

**From:** [Natalie Dyer](#)  
**To:** [Leah MacDonell](#); [Kim Brown](#)  
**Subject:** FW: Kaipara KickStart Programme Steering Group Papers  
**Date:** Tuesday, 19 November 2019 9:34:56 AM  
**Attachments:** [image001.jpg](#)  
[20191114 KKS PSG Papers compressed.pdf](#)  
**Importance:** High

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Good morning Ladies

I apologise, missed you both off the list last week when sending these out. Please see attached our PSG papers for the meeting this afternoon.

Nga Mihi



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**From:** Natalie Dyer  
**Sent:** Thursday, 14 November 2019 3:51 PM  
**To:** Sue Davidson <xxxxxxxx@xxxxxxxx.xxx.xx>; [REDACTED]; [REDACTED]; Mark Jacobs <xxxx.xxxxxx@xxxx.xxx.xx>; Jim Sephton <xxxxxxxx@xxxxxxxx.xxx.xx>; 'Calvin Thomas' <xxxxxx.xxxxxx@xxx.xxx.xx>  
**Cc:** Louise Miller <xxxxxxxx@xxxxxxxx.xxx.xx>; Di Bussey <xxxxxxxx@xxxxxxxx.xxxt.nz>; Diane Miller <xxxxxxxx@xxxxxxxx.xxx.xx>; Curt Martin <xxxx.xxxxxx@xxxxxxxx.xxx.xx>; Amika Kruger <xxxxxxxx@xxxxxxxx.xxx.xx>; Hayley Worthington <xxxxxxxxxxxxxx@xxxxxxxx.xxx.nz>; 'Sue OShea' <xxx.xxxxx@xxx.xxx.xx>  
**Subject:** Kaipara KickStart Programme Steering Group Papers  
**Importance:** High

Good afternoon all

Apologies for sending these so late in the day.

Please see attached for the Kaipara KickStart Programme Steering Group Papers for our meeting next Tuesday 19<sup>th</sup> at the Dargaville Town Hall.

Please ensure you take time to read these prior to the meeting as we have a very full agenda, with three business cases, programme acceleration options and a scope confirmation request to get through on the day.

Louise will be unable to join us for this meeting as she will be in a conference, so Sue has kindly agreed to step into the role of Chair for this meeting.

Thank you for your time, and I look forward to seeing you all on Tuesday.

## Nga Mihi



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**Programme Status Report for: - Kaipara KickStart Programme**
**REPORTING PERIOD: 11<sup>th</sup> October – 13<sup>th</sup> November 2019**

<b>Programme Manager</b>	Diane Bussey	<b>Programme Director</b>	Louise Miller
<b>Programme Team</b>	Programme Co-ordinator – Natalie Dyer Kai for Kaipara Project Manager- Diane Miller Kaipara Wharves Project Manager – Diane Miller Roading Package – Curt Martin		

## 1. Management Summary (Diane Bussey)

- Programme Resources: –
  - Combining the Kai and Wharves project management into one role is no longer sustainable. MBIE has approved the use of Wharves investigation funding to appoint an additional part time resource to support the Wharves project. Diane Miller will continue covering both roles with support from the team and continue as Kai for Kaipara Project Manager when the Wharves Project Manager is appointed.
  - Communications and stakeholder engagement resources. Gillian Bruce will manage the communications and engagement for the programme from 20<sup>th</sup> November. Work is underway to review the programme communications planning and approaches, scope the level of services required and identify resource requirements.
  - With the new operating model being implemented at KDC, including the establishment of a Project Management Office, the programme management for Kaipara Kickstart has been reviewed. Whilst the Kaipara KickStart programme team members, structure and governance remain unchanged, the team will now be supported and guided by Hayley Worthington in her role of PMO Manager. Diane will continue into 2020 in the Programme Manager role, whilst the PMO is being established.
- Kaipara Wharves Project – Dargaville Pontoon Business Case developed to a point where direction to approach and submission to MBIE for approval can be requested. Stakeholder engagement has been scheduled for 20<sup>th</sup> Nov, and feedback analysis will be completed to make any adjustments to design and business case.
- Estimates to complete design/engineering for Dargaville Pontoon were initially higher than expected (by \$11k) as reported last month. Value engineering and working with proprietary suppliers of pre-designed solutions has reduced this variance to \$3k.
- Significant efforts have been applied by programme resources in seeking opportunities for accelerating the Kaipara KickStart programme. A separate paper has been developed and is included for discussion and direction by PSG at the scheduled meeting on 19<sup>th</sup> November,
- Kai for Kaipara Project – Topoclimate, water provision and feasibility studies progressing as planned. Research is underway and stakeholder engagement being planned to support the Kai Transformation Hub service offering and business plan..
- Roading Package – Strategic business cases for Waipoua River Road and Pouto Phase 1 developed for PSG discussion and approval. Final Regional Economic Development Minister meeting is scheduled for 4<sup>th</sup> December. MBIE and NZTA to provide drawdown request for that meeting. Procurement for design will follow immediately following approval.
- Funding Agreements – all funding agreements relating to the announcement 3<sup>rd</sup> February are now executed, with Funding Agreement 2 (\$8.06m unsealed road network) now finalised.

- All contractual obligations are being met by the programme team, with MBIE support.

Programme Status	Prev. Ind.	Current Indicator	Brief Comment
Overall	G	G	Some issues and risks have been assessed as significant and are being managed by the team with support from MBIE.
Scope	G	G	As confirmed – no change requests
Schedule – Pgm Overall	G	G	On target – some slippage in Roothing, not impacting completion dates, being managed. Opportunities to accelerate Wharves projects under investigation. See separate paper for details.
Schedule – Kai	G	G	
Schedule - Wharves	G	G	
Schedule – Roothing	G	G	Some slippage on CoE tasks, not currently impacting on completion dates or causing delays on linked tasks.
Financial	G	G	Financial reporting confirmed. First TIO Payment claim delayed – NZTA processes required to ‘activate’ Programme Support codes will take 2-3 wks
Stakeholder Engagement and Communications	A	A	Initial stakeholder engagement for Dargaville Pontoon planned for 20 <sup>th</sup> Nov. Discussions with communications team will identify resourcing requirements for a more planned, proactive engagement approach. Council Briefing scheduled for 4 Dec.
Procurement	G	G	Progressing as planned.
Resourcing	G	A	MBIE have enabled appointment of a separate Wharves PM by utilising Wharves investigation funding. Working through options with MBIE currently. Communication resources to be confirmed with Gillian Bruce, once scope of service confirmed.
Health & Safety Performance	G	G	
Issues	G	A	Three significant issues are noted below, being managed by the team currently – may require escalation.
Risks	G	A	Three significant risks are noted below, being managed by the team currently – may require escalation.

Green = within plan    Amber = Outside of plan, being managed by the team    Red = Outside of plan, requires escalation



## 2. Milestone Register (Natalie Dyer)

This section identifies completed and upcoming milestones and how the team are tracking towards the expected completion date. Where expected due dates are extended, these will be shown with explanation. Any impact on further milestones will also be noted.

Milestone Number	Task Name	R/A/G	Estimated Finish	Actual Finish	Comments
MS06	Roading Funding Agreement 2 signed		<del>13/09/19</del> 30/10/19	25/10/2019	COMPLETED
MS07	Wharves Investigations Commence		<del>30/09/19</del> 11/10/2019	4/11/2019	COMPLETED Delays co-ordinating signature of contract, has not impacted project critical path.
MS08	Feasibility Study Commencement - Kai		17/10/19	17/10/2019	COMPLETED
MS10	Pouto Phase 1 ready for design/implementation		<del>21/10/19</del> 4/12/19		13/11 Dependent on decisions of PSG and MBIE regarding strategic case being presented at this meeting. Then subject to approval by RED Ministers at their meeting on 4 December.
MS09	Unsealed Network Evaluation Criteria Developed		<del>31/10/19</del> 30/11/19		13/11 Deliverable has been commenced Resourcing issues are being addressed. No impact on final Centre of Excellence completion dates. Schedule review planned for next week once resources are confirmed.
MS11	Dargaville Pontoon Business Case Ready		3/12/2019		13/11 On track to be completed by 25 <sup>th</sup> November
MS12	Roading Project Established		15/1/20		13/11 Establishment of the CoE Advisory Group outstanding. On track.

### 3. Financial Commentary (Diane Bussey and Natalie Dyer)

Kaipara KickStart Financial Position (000's)											
	THIS FINANCIAL YEAR						TOTAL PGM TO DATE				
	30 JUNE 2019	ACTUAL TO DATE	EST. TO COMPLETE	EST. AT COMPLETION	BUDGET	VARIANCE	ACTUAL TO DATE	EST. TO COMPLETE	EST. AT COMPLETION	BUDGET	VARIANCE
	a1	b	c	d = a + b + c	e	= d - e	f	g	h = a + b	i	= i - d
Kai for Kaipara	0	40	940	980	980	-	40	940	980	980	-
Kaipara Wharves Investigation	0	32	918	950	950	-	32	918	950	950	-
Kaipara Wharves Implementation	0	-	4,000	4,000	4,000	-	-	4,000	4,000	4,000	-
Waipoua River Road Investigation	0	8	112	120	120	-	8	112	120	120	-
Waipoua River Road Implementation	0	-	1,480	1,480	1,480	-	-	1,480	1,480	1,480	-
Pouto Road Phase One Implementation	0	-	5,050	5,050	5,050	-	-	5,050	5,050	5,050	-
Pouto Road Phase Two Investigation	0	6	324	330	330	-	6	324	330	330	-
Pouto Road Phase Two Implementation	0	-	2,800	2,800	2,800	-	-	2,800	2,800	2,800	-
SOMAX Bridges	0	4	3,156	3,160	3,160	-	4	3,156	3,160	3,160	-
Programme Support	88	311	901	1,300	1,300	-	399	901	1,300	1,300	-
Unsealed Network Improvements	0	-	8,060	8,060	8,060	-	-	8,060	8,060	8,060	-
<b>TOTAL PROGRAMME</b>	<b>88</b>	<b>401</b>	<b>27,741</b>	<b>28,230</b>	<b>28,230</b>	<b>-</b>	<b>489</b>	<b>27,741</b>	<b>28,230</b>	<b>28,230</b>	<b>-</b>

- The programme is being managed within budget.
- Full monthly time phased budget has been completed, net funds movements being developed now.
- MBIE have confirmed the use of Wharf Investigations funding to support appointment of a Wharves Project Manager.
- Net funds movements are below target as the first TIO Payment Claim to recover programme support costs has been delayed due to an internal NZTA process. MBIE are assisting to resolve. TIO payment claim will now be processed in at the end of November with payment expected in December.

### 4. Summary Programme Status Updates

#### 4.1 Programme Management (Diane Bussey)

Completed:

- Roading Agreement 2 executed
- Revised Stakeholder engagement approach confirmed and in place for Dargaville Pontoon
- Cultural Assessment approach to be included within relevant business cases
- Funding Agreement conditions precedent completed, enabling TIO payment claims
- Schedule reviews Roading & Wharves projects – seeking opportunities to accelerate.

Completion expected before next meeting:

- Lessons learned for application and establishment phase
- Wharves Project Manager appointed and inducted
- Communications and engagement approach; roles finalised and resources confirmed
- Briefing completed for new Council – scheduled for 4<sup>th</sup> Dec.
- First TIO payment processed
- Wharves Contract Variation executed – enables access to Physical Works funding.

## 4.2 Rooding Package (Curt Martin)

### Completed:

- Prioritised 50MAX bridges Phase 1 programme confirmed and NZTA cost adjustments submitted in TIO
- Tomarata Road bridge (50MAX bridge programme) physical works commenced
- Procurement for Centre of Excellence (CoE) commenced
- Business Case for Pouto Road Phase 1 completed
- Business Case for Waipoua River Road completed and submitted to Te Roroa for approval
- CoE – draft Unsealed Roads Strategy commenced
- CoE – network data/segmentation baseline data capture commenced
- CoE – draft evaluation criteria commenced
- Maintenance Contract standardisation completed

### Completion expected before next meeting:

- Business Case for Waipoua River Road submitted to MBIE
- Business Case for Pouto Road Phase 1 submitted to MBIE
- Procurement for Centre of Excellence (CoE) completed
- Draft Maintenance Intervention Strategy completed
- Draft Unsealed Roads Strategy commenced
- CoE – draft evaluation criteria completed
- Network data/segmentation – baseline data capture for operational management completed
- Procurement for Pouto Road Phase 1 professional services commenced
- Procurement for Waipoua River Road professional services commenced
- CoE Advisory Group members confirmed and group established
- Draft Material Supply Analysis for CoE completed
- Complete procurement for Pouto Road Phase 2 Business Case

## 4.3 Kai for Kaipara Project (Diane Miller)

### Completed:

- Contract for additional resource completed and resource appointed and inducted and focused on Transformation hub research and stakeholder planning.
- Kai Feasibility Study including stakeholder engagement commenced
- Peanut growing trial going ahead with Plant & Food applying to Sustainable Farming Futures fund to support large scale trial using different peanut varieties.
- Provided MBIE all information pertaining to Phase 1b application. Satisfied concerns that project would not negatively impact NRC water storage project.

### Completion expected before next meeting:

- A complete list of crops/aquaculture options for Kaipara identified through Coriolis Research's filtering process that considers stakeholder feedback and is endorsed by Kai Advisory group.
- First Topo-climate report complete
- Recommendation for further Topo-climate detailed assessment
- Results of suitability of hemp, hops, avocados and olives for Kaipara
- Stakeholder plan confirmed for Transformation hub engagement and underway

## 4.4 Kaipara Wharves (Diane Miller)

### Completed:

- Funding deliverable – Value Assurance Meeting with MIBE completed and agreement gained to continue with progressing early infrastructure opportunities
- Preferred supplier selected through supplier evaluation for Wharves Feasibility Study
- Dargaville Pontoon Business Case ready for PSG approval to submit BC to MBIE for approval
- Wharves PM identified – in conversation about a contract

Completion expected before next meeting:

- MBIE approval of Wharves Feasibility Study supplier and contract signed
- Procurement Plan for Dargaville Wharf Construction
- Wharves PM contract signed and inducted into programme
- Stakeholder engagement expanded beyond Dargaville pontoon into other locations

#### 4.5 Communications and Stakeholder Engagement (Amika Kruger)

Completed:

- Kaipara KickStart website live
- Dargaville stakeholder engagement framework approved
- Dargaville Pontoon Community information session scheduled for 20 November
- Wharves key stakeholders contacted via email and phone calls
- Dargaville Pontoon community information session advertised in the Kaipara Lifestyler and invitations delivered to Dargaville businesses

Completion expected before next meeting:

- Dargaville Pontoon Community Information Session -20th Nov.
- Programme and Project level communications plan completed
- Stakeholder engagement approach agreed and operational
- Kai Transformation hub stakeholder engagement framework approved
- Kai Transformation community engagement activities identified and planned
- Dargaville Consultation Summary report

#### 5. Significant Issues (High Impact) (Natalie Dyer)

#	Date Raised	Title	Description	Who	Latest Actions taken
10	11/9/19	Kai & Wharves Project management resourcing	As these 2 projects get into delivery mode additional resources are required to maintain the scheduled delivery and seek opportunities to accelerate the physical works programme.	DB	13/11: Internal resources are unable to be identified - requested and approved by MBIE is that we seek external PM support, with Mark Bell as Infrastructure PM to implement Dargaville Pontoon.
12	8/10/19	Communications and Stakeholder Engagement	Resourcing issues have created slippage in the stakeholder engagement and communication profile for the programme	DB	1/11: Meetings with Jason M, Hayley, Gillian and DB have progressed requirements. Resignation of key comms team member and clarity of scope of services required causing resource concerns. 10/11: Meeting to agree roles. 12/11: Meeting booked with Gillian to confirm scope of services and likely resources available.
18	12/11/19	MBIE and RED Minister approval timing	There is uncertainty as to how long it will take for the Roding business cases to be approved by the RED Ministers – could impact on schedule	DB	9/11: Leah advised the final RED Ministers meeting is 4th December. Team to progress Pouto Phase 1 and Waipoua River Road BCs to PSG mtg on 19th Nov, so MBIE process can commence in time for 4th Dec mtg.

			and expectations being set if longer than expected.		
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## 6. Significant Risks (High Probability/High Impact) (Natalie Dyer)

#	Risk Description	Mitigation	Owner
01	Priorities of Central Govt. change reducing focus on Kaipara and PGF. Reallocation of PGF funding awarded to KDC to other priorities	Maintain relationship with people on the ground, to ensure any ministerial changes don't impact projects going forward Nov 2019 – balancing the programme to deliver to programme outcomes and achieve an accelerated programme . Seek opportunities to enhance delivery PSG to provide clear direction on delivery approach Manage resources to deliver to agreed approach	LM
02	Un-coordinated messaging from KDC or other key projects (e.g.NRC Water Storage)	Programme level stakeholder engagement approach developed, communications planning to be proactive. Nov 19 - Community engagement planned for Darg Pontoon, raises awareness and likelihood. Need to build prog. level engagement processes - Gillian Bruce to manage comms & engagement from 20 Nov - reassess with Gillian & Hayley Worthington. Work with our partners delivering dependent projects and initiatives	DB
04	Insufficient programme resources - either availability or capability - Internal and external	Programme resource planning aligned with scheduled delivery Identify pressure points and possible resource solutions to resolve/minimise impact and implement	DB

Diane Bussey 13<sup>th</sup> November 2019

## Kaipara KickStart Programme – Acceleration Options

The purpose of this paper is to provide background on the activities that have been undertaken by the team to identify opportunities to accelerate the Kaipara KickStart programme, those opportunities that have been actioned and provides recommendations for other opportunities for consideration and direction Programme Steering Group (PSG).

### Executive Summary

The programme team have investigated and actioned several opportunities to accelerate the delivery for the investment decision process and physical works component of the Kaipara KickStart programme. These include:-

#### A) Roading Package

- reduced strategic business cases for Pouto Rd Phase 1 and Waipoua River Road
- confirmation of 50Max bridges scope.

#### B) Wharves

- Feasibility Study delivery – several approaches have been investigated (high level initially, then detailed – now planning to deliver draft study to support next tranche of investment decisions, followed by a final)
- Appointment of a Wharves Project Manager utilising funding from Wharves Investigation budget,
- Dargaville Pontoon delivery approach, reusing existing design work

In addition, there are several opportunities the team have completed initial investigations and determined recommendations for PSG consideration and direction prior to allocating further programme resource. These recommendations are summarised as: -

**TEAM RECOMMENDATION 1:** That the team investigate with MBIE the ability to release Waipoua and Pouto Rd Phase 1 implementation funding ahead of business case approvals to enable procurement to commence.

**TEAM RECOMMENDATION 2:** That the ownership of Pahi Wharf be researched, formal discussions with Pahi Regatta Club conducted and Council paper prepared for addressing ownership of Pahi Wharf and financial implications for KDC. In parallel, a scope of remedial work be developed, including the addition of a small pontoon, with cost estimates to support an investment decision to reduce health and safety concerns and support existing harbour business operators. This work to commence on the appointment of Wharf Project Manager.

**TEAM RECOMMENDATION 3:** That the Wharves feasibility study be completed prior to resources being applied specifically to the physical works on the Pouto Peninsula, enabling a Kaipara Harbour wide investment decision. Instead the team supports the stakeholder engagement associated with the development of the feasibility study, which will include the Pouto location linked to decisions regarding the second phase of sealing Pouto Road.

Note that any significant changes to baselined plans will require a change request to be completed, which would need to be approved by the Programme Steering Group, prior to adoption by the programme team.

## Background

The programme schedule was established in accordance with the approved Programme Management Plan with the relevant Project Managers identifying likely timing of the tasks to be completed, including the earliest dates tasks can be started, durations and estimated completion dates. Consideration was made for resourcing the schedule, the available budget, the strategic outcomes required of the programme, stakeholder engagement and review/approval cycles.

Natalie Dyer has included internal dependencies (linkages) within the schedule providing a realistic platform given resources available and the reviews agreed.

The programme schedule was reviewed and baselined in September 2019 providing a basis for monitoring and measuring programme performance. As documented in the Programme Management Plan, any significant change to the baselined schedule would be subject to a formal change request process, which the Programme Steering Group approval would be required prior to plans being updated to accommodate the change.

The programme team have been encouraged to identify any road blocks or constraints that may be extending the programme schedule, including any external review/approval processes and to also identify opportunities that could lead to earlier delivery dates, whilst maintaining quality, scope and budget.

## Acceleration Approach

The schedule is under constant review by the team to identify any tasks or deliverables that could be delivered more efficiently. In addition, Advisory Group discussions have also identified opportunities for further review. All opportunities that are identified are reviewed by the team with issues and risks of the opportunity being discussed and where deemed valuable, further investigated and change impacts determined.

Where the opportunity has been considered of value and minor impact, the opportunity has been actioned and the programme plans updated. Some opportunities with more significant impacts have been noted within this paper and the team are seeking consideration and direction from PSG.

## Acceleration Opportunities – Physical Works Roading and Wharves Projects

### Roading Package

#### Opportunities Investigated and Actioned

- Reduced Business Cases

Early confirmation by NZTA that there is currently no NLTF funding available for the Pouto Road Phase 1 and the Waipoua River Road projects has negated the requirement for a detailed NZTA business case, and therefore reducing timeframes to prepare the 'PGF' business cases setting out how the projects align with the PGF criteria and objectives, and demonstrate how the proposed projects will deliver expected outcomes.

- Roading Physical Works – Waipoua River Road

Roading physical works deliverables are constrained by the construction seasons within which the work can be completed. Therefore, some savings of 1-2 months did not change the timing sufficiently to make a change to an earlier construction season. However, the Waipoua River Road business case has been brought forward (scheduled completion date is currently 17 February 2020). Pending the approval of the 'Implementation' funds, procurement for the professional services (design) and then tendering of the physical works can commence ahead of programme allowing an earlier contract award in spring 2020 (scheduled contract award date is currently 4 January 2021).

- **Roading Physical Works – 50Max Bridges**

The procurement and contract award for Year One of the 50MAX bridges physical works programme is also ahead of schedule, with inclusion of Tomarata Bridge, and the physical works contract has been awarded and is in progress (scheduled contract award date is currently 8 May 2020).

#### Opportunities Available

- Earlier approval by MBIE to release some of the 'Implementation' funds to allow the award of the professional services (design) contracts for both the Waipoua River Road (\$150,000) and Pouto Road Phase 1 (\$360,000) projects would allow earlier contract awards and mitigate the risk of late physical works contracts award.  
**TEAM RECOMMENDATION 1:** That the team investigate with MBIE the ability to release Waipoua and Pouto Rd Phase 1 implementation funding ahead of business case approvals to enable procurement to commence.

#### Wharves

The wharves project is tasked with identifying the best value for Kaipara for \$4m worth of infrastructure investment. Included in scope was a feasibility study that would consider many economic factors and opportunities, the potential for how Kaipara uses its wharf locations, while ensuring programme strategic outcomes and dependencies related to Kai and Roads under the Kaipara KickStart programme feature in the planning.

#### Opportunities Investigated and Actioned

- **Feasibility Study delivery approach**  
The programme schedule was reworked to deliver the feasibility study in two ways – a high level study that would enable early investment decisions to be supported, followed by a detailed study that provided the transport network potential across the harbour, and supported the remaining investment decisions. Procurement planning was completed on this basis. This approach was abandoned as the timing did not provide significant savings in time (2 months) and duplicated the efforts for limited resources to manage and complete two cycles of procurement and support two feasibility study deliverables. Additional risk was added in that some investment decisions would be required ahead of the investment decision support provided by the feasibility study. The Feasibility study delivery approach (including procurement) has reverted to the single approach – procurement is underway with preferred supplier identified.
- **Dargaville Pontoon**  
It was agreed with the team and PSG that the Dargaville Pontoon development was the least risk infrastructure option as the location represents a pivotal, vital link of any transport network on the Kaipara Harbour and the chance of compromising the feasibility study was very low. The Dargaville Pontoon project uses an existing design, is unlikely to require resource consents and is on track to commence construction in February 2020.
- **Appointment of Wharves Project Manager**  
MBIE have advised acceptance of using Wharves Investigation funding to fund the appointment of a Project Manager. This additional resource will not only ensure acceleration opportunities are investigated and actioned, but also protect the Kai for Kaipara schedule.
- **Business Case Approval Processes**  
A Funding Agreement variation has been drafted by MBIE, which the team are currently reviewing. The variation in effect reduces the approval timeframes for Wharves project business cases by enabling the approval to rest with MBIE and not require approval by Regional Economic Development Ministers. This variation will accelerate



procurement activities for physical works to commence. It is expected that this variation is executed prior to the Dargaville Pontoon business case approval.

## Opportunities Available

The team has continued to seek opportunities for further investments, whilst being aware of the value of first completing the feasibility study, which will provide the long-term strategic basis for investment decisions. This has included the identification of wharves/pontoon builds or refurbishments that could be accelerated. MBIE, Wharves Advisory Group (WAG), subject matter experts and KDC Infrastructure team have identified that defending the existing tourism activity on the harbour emerged as a potential basis to prioritise further early investment.

The harbour has one predominant tourism operator of 25 years, a charter boat named the Kewpie Too. The owner of the Kewpie Too is a WAG member, and through group discussion including the tourism operator, it was confirmed that Pahi and Pouto are locations where the Kewpie Too has been doing business for the last 25 years. This tourism delivery is provided in a very rugged way with safety compromised due to the inadequate infrastructure at Pahi and non-existent at Pouto, affecting thousands of Kewpie Too passengers each year. The WAG recommended that this infrastructure be prioritised for investigation. A tourism bus that connects with the Kewpie Too in Dargaville is re-establishing itself too – again a much-needed tourism operator based on the western side of Kaipara.

- Pahi Wharf

The WAG has recommended that refurbishment at Pahi requires a small/medium size pontoon to be introduced at one end of the wharf, an upgrade to the existing wharf structure including modernising steps and introducing non-slip surfaces and new railings. This would significantly improve the current safety concerns.

A 'whole of life' approach to developing the business cases is required so that ongoing maintenance and upkeep costs of the infrastructure are considered and accepted by owners of the infrastructure. Currently the ownership, and therefore maintenance responsibility for Pahi Wharf is with the Pahi Regatta Club. Any acceleration of infrastructure would need to be completed with the Pahi Regatta Club, similar to the delivery of Waipoua River Road. This would impact on stakeholder engagement, design and timeframes. Also, Council's elected members and PSG would need to decide whether they are comfortable investing PGF money into an asset not owned by Council.

An alternative is that the ownership of Pahi Wharf be investigated, with a view for KDC to take over ownership, something the Pahi Regatta Club have confirmed is their preference. This would require a Council decision, due to the ongoing financial commitment and would have significant schedule implications. Due to the time of year and a newly elected Council it will take several months to work through any approval process reducing the value of allocating resources to accelerating the infrastructure spend on Pahi Wharf.

**TEAM RECOMMENDATION 2:** That the ownership of Pahi Wharf be researched, formal discussions with Pahi Regatta Club conducted and Council paper prepared for addressing ownership of Pahi Wharf and financial implications for KDC. In parallel, a scope of remedial work be developed, including the addition of a small pontoon, with cost estimates to support an investment decision to reduce health and safety concerns and support existing harbour business operators. This work to commence on the appointment of Wharf Project Manager.

- Pouto Wharf

No investigations to accelerate this project have occurred. Should PSG recommend that the Pouto location be investigated ahead of the findings of a feasibility study it is likely to be the largest investment for wharf infrastructure on the Kaipara harbour due to the size of the infrastructure required, and nothing exists in this location currently. The ultimate design and requirement for the infrastructure at Pouto is more likely to be dependent on the type of transport networks identified within the feasibility study, e.g. should this be a passenger wharf, freight or vehicle. These wide-ranging alternatives will have a significant impact on the eventual design of the wharf infrastructure and associated amenities required, loading docks etc. As there is

currently no wharf infrastructure in place currently, significant environmental and cultural assessments will be required as well as extensive stakeholder engagement. These factors add risk in investing in the Pouto Wharf ahead of the feasibility study work.

**TEAM RECOMMENDATION 3:** That the Wharves feasibility study be completed prior to resources being applied specifically to the physical works on the Pouto Peninsula, enabling a Kaipara Harbour wide investment decision. Instead the team supports the stakeholder engagement associated with the development of the feasibility study, which will include the Pouto location linked to decisions regarding the second phase of sealing Pouto Road.

The programme team will continue to review the schedule and work with Advisory Groups and Advisors to identify potential opportunities and bring these to the attention of the PSG.

Kaipara Kickstart Programme Team

13<sup>th</sup> November 2019

## **Dargaville Pontoon Business Case**

**Meeting:** Kaipara KickStart Programme Steering Group  
**Date of meeting:** 19 November 2019  
**Reporting officer:** Diane Miller, Kaipara Wharves Project Manager

### **Purpose/Ngā whāinga**

This report seeks the Programme Steering Group's (PSG) approval to progress the Dargaville Pontoon Business Case to the Ministry of Business, Innovation and Employment (MBIE) for approval. A variation is required to the funding agreement in line with the process outlined in part 1, clause 7 of the funding agreement, authorising expenditure of a portion of the wharves implementation budget.

### **Executive summary/Whakarāpopotanga**

The Kaipara Kickstart (KKS) Programme includes a wharves project that will investigate and establish a network of wharves to facilitate greater movement around the Kaipara Harbour for visitors, residents and freight.

The programme and project are funded via the Provincial Growth Fund (PGF) with funding for physical works being approved up to \$4 million.

The Dargaville Pontoon Business Case sets out how the project aligns with the PGF criteria and objectives and demonstrates how the proposed project will deliver expected outcomes for the Ministry of Business, Innovation and Employment (MBIE) to authorise expenditure.

### **Recommendation/Ngā tūtohunga**

That the Programme Steering Group:

- a) Approves the Dargaville Pontoon Business Case report.
- b) Delegates the PGF Programme Manager to apply to the Ministry of Business, Innovation and Employment (MBIE) for a variation to the funding agreement, authorising the expenditure of a portion of the Kaipara Wharves implementation budget on the Dargaville Pontoon.

### **Context/Horopaki**

The PGF Funding Agreement between Council and the Ministry of Business, Innovation and Employment (MBIE) for the Kaipara Wharves sets out the process to be followed in order to draw down the funding of \$4.0m for implementation of the physical works.

Dargaville Pontoon has been identified as a priority investment opportunity, and work has been undertaken to progress this ahead of the findings of a detailed feasibility study.

The funding agreement between KDC and MBIE includes an expectation that the National Land Transport Fund (NLTF) co-funding should be tested to support the project. At this point in time NZTA have confirmed there is no NLTF funding available.

## Discussion/Ngā kōrerorero

The Dargaville Pontoon Business Case sets out how the project aligns with the PGF objectives outlining the need, objectives and likely benefits that will be derived through this capital investment and the part the Dargaville pontoon plays in the wharves project and KKS investment programme.

The Wharves Advisory group assisted in the development of the Business Case and through this process it was determined that there is a likely requirement for amenities to support the Dargaville Pontoon as a 'hub' of a transport network. For this reason the scope of the business case extends beyond the physical wharf infrastructure to a potential toilet, carparking, accessibility parking, bus bay, lighting, historical and iwi signage, drinking fountain, a large rubbish bin and bike racks. The pontoon structure is a concrete kit pontoon and a cost effective and efficient solution for this location. It should be noted that the amenities identified and cost of these is not insignificant.

A public open day on 20<sup>th</sup> November will give the community an opportunity to have their say and help determine the final scope for the pontoon and associated amenities.

There are several interrelated projects going on at KDC currently that the Dargaville Pontoon touches, the closest relationships include Spatial Planning for the District Plan review and Dargaville Placemaking. The project is connecting with these teams to ensure alignment of project planning and scopes while also working with operational BAU works planned in the Annual and Long-Term Plans.

MBIE need to be satisfied with the works proposed and will develop a variation to the funding agreement which enables the physical works funds to be drawn down.

Council is required to work with the NZ Transport Agency (NZTA) to support the NLTF funding approval process, including for business case requirements, however there is no funding available at this time.

## Next steps/E whaiake nei

Once the variation has been executed, Council will procure the professional services to undertake the physical works contract.

## Attachments/Ngā tapiritanga

	Title
A	Dargaville Pontoon Business Case

Diane Miller, 12 November 2019



# Dargaville Wharf / Pontoon Upgrade Business Case

# Dargaville Wharf Upgrade Business Case

Developed on behalf of Kaipara District Council by:



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11th November 2019

## Authors:

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Roger Burra | Technical Principal, Transport Integrated Planning

## Authorised:

Derrick Williams | Transport Group Manager

## Approved by:

Malcolm Welsh | Project Consultant

## Document History and Status

Revision	Date	Author	Reviewed & Approved by	Status
70% Draft	18-Oct-19	Aaron Patterson WSP Opus	Diane Bussey Kaipara District Council	70% Draft
95% Draft	11-Nov-19	Aaron Patterson WSP Opus	Diane Bussey Kaipara District Council	95% Draft
Final		Aaron Patterson WSP Opus	Louise Miller Kaipara District Council	Final

## Executive Summary

This Business Case sets the justification for the Dargaville Wharf / Pontoon Upgrade Project which is located in central business area of Dargaville, the main town of the Kaipara District.

The Dargaville Wharf / Pontoon Upgrade Project is estimated to cost \$1,065,600, with an estimated five (5) months to construct. The scope of the project includes upgrading the wharf and surrounding infrastructure assets to support services. The primary purpose of the Dargaville Wharf is to serve as the ferry transport hub for the district.

This project is strategically aligned in Council's objectives and is part of the Kaipara Kick Start Programme - Wharves Activation Programme; achieving economic growth through harnessing the Kaipara Harbour the largest harbour in New Zealand.

The Dargaville Wharf is the first infrastructure to be built as part of the Wharves Activation Programme with a supporting wharf network being established as identified in the Wharves Feasibility Study. The outcomes to be achieved by this project include:

- Increasing tourism activity
- Improving transport efficiency
- Improve safety
- Enhance, promote and protect heritage and local iwi culture.
- Increase local employment
- Developing a sense of place for the community.

This business case applies a project prioritisation matrix to evaluate and quantify several criteria across each of the three key elements:

- Strategic alignment to Council's objectives; scoring 71%
- Project risk and complexity; scoring 70%
- Economic cost benefit analysis including options analysis; scoring 80%

The overall priority score for this project is 74 out of a 100 - high.

Economic benefits for the recommended option for this project over the next 25 years (the analysis period, AP) are estimated to provide: a net present value cost benefit of \$4,113,065, a return on investment of 386% (cost/benefit ratio of 1:3.8) and internal rate of return of 16% p.a. This is based on an increase of 1000 tourists, from the current base of approximately 5000 p.a via harbour cruises, in year 2 of the AP and growing at 3% p.a thereafter. Under this scenario, the project has a 8 year pay back period. Conservatively the project would break-even over the 25 year period, with an increase of 485 tourists in year 2 and growing at 3% p.a thereafter.

