

From: [Kara Puketapu-Dentice](#)
To: [REDACTED]
Cc: [Euan Kyle](#); [John Gloag](#); [Karen Piper](#)
Subject: Integrated Transport Strategy
Date: Friday, 5 March 2021 4:58:36 PM
Attachments: [Hutt City Council OOS Transport Strategy Integrated with Spatial Plan.pdf](#)
[Direct Appointment - Integrated Transport Strategy.pdf](#)
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Kia ora [REDACTED],

On 21 February 2021 you asked:

HCC has engaged WSP to develop an Integrated Transport Strategy. Can I please be provided with: 1) The Brief/RFP or any other documents provided by HCC to WSP which describe how the Council has framed the work and expected outcomes. 2) Any material provided by WSP to HCC which describes their experience on similar projects and their expectations for the direction of the work (including any formal proposal etc). 3) The work plan for developing the Integrated Transport Strategy.

Please see attached which answers questions 2 and 3.

As it relates to question 1, the appointment of WSP was by direct appointment. The value of the contract was within my delegated authority to enable direct appointment. The rationale for my direct appointment decision is provided as an attachment to this email.

I am currently working on the RiverLink Waka Kotahi capital subsidy question of clarification – I will have a response to you on Monday as there are a few things I need to double check.

On another note we have just been informed that consent for the Eastern Bays Shared Pathway has been granted which is pretty cool.

Have a great weekend.

Kara

Kara Puketapu-Dentice
Director, Economy & Development

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To: Kara Puketapu-Dentice – Director, Economy & Development , Hutt City Council

From: John Gloag – Head of Transport, Hutt City Council

Subject: Direct Appointment of Consultant

Date: 19 August 2020

Background

Hutt City Council's transport strategy currently sits within a variety of Council documents. We require a consolidated document that articulates the Integrated Transport Strategy for the city. This strategy will provide a high-level vision for the city's transport system while guiding future decision making and planning processes to meet the ongoing needs of people and communities in Hutt City.

Scope of Work

Our intended approach to developing the strategy includes engaging with Hutt City's community early in the process to understand people's view on how they move around the Hutt, and how this works (or doesn't) for them. We will also engage with relevant stakeholders as the preferred strategy emerges.

The Integrated Transport Strategy is intended to;

- provide a high-level vision for the city's transport system;
- identify priorities and trade-offs involved in developing the transport system;
- highlight links and dependencies with external influences as well as other Council plans;
- inform strategies, policies, action plans, and funding applications;
- identify focus areas and strategic interventions for the city.

Consultant Skill Set Required

The resource to formulate this strategy is not currently available within Council and we will seek the assistance of a consultancy for this work. The desired skill set within the consultancy should include strong engagement and technical

skills within the transport sector.

While technical transport skills are available from a number of consultancies, we believe the ability to apply these pragmatically across a thorough and wide reaching engagement approach is critical to the success of this initiative.

Proposal

Council officers within the Transport team identified consultant personnel with the requisite skill set based on previous experience working on relevant transport projects. Roger Burra from WSP (formerly WSP Opus) quickly emerged as the ideal technical specialist for this piece of work. We have worked successfully with Roger on a number of projects including the business case development for the Melling Interchange project where he demonstrated an excellent understanding of integrated transport concepts and the ability to apply these pragmatically. Long-term secondments to local government, public transport authorities and roading agencies have given Roger valuable experience on the “client side” which is a unique attribute for this project.

On speaking to Roger we learned that WSP also employ an engagement specialist, Vivienne Ivory, who is respected within the industry for her expertise across a range of quantitative and qualitative data collection and analysis methods.

We believe these WSP personnel are well equipped to assist our strategy development and asked that they prepare a draft project plan and a cost estimate, along with hourly rates for the consultants involved.

The cost estimate is within the budget allocated to this initiative and the hourly rates compare well against consultant rates used recently for similar pieces of work, in particular the development of the Programme Business Case for the Cross Valley Transport Connections project.

We believe the consultant resource identified represents the best value available for this piece of work. Additionally, we will save the cost and time involved with the tender process if we make a direct appointment. The tender cost will be dependent on the extent to which we use consultant assistance with the process but is estimated to be between \$10k and 15k while the time required to undertake the process is estimated to be 6 to 8 weeks.

