

Te Oneroa-A-Tōhē Board

Project: Beach Management Plan

He One, He Whenua

Project Plan: Ngā Kaupapa?

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Document Control

Document Information and Revision History

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Document Sign-Off

Name	Title	Signed off?	Date
Jonathan Gibbard	Group Manager – Strategy, Governance and Engagement: Northland Regional Council	XXXX	XXXX

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1. PURPOSE OF THIS DOCUMENT

This document sets out the plan for the delivery of the purpose and objectives of the project. It includes the plan for communications. It is a living document owned by the Board.

2. OVERVIEW / KEY MILESTONES

3. PROJECT PURPOSE AND OBJECTIVES

3.1 Project Purpose

Primary purpose:

To prepare a beach management plan (BMP) that identifies the vision, objectives, and desired outcomes for the Te Oneroa-a-Tōhē management area.

(This is a legislative function of the Board as set out in the settlement legislation).

Secondary purpose:

To promote the Board and its role.

3.2 Project Objectives

The primary objective is to prepare a BMP.

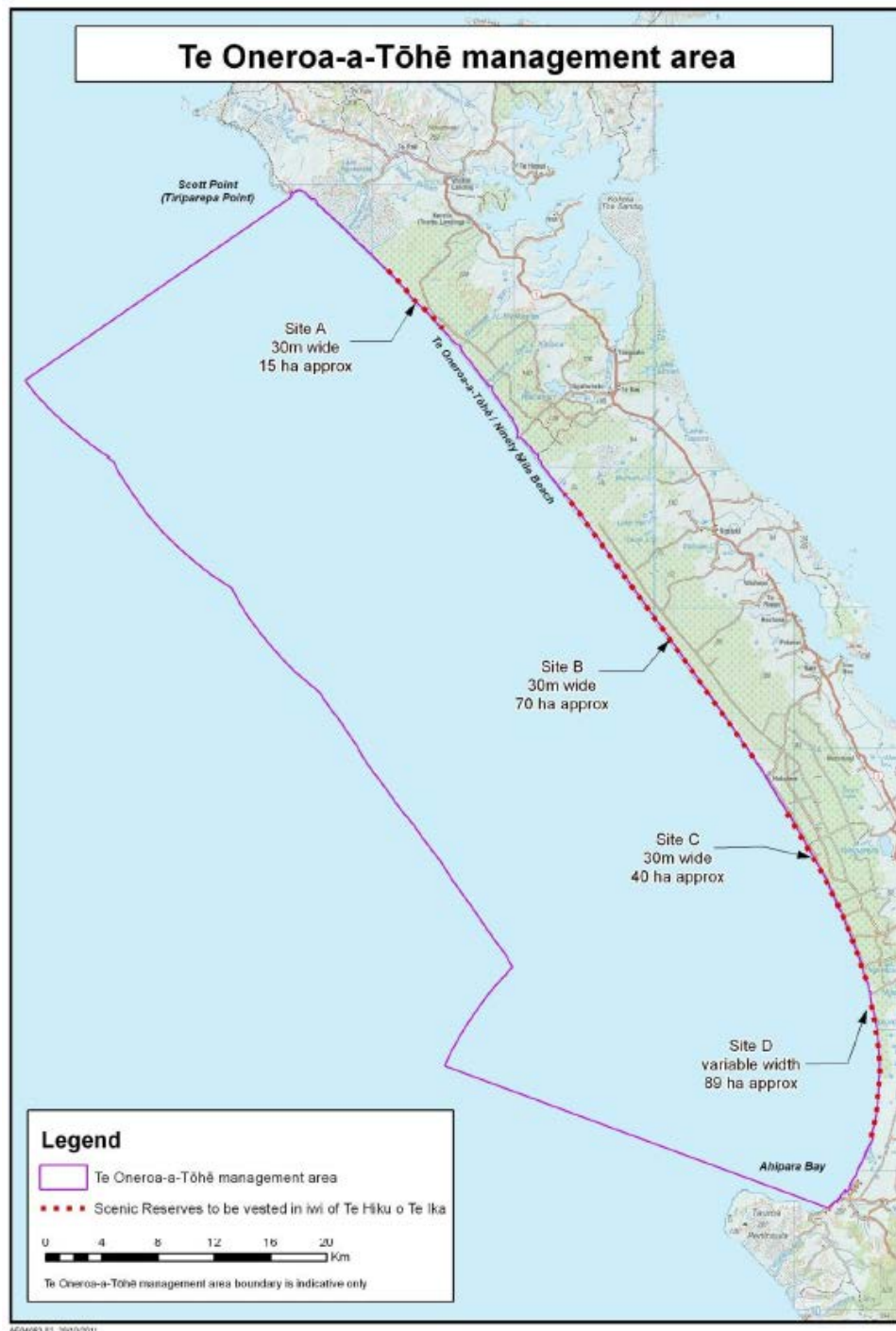
The secondary objectives are:

- All Board members actively and publicly support the development of the BMP.
- Board member organisations commit the time and resources necessary to prepare the BMP.
- The Board's and BMPS' role is well understood and supported by Te Hiku Iwi and the wider community.
- Those that have an interest in Te Oneroa-A-Tōhē have meaningful opportunities to share their views.
- When it makes decisions about the BMP, the Board understands the impact the BMP will have on those that have an interest in Te Oneroa-A-Tōhē.
- The final BMP identifies the vision, objectives, and desired outcomes for the Te Oneroa-a-Tōhē management area in a way that drives and delivers meaningful improvements for the beach and beach users.

3.3 Scope of BMP

Geographic scope

The geographic scope of the BMP is the Te Oneroa-a-Tōhē management area (refer map).



The legislation also allows the BMP to cover other areas of land adjacent to the Te Oneroa-a-Tōhē management area with the agreement of the Board and the adjacent land owner. The Board will not actively pursue the inclusion of any such land for this first version of the BMP, but will be open to considering it should a landowner proactively wish to.

Content

The legislation provides a wide scope for the BMP. It can address any matter relating to the care and management of the Te Oneroa-a-Tōhē management area.

The scope for the content will be defined through the preparation of the BMP. In other words, there will be no limitations of the scope of the content at the outset, but it will be defined as the BMP goes through the preparation process.

3.4 Background Information

The settlement legislation requires the Board to prepare a BMP. The purpose of the BMP is set out below¹.

Part of the BMP must address Beach sites A, B, C, and D². This part of the BMP is prepared and approved by the iwi members of the board i.e. it excludes the council members.

Purpose and contents of beach management plan

1. *The purpose of the beach management plan is to:*
 - (a) *identify the vision, objectives, and desired outcomes for the Te Oneroa-a-Tōhē management area; and*
 - (b) *provide direction to persons authorised to make decisions in relation to the Te Oneroa-a-Tōhē management area; and*
 - (c) *express the Board's aspirations for the care and management of the Te Oneroa-a-Tōhē management area, in particular, in relation to the following matters (**priority matters**):*
 - i. *protecting and preserving the Te Oneroa-a-Tōhē management area from inappropriate use and development and ensuring that the resources of the Te Oneroa-a-Tōhē management area are preserved and enhanced for present and future generations; and*
 - ii. *recognising the importance of the resources of the Te Oneroa-a-Tōhē management area for Te Hiku o Te Ika iwi and ensuring the continuing access of Te Hiku o Te Ika iwi to their mahinga kai; and*
 - iii. *recognising and providing for the spiritual, cultural, and historical relationship of Te Hiku o Te Ika iwi with the Te Oneroa-a-Tōhē management area.*
2. *The part of the beach management plan that relates to Beach sites A, B, C, and D:*
 - (a) *must provide for the matters set out in [section 41\(3\)](#) of the Reserves Act 1977; and*
 - (b) *is deemed to be a management plan for the purposes of that provision.*
3. *The beach management plan may include any other matters that the Board considers relevant to the purposes of the beach management plan.*

¹ Extracts from Te Rarawa Claims Settlement Act 2015. All the settlement acts have the same wording regarding the preparation of the BMP.

² Mai i Waikanae ki Waikoropūpūnoa (**Beach site A**): Mai i Hukatere ki Waimahuru (**Beach site B**): Mai i Ngāpae ki Waimoho (**Beach site C**): Mai i Waimimiha ki Ngāpae (**Beach site D**):

Te Oneroa-a-Tohe management area means the area shown on the plan in part 5 of the attachments, and includes—

- (a) the marine and coastal area; and*
- (b) Beach sites A, B, C, and D vested under subpart 1; and*
- (c) the Central and South Conservation Areas and Ninety Mile Beach marginal strip (to the extent that section 76 does not apply); and*
- (d) any other area adjacent to, or that is within the vicinity of, the areas identified in paragraphs (a) and (b), with the agreement of—*
 - i. the Board; and*
 - ii. the owner or administrator of the land*

4. RESPONSIBILITIES

4.1 The Board

- Is accountable for the preparation of the BMP.
- Approves the project plan and project budget.
- Provides governance direction and delegations to management to progress the project.
- Directs the scope and content of the BMP (excluding beach sites A, B, C, and D).
- Approves the BMP (excluding beach sites A, B, C, and D).