It is recommended that based on this project's alignment to achieving Council's objectives, a manageable project risk and complexity, combined with positive economic benefits and additional non-monetised community benefits, that this project proceeds. This qualified yes, is dependent on the tourism-only derived economic benefit based on key assumptions. The Wharves and Water Transport Network Feasibility Study will explore benefits in greater detail. Capital cost estimates supplied by client are recommended to be validated to improve cost estimate accuracy and certainty.



## Business Case

<b>Project Name:</b> Dargaville Wharf Upgrade Project	<b>Project Cost</b> \$ 888,000
<b>Project No.:</b>	<b>Contingency</b> 20%
<b>Project Owner:</b> Kaipara District Council	<b>Total</b> \$ 1,065,600

<b>Council Objective Alignment:</b> 71%	Is this an Existing or New Asset?	<b>Existing</b>	<b>New</b>
<b>Project Risk &amp; Complexity Score:</b> 70%		<b>Growth</b>	<b>Renewal</b>
<b>Cost Benefit Analysis:</b> 80%	<b>Total Score</b> 74%		

## Governance

<b>Prepared By:</b> WSP - Aaron Patterson	<b>Date:</b> 11 November 2019
<b>Project Sponsor:</b> Louise Miller	<b>Business Owner:</b> Jim Sephton
<b>Proposed Start Date:</b> December 2019	<b>Duration:</b> 5 months (May 2020)

## Context (Background/ Intro):

The Dargaville Wharf Upgrade Project is part of the Kaipara District Council – Kaipara Kick-start (Kaipara Moana Activation Plan) - funding through the Provincial Growth Fund. Kaipara Kick-start consist of three complementary streams;

- Kai: Unlocking the potential of fertile land assets in the Kaipara through investigations and analysis and programme of work to begin the transformation of idle land, to productive land.
- Wharves: Making the harbour accessible to tourism and the horticulture industry, and providing a lasting connection to Auckland, to provide a sustainable future for the Kaipara.
- Roads: Remediation and upgrade work to current roading infrastructure. The primary drivers for this are land access and road user (e.g. tourist) safety.

The Dargaville Wharf Upgrade Project is part of the broader Wharves Network Project which consists of;

- Phase 1a: feasibility, project master planning network of wharves, project prioritisation through business cases, \$950,000.
- Phase 1b: projects construction; \$4,000,000.

## Business Need / Justification:

The Kaipara Harbour is the biggest harbour in New Zealand. The natural topography of the harbour enables efficient harbour transport of passengers, vehicles and light freight as well as serving tourism. The harbour links locally the communities and lwi of the Kaipara District as well as connections to Auckland. The Dargaville Wharf is situated in the nearby town centre of Dargaville which is the main township of the Kaipara District. The Dargaville Wharf will serve as the Wharves transport hub servicing the district. The existing Dargaville Wharf is a few years old and in good condition yet the current design and surrounding infrastructure (bus stop, access, carparks) is not fit for purpose or adequately safe to serve as a wharf passenger ferry terminal.

## Objective(s):

To construct an upgraded; safe, cost effective, fit for purpose, optimum option wharf that fulfills all key functional requirements for stakeholders to serve as the ferry terminal hub for wharves network promoting tourism, ferry passenger commute and light ferry freight. This will in turn increase transport efficiency, tourism, safety, sense of place and connect a network of wharves supporting increased economic activity in the district.

## Benefit(s):

Providing a town centre ferry terminal hub servicing a network of wharves connecting communities, fertile lands, lwi at strategic nodes of the Kaipara Harbour and linkage to Auckland This will in turn increase transport efficiency, increase tourism, promote use of fertile lands and be a catalyst for increased economic activity. This project links to the broader Kaipara Kick-start program.

## Strategic Alignment:

This project is in alignment to:

- Kaipara Kick-start program (Wharves Activation Plan), - Twin Coast Discovery Route, - Northland Cycle Plan BC,
- Kaipara District Council Long Term Financial Plan, - Kaipara District Council Infrastructure Strategy, - The Kaipara District Plan,
- Northland Journeys Tourism Strategy, - Tai Tokerau Northland Economic Action Plan, - Regional Land Transport Plan,
- Aotearoa New Zealand Government Tourism Strategy,



# Planning

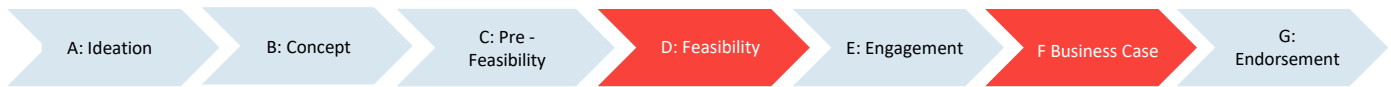
**Project Scope:** Project options include scope consideration for wharf / pontoon upgrade and surrounds. Scope:

- improved wharf; floating pontoon for berthing (+ dredger), improved wharf shelter, removal old redundant piles.
- upgraded supporting infrastructure; upgraded carpark / line marking; bus bay, loading bay, accessibility parking.
- new recreational assets; bike racks, notice board, historical & Iwi signage, drinking fountain, lighting.
- new public convenience (toilets).

**Assumptions:**

- Detailed engineering assessments have not been completed, no major issues are assumed
- Resource consent(s) approved.
- Wharves Network feasibility not complete, preliminary network concept assumed.
- Engineers estimates for design options required

## Project Phase



Wharves Activation Feasibility Study underway, this is business case for Dargaville Wharf / Pontoon Upgrade.

### Preliminaries (complete Yes / No)

Feasibility:	<b>YES</b>	<b>NO</b>	Stakeholder Engagement:	<b>YES</b>	<b>NO</b>
Concept Design:	<b>YES</b>	<b>NO</b>	Identified Funding:	<b>YES</b>	<b>NO</b>
Detailed Designs:	<b>YES</b>	<b>NO</b>	Authorised for Business Case:	<b>YES</b>	<b>NO</b>

### Identified Stakeholders Engaged With:

Leadership Team:	<b>YES</b>	<b>NO</b>	Planning & Regulatory:	<b>YES</b>	<b>NO</b>
Asset Manager:	<b>YES</b>	<b>NO</b>	Councillors:	<b>YES</b>	<b>NO</b>
Community:	<b>YES</b>	<b>NO</b>	Regional Council:	<b>YES</b>	<b>NO</b>
Iwi Groups:	<b>YES</b>	<b>NO</b>	Central Government:	<b>YES</b>	<b>NO</b>

### Project Resourcing (internal)

Project Manager:	<b>YES</b>	<b>NO</b>	Project Manager:	Mark Bell
Procurement:	<b>YES</b>	<b>NO</b>	Procurement Officer:	Diane Miller
Engineer:	<b>YES</b>	<b>NO</b>	Engineer:	Mark Bell
Communications	<b>YES</b>	<b>NO</b>	Communications Officer:	Gillian Bruce

### Procurement

Delivery Model:	INTERNAL	OPEN TENDER	<b>INVITE TENDER</b>
Market Resources:	AVAILABLE	<b>UNSURE</b>	CONSTRAINED
Has an EOI gone out:	YES	<b>INFORMAL</b>	NO

# Project Alignment to Council Objectives

**Description:**

- This business case applies a project prioritisation matrix which evaluates criteria across three key themes:
- Strategic alignment to Council's objectives.
  - Project risk and complexity.
  - Economic cost benefit analysis including options analysis.

The element measured here is strategic alignment to Council's objectives. The criteria as referenced below are quantified by variables scored 1 (low) to 3 (high) with exception of the Provincial Growth Funding criteria which is scored 1 (low) to 10 (high). The criteria are then totalled and converted to an overall percentage score. A low percentage score represents low project alignment to Council's objectives, whilst a high score represent high alignment and thus a more attractive - higher prioritised project.

<b>Prioritisation Score</b>	<b>71%</b>
-----------------------------	------------

Low High

Criteria	Score	Weighting		Value	Variable
Political appetite	3			1	There is no political appetite and this has been expressed.
Community alignment, including Iwi	2			1	The Community has signalled they do not support the project.
Strategic alignment.	3			2	The Community is unaware or indifferent. There is no key Community member or members driving the project.
Is the project related to a core service**	2			3	The Community has signalled they support the project. There is a member/s of the Community driving the project.
Organisational efficiency cost benefit	1			1	This project is not aligned to a specific action or objective specified in a Council approved strategic document.
Risk (of not carrying out the project)	1			2	This project is aligned to one specific action or objective specified in a Council approved strategic document.
Provincial Growth Fund Criteria	8			3	This project is aligned to more than one specific action or objective specified in a Council approved strategic document.
				1	The project is not impacting the delivery of Council's core services**. This project is discretionary.
				2	Project is maintaining or improving a core service but not fundamental to Community health and wellbeing.
				3	Project is maintaining or improving a core service and is fundamental to Community health and wellbeing.
				1	This project will be of not provide cost savings to the Organisation i.e. increased effectiveness or efficiency (soft or bottom line benefits).
				2	This project will provide value to the Organisation i.e. increased effectiveness or efficiency (soft or bottom line benefits) to the equivalent of 0 to \$50k.
				3	This project will be of value to the Organisation i.e. increased effectiveness or efficiency (soft or bottom line benefits) to the equivalent of >\$50k p.a.
				1	No or low risks of not carrying out the project.
				2	Medium or high-level risks exist if the project were not to proceed.
				3	Very high or extreme level risks if the project were not to
				Each criteria is worth one score each:	
				<input checked="" type="checkbox"/>	Increase economic output.
				<input checked="" type="checkbox"/>	Enhance utilisation of and/or returns for Māori assets.
				<input checked="" type="checkbox"/>	Increase productivity and growth.
				<input checked="" type="checkbox"/>	Increase local employment and wages (in general and for Maori).
				<input checked="" type="checkbox"/>	Increase local employment, education and/or training opportunities for youth (in general and for Māori).
				<input type="checkbox"/>	Improve digital communications, within and/or between regions.
				<input checked="" type="checkbox"/>	Improve resilience and sustainability of transport infrastructure, within and/or between regions.
				<input type="checkbox"/>	Contribute to mitigating or adapting to climate change.
				<input checked="" type="checkbox"/>	Increase the sustainable use of and benefit from natural assets.
				<input checked="" type="checkbox"/>	Enhance wellbeing, within and/or between regions.

\*Core Service defined in Part 2 Section 11A of the LGA 2002: (a) network infrastructure, (b) public transport services, (c) solid waste collection and disposal, (d) the avoidance or mitigation of natural hazards, (f) libraries, museums, reserves, recreational facilities , community amenities.

## Project Risk & Complexity

**Description:**

This business case applies a project prioritisation matrix which evaluates criteria across three key themes:  
 - Strategic alignment to Council's objectives.  
 - Project risk and complexity.  
 - Economic cost benefit analysis including options analysis.

The element measured here is project risk and complexity. The criteria as referenced below are quantified by variables scored 1 (low) to 3 (high) with exception of the Estimated Cost criteria which is scored 1 (low) to 6 (high). The criteria are then totalled and converted to an overall percentage score. A low percentage score represents a project with higher risk and complexity, whilst a high percentage score represent low risk and complexity and thus a more attractive, easier to delivery higher prioritised project.

**Project Risk & Complexity Score**

**70%**

Low High

Description	Score	Weighting		Value	Criteria
Benefit expectation	2			1	There are challenges in clearly defining benefits and stakeholders have not clearly stated their expectation of benefits.
				2	There are challenges in clearly defining benefits, but stakeholders are aware of the challenges and have clearly stated their expectations.
				3	Benefits can be clearly Quantified.
Dependencies	2			1	Dependencies with major impacts to other projects, cost or services if changed.
				2	Dependencies can be flexible with management of changes and minor impacts to other projects, costs or services.
				3	Dependencies are flexible with no major impact to other projects, costs or services
Impact & consultation with customer or ratepayer	2			1	Customers won't notice any change and no consultation required.
				2	Customers will notice some changes though few will be affected and limited consultation will be required.
				3	Customers will be required to take action and change the way they deal with council and wide consultation is required.
Impact on council	3			1	There will be significant changes to council stakeholders as a result of the project, such as changes in everyday activities, processes, systems or budget.
				2	There will be some changes or disruptions to council stakeholders, such as changes in everyday activities, processes, systems or budget.
				3	There is minimal or no impact to council stakeholders, such as changes in everyday activities, processes, systems or budget.
Risk	3			1	Some very high or extreme risks exist.
				2	Some medium and high risks exist (no very high or extreme risks).
				3	Only low risks have been identified.
Scope	2			1	Unable to fully define scope, will require diligent monitoring and management as scope is agreed and further defined.
				2	Scope is somewhat defined, may have some changes or additions that need to be managed.
				3	Scope is clearly defined and well understood, may have minor changes or additions with no major impact.
Funding source	1			1	The majority of the funding is provided by organisations external to council and/or is arriving from multiple organisations.
				2	Some funding is provided by organisations external to council or multiple business areas.
				3	Funding is provided by only one business area within council.
Estimated project cost	4			1-2	estimated cost < 100K
				3-4	100k < estimated cost < 1m
				5-6	1m < estimated cost
Procurement	2			1	Procurement requirements are minimal and can be managed by the business area.
				2	Procurement will involve formal tender.
				3	Procurement will involve a procurement strategy and market engagement.

## Cost Benefits Analysis

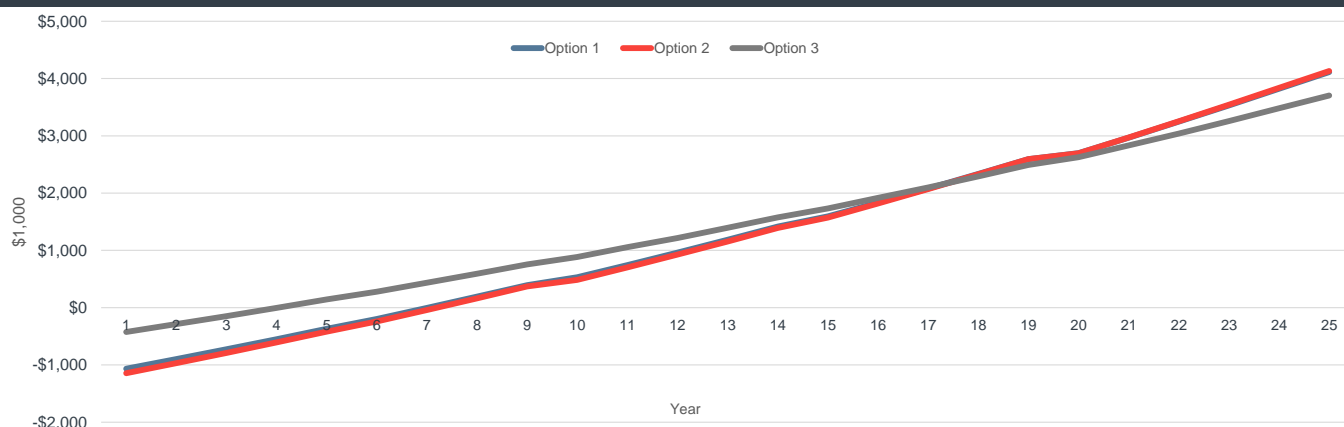
**Description** Cost Benefit Analysis has been performed in alignment to "The Treasury" of New Zealand's "Better Business Case – 2019 Guidelines". Cost benefit analysis important feature of decision-making where the economic impacts are evaluated via a systematic approach by estimating the strengths and weaknesses of project options to inform the optimum approach to achieving benefits while preserving savings. Tangible benefits are quantified in monetary terms and are adjusted for the time value of money; all flows of benefits and costs, over time are expressed in terms of their net present value (NPV). NPV, Pay Back Period, Return on Investment (ROI) and Internal Rate of Return (IRR) are the methods used in the business case for cost benefit analysis and evaluation, with final options selection incorporating non-monetised benefits (such as cultural, environmental, efficiency, community well being and so on). The overall cost benefit analysis is then scored as a percentage based on internal rate of return over the 25 year period, with 0% producing a negative IRR the 10% scored per 2% of IRR until maximum score of 100 percent is attained (20% IRR).

Cost Benefits Analysis Score	80%
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### Options

Project Title	Description	NPV	IRR	Payback	ROI
1. Concrete kit pontoon with surrounds	Concrete floating pontoon, dolphins, lighting, toilet, carpark, toilet, signage, removal of redundant piles	\$ 4,113,065	16%	8	386%
2. Bespoke pontoon with surrounds	Concrete floating pontoon, dolphins, lighting, toilet, carpark, toilet, signage	\$ 4,131,645	15%	8	361%
3. Concrete kit pontoon no surrounds	Concrete floating pontoon only	\$ 3,703,956	34%	5	874%

### Net Present Value Options Cost Benefits Analysis



Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
<b>Option 1</b>																									
Capital Costs	-1066									-100						-100				-450					
Operating Costs		-18	-19	-19	-20	-20	-21	-21	-22	-23	-23	-24	-25	-26	-26	-27	-28	-29	-30	-31	-32	-33	-33	-34	-36
Maintenance Costs		-15	-15	-16	-16	-37	-18	-19	-19	-40	-20	-22	-23	-53	-25	-25	-25	-25	-66	-28	-29	-30	-31	-62	
Economic Benefit*		210	227	246	266	287	311	336	363	393	425	460	497	538	582	629	680	736	796	860	931	1006	1088	1177	1273
<b>NPV Total</b>	<b>-1066</b>	<b>-899</b>	<b>-727</b>	<b>-550</b>	<b>-368</b>	<b>-196</b>	<b>-5</b>	<b>192</b>	<b>394</b>	<b>531</b>	<b>744</b>	<b>963</b>	<b>1186</b>	<b>1416</b>	<b>1593</b>	<b>1834</b>	<b>2081</b>	<b>2334</b>	<b>2594</b>	<b>2697</b>	<b>2969</b>	<b>3247</b>	<b>3532</b>	<b>3823</b>	<b>4113</b>
<b>Option 2</b>																									
Capital Costs	-1144									-150						-100				-470					
Operating Costs		-10	-10	-11	-11	-11	-12	-12	-12	-13	-13	-13	-14	-14	-15	-15	-16	-16	-17	-17	-18	-18	-19	-19	-20
Maintenance Costs		-15	-15	-16	-16	-37	-18	-19	-19	-40	-20	-20	-22	-23	-53	-25	-25	-25	-25	-66	-28	-29	-30	-31	-62
Economic Benefit*		210	227	246	266	287	311	336	363	393	425	460	497	538	582	629	680	736	796	860	931	1006	1088	1177	1273
<b>NPV Total</b>	<b>-1144</b>	<b>-969</b>	<b>-790</b>	<b>-606</b>	<b>-418</b>	<b>-239</b>	<b>-41</b>	<b>163</b>	<b>371</b>	<b>484</b>	<b>703</b>	<b>927</b>	<b>1156</b>	<b>1391</b>	<b>1574</b>	<b>1820</b>	<b>2072</b>	<b>2330</b>	<b>2594</b>	<b>2695</b>	<b>2971</b>	<b>3254</b>	<b>3542</b>	<b>3837</b>	<b>4132</b>
<b>Option 3</b>																									
Capital Costs	-424									-60						-60				-200					
Operating Costs		-3	-3	-3	-3	-3	-3	-4	-4	-4	-4	-4	-4	-4	-4	-5	-5	-5	-5	-5	-5	-5	-6	-6	-6
Maintenance Costs		-12	-12	-13	-13	-34	-14	-14	-15	-15	-16	-38	-17	-18	-28	-29	-54	-35	-36	-37	-38	-64	-35	-36	-67
Economic Benefit*		160	173	187	202	219	237	256	277	299	324	350	379	410	443	479	518	560	606	656	709	767	829	897	970
<b>NPV Total</b>	<b>-424</b>	<b>-287</b>	<b>-147</b>	<b>-3</b>	<b>144</b>	<b>280</b>	<b>435</b>	<b>593</b>	<b>755</b>	<b>886</b>	<b>1055</b>	<b>1218</b>	<b>1395</b>	<b>1577</b>	<b>1732</b>	<b>1918</b>	<b>2099</b>	<b>2293</b>	<b>2491</b>	<b>2627</b>	<b>2835</b>	<b>3040</b>	<b>3259</b>	<b>3482</b>	<b>3704</b>

### Options Recommendation Summary

Project Option 1 - Concrete kit pontoon with surrounds is the recommended project to option to proceed. The scope includes:  
 - upgraded wharf; floating pontoon for berthing high and low tides, improved wharf shelter, removal old redundant piles, dolphins for larger ship such as dredger, LED lighting; elevated and underneath, 15AMP electric charger  
 - upgraded supporting infrastructure; carpark upgrade / realignment; bus bay, loading bay, 2x accessibility parking spaces, car park lighting, large bin  
 - new recreational assets; bike racks, notice board, historical & iwi signage, drinking fountain, lighting  
 - new public convenience (toilet)

This project has the highest NPV at \$4,113,065 with a 8 year pay back. Whilst option 3 - "do minimum" - wharf only has the highest ROI and IRR, Option 1 with additional surround scope provides additional non monetary community benefits such as:  
 - establishing an improved sense of place (the lens through which people experience and make meaning of their experiences in and within a place for the community) improved aesthetics / town beautification, cultural and heritage enhancement including local lwi, improved security with lighting, catering for aging population and accessible challenged persons with accessibility parking, public toilet amenities, bike racks for popular tourist cycling of district trails, future proofing infrastructure.  
 - electric charger for future electric ferry and boat charging capability enabling reducing carbon footprint.  
 - enhancing transport capability for efficiency and reduced transportation costs via Kaipara Harbour.  
 - improved safety through improved traffic and pedestrian interaction with bus bay and loading bay.

# Assumptions and Diligence Check List

**Description:**

The purpose of this check list is to provide a business case and preliminary project planning due diligence and governance check, identifying the main project risks and identify tasks to mitigate these risks. This check list is no exhaustive. The intension is to transfer knowledge collated through the development of this business case to inform the project manager to facilitate project planning for delivery.

Questions	Assessment					Key Observations & Actions
	WEAK		STRONG			
	THREAT			OPPORTUNITY		
	1	2	3	4	5	
<b>1 STRATEGIC FIT</b>						
1.1 Does this asset serve a core mandatory service?			✓			Core service, level of service undefined.
1.2 Is this project supported by stakeholders?			✓			Yes,+ community consultation planned 20 Nov 2019
1.3 Does this project sit within a developed and endorsed master plan?					✓	Kaipara Kick Start Programme
<b>2 FUNDING</b>						
2.1 Is the project identified in the Long Term Financial Plan?				✓		Will be in next round LTFP 2021 - 2031
2.2 Is the project in the alignment to Infrastructure Strategy?				✓		Will be in next round IS 2021 - 2051
2.3 Are funds available and secured?				✓		Preliminary PGF secured, funds to be made available
2.4 Does the project has a positive NPV?					✓	Yes, >\$4m over 25yrs
2.3 Are whole of life costs for the asset acceptable and affordable?					✓	Yes, WOL costs estimated
<b>3 PROJECT REQUIREMENTS</b>						
3.1 Have we established the full functionality the asset(s)? (What is has to do)					✓	Wharves Steering Group meeting 18th Oct 2019
3.2 Do we fully understand the scope of the project?				✓		Wharves Steering Group meeting 18th Oct 2019
3.3 Have we consulted with stakeholders?			✓			Wharves Steering Group established, community engagement planned
3.4 Are the project timelines acceptable?			✓			5 months, tight
3.5 Do we have the right Project Manager available?					✓	Mark Bell
3.6 Do we have the right resources & capability to deliver?					✓	KDC resources available, market to deliver
3.7 Does delivery requiring more than one primary contractor?		✓				Unsure
3.8 Are the potential risks understood and manageable to acceptable level?				✓		Minimal risks and mitigated
<b>4 DELIVERY PREPARATION</b>						
4.1 Have concept designs been produced?			✓			Draft concept designs
4.2 Has an engineers estimate been developed?			✓			Cost data Supplied KDC and Wharves Steering Group
4.3 Are Resource Consents likely to be obtained without issue?					✓	Yes, RC for concept design approved
4.4 Are time constraints in line with proposal / tender timetables?			✓			Tight timelines
4.5 Do we have experience with the procurement process?					✓	Yes and experienced
<b>5 Risk</b>						
5.1 Are assumptions well known and acceptable?				✓		Minimal risks and mitigated
5.2 Are additional investigations needed to sure up assumptions and risks?			✓			Refer below.
<b>6 Key Economic Analysis Assumptions</b>						
6.1 Costs are indicative, supplied by Kaipara District Council and the Wharves Steering Group.						
6.2 Detailed engineering assessments will produce no major issues that will impact on cost.						
6.3 Project options and scope provided by Kaipara District Council and the Wharves Steering Group.						
6.4 Weighted average cost of capital 6%						
6.5 River cruise tourists increase by 1000 in yr.2 (increase of 20%), 800 of which will spend \$100 in local economy, \$200 stay over night and spend \$400 in local economy, at 5% growth p.a. and 3% CPI						
6.6 Option 1 and 2 with supporting infrastructure with 'sense of place' will attract additional 500 p.a people in yr.2 to township spending \$100 in local economy at 3% growth p.a. and 3% CPI						
6.7 Refer Appendix A Cost & Benefit Assumptions for additional detail						
<b>What are the main risks associated with THE "PROJECT" and "BUSINESS CASE"? How they will be managed &amp; communicated?</b>						<b>Based on the assessment, the assumptions and BC is acceptable as viable?</b>
- Community consultation planned. - Project timelines to be confirmed. - Engineering assessments will improve cost accuracy. - Wharves & Water Network Feasibility Study planning will refine cost benefits - Project costs to be validated						<b>YES</b>
					<b>NO</b>	

**Go / No Go Approval**

	NAME	SIGNATURE	DATE
Completed by Business Case Developer:	Aaron Patterson - WSP Principal Asset Mgmt Eng.		
Acceptable by Project Manager:	Jim Sephton - KDC General Manager Infrastructure		
Acceptable by Project Sponsor:	Louise Miller - KDC Chief Executive Officer		



# Appendix

# A

## Cost & Benefit Assumptions





# Cost & Benefit Assumptions

## 1. Concrete kit pontoon with surrounds Capital Costs \$1,065,600

Item	Cost	Comment
Pontoon supply & delivery*	\$ 145,000	
Pontoon craneage, elec, gangway install, shelter*	\$ 65,000	
Pontoon fending*	\$ 50,000	
Dolphins*	\$ 18,000	Two pile dolphins with double timber headstock, SS fasteners – pine (bare) - supply/driven/assembled
Removal redundant piles*	\$ 10,000	Barge based pull - \$900/pile or 2. Diver cut off at seabed - \$10k/day – could do 8-10 in a day
Toilet*	\$ 250,000	Removal of old toilet and new install
Water drinking fountain*	\$ 5,000	
Carpark, re-alignment	\$ 250,000	Busbay, loading bay, 2x accessibly car spaces, medians, crossing, greenspace
Lighting*	\$ 75,000	Carpark and surrounds
Bike racks*	\$ 5,000	
Signage	\$ 15,000	
Contingency	20%	
Operating, Maintenance & Renewal Costs	variable	Indicative estimates. No allowance for full asset renewal at end of life (>25years)

\*Cost estimates supplied by client

## 2. Bespoke pontoon with surrounds Capital Costs \$1,143,600

Item	Cost	Comment
Pontoon supply & delivery	\$ 210,000	Derived January 2018 Barfoot Construction quote and information supplied by Hawthorne Geddes during Wharves Steering Group meeting 18 Oct 2019.
Pontoon craneage, elec, gangway install, shelter*	\$ 65,000	
Pontoon fending*	\$ 50,000	
Dolphins*	\$ 18,000	Two pile dolphins with double timber headstock, SS fasteners – pine (bare) - supply/driven/assembled
Removal redundant piles*	\$ 10,000	Barge based pull - \$900/pile or 2. Diver cut off at seabed - \$10k/day – could do 8-10 in a day
Toilet*	\$ 250,000	Removal of old toilet and new install
Water drinking fountain*	\$ 5,000	
Carpark, re-alignment*	\$ 250,000	Bus bay, loading bay, 2x accessibly car spaces, medians, crossing, greenspace
Lighting*	\$ 75,000	Carpark and surrounds
Bike racks*	\$ 5,000	
Signage	\$ 15,000	
Contingency	20%	
Operating, Maintenance & Renewal Costs	variable	Indicative estimates. No allowance for full asset renewal at end of life (>25years)

\*Cost estimates supplied by client

# Cost & Benefit Assumptions

## 3. Concrete kit pontoon without surrounds Capital Costs \$423,600

Item	Cost	Comment
Pontoon supply & delivery*	\$ 210,000	
Pontoon craneage, elec, gangway install, shelter*	\$ 65,000	
Pontoon fending*	\$ 50,000	
Dolphins*	\$ 18,000	Two pile dolphins with double timber headstock, SS fasteners – pine (bare) - supply/driven/assembled
Removal redundant piles*	\$ 10,000	Barge based pull - \$900/pile or 2. Diver cut off at seabed - \$10k/day – could do 8-10 in a day
Contingency	20%	
Operating, Maintenance & Renewal Costs	variable	Indicative estimates. No allowance for full asset renewal at end of life (>25years)

\*Cost estimates supplied by client

## 4. Economic Benefit Assumptions

Item	Benefit	Comment
Tourism from wharf	\$160,000 year 2 then 3% p.a.	Current Kaipara Harbour River Cruises bring 5000 tourists per year. The Dargaville wharf current can only operation at 25% availability for docking due to tidal movements. A pontoon will enable 100% docking availability and in alignment with organic tourism growth and the assumption that cruise operators will take advantage of the increased availability, 1000 tourists are projected to increase after to build of the new wharf pontoon. 75% of tourist will bring \$100 per day into local economy with day trips and 25% will bring \$400 with staying overnight (accommodation ect), Growth is then projected at 3% p.a. thereafter.
Tourism from wharf with surrounds	\$50,000	500 additional people per year come to Dargaville central business district p.a. and spend \$100 each
Light Freight	None	Further investigation needed – feasibility study will inform
Ferry passengers	None	Further investigation needed – feasibility study will inform
Transport efficiency	None	Further investigation needed – feasibility study will inform
Safety	None	Further investigation needed – feasibility study will inform
Weighted average cost of capital	-	6% applied as discount factor
Cost Accuracy	-	Costs are indicative, supplied by Kaipara District Council and the Wharves Steering Group. Additional cost accuracy recommended via validating costs.
Engineering assessments	-	Detailed engineering assessments will produce no major issues that will impact on cost.
Project options and scope		Workshopped and provided by Kaipara District Council and the Wharves Steering Group.



## Cost & Benefit Assumptions

### 6. Disclaimer of liability for reliance on client-supplied data if appropriate

In preparing the Report, WSP has relied upon data, surveys, analyses, designs, plans and other information ('Client Data') provided by or on behalf of the Client. Except as otherwise stated in the Report, WSP has not verified the accuracy or completeness of the Client Data. To the extent that the statements, opinions, facts, information, conclusions and/or recommendations in this Report are based in whole or part on the Client Data, those conclusions are contingent upon the accuracy and completeness of the Client Data. WSP will not be liable in relation to incorrect conclusions or findings in the Report should any Client Data be incorrect or have been concealed, withheld, misrepresented or otherwise not fully disclosed to WSP.