For the estimated level of spend to formulate the Integrated Transport Strategy our Procurement Policy requires a tender process to be used unless there is a compelling reason to depart from the normal procurement process. In this instance we believe not going to market will provide a better outcome for Council and we ask that this exemption is approved via the decision requested below.

Decision Required

You have the delegated authority to approve the financial commitment associated with this work. The purpose of this paper is to secure the Corporate Leadership Team's approval for directly appointing WSP to assist in developing the Integrated Transport Strategy for the reasons outlined above, as required for compliance with the Procurement Policy.

Regards,

John

Scope of Work

This proposal outlines our approach to strategy development. Our approach is designed to include various channels for engaging with Hutt City's community. We want to understand people's view on how they move around the Hutt, and how this works (or doesn't) for them. Our engagement approach will ensure there is opportunity to take account of various needs and aspirations for transport and will provide decision makers with the information they need to make informed and robust decisions.

Our understanding is that the strategy will:

- provide a high-level vision for the city's transport system;
- identify priorities and trade-offs involved in developing the transport system;
- highlight links and dependencies with external influences as well as other Council plans;
- inform strategies, policies, action plans, and funding applications;
- identify focus areas and strategic interventions for the city.

While the strategy will develop the rationale and "pegs" from which to hang policy changes, new regulations or project justifications we are not planning that the strategy will:

- include recommendations for or against specific projects;
- outline or scope specific projects;
- include budget estimates for any interventions; or
- replace or circumvent Council's statutory documents such as Long-Term Plans or District Plan.

Personnel

We have selected the following team with understanding and experience of strategy development, council planning processes and effective community and stakeholder engagement. CVs for the team are included Appendix A.



Roger Burra - Technical Principal

Roger is an experienced project manager with 20 years' experience in transportation planning, project management and team management. Having completed numerous long-term secondments to local government, public transport authorities and roading agencies Roger is experienced in "client side" as well as consultancy project management. He is experienced at steering projects through council decision-making processes and has led the development of business case for City Council investments.



Vivienne Ivory – **Technical Principal**

Vivienne is a social scientist specialising in place, mobility and infrastructure. She comes from a Public Health research background, with an established track record evaluating the role of the environment in community and societal wellbeing, resilience and liveability. A feature of her work is developing methods for using spatial data to measure characteristics of the environment and outcomes such as wellbeing so that impacts can be robustly evaluated and assessed. She brings expertise across range of quantitative and qualitative data collection and analysis methods, population-level thinking about health and wellbeing, and theoretical concepts of place, health, and resilience.



Jared Humm – **Senior Advisor**

Jared has an extensive background in policy at both central and local government levels. He has a specialist background in transport and economic policy and is experienced at working with stakeholders from disparate backgrounds, including building relationships across the public sector, private sector, and iwi. He is well versed in government and business processes.



Gemma Greenshields – **Senior Community Engagement Specialist**

Gemma brings extensive knowledge in stakeholder and community engagement. Gemma enjoys a challenge and loves working collaboratively with diverse project teams and communities to achieve successful outcomes and is passionate about facilitating community input into decision making. Gemma has experience in working with several different projects and agencies. She is focussed on the best outcomes for the project and the community and can take engagement from inception, implementation and the findings back to decision makers.



Cathy Crooks – **Senior Community Engagement Specialist**

Cathy is a Senior Planner in our Wellington office and has extensive experience working on planning, transport and engagement projects in both New Zealand and the United Kingdom. She enjoys working collaboratively in multi-disciplinary teams to deliver successful outcomes for clients and has worked closely with Roger and Vivienne previously on research, engagement and business case projects. She has experience in writing comprehensive engagement plans, organising and facilitating community events and preparing summary reports that succinctly identify trends and summarise the issues raised.



Jean Beetham – Researcher Behavioural Science

Jean is a social scientist based in Wellington specialising in researching infrastructure relative to people’s needs. She will

support the team with research analysis and apply insights from a Wellington context.



Carlos Gaona Dussan – Graduate Transport Planner

Carlos is a Graduate Transport Planner who has been with WSP for two years, first in Whanganui, before transferring to Wellington. He is currently working with Roger on several projects including business cases for Waka Kotahi.



