and provide a diversified source of income
- Set target for new opportunities being trialed

2

## PREPARE FOR CHANGE

- Major Kumara producers and processors are willing to collaborate on marketing and meeting export-related challenges (e.g. pesticide use)
- A structure is in place to support collaboration
- Growers have the information and resources they need to consider and trial rotation crops
- Consider the capabilities required and ensure training and support is available
- Test and build buy-in and commitment to the vision

3

## EXECUTE

- See detailed actions and responsibility for taking forward in Action Plan in Section 6
- Critical actions relate to connecting farmers and growers to people and organisations for knowledge and funding; providing information to, or commissioning information for, growers/farmers so that they can make informed decisions based on accurate and trusted information; and acting as an interface between growers/farmers and support agencies.

4

## ALIGN, SUPPORT & COMMUNICATE

- There is buy-in and commitment to the vision by all system participants/actors
- An effective governance structure supports and drives the agreed work programme
- Kai Hub activities are focused on the interventions and activities that will most effectively support change





# *GOVERNANCE*

*05*

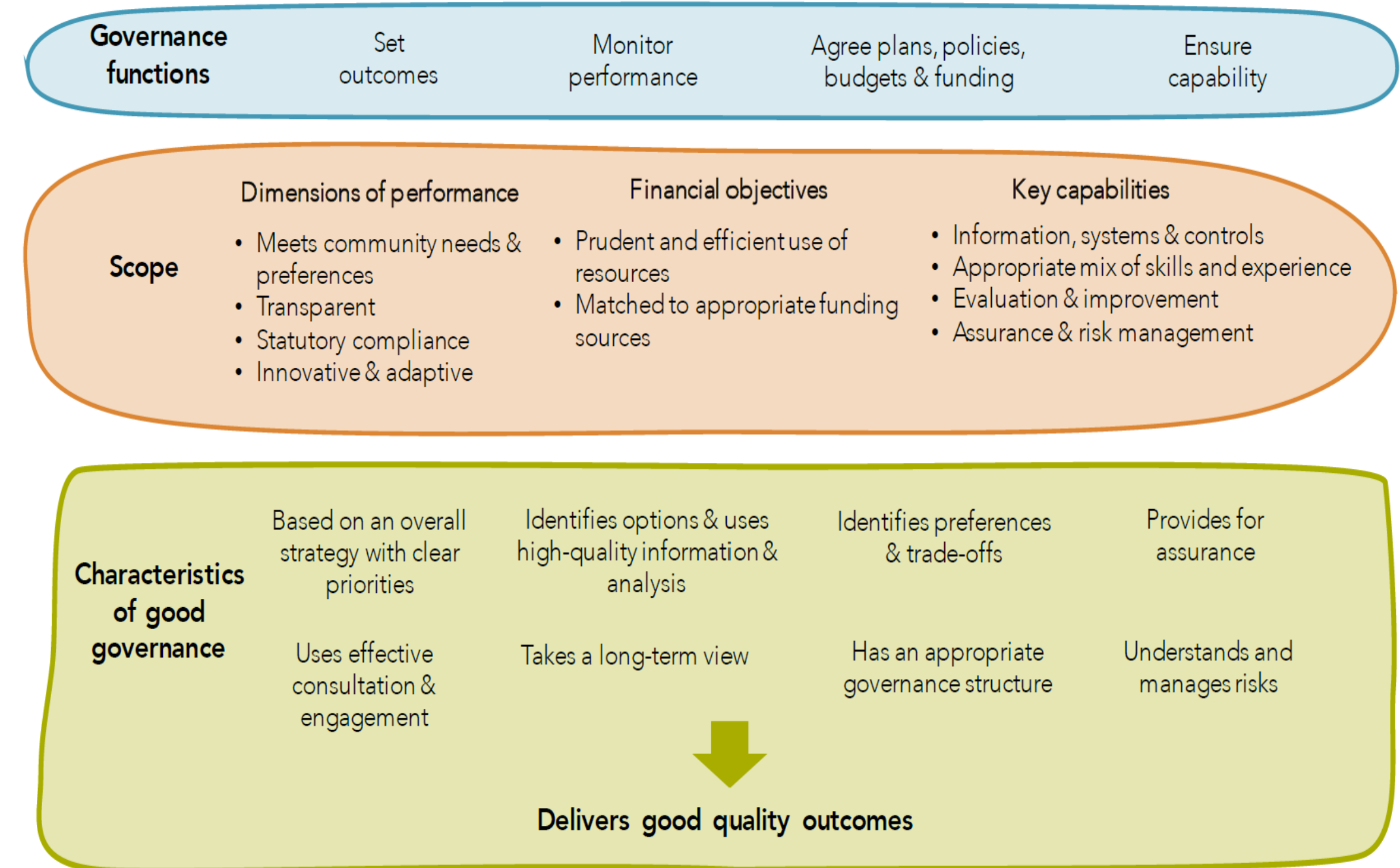
- 
- + Elements essential for effective governance
  - + An effective governance framework for Kaipara

# *Kaipara will need effective governance to support the Kaipara Kai work and secure the outcomes it is seeking*

The Office of the Auditor General (2016) has set out eight generic elements essential for effective governance:

1. Set a clear purpose and stay focused on it
2. Have clear roles and responsibilities that separate governance and management
3. Lead by setting a constructive tone
4. Involve the right people
5. Invest in effective relationships built on trust and respect
6. Be clear about accountabilities and transparent about performance against them
7. Manage risks effectively
8. Ensure that you have good information, systems and controls

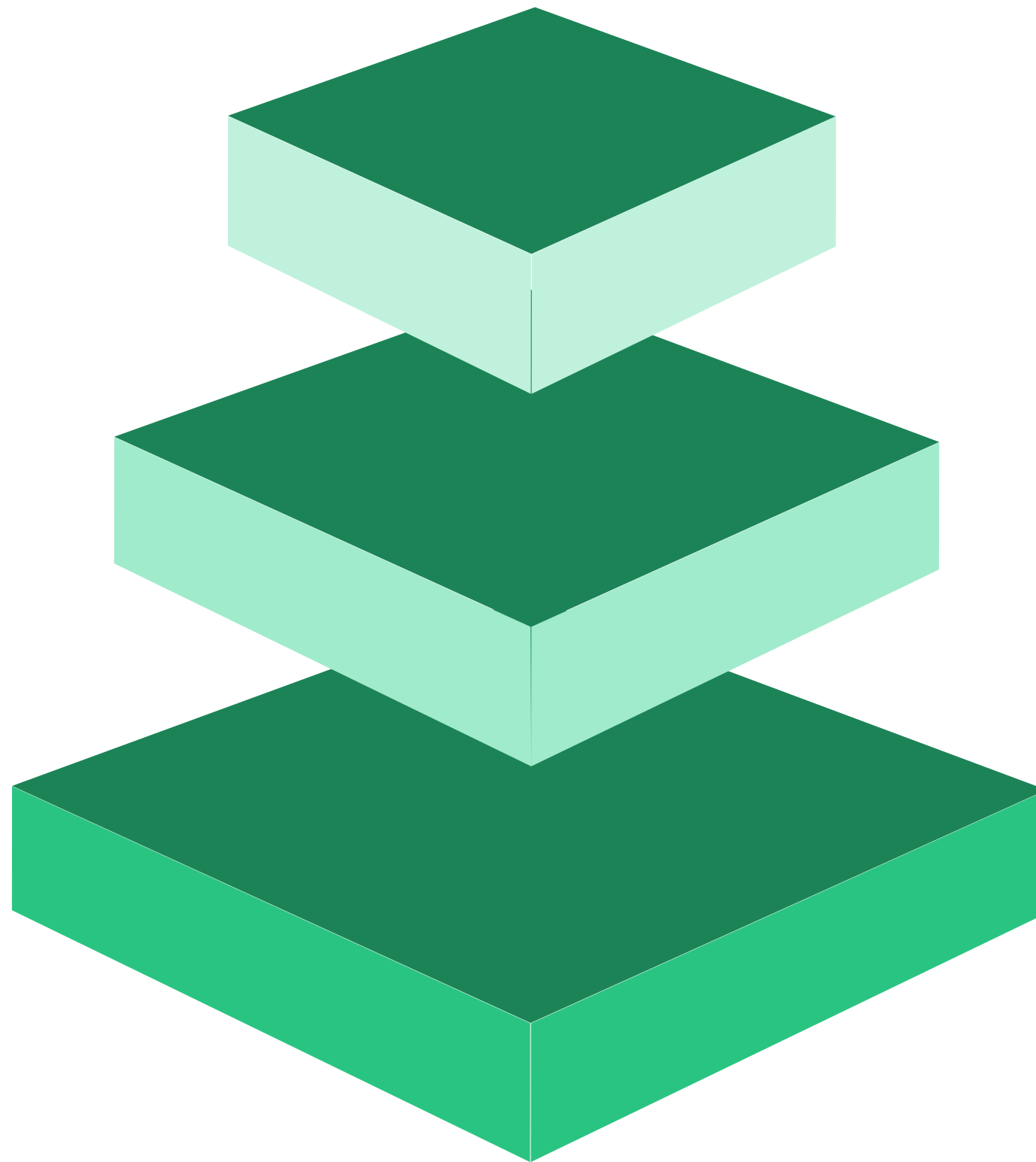
## Framework for effective governance



Source: NZ Productivity Commission Report on Local Government Funding and Financing. Adapted from MartinJenkins (2017).