# Appendix

# B

## Dargaville Wharf Facility Preliminary Layout Concept







BUS

Pedestrian Islands

Accessibility Parks

Loading Zone

Bus Bay

Bike Rack

pontoon

BUS

Taxi

Green space

Signage Info

Truck Loading

Toilets

Green Space Rubbish Bins



# Appendix

# C

## Wharf Pontoon Upgrade Concept Design





provisional - not for construction

**KEY**

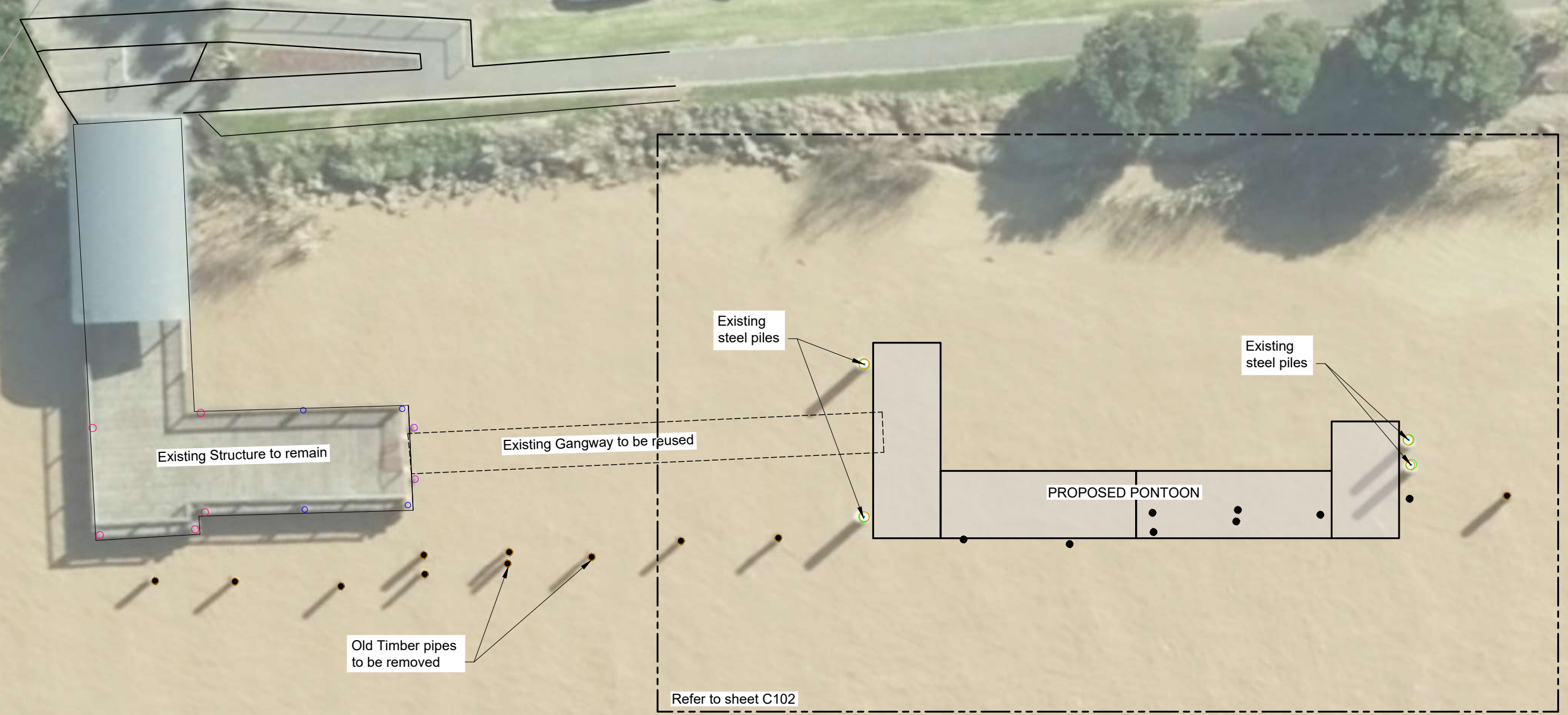
- Cap on top of pile
- Low on pile
- Top of pile
- 300mmØ pile with bracket
- 250mmØ pile (approx)
- 330mmØ pile (approx)

Heights are in terms of the One Tree Point Datum  
Origin SM25 SO 5884 RL = 3.14

Measurements to the steel piles are taken low down, just below the top and on the screw on cap on the top of the pile

**THIS DRAWING WAS PRODUCED IN COLOUR. DO NOT USE FOR CONSTRUCTION PURPOSES IF THIS NOTE IS IN BLACK & WHITE**

**NOTE:**  
SITE INFORMATION ADAPTED FROM SURVEY DRAWING PROVIDED BY LANDS AND SURVEY REFERENCE 9698/T/1/A, SHEET 1 DATED MARCH 2017;  
AERIAL PHOTO PROVIDED LINZ DATA AND MAY SHOW DISTORTION;  
ALL INFORMATION MUST BE CONFIRMED ON SITE;  
TO BE READ IN CONJUNCTION WITH HAWTHORN GEDDES ENGINEERS & ARCHITECTS LTD REPORT REFERENCE 10788



USE WRITTEN DIMENSIONS. DO NOT SCALE FROM DRAWING.  
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**Hawthorn Geddes engineers & architects ltd**

7 Selwyn Avenue Whangarei 0110 Phone: 09 438 7139 hg@hgcs.co.nz

Unit 21a, The Grange Warkworth 0910 Phone: 09 283 3428 www.hawthorngeddes.co.nz

CLIENT **KAIPARA DISTRICT COUNCIL**

PROJECT **DARGAVILLE WHARF PONTOON**

**WAIROA RIVER, DARGAVILLE**

DRAWING **SITE PLAN**

P1	ISSUED FOR CLIENT COMMENT	DT	04/11/19
REV.	REVISION DETAILS	BY	DATE

**CONCEPT**

SCALE @ A3 1:200

DRAWN DT NOV 2019 PROJECT No. **10788**

CHECK

APPROVED JAMES BLACKBURN

**DRAFT**

SHEET **C101** REV. **P1**

7/11/2019 9:42:31 AM 10788 CONCEPT.dwg



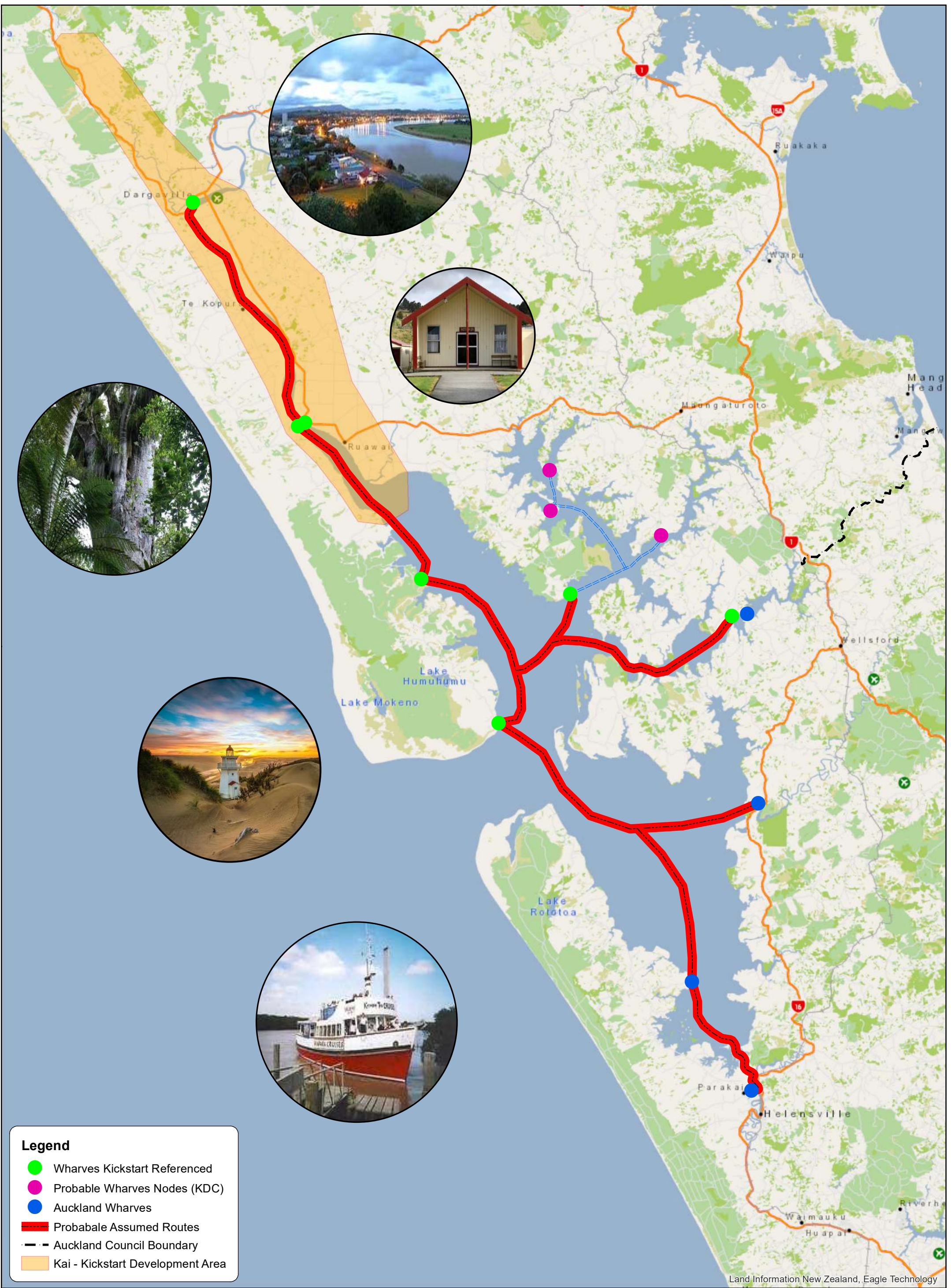
# Appendix

# D

## Preliminary Ideation Concept Wharves & Water Network







**Legend**

- Wharves Kickstart Referenced
- Probable Wharves Nodes (KDC)
- Auckland Wharves
- Probable Assumed Routes
- Auckland Council Boundary
- Kai - Kickstart Development Area

Land Information New Zealand, Eagle Technology

This drawing and its contents are the property of WSP NZ Ltd. Any unauthorised employment of reproduction, in full or in part, is forbidden.

Client:

KAIPARA DISTRICT

## Kaipara Kickstart

Wharves and Water Transport Network Feasibility Study

Project No:	Proposal	Scale:	<p>1:300,000 @A3</p>
Designed:	W.Teal	Drawn:	
Approved:		Map No:	1
<b>Note:</b>		Revision:	A
		Date:	07/11/2019
		Revision Date:	07-Nov-19





[wsp.com/nz](http://wsp.com/nz)



**From:** [Natalie Dyer](#)  
**To:** [Leah MacDonell](#)  
**Subject:** FW: R01.00778 Kaipara Wharves Value Assurance Report  
**Date:** Thursday, 7 November 2019 1:07:30 PM  
**Attachments:** [image001.jpg](#)  
[20191024 Value Assurance Report Kaipara Wharves R01.00778.pdf](#)

---

Hi Leah

Could you please confirm the requirement of the value assurance deliverable has been met, or if there is further action needed from us to get this over the line?

Apologies for not raising the other day when you asked if we were waiting on anything, it had slipped off my list.

Nga Mihi



Natalie Dyer | Kaipara KickStart Programme Co-Ordinator  
Kaipara District Council, Private Bag 1001, Dargaville 0340  
Freephone: 0800 727 059 | 09 439 1217  
[@xxx](#) | [www.kaipara.govt.nz](http://www.kaipara.govt.nz)  
Dargaville Office: 42 Hokianga Road, Dargaville 0310  
Mangawhai Office: Unit 6, The Hub, 6 Molesworth Drive, Mangawhai 0505  
Opening Hours: Monday - Friday 8 am to 4.30 pm

---

**From:** Natalie Dyer  
**Sent:** Thursday, 24 October 2019 2:40 PM  
**To:** Leah MacDonell <[@xxx](#)>  
**Cc:** [@xxx](#) Di Bussey <[@xxx](#)>  
**Subject:** R01.00778 Kaipara Wharves Value Assurance Report

Hi Leah

Please see attached for the Kaipara Wharves Value Assurance Report as requested in the Value Assurance Meeting held on 15<sup>th</sup> October 2019.

If anything further is required please do let me know.

Nga Mihi



Natalie Dyer | Kaipara KickStart Programme Co-Ordinator  
Kaipara District Council, Private Bag 1001, Dargaville 0340  
Freephone: 0800 727 059 | 09 439 1217  
[@xxx](#) | [www.kaipara.govt.nz](http://www.kaipara.govt.nz)  
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## **Kaipara Wharves Value Assurance Report**

### **Background**

The Kaipara Wharves project is being delivered within the Kaipara KickStart programme. The Funding Agreement for the Kaipara Wharves project included a requirement for Kaipara District Council to complete the following: -

#### *Value Assurance*

*In order to provide value assurance, the parties will meet at this stage to discuss the progress of the Wharves Analysis and whether the project should proceed. If the Ministry determines that the project does not have merit (in its sole discretion) it may terminate on 20 working days' notice.*

A Value Assurance meeting was held on 15 October and attended by Louise Miller, Mark Jacobs, Leah MacDonell, Diane Miller and Diane Bussey. The Kaipara Wharves Project was discussed, including observations and project delivery considerations resulting from recent visits to the proposed site for the Dargaville Pontoon.

It was determined that in order to satisfy the contract requirement, Kaipara District Council will complete a Value Assurance Report outlining the progress made to date, the planned delivery and timeline for the Wharves deliverables, associated risks and planned mitigations to provide the required assurance.

### **Value Assurance Report**

#### **Clear Strategic Vision**

A benefit map was completed to document the contribution of the three projects within Kaipara KickStart to the strategic outcomes of the programme. The Kaipara Wharves project was established to contribute to the following outcomes:

- Realise the potential of the Kaipara Harbour assets to bring growth and development to the District;
- Accelerating change by implementing sustainable initiatives and improving infrastructure to bring economic development in a way that has positive impacts on the environment, cultural assets and opportunities for our people; and
- Connecting the Kaipara Moana and all its communities on its shores; and connecting Kaipara District and Auckland.

There is also an overarching programme strategic outcome expected from Kaipara KickStart programme, which is to build skills and capabilities within Kaipara District Council.

The Kaipara Wharves project was established (planned and resourced) to deliver to these outcomes.

## Working with Partners

Kaipara District Council is clearly committed to working with and has positive relationships with iwi and hapu, public sector, businesses, residents and local communities. This is demonstrated within the Kaipara Wharves project through:

- Effective and authentic stakeholder engagement;
- Council engagement;
- Building effective relationships with investment partners;
- Advisory Group membership – close involvement of impacted stakeholders and subject matter experts; and
- Internal and External governance representation.

Overall the programme team are building effective engagement activities into the schedule, resourcing these activities and building awareness as to the value of engagement in achieving sustained results.

## Use of resources

With the expected outcome of building skills and capabilities for internal team members, a priority for the programme team has been to seek secondments from internal team members where possible. The programme team is lean, made up of six members across three projects within the Kaipara KickStart programme.

The Project Manager for Kaipara Wharves, Diane Miller, is supported by a part-time Programme Manager, with support from the Programme Co-Ordinator and Communications.

Also, the project is supported by Advisory Group members and contracted suppliers.

The team are using existing processes and resources, where able, for the implementation of infrastructure.

## Achievements to Date

- Funding Agreement signed June 2019;
- Delivery schedule confirmed – three delivery approaches were tested to meet expectations of Council, MBIE/PDU and community. (Note below that the current schedule is to be reviewed to consider further refurbishments or further pivotal infrastructure elements that could be accelerated);
- Advisory Group established and supporting project;
- Dargaville Pontoon suppliers appointed – design, engineering and business case development; and
- Feasibility Study procurement management plan approved, confirming RFP approach, which is currently underway.

## Current Delivery Timeline

The current project schedule indicates that the first of the infrastructure outcomes, being the Dargaville Pontoon, will commence April 2020.

The Project Team has been encouraged to review the delivery approach to consider accelerating other 'obvious' infrastructure elements, either new elements or refurbishments of existing elements. Delivery of this work to be delivered in parallel with the development of the overall Harbour Feasibility Study, the procurement for which is now underway.

This delivery review will be completed in the next month to determine impacts of this change across the programme. The findings will be presented to the next Programme Steering Group meeting in November.

Listed below are the schedule considerations taken into account in establishing the project timelines:

- Available resources – team members, funding and capabilities;
- Facilities to support the use of the new/refurbished infrastructure including car parking, toilets and recreational facilities;
- Diverse use of infrastructure – ferries, fishing, fish cleaning, tourism, freight movements and other water uses requires clarity on primary purpose use of each infrastructure element;
- Capacity of suppliers to meet delivery timeframes and quality specifications;
- Seasonal timelines; and
- Impact on operational services.

The Project Team has demonstrated a willingness to adjust delivery approaches to meet diverse and changing expectations. It is recognised that, due to the nature of the project, this willingness to be flexible and seek continual improvement opportunities approaches will be required throughout the project.

## **Contractual Obligations**

The Kaipara Wharves project has met all contractual obligations required to date.

**Diane Bussey**

**24 October 2019**

**From:** [Natalie Dyer](#)  
**To:** [xxxxxx.xxxxxx@xxx.xxx.xx](#); [Mark Jacobs](#); [REDACTED]; [REDACTED]; [REDACTED] [Louise Miller](#); [Sue Davidson](#); [Jim Sephton](#)  
**Cc:** [Di Bussey](#); [Diane Miller](#); [Curt Martin \(xxxx@xxxxxx.xx\)](#); [Curt Martin](#); [Gillian Bruce](#); [xxxxx@xxxxxxxxxxxx.xx.xx](#)  
**Subject:** Kaipara Kickstart Programme Steering Group Minutes  
**Date:** Wednesday, 18 December 2019 1:46:08 PM  
**Attachments:** [image001.jpg](#)  
[KKS Steering GroupAction Register.docx](#)  
[20191217 Programme Steering Group Minutes.docx](#)

---

Kia Ora

Please see attached for the minutes and updated action register from yesterday's Programme Steering Group meeting.

Once more there are several actions to come out of this meeting, so please ensure you review the action register for any actions which may have been assigned to you.

On behalf of the team I would like to thank you all for your support and input to getting the programme established this year, and thank you in advance for the support we will continue to receive as we continue the shift into delivery mode in 2020.

Kirihimete Koa

Nga Mihi



Natalie Dyer | Kaipara KickStart Programme Co-Ordinator  
Kaipara District Council, Private Bag 1001, Dargaville 0340  
Freephone: 0800 727 059 | 09 439 1217  
[@xx](#) | [www.kaipara.govt.nz](http://www.kaipara.govt.nz)  
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Opening Hours: Monday - Friday 8 am to 4.30 pm

Kaipara KickStart Programme Steering Group –Action List as at 10/12/19

Ref #	Action Description	Date Raised	Who	By When	Comments/Updates
35	Provide a presentation and comms content to ST and GC for events upcoming	20/8/19	AK DB GB	<del>6/9/19</del> <del>30/11/19</del> 31/1/20	Draft completed awaiting final approval of the presentation DB to review/revise Communication resources have been completing comms and collateral for Dargaville Pontoon – requires refocus to complete. Natalie Dyer supporting completion. 3/12: Need to confirm in meeting with [REDACTED] and [REDACTED] requirements. 10/12: Website information to be updated in New Year
43	Discuss with [REDACTED] and [REDACTED] how engagement with iwi on the early adopter opportunities relating to Kai could look.	14/10/19	DM	<del>31/10/19</del> 19/11/19	3/12: Need to confirm in meeting with [REDACTED] and [REDACTED] how to progress.
46	Send information around Summer holiday time off to ND, so approvals can be co-ordinated to ensure contract deliverables are still able to be met around Christmas/New Years	14/10/19	Everyone	31/10/19	6/11 Received from: Calvin Thomas, Louise Miller, Sue Davidson
48	Review team resourcing for cultural assessments and stakeholder engagement	19/11/19	DB	<del>17/12/19</del> 20/1/20	10/12: Cultural assessments paper was being prepared for PSG meeting on 17/12 – due to agenda items, have delayed until January PSG meeting. Dargaville Pontoon cultural assessment being managed as a separate procurement, with advice from [REDACTED]
52	Discuss ceding ownership of Waipoua River Road to Council, and impact on design/KDC requirements to be considered	19/11/19	JS & ST	4/12/19	2/12: CM advises specification for Waipoua River Road will be to KDC standard.
57	Organise team event to confirm team charter and expectations.	17/12/19	DB	31/01/20	

58	Review signage for Tomarata Bridge, to reflect PGF support.	17/12/19	CM	31/01/20	
59	Review risk raised by Mayor in relation to restrictions on engagement from elected members; and add to risk register.	17/12/19	DB	15/01/20	
60	Contact MJ, ST & GC, and outline Council involvement in the programme going forward.	17/12/19	LM	31/01/20	
61	Develop a document for elected members to advise when draft and final deliverables can be expected, and the review/feedback process.	17/12/19	DB	31/01/20	
62	Follow up with JS to address the queries raised with regards CoE criteria, and to make any explanatory revisions, or revisions based on Advisory Group feedback to the report.	17/12/19	CM	31/01/20	
63	Review the Pontoon procurement including a Construction Head Contractor and provide a revised procurement management plan for JS to review and confirm.	17/12/19	KH	13/01/20	
64	Follow up with [REDACTED] and [REDACTED] to ensure they are comfortable with proposed procurement approach.	17/12/19	DB	13/01/20	
65	Follow up clear messaging regarding the distinction between PGF funded projects and Council funded projects.	17/12/19	GB	20/01/20	



## Kaipara KickStart Programme Steering Group Meeting Minutes

**Date & Time:** 17 December 2019, 1.00PM – 2.30PM

**Venue:** Dargaville Town Hall Meeting Room, Hokianga Road, Dargaville

**To:** [REDACTED] [REDACTED] [REDACTED] Mark Jacobs, Jim Sephton, Calvin Thomas, Sue Davidson, Louise Miller (Chair)

**In Attendance:** Diane Bussey (Programme Manager), Diane Miller (Project Manager Kaipara Kai), Natalie Dyer (Programme Co-Ordinator), Curt Martin (Project Manager Roding), Kevin Hoskin (Project Manager Wharves), Mayor Dr Jason Smith, Deputy Mayor Anna Curnow

**Apologies:** Calvin Thomas, [REDACTED] [REDACTED] [REDACTED]

Minutes		
#	Item	Comment / Action / Decision
01	Confirmation of Minutes	<p>Meeting opened 1.04pm</p> <p>Technical and sound quality issues for those joining by Skype impacted ability for [REDACTED] [REDACTED] and Mark Jacobs to join the meeting.</p> <p>Went around the table and introduced ourselves.</p> <p>Minutes confirmed</p> <p>Note from JS that Action regarding ceding ownership of Waipoua River Road could also be something to consider for DOC.</p>
02	Action Register review	<p>Query raised as to what needs to happen with action items which aren't relevant to the programme specifically, but need to be actioned. Agreed that they remain on the programme action register until resolved or recorded elsewhere.</p>
03	Programme Status Update	<p>JS – Queried whether there was time put aside in January for team building, developing a team charter</p> <p>DB – The team have had a session, more focused on lessons learned, our contributions and how we work together. Also we have new team members that have joined the team recently and January would be a good timeframe to revisit the team charter.</p> <p><b>Action:</b> DB to organise a programme Team event to confirm team charter and expectations.</p>

	<p>MJ – concerned about delay in iwi engagement</p> <p>MJ left meeting at 1.21pm</p> <p>JS – Tomarata Bridge – Now confirmed as being within scope for Kaipara KickStart programme, queried whether we have promoted this project as being a PGF supported project with signage</p> <p><b>Action:</b> CM to review signage for Tomarata Bridge project, to reflect PGF support. SD – Queried the current public opinion regarding the level of external communications.</p> <p>DB – advises the Dargaville Pontoon community engagement has increased the level of interest, with two LGOIMAs since that event.</p> <p>DB – The team are addressing communication and engagement activities on a reactive basis currently. The Dargaville Pontoon has been managed outside of a programme wide approach. For Pouto engagement the team are looking at a location based engagement across all three projects – Roading, Kai and Wharves. GB is working with Francis Toko, Iwi Relations Officer on this currently.</p> <p>LM – Aiming to create a standardised model, but may not have time to do sufficiently with Pouto, so may have to treat separately.</p> <p>Advised and confirmed first TIO claim is in process, and should be paid with next round from NZTA.</p> <p>No new risks/issues. Working towards moving stakeholder engagement from red to orange or green, however this is not likely before late January or February.</p> <p>MDJS – Received a call advising that Deputy Prime Minister is unimpressed with Mayor of Kaipara, that some of the awarded money will not come to KDC as he is not seen to be supporting PGF.</p> <p>Indications were that the contractual obligations of the funding agreements limited the level of engagement possible by the Mayor. Would like to raise this as a risk.</p> <p><b>Action:</b> DB to review risk and add to risk register.</p>
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<p>04</p>	<p><b>Update:</b> Council Engagement with Kaipara KickStart Programme</p>	<p><b>Action:</b> LM to contact ST, MJ and GC and outline Council involvement in the programme going forward.</p> <p><b>Action:</b> DB to develop a document for elected members to advise when draft and final deliverables can be expected and the review/feedback process.</p>
<p>05</p>	<p><b>Discussion &amp; Approval:</b> Topo-climate &amp; Feasibility Update <b>Kaipara Kai</b></p>	<p>DM provided background to the report.</p> <p>Topoclimate has been approached in such a way as to obtain early information to assist in activating and understanding the environment we are working in. Wanted to update the existing topoclimate report as first step in this process. However, due to a happy accident, topoclimate has been done for the whole district at no extra cost.</p> <p>Initial focus was on short list of potential crops to support in our transformation hub and overall Kai project. These included, peanuts, hemp/hops, avocados, olives.</p> <p>Now at the point where we have the outcomes of testing, all crops have been proven viable for the district. Next plan is to firm up the crops to make up the balance of the list, and this will be done via stakeholder engagement and using the outcomes of the Coriolis Feasibility study.</p> <p>On the feasibility – big question has been “what does success look like for Kaipara?” Many different answers to this question. Number one goal was to defend kumara no matter what, and allow existing industry to thrive and succeed.</p> <p>Most recent Kai advisory group meeting had Coriolis go through multiple scenarios with the group, to determine best way forward.</p> <p>Have identified soy beans and sorghum as opportunities for Kaipara District producers.</p> <p>Berries were identified as a ‘high water demand’ crop and could be useful in confirming water demand, linked to the NRC Water Storage project,</p> <p>SD – queried whether the team are looking at food for the future ie vegetarian over omnivorous diets? Or meat replacements.</p> <p>DM – The team have been looking at future trends in determining crop viability and potential demand for crops.</p>

		<p>LM –Confirmed that the team are looking to domestic market opposed to the international export market?</p> <p>This report provides early information to signal current thinking, further papers are expected to be brought to PSG in January and March.</p> <p>JS – What is the plan around field days? Will we be launching the feasibility study at this time?</p> <p>DB -A stand has been confirmed for the programme to have a presence at the upcoming Field Days, along with a seminar timeslot.</p> <p>Climate concerns are a theme across feedback, and work is being done with Climate Smart Kaipara in mind as an important factor.</p> <p>Report accepted.</p>
06	<p><b>Discussion &amp; Approval:</b></p> <p>Transformation Hub (Kai Hub) Establishment Report -DRAFT</p> <p><b>Kaipara Kai</b></p>	<p>Hub Process – The team have spoken with professors, land owners, and subject matter experts. Engagement liason with the Giblin Group, who are supporting Coriolis on the Kai Feasibility study. Further engagement is planned for the new year.</p> <p>Currently looking to finalise the service offering for the hub – whether it is mobile, fixed location or digital. A mobile hub has the potential to be a method of gathering ongoing feedback from the communities.</p> <p>LM – would like the report to be clear about the purpose of the hub. This would help give some certainty around the approach which would be best in terms of best service offering to the community.</p> <p>JS –would like the report to identify who will I own and operatethe hub in the future? Will it tie back in to Northland Inc?</p> <p>LM – Advised that the services offered need to fit within a defined funding envelope.</p> <p>Report accepted.</p>
07	<p><b>Discussion &amp; Approval:</b></p> <p>Centre of Excellence PGF &amp; Operational Criteria</p> <p><b>Kaipara Roads</b></p>	<p>This report is outlining the proposed approach and evaluation criteria for the Centre of Excellence prioritisation model to identify high priority unsealed roads in our network.</p>

		<p>There are two levels of criteria – operational/BAU and PGF criteria, which enables two sets of unsealed roading priorities to be determined. The operational data will be used to develop a Forward Work Plan.</p> <p>The two sets of criteria have been provided to the Roding Advisory Group, which has a NZTA representative, Martin Taylor. Martin is comfortable with the criteria and has advised that what NZTA want to see is a transparent process leading to the final prioritised routes.</p> <p>In addition, the Roding Oversight Advisor has provided positive feedback on the criteria and approach. Not all Advisory Group members were able to attend the meeting and will be followed up by the Roding team.</p> <p>CM advised that the criteria represent a first cut, and that there will be continued revision as the evaluation model is used to improve results/outcomes.</p> <p>The evaluation model and criteria are intended to be rolled out across NTA, to support BAU across all Northland Councils.</p> <p>JS – Requested further details of the criteria, the range and how PGF criteria will be used within the model. A further query related to the potential for duplication</p> <p>CM – Advised that the PGF criteria will be able to be turned off or off to provide different outcomes.</p> <p>LM – This initial view is to assist in developing the lens, which can then be refined as more information becomes known.</p> <p>CM – Martin Taylor is on advisory group and has seen these criteria, is comfortable with them, he has communicated that what NZTA want to see is a transparent process leading to the final prioritised routes.</p> <p><b>Action:</b> CM to follow up with JS to address the queries raised and to make any explanatory revisions, or revisions based on Advisory Group feedback to the report.</p>
08	<p><b>Discussion &amp; Approval:</b> Procurement Management plan - Dargaville Pontoon Physical Works <b>Kaipara Wharves</b></p>	<p>Please note the value for this procurement management plan is \$304,000, which relates just to the pontoon portion of the overall Indicative Business Case approved of \$1.066m</p>

		<p>Iwi engagement and cultural assessments are being planned for early next year, which will lead to a final overall design for the area.</p> <p>JS – Advised appointing a Construction Head Contractor to provide clarity regarding Health and Safety roles and responsibilities. In addition, JS queried the evaluation criteria, and associated weightings, advising that prequalification needs to be factored into the thinking on this procurement.</p> <p>DM: Advised that Hawthorne Geddes have, within their contract, the procurement process for the pontoon.</p> <p><b>Action:</b> KH to review the pontoon procurement including a Construction Head Contractor and provide a revised procurement management plan for JS to review and confirm.</p> <p>LM – Sought confirmation from the team regarding engagement elements of the Dargaville Pontoon work.</p> <p>DB – Looking at Iwi engagement the week of the 20<sup>th</sup> January. Initial community engagement on 20 Nov has indicated that the proposed design of pontoon was accepted, with most feedback being related to the amenities on the shore side. The team will not progress any procurement until confident that engagement will not impact the design.</p> <p><b>Action:</b> DB to follow up separately with [REDACTED] and [REDACTED] to ensure they are comfortable with this procurement approach.</p> <p>LM moved to support based on the requested amendments.</p>
09	Any Other Business	<p>DMAC – Advised that there is confusion currently as to what projects are funded by PGF and what projects are Council funded through the LTP process. Requested the team develop and implement clear messaging around Council Business and how that is progressing, and that it is not part of the PGF.</p> <p><b>Action:</b> GB to follow up clear messaging regarding the distinction between PGF funded projects and Council funded projects.</p> <p>Meeting closed at 2.37pm</p>

<b>Agenda Item #</b>	<b>Paper Details</b>
01	Programme Steering Group Minutes 19/11/2019
02	Programme Steering Group Actions Register
03	Programme Status Report
04	Council Engagement With Kaipara KickStart Programme
05	Report – Topoclimate Study Update
06	Report – Transformation Hub Establishment Report
07	Report - Centre of Excellence PGF & Operational Criteria
08	Procurement Management Plan – Dargaville Pontoon Physical Works

Next meeting:- 21<sup>st</sup> January 1pm – 2pm, Dargaville Town Hall Meeting Room, Hokianga Road, Dargaville



**From:** [Natalie Dyer](#)  
**To:** [Louise Miller](#); [Sue Davidson](#); [Jim Sephton](#); [Mark Jacobs](#); [REDACTED] [REDACTED] [REDACTED] [Calvin Thomas](#)  
**Cc:** [Leah MacDonell](#); [Curt Martin](#); [Diane Miller](#); [Gillian Bruce](#); [Kim Brown](#); [Di Bussey](#)  
**Subject:** Kaipara KickStart Programme Steering Group Minutes & Updated Action Register  
**Date:** Wednesday, 20 November 2019 2:59:47 PM  
**Attachments:** [KKS Steering GroupAction Register.docx](#)  
[20191119 Kaipara KickStart PSG Minutes.docx](#)  
[image001.jpg](#)  
[PSG Member Mileage Form.doc](#)

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Good afternoon all

Please see attached for the minutes from yesterday's meeting, and the updated action register.

There were a fair few actions to come out of this meeting, so please do ensure you check if any are assigned to you, and action as needed.

Also attached is the mileage claim form for PSG members. If this is completed and returned to me I can then arrange payment via our finance team.

Thank you all for your help and support – the team are all gearing up for a great afternoon engaging with the community on the Pontoon today, and your support is a big part of what has helped us get to this point!