4.2 Iwi members of the Board

- Are accountable for the preparation of the BMP for beach sites A, B, C, and D.
- Approve the part of the BMP for beach sites A, B, C, and D.

4.3 Project Sponsor & Owner

Jonathan Gibbard (Northland Regional Council):

- Approves expenditure within Board approved budget allocations and signed contracts.
- Is the first point of contact for project manager for direction relating to changes, issues and risks.
- Approves all agenda items, documents, contracts and other key project documents prior to being presented to the Board.
- Is the key point of contact for communications with senior management / governance (Board member and external organisations).

4.4 Project Manager

Ben Lee (Northland Regional Council):

- Conducts overall planning and management of resources
- Ensures delivery of results and output requirements
- Manages the project team on a day to day basis
- Ensures project team are advised about their role in the project and in each phase
- Encourages project team to provide formal and informal feedback
- Manages workloads within the project for all project team
- Conducts scheduled and regular de-briefs with the Project Sponsor & Owner
- Manages contracts
- Manages BMP allocated finances
- Manages the submissions process
- Organises and runs the hearing
- Is responsible for administrative tasks (e.g. summarising public engagement feedback and organising advertising)

4.5 Technical Steering Group (TSG)

Each party represented on the Board may have a member(s). The purpose of the TSG is to:

- Support and keep their respective Board member updated on the project. In particular, the Board members must be fully up-to-date and briefed on the project prior to each Board meeting.
- Actively support the project and the project manager to develop the BMP.
- Prepare, review and support TSG member agenda items to the Board.
- Make recommendations on the scope and content of the BMP to the Board
- Ensure the direction of the Board is implemented in the BMP and the process to develop the BMP
- Oversee the drafting of the BMP.
- Recommend to the Board preferred consultants (e.g. to draft and design the BMP).
- Support and attend public engagement events as necessary.

Attributes:

- Will have particular expertise (e.g. policy, tikanga and/or legal).
- Will have the time and energy to commit to the role
- Will be accessible and responsive

4.6 Joint Management Body for Beach Sites A, B, C and D

- Once the Joint Management Body (for beach sites A, B, C, and D) has been established that the Board will actively engage with the Joint Management Body over the development of the BMP, specifically as it relates to the management of sites A, B, C, and D.
- In the interim, the Board will proactively seek to engage directly with the settlement parties to seek their feedback and input the development of the BMP, as it relates to sites A, B, C and D.

4.7 Stakeholders

The stakeholders identified so far to be engaged with:

- Joint management body for Beach sites A, B, C and D
- Te Hiku o Te Ika iwi, hapu and marae
- Department of Conservation
- Te Hiku Development Trust
- Te Hiku Community Board
- Recreational beach users
- Commercial beach users
- Fisheries New Zealand (part of the Ministry for Primary Industries)
- New Zealand Transport Agency
- Far North District Council and Northland Regional Council

5. PROJECT SCOPE

5.1 Scope Statement

The scope of the project generally encompasses the preparation of the BMP

5.2 Scope Inclusions

The scope of this project includes the following:

- Designing and running engagement process
- Preparing content for the BMP
- Recognition of iwi planning spiritual aspects

The BMP will meet the purpose and contents prescribed in the settlement legislation (refer section 1.3 above for details).

5.3 Scope Exclusions

- The running of the Board
- Implementation of the BMP after it is approved
- The design or implementation of any review of the BMP
- The provision and maintenance of a website once the BMP is approved.