Daniel Cooper – Graduate Researcher and Planner

Daniel began working at WSP as a Graduate Planner at the beginning of 2020 after completing a Bachelor of Environmental Planning at the University of Waikato in 2019. Since then he has worked on several planning and research projects. He will support Vivienne, Cathy and Jean in their work on this Strategy.

Strategy Development Approach

This section outlines our approach to working with Hutt City Council to develop the draft Integrated Transport Strategy. We have included an indicative timeline overleaf and fully sequenced MS Project programme in Appendix B. Our approach to delivery, combined with Roger’s leadership will enable the team to hit-the-ground-running. We have divided the rest of this methodology into five key sections highlighted in the diagram overleaf:

Phase A – Evidence Gathering and Public Opinion

Following inception, we will initiate two workstreams in parallel:

- technical assessment of existing evidence; and
- testing public opinion through customer insights research.

Phase A(i) - Public Opinion / Customer Insights

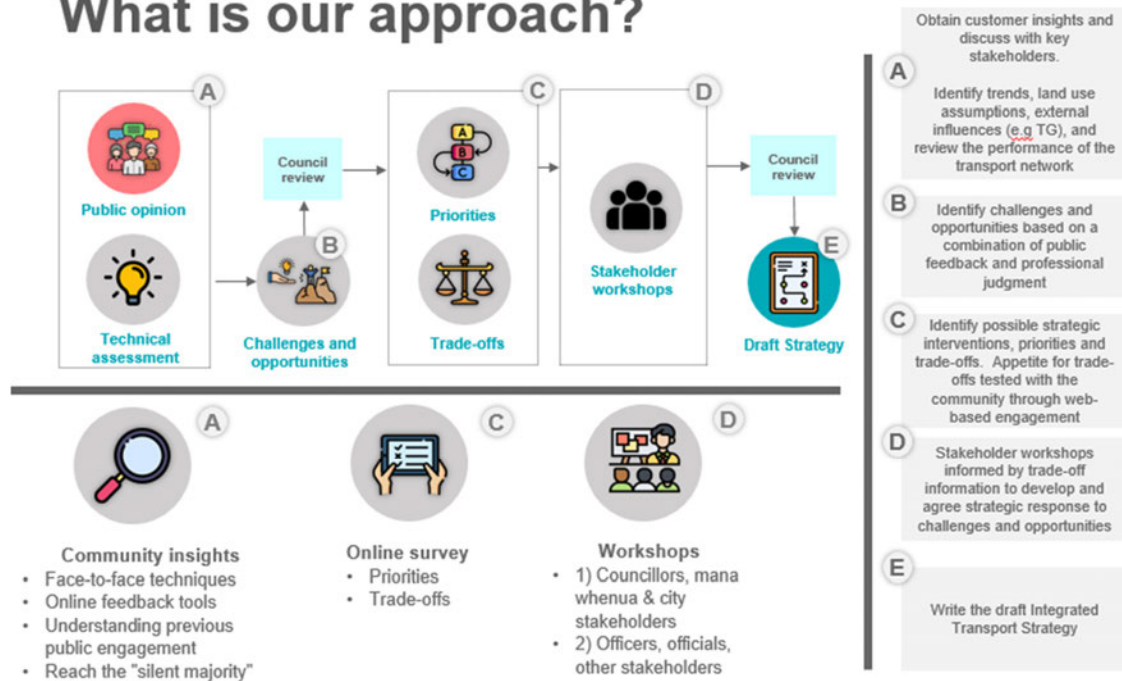


Gaining early insights from the community will allow the strategy to be developed with knowledge of community views, information about how they get around; their “pain-points” and aspirations for the city’s transport system. We’ll also engage city stakeholders to understand their perspectives.

In advance of seeking feedback or ideas from stakeholders or members of the public, we will develop an engagement plan which will document the objectives for engagement, who we will engage with and the engagement activities. The stakeholder and community engagement plan will be designed to meet the needs of both the Integrated Transport Strategy and spatial planning projects. We envisage that development of the community engagement plan will be

informed by discussions with council officers as well as initial telephone conversations with stakeholders and community groups. In these initial conversations we will inform people that work to develop an Integrated Transport Strategy and Spatial Plan is underway. We will explain the joint project plan and ask if or how their group or organisation would like to be involved. We'll share an outline for these telephone calls with officers before we progress. An initial stakeholder list is included in Appendix C. This will be refined following inception.

