

Business Case

Medium Complexity

Ngāti Ōtara Multi-sport and Cultural Centre

Sentient ID #16144

Tim Keat

1 Document control

1.1 Document history

Version	Date	Updated by	Update details
01	27/06/18	Tim Keat	
02	26/03/19	Tim Keat	Additional \$1.5M budget required to complete project to satisfactory level.

1.2 Associated documents

Version	Date	Document name and storage location
01	31/05/18	Ngati Otara Multi-sport and Cultural Centre - PCAT
01	31/05/18	Ngati Otara - Executive Investment Summary
01	31/05/18	Ngati Otara - Financial Analysis spreadsheet
01	31/05/18	Ngati Otara - Risk Register

1.3 Distribution

Title	Name
Manager Sport & Recreation	Debra Langton
Manager Growth Developments, CF	Kris Bird
Manager Investigation and Design, CF	Rob Cairns

1.4 Document review

Role	Name and signature	Date
Author: Senior Growth Development Specialist	 Tim Keat	26/03/19
Manager Sports and Growth Developments, I&D	 Kris Bird	26/03/2019

Contents

1	Document control	2
2	Executive Summary.....	4
3	Strategic case.....	4
4	Economic Case	9
5	Commercial Case	12
6	Financial Case.....	14
7	Management Case	15
8	Approval and acceptance	17
9	Appendices.....	19
10	Example landscape page	Error! Bookmark not defined.

2 Executive Summary

Funding of \$6.2M is required to enable the redevelopment of facilities at Ngāti Ōtara Park, Ōtara.

Concept designs have been developed for new facilities which substantially meet stakeholder and local board needs while fitting within the available funding provision. The concept design has been approved by the Ōtara-Papatoetoe Local Board who acknowledge the need for the project scope to have been scaled down to stay within the funding constraints. The board are very keen for the project to start and progress through to the design and construction phases for the multi-sport facility.

The current facilities at Ngāti Ōtara Park, which include both the multi-sport buildings and the marae are in a poor state of repair and will soon be unfit for use. Additionally, their current size is an issue as it is constraining growth of the various sporting codes and community groups that use the park.

Funding to construct the marae is not part of this business case, however its approval will assist the marae to seek external funding to proceed with their facility.

3 Strategic case

The purpose of this business case is to confirm funding approval of \$6.2M in financial years 2017/2018, 2018/2019 and 2019/2020 for the redevelopment of multi-sport and marae facilities at Ngāti Ōtara Park. Funding consists of \$3.7M LTP funding, \$500k renewals, \$500k from LDI Capex and \$1.5M from the One Local Initiative (OLI) programme.

This will allow for developed design and consenting through to the tender specification phase for both facilities and the construction of the multi-sport facility.

The marae will seek external funding for the construction phase of their facility separately.

3.1 Background

Ngāti Ōtara Park is a 26 hectare park on Ōtara Road in Ōtara. The Ōtara Rugby League Football Club Inc. (ORLFC) and Ngāti Ōtara Marae Society Inc. (NOM) have been lease holders on the park since 1971 and 1982 respectively.

The Ngāti Ōtara Marae is located on a former landfill site and over recent years land subsidence has caused significant damage to the buildings. While the wharenuī (meeting house), wharekai (dining hall) and wharepaku (ablution block) are still being used for community meetings, celebrations and tangi, the buildings are in very poor condition and are no longer fit for purpose. The wharekai has been classified as near the end of its building life.

The ORLFC clubrooms are no longer fit for purpose being badly laid out, in poor condition, increasingly costly to maintain and of insufficient size to meet existing and future needs. While the club has maintained the facilities to the best of their abilities, the building is inadequate to meet community needs, particularly as use of the sports park grows.

There is a recognized shortfall of 48 hours/week field lit capacity in the Ōtara-Papatoetoe local board area meaning council priorities in field development and lighting will in time put additional pressure on the facilities at Ngāti Ōtara Park. Additionally the population of the immediate catchment is expected to grow 10% from 2017 to 2028.

The ORLFC is an umbrella organisation consisting of a number of different sporting codes including rugby league, netball, kilikiti, tag and American football all of which make use of the clubroom facilities. The organisation wishes to increase the sports on offer and allow for existing club growth but is constrained by their ability to accommodate any further use of the current facility.

The ORLFC and NOM have been working with council since 2011 to plan for new multi-sport and marae facilities on the park. The collective aspiration is to provide opportunities for total community wellbeing which would include cultural, social, educational, recreational, environmental and economic development.