Nga Mihi



Natalie Dyer | Kaipara KickStart Programme Co-Ordinator  
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Dargaville Office: 42 Hokianga Road, Dargaville 0310  
Mangawhai Office: Unit 6, The Hub, 6 Molesworth Drive, Mangawhai 0505  
Opening Hours: Monday - Friday 8 am to 4.30 pm

Kaipara KickStart Programme Steering Group –Action List as at 13/11/19

Ref #	Action Description	Date Raised	Who	By When	Comments/Updates
26	Discuss training opportunities, education providers and opportunities for capability building with [REDACTED] [REDACTED]	16/7/19	DM DB	<del>31/7/19</del> <del>16/8/19</del> <del>11/9/19</del> <del>2/10/19</del> <del>30/10/19</del> 19/11/19	7/8 – Meeting on 16 <sup>th</sup> August to do this. Meeting postponed need to rebook. DB to action. 11/9: Need to rebook meeting. Jim S has continued discussions with other partners. 24/9: Unable to rebook meeting as yet. Will also connect with Jim S re progress for Workforce Planning and KKS Phase 2 scope. 2/10: Need to confirm with [REDACTED] the scope of work planned within Te Ara Mahi and see if this activity covers the requirements. 12/11: Will discuss with [REDACTED] at next PSG meeting
35	Provide a presentation and comms content to ST and GC for events upcoming	20/8/19	AK DB	<del>6/9/19</del> 30/11/19	Draft completed awaiting final approval of the presentation DB to review/revise Communication resources have been completing comms and collateral for Dargaville Pontoon – requires refocus to complete. Natalie Dyer supporting completion.
39	Engagement Approach with Council – a review of how and when the programme engages with Council will be completed with the new Council	17/9/19	LM	<del>30/11/19</del> 4/12/19	New Council inducted. Council briefing now scheduled for 4 <sup>th</sup> December. Diane B to write briefing paper.
43	Discuss with [REDACTED] and [REDACTED] how engagement with iwi on the early adopter opportunities relating to Kai could look.	14/10/19	DM	<del>31/10/19</del> 19/11/19	
46	Send information around Summer holiday time off to ND, so approvals can be co-ordinated to ensure contract deliverables are still able to be met around Christmas/New Years	14/10/19	Everyone	31/10/19	6/11 Received from: Calvin Thomas, Louise Miller, Sue Davidson
47	Meet with [REDACTED] & [REDACTED] to give background to Phase 1b application to	19/11/19	DB & DM	4/12/19	

	ensure information and understanding are shared.				
48	Review team resourcing for cultural assessments and stakeholder engagement	19/11/19	DB	4/12/19	
49	Consider within Comms & Engagement Planning and consideration with Francis Toko re connections with KDC iwi partnerships already in place	19/11/19	GB	4/12/19	
50	Discuss with Jim the likely requirement for funding and confirm how to access the funding for Pouto Phase 1 procurement	19/11/19	CM	4/12/19	
51	Teleconference with Mark and Leah to discuss next steps re funding for roading projects	19/11/19	DB	22/11/19	
52	Discuss ceding ownership of Waipoua River Road to Council, and impact on design/KDC requirements to be considered	19/11/19	JS & ST	4/12/19	
53	Update schedule to reflect Tomarata Bridge in KKS scope, discuss with Curt & Natalie process to arrange access to funding for the bridge.	19/11/19	DB, CM, ND	15/12/19	
54	Include Tomarata Bridge in status updates, risks, issues and stakeholder engagement going forward for Roding	19/11/19	CM	Ongoing	
55	Meet with ██████ to discuss opportunity for Te Puni Kokiri student to join KKS team for work experience in a project environment	19/11/19	DB	4/12/19	
56	Distribute Mileage Claim form to steering group members	19/11/19	ND	20/11/19	COMPLETED 20/11 with minutes distribution

## Kaipara KickStart Programme Steering Group Meeting Minutes

**Date & Time:** 19 November 2019, 1.00PM – 2.00PM

**Venue:** Dargaville Town Hall Meeting Room, Hokianga Road, Dargaville

**To:** ██████████ Mark Jacobs, Jim Sephton, Calvin Thomas, Sue Davidson (Chair)

**In Attendance:** Diane Bussey (Programme Manager), Diane Miller (Project Manager Kai for Kaipara and Kaipara Wharves), Natalie Dyer (Programme Co-Ordinator), Curt Martin (Project Manager Roding), Gillian Bruce, KKS Comms Manager

**Apologies:** Louise Miller, Hayley Worthington, ██████████ ██████████

Agenda Items		
#	Item	Comment / Action / Decision
01	Confirmation of Minutes	Meeting opened 1.03  MJ moved accept minutes  SD seconded. Passed.
02	Action Register review	Reviewed, nothing urgent. Team will focus on closing some of the older actions this coming month.
03	Programme Status Update	<p>Highlighted that resourcing is becoming an issue now that we are moving into delivery. Need additional Project Management resourcing to reduce pressure on team. Changes in the communications and engagement resourcing take effect from 20<sup>th</sup> November, with Gillian Bruce as Communications Manager for the programme. There is a current risk that we are heading towards reactive project based engagement, rather than proactive programme wide engagement.</p> <p>Phase 1b application has been submitted for localised water storage demonstration/pilot sites. We have been advised we could be notified of approval or other the first week of December. Delivery of Phase 1b, if approved, would be completed within the Kai for Kaipara project. The team will be focused on this transition to be smooth and not halt the progress being made on Kai for Kaipara project.</p> <p>ST – Enquired how does Phase 1b relate to the NRC Water Storage project.</p> <p>DB – Phase 1b has been designed to be complementary project to NRC Water Storage Project – focused on pilot sites demonstrating localised water provision options as well as horticultural management technology.</p> <p><b>Action</b> – DB &amp; DM to meet with ST &amp; GC and give background to Phase 1b application to ensure that information and understanding are shared.</p>

		<p>JS suggested operational Iwi advisory group as a way to ensure appropriate levels of engagement with hapu in relation to projects going forward.</p> <p>ST proposes factoring this in as part of the Comms and Engagement planning. Specific to some Southern Marae, and also Waikaretu.</p> <p><b>Action</b> – GB to consider within Comms and Engagement planning and consideration with Francis Toko re connections with KDC iwi partnerships already in place.</p> <p>JS – Potential for Cultural Impact Assessments is perhaps best addressed with an external resource slotting into the team to ensure this requirement is well met. ST &amp; JS suggest in addition to working with Francis, the team look externally for someone to complete the wider work to ensure cultural value assessments are completed and engagement undertaken appropriately.</p> <p><b>Action</b> – DB to review team resourcing for cultural assessments and stakeholder engagement.</p>
04	<p><b>Discussion &amp; Confirmation</b> Programme Acceleration Options</p>	<p><b>Recommendation 1:</b></p> <p>MJ provided details on the different categories attached to funding approvals. The current 'In Principle' funding is funding is not committed, and should the available funding source be fully allocated, will not be available.</p> <p>MJ advised that should the business cases for Waipoua River Road and Pouto Phase 1 be confirmed as ready for MBIE to commence the approval process, these could be reviewed by the Regional Economic Development Ministers meeting on 4<sup>th</sup> December. KDC should then be advised whether these funds are transferred to being 'Approved' the week following the 4<sup>th</sup> December meeting.</p> <p>CT clarified that the Project Manager for Pouto Road is ready to commence procurement activities now, and so the funding gap is from now until the second week of December, when the advice is received from MBIE. This was confirmed.</p> <p>JS advised as Infrastructure GM that he would commit funding for NTA to get the Procurement Plan developed for Pouto Road.</p> <p><b>Action:</b> CM to discuss with JS the likely requirement for funding and confirm how to access the funding.</p> <p><b>Action:</b> MJ, LMa and DB to have a teleconference to discuss next steps re funding.</p> <p><b>PSG Direction:</b> Confirmed that procurement to progress utilising the funding made available by JS.</p> <p><b>Recommendation 2 &amp; 3:</b></p>

		<p>JS queried why we are only looking at Pahi, rather than waiting for results of feasibility study?</p> <p>DB &amp; DM – Wharves Advisory Group identified Pahi as an opportunity to advance programme delivery, due to existing use by tourism operators, and tourists.</p> <p>MJ Completed a site visit at Pahi and confirmed that the work required was more than a refurbishment and that a pontoon may be required. The addition of a pontoon was also recommended by the Wharves Advisory Group.</p> <p>There is risk that funding spent on separate locations for wharf infrastructure reduces the funds available for a connected staged implementation as defined by the feasibility study. DM advised the draft feasibility study is scheduled to be available in February.</p> <p><b>PSG Direction:</b> Confirmed for both recommendations.</p> <p>JS advised tourism operations are commencing at Pouto in partnership with marae and the local bike shop.</p>
05	<p><b>Discussion &amp; Conditional Approval:</b> Business Case: Dargaville Pontoon</p>	<p>A Wharves Funding Agreement Variation has been drafted that simplifies the approval process for wharves physical works, in that the Regional Economic Development Ministers approval will not be required. The variation is currently with the legal team at MBIE.</p> <p>Submission to MBIE would 'approve' the funding.</p> <p>Approved for submission to MBIE.</p>
06	<p><b>Discussion &amp; Approval</b> Business Case: Pouto Phase 1 Sealing</p>	<p>MJ confirmed the strategic basis for the business case.</p> <p>Approved for submission to MBIE.</p>
07	<p><b>Discussion &amp; Approval</b> Business Case: Waipoua River Road</p>	<p>DB advises that as Waipoua River Road is owned by Te Roroa (and not KDC) the programme team are seeking PSG endorsement that due process has been followed by the in reaching the recommendations contained in the Business Case.</p> <p>Endorsement given. Waipoua River Road Business Case to be submitted to MBIE.</p> <p>ST advises Te Roroa are considering ceding ownership of the Waipoua River Road to Council, and requests advice on which considerations Iwi may need to take into account in this process.</p> <p><b>Action:</b> ST and JS to discuss ceding ownership and impact on design and KDC requirements for consideration.</p>

08	<b>Endorsement</b> 50MAX Bridges Scope	<p>CM confirmed the impact of Tomarata bridge being included within Kaipara KickStart was that this project would utilise the next two years of available bridge funding. The remaining \$710,000 will be budgeted for the 2021/22 year.</p> <p>SD moved to endorse.</p> <p>No opposition. Endorsement passed.</p> <p><b>Action:</b> DB to update schedule with ND to reflect Tomarata Bridge in Kaipara KickStart scope. DB to discuss with CM and ND re access to funding for Tomarata Bridge. CM to include Tomarata Bridge within Rooding Package status updates, risks, issues and stakeholder engagement.</p>
09	Any Other Business	<p>ST - Opportunity has come up for a young Iwi member from Te Roroa or Te Uri o Hau, to sit alongside KKS team, and be resourced by Te Puni Kokiri.</p> <p><b>Action:</b> DB &amp; ST to meet and discuss the above opportunity.</p> <p>SD advised that Mileage Claim Forms are now available and can be completed in retrospect to cover travel costs to date.</p> <p><b>Action:</b> ND to distribute mileage claim forms for Steering Group Members.</p> <p>JS – Raised the opportunity of using the Field Days in 2020 as a platform for engagement.</p> <p>DB – Advised a commitment has been made for Kaipara KickStart to have a stand at Field Days in 2020.</p> <p>ST – as part of the comms strategy could be important to have direct conversation between the team and ST &amp; GC, to ensure there is a mechanism to make sure messaging is consistent and we are all on the same page. Reduce opportunity for people to needlessly sensationalise events.</p> <p><b>Action:</b> GB to include within communication &amp; engagement planning – the provision of standardised information and also the process for how information is shared. To be discussed in meeting actioned above.</p> <p>Meeting closed 2.24pm</p>

Next meeting :- 17<sup>th</sup> December 1pm – 2pm, Dargaville Town Hall Meeting Room, Hokianga Road, Dargaville

## Kaipara KickStart Programme Steering Group Member Claim and Koha Form

Date	Meeting Attended	Distance Travelled
<b>Office use</b>		
<b>Total Meetings</b>		<b>Total Mileage</b>
		.73c per Km

<b>Bank Account</b>	
<b>Person to be Paid</b>	
<b>Amount</b>	\$ no GST – Koha
<b>GL Code</b>	105 2040 – PGF100
<b>Approved by</b>	Hayley Worthington, PMO Manager
<b>Signature</b>	
<b>Processed by Accounts</b>	



**From:** [Natalie Dyer](#)  
**To:** [Louise Miller](#); [@xx](#); [Sue Davidson](#); [Mark Jacobs](#); [Jim Sephton](#); [REDACTED]  
**Cc:** [@xx](#); [Di Bussey](#); [Diane Miller](#); [Curt Martin \(@x\)](#); [Hayley Worthington](#)  
**Subject:** Kaipara KickStart Programme Steering Group Papers  
**Date:** Thursday, 12 December 2019 3:41:00 PM  
**Attachments:** [image001.jpg](#)  
[20191217 Kaipara KickStart PSG Papers\\_compressed.pdf](#)

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Kia Ora

Please see attached for the papers for next Tuesday's Programme Steering Group Meeting.

This is another bumper edition (though one third the length of last month); and so I recommend reviewing as much as possible prior to the meeting, to ensure smooth progression through each item.

Thank you all for your contribution to our work this year – we would not have gotten as far as we have without your input.

Kirihimete Koa



Natalie Dyer | Kaipara KickStart Programme Co-Ordinator  
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Mangawhai Office: Unit 6, The Hub, 6 Molesworth Drive, Mangawhai 0505  
Opening Hours: Monday - Friday 8 am to 4.30 pm

## Kaipara KickStart Programme Steering Group Meeting

**Date & Time:** 17 December 2019, 1.00PM – 2.30PM

**Venue:** Dargaville Town Hall Meeting Room, Hokianga Road, Dargaville

**To:** ██████████ ██████████ ██████████ Mark Jacobs, Jim Sephton, Calvin Thomas, Sue Davidson,  
Louise Miller (Chair)

**In Attendance:** Diane Bussey (Programme Manager), Diane Miller (Project Manager Kaipara Kai), Natalie Dyer (Programme Co-Ordinator), Curt Martin (Project Manager Roding), Kevin Hoskin (Project Manager Wharves), Mayor Dr Jason Smith, Deputy Mayor Anna Curnow

**Apologies:** Calvin Thomas

Agenda Items				
#	Item	Comment / Action / Decision	Led By	Time
01	Confirmation of Minutes		LM	5 mins
02	Action Register review		DB	5 mins
03	Programme Status Update	Provides progress updates, significant risks and issues	DB	10 mins
04	<b>Update:</b> Council Engagement with Kaipara KickStart Programme		DB	10 mins
05	<b>Discussion &amp; Approval:</b> Topo-climate & Feasibility Update <b>Kaipara Kai</b>	Paper to provide approach and update for PSG on work being completed on Topo-climate, Feasibility Study and initial results.	DM	10 mins
06	<b>Discussion &amp; Approval:</b> Transformation Hub (Kai Hub) Establishment Report -DRAFT <b>Kaipara Kai</b>	Paper to provide update for PSG initial results of stakeholder engagement, and establishment approach.	DM	10 mins
07	<b>Discussion &amp; Approval:</b> Centre of Excellence PGF & Operational Criteria <b>Kaipara Roads</b>	Paper to explain the establishment of PGF and operational criteria to prioritise unsealed network.	CM	15 mins
08	<b>Discussion &amp; Approval:</b> Procurement Management plan -	To enable procurement to progress in new year	DM	10 mins

	Dargaville Pontoon Physical Works <b>Kaipara Wharves</b>			
09	Any Other Business		LM	15 mins

## Meeting Papers

<b>Agenda Item #</b>	<b>Paper Details</b>
01	Programme Steering Group Minutes 19/11/2019
02	Programme Steering Group Actions Register
03	Programme Status Report
04	Council Engagement With Kaipara KickStart Programme
05	Report – Topoclimate Study Update
06	Report – Transformation Hub Establishment Report
07	Report - Centre of Excellence PGF & Operational Criteria
08	Procurement Management Plan – Dargaville Pontoon Physical Works

Next meeting:- 21<sup>st</sup> January 1pm – 2pm, Dargaville Town Hall Meeting Room, Hokianga Road, Dargaville

## Kaipara KickStart Programme Steering Group Meeting Minutes

**Date & Time:** 19 November 2019, 1.00PM – 2.00PM

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**To:** ██████████ Mark Jacobs, Jim Sephton, Calvin Thomas, Sue Davidson (Chair)

**In Attendance:** Diane Bussey (Programme Manager), Diane Miller (Project Manager Kai for Kaipara and Kaipara Wharves), Natalie Dyer (Programme Co-Ordinator), Curt Martin (Project Manager Roding), Gillian Bruce, KKS Comms Manager

**Apologies:** Louise Miller, Hayley Worthington, ██████████ ██████████

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03	Programme Status Update	<p>Highlighted that resourcing is becoming an issue now that we are moving into delivery. Need additional Project Management resourcing to reduce pressure on team. Changes in the communications and engagement resourcing take effect from 20<sup>th</sup> November, with Gillian Bruce as Communications Manager for the programme. There is a current risk that we are heading towards reactive project based engagement, rather than proactive programme wide engagement.</p> <p>Phase 1b application has been submitted for localised water storage demonstration/pilot sites. We have been advised we could be notified of approval or other the first week of December. Delivery of Phase 1b, if approved, would be completed within the Kai for Kaipara project. The team will be focused on this transition to be smooth and not halt the progress being made on Kai for Kaipara project.</p> <p>ST – Enquired how does Phase 1b relate to the NRC Water Storage project.</p> <p>DB – Phase 1b has been designed to be complementary project to NRC Water Storage Project – focused on pilot sites demonstrating localised water provision options as well as horticultural management technology.</p> <p><b>Action</b> – DB &amp; DM to meet with ST &amp; GC and give background to Phase 1b application to ensure that information and understanding are shared.</p>

		<p>JS suggested operational Iwi advisory group as a way to ensure appropriate levels of engagement with hapu in relation to projects going forward.</p> <p>ST proposes factoring this in as part of the Comms and Engagement planning. Specific to some Southern Marae, and also Waikaretu.</p> <p><b>Action</b> – GB to consider within Comms and Engagement planning and consideration with Francis Toko re connections with KDC iwi partnerships already in place.</p> <p>JS – Potential for Cultural Impact Assessments is perhaps best addressed with an external resource slotting into the team to ensure this requirement is well met. ST &amp; JS suggest in addition to working with Francis, the team look externally for someone to complete the wider work to ensure cultural value assessments are completed and engagement undertaken appropriately.</p> <p><b>Action</b> – DB to review team resourcing for cultural assessments and stakeholder engagement.</p>
04	<p><b>Discussion &amp; Confirmation</b> Programme Acceleration Options</p>	<p><b>Recommendation 1:</b></p> <p>MJ provided details on the different categories attached to funding approvals. The current 'In Principle' funding is not committed, and should the available funding source be fully allocated, will not be available.</p> <p>MJ advised that should the business cases for Waipoua River Road and Pouto Phase 1 be confirmed as ready for MBIE to commence the approval process, these could be reviewed by the Regional Economic Development Ministers meeting on 4<sup>th</sup> December. KDC should then be advised whether these funds are transferred to being 'Approved' the week following the 4<sup>th</sup> December meeting.</p> <p>CT clarified that the Project Manager for Pouto Road is ready to commence procurement activities now, and so the funding gap is from now until the second week of December, when the advice is received from MBIE. This was confirmed.</p> <p>JS advised as Infrastructure GM that he would commit funding for NTA to get the Procurement Plan developed for Pouto Road.</p> <p><b>Action:</b> CM to discuss with JS the likely requirement for funding and confirm how to access the funding.</p> <p><b>Action:</b> MJ, LMa and DB to have a teleconference to discuss next steps re funding.</p> <p><b>PSG Direction:</b> Confirmed that procurement to progress utilising the funding made available by JS.</p> <p><b>Recommendation 2 &amp; 3:</b></p>

		<p>JS queried why we are only looking at Pahi, rather than waiting for results of feasibility study?</p> <p>DB &amp; DM – Wharves Advisory Group identified Pahi as an opportunity to advance programme delivery, due to existing use by tourism operators, and tourists.</p> <p>MJ Completed a site visit at Pahi and confirmed that the work required was more than a refurbishment and that a pontoon may be required. The addition of a pontoon was also recommended by the Wharves Advisory Group.</p> <p>There is risk that funding spent on separate locations for wharf infrastructure reduces the funds available for a connected staged implementation as defined by the feasibility study. DM advised the draft feasibility study is scheduled to be available in February.</p> <p><b>PSG Direction:</b> Confirmed for both recommendations.</p> <p>JS advised tourism operations are commencing at Pouto in partnership with marae and the local bike shop.</p>
05	<p><b>Discussion &amp; Conditional Approval:</b> Business Case: Dargaville Pontoon</p>	<p>A Wharves Funding Agreement Variation has been drafted that simplifies the approval process for wharves physical works, in that the Regional Economic Development Ministers approval will not be required. The variation is currently with the legal team at MBIE.</p> <p>Submission to MBIE would ‘approve’ the funding.</p> <p>Approved for submission to MBIE.</p>
06	<p><b>Discussion &amp; Approval</b> Business Case: Pouto Phase 1 Sealing</p>	<p>MJ confirmed the strategic basis for the business case.</p> <p>Approved for submission to MBIE.</p>
07	<p><b>Discussion &amp; Approval</b> Business Case: Waipoua River Road</p>	<p>DB advises that as Waipoua River Road is owned by Te Roroa (and not KDC) the programme team are seeking PSG endorsement that due process has been followed by the in reaching the recommendations contained in the Business Case.</p> <p>Endorsement given. Waipoua River Road Business Case to be submitted to MBIE.</p> <p>ST advises Te Roroa are considering ceding ownership of the Waipoua River Road to Council, and requests advice on which considerations Iwi may need to take into account in this process.</p> <p><b>Action:</b> ST and JS to discuss ceding ownership and impact on design and KDC requirements for consideration.</p>

<p>08</p>	<p><b>Endorsement</b> 50MAX Bridges Scope</p>	<p>CM confirmed the impact of Tomarata bridge being included within Kaipara KickStart was that this project would utilise the next two years of available bridge funding. The remaining \$710,000 will be budgeted for the 2021/22 year.</p> <p>SD moved to endorse.</p> <p>No opposition. Endorsement passed.</p> <p><b>Action:</b> DB to update schedule with ND to reflect Tomarata Bridge in Kaipara KickStart scope. DB to discuss with CM and ND re access to funding for Tomarata Bridge. CM to include Tomarata Bridge within Rooding Package status updates, risks, issues and stakeholder engagement.</p>
<p>09</p>	<p>Any Other Business</p>	<p>ST - Opportunity has come up for a young Iwi member from Te Roroa or Te Uri o Hau, to sit alongside KKS team, and be resourced by Te Puni Kokiri.</p> <p><b>Action:</b> DB &amp; ST to meet and discuss the above opportunity.</p> <p>SD advised that Mileage Claim Forms are now available and can be completed in retrospect to cover travel costs to date.</p> <p><b>Action:</b> ND to distribute mileage claim forms for Steering Group Members.</p> <p>JS – Raised the opportunity of using the Field Days in 2020 as a platform for engagement.</p> <p>DB – Advised a commitment has been made for Kaipara KickStart to have a stand at Field Days in 2020.</p> <p>ST – as part of the comms strategy could be important to have direct conversation between the team and ST &amp; GC, to ensure there is a mechanism to make sure messaging is consistent and we are all on the same page. Reduce opportunity for people to needlessly sensationalise events.</p> <p><b>Action:</b> GB to include within communication &amp; engagement planning – the provision of standardised information and also the process for how information is shared. To be discussed in meeting actioned above.</p> <p>Meeting closed 2.24pm</p>

Next meeting :- 17<sup>th</sup> December 1pm – 2pm, Dargaville Town Hall Meeting Room, Hokianga Road, Dargaville

Kaipara KickStart Programme Steering Group –Action List as at 10/12/19

Ref #	Action Description	Date Raised	Who	By When	Comments/Updates
26	Discuss training opportunities, education providers and opportunities for capability building with [REDACTED] [REDACTED]	16/7/19	<del>DM</del> DB	<del>31/7/19</del> <del>16/8/19</del> <del>11/9/19</del> <del>2/10/19</del> <del>30/10/19</del> <del>19/11/19</del> 30/11/19	7/8 – Meeting on 16 <sup>th</sup> August to do this. Meeting postponed need to rebook. DB to action. 11/9: Need to rebook meeting. Jim S has continued discussions with other partners. 24/9: Unable to rebook meeting as yet. Will also connect with Jim S re progress for Workforce Planning and KKS Phase 2 scope. 2/10: Need to confirm with [REDACTED] the scope of work planned within Te Ara Mahi and see if this activity covers the requirements. 12/11: Will discuss with [REDACTED] at next PSG meeting 19/11: These requirements will be covered by Te Ara Mahi – Pathways to work, considered by Jim S with Phase 2 EoI application. 30/11: Discussions have confirmed opportunity to appoint cadet – discussions underway with Miriam Vance at Te Puni Kokiri COMPLETED
35	Provide a presentation and comms content to ST and GC for events upcoming	20/8/19	AK <del>DB</del> GB	<del>6/9/19</del> <del>30/11/19</del> 31/1/20	Draft completed awaiting final approval of the presentation DB to review/revise Communication resources have been completing comms and collateral for Dargaville Pontoon – requires refocus to complete. Natalie Dyer supporting completion. 3/12: Need to confirm in meeting with [REDACTED] and [REDACTED] [REDACTED] requirements. 10/12: Website information to be updated in New Year
39	Engagement Approach with Council – a review of how and when the programme engages with Council will be completed with the new Council	17/9/19	LM	<del>30/11/19</del> 4/12/19	New Council inducted. Council briefing now scheduled for 4 <sup>th</sup> December. Diane B to write briefing paper. 4/12: Kaipara Kickstart item included on agenda for Council briefing.



					4/12: Council have provided direction on level of engagement required with programme, with no impact on schedule. DB to develop PSG paper to outline new engagement approach with Council. Paper on agenda for 17 <sup>th</sup> Dec. 2019. COMPLETED
43	Discuss with [REDACTED] and [REDACTED] how engagement with iwi on the early adopter opportunities relating to Kai could look.	14/10/19	DM	<del>31/10/19</del> 19/11/19	3/12: Need to confirm in meeting with [REDACTED] and [REDACTED] how to progress.
46	Send information around Summer holiday time off to ND, so approvals can be co-ordinated to ensure contract deliverables are still able to be met around Christmas/New Years	14/10/19	Everyone	31/10/19	6/11 Received from: Calvin Thomas, Louise Miller, Sue Davidson
47	Meet with Snow & [REDACTED] to give background to Phase 1b application to ensure information and understanding are shared.	19/11/19	DB & DM	4/12/19	3/12: Met with [REDACTED] Meeting with [REDACTED] [REDACTED] set for 4/12. 5/12: DB spoke with [REDACTED] [REDACTED] and [REDACTED] re the Phase 1B opportunity providing further explanation. COMPLETED
48	Review team resourcing for cultural assessments and stakeholder engagement	19/11/19	DB	<del>17/12/19</del> 20/1/20	10/12: Cultural assessments paper was being prepared for PSG meeting on 17/12 – due to agenda items, have delayed until January PSG meeting. Dargaville Pontoon cultural assessment being managed as a separate procurement, with advice from [REDACTED]
49	Consider within Comms & Engagement Planning and consideration with Francis Toko re connections with KDC iwi partnerships already in place	19/11/19	GB	4/12/19	5/12/2019 Met with Di Bussey, Diane Miller, Francis Toko to discuss need for proactive iwi comms  9/12/2019 Di Bussey sent list of contacts from [REDACTED]  9/12/2019 met with Francis Toko to discuss approach to iwi  COMPLETED

50	Discuss with Jim the likely requirement for funding and confirm how to access the funding for Pouto Phase 1 procurement	19/11/19	CM	4/12/19	2/12: Confirmed \$5,000 made available in advance for procurement from KDC Infrastructure budget. Procurement is progressing. COMPLETED
51	Teleconference with Mark and Leah to discuss next steps re funding for roading projects	19/11/19	DB	22/11/19	COMPLETED
52	Discuss ceding ownership of Waipoua River Road to Council, and impact on design/KDC requirements to be considered	19/11/19	JS & ST	4/12/19	2/12: CM advises specification for Waipoua River Road will be to KDC standard.
53	Update schedule to reflect Tomarata Bridge in KKS scope, discuss with Curt & Natalie process to arrange access to funding for the bridge.	19/11/19	DB, CM, ND	15/12/19	2/12: Meeting booked for 5 <sup>th</sup> Dec. 10/12: Schedule revised to reflect Tomarata Bridge within Kaipara KickStart programme. COMPLETED
54	Include Tomarata Bridge in status updates, risks, issues and stakeholder engagement going forward for Roothing	19/11/19	CM	Ongoing	2/12: Progress updates will be included in status reports from December. COMPLETED
55	Meet with [REDACTED] & [REDACTED] to discuss opportunity for Te Puni Kokiri student to join KKS team for work experience in a project environment	19/11/19	DB	4/12/19	3/12: Met with [REDACTED] Contact details at Te Puni Kokiri provided. Meeting with [REDACTED] set for 4/12. 5/12: Discussed opportunity with [REDACTED] and [REDACTED] – DB to contact [REDACTED] Te Puni Kokiri to progress ASAP. COMPLETED
56	Distribute Mileage Claim form to steering group members	19/11/19	ND	20/11/19	COMPLETED 20/11 with minutes distribution

**Programme Status Report for: - Kaipara KickStart Programme**
**REPORTING PERIOD: 14<sup>th</sup> November – 11<sup>th</sup> December 2019**

<b>Programme Manager</b>	Diane Bussey	<b>Programme Director</b>	Louise Miller
<b>Programme Team</b>	Programme Co-ordinator – Natalie Dyer Kai for Kaipara Project Manager- Diane Miller Kaipara Wharves Project Manager – Diane Miller Rooding Package – Curt Martin		

## 1. Management Summary (Diane Bussey)

- Programme Resources
  - The programme team continue to be under sustained pressure. Resourcing issues have been addressed, however the pressure will remain until Jan/Feb 2020.
  - Wharves Project Manager - Progress has been made on appointing a Wharves Project Manager, with Kevin Hoskin joining the team this week. An induction process is underway and expected to be completed early in the new year. Kevin has been contracted up to 3 days per week and will be completing other work within KDC Infrastructure team. Funding for this position is to be provided from the Wharves Investigation budget.
  - Communications and stakeholder engagement resources - Gillian Bruce is currently completing induction, although urgent engagement and communication activities have had to be managed in parallel. The team are focusing on these urgent matters whilst building plans and processes that will enable the team to move to a more proactive approach for communications and engagement.
  - Discussions with Te Puni Kokiri have commenced to appoint a cadet to join the team.
  
- Programme Schedule- Although Kai and Wharves projects have some slippage, this is expected to be rectified by February 2020. Overall the programme is on target at 32% complete, with Rooding project ahead of target.
  
- Regional Economic Development (RED) Ministers met 4<sup>th</sup> Dec. and considered Pouto Phase 1 and Waipoua River Road strategic business cases. Official decisions are expected in the next few days once the meeting minutes are signed.
  
- The Wharves Funding Agreement Variation to enable MBIE to approve the Dargaville Pontoon Indicative Business Case \$1.066m has been reviewed and signed by KDC, now with MBIE for execution. Further Dargaville Pontoon supporting activities are currently underway including planning for iwi engagement, maintenance commitment by Council, Cultural Impact Assessment, followed by final design and procurement activities.
  
- All required approval processes to enable the first payment claim for programme support costs via NZTA's TIO system have now been met, and a November claim is currently being processed. A funds flow statement has been prepared and provided to KDC finance team.
  
- At Council Briefing on 4<sup>th</sup> December, elected members provided direction on an enhanced level of engagement. A paper for PSG will be presented to the December meeting explaining the engagement approach. The team are currently working through the engagement detail and identifying any impacts on the schedule.
  
- All contractual obligations are being met by the programme team, with MBIE support

Programme Status	Prev. Ind.	Current Indicator	Brief Comment
Overall	G	A	Resourcing concerns, comms and engagement activities and funding decisions are being managed – would expect this indicator to return to green at the next report as the actions taken to resolve take effect.
Scope	G	G	Phase 1B – if approved will require a scope change request. Decision expected this week.
Schedule – Pgm Overall	G	G	Team investigating enhanced Council engagement – with minimal impact on schedule. 32% complete overall
Schedule – Kai	G	A	Currently 5% behind anticipated completion.
Schedule - Wharves	G	A	Dargaville Pontoon – schedule is under some risk, due to delayed iwi engagement. Team are working hard to recover schedule. Currently 7% behind anticipated completion.
Schedule – Roading	G	G	Tomarata Bridge inclusion into scope has recovered some time for the project as work is already underway. Currently ahead of anticipated completion.
Financial	G	G	First TIO Payment claim underway for programme support.
Stakeholder Engagement and Communications	A	R	Good public engagement around pontoon with around 40 people attending drop-in and 80% support. Iwi engagement for pontoon being set up for early next year. Iwi still to be engaged around pontoon use and design before proceeding with construction. Engagements currently being scheduled. Extreme pressure on the team as urgent comms & engagement activities are managed whilst more proactive approaches are confirmed and put in place.
Procurement	G	G	Progressing as planned.
Resourcing	A	A	Wharves PM appointed, further induction for Gillian Bruce, comms & engagement lead. Potential cadet in the new year. High pressure on the team through to Christmas, expected to ease late Jan/Feb.
Health & Safety	G	G	No Health & Safety issues or incidents.
Issues	A	A	One remaining issue relates to the communication and engagement issue – the team are expecting this issue to reduce in impact Jan/Feb next year. Two significant issues have either been closed or reduced in significance.
Risks	A	A	Two significant risks remain, reduced by one since the last report. These two risks are - Uncoordinated, late communications and engagement and the second relates to changes in Central Government priorities impacting on funding. Mitigations for these risks are being managed by the team currently – may require escalation.

Green = within plan    Amber = Outside of plan, being managed by the team    Red = Outside of plan, requires escalation

## 2. Milestone Register (Natalie Dyer)

This section identifies completed and upcoming milestones and how the team are tracking towards the expected completion date. Where expected due dates are extended, these will be shown with explanation. Any impact on further milestones will also be noted.

Milestone Number	Task Name	R/A/G	Estimated Finish	Actual Finish	Comments
MS10	Pouto Phase 1 ready for design/implementation		<del>21/10/19</del> 4/12/19	11/12/19	COMPLETE
MS09	Unsealed Network Evaluation Criteria Developed		<del>31/10/19</del> <del>30/11/19</del> 17/12/19		11/12 Presented with these papers for decision from PSG
MS11	Dargaville Pontoon Indicative Business Case Ready		3/12/19	11/12/19	COMPLETE
MS12	Roading Project Established		15/1/20	9/12/19	COMPLETE
MS13	CoE Stage 1 Build Completed		11/03/20		

## 3. Summary Programme Status Updates

### 4.1 Programme Management (Diane Bussey)

Completed:

- Kevin Hoskin has been appointed as Wharves Project Manager - induction planned
- Briefing completed for new Council – 4<sup>th</sup> Dec., new engagement approach advised
- NZTA confirmed Programme Support approvals have been completed to enable first TIO claim
- Tomarata Bridge – financial implications confirmed (NZTA approved and work already underway)
- Revised financial layout completed, source information confirmed
- New MBIE Rooding reports and job number reports completed, included as regular monthly reporting requirements
- Wharves Contract Variation signed by KDC, enables access to Physical Works funding.

Completion expected before next meeting:

- Lessons learned for application and establishment phase
- Council engagement process established, with minimal impact on schedule or resources
- Cadet welcomed to programme team
- Wharves Project Manager induction completed
- Communications and engagement approach; roles finalised, collaborative plan developed to forward plan
- Wharves Contract Variation executed – KDC have signed, awaiting execution by MBIE
- Iwi engagement approach
- Decisions regarding Phase 1B (\$740k) PGF application – impacts identified and change request prepared

### 4.2 Rooding Package (Curt Martin)

Completed:

- Business Case for Waipoua River Road submitted to MBIE
- Business Case for Pouto Road Phase 1 submitted to MBIE
- Procurement for Centre of Excellence (CoE) completed
- Draft Unsealed Roads Strategy commenced
- CoE – draft evaluation criteria completed

- Network data/segmentation – baseline data capture for operational management completed
- Procurement for Pouto Road Phase 1 professional services commenced
- Procurement for Waipoua River Road professional services commenced
- CoE Advisory Group members confirmed (pending confirmation of iwi rep.), group established and first meeting held
- Meetings held with Oversight Advisor
- Draft Material Supply Analysis for CoE completed
- Procurement for Pouto Road Phase 2 Business Case commenced

Completion expected before next meeting:

- Procurement for Pouto Road Phase 2 Business Case completed
- Procurement for unsealed network deterioration model completed
- Draft Unsealed Roads Strategy completed
- Draft Maintenance Intervention Strategy completed
- Draft unsealed network PGF & Operational evaluation criteria completed
- Kaipara Roads Quarterly Report 2

#### 4.3 Kai for Kaipara Project (Diane Miller)

Completed:

- A complete list of crops/aquaculture options for Kaipara identified through Coriolis Research's filtering process that considers stakeholder feedback and is endorsed by Kai Advisory group.
- First Topo-climate report complete
- Balance of crop list provided to NIWA, Landcare and Plant & Food
- Results of suitability of hemp, hops, avocados and olives for Kaipara
- Stakeholder engagement for Kai Hub engagement underway
- Draft high-level Establishment Report for Kai Hub
- Results of stakeholder engagement that supports feasibility study (contract deliverable)

Completion expected before next meeting:

- Detailed Establishment Report for Kai hub including costs
- Draft Feasibility Study
- Kai Quarterly Report 2

#### 4.4 Kaipara Wharves (Diane Miller)

Completed:

- MBIE approval of Wharves Feasibility Study supplier and contract signed
- Procurement Plan for Dargaville Wharf Construction
- Procurement Plan for Engineering assessments and Engineering/Design
- Wharves PM contract signed and induction underway
- Council approval to support maintenance costs for Dargaville Pontoon
- Funding deliverable - Recipient entered into a contract with third party providers approved by the Ministry for Feasibility Study and Business Case development for Kaipara harbour.