What is our approach?



Submission of the stakeholder engagement plan will be a hold point. We anticipate that Hutt City Council will review the plan and confirm buy-in to the engagement approach. This will also enable the Council to decide if and how-to co-ordinate or integrate with community engagement for any other parallel workstreams (e.g. District Plan review).

We recommend that Council is briefed before commencing stakeholder and community engagement. This should inform elected members, helping them to understand the approach and encourage them to become involved in gaining community feedback. We are very keen to ensure everyone is on the same page as community can be an activity where the scope comes under pressure.

We want to hear from mana whenua, stakeholders and a broad range of people in the community. We understand that it is important to hear from a diversity of voices in the community, not only the loudest voices who regularly provide feedback.

We have allowed time for a member of the team to accompany officers to one meeting with mana whenua. We understand that this meeting would be arranged by Hutt City Council's Maori adviser. We would ideally target a meeting in February / March to introduce the

development of an Integrated Transport Strategy and Spatial Plan. The main purpose will be to hear and understand the views of mana whenua.

We also intend to organise one on one meetings with other external stakeholders to understand their issues and aspirations. A provisional list of stakeholders is included as an attachment to this letter with an indication of who we would meet with. We have assumed that we will organise up to 12 meetings, each around an hour long. Where appropriate we will meet with more than one stakeholder at a time. We will seek to involve members of the spatial planning team in these discussions.

We plan to configure a web-based tool to capture feedback and ideas. The tool will be used to identify the significant places and journeys currently made and desired by communities and stakeholders. This can be deployed via a link from the Hutt City Council's website or shared from Council or elected members social media accounts. The link could be e-mailed to the Council's Citizen panel as a quick mechanism for feedback from a cross section of the community. We will envisage that we will largely be able to make use of Council contacts with community leaders and community groups.

While we have allowed time to develop common text that can be used for a media release, newspaper advert, council website, posters and flyers, we have assumed that Council's in-house communications and web team will develop any graphical content, final collateral materials and, using existing channels arrange for these to be deployed (e.g. website go-live, social media posts, placing adverts in newspapers).

We recognise that not everyone has access to or likes using the internet. Citizens panels can sometimes include an element of self-selection. We therefore propose face to face pop-up events in which a member of the project team, along with at least one council officer will reach out to the people rather than asking them to come to us. We will work with officers to identify four or five locations where we can "intercept" with the community for up to four hours at a time. The pop-up events could provide an opportunity for Councillors to help gather feedback from the community. Our initial ideas for the pop-up locations are:

- 1 Riverside Car Park - car commuters, workers, shoppers, riverside trail users
- 2 Riverside Markets - various
- 3 Jackson Street - shoppers, shopkeepers
- 4 Waterloo Station - commuters to / from Hutt City
- 5 Queensgate - shoppers, workers
- 6 Melling Station - hill suburb residents / commuters to Wellington
- 7 Eastbourne - residents, business owners
- 8 Wainuiomata - residents, business owners
- 9 Naenae - residents, business owners

Community insights gleaned through this process will be used to inform the technical assessment and guide the rest of the project. These insights would be summarised in a short technical note collating the feedback received and identify trends that would feed into a technical assessment.

Phase A(ii) - Evidence Gathering and Technical Assessment



The technical assessment will describe the current and likely future situation for how the transport and land use system is used and the problems it poses. This is an important step and we will produce a short technical note summarising the key points. We will undertake the following tasks:

- Review of existing local, regional and national Strategies and Plans that form the existing policy framework for Hutt City.
- Summarise the existing local transport network including infrastructure such as length of roads and cycleways as well as public transport services and frequencies. (informed by asset management plan) and
- Identify a list of existing projects planned and/or proposed within the area that may have an influence on the development of the Integrated Transport Strategy. This will involve meetings with Waka Kotahi and KiwiRail to understand their future proposals.
- Summarise roles and responsibilities of Hutt City Council, Wellington Regional Council and the private sector in planning, delivering and managing the transport network in Hutt City.
- Collate information on the key trends and travel patterns within the City such as mode share, trip distance, journey to work, trip purposes and customer satisfaction surveys. This will involve conversations with Wellington Analytics Unit to collate publicly available data.
- Review the performance of the transport network to highlight network deficiencies, road safety issues and any customer pain points. We do not envisage undertaking any modelling for this task. However, if modelling outputs are available from the Regional Model or City Aimsum model for the future year do-min scenario, we will use these outputs to inform this task.
- Agreeing the land use assumptions is an important component for the development of the Integrated Transport Strategy. We will review existing spatial plans for the city centre and Petone along with other relevant documents. We also propose a meeting with the Hutt City Council Planning Team to provide input and integration with spatial planning strategy.
- The final task will be to document key external influences that will affect the development of the Integrated Transport Strategy. These will include major projects such rail capacity improvements, Ngauranga to Petone cycleway, River Link, Petone to Granada link, any documented natural hazards and potential effects of climate change.

Phase B - Challenges and opportunities



We will use the stakeholder insights and the technical assessment developed in Section A to identify gaps between the current and likely future situations considering 'where we are now', 'where we were going' and 'where we want to go'.

The technical notes developed to record the findings and conclusions reached in section A will form the basis of a summary report that will form the basis of the first chapter of the Integrated Transport Strategy.

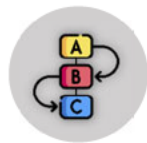
Having established the gaps between the current and likely future situations, on the one hand, and where the community wants to go, on the other, it is possible to identify where intervention is needed to change the status quo. We will produce a summary report of the challenges and opportunities. The summary report will be discussed with council officers as it is developed.

We recognise that some of the gaps or issues will be challenging and difficult to overcome. There may be diverging views within the community. Not all the community aspirations will be achievable. The values and beliefs from different organisations and parts of the community will influence the weight afforded to the various challenges and opportunities that are identified.

The conclusions and findings of this gap analysis will form the basis for the next stage of engagement which will focus on priorities and trade-offs. It will therefore be important that the summary report is reviewed and endorsed by officers before planning of phase C is too far advanced. We have allowed two hours to attend a councillor briefing if this is required.

Understanding the key stakeholder and the community priorities and potential trade-offs is a fundamental component in the developing the Integrated Transport Strategy.

Phase C - Priorities and trade-offs



We will use the findings and insights from the previous stages to inform the development of surveys that will help to tease out the priorities and trade-offs for the transport system. A web-based engagement tool such as Maptionnaire will be used to enable us to explore communities and stakeholders' appetite for alternative future scenarios.



For example, the survey could ask participants to consider changing the balance between movement and place on key parts of the network to achieve wellbeing outcomes. Another example might be the trade-offs between recreational and productivity outcomes along the Petone Esplanade. Kerbside parking and active modes may be another.

The engagement tool will use behavioural techniques to reveal the values underpinning stakeholder and community preferences and priorities for different transport options. This will enable understanding of the willingness for change as well as appetite for keeping the status quo across the community and stakeholders. It will be scoped and reviewed with the Council project team and piloted before dissemination.

While the engagement tool is web-based and can easily be disseminated through on-line networks, we recognise that face-to-face support may be needed to ensure truly representative participation. We have assumed, for pricing purposes, that the survey will be disseminated electronically through Council engagement networks and to people that contributed to the earlier phase of engagement. Officers may also pass the survey to stakeholder and community representatives or hand out flyers at selected e, and at selected events. We will provide the content for dissemination support materials such as instructions website text, flyer text and QR codes.

If, as the project is progressed, there is a desire to increase the coverage for this survey, there is an option to deploy the survey using hand held electronic devices at location-based pop-up events enabling face-to-face engagement with groups and individuals. People can be supported by council staff or by WSP staff to take part in the survey at events / locations using supplied tablets. We have not currently allowed for face to face deployment of the priorities and trade-offs survey.

Findings from the engagement tool will be analysed and summary themes reported for incorporation into the Transport Strategy. Key messages and themes will be provided for dissemination by Council back to communities and stakeholders. These will also be used to inform the development of objectives and focus areas for the transport system in Hutt City.