In 2013, a concept plan for a new multi-sport clubroom and new marae buildings was presented to the Ōtara-Papatoetoe Local Board estimated to cost \$12.5 million. At that time \$3.9 million was available for the development requiring a further \$8.6 million to be raised from external sources.

A funding feasibility study completed in 2013 indicated the maximum amount that might be raised from external sources was \$5 million. Given the significant gap between the possible funding and the cost of the project, it was clear the project needed to be re-scoped to fit within realistic funding levels.

A needs assessment was completed in 2017 the purpose of which was to revisit and develop a new scope for the facilities prioritised on needs in terms of must-have and desirable.

In December 2017 the Ōtara-Papatoetoe Local Board instructed council staff to continue development of concept designs for both the multi-sport and marae facilities and then once approved to move directly into developed design and consenting phase for both facilities. Once this work is complete existing budgets will be used for construction of the multi-sport facility and the marae will have a complete design package to enable them to seek external funding for their facility.

This work – design and consenting of both facilities and construction of the multi-sport facility is to be managed within the existing budget of \$6.2M.

Concurrent to the design process consultants have been developing a governance and management model to provide an overarching framework for the sustainable management and operation of both the marae and the multi-sport facilities. The scope of this work is to identify the preferred ownership and governance model, contribute to the design process to ensure a sustainable management model can be achieved and to then prepare a business plan for the new organisation.

3.2 Opportunity/Problem

The Problem

The current facilities at Ngāti Ōtara Park including both the multi-sport building and the marae are in need of replacement. Their condition is poor and as they continue to deteriorate will result in increasing maintenance costs to keep them functional. Their condition coupled with the potential for safety issues to arise will ultimately lead to closure of the facilities unless they are renewed soon.

Aside from their poor condition the facilities are also constraining the activities of clubs at the site and their ability to grow their membership. A study of the park usage and its facilities was completed by Auckland Council in 2017 - the following table provides a summary from the report on the various codes:

Code	Comment
League	<ul style="list-style-type: none"> Membership growing
Netball	<ul style="list-style-type: none"> Cannot affiliate to regional league due to poor standard of facilities During the season they operate out of a container Membership expected to grow if facilities are improved Need storage space – currently using a container
Tag	<ul style="list-style-type: none"> Membership growing Need storage space
Kilikiti	<ul style="list-style-type: none"> Membership stable. Their membership is greater than League's

	<ul style="list-style-type: none"> • Attract large spectator crowds
Rugby	<ul style="list-style-type: none"> • Membership growing
American Football	<ul style="list-style-type: none"> • Membership stable
Tumai (church)	<ul style="list-style-type: none"> • Membership stable

Growth in the area is forecast to increase between 10 – 15% over the next ten years which will place a higher demand on its grounds and its facilities. Ōtara is currently 48 hours a week short of lit winter training grounds meaning it is reasonably certain the fields will be floodlit during the next ten years. When this occurs it will add to the demands on facilities as the park's utilisation increases.

The Opportunity

Concept designs have been developed for replacement facilities which mostly meet stakeholder's needs for the current activity on the park. The designs fit within current budget limitations, however they are able to scaled and added to if more funding becomes available in the future.

The concepts have been approved by the Ōtara-Papatoetoe Local Board for progressing to developed design phase to allow for construction of the multi-sport facility and to allow the marae to seek external funding for their facility. The board understand the need for the design to be scaled back to enable it to stay within the budget constraints.

3.3 Objectives

- To develop fit-for-purpose multi-sport and marae facilities on Ngāti Ōtara Park which meet community needs whilst ensuring the facilities are viable and sustainable with an effective governance structure

3.4 Overall benefits

- Provision of a high quality, functional sports-facility including toilets, change rooms, match officials and first aid room, manager's office, storage, clubroom, kitchen, bar and commercial laundry to allow the sports club to run and host matches, events and to be self-sustaining in terms of funding the ongoing operating costs of the facility
- Development of fully consented tender set to allow the marae to seek external funding for the construction of a suitable facility including wharenuī, wharekai, wharepaku, storage and formal marae area. This will allow the marae to provide community programmes, services and to be self-sustaining in terms of funding the ongoing operating costs of the facility
- Facilitation of improved outcomes at Ngāti Ōtara Park in terms of delivery of sport, recreation and cultural outcomes

3.5 Alignment to strategy

Outcomes that describe the vision (Tick all that apply ✓)		How we respond (Tick all that apply ✓)	
A fair, safe and healthy Auckland	✓	Our citizens have a strong voice	✓
A green Auckland		We get the job done faster, more conveniently and at lower cost	✓
A Māori identify that is Auckland's point of difference	✓	We have a high performance and inclusive workforce	
A beautiful Auckland		Elected members are better supported	

A well connected Auckland		Increase non-rates revenue	
A culturally rich and creative Auckland	√	Doing more with less	
Engage and enable communities	√		

Describe strategic alignment above in more detail:

The development of a new multi-sport facility will improve the capability of the recreation and sport organisations at Ngāti Ōtara Park thereby boosting local participation in sport and encouraging active healthy lifestyles.