# *What an effective governance framework could look like for Kaipara Kai*



## **KAIPARA KAI: GOVERNANCE GROUP**

### **Role:**

- Set the overall strategy and outcomes
- Monitor performance and evaluate progress against the strategy
- Approve plans, policies, budgets and funding (including external funding requests e.g. PGF, SFFF)
- Ensure resources and capability are made available

## **KAIPARA KAI: STEERING/ADVISORY GROUP**

### **Role:**

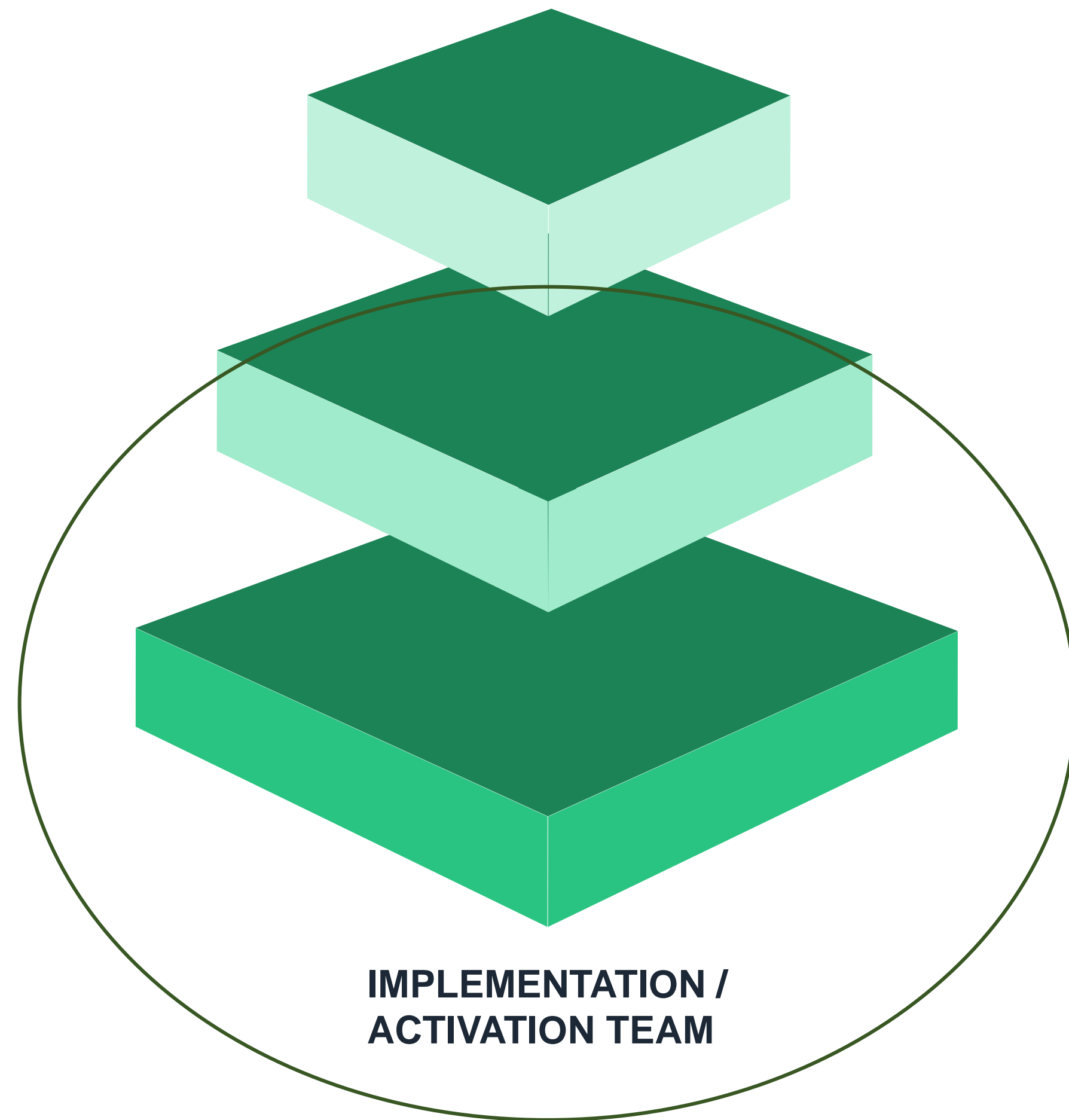
- To provide the management and programme support for the Kai Hub (including reporting to the Governance Group)
- To ensure the Kai work remains integrated with the wider Kaipara Kickstart programme
- To integrate the Kaipara Kai objectives into Kaipara/Northland's wider economic work e.g. investment promotion and people attraction

## **KAI HUB**

### **Role:**

- Focussed on the 'doing' and execution of strategy
- Be the facilitator of information and connector of people
- Support landowners and growers through some of the common challenges they face e.g. workforce planning, regulatory uncertainty etc

# What an effective governance framework could look like for Kaipara Kai



## KAIPARA KAI: GOVERNANCE GROUP

### Suggested membership:

- Mayor or Deputy Mayor of Kaipara
- Iwi representative/s
- Northland Inc representative
- Farmer/Grower representatives x 2
- Community representative

## KAIPARA KAI: STEERING/ADVISORY GROUP

### Suggested membership:

- Northland Inc (Chair/convenor of group)
- Kai Hub
- Kaipara District Council representative (who can link the work back to the Kaipara Kickstart programme)
- Iwi representative/s
- Farmer/Grower representatives x 2
- Community representative
- Central Government agency reps – MPI/MBIE

## KAI HUB

### Resourcing:

- 1 x Project Lead focussed on face-to-face support for landowners/farmers/growers
- 1 x Project Support administrative support, reporting, event management and support for relationship building activities

# *CONSTRAINTS, CHALLENGES, GAPS*      *06*

---

- + Kaipara's food production challenges
- + The focus of an Activation Team
- + The role of the Kai Hub



# Kaipara faces a range of food production challenges

The Feasibility Study found that competitiveness related challenges will constrain broader export success for Kaipara

Engagement with local farmers and growers indicated:

1. The biggest challenges for current business were:
  - competitiveness/cost of doing business (in the face of changing regulatory requirements)
  - water/environment-related regulatory changes
  - maintaining a workforce
2. The biggest challenges when thinking about future opportunities were related to capital needs, access to water, access to supply chain/markets, know-how, and people. These are discussed over page

*Kaipara will face all the same challenges in many of the other proposed crops, that hold it back in Kumara exporting*

**WHY ISN'T KAIPARA  
A SUCCESS IN EXPORT  
KUMARA MARKETS?**

*Relative to global export regions  
Kaipara has...*

Small Farms/Small Fields  
Low Yields  
High Labour Requirements  
Low Mechanisation  
Lack of Latest/Largest Equipment  
Fragmented Production

**THESE ARE EXACTLY THE SAME  
CHALLENGES KAIPARA WILL FACE IN  
OTHER MAJOR COMMERCIAL CROPS**

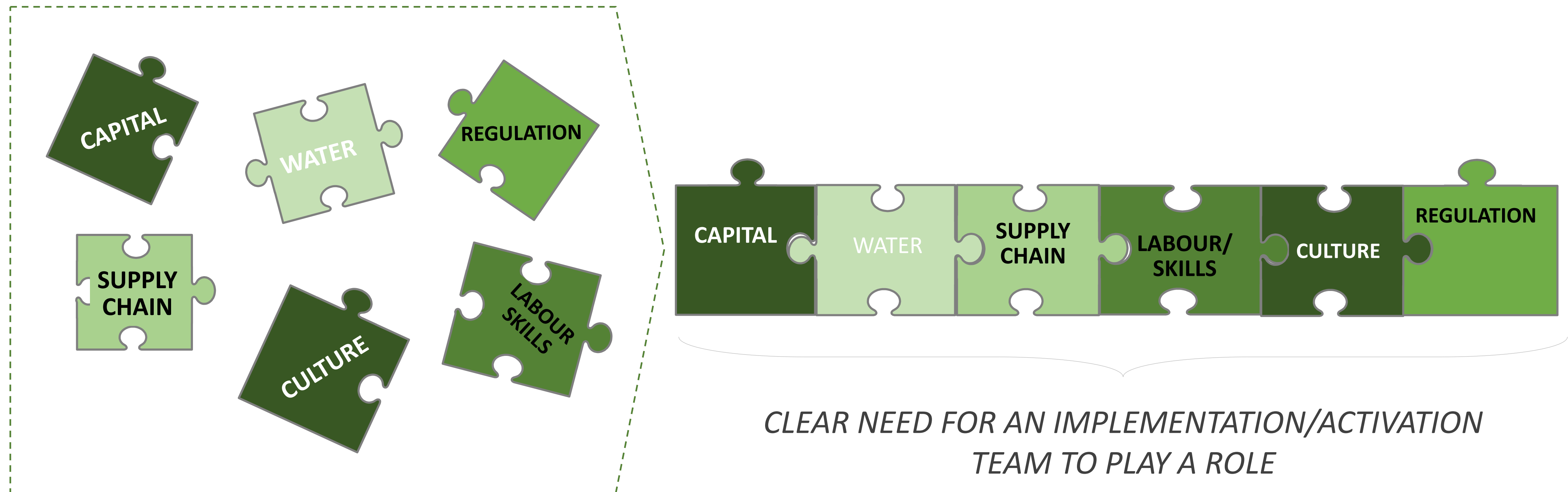
*To succeed in global exports as a  
developed country you need...*

Large Farms  
High Yields  
High Labour Productivity  
Mechanised Production  
Large Packhouses at Scale  
Large Processors at Scale

*Success will require a number of barriers and constraints to be addressed. This should form the basis of a work programme for the Kai Hub and be supported by a Kaipara Kai implementation ‘team’ and governance group.*

Barrier/constraint facing Kaipara farmers/growers	Impact
<b>Capital short (mainly)</b>	<ul style="list-style-type: none"> <li>• This limits the exploration of options, including the development of business cases to attract investor support where needed</li> <li>• Lack of capital constrains the diversification options to those that have smaller upfront capital outlays e.g. cropping over permanent tree crops</li> </ul>
<b>Lack access to (enough) water for some opportunities (e.g. horticulture), or clean enough water for some others (e.g. aquaculture)</b>	<ul style="list-style-type: none"> <li>• Similar to lack of capital</li> <li>• Access to water will be critical in unlocking a broader range of diversification options</li> </ul>
<b>Regulatory uncertainty – water use, run-off limits etc.</b>	<ul style="list-style-type: none"> <li>• This is currently affecting confidence to invest</li> <li>• Farmers and growers are concerned that future regulatory limits will constrain their option space so are holding back until the regulatory situation is clearer</li> </ul>
<b>Limited to no access to supply chains for non-traditional products</b>	<ul style="list-style-type: none"> <li>• This will constrain investment and is a common feature of undeveloped markets and does create a chicken and egg situation</li> <li>• There is growing recognition that in some cases the government can play a role in underwriting investment in a range of infrastructure (e.g. processing facilities) in order to provide the confidence to farmers, growers and investors to pursue diversification</li> <li>• A critical investment for Kaipara will be the upgrading of roads to lower the time and cost of getting product to market. In time the investment in wharves could provide a viable alternative to road transport and help support people movement across the Kaipara district and from further afield e.g. Auckland.</li> </ul>
<b>Recognition that moving to something different requires new/different skills and often requires a culture change</b>	<ul style="list-style-type: none"> <li>• This will constrain the success of any activation activities unless it is recognised and supported. Farmers and growers will require support to develop new skills and, importantly, learn from what fellow farmer/growers are doing and learning along the way</li> </ul>
<b>Appreciation of the need to consider workforce and pipeline issues to avoid the labour issues that other areas have faced</b>	<ul style="list-style-type: none"> <li>• This will constrain investment unless farmers and growers have confidence there is either a ready workforce or a pipeline of skills and talent that is being supported to take up new opportunities</li> </ul>