Completion expected before next meeting:

- Iwi engagement and cultural assessment to support finalising Dargaville Pontoon Business Case
- Engagement plan for Wharves Feasibility
- Wharves Feasibility Study Investment Logic Mapping workshop
- Wharves Quarterly Report 2

#### 4.5 Communications and Stakeholder Engagement (Gillian Bruce)

Completed:

- Community engagement session 20 November, including advertising, posters and information
- Media release around Dargaville pontoon

- Internal story about pontoon engagement

Completion expected before next meeting:

- Thank you and update to participants in Dargaville pontoon engagement
- Programme and Project level communications plan completed
- Stakeholder engagement approach agreed and operational
- Programme newsletter prepared
- Website reviewed and updated
- Presentation resource to support Snow and Georgina's engagement
- Kai Transformation community engagement activities coordinate with Policy, high level Kai activities identified and planned
- Dargaville Consultation Summary report

#### 4. Significant Issues (High Impact) (Natalie Dyer)

#	Date Raised	Title	Description	Who	Latest Actions taken
12	8/10/19	Communications and Stakeholder Engagement	Approach to stakeholder engagement, required resources and roles need to be embedded to avoid schedule slippage as programme commences stakeholder engagement activities.	DB	1/11: Meetings with Jason M, Hayley, Gillian and DB have progressed requirements. Resignation of key comms team member and clarity of scope of services required causing resource concerns. 10/11: Meeting to agree roles. 12/11: Meeting booked with Gillian to confirm scope of services and likely resources available. 10/12: Multiple meetings with Gillian, Project Managers, Francis Toko and Programme Manager - identified urgent matters to progress, whilst the overall pgm plan is built. Further support may be required, and it will be early 2020 before the team will be proactively engaging with partners and stakeholders.

#### 5. Significant Risks (High Probability/High Impact) (Natalie Dyer)

#	Risk Description	Mitigation	Owner
01	Priorities of Central Govt. change reducing focus on Kaipara and PGF. Reallocation of PGF funding awarded to KDC to other priorities	Maintain relationship with people on the ground, to ensure any ministerial changes don't impact projects going forward Nov 2019 – balancing the programme to deliver to programme outcomes and achieve an accelerated programme. Seek opportunities to enhance delivery PSG to provide clear direction on delivery approach Manage resources to deliver to agreed approach Dec-19 Awaiting to hear decisions re business cases - this will make funding more secure. Pouto Phase 1, Waipoua River Road, Darg Pontoon.	LM
02	Un-coordinated messaging from KDC or other key projects (e.g.NRC Water Storage)	Programme level stakeholder engagement approach developed, communications planning to be proactive. Nov 19 - Community engagement planned for Darg Pontoon, raises awareness and likelihood. Need to build prog. level	DB

		engagement processes - Gillian Bruce to manage comms & engagement from 20 Nov - reassess with Gillian & Hayley Worthington. Work with our partners delivering dependent projects and initiatives	
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## 6. Financial Commentary (Diane Bussey and Natalie Dyer)

The financial information has been further enhanced this month, The financial table has been added as a landscape table below.

- The programme is being managed within budget.
- Please see Appendix 1 for Financials as at 30 November
- Figures reported in November included past financial year transactions. Figures in this report are accurate representation of programme spend.

Diane Bussey 11<sup>th</sup> December 2019



Kaipara KickStart Financial Position  
As At: 30 November 2019  
(000's)

	Y/E 30/6/2019		THIS FINANCIAL YEAR - 30/6/2020						TOTAL PGM TO DATE					
	ACTUAL AT 30 JUNE 2019 a	BUDGET AT 30 JUNE 2019 b	ACTUAL TO DATE THIS YEAR c	BUDGET TO DATE THIS YEAR d	EST. TO COMPLETE THIS YEAR e	EST. AT END OF FIN YEAR f= c+e	TOTAL BUDGET THIS YEAR g	VARIANCE THIS YEAR h= g-f	PGM ACTUAL TO DATE i= a+c	BUDGET TO DATE b+d	EST. TO COMPLETE PGM j	EST. AT PGM COMPLETION k= i+j	TOTAL PGM BUDGET l	TOTAL PGM VARIANCE m = l-k
Kai for Kaipara	0	0	93	190	97	190	980	790	93	190	887	980	980	-
Kaipara Wharves Investigation	0	0	63	160	97	160	950	790	63	160	887	950	950	-
Kaipara Wharves Implementation	0	0	-	40	40	40	1,640	1,600	-	40	4,000	4,000	4,000	-
Waipoua River Road Investigation	0	0	23	-	23	-	130	130	23	-	107	130	130	-
Waipoua River Road Implementation	0	0	-	-	-	-	480	480	-	-	1,480	1,480	1,480	-
Pouto Road Phase One Implementation	0	0	-	-	-	-	300	300	-	-	5,050	5,050	5,050	-
Pouto Road Phase Two Investigation	0	0	17	-	17	-	330	330	17	-	313	330	330	-
Pouto Road Phase Two Implementation	0	0	-	-	-	-	300	300	-	-	2,800	2,800	2,800	-
50MAX Bridges	0	0	5	1,020	1,015	1,020	2,450	1,430	5	1,020	3,155	3,160	3,160	-
Programme Support	88	88	280	350	70	350	950	600	368	438	932	1,300	1,300	-
Unsealed Network Improvements	0	0	-	-	-	-	-	-	-	-	8,060	8,060	8,060	-
<b>TOTAL PROGRAMME</b>	<b>88</b>	<b>88</b>	<b>481</b>	<b>1,760</b>	<b>1,279</b>	<b>1,760</b>	<b>8,510</b>	<b>6,750</b>	<b>569</b>	<b>1,848</b>	<b>27,671</b>	<b>28,240</b>	<b>28,240</b>	<b>-</b>

## Kaipara KickStart Programme – Council Engagement Update

The purpose of this paper is to provide the Programme Steering Group with an update on programme engagement with Council, as a result of the Council Briefing on 4<sup>th</sup> December 2019.

### Background

With the new Council in place, a briefing was provided for all elected members on the Kaipara KickStart programme covering programme strategic outcomes, funding analysis, scope, current workstreams and progress made to date. A table of key deliverables was presented including estimated completion dates and expected dates for PSG consideration and approval.

### Council Engagement Options

A number of options for engagement with Council were presented from three perspectives, as shown in the slide below:-

1. Information and Inquiry options
2. Iwi and Community communications and engagement options and
3. Key Deliverable options.

**COUNCIL ENGAGEMENT OPTIONS**

Information/Inquiry Options	Communication & Engagement Options	Key Deliverable Options
<ol style="list-style-type: none"><li>1. Updates in CE Exceptions Report –Monthly</li><li>2. Council Status Report – Monthly</li><li>3. Mayor &amp; Deputy Mayor to attend Programme Steering Group meetings –Monthly (Observers) -</li><li>4. Regular Council Briefings –Bi-monthly?</li><li>5. Direct Enquiries through usual KDC channels</li><li>6. Direct Enquiries through programme generic email address</li><li>7. Website</li></ol>	<ol style="list-style-type: none"><li>1. Calendar appointments sent direct to elected members</li><li>2. Communication collateral made available on Elected Member Portal</li><li>3. Communication plans per key deliverable – activities &amp; est. timing</li></ol>	<ol style="list-style-type: none"><li>1. For deliverables with strategic element, Council to provide strategic vision/views</li><li>2. Review/feedback of key deliverables approved by Programme Steering Group, prior to submission to MBIE</li><li>3. Review/feedback &amp; confirmation of milestones – e.g. final reports, prior to submission to MBIE</li></ol>

 KAIPARA DISTRICT  
Kaipara te Whanganui | Whakataunga Te Whanganui

## Confirmed Council Engagement

After discussion, Council have confirmed the engagement options above, providing more engagement on draft or work in progress deliverables, on the basis that there is no significant impact on the programme schedule.

## Next Steps

The programme team are currently reviewing the programme schedule, identifying the additional engagement activities and working with the governance team to identify a process that enables collaboration on programme documentation provided for review and feedback.

Diane Bussey

10<sup>th</sup> December 2019

# Procurement Plan (> \$500,000)

## Dargaville Pontoon Construction for Kaipara Wharves

**This document seeks approval from Louise Miller, as delegated financial authority holder to:**

- Undertake procurement processes for goods or services to an estimated value of \$304,000.

Once fully approved the project manager or business owner may procure goods and services according to the plan. Any material deviations from the plan must be reapproved by those who have endorsed and approved the plan.

<b>Signed:</b>	<b>Signed:</b>
<b>Name:</b> Diane Miller	<b>Name:</b> John Burt
<b>Role:</b> Project Manager	<b>Role:</b> Property & Commercial Advisor
Statement: This procurement plan has incorporated objectives of the Kaipara KickStart Programme.	Statement: This procurement plan meets all procurement policy requirements and is in accordance with KDC Procurement and Contract Manual.
<b>Date:</b>	<b>Date:</b>
<b>Signed:</b>	<b>Signed:</b>
<b>Name:</b> Diane Bussey	<b>Name:</b> Louise Miller
<b>Role:</b> Programme Manager	<b>Role:</b> CE/Programme Director
Statement: I approve/recommend the CEO approve this procurement plan.	Statement: I approve this procurement plan.
<b>Date:</b>	<b>Date:</b>

## 1 No Conflict of Interest Declaration

If you feel that you may have a conflict of interest then please email a Procurement representative immediately to formalise your declaration.

By signing below I hereby declare that to the best of my knowledge I do not have:

- any financial (shareholding or pecuniary) or other related interest in the supply of goods and services for the project named below;
- any relatives or friends with a financial interest in the goods and services to be supplied for the project named below; or,
- any personal obligation which would in any way affect my decisions in relation to the process I have been asked to undertake for Kaipara District Council.

Name	Role	Signature
Diane Miller	Project Manager	
Diane Bussey	Programme Manager	
John Burt	Property & Commercial Advisor	
Louise Miller	CE/Programme Director	

## 2 Project Related Information

<b>2.1 Project Name</b>	Kaipara Wharves
<b>2.2 Total Project Budget</b>	\$4m capex (\$950,000 exc gst) opex
<b>2.3 Total Estimated Procurement Cost</b>	\$304,000 capex
<b>2.4 Briefly describe the project this procurement relates to?</b>	To procure services from the market to construct the Dargaville Pontoon, the first infrastructure investment under the Kaipara Wharves project.

## 3 Procurement Streams

A procurement stream is an individual procurement. For example, a project may involve the procurement of an asset and the installation of that asset.

Name	Estimated Procurement Cost
<b>Pontoon Solution</b>	\$166,750
<b>Fendering for Commercial Vessels</b>	\$57,500
<b>Installation / Barge</b>	\$74,750
<b>Procurement professional services</b>	\$5,000

## 4 Procurement Streams

### 4.1 What is being procured?

#### Pontoon solution

A pontoon solution has been selected that builds on plans that were developed in 2017/2018. A concrete pontoon will be fabricated to utilise existing piles next to the Dargaville Wharf which is cover by KDC's current resource consent. Concrete fabricated solutions have become common place across maritime infrastructure, and they provide a cost effective and efficient solution that meet the purpose and can be built and installed in a shorter timeframe than more traditional pontoon methods.

An existing gangway plank at original configuration will be used to connect the pontoon to the wharf.

#### Stage 1

Total square meterage on the pontoon units is around 94m<sup>2</sup> for a 3m width generally. Budget costs for these delivered by truck (modular is approx \$1500 / m<sup>2</sup> so total \$145k, plus cranage, gangway reinstallation, electrical and shelter upgrades. Allow a further \$65k for shelter. Fendering for commercial vessels and (if required) height adjustable gangway for differing vessels is estimated to be a further \$50k.

#### Removal using crane

#### Stage 1

Remove existing "fendering" piles (timber) using shore based crane (in place for pontoon launching).

#### Installation using crane and barge

#### Stage 2 (marine piling barge)

Installation of additional mooring dolphin;

Installation of gangway fendering piles – aligned with pontoon fendering.

#### Procurement professional services

The design engineer who completed plans for the pontoon and has knowledge of the supplier market will complete procurement processes. This is the most efficient and cost effective approach.

### 4.2 Is this procurement subject to a previously approved procurement strategy?

No

### 4.3 Is there an established panel of suppliers that can be used for this procurement?

No, however KDC is procuring a professional services panel currently. The panel will be in place early in 2020, and it is anticipated ongoing procurements under the wharves project can be completed using the preferred supplier panel.

#### 4.4 What suppliers are capable of providing the goods or services required for this procurement stream?

The following suppliers are capable of providing the services in the projects timeframes.

STF Construction -Scott Fickling – barge provider

GHK Piling (Bowling Group) - confirming reach and driving capacity of equipment currently

Brian Perry Civil,

Hauraki Piling – piling

Bellinghams – pre-fabricated pontoon solution

Total Floating Systems – pre-fabricated pontoon solution

SF Floats – unifloat timber top with connection

#### 4.5 What type of tender is being recommended? (if applicable)

<b>Competitive (Open)</b>	No
<b>Competitive but closed (Closed/Selective)</b>	Yes
<b>Non Competitive (Direct/Selective)</b>	Yes

#### 4.6 What is the nominated procurement approach and why this is the best procurement approach?

The procurement approach in this instance is being largely dictated by suppliers that are available, and who possess the necessary capability, and can work with our pressured timeframes. The America's Cup is taking up the industries focus and resources. This risk is expected to increase the closer we get to March 2021.

There are four procurement streams:

In the case of the **Pontoon Solution**, two suppliers are in the market who offer pre-fabricated solutions - both of these suppliers will be asked to provide their solution and price for the pontoon requirements, so a **closed/selective** approach is appropriate in this case.

The **façade of the Pontoon** will be sourced from a supplier who typically works with the pre-fabricated suppliers to produce the timber top of the pontoon with connection. This will be a **direct/selective** procurement in order to be efficient and mitigate any risk of complexity by introducing a new supplier not familiar with the pre-fabricated pontoons. This ensures we meet our timeframes.

A **direct/selective** approach to procure a **crane** will be utilised to remove old timber piles and put the concrete pontoon in place.

There are limited **suppliers of barges**, and the projects design/engineer has identified one barge that could be mobilised in our timeframe, so in this instance a **direct/selective** procurement approach is being used.

The **procurement process** will be managed by Hawthorn Geddes who have completed the design and engineering work and who have the expertise to facilitate the procurement of construction related suppliers. This expertise does not exist at KDC.

**4.7 What are the procurement/logistics risks related to this procurement stream, proposed mitigation measures and/or risk allowances?**

The risk is that suppliers are committed to other projects, or are stretched with workloads resulting in them not being able to meet our timeframes. The mitigation is to secure suppliers at the earliest opportunity. Suppliers have the Dargaville Project pencilled in currently, and this will be locked in following procurement approval.

**4.8 What is the Procurement Policy exemption being proposed (if an Open Tender (Competitive) is not being utilised) and what is the justification for this exemption?**

9.2.4.3 Selective Procurement - Procurement from a selected supplier with a value in excess of \$50,000 may be approved by a General Manager subject to a written report, which includes evidence of appropriate market research to support the case for selective procurement. Purchase from a selected supplier may be approved where:

- a. The goods or services require specialised skills or are very complex and there is a limited number of qualified suppliers;
- b. The required goods or services are available from only one source;
- c. Only one supplier has the capacity to deliver at the time required and this can be adequately attested; or
- d. Standardisation or compatibility with existing equipment or services is necessary and can be achieved through only one supplier.

For further details see LGCPG Section 5.9

**4.9 Are there any specific contract terms applying to this procurement?**

No

## APPENDIX A – Tendering, Contracting and Cost Details for Each Procurement Stream

### 5 Procurement Stream/s

#### 5.1 Procurement Timelines

Include high-level activities for the procurement stream/s. This should consider the tender activities if appropriate. Refer to the Procurement Guidelines for examples.

	Milestone Name	Start Date	End Date
1	Pontoon Solution - quotes	18 Dec 2019	TBC based on iwi engagement and final design
2	Supplier selection and contract	18 Dec 2019	



3	Façade of Pontoon contract	18 Dec 2019	
4	Crane contract	18 Dec 2019	
5	Barge contract	18 Dec 2019	
6	Procurement professional services	18 Dec 2019	

### 5.2 Evaluation Team (for both tenders and non-competitive procurement)

Role	Name	Group
Project Manager	Diane Miller	Kaipara Kickstart Programme
Project Manager	Kevin Hoskin	Kaipara Kickstart Programme
Design/Engineer	James Blackburn	Hawthorn Geddes

### 5.3 Evaluation Criteria and Scoring **Pontoon Solution only** (See Guidelines for an example) (other procurement streams are not competitive)

NON-PRICE CRITERIA	WEIGHTING
Fit for purpose solution	35%
Timeframe to deliver	35%
<b>NON-PRICE TOTAL</b>	
Value for money in current climate	30%
<b>TOTAL</b>	<b>100%</b>

### 5.4 Identify the form of contract to be utilised for this procurement

ACENZ Short Form Agreement

### 5.5 Where is the contract located in P: drive

Once the contract is finalised it will be located here:

[\\kdc.kaipara.govt.nz\DFS\File Index\2. - Corporate Services\21. - Administration\2132.0 - Economic Development\2132.10 - Provincial Growth Fund \(See 2109.12\)\1. Kaipara KickStart Programme Documents](\\kdc.kaipara.govt.nz\DFS\File Index\2. - Corporate Services\21. - Administration\2132.0 - Economic Development\2132.10 - Provincial Growth Fund (See 2109.12)\1. Kaipara KickStart Programme Documents)

All contracts should also be saved here under the relevant contract number:  
P:\4. - Community Assets\41. - Roading & Water Services\4107. - Contracts

### 5.6 Estimated Costs (modify to suit relevant costs)

Description	Cost
Total procurement cost	\$304,000

## 6 Relevant Reference Documentation

Provide the document name and hyperlink to the document. Documents may also be attached as an appendix to this plan.

Source Name	Brief Description	Hyperlink/Location
Teams site – Wharves folder	Business Case	
Teams site – Wharves folder	Detailed design document	
Teams site – Wharves folder	Deliverables Table	<a href="https://kaipara.sharepoint.com/sites/PGFProjectTeam/_layouts/15/Doc.aspx?OR=teams&amp;action=edit&amp;sourcedoc={284E93F3-53C1-4717-A97E-54140B635CBA}">https://kaipara.sharepoint.com/sites/PGFProjectTeam/_layouts/15/Doc.aspx?OR=teams&amp;action=edit&amp;sourcedoc={284E93F3-53C1-4717-A97E-54140B635CBA}</a>

**From:** [Natalie Dyer](#)  
**To:** [Sue Davidson](#); [REDACTED]; [REDACTED]; [REDACTED] [Mark Jacobs](#); [Jim Sephton](#); "[Calvin Thomas](#)"  
**Cc:** [Louise Miller](#); [Di Bussey](#); [Diane Miller](#); [Curt Martin](#); [Amika Kruger](#); [Hayley Worthington](#); "[Sue OShea](#)"  
**Subject:** Kaipara KickStart Programme Steering Group Papers  
**Date:** Thursday, 14 November 2019 3:49:07 PM  
**Attachments:** [image001.jpg](#)  
[20191114 KKS PSG Papers\\_compressed.pdf](#)  
**Importance:** High

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Good afternoon all

Apologies for sending these so late in the day.

Please see attached for the Kaipara KickStart Programme Steering Group Papers for our meeting next Tuesday 19<sup>th</sup> at the Dargaville Town Hall.

Please ensure you take time to read these prior to the meeting as we have a very full agenda, with three business cases, programme acceleration options and a scope confirmation request to get through on the day.

Louise will be unable to join us for this meeting as she will be in a conference, so Sue has kindly agreed to step into the role of Chair for this meeting.

Thank you for your time, and I look forward to seeing you all on Tuesday.

Nga Mihi



Natalie Dyer | Kaipara KickStart Programme Co-Ordinator  
Kaipara District Council, Private Bag 1001, Dargaville 0340  
Freephone: 0800 727 059 | 09 439 1217  
[✉](#) | [www.kaipara.govt.nz](http://www.kaipara.govt.nz)  
Dargaville Office: 42 Hokianga Road, Dargaville 0310  
Mangawhai Office: Unit 6, The Hub, 6 Molesworth Drive, Mangawhai 0505  
Opening Hours: Monday - Friday 8 am to 4.30 pm

## Kaipara KickStart Programme Steering Group Meeting

**Date & Time:** 19 November 2019, 1.00PM – 2.00PM

**Venue:** Dargaville Town Hall Meeting Room, Hokianga Road, Dargaville

**To:** [REDACTED] [REDACTED] [REDACTED] Mark Jacobs, Jim Sephton, Calvin Thomas, Sue Davidson  
(Chair)

**In Attendance:** Diane Bussey (Programme Manager), Diane Miller (Project Manager Kai for Kaipara and Kaipara Wharves), Natalie Dyer (Programme Co-Ordinator), Curt Martin (Project Manager Roding)

**Apologies:** Louise Miller

Agenda Items				
#	Item	Comment / Action / Decision	Led By	Time
01	Confirmation of Minutes		SD	2 mins
02	Action Register review		DB	3 mins
03	Programme Status Update	Provides progress updates, significant risks and issues	DB	10 mins
04	<b>Discussion &amp; Confirmation</b> Programme Acceleration Options	Identifies work completed to date for discussion and confirmation of delivery approach.	DB	10 mins
05	<b>Discussion &amp; Conditional Approval:</b> Business Case: Dargaville Pontoon	Business Case, subject to Stakeholder engagement 20 <sup>th</sup> Nov., to allow MBIE review/approval processes to commence  Procurement – physical works to follow	DM	10 mins
06	<b>Discussion &amp; Approval</b> Business Case: Pouto Phase 1 Sealing	Approval to submit Business Case to MBIE, for review/approval processes.  Initial Stakeholder engagement and procurement for design to follow	CM	10 mins
07	<b>Discussion &amp; Approval</b> Business Case: Waipoua River Road	Approval to submit Business Case to MBIE, for review/approval processes.  Procurement for design to follow	CM	5 mins
08	<b>Endorsement</b> 50MAX Bridges Scope	Endorsement of inclusion of Tomarata Bridge in the 50MAX Bridges scope.	CM	5 mins
09	Any Other Business		SD	5 mins

## Meeting Papers

<b>Agenda Item #</b>	<b>Paper Details</b>
01	Programme Steering Group Minutes 15/10/2019
02	Programme Steering Group Actions Register
03	Programme Status Report
04	Programme Acceleration Approach
05	Report: Dargaville Pontoon Business Case
06	Report: Pouto Road Phase 1 Business Case
07	Report: Waipoua River Road Business Case
08	Report: 50MAX Bridges Scope

Next meeting :- 17<sup>th</sup> December 1pm – 2pm, Dargaville Town Hall Meeting Room, Hokianga Road, Dargaville

## Kaipara KickStart Programme Steering Group Meeting

**Date & Time:** 15 October 2019, 1.00PM – 2.00PM

**Venue:** Lighthouse Function Centre, Dargaville Museum, 32 Mount Wesley Coast Road,  
Dargaville

**To:** Louise Miller (Chair), [REDACTED] [REDACTED] [REDACTED] Mark Jacobs, Jim Sephton, Calvin Thomas, Sue Davidson

**In Attendance:** Diane Bussey (Programme Manager), Diane Miller (Project Manager Kai for Kaipara and Kaipara Wharves), Natalie Dyer (Programme Co-Ordinator), Lyn Richardson (NZTA), Leah MacDonell (PDU), Kim Brown (MPI), Curt Martin (KKS Roothing PM), Amika Kruger (KKS Comms Lead), Hayley Worthington (KDC Business Transformation)

**Apologies:**

Agenda Items		
#	Item	Comment / Action / Decision
01	Introductions	Meeting opened 12.57pm – Introductions made.
02	Action Register review	Update given on outstanding actions.
03	Programme Status Update	<p>DB – update on Kai and Wharves resourcing issues and progress made on these to enable improvement in indicators. Close monitoring of resource capacity will help ensure workable workloads for the team.</p> <p>Schedule – A review of the schedule was completed in an earlier meeting this morning.</p> <p>Finances – The allocation of costs across the projects requires additional support from Finance team. Plan to be able to provide this next month.</p> <p>Stakeholder engagement – starting to look at stakeholders around Dargaville Pontoon and discussions which need to be had to ensure full transparency with the community around this project.</p> <p>Kai Feasibility procurement has been completed. Advisory group has developed first list of crops to support the topoclimate study.</p> <p>GC &amp; ST mentioned they may have some landowners in their rohes who could be good options as early adopters.</p>

		<p>ACTION: DB &amp; DM discuss with ST &amp; GC how engagement with iwi on the early adopter opportunities could look.</p> <p>Issues – have had over 40 issues, however none requiring escalation to PSG, these are being tracked and mitigated appropriately within the programme team.</p> <p>Resource &amp; Programme Support plans have been created and sent to MBIE on 14<sup>th</sup> October. The programme support budget extends to December 2020, which is the completion of the Kai and Wharves projects. A smaller budget will be required through to June 2022 as the only remaining projects will be Roding projects. A Programme Manager will not be required to complete these Roding projects. Phase 2 of Kaipara Kickstart will include additional programme support costs.</p>
04	<p><b>Approval:</b> Procurement Management Plan – Kaipara Wharves Feasibility Study</p> <p><b>Kaipara Wharves</b></p>	<p>DM Provided overview of purpose of Wharves feasibility study. Site visits and discussions held yesterday with MBIE/PDU, Diane Miller and Johnny Goodwin provided potential to progress vision for Kaipara Harbour in relation to wharves and get infrastructure processes in progress while the feasibility study is underway.</p> <p>JS re procurement plan – queried list of suppliers. Some suppliers had an engineering expertise and may not be able to deliver the transport network or economic development aspects required. CT agreed and requested confirmation that a focus on an economic basis would be clearly defined within the RFP document. DM confirmed this was the case.</p> <p>DM advises that in preparing the procurement management plan consideration was made as to whether the economic development or transport network design were the lead disciplines. In developing the procurement management plan it was determined the economic development element was the lead discipline. DM advised that subsequent to the plan being finalised a further 3 organisations had been identified. These suppliers (Sue Dobe, BERL and Urban Economics) will be added to the list of recipients to receive the RFP.</p> <p>JS identified an opportunity to extend the scope of procurement to include building internal capabilities regarding transport network planning. JS suggested Commute as an additional supplier to be approached.</p>

		<p>DM advised that the Supplier Briefing session would provide an opportunity to explore the potential to support KDC capability build. build relationships going forward, rather than building relationship into process of enlisting supplier.</p> <p>LM – Membership of evaluation panel – suggested JS be appointed to the evaluation panel. DM advised that Michaela Borich had completed additional supplier research and would be a valuable addition to the evaluation panel. This was accepted.</p> <p>JS suggested the team consider the appointment of an independent Probity Advisor - action for DB</p> <p>LM asked PSG for their approval.</p> <p>Procurement Management Plan approved, conditional on following revisions being completed, prior to final signatures:</p> <ul style="list-style-type: none"><li>- a) Words to be added clarifying an emphasis on economic development (lead discipline) and strategic values.</li><li>b) Timeline to be revised – some tasks out of sequence and timing</li><li>c) Outlining the opportunity for a longer term partnership with KDC</li><li>d) Addition of Jim Sephton and Michaela Borich to evaluation panel.</li><li>e) The involvement of an external Probity Advisor to be investigated</li></ul> <p>ACTION: DM to make above revisions and ND to support finalising the approval process.</p>
05	<b>Discussion:</b> Kaipara KickStart Phase 2	<p>CT, HW &amp; AK departed 1.57pm</p> <p>JS – Provided Kaipara KickStart Phase 2 presentation, outlining different aspects of phase 2 and the strategic approach to determining the scope for Phase 2.</p> <p>The next step would be to complete an Expression of Interest defining the scope of Phase 2.</p> <p>KB – is there a way to connect the museum to the waterfront activities we are wanting to link in. Looks like a build ready project to do this.</p>



		<p>ACTION – JS to send Phase 2 slideset and ND to distribute with PSG Minutes.</p> <p>GC – would like to know if she can share this with TUoH board, so they can see what is planned and how we can work together and socialise these ideas with the community.</p> <p>MJ – Need to connect with people prepared to make an investment and set up business and these people need to know the support is there in the community for them to be able to take these risks.</p> <p>Concerns raised by ST &amp; MJ around resource capacity in the district for the running of the various projects being planned and rolled out. The importance of having a reliable and skilled work force was acknowledged.</p> <p>The focus of Council to build local/internal capabilities and the transfer of knowledge to provide a sustainable change to the region was acknowledged.</p> <p>Phase 2 scope was positively received.</p>
06	Any Other Business	Meeting closed at 2.37pm

Next meeting :- 19<sup>th</sup> November 1pm – 2pm, Dargaville Town Hall Meeting Room, Hokianga Road, Dargaville

Kaipara KickStart Programme Steering Group –Action List as at 13/11/19

Ref #	Action Description	Date Raised	Who	By When	Comments/Updates
14	Investigate whether District Plan budget could cover some of the costs re topo-climate and water availability	2/7/19	DM	<del>16/7/19</del> <del>22/7/19</del> <del>20/8/19</del> <del>11/9/19</del> 31/10/19	11/07: Policy team indicated there could be options – tbc with Policy Manager on 12/07 6/8: Policy manager unable to attend on 12 <sup>th</sup> , meeting being rebooked. 14/8: Meeting with Policy Manager booked for 20/8/19 prior to PSG meeting. 9/10: Had commitment from Policy Manager that there is budget. Further meeting required to work out detail. Question is what value is the Policy team getting from KKS research. Meeting booked. 13/11: Policy Manager thinks there is value the Kai project will get from the Climate Change and Spatial Planning research that is being completed by policies consultants as well as value the other way and exchanging information instead of paying for it from respective budgets a simpler solution. Will keep eye on it and open discussion should the agreement become unbalanced. COMPLETED
24	Confirm role and resourcing re cultural assessment/advice and kaitiaki support for programme with [REDACTED] [REDACTED]	16/7/19	<del>DM</del> DB	<del>31/7/19</del> <del>16/8/19</del> <del>11/9/19</del> <del>02/10/19</del> 30/10/19	7/8 – Meeting on 16 <sup>th</sup> August to do this. Meeting postponed need to rebook. DB to action. 11/9 – Have determined current practice for cultural assessments. [REDACTED] has provided contact details for potential resource. Need to review schedule and identify logical way of completing the cultural assessments across all deliverables. 24/9 - Outstanding – after discussions with Jim S and Infrastructure team KKS need to best approach for cultural assessment across the programme. Need to ensure assessments have been included in planning for deliverable completion dates. 8/10: Outstanding – needs to be a focus this month to ensure assessments are completed within baselined schedule. 30/10 – Cultural Assessment to be completed as part of Dargaville Pontoon Business Case. Roading Cultural Assessment work will be

					completed as part of standard NTA project approaches. The feasibility studies for Kai and Kaipara Harbour will be completed separately. COMPLETED
26	Discuss training opportunities, education providers and opportunities for capability building with ██████ ██████	16/7/19	DM DB	<del>31/7/19</del> <del>16/8/19</del> <del>11/9/19</del> <del>2/10/19</del> <del>30/10/19</del> 19/11/19	7/8 – Meeting on 16 <sup>th</sup> August to do this. Meeting postponed need to rebook. DB to action. 11/9: Need to rebook meeting. Jim S has continued discussions with other partners. 24/9: Unable to rebook meeting as yet. Will also connect with Jim S re progress for Workforce Planning and KKS Phase 2 scope. 2/10: Need to confirm with ██████ the scope of work planned within Te Ara Mahi and see if this activity covers the requirements. 12/11: Will discuss with ██████ at next PSG meeting
35	Provide a presentation and comms content to ST and GC for events upcoming	20/8/19	AK DB	<del>6/9/19</del> 30/11/19	Draft completed awaiting final approval of the presentation DB to review/revise Communication resources have been completing comms and collateral for Dargaville Pontoon – requires refocus to complete. Natalie Dyer supporting completion.
39	Engagement Approach with Council – a review of how and when the programme engages with Council will be completed with the new Council	17/9/19	LM	<del>30/11/19</del> 4/12/19	New Council inducted. Council briefing now scheduled for 4 <sup>th</sup> December. Diane B to write briefing paper.
43	Discuss with ██████ ██████ how engagement with iwi on the early adopter opportunities relating to Kai could look.	14/10/19	DM	<del>31/10/19</del> 19/11/19	
44	Make following changes to Wharves Feasibility Procurement Plan: Jim Sephton to be on evaluation panel Timelines to be adjusted Independent probity advisor to be investigated 4 <sup>th</sup> panel member to be determined	14/10/19	DM	15/10/19	COMPLETE

**Commented [DM1]:** (43) careful with this one Diane... ██████ have met with both ██████ and ██████ twice each already about this very topic. Think if we were trying to tackle this at programme level we might appear disconnected from what is happening on the ground :)

	Words to be added including emphasis on ED and strategic opportunities				
45	Send phase 2 slideset to ND for distribution with PSG Minutes	14/10/19	JS	15/10/19	COMPLETE
46	Send information around Summer holiday time off to ND, so approvals can be co-ordinated to ensure contract deliverables are still able to be met around Christmas/New Years	14/10/19	Everyone	31/10/19	6/11 Received from: Calvin Thomas, Louise Miller, Sue Davidson

**Programme Status Report for: - Kaipara KickStart Programme**
**REPORTING PERIOD: 11<sup>th</sup> October – 13<sup>th</sup> November 2019**

<b>Programme Manager</b>	Diane Bussey	<b>Programme Director</b>	Louise Miller
<b>Programme Team</b>	Programme Co-ordinator – Natalie Dyer Kai for Kaipara Project Manager- Diane Miller Kaipara Wharves Project Manager – Diane Miller Rooding Package – Curt Martin		

## 1. Management Summary (Diane Bussey)

- Programme Resources: –
  - Combining the Kai and Wharves project management into one role is no longer sustainable. MBIE has approved the use of Wharves investigation funding to appoint an additional part time resource to support the Wharves project. Diane Miller will continue covering both roles with support from the team and continue as Kai for Kaipara Project Manager when the Wharves Project Manager is appointed.
  - Communications and stakeholder engagement resources. Gillian Bruce will manage the communications and engagement for the programme from 20<sup>th</sup> November. Work is underway to review the programme communications planning and approaches, scope the level of services required and identify resource requirements.
  - With the new operating model being implemented at KDC, including the establishment of a Project Management Office, the programme management for Kaipara Kickstart has been reviewed. Whilst the Kaipara KickStart programme team members, structure and governance remain unchanged, the team will now be supported and guided by Hayley Worthington in her role of PMO Manager. Diane will continue into 2020 in the Programme Manager role, whilst the PMO is being established.
- Kaipara Wharves Project – Dargaville Pontoon Business Case developed to a point where direction to approach and submission to MBIE for approval can be requested. Stakeholder engagement has been scheduled for 20<sup>th</sup> Nov, and feedback analysis will be completed to make any adjustments to design and business case.
- Estimates to complete design/engineering for Dargaville Pontoon were initially higher than expected (by \$11k) as reported last month. Value engineering and working with proprietary suppliers of pre-designed solutions has reduced this variance to \$3k.
- Significant efforts have been applied by programme resources in seeking opportunities for accelerating the Kaipara KickStart programme. A separate paper has been developed and is included for discussion and direction by PSG at the scheduled meeting on 19<sup>th</sup> November,
- Kai for Kaipara Project – Topoclimate, water provision and feasibility studies progressing as planned. Research is underway and stakeholder engagement being planned to support the Kai Transformation Hub service offering and business plan..
- Rooding Package – Strategic business cases for Waipoua River Road and Pouto Phase 1 developed for PSG discussion and approval. Final Regional Economic Development Minister meeting is scheduled for 4<sup>th</sup> December. MBIE and NZTA to provide drawdown request for that meeting. Procurement for design will follow immediately following approval.
- Funding Agreements – all funding agreements relating to the announcement 3<sup>rd</sup> February are now executed, with Funding Agreement 2 (\$8.06m unsealed road network) now finalised.