The marae redevelopment will allow for a culturally vibrant māori community through the continued delivery of services from the new facility.

3.6 Alignment to Programmes of Work

Auckland Plan

Contributing to Auckland’s vision “the world’s most liveable city”:

- Chapter 2 Auckland Maori Priority 4 - Enable Maori aspirations for thriving and self-sustaining Marae
- Chapter 5 Sport and Recreation Priority 2 – Prioritise and optimise our recreation and sports facilities, public open space use and the capability of recreation and sport organisations

Ōtara-Papatoetoe Local Board Plan outcomes

- Parks and facilities that meet people’s needs - our communities have access to parks and recreational facilities that build a sense of identity and belonging, boost participation in sport and promote healthy, active lifestyles.
- Thriving communities - our communities work together to improve community safety and neighbourhood amenity, promote leisure activities and the arts, and celebrate cultural heritage
- Advocating for funding for the Ngati Otara multisport is a key initiative in the local board plan

Auckland Sport and Recreation Strategic Action Plan

Contributing to the sport and recreation sector vision “Aucklanders: more active, more often”:

- Action 2 – Implement initiatives that encourage children, teenagers (particularly girls) and young people to be more physical active now and throughout their lives.
- Action 4 – Encourage recreation and sport opportunities that appeal to a diverse range of communities and bring communities together, particularly new migrants, older adults and people with disabilities.
- Action 8 – Facilitate partnerships to make the most of local facilities and resources.
- Action 15 – Develop the capability of recreation and sport organisations.

The Māori Plan for Tāmaki Makaurau

Contributing to the vision: Te Pai me te Whai Rawa o Tāmaki Māori. Healthy and Prosperous Tāmaki Māori.

Marae key directives and outcomes:

- Develop Vibrant Communities - Māori communities are culturally vibrant across Tāmaki Makaurau
- Improve Quality of Life - Māori communities are culturally strong and healthy
- Promote Distinctive Identity - Māori heritage of Tāmaki Makaurau is valued and protected

3.7 Constraints

- Budget – project required to fit within existing available budgets
- Programme requires expedient delivery to avoid escalation costs pushing project beyond available budget

3.8 Dependencies

- nil

3.9 Assumptions

- nil

3.10 Māori Responsiveness Framework

- The project control group is made up of representatives from council, ORLFC and the Ngāti Ōtara Marae fostering positive and productive relationships between council and māori
- The redevelopment of the marae facilities will contribute to māori wellbeing through increased capabilities of the marae to deliver on their programmes and support services to māori communities

3.11 Health, Safety and Wellbeing

- Site specific safety plan will need to be prepared before any contractors begin works on the reserve and need to allow for isolation of works from the public

3.12 High level risks and issues

Risks Identified	Mitigation
Budget	
Delays to construction timetable will affect costs due to escalation	Maintain pressure on consultants and on adherence to programme to ensure timely delivery
Consent conditions are currently unknown and may affect ability to deliver within budget	Rigorous planning process will cover off any potential issue
Health & Safety	
Due to parts of the site being a former landfill there are risks with construction methods exposing landfill material	Early discussions with council closed landfill team to reduce risks to a minimum and allowance in design fees to enable thorough investigation process
Public are exposed to unsafe conditions during construction phase	Health and safety methodology during construction will reduce risk
Construction	
Poor weather during construction may hold up delivery	Construction methodology and programme to allow for wet weather

4 Economic Case

4.1 Scope

Scope includes:

- Demolition of existing multi-sport facility
- Developed, detailed design and consenting for the multi-sport facility including full building services, architectural, engineering, geotechnical, electrical, fire, traffic, landscape and planning services
- Developed and detailed design for the marae facilities including full building services, architectural, engineering, geotechnical, electrical, fire, traffic, landscape and planning services
- Construction management of the multi-sport facility
- Physical works procurement and delivery of the multi-sport facility

Scope does not include:

- Fit-out of multi-sport facility
- Fit-out or renewal of the existing change room block which is to remain in use
- Demolition of existing marae facilities
- Construction management of the new marae facilities
- Physical works procurement and delivery of the marae facility