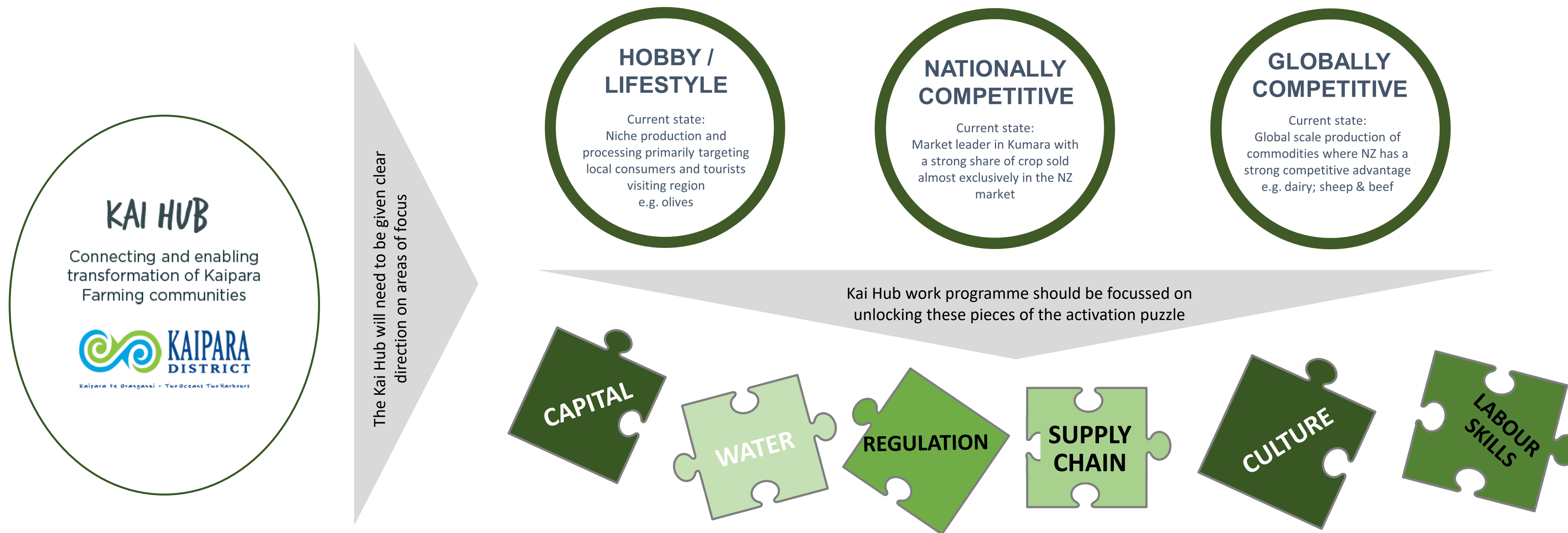
*A focussed implementation team is needed to bring the critical pieces of the puzzle together and deliver on the Activation Plan*





# The Kai Hub has a critical role in activating the opportunities

- The Kai Hub has a strong relationship to the Kai Feasibility Study and Activation Plan. The outcome of this work, along with information from stakeholder engagement and wider research, is intended to support the focus of services provided through the Hub.
- The Kai Hub will be a means for landowners, seeking to transform their land use to higher value activities, to access sector knowledge and opportunities relevant to Kaipara District to assist them with their decision making. 'Transformation' has been interpreted as referring to both crop choice and land management decisions, in response to economic, climatic and environmental opportunities and imperatives.



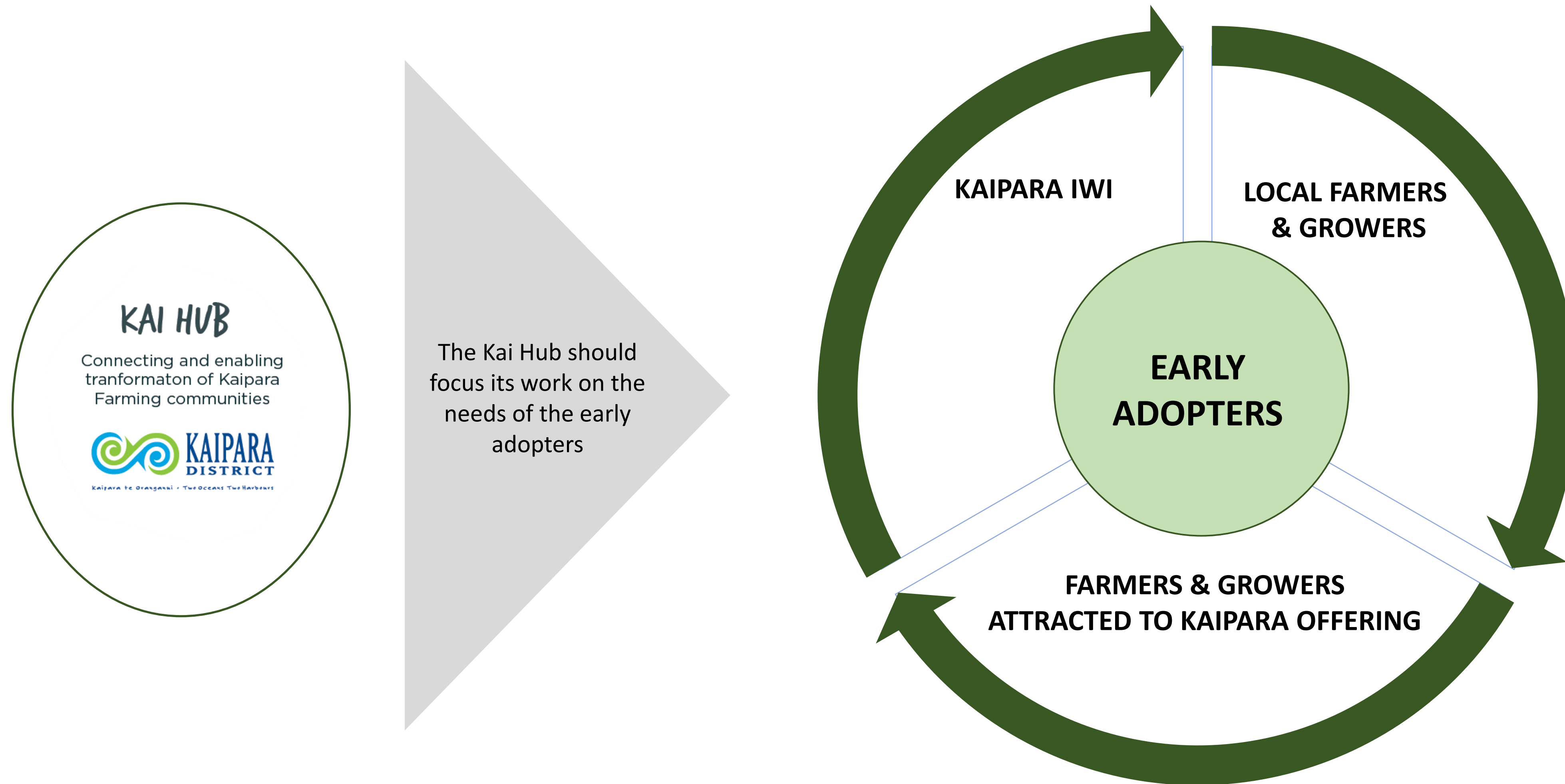
# *KAIPARA'S POTENTIAL PARTNERS*

---

*07*

- + Early adopters
- + Transformation horizons and where to focus effort
- + Planning engagement with key partners
- + Capital that will be required and where it will come from
- + Planning to mobilise capital and funding
- + Future partners – commercial and other regions

# Early adopters will drive the transformation Kaipara is seeking





*Transformation will take time. Kaipara has said it wants to focus initial support around existing landowners seeking to diversify.*



### HORIZON 1: 1-3 years

- Local Iwi
- Existing local farmers and growers (particularly those who can access water and/or play a role in water storage schemes)

### HORIZON 2: 3-5 years

- Farmers and growers from outside the Kaipara region who are attracted to the Kaipara offering (relatively affordable land, access to water (in time), proven growing models etc)

### HORIZON 3: 5-10 years

- Commercial processing and supply chain operators/investors are attracted to the region to cater to the growing supply of diversified products

*Kaipara will need to work closely with a range of organisations to draw on the knowledge, and motivate the funding, to activate the opportunities*