6. KEY TASKS

Task	Timeframe
1. Project establishment and preparation for public engagement.	Feb – June 2019
2. Initial public engagement. (Refer <i>Communications</i> section for details).	10 June – 16 August 2019
3. Initial direction from Board on content of BMP (Likely to be 1-2 workshops with Board. Consultant to lead and facilitate).	September 2019
4. Prepare draft BMP and supporting report. ³ (Contracted out to consultant – refer Request for Proposal)	Sept 2019 – Feb 2020
5. Summer awareness and public engagement programme. (Details to be confirmed closer to the time).	Dec 2018 – Jan 2019
6. Board considers and approves draft BMP and supporting report for formal public feedback. (Planned for 2-3 workshops with the Board - details to be confirmed closer to the time).	Feb - April 2020
7. Seek public feedback on draft BMP. (Six week feedback period. Details to be confirmed closer to the time).	May – June 2020
8. Hearings and deliberations. (Details to be confirmed closer to the time – have planned for hearings over two weeks then deliberations over one week).	September 2020
9. Board approves final BMP. (A single Board meeting).	December 2020

³ A report setting out the potential alternatives to, and potential benefits and costs of, the matters provided for in the draft plan. Required by legislation.

7. COSTS

The following shows the estimated costs for the project, not including in-kind costs. The costs are based on a range of sources including estimates from providers and estimates based on the costs of the same or similar services from other project.

Task	Cost	Funds requested?
Consultancy for initial engagement: <ul style="list-style-type: none"> Up to \$12,000 (excluding gst) for the preparation and maintenance of a website for the life of the project (Dec 2020). Initial set up approximately \$8,500 and ongoing costs \$3,500. Up to \$2,000 (excluding gst) for the preparation and design of the consultation document Up to \$3,000 (excluding gst) for the printing and delivery of the consultation document to all mail and post boxes in Te Hiku. Up to \$3,000 to be used for building hire and catering for the community drop-in events and hui. Up to \$3,000 for advertising (radio and print). Up to \$1,000 to be used for miscellaneous public engagement materials or services. 	\$24,000	Yes – 22 March Board meeting
Consultancy for writing of BMP and cost/benefit analysis (draft and final version) and various engagement activities. Details of services to be provided are in the Request for Proposal.	\$70,000	Yes – 22 March Board meeting
Design of BMP	\$3,000	No – request to made at a later date
Printing of BMP	\$3,000	No – request to made at a later date
Building hireage, catering, for public engagement (not included in initial engagement costs)	\$2,000	No – request to made at a later date
Other miscellaneous engagement collateral (e.g. banners and signage)	\$1,000	No – request to made at a later date
Advertising - radio and print. (not included in initial engagement costs)	\$2,000	No – request to made at a later date
Summer engagement programme - \$10,000. Public feedback on draft BMP - \$10,000.	\$20,000	No – request to made at a later date

Task	Cost	Funds requested?
(This is a 'best guess' of costs for these engagement process. The actual costs will depend on the activities the Board decides to undertake. These details to be confirmed closer to the time. Costs that may be included – paying for consultant to undertake engagement activities and preparation and delivery of communication material).		
	\$10,000	No – request to made at a later date
Miscellaneous and contingency. (While best endeavors are made to estimate the costs, there is always the potential for costs to be more than anticipated and for there to be other unanticipated costs).	\$10,000	No – request to made at a later date
Total	\$135,000	

The available budget is \$216,894 as reported at the 21 February 2019 Board meeting.

It is difficult to estimate what the in-kind costs will be. It is estimated that the Northland Regional Council's (NRC) in-kind contribution could be in the vicinity of 7 to 15 hours of staff time per week until the end of the project December 2020 - a total of between \$66,000 and \$141,000⁴. While NRC staff in-kind contribution is greater than other parties, given the lead role NRC staff are providing, when combined with other parties' in-kind contribution it is likely that the cumulative in-kind financial contribution from respective parties is considerably greater than the financial cost to the Board to develop the BMP.

⁴ Assume 80 weeks (from April 2019 – December 2020) and charge out rate of \$117.50 / hr as per the Northland Regional Council's charging policy.

8. RISKS

The following are the identified major risks to the project.

Risk	Assessment of risk	Measures to minimise risk	Residual risk
The Board significantly disagrees with recommendations (significant disagreements can lead to time delays to resolve and may lead to key milestone delivery dates needing to be reviewed).	High	<ul style="list-style-type: none">• TSG members keeping their respective Board members fully informed.• Plan for at least two workshops with the Board before making significant project decisions.• Encourage and promote continuity of Board members on the Board.• Board members attend all Board workshops and meetings.	Medium
Consultants have to be paid out to honor contracts should there be significant delays or changes to the project.	High / medium	<ul style="list-style-type: none">• Be very clear in the request for proposal about the potential or delays and changes to the project and ask that process for dealing with these is included in proposals• Ensure any contracts minimize risk to the Board of having to pay out contracts in the event of significant delays or changes.• Careful planning at the outset of the project of the project milestones and tasks.	Medium
Board members are not clear about the project (e.g. scope and process) – can lead to delays and publically not supporting BMP.	Medium	<ul style="list-style-type: none">• Keep Board members regularly updated (via respective TSG members and updates to Board meetings)• Ensure Board retains decision making of significant decisions (as opposed to delegating)	Low