4.2 Benefits Tables

4.2.1 Financial Benefits

Benefits statement	Measurement metric & method	Benefit Owner	Benefit Type	Baseline Value	Forecast benefit and achievement date
Improved ability for ORLFC to manage its operating costs through income generating streams including club bar and laundry reducing pressure on local board to provide top-ups for operating expenditure	Income generated	ORLFC/Council	Financial	Existing income	Post completion of physical works (December 2020)
Improved ability for NOM to manage its operating costs through income generating streams including hire of facilities reducing	Income generated	NOM/Council	Financial	Existing income	Post completion of physical works (TBC)

pressure on local board to provide top-ups for operating expenditure					
Reduction in ongoing maintenance costs for facilities	Opex costs	Council	Financial	Current Opex	Post completion of physical works

4.2.2 Non-financial benefits

Benefits statement	Measurement metric & method	Benefit Owner	Benefit Type	Baseline Value	Forecast benefit and achievement date
Ability for ORFLC to increase delivery of existing sports programmes and services to the community	Sports programmes and services	PSR/community	Community service	Existing sports programmes and services	Post completion of physical works (December 2020)
Improved safety at Ngāti Ōtara Park through increased use of facilities and subsequent increase in passive surveillance	Police call-outs/incident log	Community		Existing police call-outs/incident log	Post completion of physical works (December 2020)
Ability for NOM to increase delivery of existing programmes and services to the community	Community programmes and services	Community	Community service	Existing community programmes and services	Post completion of physical works (TBC)

4.3 Outline Options Analysis Matrix

The Ōtara-Papatoetoe Local Board have committed funding to allow for the developed design and consenting of both the multi-sport and the marae facilities however the marae will then seek external funding for construction.

For this reason the options assessed below relate only to the multi-sport facility which is to be funded through to construction from capex.

Option description	Option 1: Do nothing	Option 2: November 2017 concept design	Option 3: Feb 2018 concept design	Option 4: March 2018 concept design	Option 5: Dec 2018 concept design
Scale, scope and location In relation to the proposal, what levels of coverage are possible?	Existing facilities would remain although they are near end of life and no longer fit for purpose.	This preliminary concept was developed as a direct response to the 'Ngāti Ōtara 2017 Needs Assessment' and delivers an aspirational outcome providing all of the stakeholders needs. This option is spread over two levels and 1215m ² .	This option achieves stakeholder outcomes by developing a new building for some services and by retaining an existing onsite change room facility to cater for visiting teams. This option is single level and 618m ² .	This option achieves stakeholder outcomes within a reduced footprint to fit within available budgets by developing a new building and also retaining an existing onsite change room facility to cater for visiting teams. The size of the clubroom, storage areas and building modules have all been reduced to within 487m ² to fit available budget.	This option achieves stakeholder outcomes by developing a new building for some services and by retaining an existing onsite change room facility to cater for visiting teams. The size of this facility is considered to be the smallest possible while still delivering on functional requirements. This option is single level and 590m ² .
Service solution How can services be provided?	All current services are provided although with reducing capacity and increasing costs over time.	All current services are provided with ability to offer substantially increased services and generate increased income to offset operating costs.	All current services are provided with ability to offer increased services and generate increased income to offset operating costs.	All current services are provided with some ability to offer increased services and generate increased income to offset operating costs.	All current services are provided with ability to offer increased services and generate increased income to offset operating costs.
Delivery Approach How could the services be delivered?	N/A	External contractor for physical works	External contractor for physical works	External contractor for physical works	External contractor for physical works
Implementation When can the services be delivered?	N/A	Estimated completion of physical works December 2020	Estimated completion of physical works December 2020	Estimated completion of physical works December 2020	Estimated completion of physical works December 2020
Funding	N/A	Total cost: \$8.5M	Total cost: \$5.8M	Total cost: \$4.7M	Total cost: \$6.2M

How will it be funded?		Funding: \$4.7M from FY17/18, FY18/19, FY19/20 Capex \$3.8M unfunded	Funding: \$4.7M from FY17/18, FY18/19, FY19/20 Capex \$1.1M unfunded	Funding: \$4.7M from FY17/18, FY18/19, FY19/20 Capex (\$3.7m LTP, \$500k renewals, \$500k LDI capex)	Funding: \$4.7M from FY17/18, FY18/19, FY19/20 Capex (\$3.7m LTP, \$500k renewals, \$500k LDI capex). \$1.5M OLI programme
Preferred option					
	<p>Option 5 is the preferred option as it delivers all of the stakeholder's requirements with ability for future growth.</p> <p>On the basis of the above analysis, the recommended preferred way forward is to proceed with Option 5 developed design, consenting and construction of the multi-sport facility to enable the continued and improved delivery of sporting outcomes to the community.</p> <p>Additionally, the completion of a detailed design package for the marae will allow the marae to seek external funding for construction ensuring their ability to continue delivering community services and support.</p>				

5 Commercial Case

5.1 Detailing the procurement strategy

On the basis of the relative value of the procurement and the potential risk to the organisation, the preferred supply position and approach to the supply market is direct award to the incumbent consultant team.