### Central Government, CRIs and Universities



### Local Government and Regional Organisations



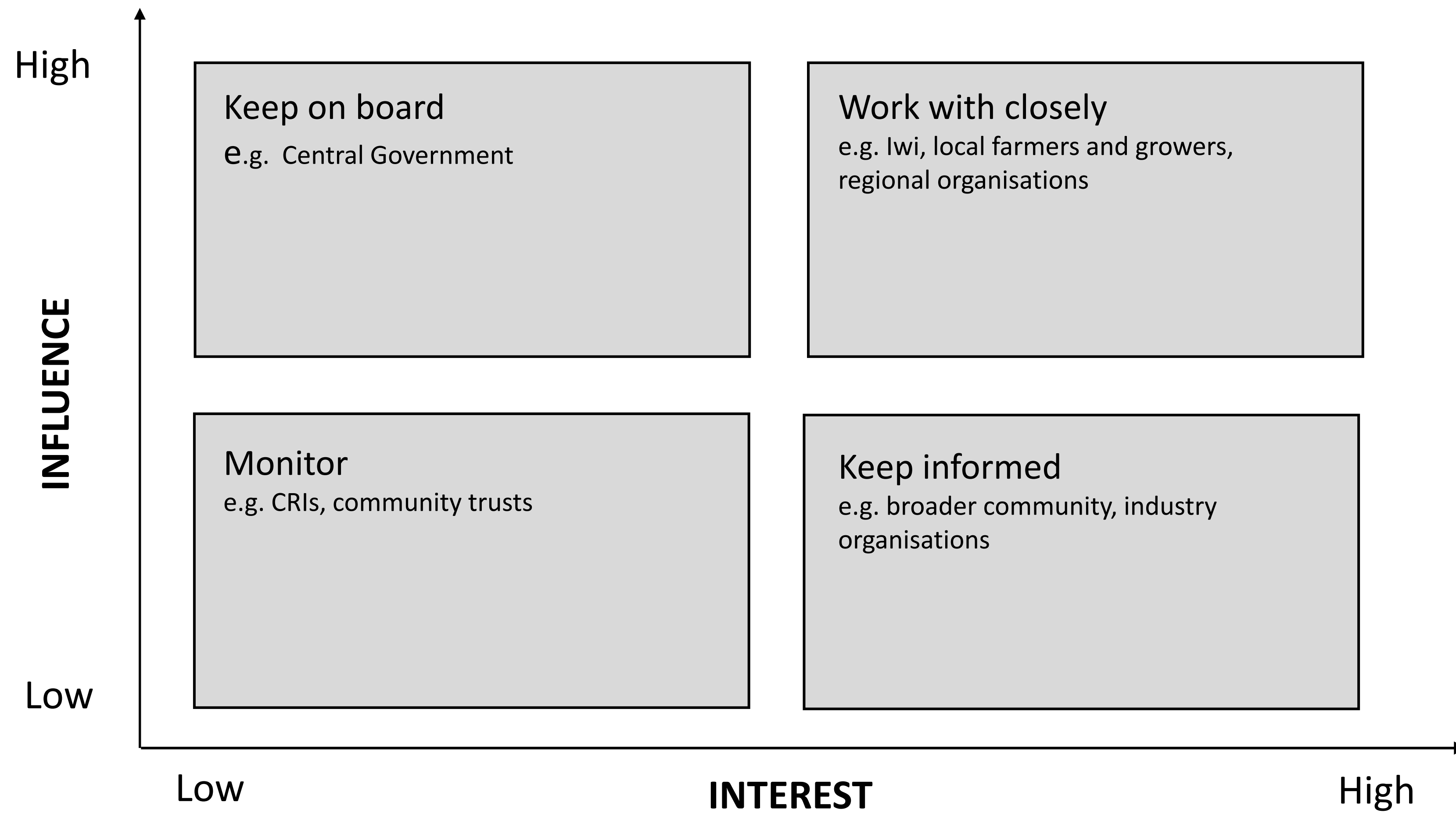
### Industry organisations



### Private Sector



*To help with this the Kaipara Kai project should have a clear stakeholder engagement strategy*





# *The stakeholder engagement strategy should be clear about the nature of the engagement and how it will support Kaipara Kai objectives*

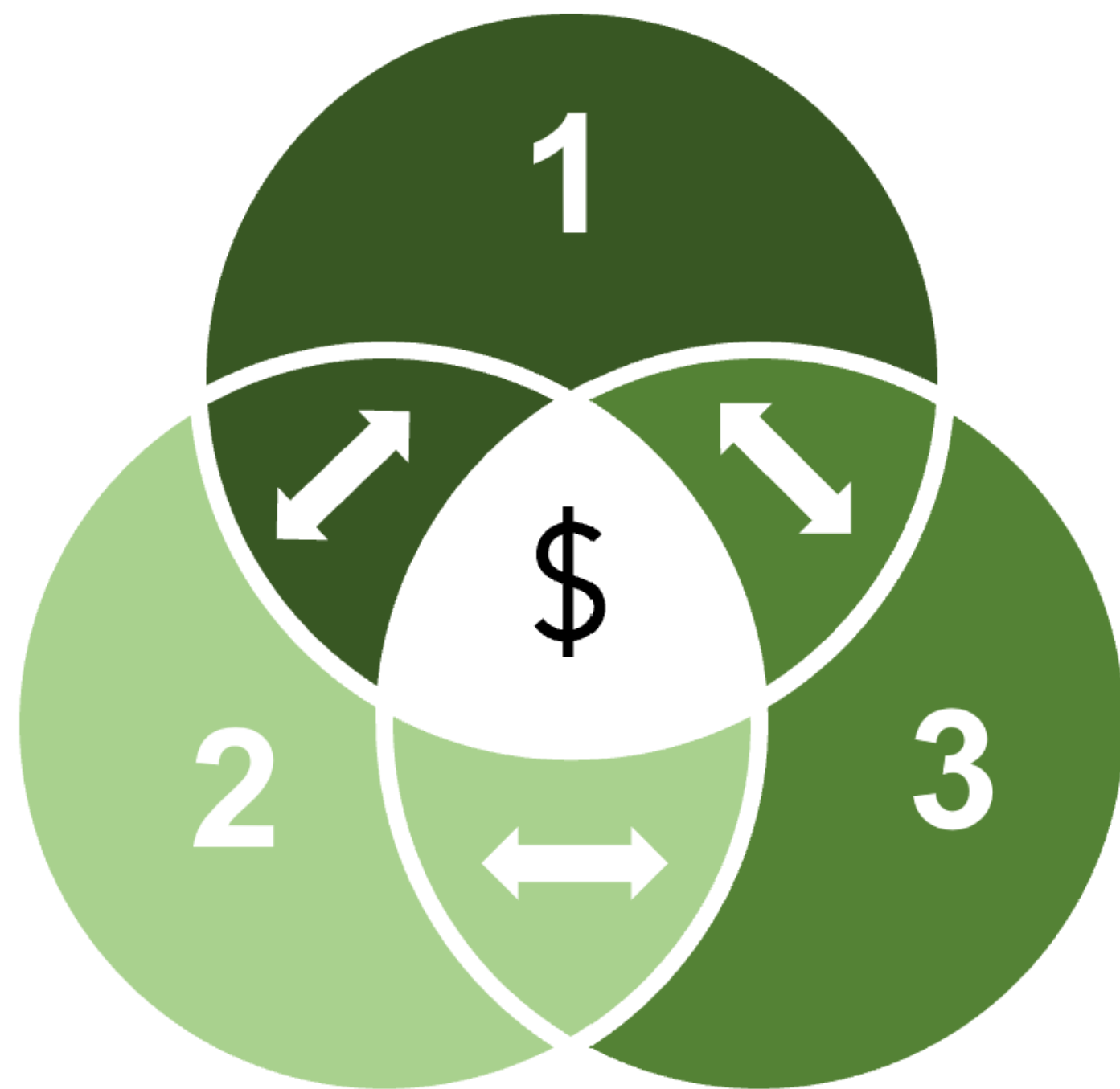
PARTNERS	CORE EXPERTISE/ROLE	WHAT KAIPARA WOULD ACHIEVE THROUGH ENGAGEMENT	HOW TO ENGAGE
<b>Kaipara Iwi</b>	<ul style="list-style-type: none"> <li>Treaty Partners</li> <li>Local kaitiaki</li> <li>Landowners, farmers and growers (e.g. the people who will implement any transformation efforts)</li> <li>Investors</li> <li>Potential early adopters</li> </ul>	<ul style="list-style-type: none"> <li>An enduring partnership</li> <li>An understanding of iwi needs (constraints and opportunities)</li> <li>An opportunity to embed kaitiaki principles in the Kaipara Kai work</li> <li>A critical opportunity to support iwi land and food-related economic development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Build from the existing positive relationship and co-design initiatives and work programs around a shared understanding of issues and needs</li> <li>Be open, transparent and responsive</li> <li>Develop regular and ongoing dialogue via a range of channels that suit iwi. This may involve mobile advice and connection on top of the other channels e.g. the governance framework; farmer/grower groups; seminars; study tours; newsletters/online comms etc.</li> </ul>
<b>Local (non-iwi) landowners, farmers and growers</b>	<ul style="list-style-type: none"> <li>Landowners, farmers and growers (e.g. the people who will implement any transformation efforts)</li> <li>Investors</li> <li>Potential early adopters</li> </ul>	<ul style="list-style-type: none"> <li>An understanding of landowner, farmer and grower needs (constraints and opportunities)</li> <li>A critical opportunity to support the people who will be making the investment decisions (and therefore enabling the transformation Kaipara is seeking)</li> </ul>	<ul style="list-style-type: none"> <li>Be open, transparent and responsive</li> <li>Understand their needs</li> <li>Develop regular and ongoing dialogue via a range of channels e.g. the governance framework; farmer/grower groups; seminars; study tours; newsletters/online comms etc.</li> </ul>
<b>Private Sector (other)</b>	<ul style="list-style-type: none"> <li>The private sector provides the critical commercial focus, know-how and most of the (if not all in most cases) investment capital required to bring projects to life</li> </ul>	<ul style="list-style-type: none"> <li>Access to commercial focus, know-how and most of (if not all in most cases) the investment capital required to bring projects to life</li> </ul>	<ul style="list-style-type: none"> <li>Be open and responsive</li> <li>Understand their needs</li> <li>Develop a free-flowing and ongoing conversation and partnership</li> </ul>



# *The stakeholder engagement strategy should be clear about the nature of the engagement and how it will support Kaipara Kai objectives*