Risk	Assessment of risk	Measures to minimise risk	Residual risk
Community has major concerns about the BMP and the process for its development (if there is major concern then may need to amend process).	Medium	<ul style="list-style-type: none"> • Provide various opportunities to be involved and communicate them widely. • Provide a website where people can find out more information. 	Low
Board members do not support and champion the BMP.	Medium	<ul style="list-style-type: none"> • Encourage and promote continuity of Board members on the Board • Board members attend all Board workshops and meetings 	Low
The consultants engaged to prepare the BMP and related activities are not of a quality that mean they deliver services as agreed.	Medium	<ul style="list-style-type: none"> • Run an advertised process requesting proposals to provide the services for services. • TSG members 'shoulder tap' known providers to put in a proposal. • Preparing a request for proposal which clearly sets out the services requested. 	Low
Currently no Joint Management Body (for beach sites A, B, C, and D) in place to engage with.	Medium	<ul style="list-style-type: none"> • Engage with settlement parties until the Joint Management Body is formed. 	Medium/low

Risk management on the project will be managed as follows:

- The Project Manager will maintain a Risk Register for the project
- Anyone may raise a risk. The Project Manager will determine whether to add it to the Risk Register. A risk will only be added to the Risk Register if the Project Manager considers it to be greater than “low” risk.
- The Risk Register will be reported in every progress report to the Board

9. CHANGE MANAGEMENT

9.1 Change Management Process

Change management on the project will be managed as follows:

- Any suggestions for changes to scope, time, or budget should initially be discussed with the Project Manager and the Project Sponsor & Owner.
- Any change must be within the purpose, objectives and overall scope of the project.
- If the change is minor and within the scope of the project plan then a decision on the change will be made by the Project Sponsor and Owner.
- The person proposing the change will complete:
 - the Change Details (Description and Rationale) section of the Change Request form and forward to the Project Manager.
 - Provide written support for the change from at least one Board member
- The Project Manager will arrange for the Change Impact section of the form to be completed, detailing the Scope, Time and Cost implications of the requested change
- The person proposing the change will have the opportunity to review and make comment to the Project Manager on the Project Managers assessment of the Change Impact.
- The Change Request form will be presented to the Board who will decide whether the change is approved or rejected.

10. ISSUES MANAGEMENT

10.1 Issues Management Process

Issues management on the project will be managed as follows:

- The Project Manager will maintain the Issues Register for the project
- Anyone may raise an issue. The Project Manager will determine whether to add it to the Issues Register, or just solve it on the spot

- Issues will be tracked in the Issues Register, with progressive actions listed in the Current Action column.
- When an issue is resolved, the entry for that issue is moved to the Closed Issues register, for eventual archive and inclusion in Lessons Learned documentation

11. COMMUNICATIONS

11.1 Communication Objectives (Outcomes)

The objectives are:

- Wide spread awareness amongst the Te Hiku community of the Board, its purpose, the BMP and the opportunities for participating in the development of the BMP
- Build awareness and support for the programme by identifying opportunities to promote programme milestones, achievements and “good news” stories
- Tangata whenua, communities of interest, users of the beach and stakeholders see this as a positive opportunity to develop something that has the beach and its health as its core focus for now and future generations to enjoy
- Realise the unique point of difference of the Treaty settlement legislation and the transfer of this into a living breathing plan for the beach that all communities share in and embrace

11.2 Speakers and Approval Process

To ensure a consistent and managed approach to the delivery of information pertaining to the Board and BMP, including its development:

- Any planned statements and or media releases made on behalf of the Board must be approved by the Board Chairman.
- The Chairman is the designated spokesperson on behalf of the Board.

11.3 Audience and Channels

Audience	Priority (Low – High)	Main communication channels
<ul style="list-style-type: none"> • Whānau and hapū of Te Hiku o Te Ika • Communities of interest / public of Te Hiku o Te Ika 	High	Hui, consultation document mail drop, community drop-in events, radio, media releases and presence at markets
Keys stakeholders (e.g. commercial users, recreational users representative groups, and government organisations)	High	One-on-one meetings.
Wider public	Medium	Media releases and social media presence

Audience	Priority (Low – High)	Main communication channels
Council and iwi governance	Medium	Updates by relevant Board and TSG member to their representative body
Media	Medium	Media releases and interview opportunities

11.4 Engagement Actions

As outlined in the Timeframes section, there are three stage of engagement for the preparation of the BMP:

- Initial engagement
- Summer engagement programme
- Formal feedback on draft BMP.