- All contractual obligations are being met by the programme team, with MBIE support.

Programme Status	Prev. Ind.	Current Indicator	Brief Comment
Overall	G	G	Some issues and risks have been assessed as significant and are being managed by the team with support from MBIE.
Scope	G	G	As confirmed – no change requests
Schedule – Pgm Overall	G	G	On target – some slippage in Roading, not impacting completion dates, being managed. Opportunities to accelerate Wharves projects under investigation. See separate paper for details.
Schedule – Kai	G	G	
Schedule - Wharves	G	G	
Schedule – Roading	G	G	Some slippage on CoE tasks, not currently impacting on completion dates or causing delays on linked tasks.
Financial	G	G	Financial reporting confirmed. First TIO Payment claim delayed – NZTA processes required to ‘activate’ Programme Support codes will take 2-3 wks
Stakeholder Engagement and Communications	A	A	Initial stakeholder engagement for Dargaville Pontoon planned for 20 <sup>th</sup> Nov. Discussions with communications team will identify resourcing requirements for a more planned, proactive engagement approach. Council Briefing scheduled for 4 Dec.
Procurement	G	G	Progressing as planned.
Resourcing	G	A	MBIE have enabled appointment of a separate Wharves PM by utilising Wharves investigation funding. Working through options with MBIE currently. Communication resources to be confirmed with Gillian Bruce, once scope of service confirmed.
Health & Safety Performance	G	G	
Issues	G	A	Three significant issues are noted below, being managed by the team currently – may require escalation.
Risks	G	A	Three significant risks are noted below, being managed by the team currently – may require escalation.

Green = within plan    Amber = Outside of plan, being managed by the team    Red = Outside of plan, requires escalation

## 2. Milestone Register (Natalie Dyer)

This section identifies completed and upcoming milestones and how the team are tracking towards the expected completion date. Where expected due dates are extended, these will be shown with explanation. Any impact on further milestones will also be noted.

Milestone Number	Task Name	R/A/G	Estimated Finish	Actual Finish	Comments
MS06	Roading Funding Agreement 2 signed		<del>13/09/19</del> 30/10/19	25/10/2019	COMPLETED
MS07	Wharves Investigations Commence		<del>30/09/19</del> 11/10/2019	4/11/2019	COMPLETED Delays co-ordinating signature of contract, has not impacted project critical path.
MS08	Feasibility Study Commencement - Kai		17/10/19	17/10/2019	COMPLETED
MS10	Pouto Phase 1 ready for design/implementation		<del>21/10/19</del> 4/12/19		13/11 Dependent on decisions of PSG and MBIE regarding strategic case being presented at this meeting. Then subject to approval by RED Ministers at their meeting on 4 December.
MS09	Unsealed Network Evaluation Criteria Developed		<del>31/10/19</del> 30/11/19		13/11 Deliverable has been commenced Resourcing issues are being addressed. No impact on final Centre of Excellence completion dates. Schedule review planned for next week once resources are confirmed.
MS11	Dargaville Pontoon Business Case Ready		3/12/2019		13/11 On track to be completed by 25 <sup>th</sup> November
MS12	Roading Project Established		15/1/20		13/11 Establishment of the CoE Advisory Group outstanding. On track.

### 3. Financial Commentary (Diane Bussey and Natalie Dyer)

Kaipara KickStart Financial Position (000's)											
	THIS FINANCIAL YEAR						TOTAL PGM TO DATE				
	30 JUNE 2019	ACTUAL TO DATE	EST. TO COMPLETE	EST. AT COMPLETION	BUDGET	VARIANCE	ACTUAL TO DATE	EST. TO COMPLETE	EST. AT COMPLETION	BUDGET	VARIANCE
	a1	b	c	d = a + b + c	e	= d - e	f	g	h = a + b	i	= i - d
Kai for Kaipara	0	40	940	980	980	-	40	940	980	980	-
Kaipara Wharves Investigation	0	32	918	950	950	-	32	918	950	950	-
Kaipara Wharves Implementation	0	-	4,000	4,000	4,000	-	-	4,000	4,000	4,000	-
Waipoua River Road Investigation	0	8	112	120	120	-	8	112	120	120	-
Waipoua River Road Implementation	0	-	1,480	1,480	1,480	-	-	1,480	1,480	1,480	-
Pouto Road Phase One Implementation	0	-	5,050	5,050	5,050	-	-	5,050	5,050	5,050	-
Pouto Road Phase Two Investigation	0	6	324	330	330	-	6	324	330	330	-
Pouto Road Phase Two Implementation	0	-	2,800	2,800	2,800	-	-	2,800	2,800	2,800	-
SOMAX Bridges	0	4	3,156	3,160	3,160	-	4	3,156	3,160	3,160	-
Programme Support	88	311	901	1,300	1,300	-	399	901	1,300	1,300	-
Unsealed Network Improvements	0	-	8,060	8,060	8,060	-	-	8,060	8,060	8,060	-
<b>TOTAL PROGRAMME</b>	<b>88</b>	<b>401</b>	<b>27,741</b>	<b>28,230</b>	<b>28,230</b>	<b>-</b>	<b>489</b>	<b>27,741</b>	<b>28,230</b>	<b>28,230</b>	<b>-</b>

- The programme is being managed within budget.
- Full monthly time phased budget has been completed, net funds movements being developed now.
- MBIE have confirmed the use of Wharf Investigations funding to support appointment of a Wharves Project Manager.
- Net funds movements are below target as the first TIO Payment Claim to recover programme support costs has been delayed due to an internal NZTA process. MBIE are assisting to resolve. TIO payment claim will now be processed in at the end of November with payment expected in December.

### 4. Summary Programme Status Updates

#### 4.1 Programme Management (Diane Bussey)

Completed:

- Roading Agreement 2 executed
- Revised Stakeholder engagement approach confirmed and in place for Dargaville Pontoon
- Cultural Assessment approach to be included within relevant business cases
- Funding Agreement conditions precedent completed, enabling TIO payment claims
- Schedule reviews Roading & Wharves projects – seeking opportunities to accelerate.

Completion expected before next meeting:

- Lessons learned for application and establishment phase
- Wharves Project Manager appointed and inducted
- Communications and engagement approach; roles finalised and resources confirmed
- Briefing completed for new Council – scheduled for 4<sup>th</sup> Dec.
- First TIO payment processed
- Wharves Contract Variation executed – enables access to Physical Works funding.



## 4.2 Rooding Package (Curt Martin)

### Completed:

- Prioritised 50MAX bridges Phase 1 programme confirmed and NZTA cost adjustments submitted in TIO
- Tomarata Road bridge (50MAX bridge programme) physical works commenced
- Procurement for Centre of Excellence (CoE) commenced
- Business Case for Pouto Road Phase 1 completed
- Business Case for Waipoua River Road completed and submitted to Te Roroa for approval
- CoE – draft Unsealed Roads Strategy commenced
- CoE – network data/segmentation baseline data capture commenced
- CoE – draft evaluation criteria commenced
- Maintenance Contract standardisation completed

### Completion expected before next meeting:

- Business Case for Waipoua River Road submitted to MBIE
- Business Case for Pouto Road Phase 1 submitted to MBIE
- Procurement for Centre of Excellence (CoE) completed
- Draft Maintenance Intervention Strategy completed
- Draft Unsealed Roads Strategy commenced
- CoE – draft evaluation criteria completed
- Network data/segmentation – baseline data capture for operational management completed
- Procurement for Pouto Road Phase 1 professional services commenced
- Procurement for Waipoua River Road professional services commenced
- CoE Advisory Group members confirmed and group established
- Draft Material Supply Analysis for CoE completed
- Complete procurement for Pouto Road Phase 2 Business Case

## 4.3 Kai for Kaipara Project (Diane Miller)

### Completed:

- Contract for additional resource completed and resource appointed and inducted and focused on Transformation hub research and stakeholder planning.
- Kai Feasibility Study including stakeholder engagement commenced
- Peanut growing trial going ahead with Plant & Food applying to Sustainable Farming Futures fund to support large scale trial using different peanut varieties.
- Provided MBIE all information pertaining to Phase 1b application. Satisfied concerns that project would not negatively impact NRC water storage project.

### Completion expected before next meeting:

- A complete list of crops/aquaculture options for Kaipara identified through Coriolis Research's filtering process that considers stakeholder feedback and is endorsed by Kai Advisory group.
- First Topo-climate report complete
- Recommendation for further Topo-climate detailed assessment
- Results of suitability of hemp, hops, avocados and olives for Kaipara
- Stakeholder plan confirmed for Transformation hub engagement and underway

## 4.4 Kaipara Wharves (Diane Miller)

### Completed:

- Funding deliverable – Value Assurance Meeting with MIBE completed and agreement gained to continue with progressing early infrastructure opportunities
- Preferred supplier selected through supplier evaluation for Wharves Feasibility Study
- Dargaville Pontoon Business Case ready for PSG approval to submit BC to MBIE for approval
- Wharves PM identified – in conversation about a contract

Completion expected before next meeting:

- MBIE approval of Wharves Feasibility Study supplier and contract signed
- Procurement Plan for Dargaville Wharf Construction
- Wharves PM contract signed and inducted into programme
- Stakeholder engagement expanded beyond Dargaville pontoon into other locations

#### 4.5 Communications and Stakeholder Engagement (Amika Kruger)

Completed:

- Kaipara KickStart website live
- Dargaville stakeholder engagement framework approved
- Dargaville Pontoon Community information session scheduled for 20 November
- Wharves key stakeholders contacted via email and phone calls
- Dargaville Pontoon community information session advertised in the Kaipara Lifestyler and invitations delivered to Dargaville businesses

Completion expected before next meeting:

- Dargaville Pontoon Community Information Session -20th Nov.
- Programme and Project level communications plan completed
- Stakeholder engagement approach agreed and operational
- Kai Transformation hub stakeholder engagement framework approved
- Kai Transformation community engagement activities identified and planned
- Dargaville Consultation Summary report

#### 5. Significant Issues (High Impact) (Natalie Dyer)

#	Date Raised	Title	Description	Who	Latest Actions taken
10	11/9/19	Kai & Wharves Project management resourcing	As these 2 projects get into delivery mode additional resources are required to maintain the scheduled delivery and seek opportunities to accelerate the physical works programme.	DB	13/11: Internal resources are unable to be identified - requested and approved by MBIE is that we seek external PM support, with Mark Bell as Infrastructure PM to implement Dargaville Pontoon.
12	8/10/19	Communications and Stakeholder Engagement	Resourcing issues have created slippage in the stakeholder engagement and communication profile for the programme	DB	1/11: Meetings with Jason M, Hayley, Gillian and DB have progressed requirements. Resignation of key comms team member and clarity of scope of services required causing resource concerns. 10/11: Meeting to agree roles. 12/11: Meeting booked with Gillian to confirm scope of services and likely resources available.
18	12/11/19	MBIE and RED Minister approval timing	There is uncertainty as to how long it will take for the Roding business cases to be approved by the RED Ministers – could impact on schedule	DB	9/11: Leah advised the final RED Ministers meeting is 4th December. Team to progress Pouto Phase 1 and Waipoua River Road BCs to PSG mtg on 19th Nov, so MBIE process can commence in time for 4th Dec mtg.

			and expectations being set if longer than expected.		
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## 6. Significant Risks (High Probability/High Impact) (Natalie Dyer)

#	Risk Description	Mitigation	Owner
01	Priorities of Central Govt. change reducing focus on Kaipara and PGF. Reallocation of PGF funding awarded to KDC to other priorities	Maintain relationship with people on the ground, to ensure any ministerial changes don't impact projects going forward Nov 2019 – balancing the programme to deliver to programme outcomes and achieve an accelerated programme . Seek opportunities to enhance delivery PSG to provide clear direction on delivery approach Manage resources to deliver to agreed approach	LM
02	Un-coordinated messaging from KDC or other key projects (e.g.NRC Water Storage)	Programme level stakeholder engagement approach developed, communications planning to be proactive. Nov 19 - Community engagement planned for Darg Pontoon, raises awareness and likelihood. Need to build prog. level engagement processes - Gillian Bruce to manage comms & engagement from 20 Nov - reassess with Gillian & Hayley Worthington. Work with our partners delivering dependent projects and initiatives	DB
04	Insufficient programme resources - either availability or capability - Internal and external	Programme resource planning aligned with scheduled delivery Identify pressure points and possible resource solutions to resolve/minimise impact and implement	DB

Diane Bussey 13<sup>th</sup> November 2019

## Kaipara KickStart Programme – Acceleration Options

The purpose of this paper is to provide background on the activities that have been undertaken by the team to identify opportunities to accelerate the Kaipara KickStart programme, those opportunities that have been actioned and provides recommendations for other opportunities for consideration and direction Programme Steering Group (PSG).

### Executive Summary

The programme team have investigated and actioned several opportunities to accelerate the delivery for the investment decision process and physical works component of the Kaipara KickStart programme. These include:-

#### A) Roading Package

- reduced strategic business cases for Pouto Rd Phase 1 and Waipoua River Road
- confirmation of 50Max bridges scope.

#### B) Wharves

- Feasibility Study delivery – several approaches have been investigated (high level initially, then detailed – now planning to deliver draft study to support next tranche of investment decisions, followed by a final)
- Appointment of a Wharves Project Manager utilising funding from Wharves Investigation budget,
- Dargaville Pontoon delivery approach, reusing existing design work

In addition, there are several opportunities the team have completed initial investigations and determined recommendations for PSG consideration and direction prior to allocating further programme resource. These recommendations are summarised as: -

**TEAM RECOMMENDATION 1:** That the team investigate with MBIE the ability to release Waipoua and Pouto Rd Phase 1 implementation funding ahead of business case approvals to enable procurement to commence.

**TEAM RECOMMENDATION 2:** That the ownership of Pahi Wharf be researched, formal discussions with Pahi Regatta Club conducted and Council paper prepared for addressing ownership of Pahi Wharf and financial implications for KDC. In parallel, a scope of remedial work be developed, including the addition of a small pontoon, with cost estimates to support an investment decision to reduce health and safety concerns and support existing harbour business operators. This work to commence on the appointment of Wharf Project Manager.

**TEAM RECOMMENDATION 3:** That the Wharves feasibility study be completed prior to resources being applied specifically to the physical works on the Pouto Peninsula, enabling a Kaipara Harbour wide investment decision. Instead the team supports the stakeholder engagement associated with the development of the feasibility study, which will include the Pouto location linked to decisions regarding the second phase of sealing Pouto Road.

Note that any significant changes to baselined plans will require a change request to be completed, which would need to be approved by the Programme Steering Group, prior to adoption by the programme team.

## Background

The programme schedule was established in accordance with the approved Programme Management Plan with the relevant Project Managers identifying likely timing of the tasks to be completed, including the earliest dates tasks can be started, durations and estimated completion dates. Consideration was made for resourcing the schedule, the available budget, the strategic outcomes required of the programme, stakeholder engagement and review/approval cycles.

Natalie Dyer has included internal dependencies (linkages) within the schedule providing a realistic platform given resources available and the reviews agreed.

The programme schedule was reviewed and baselined in September 2019 providing a basis for monitoring and measuring programme performance. As documented in the Programme Management Plan, any significant change to the baselined schedule would be subject to a formal change request process, which the Programme Steering Group approval would be required prior to plans being updated to accommodate the change.

The programme team have been encouraged to identify any road blocks or constraints that may be extending the programme schedule, including any external review/approval processes and to also identify opportunities that could lead to earlier delivery dates, whilst maintaining quality, scope and budget.

## Acceleration Approach

The schedule is under constant review by the team to identify any tasks or deliverables that could be delivered more efficiently. In addition, Advisory Group discussions have also identified opportunities for further review. All opportunities that are identified are reviewed by the team with issues and risks of the opportunity being discussed and where deemed valuable, further investigated and change impacts determined.

Where the opportunity has been considered of value and minor impact, the opportunity has been actioned and the programme plans updated. Some opportunities with more significant impacts have been noted within this paper and the team are seeking consideration and direction from PSG.

## Acceleration Opportunities – Physical Works Roading and Wharves Projects

### Roading Package

#### Opportunities Investigated and Actioned

- Reduced Business Cases

Early confirmation by NZTA that there is currently no NLTF funding available for the Pouto Road Phase 1 and the Waipoua River Road projects has negated the requirement for a detailed NZTA business case, and therefore reducing timeframes to prepare the 'PGF' business cases setting out how the projects align with the PGF criteria and objectives, and demonstrate how the proposed projects will deliver expected outcomes.

- Roading Physical Works – Waipoua River Road

Roading physical works deliverables are constrained by the construction seasons within which the work can be completed. Therefore, some savings of 1-2 months did not change the timing sufficiently to make a change to an earlier construction season. However, the Waipoua River Road business case has been brought forward (scheduled completion date is currently 17 February 2020). Pending the approval of the 'Implementation' funds, procurement for the professional services (design) and then tendering of the physical works can commence ahead of programme allowing an earlier contract award in spring 2020 (scheduled contract award date is currently 4 January 2021).

- **Roading Physical Works – 50Max Bridges**

The procurement and contract award for Year One of the 50MAX bridges physical works programme is also ahead of schedule, with inclusion of Tomarata Bridge, and the physical works contract has been awarded and is in progress (scheduled contract award date is currently 8 May 2020).

#### Opportunities Available

- Earlier approval by MBIE to release some of the 'Implementation' funds to allow the award of the professional services (design) contracts for both the Waipoua River Road (\$150,000) and Pouto Road Phase 1 (\$360,000) projects would allow earlier contract awards and mitigate the risk of late physical works contracts award.  
**TEAM RECOMMENDATION 1:** That the team investigate with MBIE the ability to release Waipoua and Pouto Rd Phase 1 implementation funding ahead of business case approvals to enable procurement to commence.

#### Wharves

The wharves project is tasked with identifying the best value for Kaipara for \$4m worth of infrastructure investment. Included in scope was a feasibility study that would consider many economic factors and opportunities, the potential for how Kaipara uses its wharf locations, while ensuring programme strategic outcomes and dependencies related to Kai and Roads under the Kaipara KickStart programme feature in the planning.

#### Opportunities Investigated and Actioned

- **Feasibility Study delivery approach**  
The programme schedule was reworked to deliver the feasibility study in two ways – a high level study that would enable early investment decisions to be supported, followed by a detailed study that provided the transport network potential across the harbour, and supported the remaining investment decisions. Procurement planning was completed on this basis. This approach was abandoned as the timing did not provide significant savings in time (2 months) and duplicated the efforts for limited resources to manage and complete two cycles of procurement and support two feasibility study deliverables. Additional risk was added in that some investment decisions would be required ahead of the investment decision support provided by the feasibility study. The Feasibility study delivery approach (including procurement) has reverted to the single approach – procurement is underway with preferred supplier identified.
- **Dargaville Pontoon**  
It was agreed with the team and PSG that the Dargaville Pontoon development was the least risk infrastructure option as the location represents a pivotal, vital link of any transport network on the Kaipara Harbour and the chance of compromising the feasibility study was very low. The Dargaville Pontoon project uses an existing design, is unlikely to require resource consents and is on track to commence construction in February 2020.
- **Appointment of Wharves Project Manager**  
MBIE have advised acceptance of using Wharves Investigation funding to fund the appointment of a Project Manager. This additional resource will not only ensure acceleration opportunities are investigated and actioned, but also protect the Kai for Kaipara schedule.
- **Business Case Approval Processes**  
A Funding Agreement variation has been drafted by MBIE, which the team are currently reviewing. The variation in effect reduces the approval timeframes for Wharves project business cases by enabling the approval to rest with MBIE and not require approval by Regional Economic Development Ministers. This variation will accelerate

procurement activities for physical works to commence. It is expected that this variation is executed prior to the Dargaville Pontoon business case approval.

## Opportunities Available

The team has continued to seek opportunities for further investments, whilst being aware of the value of first completing the feasibility study, which will provide the long-term strategic basis for investment decisions. This has included the identification of wharves/pontoon builds or refurbishments that could be accelerated. MBIE, Wharves Advisory Group (WAG), subject matter experts and KDC Infrastructure team have identified that defending the existing tourism activity on the harbour emerged as a potential basis to prioritise further early investment.

The harbour has one predominant tourism operator of 25 years, a charter boat named the Kewpie Too. The owner of the Kewpie Too is a WAG member, and through group discussion including the tourism operator, it was confirmed that Pahi and Pouto are locations where the Kewpie Too has been doing business for the last 25 years. This tourism delivery is provided in a very rugged way with safety compromised due to the inadequate infrastructure at Pahi and non-existent at Pouto, affecting thousands of Kewpie Too passengers each year. The WAG recommended that this infrastructure be prioritised for investigation. A tourism bus that connects with the Kewpie Too in Dargaville is re-establishing itself too – again a much-needed tourism operator based on the western side of Kaipara.

- Pahi Wharf

The WAG has recommended that refurbishment at Pahi requires a small/medium size pontoon to be introduced at one end of the wharf, an upgrade to the existing wharf structure including modernising steps and introducing non-slip surfaces and new railings. This would significantly improve the current safety concerns.

A 'whole of life' approach to developing the business cases is required so that ongoing maintenance and upkeep costs of the infrastructure are considered and accepted by owners of the infrastructure. Currently the ownership, and therefore maintenance responsibility for Pahi Wharf is with the Pahi Regatta Club. Any acceleration of infrastructure would need to be completed with the Pahi Regatta Club, similar to the delivery of Waipoua River Road. This would impact on stakeholder engagement, design and timeframes. Also, Council's elected members and PSG would need to decide whether they are comfortable investing PGF money into an asset not owned by Council.

An alternative is that the ownership of Pahi Wharf be investigated, with a view for KDC to take over ownership, something the Pahi Regatta Club have confirmed is their preference. This would require a Council decision, due to the ongoing financial commitment and would have significant schedule implications. Due to the time of year and a newly elected Council it will take several months to work through any approval process reducing the value of allocating resources to accelerating the infrastructure spend on Pahi Wharf.

**TEAM RECOMMENDATION 2:** That the ownership of Pahi Wharf be researched, formal discussions with Pahi Regatta Club conducted and Council paper prepared for addressing ownership of Pahi Wharf and financial implications for KDC. In parallel, a scope of remedial work be developed, including the addition of a small pontoon, with cost estimates to support an investment decision to reduce health and safety concerns and support existing harbour business operators. This work to commence on the appointment of Wharf Project Manager.

- Pouto Wharf

No investigations to accelerate this project have occurred. Should PSG recommend that the Pouto location be investigated ahead of the findings of a feasibility study it is likely to be the largest investment for wharf infrastructure on the Kaipara harbour due to the size of the infrastructure required, and nothing exists in this location currently. The ultimate design and requirement for the infrastructure at Pouto is more likely to be dependent on the type of transport networks identified within the feasibility study, e.g. should this be a passenger wharf, freight or vehicle. These wide-ranging alternatives will have a significant impact on the eventual design of the wharf infrastructure and associated amenities required, loading docks etc. As there is

currently no wharf infrastructure in place currently, significant environmental and cultural assessments will be required as well as extensive stakeholder engagement. These factors add risk in investing in the Pouto Wharf ahead of the feasibility study work.

**TEAM RECOMMENDATION 3:** That the Wharves feasibility study be completed prior to resources being applied specifically to the physical works on the Pouto Peninsula, enabling a Kaipara Harbour wide investment decision. Instead the team supports the stakeholder engagement associated with the development of the feasibility study, which will include the Pouto location linked to decisions regarding the second phase of sealing Pouto Road.

The programme team will continue to review the schedule and work with Advisory Groups and Advisors to identify potential opportunities and bring these to the attention of the PSG.

Kaipara Kickstart Programme Team

13<sup>th</sup> November 2019



## **Dargaville Pontoon Business Case**

**Meeting:** Kaipara KickStart Programme Steering Group  
**Date of meeting:** 19 November 2019  
**Reporting officer:** Diane Miller, Kaipara Wharves Project Manager

### **Purpose/Ngā whāinga**

This report seeks the Programme Steering Group's (PSG) approval to progress the Dargaville Pontoon Business Case to the Ministry of Business, Innovation and Employment (MBIE) for approval. A variation is required to the funding agreement in line with the process outlined in part 1, clause 7 of the funding agreement, authorising expenditure of a portion of the wharves implementation budget.

### **Executive summary/Whakarāpopotanga**

The Kaipara Kickstart (KKS) Programme includes a wharves project that will investigate and establish a network of wharves to facilitate greater movement around the Kaipara Harbour for visitors, residents and freight.

The programme and project are funded via the Provincial Growth Fund (PGF) with funding for physical works being approved up to \$4 million.

The Dargaville Pontoon Business Case sets out how the project aligns with the PGF criteria and objectives and demonstrates how the proposed project will deliver expected outcomes for the Ministry of Business, Innovation and Employment (MBIE) to authorise expenditure.

### **Recommendation/Ngā tūtohunga**

That the Programme Steering Group:

- a) Approves the Dargaville Pontoon Business Case report.
- b) Delegates the PGF Programme Manager to apply to the Ministry of Business, Innovation and Employment (MBIE) for a variation to the funding agreement, authorising the expenditure of a portion of the Kaipara Wharves implementation budget on the Dargaville Pontoon.

### **Context/Horopaki**

The PGF Funding Agreement between Council and the Ministry of Business, Innovation and Employment (MBIE) for the Kaipara Wharves sets out the process to be followed in order to draw down the funding of \$4.0m for implementation of the physical works.

Dargaville Pontoon has been identified as a priority investment opportunity, and work has been undertaken to progress this ahead of the findings of a detailed feasibility study.

The funding agreement between KDC and MBIE includes an expectation that the National Land Transport Fund (NLTF) co-funding should be tested to support the project. At this point in time NZTA have confirmed there is no NLTF funding available.

## Discussion/Ngā kōrerorero

The Dargaville Pontoon Business Case sets out how the project aligns with the PGF objectives outlining the need, objectives and likely benefits that will be derived through this capital investment and the part the Dargaville pontoon plays in the wharves project and KKS investment programme.

The Wharves Advisory group assisted in the development of the Business Case and through this process it was determined that there is a likely requirement for amenities to support the Dargaville Pontoon as a 'hub' of a transport network. For this reason the scope of the business case extends beyond the physical wharf infrastructure to a potential toilet, carparking, accessibility parking, bus bay, lighting, historical and iwi signage, drinking fountain, a large rubbish bin and bike racks. The pontoon structure is a concrete kit pontoon and a cost effective and efficient solution for this location. It should be noted that the amenities identified and cost of these is not insignificant.

A public open day on 20<sup>th</sup> November will give the community an opportunity to have their say and help determine the final scope for the pontoon and associated amenities.

There are several interrelated projects going on at KDC currently that the Dargaville Pontoon touches, the closest relationships include Spatial Planning for the District Plan review and Dargaville Placemaking. The project is connecting with these teams to ensure alignment of project planning and scopes while also working with operational BAU works planned in the Annual and Long-Term Plans.

MBIE need to be satisfied with the works proposed and will develop a variation to the funding agreement which enables the physical works funds to be drawn down.

Council is required to work with the NZ Transport Agency (NZTA) to support the NLTF funding approval process, including for business case requirements, however there is no funding available at this time.

## Next steps/E whaiake nei

Once the variation has been executed, Council will procure the professional services to undertake the physical works contract.

## Attachments/Ngā tapiritanga

	Title
A	Dargaville Pontoon Business Case

Diane Miller, 12 November 2019



# Dargaville Wharf / Pontoon Upgrade Business Case

# Dargaville Wharf Upgrade Business Case

Developed on behalf of Kaipara District Council by:



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11th November 2019

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## Document History and Status

Revision	Date	Author	Reviewed & Approved by	Status
70% Draft	18-Oct-19	Aaron Patterson WSP Opus	Diane Bussey Kaipara District Council	70% Draft
95% Draft	11-Nov-19	Aaron Patterson WSP Opus	Diane Bussey Kaipara District Council	95% Draft
Final		Aaron Patterson WSP Opus	Louise Miller Kaipara District Council	Final

## Executive Summary

This Business Case sets the justification for the Dargaville Wharf / Pontoon Upgrade Project which is located in central business area of Dargaville, the main town of the Kaipara District.

The Dargaville Wharf / Pontoon Upgrade Project is estimated to cost \$1,065,600, with an estimated five (5) months to construct. The scope of the project includes upgrading the wharf and surrounding infrastructure assets to support services. The primary purpose of the Dargaville Wharf is to serve as the ferry transport hub for the district.

This project is strategically aligned in Council's objectives and is part of the Kaipara Kick Start Programme - Wharves Activation Programme; achieving economic growth through harnessing the Kaipara Harbour the largest harbour in New Zealand.

The Dargaville Wharf is the first infrastructure to be built as part of the Wharves Activation Programme with a supporting wharf network being established as identified in the Wharves Feasibility Study. The outcomes to be achieved by this project include:

- Increasing tourism activity
- Improving transport efficiency
- Improve safety
- Enhance, promote and protect heritage and local iwi culture.
- Increase local employment
- Developing a sense of place for the community.

This business case applies a project prioritisation matrix to evaluate and quantify several criteria across each of the three key elements:

- Strategic alignment to Council's objectives; scoring 71%
- Project risk and complexity; scoring 70%
- Economic cost benefit analysis including options analysis; scoring 80%

The overall priority score for this project is 74 out of a 100 - high.

Economic benefits for the recommended option for this project over the next 25 years (the analysis period, AP) are estimated to provide: a net present value cost benefit of \$4,113,065, a return on investment of 386% (cost/benefit ratio of 1:3.8) and internal rate of return of 16% p.a. This is based on an increase of 1000 tourists, from the current base of approximately 5000 p.a via harbour cruises, in year 2 of the AP and growing at 3% p.a thereafter. Under this scenario, the project has a 8 year pay back period. Conservatively the project would break-even over the 25 year period, with an increase of 485 tourists in year 2 and growing at 3% p.a thereafter.

It is recommended that based on this project's alignment to achieving Council's objectives, a manageable project risk and complexity, combined with positive economic benefits and additional non-monetised community benefits, that this project proceeds. This qualified yes, is dependent on the tourism-only derived economic benefit based on key assumptions. The Wharves and Water Transport Network Feasibility Study will explore benefits in greater detail. Capital cost estimates supplied by client are recommended to be validated to improve cost estimate accuracy and certainty.

## Business Case

<b>Project Name:</b>	Dargaville Wharf Upgrade Project	<b>Project Cost</b>	\$ 888,000
<b>Project No.:</b>		<b>Contingency</b>	20%
<b>Project Owner:</b>	Kaipara District Council	<b>Total</b>	\$ 1,065,600

<b>Council Objective Alignment:</b>	71%	Is this an Existing or New Asset?	Existing	New	
<b>Project Risk &amp; Complexity Score:</b>	70%				
<b>Cost Benefit Analysis:</b>	80%	<b>Project Type:</b>	Growth	Renewal	Level of Service
		<b>Total Score</b>	74%		

## Governance

<b>Prepared By:</b>	WSP - Aaron Patterson	<b>Date:</b>	11 November 2019
<b>Project Sponsor:</b>	Louise Miller	<b>Business Owner:</b>	Jim Sephton
<b>Proposed Start Date:</b>	December 2019	<b>Duration:</b>	5 months (May 2020)

## Context (Background/ Intro):

The Dargaville Wharf Upgrade Project is part of the Kaipara District Council – Kaipara Kick-start (Kaipara Moana Activation Plan) - funding through the Provincial Growth Fund. Kaipara Kick-start consist of three complementary streams;

- Kai: Unlocking the potential of fertile land assets in the Kaipara through investigations and analysis and programme of work to begin the transformation of idle land, to productive land.
- Wharves: Making the harbour accessible to tourism and the horticulture industry, and providing a lasting connection to Auckland, to provide a sustainable future for the Kaipara.
- Roads: Remediation and upgrade work to current roading infrastructure. The primary drivers for this are land access and road user (e.g. tourist) safety.

The Dargaville Wharf Upgrade Project is part of the broader Wharves Network Project which consists of;

- Phase 1a: feasibility, project master planning network of wharves, project prioritisation through business cases, \$950,000.
- Phase 1b: projects construction; \$4,000,000.

## Business Need / Justification:

The Kaipara Harbour is the biggest harbour in New Zealand. The natural topography of the harbour enables efficient harbour transport of passengers, vehicles and light freight as well as serving tourism. The harbour links locally the communities and lwi of the Kaipara District as well as connections to Auckland. The Dargaville Wharf is situated in the nearby town centre of Dargaville which is the main township of the Kaipara District. The Dargaville Wharf will serve as the Wharves transport hub servicing the district. The existing Dargaville Wharf is a few years old and in good condition yet the current design and surrounding infrastructure (bus stop, access, carparks) is not fit for purpose or adequately safe to serve as a wharf passenger ferry terminal.

## Objective(s):

To construct an upgraded; safe, cost effective, fit for purpose, optimum option wharf that fulfills all key functional requirements for stakeholders to serve as the ferry terminal hub for wharves network promoting tourism, ferry passenger commute and light ferry freight. This will in turn increase transport efficiency, tourism, safety, sense of place and connect a network of wharves supporting increased economic activity in the district.

## Benefit(s):

Providing a town centre ferry terminal hub servicing a network of wharves connecting communities, fertile lands, lwi at strategic nodes of the Kaipara Harbour and linkage to Auckland This will in turn increase transport efficiency, increase tourism, promote use of fertile lands and be a catalyst for increased economic activity. This project links to the broader Kaipara Kick-start program.