PARTNERS	CORE EXPERTISE/ROLE	WHAT KAIPARA WOULD ACHIEVE THROUGH ENGAGEMENT	HOW TO ENGAGE
<b>Central Government, CRIs and Universities</b>	<ul style="list-style-type: none"> <li><u>Policy</u> - set and implement policy (across a range of dimensions important to Kaipara e.g. freshwater regulations, land use, labour market, economic development)</li> <li><u>Research</u> - conduct research to support innovation</li> <li><u>Funding</u> - provide funding to support regional economic development, Maori economic development, business support services and research and development/innovation</li> </ul>	<ul style="list-style-type: none"> <li>Access to decision makers and influencers</li> <li>Access to knowledge</li> <li>Access to funding</li> </ul>	<ul style="list-style-type: none"> <li>Be clear on what your objectives are</li> <li>Show that there is a partnership with iwi</li> <li>Provide evidence there is community support</li> <li>Build a strong case for investment (Central Government prefers feasibility and business cases)</li> <li>(Ideally) allocate some local money and/or establish local club-funding arrangements so that central government can co-fund the investment/s required</li> </ul>
<b>Local Government and Regional Organisations</b>	<ul style="list-style-type: none"> <li>To enhance community wellbeing primarily through regulating land use, choosing and funding local amenities and investing in essential infrastructure for transport, water</li> <li>To enhance community wellbeing through provision of funding for regional/local projects</li> <li>To provide regional economic development services for the community</li> </ul>	<ul style="list-style-type: none"> <li>Access to decision makers and influencers</li> <li>Access to land-related regulatory information</li> <li>Access to funding</li> </ul>	<ul style="list-style-type: none"> <li>Similar to Central Government</li> <li>Regional organisations will also want to see a strong case for investment with evidence there is clear iwi and community support</li> </ul>
<b>Industry Organisations</b>	<ul style="list-style-type: none"> <li>To act as the voice of the industry and to provide members with a range of services often including support and training, lobbying and industry good R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>Access to knowledge</li> <li>Access to influencers</li> </ul>	<ul style="list-style-type: none"> <li>Be open and responsive</li> <li>Understand their needs</li> <li>Develop a free-flowing and ongoing conversation and partnership</li> </ul>

*Accessing funding to activate the opportunities and support the Kai work programme will be critical. The capital/funding will come from three key sources. We suggest partnerships are built in these areas.*



### PRIVATE CAPITAL

- Existing farmers and growers accessing equity and bank funding
- Local and outside investors either partnering with existing landowners or buying land to develop opportunities

### GOVERNMENT FUNDING

- Provincial Growth Fund (MBIE)
- Sustainable Food, Fibers, Futures Fund (MPI)
- Whenua Māori Fund (TPK)

### COMMUNITY & TRUST FUNDING

- Community and private trusts that are focused on enabling economic development and conserving and enhancing the natural environment could play a useful role in supporting key initiatives

# Capital needs will be significant and will largely come from the private sector

## Assumptions:

- Depending on crop choice conversion costs could range from anywhere between \$1000/ha (for crops that do not need supporting infrastructure) to \$500,000/ha (for gold kiwifruit which includes a license from Zespri)
- Assuming 3700ha of farmland could be supplied through the water use and storage project then capital needs could range from \$3.7m through to \$1.85bn
- But if we assume the costs of accessing the water scheme will demand higher returns/ha and we use an industry average conversion cost for avocados orchards of \$50,000/ha then capital needs could be around \$185m.

PARTNERS	POTENTIAL ROLE/HOW MUCH IS AVAILABLE	WHAT WOULD BE REQUIRED TO ACCESS THIS?
<b>Private capital (bank or investor)</b>  <b>1st</b>	<ul style="list-style-type: none"> <li>- Private capital will be the key critical enabler and source of investment funds</li> <li>- Available bank finance only constrained by risk profile and access to domestic deposits and/or affordable financing from wholesale market</li> <li>- Available investor funding would be guided by investment objectives, risk profile and availability of shareholder funds</li> </ul>	<ul style="list-style-type: none"> <li>- A clear business case</li> <li>- Evidence of motivation, financial capacity, capability and the support or stakeholders and networks</li> <li>- A willingness to invest in Northland (some stakeholders have noted a reluctance on behalf of banks to fund Northland investments)</li> </ul>
<b>Government funding</b>  <b>2nd</b>	Main funds relevant to Kaipara Kai objectives: <ul style="list-style-type: none"> <li>- Provincial Growth Fund (PGF, MBIE): \$3bn (but almost exhausted). High chance it will be replenished if the Coalition are reelected.</li> <li>- Sustainable Food &amp; Fibre Futures Fund (SFFF, MPI): \$40m/year</li> <li>- Whenua Maori Fund (TPK): \$3.2m/year</li> </ul>	<ul style="list-style-type: none"> <li>- A clear case for investment (ideally feasibility and business cases that have been funded by Kaipara as the PGF prefers to invest once the case for investment has been substantiated)</li> <li>- Iwi and community support</li> </ul>
<b>Community and trust funding</b>  <b>3rd</b>	<ul style="list-style-type: none"> <li>- Far North Holdings: A potential partner in processing &amp; supply chain infrastructure e.g. via proposed Ngawha Innovation and Enterprise Park</li> <li>- Foundation North: Holds in trust an endowment of over a billion dollars for the Auckland and Northland communities. A range of smaller scale grants are available</li> <li>- Northland Community Foundation: Invests funds on behalf of people, charities or businesses that would like to donate back to Northland causes</li> </ul>	<ul style="list-style-type: none"> <li>- A case for investment that demonstrates alignment between the project and organization/fund objectives</li> <li>- Foundation North are keen working in partnership with grantees and other funders to achieve projects of greater scale and impact for the communities of Auckland and Northland. A conversation about areas of overlap and potential partnership would be worthwhile.</li> <li>- Northland Community Foundation: Like Foundation North a conversation about areas of overlap and potential partnership would be worthwhile.</li> </ul>

*Kaipara will want a plan to engage with funders. Our funding work suggests the following ingredients would be useful.*

## Revenue Generation Strategy

A detailed blueprint for funding a project





# Looking ahead Kaipara could identify key commercial partners to encourage investment in Kaipara Kai opportunities – see Stage 3 of Feasibility Study

PEANUTS

Who are the high potential customers and commercial partners?

Firm	PIC'S	MOTHER EARTH	KRAFT HEINZ*	WHITTAKER'S
Relevant product categories	Peanut butter Peanut oil	Snack nuts Peanut butter Confectionery Muesli bars	Peanut butter	Chocolate bars

Firm	GRIFFIN'S FOOD	SANITARIUM	NUT BROTHERS	FIX & FOGG
Relevant product categories	Snack nuts Muesli bars Biscuits	Breakfast cereal Peanut butter Soy/Nut milks	Peanut butter	Peanut butter

\* Heinz-Walfies owns Eta Peanut Butter, not Griffins (Griffin's sells Eta snack nuts); Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 146

HOPS

Who are the high potential customers and commercial partners?

EXAMPLES: NOT A COMPLETE LIST

NORTHLAND/AUCKLAND MICRO	NATIONAL CRAFT/MICRO	LARGE & INTERNATIONAL
MCLEOD'S BREWERY	MCCASHIN'S BREWERY	DB BREWERIES
SCHIPPER'S BEER	MOA BREWING CO.	KIRIN
THE SAWMILL BREWING	GOOD GEORGE	ASAHI
PHAT HOUSE BREWING	GARAGE PROJECT	CARLTON & UNITED
KAINUI BREW CO.	B WIRED BREWING	ABINBEV
HAURAKI BEVERAGE CO	GLENORCHY BREW CO	CHINA RESOURCES

Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 166

SORGHUM

Who are the high potential customers and commercial partners?

EXAMPLES: NOT A COMPLETE LIST

FEED MILL OPERATORS	INTEGRATED PROCESSORS
MAINFEEDS	TEGEL
NRM	INGHAM'S
TARANAKI FEEDS	BRINKS
MCMILLAN	
RELIANCE	
WESTON MILLING	
AGRIFEEDS	
MILLIGANS	
SHARPES	

\* Heinz-Walfies owns Eta Peanut Butter, not Griffins (Griffin's sells Eta snack nuts); Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 196

DAIRY GOATS

Who are the high potential customers and commercial partners?

Firm	DAIRY GOAT CO-OP	NZ DAIRY COLLABORATIVE	FRESCO NUTRITION	SANITARIUM
Relevant product categories	Powdered milk Powdered infant formula	Powdered milk Powdered infant formula	Powdered milk Powdered infant formula	UHT Milk

Firm	REAL FOODS	GRINNING GECKO	NATURALLY ORGANIC	ECO STORE
Relevant product categories	Milk	Cheese	Fresh milk	Soaps

Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 176

CHICKEN MEAT

Who are the high potential customers and commercial partners?

Firm	TEGEL FOODS	INGHAM'S ENTERPRISES	VAN DEN BRINK POULTRY	TURK'S POULTRY FARM
Relevant product categories	Chicken fresh Chicken frozen Chicken meals Organic chicken	Chicken fresh Chicken frozen Chicken meals Organic chicken	Chicken fresh Chicken frozen Chicken meals Organic chicken	Chicken fresh Chicken frozen Chicken meals

Firm	KARFT HEINZ	MARKWELL FOODS	PREMIER BEEHIVE NZ	ROMANO'S FOOD GROUP
Relevant product categories	Soups & Broths Meals Noodles	Processed Chicken (nuggets, schnitzel, burgers)	Shredded cooked Sliced cooked	Pizza

Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 186

AVOCADOS

Who are the high potential customers and commercial partners?