Procurement strategy and plan

Professional Services:

Discussions have been held with corporate procurement and support in principle for a direct award to the incumbent consultant team has been offered.

The incumbent consultant team were selected through a competitive closed tender process for initial investigations, stakeholder engagement, development of design brief and development of the concept design to meet available budget.

There is significant value to the project through maintaining existing consultant/stakeholder relationships and the shared understanding of the project goals and outcomes.

This project is a priority for the local board who are concerned the existing budget is used and value is not lost through cost escalation incurred through time delays.

An open tender process may struggle to attract interest due to the presence of an incumbent team and the additional time involved in running such a process would result in increased costs due to escalation.

Therefore, a direct award to the incumbents with a corresponding price build-up by council's in-house quantity surveyors and subsequent negotiation to ensure price tension is achieved is the preferred

professional services procurement approach for this project.

Physical Works:

Physical works will be procured through a closed tender approach to contractors known by Auckland Council to have the resources and ability to deliver this type of work with the quality and within the timeframes required.

5.2 Procurement requirements

- Procurement Plan

5.3 Risks and issues Table

Risk/Issue Description	Mitigation	Owner
Budget		
Delays to construction timetable will affect costs due to escalation	Maintain pressure on consultants and on adherence to programme to ensure timely delivery	CF, Investigation & design, Project Delivery
Consent conditions are currently unknown and may affect ability to deliver within budget	Rigorous planning process will cover off any potential issue	CF, Investigation & design
Health & Safety		
Due to parts of the site being a former landfill there are risks with construction methods exposing landfill material	Early discussions with council closed landfill team to reduce risks to a minimum and allowance in design fee for thorough investigation process	CF, Investigation & design
Public are exposed to unsafe conditions during construction phase	Health and safety methodology during construction will reduce risk	Physical Works Contractor
Construction		
Poor weather during construction may hold up delivery	Construction methodology and programme to allow for wet weather	Physical Works Contractor

5.4 Potential for risk sharing

Risk Category	Potential Risk Allocation		
	Auckland Council	Consultant / Contractor(TBC)	Shared
Design risk		consultant	
Construction and development risk		contractor	
Transition and implementation risk		contractor	
Health and Safety Risk		consultant / contractor	Council as PCBU ultimately carries the H&S

			risk however consultants will carry out a 'Safety in Design' assessment and the contractor will provide Site Specific Safety Plan both to mitigate H&S risks
Availability and performance risk	Auckland Council		
Operating risk	Auckland Council		
Variability of revenue risks	N/A	N/A	N/A
Termination risks	Auckland Council		
Technology and obsolescence risks	Auckland Council		
Control risks	Auckland Council		
Residual value risks	Auckland Council		
Financing risks	Auckland Council		
Legislative risks	Auckland Council		
Other project risks	Auckland Council		

6 Financial Case

6.1 Financial analysis

Ngati Otara - Financial Analysis spreadsheet:

<\\aklc.govt.nz\Shared\COO\CF\PROJECTS - ACTIVE\Ngati Otara Park - Develop Facility 16144\1 SCOPE\Business case>

6.2 Funding sources

This initiative is being funded by:

FY 17/18 Capex	\$75,000.00
FY 18/19 Capex	\$1,377,640.00
FY 19/20 Capex	\$3,262,857.00
<u>OLI programme</u>	<u>1,500,000.00</u>

Total **\$6,215,497.00**

Additional funding is required for the construction phase of the Marae and this will be sought from external sources.

6.3 Overall affordability

Cost estimates have been reviewed in-house by our Quantity Surveying team and advice received is that all costs are in line with current market rates.

This will be confirmed by the market through the physical works tender process.

The proposed whole of life cost of the project is \$6.2M over the 2 years of the expected construction period.

6.4 Contingency

The business owner and project sponsor have allowed a contingency inside current stipulated budget of 15% that could be used in the event a risk requires mitigation or converts to an issue. Contingency can be

required by the physical works contractor and submitted for approval to the Community Facility Project Delivery Manager.