## Strategic Alignment:

This project is in alignment to:

- Kaipara Kick-start program (Wharves Activation Plan), - Twin Coast Discovery Route, - Northland Cycle Plan BC,
- Kaipara District Council Long Term Financial Plan, - Kaipara District Council Infrastructure Strategy, - The Kaipara District Plan,
- Northland Journeys Tourism Strategy, - Tai Tokerau Northland Economic Action Plan, - Regional Land Transport Plan,
- Aotearoa New Zealand Government Tourism Strategy,



# Planning

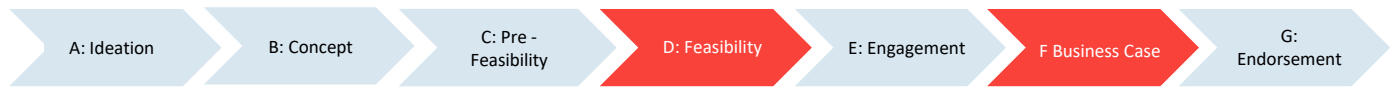
**Project Scope:** Project options include scope consideration for wharf / pontoon upgrade and surrounds. Scope:

- improved wharf; floating pontoon for berthing (+ dredger), improved wharf shelter, removal old redundant piles.
- upgraded supporting infrastructure; upgraded carpark / line marking; bus bay, loading bay, accessibility parking.
- new recreational assets; bike racks, notice board, historical & Iwi signage, drinking fountain, lighting.
- new public convenience (toilets).

**Assumptions:**

- Detailed engineering assessments have not been completed, no major issues are assumed
- Resource consent(s) approved.
- Wharves Network feasibility not complete, preliminary network concept assumed.
- Engineers estimates for design options required

## Project Phase



Wharves Activation Feasibility Study underway, this is business case for Dargaville Wharf / Pontoon Upgrade.

### Preliminaries (complete Yes / No)

Feasibility:	<b>YES</b>	<b>NO</b>	Stakeholder Engagement:	<b>YES</b>	<b>NO</b>
Concept Design:	<b>YES</b>	<b>NO</b>	Identified Funding:	<b>YES</b>	<b>NO</b>
Detailed Designs:	<b>YES</b>	<b>NO</b>	Authorised for Business Case:	<b>YES</b>	<b>NO</b>

### Identified Stakeholders Engaged With:

Leadership Team:	<b>YES</b>	<b>NO</b>	Planning & Regulatory:	<b>YES</b>	<b>NO</b>
Asset Manager:	<b>YES</b>	<b>NO</b>	Councillors:	<b>YES</b>	<b>NO</b>
Community:	<b>YES</b>	<b>NO</b>	Regional Council:	<b>YES</b>	<b>NO</b>
Iwi Groups:	<b>YES</b>	<b>NO</b>	Central Government:	<b>YES</b>	<b>NO</b>

### Project Resourcing (internal)

Project Manager:	<b>YES</b>	<b>NO</b>	Project Manager:	Mark Bell
Procurement:	<b>YES</b>	<b>NO</b>	Procurement Officer:	Diane Miller
Engineer:	<b>YES</b>	<b>NO</b>	Engineer:	Mark Bell
Communications	<b>YES</b>	<b>NO</b>	Communications Officer:	Gillian Bruce

### Procurement

Delivery Model:	INTERNAL	OPEN TENDER	<b>INVITE TENDER</b>
Market Resources:	AVAILABLE	<b>UNSURE</b>	CONSTRAINED
Has an EOI gone out:	YES	<b>INFORMAL</b>	NO

# Project Alignment to Council Objectives

**Description:**

- This business case applies a project prioritisation matrix which evaluates criteria across three key themes:
- Strategic alignment to Council's objectives.
  - Project risk and complexity.
  - Economic cost benefit analysis including options analysis.

The element measured here is strategic alignment to Council's objectives. The criteria as referenced below are quantified by variables scored 1 (low) to 3 (high) with exception of the Provincial Growth Funding criteria which is scored 1 (low) to 10 (high). The criteria are then totalled and converted to an overall percentage score. A low percentage score represents low project alignment to Council's objectives, whilst a high score represent high alignment and thus a more attractive - higher prioritised project.

<b>Prioritisation Score</b>	<b>71%</b>
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Criteria	Score	Weighting	Low	High	Value	Variable
Political appetite	3				1	There is no political appetite and this has been expressed.
Community alignment, including Iwi	2				1	The Community has signalled they do not support the project.
Strategic alignment.	3				2	This project is aligned to one specific action or objective specified in a Council approved strategic document.
Is the project related to a core service**	2				3	Project is maintaining or improving a core service and is fundamental to Community health and wellbeing.
Organisational efficiency cost benefit	1				3	This project will be of value to the Organisation i.e. increased effectiveness or efficiency (soft or bottom line benefits) to the equivalent of >\$50k p.a.
Risk (of not carrying out the project)	1				3	Very high or extreme level risks if the project were not to
Provincial Growth Fund Criteria	8				Each criteria is worth one score each: <input checked="" type="checkbox"/> Increase economic output. <input checked="" type="checkbox"/> Enhance utilisation of and/or returns for Māori assets. <input checked="" type="checkbox"/> Increase productivity and growth. <input checked="" type="checkbox"/> Increase local employment and wages (in general and for Maori). <input checked="" type="checkbox"/> Increase local employment, education and/or training opportunities for youth (in general and for Māori). <input type="checkbox"/> Improve digital communications, within and/or between regions. <input checked="" type="checkbox"/> Improve resilience and sustainability of transport infrastructure, within and/or between regions. <input type="checkbox"/> Contribute to mitigating or adapting to climate change. <input checked="" type="checkbox"/> Increase the sustainable use of and benefit from natural assets. <input checked="" type="checkbox"/> Enhance wellbeing, within and/or between regions.	

\*Core Service defined in Part 2 Section 11A of the LGA 2002: (a) network infrastructure, (b) public transport services, (c) solid waste collection and disposal, (d) the avoidance or mitigation of natural hazards, (f) libraries, museums, reserves, recreational facilities , community amenities.

# Project Risk & Complexity

**Description:**

This business case applies a project prioritisation matrix which evaluates criteria across three key themes:  
 - Strategic alignment to Council's objectives.  
 - Project risk and complexity.  
 - Economic cost benefit analysis including options analysis.

The element measured here is project risk and complexity. The criteria as referenced below are quantified by variables scored 1 (low) to 3 (high) with exception of the Estimated Cost criteria which is scored 1 (low) to 6 (high). The criteria are then totalled and converted to an overall percentage score. A low percentage score represents a project with higher risk and complexity, whilst a high percentage score represent low risk and complexity and thus a more attractive, easier to delivery higher prioritised project.

<b>Project Risk &amp; Complexity Score</b>	<b>70%</b>
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Low High

Description	Score	Weighting	Value	Criteria
Benefit expectation	2		1	There are challenges in clearly defining benefits and stakeholders have not clearly stated their expectation of benefits.
Dependencies	2		1	Dependencies with major impacts to other projects, cost or services if changed.
Impact & consultation with customer or ratepayer	2		1	Customers won't notice any change and no consultation required.
Impact on council	3		1	There will be significant changes to council stakeholders as a result of the project, such as changes in everyday activities, processes, systems or budget.
Risk	3		1	Some very high or extreme risks exist.
Scope	2		1	Unable to fully define scope, will require diligent monitoring and management as scope is agreed and further defined.
Funding source	1		1	The majority of the funding is provided by organisations external to council and/or is arriving from multiple organisations.
Estimated project cost	4		1-2	estimated cost < 100K
			3-4	100k < estimated cost < 1m
			5-6	1m < estimated cost
Procurement	2		1	Procurement requirements are minimal and can be managed by the business area.
			2	Procurement will involve formal tender.
			3	Procurement will involve a procurement strategy and market engagement.

## Cost Benefits Analysis

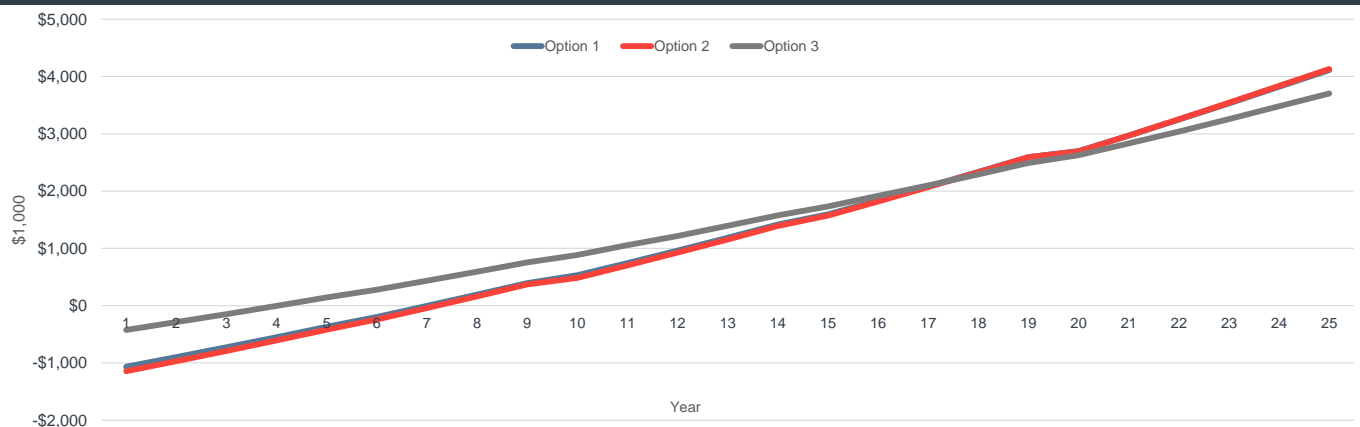
**Description** Cost Benefit Analysis has been performed in alignment to "The Treasury" of New Zealand's "Better Business Case – 2019 Guidelines". Cost benefit analysis important feature of decision-making where the economic impacts are evaluated via a systematic approach by estimating the strengths and weaknesses of project options to inform the optimum approach to achieving benefits while preserving savings. Tangible benefits are quantified in monetary terms and are adjusted for the time value of money; all flows of benefits and costs, over time are expressed in terms of their net present value (NPV). NPV, Pay Back Period, Return on Investment (ROI) and Internal Rate of Return (IRR) are the methods used in the business case for cost benefit analysis and evaluation, with final options selection incorporating non-monetised benefits (such as cultural, environmental, efficiency, community well being and so on). The overall cost benefit analysis is then scored as a percentage based on internal rate of return over the 25 year period, with 0% producing a negative IRR the 10% scored per 2% of IRR until maximum score of 100 percent is attained (20% IRR).

Cost Benefits Analysis Score	80%
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### Options

Project Title	Description	NPV	IRR	Payback	ROI
1. Concrete kit pontoon with surrounds	Concrete floating pontoon, dolphins, lighting, toilet, carpark, toilet, signage, removal of redundant piles	\$ 4,113,065	16%	8	386%
2. Bespoke pontoon with surrounds	Concrete floating pontoon, dolphins, lighting, toilet, carpark, toilet, signage	\$ 4,131,645	15%	8	361%
3. Concrete kit pontoon no surrounds	Concrete floating pontoon only	\$ 3,703,956	34%	5	874%

### Net Present Value Options Cost Benefits Analysis



Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
<b>Option 1</b>																									
Capital Costs	-1066									-100					-100				-450						
Operating Costs		-18	-19	-19	-20	-20	-21	-21	-22	-23	-23	-24	-25	-26	-26	-27	-28	-29	-30	-31	-32	-33	-33	-34	-36
Maintenance Costs		-15	-15	-16	-16	-37	-18	-19	-19	-40	-20	-22	-23	-53	-25	-25	-25	-25	-66	-28	-29	-30	-31	-62	
Economic Benefit*		210	227	246	266	287	311	336	363	393	425	460	497	538	582	629	680	736	796	860	931	1006	1088	1177	1273
NPV Total	-1066	-899	-727	-550	-368	-196	-5	192	394	531	744	963	1186	1416	1593	1834	2081	2334	2594	2697	2969	3247	3532	3823	4113
<b>Option 2</b>																									
Capital Costs	-1144									-150					-100				-470						
Operating Costs		-10	-10	-11	-11	-11	-12	-12	-12	-13	-13	-13	-14	-14	-15	-15	-16	-16	-17	-17	-18	-18	-19	-19	-20
Maintenance Costs		-15	-15	-16	-16	-37	-18	-19	-19	-40	-20	-20	-22	-23	-53	-25	-25	-25	-25	-66	-28	-29	-30	-31	-62
Economic Benefit*		210	227	246	266	287	311	336	363	393	425	460	497	538	582	629	680	736	796	860	931	1006	1088	1177	1273
NPV Total	-1144	-969	-790	-606	-418	-239	-41	163	371	484	703	927	1156	1391	1574	1820	2072	2330	2594	2695	2971	3254	3542	3837	4132
<b>Option 3</b>																									
Capital Costs	-424									-60					-60				-200						
Operating Costs		-3	-3	-3	-3	-3	-3	-4	-4	-4	-4	-4	-4	-4	-4	-5	-5	-5	-5	-5	-5	-5	-6	-6	-6
Maintenance Costs		-12	-12	-13	-13	-34	-14	-14	-15	-15	-16	-38	-17	-18	-28	-29	-54	-35	-36	-37	-38	-64	-35	-36	-67
Economic Benefit*		160	173	187	202	219	237	256	277	299	324	350	379	410	443	479	518	560	606	656	709	767	829	897	970
NPV Total	-424	-287	-147	-3	144	280	435	593	755	886	1055	1218	1395	1577	1732	1918	2099	2293	2491	2627	2835	3040	3259	3482	3704

### Options Recommendation Summary

Project Option 1 - Concrete kit pontoon with surrounds is the recommended project to option to proceed. The scope includes:  
 - upgraded wharf; floating pontoon for berthing high and low tides, improved wharf shelter, removal old redundant piles, dolphins for larger ship such as dredger, LED lighting; elevated and underneath, 15AMP electric charger  
 - upgraded supporting infrastructure; carpark upgrade / realignment; bus bay, loading bay, 2x accessibility parking spaces, car park lighting, large bin  
 - new recreational assets; bike racks, notice board, historical & iwi signage, drinking fountain, lighting  
 - new public convenience (toilet)

This project has the highest NPV at \$4,113,065 with a 8 year pay back. Whilst option 3 - "do minimum" - wharf only has the highest ROI and IRR, Option 1 with additional surround scope provides additional non monetary community benefits such as:  
 - establishing an improved sense of place (the lens through which people experience and make meaning of their experiences in and within a place for the community) improved aesthetics / town beautification, cultural and heritage enhancement including local lwi, improved security with lighting, catering for aging population and accessible challenged persons with accessibility parking, public toilet amenities, bike racks for popular tourist cycling of district trails, future proofing infrastructure.  
 - electric charger for future electric ferry and boat charging capability enabling reducing carbon footprint.  
 - enhancing transport capability for efficiency and reduced transportation costs via Kaipara Harbour.  
 - improved safety through improved traffic and pedestrian interaction with bus bay and loading bay.

# Assumptions and Diligence Check List

**Description:**

The purpose of this check list is to provide a business case and preliminary project planning due diligence and governance check, identifying the main project risks and identify tasks to mitigate these risks. This check list is no exhaustive. The intension is to transfer knowledge collated through the development of this business case to inform the project manager to facilitate project planning for delivery.

Questions	Assessment					Key Observations & Actions
	WEAK		STRONG			
	THREAT			OPPORTUNITY		
	1	2	3	4	5	
<b>1 STRATEGIC FIT</b>						
1.1 Does this asset serve a core mandatory service?			✓			Core service, level of service undefined.
1.2 Is this project supported by stakeholders?			✓			Yes,+ community consultation planned 20 Nov 2019
1.3 Does this project sit within a developed and endorsed master plan?					✓	Kaipara Kick Start Programme
<b>2 FUNDING</b>						
2.1 Is the project identified in the Long Term Financial Plan?				✓		Will be in next round LTFP 2021 - 2031
2.2 Is the project in the alignment to Infrastructure Strategy?				✓		Will be in next round IS 2021 - 2051
2.3 Are funds available and secured?				✓		Preliminary PGF secured, funds to be made available
2.4 Does the project has a positive NPV?					✓	Yes, >\$4m over 25yrs
2.3 Are whole of life costs for the asset acceptable and affordable?					✓	Yes, WOL costs estimated
<b>3 PROJECT REQUIREMENTS</b>						
3.1 Have we established the full functionality the asset(s)? (What is has to do)					✓	Wharves Steering Group meeting 18th Oct 2019
3.2 Do we fully understand the scope of the project?				✓		Wharves Steering Group meeting 18th Oct 2019
3.3 Have we consulted with stakeholders?			✓			Wharves Steering Group established, community engagement planned
3.4 Are the project timelines acceptable?			✓			5 months, tight
3.5 Do we have the right Project Manager available?					✓	Mark Bell
3.6 Do we have the right resources & capability to deliver?					✓	KDC resources available, market to deliver
3.7 Does delivery requiring more than one primary contractor?		✓				Unsure
3.8 Are the potential risks understood and manageable to acceptable level?				✓		Minimal risks and mitigated
<b>4 DELIVERY PREPARATION</b>						
4.1 Have concept designs been produced?			✓			Draft concept designs
4.2 Has an engineers estimate been developed?			✓			Cost data Supplied KDC and Wharves Steering Group
4.3 Are Resource Consents likely to be obtained without issue?					✓	Yes, RC for concept design approved
4.4 Are time constraints in line with proposal / tender timetables?			✓			Tight timelines
4.5 Do we have experience with the procurement process?					✓	Yes and experienced
<b>5 Risk</b>						
5.1 Are assumptions well known and acceptable?				✓		Minimal risks and mitigated
5.2 Are additional investigations needed to sure up assumptions and risks?			✓			Refer below.
<b>6 Key Economic Analysis Assumptions</b>						
6.1 Costs are indicative, supplied by Kaipara District Council and the Wharves Steering Group.						
6.2 Detailed engineering assessments will produce no major issues that will impact on cost.						
6.3 Project options and scope provided by Kaipara District Council and the Wharves Steering Group.						
6.4 Weighted average cost of capital 6%						
6.5 River cruise tourists increase by 1000 in yr.2 (increase of 20%), 800 of which will spend \$100 in local economy, \$200 stay over night and spend \$400 in local economy, at 5% growth p.a. and 3% CPI						
6.6 Option 1 and 2 with supporting infrastructure with 'sense of place' will attract additional 500 p.a people in yr.2 to township spending \$100 in local economy at 3% growth p.a. and 3% CPI						
6.7 Refer Appendix A Cost & Benefit Assumptions for additional detail						
<b>What are the main risks associated with THE "PROJECT" and "BUSINESS CASE"? How they will be managed &amp; communicated?</b>						<b>Based on the assessment, the assumptions and BC is acceptable as viable?</b>
- Community consultation planned. - Project timelines to be confirmed. - Engineering assessments will improve cost accuracy. - Wharves & Water Network Feasibility Study planning will refine cost benefits - Project costs to be validated						<b>YES</b>
					<b>NO</b>	

**Go / No Go Approval**

	NAME	SIGNATURE	DATE
Completed by Business Case Developer:	Aaron Patterson - WSP Principal Asset Mgmt Eng.		
Acceptable by Project Manager:	Jim Sephton - KDC General Manager Infrastructure		
Acceptable by Project Sponsor:	Louise Miller - KDC Chief Executive Officer		



# Appendix

# A

## Cost & Benefit Assumptions





# Cost & Benefit Assumptions

## 1. Concrete kit pontoon with surrounds Capital Costs \$1,065,600

Item	Cost	Comment
Pontoon supply & delivery*	\$ 145,000	
Pontoon craneage, elec, gangway install, shelter*	\$ 65,000	
Pontoon fending*	\$ 50,000	
Dolphins*	\$ 18,000	Two pile dolphins with double timber headstock, SS fasteners – pine (bare) - supply/driven/assembled
Removal redundant piles*	\$ 10,000	Barge based pull - \$900/pile or 2. Diver cut off at seabed - \$10k/day – could do 8-10 in a day
Toilet*	\$ 250,000	Removal of old toilet and new install
Water drinking fountain*	\$ 5,000	
Carpark, re-alignment	\$ 250,000	Busbay, loading bay, 2x accessibly car spaces, medians, crossing, greenspace
Lighting*	\$ 75,000	Carpark and surrounds
Bike racks*	\$ 5,000	
Signage	\$ 15,000	
Contingency	20%	
Operating, Maintenance & Renewal Costs	variable	Indicative estimates. No allowance for full asset renewal at end of life (>25years)

\*Cost estimates supplied by client

## 2. Bespoke pontoon with surrounds Capital Costs \$1,143,600

Item	Cost	Comment
Pontoon supply & delivery	\$ 210,000	Derived January 2018 Barfoot Construction quote and information supplied by Hawthorne Geddes during Wharves Steering Group meeting 18 Oct 2019.
Pontoon craneage, elec, gangway install, shelter*	\$ 65,000	
Pontoon fending*	\$ 50,000	
Dolphins*	\$ 18,000	Two pile dolphins with double timber headstock, SS fasteners – pine (bare) - supply/driven/assembled
Removal redundant piles*	\$ 10,000	Barge based pull - \$900/pile or 2. Diver cut off at seabed - \$10k/day – could do 8-10 in a day
Toilet*	\$ 250,000	Removal of old toilet and new install
Water drinking fountain*	\$ 5,000	
Carpark, re-alignment*	\$ 250,000	Bus bay, loading bay, 2x accessibly car spaces, medians, crossing, greenspace
Lighting*	\$ 75,000	Carpark and surrounds
Bike racks*	\$ 5,000	
Signage	\$ 15,000	
Contingency	20%	
Operating, Maintenance & Renewal Costs	variable	Indicative estimates. No allowance for full asset renewal at end of life (>25years)

\*Cost estimates supplied by client

# Cost & Benefit Assumptions

## 3. Concrete kit pontoon without surrounds Capital Costs \$423,600

Item	Cost	Comment
Pontoon supply & delivery*	\$ 210,000	
Pontoon craneage, elec, gangway install, shelter*	\$ 65,000	
Pontoon fending*	\$ 50,000	
Dolphins*	\$ 18,000	Two pile dolphins with double timber headstock, SS fasteners – pine (bare) - supply/driven/assembled
Removal redundant piles*	\$ 10,000	Barge based pull - \$900/pile or 2. Diver cut off at seabed - \$10k/day – could do 8-10 in a day
Contingency	20%	
Operating, Maintenance & Renewal Costs	variable	Indicative estimates. No allowance for full asset renewal at end of life (>25years)

\*Cost estimates supplied by client

## 4. Economic Benefit Assumptions

Item	Benefit	Comment
Tourism from wharf	\$160,000 year 2 then 3% p.a.	Current Kaipara Harbour River Cruises bring 5000 tourists per year. The Dargaville wharf current can only operation at 25% availability for docking due to tidal movements. A pontoon will enable 100% docking availability and in alignment with organic tourism growth and the assumption that cruise operators will take advantage of the increased availability, 1000 tourists are projected to increase after to build of the new wharf pontoon. 75% of tourist will bring \$100 per day into local economy with day trips and 25% will bring \$400 with staying overnight (accommodation ect), Growth is then projected at 3% p.a. thereafter.
Tourism from wharf with surrounds	\$50,000	500 additional people per year come to Dargaville central business district p.a. and spend \$100 each
Light Freight	None	Further investigation needed – feasibility study will inform
Ferry passengers	None	Further investigation needed – feasibility study will inform
Transport efficiency	None	Further investigation needed – feasibility study will inform
Safety	None	Further investigation needed – feasibility study will inform
Weighted average cost of capital	-	6% applied as discount factor
Cost Accuracy	-	Costs are indicative, supplied by Kaipara District Council and the Wharves Steering Group. Additional cost accuracy recommended via validating costs.
Engineering assessments	-	Detailed engineering assessments will produce no major issues that will impact on cost.
Project options and scope		Workshopped and provided by Kaipara District Council and the Wharves Steering Group.

## Cost & Benefit Assumptions

### 6. Disclaimer of liability for reliance on client-supplied data if appropriate

In preparing the Report, WSP has relied upon data, surveys, analyses, designs, plans and other information ('Client Data') provided by or on behalf of the Client. Except as otherwise stated in the Report, WSP has not verified the accuracy or completeness of the Client Data. To the extent that the statements, opinions, facts, information, conclusions and/or recommendations in this Report are based in whole or part on the Client Data, those conclusions are contingent upon the accuracy and completeness of the Client Data. WSP will not be liable in relation to incorrect conclusions or findings in the Report should any Client Data be incorrect or have been concealed, withheld, misrepresented or otherwise not fully disclosed to WSP.

# Appendix

# B

## Dargaville Wharf Facility Preliminary Layout Concept







BUS

Pedestrian Islands

Accessibility Parks

Loading Zone

Bus Bay

Bike Rack

pontoon

Green space

Signage Info

Toilets

Rubbish Bins

Truck Loading

Taxi

BUS

pex



# Appendix

# C

## Wharf Pontoon Upgrade Concept Design





provisional - not for construction

**KEY**

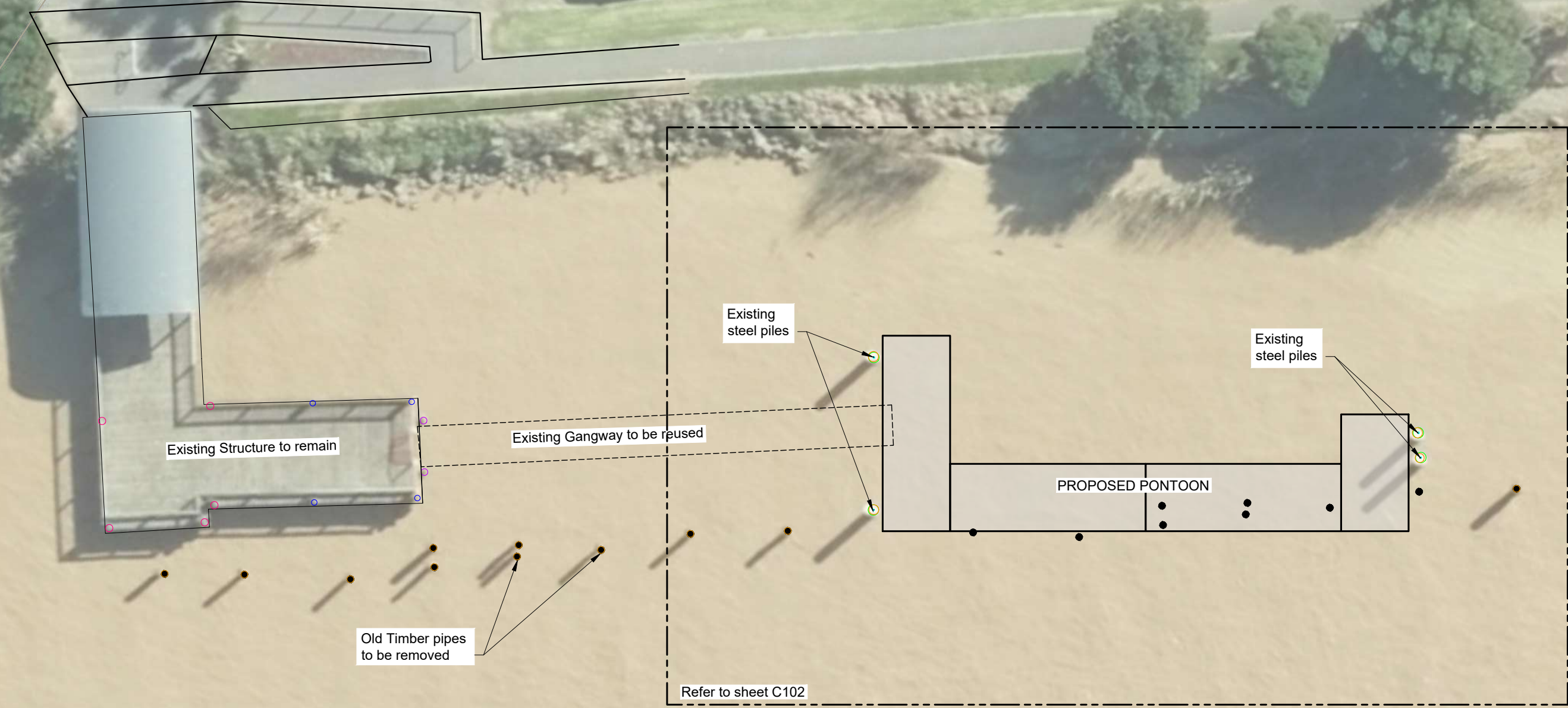
- Cap on top of pile
- Low on pile
- Top of pile
- 300mmØ pile with bracket
- 250mmØ pile (approx)
- 330mmØ pile (approx)

Heights are in terms of the One Tree Point Datum  
Origin SM25 SO 5884 RL = 3.14

Measurements to the steel piles are taken low down, just below the top and on the screw on cap on the top of the pile

**THIS DRAWING WAS PRODUCED IN COLOUR. DO NOT USE FOR CONSTRUCTION PURPOSES IF THIS NOTE IS IN BLACK & WHITE**

**NOTE:**  
SITE INFORMATION ADAPTED FROM SURVEY DRAWING PROVIDED BY LANDS AND SURVEY REFERENCE 9698/T/1/A, SHEET 1 DATED MARCH 2017;  
AERIAL PHOTO PROVIDED LINZ DATA AND MAY SHOW DISTORTION;  
ALL INFORMATION MUST BE CONFIRMED ON SITE;  
TO BE READ IN CONJUNCTION WITH HAWTHORN GEDDES ENGINEERS & ARCHITECTS LTD REPORT REFERENCE 10788



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**Hawthorn Geddes**  
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Phone: 09 438 7139  
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Unit 21a, The Grange  
Warkworth 0910  
Phone: 09 283 3428  
www.hawthorngeddes.co.nz

CLIENT **KAIPARA DISTRICT COUNCIL**

PROJECT **DARGAVILLE WHARF PONTOON**  
**WAIROA RIVER, DARGAVILLE**

DRAWING **SITE PLAN**

P1	ISSUED FOR CLIENT COMMENT	DT	04/11/19
REV.	REVISION DETAILS	BY	DATE

**CONCEPT**

SCALE @ A3  
1:200

DRAWN DT NOV 2019 PROJECT No. **10788**

CHECK

APPROVED JAMES BLACKBURN

**DRAFT**

SHEET **C101** REV. **P1**

7/11/2019 9:42:31 AM 10788 CONCEPT.dwg



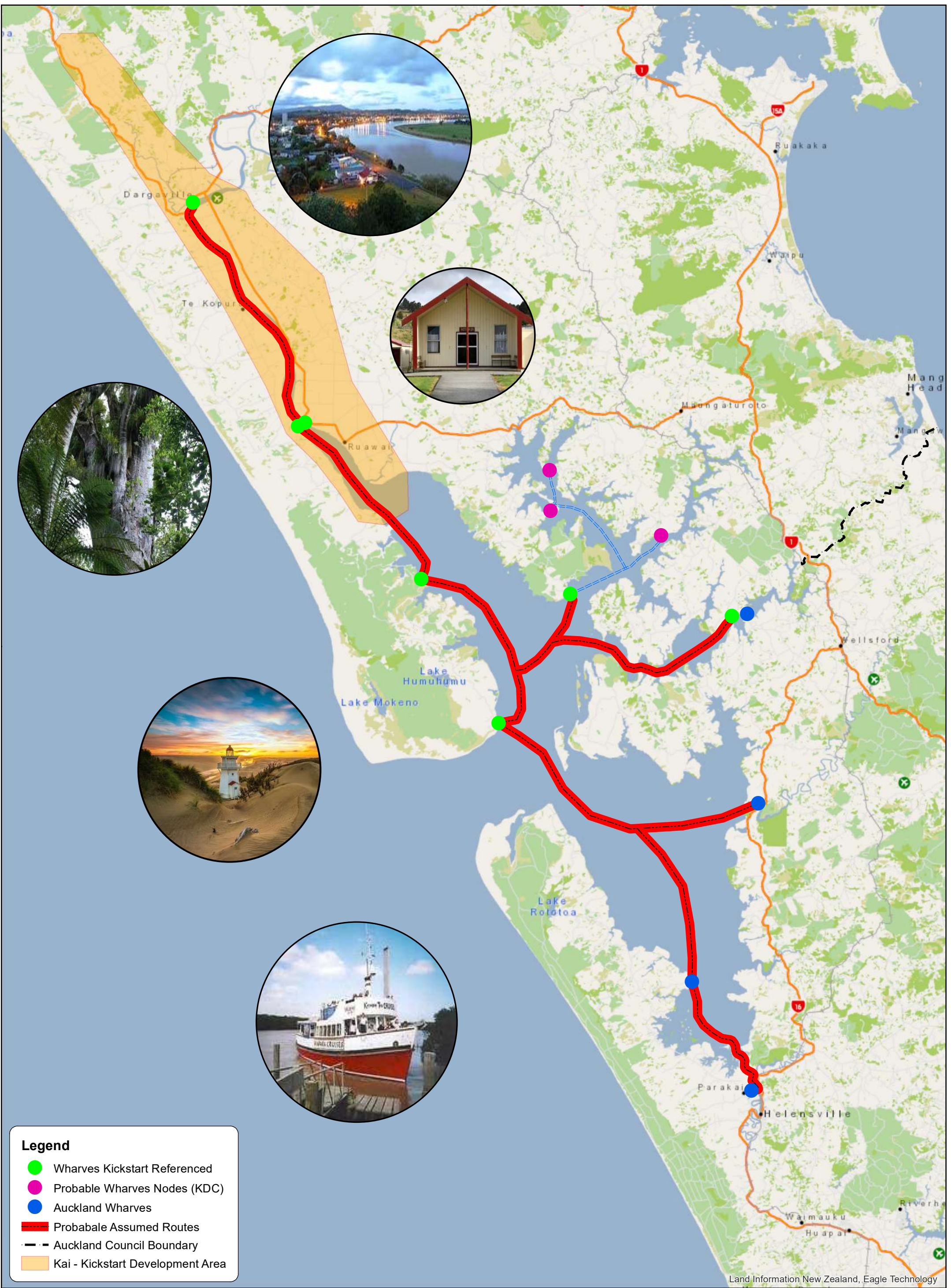
# Appendix

# D

## Preliminary Ideation Concept Wharves & Water Network







**Legend**

- Wharves Kickstart Referenced
- Probable Wharves Nodes (KDC)
- Auckland Wharves
- Probable Assumed Routes
- Auckland Council Boundary
- Kai - Kickstart Development Area

Land Information New Zealand, Eagle Technology

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Client:

KAIPARA DISTRICT

## Kaipara Kickstart

Wharves and Water Transport Network Feasibility Study

Project No: Proposal		Scale: 1:300,000 @A3	
Designed: W.Teal			
Drawn: W.Teal	Approved:		
<b>Note:</b>		Map No: 1	Date: 07/11/2019
		Revision: A	Revision Date: 07-Nov-19





**From:** [Di Bussey](#)  
**To:** [Leah MacDonell](#)  
**Cc:** [Natalie Dyer](#)  
**Subject:** RE: Kaipara Reporting Template [IN-CONFIDENCE:RELEASE EXTERNAL]  
**Date:** Sunday, 24 November 2019 8:27:42 AM

---

Thanks Leah – Natalie and I will look to incorporate into the reporting process and prepare in time for December reporting.