Firm	SEEKA	NTL FRUITPACKERS	EASTPACK
Relevant product categories	Whole avocados	Whole avocados	Whole avocados



Firm	SANITARIUM	J&P TURNERS	HEINZ
Relevant product categories	Dips	Oils	Dressings

Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 196



*Kaipara could also collaborate, and share information, with other regions seeking diversification of land and economic activity. For example -*

District	Areas of potential interest to Kaipara
	<p>Like Kaipara, Wairoa is actively thinking about the interventions that might be required to support land use diversification (particularly into high-value horticulture).</p> <p>Work is underway investigating the role an investment in the supply chain (a post-harvest facility) could play in stimulating horticulture diversification. Part of this work involves considering the role of government support.</p> <p>The PGF has also recently supported a pilot programme called <b>Growing Future Farmers</b> which aims to provide students with practical on-farm skills to complement their more formal qualifications.</p>
	<p>Kawerau is thinking carefully how it leverage its existing strengths and capabilities. It has established two initiatives which could hold useful pointers and lessons for Kaipara.</p> <ul style="list-style-type: none"> <li>• The <b>Industrial Symbiosis Kawerau initiative</b> is a public-private collaboration that is focused on building the competitive advantage of each of the members. It involves the exchange of materials, energy, water, by-products, services, knowledge, intellectual property, social capital and networks to reduce resource costs, increase revenues and create new business opportunities. “Industrial symbiosis” is aimed at being a smarter way of companies to share and utilising their resources, residues and by-products in order to eliminate waste and stimulate new commercial opportunities, job creation and better environmental outcomes.</li> <li>• <b>Kawerau Pathways to Work (KPtW)</b> is an employer driven initiative designed to establish a local ‘employer-employee connect’ system to improve the likely outcomes and sustainability of employment in Kawerau workplaces (see case study in Section 7).</li> </ul>

# ***ACTION PLAN***

***08***

- 
- + A staged approach to activation**
  - + Immediate activation focus for existing farmers and growers**
  - + Kai Hub support for the different types of growers and producers**
  - + Actions focussed on the key challenges and barriers**

# We suggest a staged activation approach to reaching Kaipara Kai's potential

	<b>HORIZON 1</b> Grow, build and embed sustainability	<b>HORIZON 2</b> Support emerging projects & products	<b>HORIZON 3</b> Discover & develop new options
<b>Strategic Focus</b>	<ul style="list-style-type: none"> <li>Defend and extend profitability of, and embed sustainability into, core business</li> </ul>	<ul style="list-style-type: none"> <li>Expand and grow emerging businesses &amp; products</li> </ul>	<ul style="list-style-type: none"> <li>Discover and develop new options for growth</li> </ul>
<b>Key success factors</b>	<ul style="list-style-type: none"> <li>Improving environmental outcomes (water, soil)</li> <li>Efficiency &amp; cost control</li> <li>Process innovation</li> <li>Scale/consolidation &amp; collaboration</li> <li>Iwi are investing in their identified priorities</li> <li>Farmers/growers are keen to invest in water storage</li> <li>Supply chain us developing in Kaipara</li> <li>Community is supportive of change</li> <li>New infrastructure is being commissioned (water, storage; roads, wharves)</li> </ul>	<ul style="list-style-type: none"> <li>New infrastructure is being utilised (e.g. water storage; roads; wharves)</li> <li>Investment/resources/funding are being mobilised to support projects</li> <li>Speed, flexibility &amp; execution</li> <li>Community is supportive of change</li> </ul>	<ul style="list-style-type: none"> <li>Vision &amp; mindset</li> <li>Risk taking</li> <li>Market insight</li> <li>Culture &amp; incentives</li> <li>The Kaipara community supports the opportunities identified and the role that outside investment can play in realising the opportunities</li> </ul>
<b>Key metrics</b>	<ul style="list-style-type: none"> <li>Jobs, water quality, profits, margins, costs, expanding rating base</li> </ul>	<ul style="list-style-type: none"> <li>Revenue, growth</li> <li>Water quality, soil health</li> <li>New investment, jobs, expanding rating base</li> </ul>	<ul style="list-style-type: none"> <li>Discovered options</li> <li>Developments explored/trialled</li> <li>Investment, number of investors</li> <li>Quantity /volume of investment</li> </ul>
<b>Example products</b>	<ul style="list-style-type: none"> <li>Pastoral livestock (sheep&amp;beef; dairy)</li> <li>Vegetable crops (kumara)</li> <li>On-farm feed crops planted in rotation with kumara (e.g. sorghum)</li> <li>Trial new crops e.g. peanuts</li> </ul>	<ul style="list-style-type: none"> <li>See 'Kaipara Kai Growing Larger' report</li> <li>Horticulture – peanuts, avocados etc</li> <li>Aquaculture – mussels, oysters</li> <li>On-farm feed crops planted in rotation with kumara</li> <li>Other animal systems: chicken/eggs, pork</li> </ul>	<ul style="list-style-type: none"> <li>Climatically suited products</li> <li>Crops produced in climatic peer group regions that are demanded in key markets such as Asia (see 'Kaipara Kai Growing Larger' report)</li> </ul>



# *Immediate activation needs are focused on Horizon 1 and working with existing farmers and growers: Kai Hub*

GOVERNANCE/ IMPLEMENTATION	ACTIONS: 1 <sup>st</sup> 6 MONTHS	ACTIONS: 6 MONTHS – 1 YEAR	ACTIONS: YEARS 1-3
<b>Kai Hub</b>	<ol style="list-style-type: none"> <li>1. Meet and connect with key stakeholders.</li> <li>2. Create a stakeholder engagement plan.</li> <li>3. Develop a system (e.g. an off the shelf Customer Relationship Management (CRM) system) for capturing the nature of the engagement e.g. phone call enquiries received; the number of meetings held; number of seminars organised etc. Capturing this data will be important in assessing the Kai Hub's impact.</li> <li>4. Continue to build understanding of early adopters and their needs.</li> <li>5. Build work programme around early adopters needs and Kaipara Kai objectives.</li> <li>6. Build a calendar of networking and information provision events. Partner with key agencies, organisations and experts, and start to roll these out.</li> <li>7. Build a database of existing information and support services relevant to Kai objectives and the barriers farmers and growers are facing.</li> <li>8. Build an understanding of the case studies and/or technical information that may need to be commissioned. Develop RFPs and seek proposals.</li> <li>9. Identify existing and/or establish farmer or grower-led focus groups.</li> <li>10. Establish communications channels, a social media presence and database of contacts and begin regular communication with stakeholders and the broader community. Comms to be targeted at stakeholder group.</li> </ol>	<ol style="list-style-type: none"> <li>1. Commission case studies and/or technical information that growers/farmers need in order to make informed decisions.</li> <li>2. Continue to roll-out information provision and networking events.</li> <li>3. Support farmer or grower-led focus groups with the objective of information sharing and collaboration around shared opportunities and challenges.</li> <li>4. Work closely with key agencies leading work on water storage.</li> <li>5. Work with key agencies to develop a training scheme focused on building a pipeline of talent with required horticultural skills.</li> <li>6. Build a funding plan based on the resources that will be required to support farmers and growers beyond year 1 funding commitments.</li> <li>7. Develop funding requests/applications from key funding partners.</li> <li>8. Continue to communicate regularly and effectively with key stakeholder and broader community.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop partnerships with commercial players (especially those operating in the supply chain of the opportunities farmers and growers are backing).</li> <li>2. Assist framers and growers with Business Case development (guidance, training, model templates).</li> <li>3. Continue to support information provision and networking events as needed.</li> </ol>

# *Immediate activation needs are focused on Horizon 1 and working with existing farmers and growers: Governance and Steering/Advisory Group*

GOVERNANCE/ IMPLEMENTATION	ACTIONS: 1 <sup>st</sup> 6 MONTHS	ACTIONS: 6 MONTHS – 1 YEAR	ACTIONS: YEARS 1-3
<b>Governance Group</b>	<ol style="list-style-type: none"> <li>1. Define success and set strategy i.e. make decisions on focus given resources available.</li> <li>2. Sign off on work programme.</li> <li>3. Monitor performance and evaluate progress.</li> <li>4. Play a key role in being in the champions for Kaipara Kai.</li> <li>5. Maintain strong relationships with community, business leaders and central government.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitor performance and evaluate progress.</li> <li>2. Sign off on funding plan and funding requests/applications.</li> <li>3. Support Kai Hub communications activities and link to broader Kaipara Kickstart objectives.</li> </ol>	<ol style="list-style-type: none"> <li>1. Re-set strategy based on progress and performance in first year.</li> <li>2. Approve new work programme.</li> <li>3. Approve policies, budgets and funding.</li> <li>4. Monitor performance and evaluate progress.</li> </ol>
<b>Steering / Advisory Group</b>	<ol style="list-style-type: none"> <li>1. Assist Kai Hub to develop strategy and work programme.</li> <li>2. Ensure resources and capability are made available to support Kai Hub.</li> <li>3. Help integrate Kai Hub work with broader Kickstart programme and regional economic development priorities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Focus on execution of work programme.</li> <li>2. Ensure actions/initiatives work in support of each other across programmes (Kaipara Kickstart and broader work).</li> <li>3. Ensure resources and capability are made available to support Kai Hub.</li> <li>4. Support Kai Hub in building funding plan and developing funding requests/applications.</li> <li>5. Support Kai Hub communications activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assist with re-set of strategy.</li> <li>2. Continue to support effective execution of work programme.</li> </ol>

# *The Kai Hub could support hobby/lifestyle farmers, growers and producers in the following way*

## HOBBY / LIFESTYLE

Current state:  
Niche production and  
processing primarily targeting  
local consumers and tourists  
visiting region  
e.g. olives

- Through being a critical connector to information, knowledge, people, and resources.
- This could include knowing where and how growers/farmers can access information on e.g.:
  - SME business support programmes (and in particular business plan/strategy workshops/programmes)
  - the range of potential funding sources available to assist with development of food-related opportunities
  - facilities that aspiring Kaipara food and beverage focussed entrepreneurs could use to test proof of concept and scalability of products
  - accessible toll processing facilities to help small growers/processors grow beyond the family kitchen/garage
  - the process to follow to access and use ground water on privately-owned land.
- The Kai Hub could also consider working with small groups of like-minded growers/farmers to explore issues relating to:
  - labour pooling/sharing opportunities among small growers/producers
  - connecting small growers/producers with relevant training and skills development programmes to explore on the job training and placement opportunities
  - the role/benefits of collaborative marketing and selling e.g. via the 'Kaikara Kai' brand.