7 Management Case

7.1 Detail key stakeholders and level of engagement

Delivery planning, schedule and approach			
<p>Concept design has been approved by the local board allowing detailed design and consenting phase to proceed with Community Facilities Investigation and Design team.</p> <p>This is anticipated to begin July 2018 with resource consent decision expected by May 2019 at which point the project will be handed over to Project Delivery for procurement of physical works through a standard closed tender approach to known suppliers.</p>			
Key stakeholders			
List key stakeholders with detailed level of engagement and expectations:			
Stakeholder name/group/contact	Evidence of collaboration/ impact assessment	Agreed outcome	
Ngati Otara Marae	Representation on the project control group	Endorsement of project	
Otara Rugby League Football Club	Representation on the project control group	Endorsement of project	
Auckland Kilikiti	Representation on the project control group	Endorsement of project	
ORL Netball	Representation on the project control group	Endorsement of project	
Otara Papatoetoe Local Board	Resolution number OP/2018/73: To approve the concept designs for the the Ngāti Ōtara Multi-sport and Cultural Centre allowing for the developed design and consenting phase to proceed	Endorsement of project	
AC Sport and Recreation	Representation on the project control group	Endorsement of project	
Business Owner handover criteria			
The business owner has agreed that the following criteria need to be met in order to accept the asset as completed, and proceed to the close phase:			
Deliverable(s)	Date	Review method	Reviewer
Completed multi-sport facility	December 2020	Closure report	Dave Stewart
Maintenance and operating manuals	December 2020	Manuals	Dave Stewart

7.2 Project structure



7.3 Outline project plan

Detailed design and is currently underway with Community Facilities Investigation and Design team.

A representative from PSR leasing team is on the project control group and will manage the surrender/transfer of the existing lease to cover lease of the new facility.

Following completion of design and consent phase the project will be handed over to Project Delivery for procurement of physical works through a standard closed tender approach to known suppliers.

The key aspects of the project plan are:

Proposed key milestones	Estimated timing
Developed design complete	February 2019
Resource Consent lodged	April 2019
Resource Consent granted	June 2019
Detailed design complete	August 2019
Physical works contract awarded	October 2019
Physical works commence	December 2019
Physical works complete	December 2020

7.4 Project execution plan (detailed)

Detailed project execution plan that needs to be signed off and included in the business case. This only applies once the PEP has been completed by the assigned Project Delivery project manager.

The following resources will be required to complete the detailed project execution plan:

Deliverable/Project stage	Resource	Time	Opex/Capex
Project delivery	TBC	8hrs	Capex

Total			\$800.00

Time frame to complete project execution plan is: July 2019

7.5 Health and safety risks

Auckland Council (as the 'Person conducting a business or undertaking') has responsibility to ensure, so far as is reasonably practicable, the health and safety of workers and other persons over the life of the asset. The following areas were reviewed with respect to this:

- provision and maintenance of a safe work environment; and
- provision and maintenance of safe plant and structures; and
- provision and maintenance of safe systems of work; and
- safe use, handling, and storage of plant, substances, and structures; and
- provision of adequate facilities for the welfare of workers at work.
- provision of any information, training, instruction, or supervision; and
- any monitoring required for the purpose of preventing injury or illness of workers arising from the planned activities.

The following health and safety related risks were identified in the option assessment relating to this project which will need to be considered for elimination or where not able to be eliminated to be minimised.

Option	Health and safety risk	Project phase
2 & 3	Striking live power cables	Investigation/Delivery
2 & 3	Stormwater network surcharge; dislodging manhole lid exposing risk of falling	Investigation/Delivery
2 & 3	Contaminated ground	Investigation/Delivery
2 & 3	Sunstroke/burn	Investigation/Delivery
2 & 3	Dog bites	Investigation/Delivery
2 & 3	Needles/syringes	Investigation/Delivery
2 & 3	Trips/falls/uneven ground	Investigation/Delivery
2 & 3	Public interference	Investigation/Delivery
2 & 3	Heavy machinery noise	Delivery
2 & 3	Concrete works	Delivery
2 & 3	Dust	Delivery

8 Approval and acceptance

Handover activities

The following activities and documents will be handed over once acceptance criteria have been met:

- As-built plans
- Manuals and guarantees
- Safety in Design Assessment
- Project review/lessons learnt