Phase D - Stakeholder workshops



The aim of the workshops will be to bring stakeholders 'full circle'. The workshops will bring through all elements of the project so far and look at a strategic response to the challenges and opportunities for the transport network.

Being able to workshop the strategic response allows stakeholders to work through some of the complexities with the project team to have a two-way discussion to deepen their understanding of the strategic direction. The workshops will help the project team position the strategic direction with input from stakeholders and will also allow stakeholders to develop a deeper understanding of the decisions that Councillors will need to make to enable the strategy.

We propose two workshops aimed at different stakeholder groups identified below:

- 1 Mana whenua, city stakeholders, Youth Council & other stakeholders
- 2 Officers & officials

We will produce a single summary report documenting the proceedings of the stakeholder workshops. This will feed into the development of the Integrated Transport Strategy. We have allowed time for attendance at a council meeting to present the findings of the workshops.

Phase E - Draft the Integrated Transport Strategy



We will develop an Integrated Transport Strategy using MS word or MS PowerPoint. We will seek to make the strategy concise and visually appealing including only information that is pertinent and which supports the strategic direction. We will approach writing the Transport Strategy in three review cycles bronze, silver and gold with some level of client review for each.

Our bronze draft will show the structure and include bullet points that, building from the previous work and technical notes, signal the content and skeleton for the draft Integrated Transport Strategy. We expect the document may be structured as follows:

- 1 Introduction
- 2 Policy context
- 3 Existing situation
- 4 External influences
- 5 Issues and opportunities/ challenges
- 6 Outcomes and Vision
- 7 Integrated Transport Strategy
 - (a) Focus Areas
 - (b) Priorities and trade offs
 - (c) Dependencies/ triggers

The Integrated Transport Strategy will articulate the key themes from community engagement and explain how these were used to inform the development of the strategy.

We propose the Council Project team review skeleton structure (referred to as bronze review). Once the structure is agreed, we will develop the draft Integrated Transport Strategy to an 80% silver version. We recommend feedback on this version is sought from a wider group of council officers and possibly for informal feedback from external stakeholders. We have assumed that distribution of the document and collation of the comments into a single response will be managed by the Council Project team.

Feedback on the silver draft will be reviewed and addressed to create a gold draft which will be suitable to be provided to Councillors as a draft for consideration. Document control is very important, and we will develop a simple spreadsheet to record how we addressed the comments from the silver review.

New Tasks Required for Engagement and Integration with Spatial Plan Team

Early Stakeholder and Community Engagement and Enhanced Planning

- meeting with Spatial Planning team to understand their engagement needs
- meeting with Council Officers to understand engagement preferences and approvals requirements
- memo summarising planned approach to engagement
- calls to arrange meetings / understand stakeholder and community engagement preferences and needs
- additional hours (#8) to deliver Stakeholder and Engagement Plan incorporating needs of spatial planning team

Stakeholders engagement in Late November / Early December will be for organising meetings for the new year and to understand engagement preferences. We have not increased our original assumption of 12, one-hour stakeholder meetings for engagement meetings in the new year. Expanding the scope of the meetings to include discussion of spatial planning matters may mean that we need to revisit this assumption.

Inter-team Co-ordination

- 1hr monthly progress meeting with spatial planning team and officer steering group (x 9) – attended by Roger and one other
- 4hr technical integration workshops with spatial planning team and officers (x 3) – attended by Roger and two others

Place-based Transport Advice to Spatial Planning Team

- 4hr allowance for more detailed evidence review and advice for up to 5 specific local centres as required by Spatial Planning team