# *The Kai Hub could support farmers and growers operating in national and export markets in the following way*



- Again through being a critical connector to information, knowledge, people, and resources.
- By providing specific support to farmers and growers in relation to:
  - Local trials on new crops
  - Access to water
  - Navigating regulatory challenges
  - Access to supply chains
  - Cluster development and sharing of infrastructure
  - Workforce planning, skills
  - Iwi specific support (to be designed with iwi)
- Information provision and support could initially be focussed on:
  - Establishing (or working alongside existing) farmer-led focus groups
  - Providing existing information and guidance on the opportunities available on a range of crops
  - The range of potential funding sources available to assist with development of opportunities e.g. MPI SFFF; and
  - Facilitating workshops, seminars and maybe a 'farming for change' expo that help bring together the work on Kaipara Kai, regional water and provide an understanding of what the consumer will be looking for in the future



# HOBBY/LIFESTYLE: Actions focussed on the key challenges and barriers

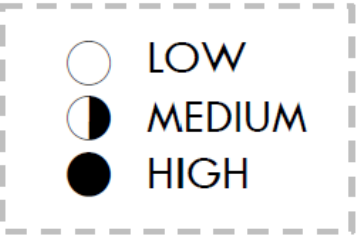
LOW

MEDIUM

HIGH

#	KEY ISSUES & RELATED ACTIONS	TIMEFRAME	RESPONSIBILITY	EASE OF IMPLEMENTATION	IMPACT
1.0	CAPITAL				
1.0.1	Provide information on the full range of SME business support programmes (and in particular business plan/strategy workshops/programmes), and how to access these programmes. Capital is unlocked through having a clear, coherent and investable business plan	6 months	Kai Hub Northland Inc	<div></div>	<div></div>
1.0.2	Consider specific business support programmes targeting hobby/lifestyle and aspiring F&B focussed entrepreneurs e.g. business plan development, and how to access finance	1 year	Kai Hub Northland Inc	<div></div>	<div></div>
1.0.3	Provide information on the full range of potential funding sources available to assist with development of opportunities e.g. MPI SFFF	6 months	Kai Hub Northland Inc	<div></div>	<div></div>
1.0.4	Consider a role for the Kai Hub in assisting with the development of funding applications	1 year	Kai Hub	<div></div>	<div></div>
1.1	WATER				
1.1.1	Provide information on the process to follow to access and use ground water on privately-owned land	6 months	Kai Hub	<div></div>	<div></div>
1.2	PEOPLE				
1.2.1	Consider labour pooling/sharing opportunities among small growers/producers	1 year	Kai Hub	<div></div>	<div></div>
1.2.2	Consider connecting small growers/producers with relevant training and skills development programmes to explore on the job training and placement opportunities	1 year	Kai Hub	<div></div>	<div></div>
1.2.3	Consider providing information on how to access backpacker and Recognised Seasonal Employer Scheme workers	1 year	Kai Hub	<div></div>	<div></div>
1.3	SUPPLY CHAIN & MARKET				
1.3.1	Consider establishing a Kaipara Kai brand to celebrate Kaipara food provenance (perhaps linked to history, climate and harbour)	1 year	Kai Hub	<div></div>	<div></div>
1.3.2	Provide support for collaborative marketing and selling via the Kaipara Kai brand	1 year	Kai Hub	<div></div>	<div></div>
1.3.3	Consider developing a website for Kaipara Kai to help direct consumers to local producers/products	1 year	Kai Hub	<div></div>	<div></div>
1.3.4	Provide information on accessible test kitchens and/or toll processing facilities to help small growers/processors grow beyond the family kitchen/garage	6 months	Kai Hub	<div></div>	<div></div>
1.3.5	[If there is a gap in the market] Consider an investment in a food facility that will provide a hands-on fully equipped commercial facility for aspiring Kaipara F&B focussed entrepreneurs to test proof of concept and scalability of products	>1 year	Kai Hub	<div></div>	<div></div>
1.4	MOTIVATION & KNOW HOW				
1.4.1	Consider producing a ‘how to’ guide for hobby/lifestyle and aspiring F&B focussed entrepreneurs to assist with approaching new investment	1 year	Kai Hub Northland Inc	<div></div>	<div></div>

# NATIONALLY AND GLOBALLY COMPETITIVE: Actions focussed on the key challenges and barriers



#	KEY ISSUES & RELATED ACTIONS	TIMEFRAME	RESPONSIBILITY	EASE OF IMPLEMENTATION	IMPACT
2.0	CAPITAL				
2.0.1	Consider providing support/training for business case development	1 year	Northland Inc	●	●
2.0.2	Consider producing model template business cases for key opportunities	1 year	Kai Hub	◐	◐
2.0.3	Provide information on the full range of potential funding sources available to assist with development of opportunities e.g. MPI SFFF	6 months	Kai Hub	◐	◐
2.0.4	Consider creating a specific local fund to support land diversification efforts. This money would be used to co-invest with Central Government	>1 year	Kaipara District Council Northland Inc	◐	◐
2.0.5	Attract outside investment into export-focussed opportunities by promoting Kaipara and effectively telling the ‘Why Kaipara’ story	>1 year	Northland Inc	◐	◐
2.1	WATER				
2.1.1	Finalise regional water storage project and support conversations with landowners on uptake	1 year	Kai Hub	◐	◐
2.1.2	Provide guidance on process and steps to consider when considering a localised water storage scheme	6 months	Kai Hub	◐	◐
2.1.3	Consider developing a model business case for a localised water storage scheme	6 months	Kai Hub	◐	◐
2.3	PEOPLE				
2.3.1	Consider labour pooling/sharing opportunities among growers	1 year	Kai Hub	◐	◐
2.3.2	Embed AMP Society farm cadetship programme and continue work on skills pathway from cadetship through to a diploma course (through NorthTec) and then university	1 year	Kai Hub	◐	◐
2.3.3	Encourage further work on an effective skills development pathway for horticulture by supporting emerging consideration of a NorthTec provided programme for Northland	1 year	Kai Hub	◐	◐
2.3.4	Continue to work closely with key agencies (e.g. MSD, Corrections) to support the transition back into work for local people	Ongoing	Local businesses	◐	◐
2.3.5	Consider the use of the Registered Seasonal Employer (RSE) worker scheme for labour intensive jobs that are hard to fill by local people. This could involve investigating opportunities for new housing which could be used as emergency accommodation when not needed by RSE workers	1 year	Northland Inc Kai Hub	◐	◐
2.4	SUPPLY CHAIN & MARKET				
2.4.1	Work with Far North Holdings to investigate the potential for food dryer facilities to be located in the Ngawha Innovation and Enterprise Park	>1 year	Northland Inc	○	●
2.5	MOTIVATION & KNOW HOW				
2.5.1	Support land use optimisation by supporting field trials of identified opportunities	>1 year	Kai Hub	◐	●
2.5.2	Support landowners who are interested in improving productivity, environmental management and/or diversifying by supporting industry-led efforts like Extension 350 and catchment collective programmes	>1 year	Kai Hub	◐	◐
2.5.3	Support landowners who are interested in improving productivity, environmental management and/or diversifying by synthesising and making available all existing information on suitability of land for diversification	6 months	Kai Hub	◐	◐
2.5.4	Consider a ‘farming for change’ expo that would bring together the work on Kaipara Kai, regional water and provide an understanding of what the consumer will be looking for in the future	1 year	Kai Hub	◐	◐

# *ANNEXES*

*09*

---

**+ Stakeholder engagement**

**+ Case Studies**

# ANNEX A: Stakeholder engagement

*Thank you to the stakeholders who kindly gave their time and energy to the project*

STAKEHOLDERS WHO CONTRIBUTED TO PROCESS		PROJECT SPONSORS	
CONTRIBUTOR	SECTOR ROLE		
Snow Tane	Te Roroa (Iwi)	<ul style="list-style-type: none"> <li>- Mayor Smith (KDC)</li> <li>- Diane Millar (Kaipara Kai, Project Lead, KDC)</li> <li>- Kaipara Kai Advisory Group:</li> <li>- Willie Wright</li> <li>- Hal Harding (Dairy farmer and kumara grower)</li> <li>- Andre de Bruin (Kumara grower)</li> <li>- Kim Brown (MPI)</li> <li>- Colin Hannah (Federated Farmers)</li> <li>- Joseph Stuart (Northland Inc)</li> </ul>	
John Greensmith	Avocado grower in Taporā		
Don Windley	Echo Valley Olives		
Georgina Connelly	Te Uri-o-Hau (Iwi)		
Anthony Blundell	Kaipara Kumara		
Andre de Bruin	Kaipara Kumara		
Shane Rudolph	A range of products		
Grant West	Sheep and beef farmer		
Rick and Ben Simpkin	Fieldco (Kumara)		
Bert and Rebecca Borger	Te Rata Family Farm (eggs)		
Alastair McCahon	Dairy farmer		
Peter Hobman and Shane Kells	Sheep & Goat Milk		
Hamish Alexander	Avocado grower		
Briar Huggett	Beef + Lamb	KAIPARA KAI – PROJECT LINKAGES	
Locky Wilson, GM Delta	Delta (Kumara)	<ul style="list-style-type: none"> <li>- Chris Frost (Water)</li> <li>- Sheri O'Neill (Kai Hub)</li> </ul>	
Jim Dollimore	Biomarine		
Colin Hannah	Federated Farmers	INTERVIEWS AND ANALYSIS	
Mayor Jason Smith	Kaipara District Council	<ul style="list-style-type: none"> <li>- Gus Charteris (Giblin Group)</li> <li>- Tim Morris (Coriolis)</li> </ul>	



# *CASE STUDIES*

*10*

- 
- + The Kitchen Project
  - + Kopu Road Limery
  - + Regional food branding
  - + Turnaround towns UK
  - + Kawerau – Pathways to Work Programme
  - + Farm Next Door

*The case studies that follow highlight existing initiatives or research that are relevant to Kaipara Kai objectives and the work of the Kai Hub*

# Case Study: The Kitchen Project

The Kitchen Project is designed for emerging food entrepreneurs who need help to take their business to the next level.

Entrepreneurs must be willing to commit nine hours per week for the first six weeks of the programme, and three hours per fortnight for the remaining 20 weeks (26 weeks in total), which is a mix of learning both inside and outside of the kitchen as well as from your fellow participants, mentors and partners of the programme.

There is a commercial kitchen available to book at a discounted rate given the importance of access to affordable commercial kitchen space in helping new food businesses to grow.

<https://www.thekitchenproject.co.nz/about>

"The Kitchen Project will support the growth of food and beverage in Auckland through local communities, and consumer and supplier engagement. This will, in turn, increase employment and economic growth," Pam Ford, Auckland Tourism, Events and Economic Development (ATEED) Acting General Manager of Business, Innovation and Skills Pam Ford.



## *Case Study: Kopu Road Limery: An integrated growing and processing model*

Kopu Road Limery is a Wairoa (northern Hawkes Bay) success story and potentially offers a model for how an integrated growing and supply chain investment could help unlock further horticulture diversification in Kaipara.

The Limery grow limes (the first plantings were established in 2010) but they have also built a pack house, cool storage and juice processing facility (the latter was added in 2017). Reject whole fruit is used to create premium concentrated lime juice and the waste peel is utilised for stock food.