Couple of other things...

1. Are you able to give me an update on the conversation with Lyn Richardson re the TIO activation process. This will be on the top of my 'to do' list Monday as my most urgent action, as KDC cannot continue without a reimbursement this month. My view of the timing is that we need the Programme Support code activated by Wednesday next week, so I'm keen to finalise anything else that needs to occur.
2. A thought... given the situation with the Wharves Variation, should we put the Dargaville Pontoon through the approval system under the current Funding Agreement, so get approval from the RED Ministers 4<sup>th</sup> Dec along with the 2 road business cases? This would be a one off, with the remaining wharf infrastructure being approved under the terms of the Variation? Would that timing work better for you?

Hope you are having a lovely weekend and not reading emails!  
Diane

---

**From:** Leah MacDonell <xxxx.xxxxxxxx@xxxx.xxxx.xx>  
**Sent:** Friday, 22 November 2019 5:19 PM  
**To:** Di Bussey <xxxxxxx@xxxxxxx.xxxx.xx>  
**Cc:** Natalie Dyer <xxxxx@xxxxxxx.xxxx.xx>  
**Subject:** Kaipara Reporting Template [IN-CONFIDENCE:RELEASE EXTERNAL]

Kia ora Diane

As mentioned in our phone call today here is a template to collect Kaipara Roads project monthly reporting. Ideally this will be completed each month and returned to PDU by working day 3 of the next month. December monthly reporting is due 13 January.

Hopefully this isn't too much work given it is a slight duplication of some of the other reporting.

Let me know if you have any questions.

Thank you

Leah

[www.govt.nz](http://www.govt.nz) - your guide to finding and using New Zealand government services

---

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---



**From:** [Di Bussey](#)  
**To:** [Vibeke Wright](#)  
**Cc:** [Natalie Dyer](#); [Kevin Hoskin](#)  
**Subject:** RE: Kaipara Wharves  
**Date:** Sunday, 29 December 2019 7:28:55 PM  
**Attachments:** [image001.png](#)

---

Kia Ora Vibeke and I hope you've managed (or will manage) some downtime over the Christmas break!

As you've mentioned in your email below, we are commencing iwi engagement early January for the Dargaville Pontoon – so this will be the first active wharf infrastructure project under the Kaipara Wharves Funding Agreement.

I have copied a couple of our team members into this email. Natalie is our Programme Co-Ordinator and well versed in the funding agreement establishment and management. Natalie returns to work a week ahead of me in the new year and possibly could assist with any other queries prior to me getting back on board on 14<sup>th</sup> Jan.

Kevin Hoskin was recently appointed as Kaipara KickStart Wharves Project Manager – and is looking forward to managing the Wharves projects in the new year.

The Variation is required to the original funding agreement – and I believe Mark Jacobs and Leah put forward a funding paper to secure the \$4.0M funding on the basis of these conditions precedent being met. KDC were satisfied with these conditions and recommended Louise Miller sign the variation – so now we need the process you've outlined in your email completed by MBIE, which when completed, we believe will finalise the variation and therefore the additional conditions precedent would then be activated.

I have added text to explain how KDC was planning on meeting the required conditions precedent for the Dargaville Pontoon - please let us know ASAP if we need to revise our approach...

Looking forward to meeting with you Vibeke in the new year!

Kind Regards,  
Diane

- A. *Copies of all material Project Documents;*  
*KDC to provide Implementation Project Execution Plan – this would outline project approach and timeline, budget to implementation. TBC with yourself as to whether any other documents are required.*
- B. *B. Confirmation that the analysis (performed under the Wharves Analysis phase) of the relevant Infrastructure is complete;* (NB, I note the report to RED Ministers states “The PDU advises that sufficient analysis has been provided by the KDC for this approach and a business case prepared for the replacement of the Dargaville Pontoon (proposing works to start in February 2020”)  
*KDC are expecting to provide engineering assessments for Dargaville Pontoon by Hawthorn Geddes.*
- C. *Either:*

- a. confirmation from the New Zealand Transport Agency that the relevant Infrastructure is excluded from the National Land Transport Programme (NLTP) following assessment against NLTP priorities; or
  - b. a written statement from the Recipient (supported by evidence) that it is unable to meet its local share for projects in the NLTP;]
- KDC will need to follow up with NZTA and obtain confirmation of this in writing. We have obtained similar documents for Roading projects that have met MBIE requirements and were planning likewise for Dargaville Pontoon.*
- D. Evidence that the Co-Funding required under this Agreement has been secured by the Recipient;  
*Not required for Dargaville Pontoon*
  - E. Notification of a construction commencement date satisfactory to the Ministry;  
*KDC will complete a procurement process for appointing a Head Contractor – the Programme Steering Group confirmed (with amendments) the Procurement Management Plan at the December meeting, which sets out the procurement approach.*
  - F. Evidence that the Insurance required under this Agreement has been taken out in relation to the relevant Infrastructure, and is held by the Recipient;  
*Insurance will be confirmed once final costings are known – public liability insurance in place – limits to be confirmed.*
  - G. Evidence that all required necessary consents have been obtained, and a copy of each (including resource and building consents);  
*Confirmed – a design requirement for the Dargaville Pontoon is that the area for the new pontoon needed to comply with existing resource consents. No new consents have been required – final design of the pontoon will confirm.*
  - H. Evidence that all required rights in relation to any real property on which the relevant Infrastructure will be constructed (together with any access rights required for the construction) are held by the Recipient;  
*Confirmed – KDC are owners of the affected property.*
  - I. A Payment Request for the amount of PGF funding specified in the final budget, as agreed by the Ministry, which meets all of the requirements under the Agreement including as amended by the Special Terms (Part 1, item 14); and  
*Confirmed*
  - J. Any further information requested by the Ministry in relation to the relevant Infrastructure.  
*MBIE to advise*

*In addition, in relation to the Dargaville Pontoon, the Recipient must provide the following:*

- A. Establishment of a detailed tracking and reporting framework within the Recipient's finance system to accurately capture the receiving of all Construction

*Funding and payment of Eligible Costs.*

*KDC will establish a separate code within the KDC financial system for tracking actual costs and estimates for Dargaville Pontoon – specific reporting will be completed as part of the implementation project and reported within the Kaipara KickStart programme status reporting structure,*

---

**From:** Vibeke Wright <xxxxxx.xxxxxx@xxxx.xxxx.xx>  
**Sent:** Tuesday, 24 December 2019 9:53 AM  
**To:** Di Bussey <xxxxxx@xxxxxx.xxxx.xx>  
**Subject:** Kaipara Wharves

Kia ora Di

Before Leah left, she asked me to complete a new Contract Management Plan and Execution Memo for the PDU to document the Variation on releasing the \$4mill. The Variation, attached here, has already been signed by Louise Miller.

Regrettably, with offices all over NZ emptying out for the holiday season, and being quite new to the project, I've been unable to access background information about the "subsequent conditions precedent" noted in the Variation. I would be grateful for any light you could shed on which of the following points have been satisfied, and which (if any) remain to be done:

*No Tranche of Construction Funding is payable under this Agreement in relation to the Implementation of Wharves Analysis phase until the Ministry has confirmed to the Recipient in writing that it has received, and found, in its sole discretion, to be satisfactory to it in form and substance, the following documents and evidence in relation to the relevant Infrastructure:*

- A. *Copies of all material Project Documents;*
- B. *B. Confirmation that the analysis (performed under the Wharves Analysis phase) of the relevant Infrastructure is complete; (NB, I note the report to RED Ministers states "The PDU advises that sufficient analysis has been provided by the KDC for this approach and a business case prepared for the replacement of the Dargaville Pontoon (proposing works to start in February 2020")*
- C. *Either:*
  - a. *confirmation from the New Zealand Transport Agency that the relevant Infrastructure is excluded from the National Land Transport Programme (NLTP) following assessment against NLTP priorities; or*
  - b. *a written statement from the Recipient (supported by evidence) that it is unable to meet its local share for projects in the NLTP;]*
- D. *Evidence that the Co-Funding required under this Agreement has been secured by the Recipient;*
- E. *Notification of a construction commencement date satisfactory to the Ministry;*
- F. *Evidence that the Insurance required under this Agreement has been taken out in relation to the relevant Infrastructure, and is held by the Recipient;*

- G. *Evidence that all required necessary consents have been obtained, and a copy of each (including resource and building consents);*
- H. *Evidence that all required rights in relation to any real property on which the relevant Infrastructure will be constructed (together with any access rights required for the construction) are held by the Recipient;*
- I. *A Payment Request for the amount of PGF funding specified in the final budget, as agreed by the Ministry, which meets all of the requirements under the Agreement including as amended by the Special Terms (Part 1, item 14); and*
- J. *Any further information requested by the Ministry in relation to the relevant Infrastructure.*

*In addition, in relation to the Dargaville Pontoon, the Recipient must provide the following:*

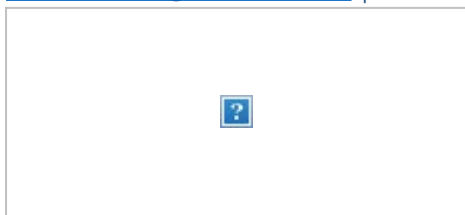
- A. *Establishment of a detailed tracking and reporting framework within the Recipient's finance system to accurately capture the receiving of all Construction Funding and payment of Eligible Costs.*

I apologise if any or all of this information has previously been provided to PDU – if so, a simple reply will suffice! I'm conscious that you want to get started soon at Dargaville, so hopefully we can get everything signed off very early in the new year.

Nga mihi

Vibeke

Vibeke Wright  
SENIOR REGIONAL ADVISOR - TE TAI TOKERAU  
Regional Development Branch, Provincial Development Unit  
**Ministry of Business, Innovation & Employment**  
[xxxxxx.xxxxxx@xxxx.xxxx.xx](mailto:xxxxxx.xxxxxx@xxxx.xxxx.xx) | Mobile +64 21 826 843



---

**From:** Vibeke Wright  
**Sent:** Thursday, 12 December 2019 4:53 PM  
**To:** 'Di Bussey' <[xxxxxx@xxxxxx.xxxx.xx](mailto:xxxxxx@xxxxxx.xxxx.xx)>  
**Cc:** Leah MacDonell <[xxxx.xxxxxxxxxx@xxxx.xxxx.xx](mailto:xxxx.xxxxxxxxxx@xxxx.xxxx.xx)>  
**Subject:** RE: Decisions re Wharves and Road [UNCLASSIFIED]

Hi Di

The minutes say Ministers approved the release of contingency and transfer of funding. In reading the official's report, I take this to mean that they have approved release \$4mil of ring-fenced funding to start construction on 3 wharves ahead of schedule – replacement of Dargaville pontoon, refurbishment of Pahi wharf, and development to a wharf at Poutu Point.

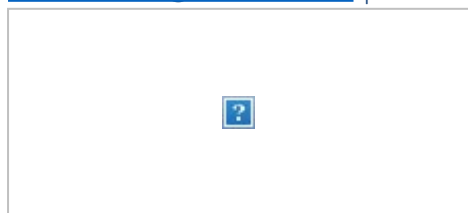
So I believe the answer to your question is \$4.0m, but I haven't read and processed everything about the project just yet (handover was yesterday). Please bear with me as I come up to speed with the details!

I have the details of the steering group meetings and plan to attend in future, however next Tuesday I will be in Wellington - apologies.

Nga mihi

Vibeke

Vibeke Wright  
SENIOR REGIONAL ADVISOR - TE TAI TOKERAU  
Regional Development Branch, Provincial Development Unit  
**Ministry of Business, Innovation & Employment**  
[xxxxxx.xxxxxx@xxxx.xxxx.xx](mailto:xxxxxx.xxxxxx@xxxx.xxxx.xx) | Mobile +64 21 826 843



---

**From:** Di Bussey <[xxxxxxx@xxxxxxx.xxxx.xx](mailto:xxxxxxx@xxxxxxx.xxxx.xx)>  
**Sent:** Thursday, 12 December 2019 4:31 PM  
**To:** Vibeke Wright <[xxxxxx.xxxxxx@xxxx.xxxx.xx](mailto:xxxxxx.xxxxxx@xxxx.xxxx.xx)>  
**Cc:** Leah MacDonell <[xxxx.xxxxxxxxxx@xxxx.xxxx.xx](mailto:xxxx.xxxxxxxxxx@xxxx.xxxx.xx)>  
**Subject:** RE: Decisions re Wharves and Road [UNCLASSIFIED]

Thanks for the update Vibeke. Unfortunately the PSG papers have been finalised and distributed, we've used words such as imminent decision. Be good to provide the update at the meeting however – will you be attending the meeting?

Re the wharves decision – was this the Dargaville Pontoon \$1.066m or \$4.0m?

Thanks  
Diane

---

**From:** Vibeke Wright <[xxxxxx.xxxxxx@xxxx.xxxx.xx](mailto:xxxxxx.xxxxxx@xxxx.xxxx.xx)>  
**Sent:** Thursday, 12 December 2019 4:09 PM  
**To:** Di Bussey <[xxxxxxx@xxxxxxx.xxxx.xx](mailto:xxxxxxx@xxxxxxx.xxxx.xx)>  
**Cc:** Leah MacDonell <[xxxx.xxxxxxxxxx@xxxx.xxxx.xx](mailto:xxxx.xxxxxxxxxx@xxxx.xxxx.xx)>  
**Subject:** Decisions re Wharves and Road [UNCLASSIFIED]



Hello again,

I'm also pleased to advise that the Ministers have approved the recommendations regarding the wharves and roading, and it's ok to include this information in your meeting papers.

We are still awaiting confirmation on the other decision (relating to Phase 1B).

Nga mihi

Vibeke

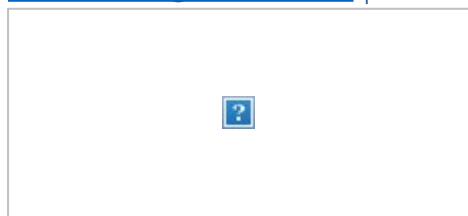
Vibeke Wright

SENIOR REGIONAL ADVISOR - TE TAI TOKERAU

Regional Development Branch, Provincial Development Unit

**Ministry of Business, Innovation & Employment**

[xxxxxx.xxxxxx@xxxx.xxxx.xx](mailto:xxxxxx.xxxxxx@xxxx.xxxx.xx) | Mobile +64 21 826 843



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---

**From:** [Leah MacDonell](#)  
**To:** [Di Bussey](#)  
**Cc:** [Natalie Dyer](#)  
**Subject:** RE: Query re timing for business case approvals [IN-CONFIDENCE:RELEASE EXTERNAL]  
**Date:** Tuesday, 12 November 2019 12:27:07 PM  
**Attachments:** [image001.png](#)

---

Following everything up now. You 'll have an email from me this afternoon.

L

---

**From:** Di Bussey [mailto:~~xxxx~~]  
**Sent:** Sunday, 10 November 2019 2:26 p.m.  
**To:** Leah MacDonell  
**Cc:** Natalie Dyer  
**Subject:** RE: Query re timing for business case approvals [IN-CONFIDENCE:RELEASE EXTERNAL]

Thanks Leah for all the messages – on a Saturday!

I'm hoping we will have 3 business cases for MBIE approval next week. – Dargaville Pontoon, Pouto Phase 1 and Waipoua River Road.

If we can do anything to progress these as quickly as possible, please let me know. We are hopeful of progressing Pouto Road ASAP – to procurement for design -so we have this completed this side of Christmas. We can't do that until the business case has been reviewed by yourselves and RED Ministers approve. This was the process that Lyn and Mark raised at the Lighthouse meeting, I'm not sure if whether it was a month or two months was ever finalised as it was a 'behind the scenes work' for you and NZTA?

Also – There is a Wharves Feasibility Study RFP being evaluated over the weekend – I don't think KDC will move to contract negotiations for this next week unless we have a formal acceptance of the Value Assurance Report. I believe Natalie followed this up last week and you may have responded.

If there are any outstanding queries, again let us know and we will try to resolve so we don't hold anything up our end.

All go!

Thanks again for your help,  
Diane

---

**From:** Leah MacDonell <xxxx.xxxxxxxx@xxxx.xxxx.xx>  
**Sent:** Saturday, 9 November 2019 7:46 AM  
**To:** Di Bussey <xxxxxxx@xxxxxxx.xxxx.xx>  
**Subject:** RE: Query re timing for business case approvals [IN-CONFIDENCE:RELEASE EXTERNAL]

Hi Diane

Sorry I missed this in my emails. Final RED Ministers meeting is 4 December.

Thanks

Leah

---

**From:** Di Bussey [<mailto:xxx>]  
**Sent:** Wednesday, 6 November 2019 2:44 p.m.  
**To:** Leah MacDonell  
**Subject:** Query re timing for business case approvals

Hi Leah,

We are working to finalise the business cases for Pouto Phase 1 and Waipoua River Road in time for the PSG mtg and also sending through to yourself for approval. So these business cases (along with Dargaville Pontoon Business Case) should be with you by next Thursday.

Can you let me know the likely timeframe for those approvals – via RED Ministers, and whether there are available timeslots in any RED Minister meetings before Christmas.

We want to proceed with procurement for the design (digging test pits and pavement designs) for Pouto Phase 1 and obviously require the business case approval before we can progress.

Nga mihi

Diane



Diane Bussey Kaipara KickStart Programme Manager  
Kaipara District Council, Private Bag 1001, Dargaville 0340  
P: 09 439 1135 | Mobile: 021 270 3740  
Freephone: 0800 727 059  
[xxx](mailto:xxx) | [www.kaipara.govt.nz](http://www.kaipara.govt.nz)

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---

**From:** [Di Bussey](#)  
**To:** [Leah MacDonell](#)  
**Cc:** [Natalie Dyer](#)  
**Subject:** RE: Query re timing for business case approvals [IN-CONFIDENCE:RELEASE EXTERNAL]  
**Date:** Sunday, 10 November 2019 2:25:47 PM  
**Attachments:** [image001.png](#)

---

Thanks Leah for all the messages – on a Saturday!

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If there are any outstanding queries, again let us know and we will try to resolve so we don't hold anything up our end.

All go!

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Diane

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**Subject:** RE: Query re timing for business case approvals [IN-CONFIDENCE:RELEASE EXTERNAL]

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Thanks

Leah

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**Sent:** Wednesday, 6 November 2019 2:44 p.m.  
**To:** Leah MacDonell  
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We want to proceed with procurement for the design (digging test pits and pavement designs) for Pouto Phase 1 and obviously require the business case approval before we can progress.

Nga mihi

Diane



Diane Bussey Kaipara KickStart Programme Manager  
Kaipara District Council, Private Bag 1001, Dargaville 0340  
P: 09 439 1135 | Mobile: 021 270 3740  
Freephone: 0800 727 059  
[✉](mailto:diane.bussey@kaipara.govt.nz) | [www.kaipara.govt.nz](http://www.kaipara.govt.nz)

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---

**From:** [Di Bussey](#)  
**To:** [Leah MacDonell](#)  
**Cc:** [Natalie Dyer](#); [Mark Jacobs](#); [Pippa Brown](#)  
**Subject:** RE: Wharves Contract Variation [IN-CONFIDENCE:RELEASE EXTERNAL]  
**Date:** Thursday, 5 December 2019 2:15:27 PM  
**Attachments:** [image001.png](#)  
[Kaipara Wharves Contract Variation v2.db.docx](#)

---

Thanks Leah,

I've reviewed the latest version, and thank you for sending this through.

There are a couple of items that need some further attention unfortunately before I can request Louise to sign. These have been tracked in attached version and relate to the fact that KDC do not own all the likely assets and therefore cannot make some of the commitments requested.

I do appreciate that the Dargaville Pontoon Business Case is awaiting this Variation being executed, so please let me know when the next version is available and we can look to turn this around ASAP.

We have identified this morning that the first Council meeting in the new year is now expected to be scheduled for 26<sup>th</sup> February, obviously not the best timing for us to aim for Waitangi weekend. Council need to approve the final business case from an 'impact to Council' perspective – so approval of including the asset as a KDC asset and any ongoing maintenance cost impact. We are pulling out all the stops now to try and get the final business case (subject to iwi engagement and cultural assessment) onto the agenda for next week's Council meeting as an extraordinary item. Rest assured the team are working very hard to make this happen!

Diane

---

**From:** Leah MacDonell <xxxx.xxxxxxxx@xxxx.xxxx.xx>  
**Sent:** Wednesday, 4 December 2019 2:40 PM  
**To:** Di Bussey <xxxxxxx@xxxxxxx.xxxx.xx>  
**Cc:** Natalie Dyer <xxxxx@xxxxxxx.xxxx.xx>; Mark Jacobs <xxxx.xxxxxx@xxxx.xxxt.nz>; Pippa Brown <xxxxx.xxxxx@xxxx.xxxx.xx>; Diane Miller <xxxxxxx@xxxxxxx.xxxx.xx>  
**Subject:** RE: Wharves Contract Variation [IN-CONFIDENCE:RELEASE EXTERNAL]

Hi Diane and Diane

Apologies I sent the variation to Diane Miller instead of Diane Bussey at KDC. Apologies.

Leah

---

**From:** Leah MacDonell  
**Sent:** Wednesday, 4 December 2019 12:19 p.m.  
**To:** 'Diane Miller'  
**Cc:** 'Natalie Dyer'; Mark Jacobs; Pippa Brown  
**Subject:** Wharves Contract Variation [IN-CONFIDENCE:RELEASE EXTERNAL]  
**Importance:** High

Hi Diane

I've attached the contract variation changes that we have approved our end V2. If you have any issues please come back to me – but think you will find most of your issues have been addressed.

I'm available tomorrow if you need to discuss. I am off on leave this afternoon.

Thank you

Leah

---

**From:** Di Bussey [<mailto:xxxxxxx@xxxxxxx.xxx.xx>]  
**Sent:** Friday, 15 November 2019 8:55 a.m.  
**To:** Leah MacDonell  
**Cc:** Natalie Dyer  
**Subject:** Wharves Contract Variation

Hi Leah,

The team and I have reviewed the Wharves Variation and our version with tracked changes is attached. The Dargaville Pontoon Business Case was sent out with the PSG papers yesterday and I've used the total of that for the table in the variation at this stage.

Also in the PSG papers was the paper looking to accelerate other areas across the programme, so post PSG we could provide a revision.

I've asked a few questions in the variation for follow up too...

Have a great day,

Diane



Diane Bussey Kaipara KickStart Programme Manager  
Kaipara District Council, Private Bag 1001, Dargaville 0340  
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[xxxx@xxxx](mailto:xxxx@xxxx) | [www.kaipara.govt.nz](http://www.kaipara.govt.nz)

[www.govt.nz](http://www.govt.nz) - your guide to finding and using New Zealand government services

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---

**From:** [Leah MacDonell](#)  
**To:** [Di Bussey](#)  
**Cc:** [Natalie Dyer](#); [Mark Jacobs](#); [Pippa Brown](#); [Diane Miller](#)  
**Subject:** RE: Wharves Contract Variation [IN-CONFIDENCE:RELEASE EXTERNAL]  
**Date:** Wednesday, 4 December 2019 2:39:55 PM  
**Attachments:** [image001.png](#)  
[Kaipara Wharves Contract Variation v2 \(002\) \(2\).docx](#)  
[Kaipara Wharves Contract Variation \(Correct version\) BC ApprovalsKDC\(2\).....docx](#)

---

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Leah

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**Sent:** Wednesday, 4 December 2019 12:19 p.m.  
**To:** 'Diane Miller'  
**Cc:** 'Natalie Dyer'; Mark Jacobs; Pippa Brown  
**Subject:** Wharves Contract Variation [IN-CONFIDENCE:RELEASE EXTERNAL]  
**Importance:** High

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[www.govt.nz](http://www.govt.nz) - your guide to finding and using New Zealand government services

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---



**From:** [Natalie Dyer](#)  
**To:** [Leah MacDonell](#)  
**Cc:** [Di Bussey](#)  
**Subject:** Signed Wharves Variation  
**Date:** Friday, 6 December 2019 3:43:44 PM  
**Attachments:** [image001.jpg](#)  
[20191206 Kaipara Wharves Variation.pdf](#)

---

Good afternoon

Apologies that this is so late in the day, please see attached signed variation to the wharves agreement.

Have a wonderful weekend.

Nga Mihi



Natalie Dyer | Kaipara KickStart Programme Co-Ordinator  
Kaipara District Council, Private Bag 1001, Dargaville 0340  
Freephone: 0800 727 059 | 09 439 1217  
[@xx](#) | [www.kaipara.govt.nz](http://www.kaipara.govt.nz)  
Dargaville Office: 42 Hokianga Road, Dargaville 0310  
Mangawhai Office: Unit 6, The Hub, 6 Molesworth Drive, Mangawhai 0505  
Opening Hours: Monday - Friday 8 am to 4.30 pm

**From:** [Di Bussey](#)  
**To:** [Louise Miller](#); [Sue Davidson](#); [\[REDACTED\]](#) [gconnelly63 \(@\\*\)](#); [Jim Sephton](#); [Calvin Thomas](#); [Mark Jacobs](#)  
**Cc:** [Natalie Dyer](#); [Diane Miller](#)  
**Subject:** Upcoming Community Engagement for Dargaville Pontoon - 20th November 4-7pm, Dargaville  
**Date:** Friday, 8 November 2019 3:32:54 PM  
**Attachments:** [Image MR Proposed redesian Dargaville Pontoon.png](#)  
[KDC DaraPontoonA5.pdf](#)  
[image001.png](#)

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Good afternoon,

The Kaipara KickStart programme is moving at pace to progress the business case for the Dargaville Pontoon.

Although the timing has proven tricky, we are intending to send the Dargaville Pontoon Business Case to you with the PSG papers next Wed/Thursday for our planned PSG meeting on 19<sup>th</sup> November.

This email is to inform you, ahead of time, of a **Dargaville Pontoon community information session to be held on 20<sup>th</sup> Nov.**, at the Northern Wairoa War Memorial Hall, Dargaville between 4pm and 7pm. A copy of the invitation is attached, please share with those who may be interested in attending or providing feedback electronically. An invitation to this event will be included within the LifeStyler newspaper next Tuesday, and a media release has been developed, which is reproduced below this email. This media release has also been forwarded to the communications team at MBIE.

The timing means that the Dargaville Pontoon business case presented to you on the 19<sup>th</sup> November will be subject to community engagement feedback gathered from the event the following day. This timing is not ideal, however proved the only way to progress the business case to enable a timely funding approval from MBIE, which then allows procurement and construction to commence in the first quarter next year.

Please let me know if you have any concerns regarding this approach,

With thanks,  
Diane



Diane Bussey Kaipara KickStart Programme Manager  
Kaipara District Council, Private Bag 1001, Dargaville 0340  
P: 09 439 1135 | Mobile: 021 270 3740  
Freephone: 0800 727 059  
[\[REDACTED\]](#) | [www.kaipara.govt.nz](http://www.kaipara.govt.nz)

## Media Release

7 November 2019

### Community feedback invited on Dargaville Pontoon design

Kaipara District Council is inviting members of the community to have their say on the design for a new pontoon in Dargaville.

The proposed design includes a replacement 23 metre floating pontoon, a walkway to the pontoon, additional piling to secure the pontoon in position, and replacing piling on the outer wharf. Improvements to wharf amenities such as better lighting, more parking and shelter over the existing wharf are also proposed.

Kaipara District Council PGF Project Manager Diane Miller says the redesigned pontoon will deliver recreational and commercial benefits to Dargaville.

“It will improve all-tide access to Kaipara Harbour and provide a facility for services such as ferries and freight,” she said.

Ms Miller said the redesign of the Dargaville Pontoon is a key part of Kaipara Wharves, a project that aims to create a water-based transport network on Kaipara Harbour by investing in wharf infrastructure.

“Taking advantage of the Kaipara Harbour to connect communities within our district, and connect our district with Auckland, will create opportunities for tourism, as well as for passenger and freight transport,” she said.

Kaipara Wharves is one of three projects comprising Kaipara KickStart, an initiative supported by the Provincial Growth Fund to use Kaipara’s natural assets to support social, economic, environmental and cultural wellbeing for the district. Other projects include improving the district’s road network and stimulating high-value agriculture and aquaculture.

Ms Miller encouraged members of the community to come along to the information session and have their say.

“We want to get feedback from the community before we finalise the plans and start detailed design work,” she said.

A drop-in information session for members of the community to contribute their ideas and feedback will be held from 4pm to 7pm on Wednesday 20 November at the Northern Wairoa Memorial Hall.

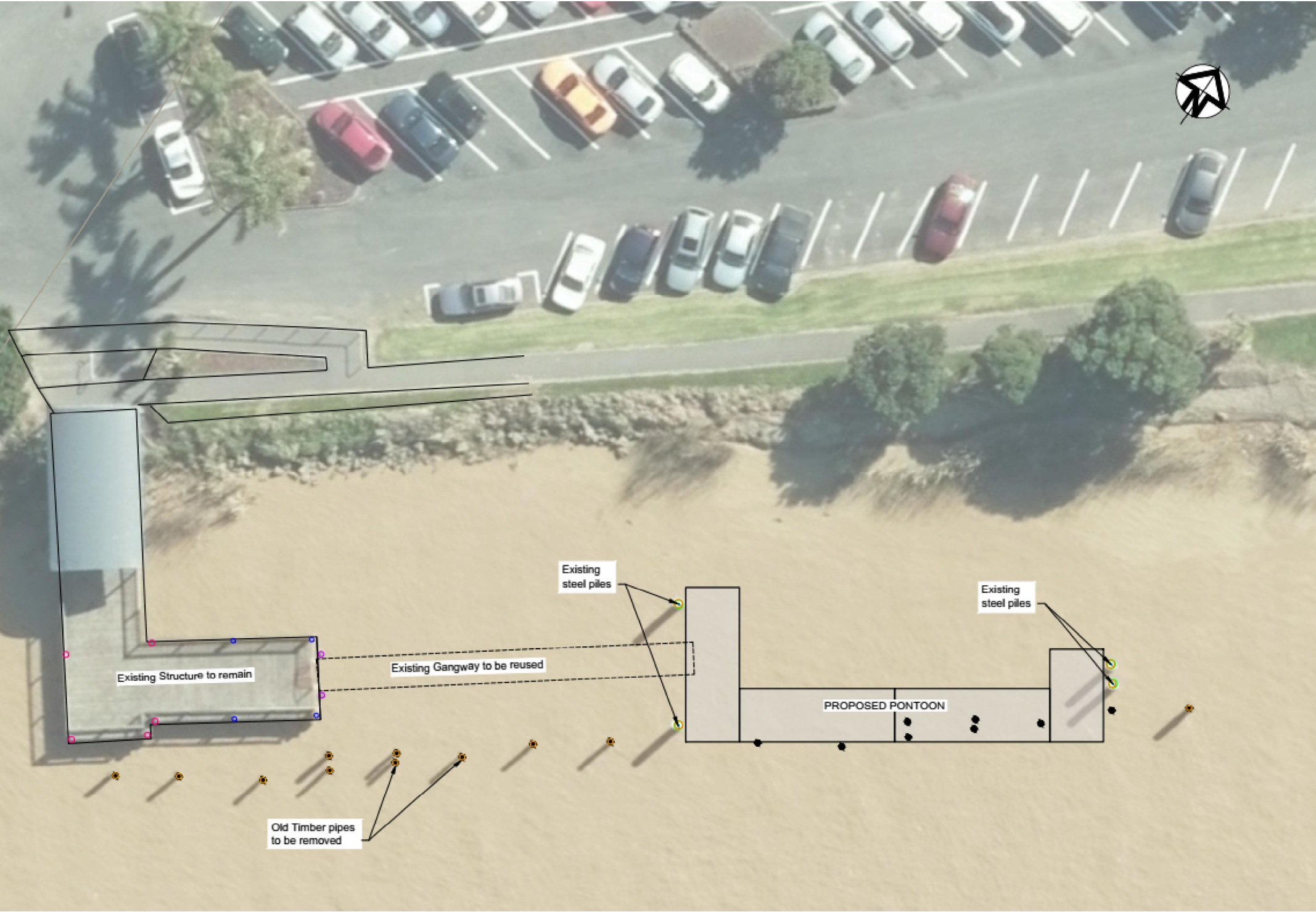
If you are unable to attend the meeting, you can access the information on our website [www.kaipara.govt.nz/kickstart](http://www.kaipara.govt.nz/kickstart), and provide feedback to the team by emailing [xxxxxxxx@xxxxxx.xxxx.xx](mailto:xxxxxxxx@xxxxxx.xxxx.xx)

Construction of the new pontoon is expected to begin in February 2020, and to cost around \$500,000.

**ENDS**

For more information contact [xxx](mailto:xxx)

*Information for caption:* The proposed design for the new pontoon.



Existing Structure to remain

Existing Gangway to be reused

PROPOSED PONTOON

Existing steel piles

Existing steel piles

Old Timber piles to be removed

# JOIN US!

## New Dargaville Pontoon Design Community information session

Work has been progressing on the design for a new Dargaville Pontoon and associated facilities. The Kaipara KickStart project team would value your feedback on the proposed designs before these plans are finalised and detailed design work starts.

### New Dargaville Pontoon Design - Community information session

**Date:** Wednesday 20 November 2019

**Location:** Northern Wairoa War Memorial Hall,  
37 Hokianga Road, Dargaville

**Drop in at any time between: 4pm - 7pm**

Please drop in to our community information session to meet with the project team, find out more about the proposed design for the Dargaville Pontoon and provide your feedback.

*If you are unable to attend in person, there will be an opportunity to provide your feedback via email [kickstart@kaipara.govt.nz](mailto:kickstart@kaipara.govt.nz).*



Kaipara te Oranganui • Two Oceans Two Harbours



**From:** [Di Bussey](#)  
**To:** [Leah MacDonell](#)  
**Cc:** [Natalie Dyer](#)  
**Subject:** Wharves Contract Variation  
**Date:** Friday, 15 November 2019 8:55:27 AM  
**Attachments:** [Kaipara Wharves Contract Variation \(Correct version\) BC ApprovalsKDC\(2\).docx](#)  
[image001.png](#)

---

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Diane



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**From:** [Leah MacDonell](#)  
**To:** [Diane Miller](#)  
**Cc:** [Natalie Dyer](#); [Mark Jacobs](#); [Pippa Brown](#)  
**Subject:** Wharves Contract Variation [IN-CONFIDENCE:RELEASE EXTERNAL]  
**Date:** Wednesday, 4 December 2019 12:19:23 PM  
**Attachments:** [image001.png](#)  
[Kaipara Wharves Contract Variation \(Correct version\) BC ApprovalsKDC\(2\).docx](#)  
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**Importance:** High

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