- Contractor evaluation

Governance sign off	Name	Signature to endorse	Date	Comment
I agree that the potential costs/benefits identified are realistic, and the medium complexity delivery path reflects PCAT findings and approve and or endorse the project to continue for funding.				
Project sponsor	Kris Bird		26.03.2019	
Business owner	Debra Langton			
Manager I&D	Rob Cairns			
SME endorsement (department)	Name	Signature to endorse	Date	Comment
Change	Not required			
People and Capability	Not required			
Information Services	Not required			
Procurement	Not required			
Financial Strategic Planning	Not required			
Health and Safety	Not required			
Communications and Engagement	Not required			
Legal and Risk	Not required			
Governance	Not required			
Financial transactions	Not required			

9 Appendices

9.1 Appendix 1 - Project complexity assessment (PCAT)

This investment proposal has been assessed as medium risk using the Auckland Council Project Complexity Assessment tool (PCAT).

<\\aklc.govt.nz\Shared\COO\CF\PROJECTS - ACTIVE\Ngati Otarā Park - Develop Facility 16144\1 SCOPE\Business case>

9.2 Appendix 2 – Risk register

Ngati Otarā - Risk Register

<\\aklc.govt.nz\Shared\COO\CF\PROJECTS - ACTIVE\Ngati Otarā Park - Develop Facility 16144\1 SCOPE\Business case>

9.3 Appendix 3 – Financial Analysis Spreadsheet

Ngati Otarā - Financial Analysis spreadsheet

<\\aklc.govt.nz\Shared\COO\CF\PROJECTS - ACTIVE\Ngati Otarā Park - Develop Facility 16144\1 SCOPE\Business case>

9.4 Appendix 4 – Procurement plan

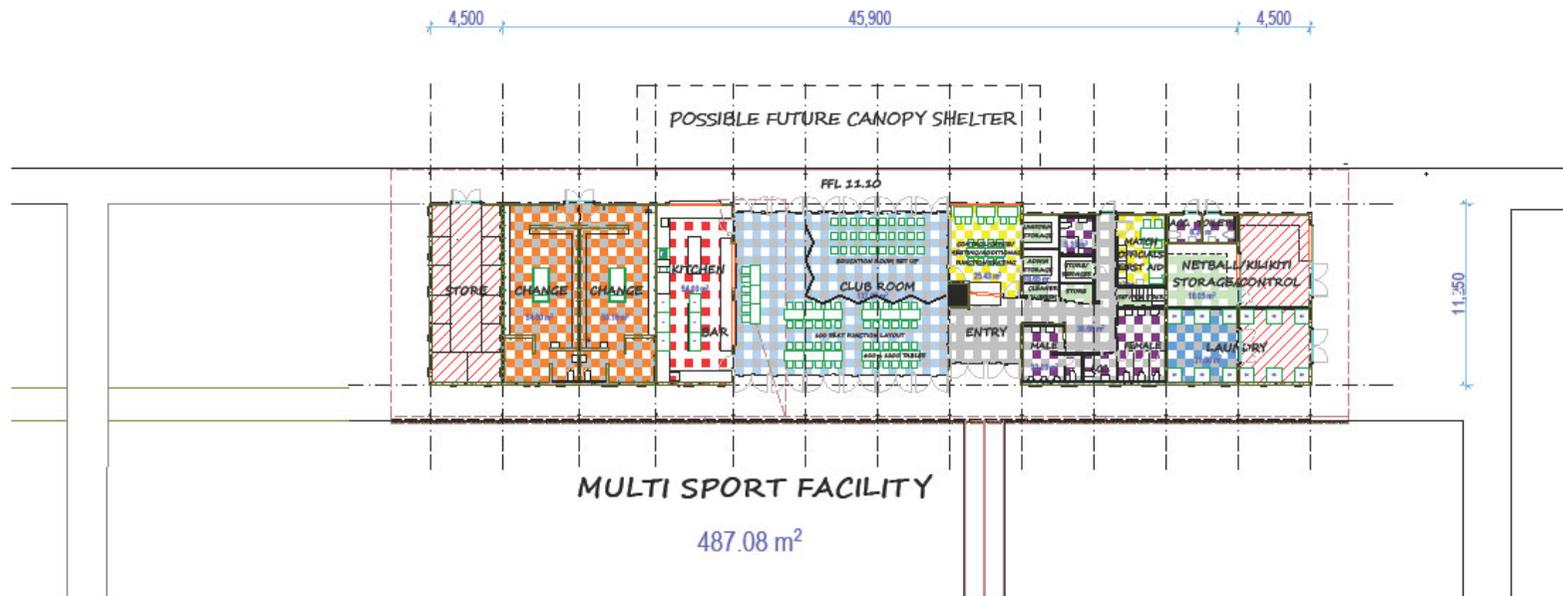
[Procurement plan \(very short, short, or standard\)](#)