The Limery has been important in providing other local landowners with the confidence to plant limes across the Wairoa flats (by the end of 2019 an additional 22ha in addition to the original 2ha Limery site had been planted in limes).

Three key factors have been critical in providing this confidence:

- The Limery proved quality limes could be produced for profit in Wairoa.
- The Limery provided (and continues to provide) advice and guidance to landowners who were thinking about diversifying and going through the conversion planning/planting process.
- The establishment of a processing facility has given landowners confidence there is an eager customer and a cost-effective post-harvest and processing option available to them.

In 2019 The Limery received a PGF loan to expand their juicing operation (including a new automatised bottling line).





## Case Study: Regional food branding

*Internationally food and gastronomy are increasingly important as a way to communicate the key characteristics and the attractiveness of an area to its audiences. But there is little in the way of food-specific regional branding in NZ at the moment. Kaipara could build a point of difference in the way it promotes its Kai offerings and potential.*

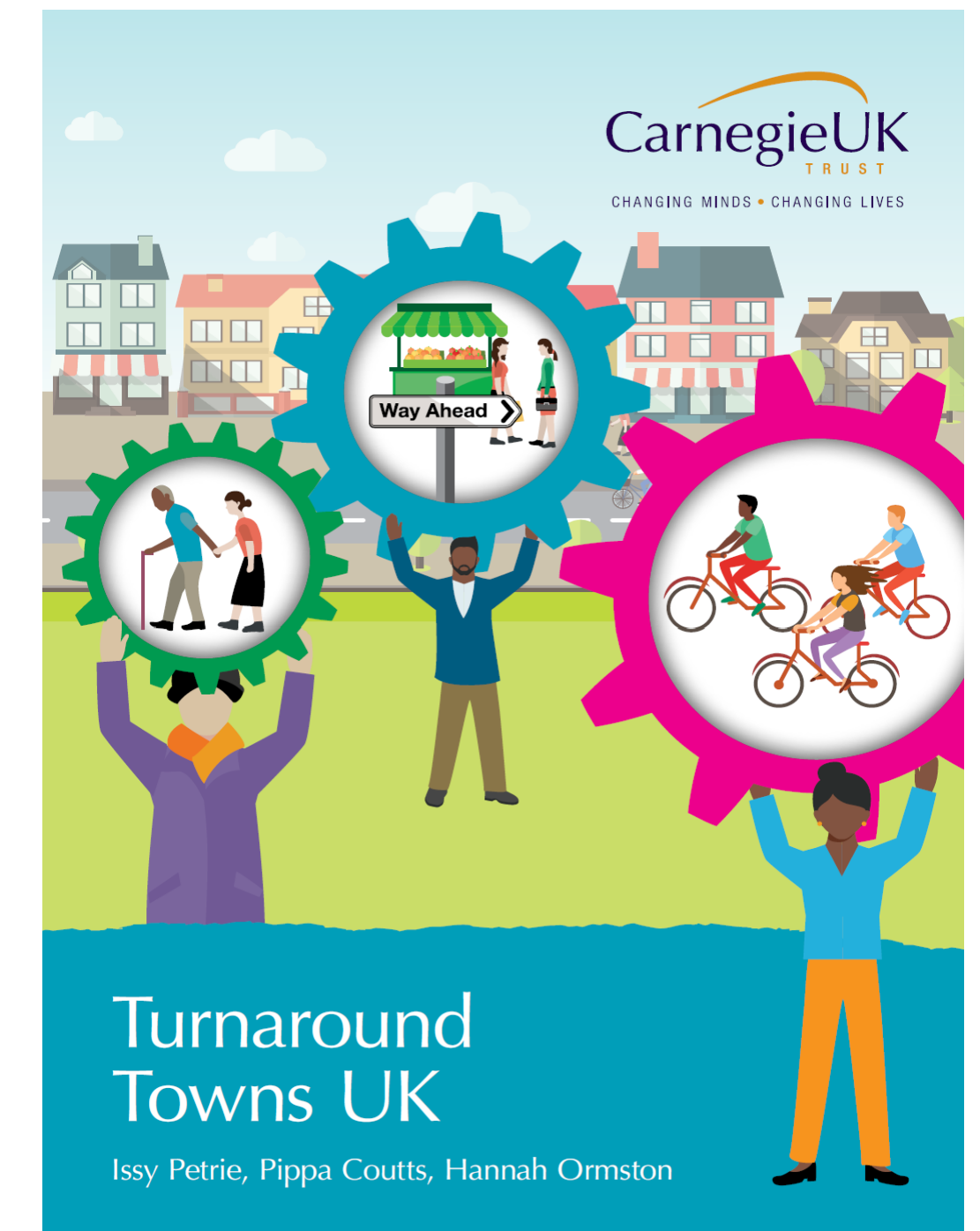
GREAT THINGS  
GROW HERE™  
HAWKE'S BAY NEW ZEALAND



## *Relevant international work offers lessons for Kaipara*

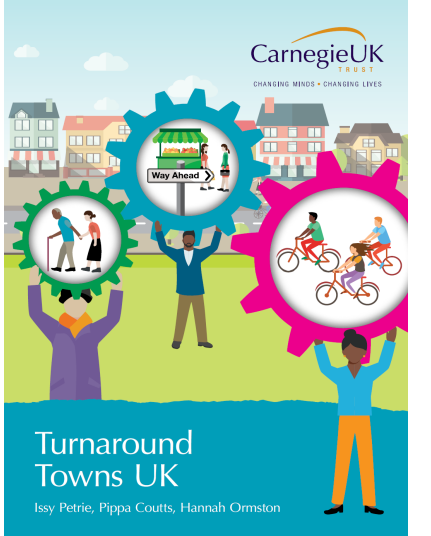
- A new report published by the Carnegie UK Trust called 'Turnaround Towns UK' aims to provide a pathway for positive change for UK towns
- The report offers seven key principles for change. We think these are relevant in a regional NZ context as well and support the investment that is being made in the Kai Hub and the recommendations made in this Activation Plan.

1. **Anchor** your town/region with a hub to stimulate relationships and bring people together
2. **Space-making** is vital: creating social infrastructure that encourages change
3. Embrace **something new**: recognise the need for change
4. Celebrate **local strengths** and **tell a local story**
5. Avoid siloes and create **ways to collaborate**
6. Place your town's **values at the heart of change**
7. Have a **long-term vision**





# The lessons for Kaipara from 'Turnaround Towns UK'



Seven key principles for change	Relevance to Kaipara Kai
1. 'Anchor' your town/region with a hub to stimulate relationships and bring people together	<ul style="list-style-type: none"> <li>Kaipara has done this through the Kai Hub</li> <li>The hub will be a facilitator of information, connecting people while supporting landowners and growers through some of the common challenges they face, e.g. workforce planning, regulatory uncertainty related to climate change.</li> </ul>
2. Space-making is vital: creating social infrastructure that encourages change	<ul style="list-style-type: none"> <li>Kai Hub and activities intended to help create and support the 'conversational space' the encourages change</li> </ul>
3. Embrace something new: recognise the need for change	<ul style="list-style-type: none"> <li>Kaipara Kickstart is focussed on this</li> <li>Feasibility Study outlines the exciting opportunities for Kaipara</li> </ul>
4. Celebrate local strengths and tell a local story	<ul style="list-style-type: none"> <li>The Feasibility Study outlines a compelling case for Kaipara Kai</li> <li>Ongoing communication and story telling will be an important part of activating the opportunities</li> </ul>
5. Avoid siloes and create ways to collaborate	<ul style="list-style-type: none"> <li>Consider bringing farmers/growers and support agencies together on a regular basis</li> </ul>
6. Place your town's values at the heart of change	<ul style="list-style-type: none"> <li>This is expressed through the Kaipara Kickstart programme</li> </ul>
7. Have a long-term vision	<ul style="list-style-type: none"> <li>This Activation Plan highlights the importance of a clear vision and strategy which helps focus efforts on the issues/opportunities that are most likely to meet Kaipara's objectives</li> </ul>



## Case Study: Kawerau – Pathways to Work Programme (KPtW)

Kawerau Pathways to Work (KPtW) is an employer driven initiative designed to establish a local ‘employer-employee connect’ system to improve the likely outcomes and sustainability of employment in Kawerau workplaces.

There are two projects currently being undertaken by KPtW:

- **The Cadetship Programme** which provides a real-life experience for those intending to pursue workplace opportunities in the area, and
- **The Industry Training Support Service** will assist those current apprentices or employees requiring further training support to enable them to achieve.

KPtW has also partnered with Toi EDA, Ngati Tuwharetoa (ki Kawerau) Hauora and Tarawera High School to provide ‘fit to learn and fit to work’ programmes which actively connect with local employers and industries.

Kawerau is also supporting its community to develop coherent local plans along with employers, education and training providers, Iwi and Māori, community members, local government. These Plans have both short and long-term horizons and create co-investment priorities for interested stakeholders like central government and philanthropy.

They help build local understanding, relationships and innovation, and minimise the risks of being wholly dependent on centrally-led policies, programmes and funding streams which tend to be very short term. These Plans often include a focus on rangatahi who are NEET (not in education, training or work) as well as all age groups. See the Kawerau Pathways to Work Plan (November 2017) as an example:

<http://embracechange.co.nz/workforce-development/kawerau-pathways-to-work>





## *Case Study: Local producers who earn income from their land and supply local values-based produce for local consumers*



**Farm Next Door** is a growing network of small-scale urban organic market gardens in central New Plymouth who earn income from their land and supply local values-based produce for local consumers.

The group of local food producers are using regenerative methods - which include a strong focus on soil health and crop diversity – to supply their local community in a supply chain that is environmentally sustainable.

Massey University has partnered with the group to research Farm Next Door's next phase of development. The project *Farm to Flourish* is aimed at developing a deeper understanding of this growing movement, shifting mindsets around food production, and the new economic and business models that – if proven successful – could be used to aid similar initiatives.

The research team plans to run public workshops which may be of interest to the Kaipara Kai project.

*“True transformational change hinges on the ability to harness knowledge, practice and the power of community. This happens when people are brought together to engage meaningfully.”*

*Dr Nitha Palakshappa - Massey University, Associate Head of the School of Communication, Journalism and Marketing*