The engagement actions for the initial engagement stage are set out in the following table. The engagement actions for the other two stages will be developed at a later date for Board approval.

Tool	Purpose	Who / how
Consultation document	<ul style="list-style-type: none"> • Provide an overview of the Board, it's role and the BMP. • Encourage people to share their views on the beach, issues, opportunities and solutions. • Direct people to where they can find more information and provide their feedback. 	<ul style="list-style-type: none"> • NRC to draft content • TSG to review • Design and cleaning up of content to be contracted out – NRC to organise and manage. • Board (or delegate) to approve
Written responses	<ul style="list-style-type: none"> • Ability for people to provide written feedback • Keep it very simple. Open ended. • Use survey monkey and an email (managed by NRC) • Links from Board website 	<ul style="list-style-type: none"> • NRC to prepare and manage • TSG to review feedback form
Radio	<ul style="list-style-type: none"> • Board Chairman often speaks on local radio. Use these opportunities to promote the Board and the BMP. 	<ul style="list-style-type: none"> • NRC to prepare two 'key messages' sheets – phase 1 (leading up to engagement period) and

Tool	Purpose	Who / how
	<ul style="list-style-type: none"> Actively seek radio opportunities for Board Chairman. Radio advertising. 	<p>phase 2 (during engagement period).</p> <ul style="list-style-type: none"> NRC (and other TSG members) to actively seek out opportunities for Board Chairman to go on radio. NRC to look into options for radio advertising. Need for advertising will depend on amount of free air time gained through Board Chairman.
Offers to meet 1-on-1	<ul style="list-style-type: none"> Letters sent to key stakeholders offering to meet 1-on-1. Purpose is to introduce the BMP and background to it, how it may affect them, and to understand their views about the management of the beach. 	<ul style="list-style-type: none"> NRC to prepare draft letter and stakeholder list and send to TSG for review. Meetings to be attended by consultant and members of the TSG depending on availability.
Mail drop	<ul style="list-style-type: none"> Printing and delivery of the consultation document to all postal addresses in Te Hiku. 	<ul style="list-style-type: none"> NRC to organise.
Website	<ul style="list-style-type: none"> A standalone Board website with information about the Board and the BMP The main place where people are directed to for information. 	<ul style="list-style-type: none"> Design and maintenance to be contracted out. TSG and Board to review draft version Board to sign-off final version.
Community drop in events	<ul style="list-style-type: none"> Advertised public drop in events where people can find out information about the Board, the BMP and share their views about the beach 	<ul style="list-style-type: none"> NRC to organise. Attended by local Board members and TSG (not necessarily all). 3-4 events geographically spread around Te Hiku.

Tool	Purpose	Who / how
Public events (e.g. markets)	<ul style="list-style-type: none"> • A presence at public events where people can find out about the Board, the BMP and provide feedback. 	<ul style="list-style-type: none"> • NRC to organise • Attended by local Board members and TSG (not necessarily all).
Hui	<ul style="list-style-type: none"> • Opportunity where people can find out information about the Board, the BMP and share their views about the beach 	<ul style="list-style-type: none"> • TSG iwi members to organise • Attended by local Board members and TSG (not necessarily all).
Media releases	<ul style="list-style-type: none"> • Media releases to promote the Board and the BMP and encourage people to get involved 	<ul style="list-style-type: none"> • NRC to prepare media releases as necessary. Likely to be one pre-engagement period and one mid-late engagement period. • To be approved by the Board Chairman.
Print advertising	<ul style="list-style-type: none"> • To promote the Board and the BMP and encourage people to get involved. 	<ul style="list-style-type: none"> • NRC to organise as necessary. Will be contingent on level of coverage through other avenues.

12. REPORTING REQUIREMENTS

The following reporting cycles are to be implemented:

- Project Manager to provide a progress report to the Board at all their meetings.
- A standing agenda item at each Board meeting for the Project Manager to provide a progress report.
- TSG members to keep their respective Board members up-to-date on progress and ensure Board members are well briefed prior to each Board meeting.