Social and Community Assessment Inputs to Spatial Plan

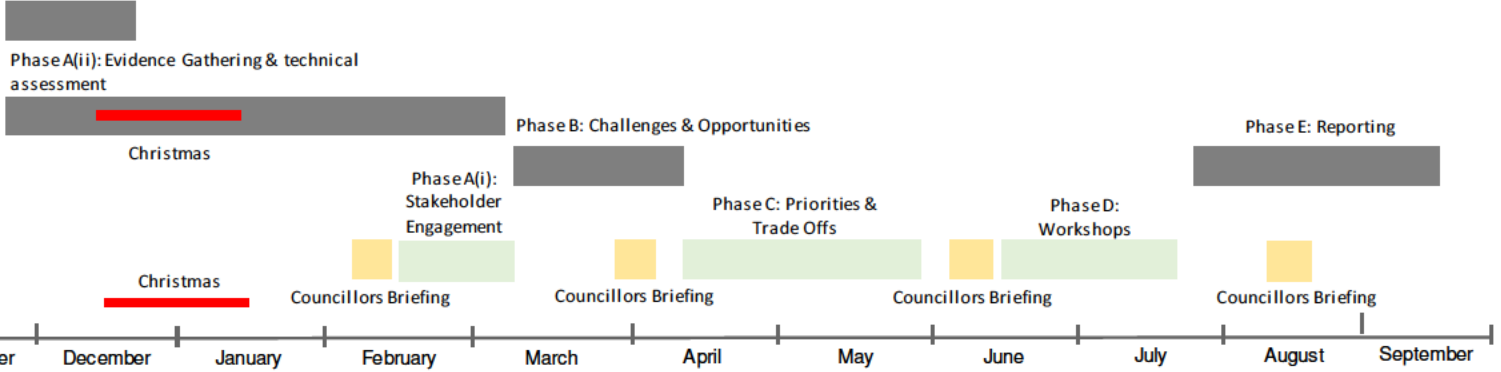
The scope for this input to the spatial plan is yet to be agreed.

Programme and Outputs

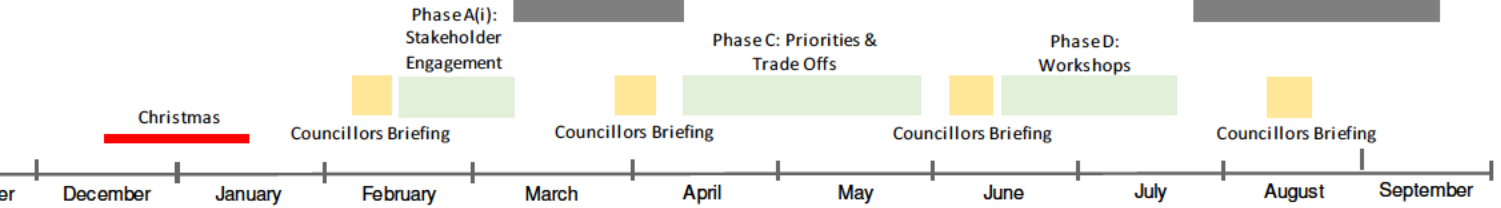
Our indicative timeline is identified overleaf. A full programme is provided in Appendix B.



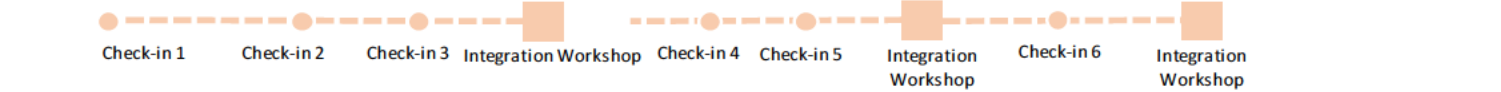
Integrated Transport Strategy



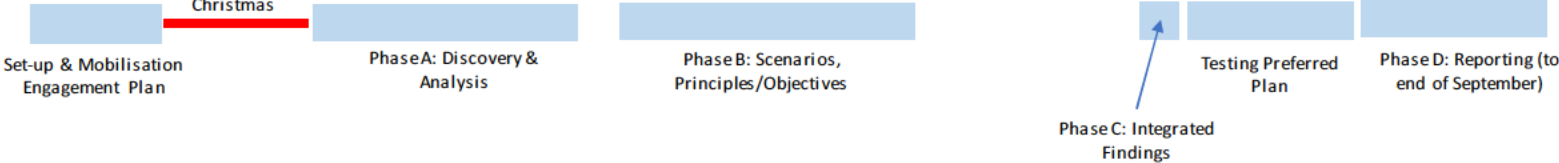
Council Briefings & Engagement



Check-Ins / Integration Workshops



Spatial Plan



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