Include a link to the completed project procurement plan. (TBC)

9.1 Appendix 6 – Detailed Project Execution Plan

In the Plan phase of the IDF, the PEP will be developed. Once this has been completed and signed off, include the document here. (TBC)

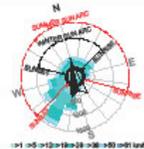
10.2 Ngāti Ōtara Multi-sport Concept Design



NGĀTI ŌTARA PARK

Multi Sport Facility and Marae Development

Title: Sports Facility Floor Plan
 Sheet: C 02
 Scale: 1:250@A3
 Issued: 016/04/2018
 Project: 17116



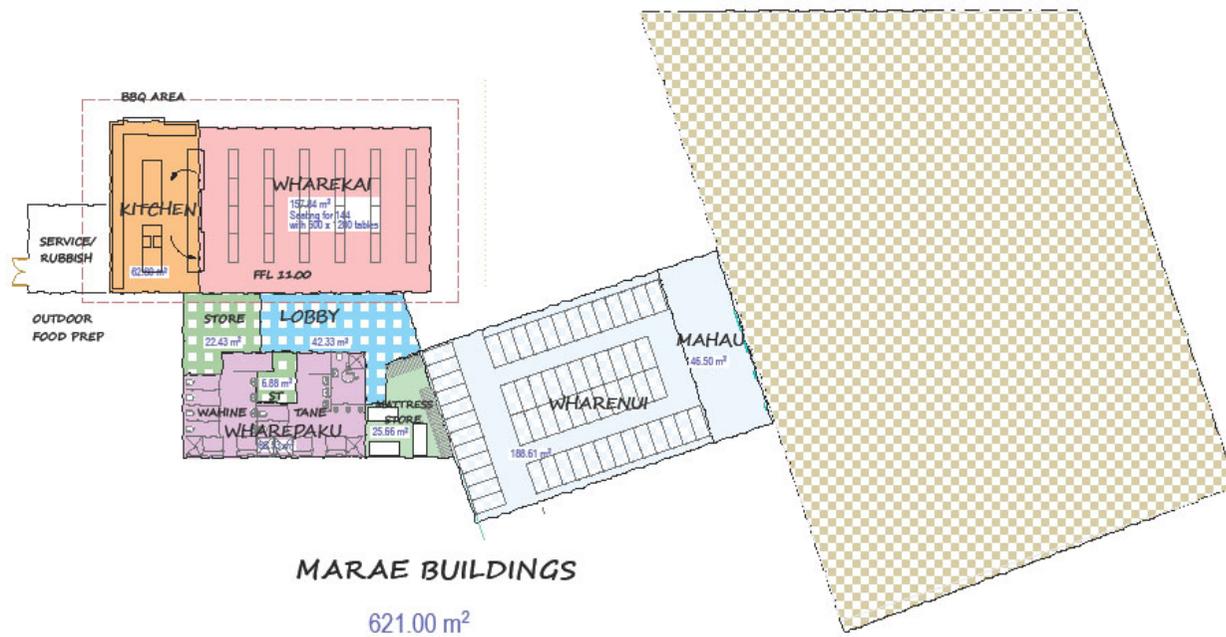
CONCEPT ISSUE REDUCED AREA OPTION

CONSULTANTS:
 Bespoke Landscapes
 ACH Engineers
 E3 Engineers
 Malibys
 Elypse Planning
 Team Traffic



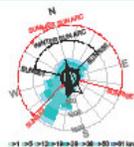
DESIGN TEAM:
 architects
 pacific environments
 P.O. Box 8807 Symonds St, Auckland, NZ, Ph (09)308-0070
 www.pacific.environments.co.nz

10.3 Ngāti Ōtara Cultural Centre Concept Design



NGĀTI ŌTARA PARK
Multi Sport Facility and Marae Development

Title: Marae Ground Floor Plan
 Sheet: C 03
 Scale: 1:250@A3
 Issued: 016/04/2018
 Project: 17116



**CONCEPT ISSUE
REDUCED AREA
OPTION**

CONSULTANTS:
 Bespoke Landscapes
 ACH Engineers
 E? Engineers
 Maltby's
 Eclipse Planning
 Team Traffic

DESIGN TEAM:

P.O. Box 8807 Symonds St, Auckland, NZ, Ph (09)308-0070
 www.pacific.environments.co.nz