

From: [Linda MacManus](#)
To: [Ken Bailey](#)
Cc: [Nigel Clarke](#)
Subject: RE: [COMMERCIAL]RE: PCC WMF update
Date: Tuesday, 27 April 2021 9:03:24 am
Attachments: [image007.png](#)
[image008.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)
[image012.png](#)
[image013.png](#)
[image014.png](#)
[image015.png](#)
[image016.png](#)
[PCC Deed of Funding WMF 2020 FINAL_for signing.docx](#)

Kia ora Ken, Nigel

The Deed of Funding for "Construction and Demolition Waste Diversion Programme Eastern Porirua (Eastern Porirua Waste Diversion Social Enterprise)" has been signed by the MfE financial delegates. I have attached it here for PCC to sign, which will execute the Deed. I need a returned copy of the Deed, signed by PCC, by **11 May 2021** for this partially signed Deed of Funding to remain valid (although let me know if you need more time – happy to extend this out)

Signing instructions

Please find enclosed one copy of the Waste Minimisation Fund Deed for your e-signature. Note that this document has been signed by the appropriate Ministry for the Environment (MfE) financial delegated authority and should be securely filed when in your possession.

As funding is not confirmed until the funding Deed has been signed by both parties we request that this electronic copy is signed, and returned to MfE no later than 11 May 2021.

1. **Sign the electronic copy (attached) with an authorised signatory (initial all the pages that you have read)**
2. To create your e-Signature follow these easy process steps:
 - o Sign a clean sheet of white paper with a heavyweight blue or black pen. Ensure your full signature is clear;
 - o Scan or photograph your signature. Check that it is clear and readable;
 - o Email the photo to your work email address;
 - o Snip/crop your photo or scan then save as an image. You must save it in a secure place that is not accessible by anyone else e.g: your desktop.
3. To correctly apply your e-signature to the document:
 - o Read the document and ensure you are comfortable with, and agree to all the terms;
 - o Place your e-signature on the document **yourself**;
 - o Add your full name to the document if it is not already there;
 - o Where your document requires witnessing (e.g.: Deeds), seek consent from your witness to do this electronically and ask them to follow the **e-signature instructions**;
4. Affix your common seal where indicated (if applicable)
5. Email a copy to Linda.MacManus@mfe.govt.nz by 11 May 2021

Ngā mihi,
Linda MacManus
Acting Senior Analyst | Kaitātari Matua
Te Pūtea Whakamauru Para – Waste Minimisation Fund
Division Waste and Resource Efficiency
Ministry for the Environment | Manatū Mō Te Taiao
9(2)(a) | linda.macmanus@mfe.govt.nz | mfe.govt.nz



Ministry for the
Environment
Manatū Mō Te Taiao



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From: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Sent: Friday, 23 April 2021 4:08 pm
To: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua.govt.nz>
Subject: RE: [COMMERCIAL]RE: PCC WMF update

Great note to receive at the end of the week.

Thank you for all your support and guidance on the process.

Enjoy a wonderful long weekend break

Go well – Ken Bailey

From: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Sent: Friday, 23 April 2021 3:16 PM
To: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua.govt.nz>
Subject: [EXTERNAL] RE: [COMMERCIAL]RE: PCC WMF update

Hi Ken, Nigel,

Just head that the PCC Deed of Funding has been signed by Dep Sec, so all signed off on our end. I just need to wait for his EA to put his electronic signature on it then I will send it to you for signing by PCC.

Hope you both have a lovely long weekend

Cheers
Linda

From: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Sent: Tuesday, 20 April 2021 9:05 am
To: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua.govt.nz>
Subject: RE: [COMMERCIAL]RE: PCC WMF update

Thank you for the clarification Linda. We had assumed that but thought we may need to sign first.

Go well – Ken Bailey

From: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Sent: Tuesday, 20 April 2021 9:03 AM
To: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua.govt.nz>
Subject: [EXTERNAL] RE: [COMMERCIAL]RE: PCC WMF update

Yes, once it has been signed by MfE director and dep sec, then will forward to you to sign, once PCC signs then the project is officially 'live'

Cheers
Linda

From: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Sent: Tuesday, 20 April 2021 9:01 am
To: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua.govt.nz>
Subject: RE: [COMMERCIAL]RE: PCC WMF update

Kia ora Linda,

Thank you for the note – yes the programme is in very good hands with Nigel & the wider team. We have pulled together a good mix of skills, experience and knowledge for this project.

Thank you for confirming your acceptance of the adjustments and that you will circulate with the Director & Dep Sec for final review. Once this is complete we can anticipate receiving the documentation to authorise and return – this is correct?
We will update our management group.

We appreciate your time and support.

Ngā mihi

Ken Bailey
Project Manager
Kaiwhakahaere Kaupapa

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From: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Sent: Tuesday, 20 April 2021 8:36 AM
To: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua.govt.nz>
Subject: [EXTERNAL] RE: [COMMERCIAL]RE: PCC WMF update

Kia ora Ken,

Sorry to hear you're leaving but thanks for your hard work thus far with this project, and for updating the personnel changes in the documents. I'm sure we'll be in good hands with Nigel.

Also great to have Rachel on the team from KO, she's very on to it.

Hoping to have final MfE sign off by end of week or early next week, depending on availability of Director and Dep Sec to review.

Cheers
Linda

From: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Sent: Monday, 19 April 2021 4:17 pm
To: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua.govt.nz>
Subject: RE: [COMMERCIAL]RE: PCC WMF update

Good afternoon Linda,

Thank you for your time on the adjustments and sending through the updated documentation. We have reviewed the three documents and noted the timeframe amendments.

For clarity we have captured personnel updates tracked into the documents. (tracked Changes). Aside from these adjustments the documents are ready for execution.

Please note I will be leaving Porirua City Council, 6 May 2021 we have backfilled with suitable skills to ensure continuity and project support:

- For the purposes of maintaining established relationships with yourself and the Ministry, Nigel Clarke has been appointed the lead on the project and will be your first point of contact.
- Our colleague Millie Porter has been successful with an external appointment.
- In lieu of this change we have taken the opportunity to resource the project team with applicable skills and experience captured in the project plan included are Robyn Steel, Liz Nicol's & Najam Saqib all three Porirua City Council employees who bring knowledge and experience to the project in the form of partnerships/ engagement and further Solid waste minimisation backgrounds.
- Finally, in terms of personnel changes we have been successful in securing Rachel Trinder, Kainga Ora onto the team as we had previously discussed with you and captured into the project document

*Note we have appointed on the basis of supporting the project outcomes and continuity.

We have updated the document to reflect the adjustments for completeness.

Nigel & I are available to discuss any points of clarification. We look forward to finalising the documentation and authorising the Deed Of Funding.

Ngā mihi

Ken Bailey
Project Manager
Kaiwhakahaere Kaupapa

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From: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Sent: Friday, 16 April 2021 10:38 AM
To: Ken Bailey <Ken.Bailey@porirua city.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua city.govt.nz>
Subject: [EXTERNAL] [COMMERCIAL]RE: PCC WMF update

Hi Ken, Nigel

Attached is the updated project plan, budget and draft Deed of Funding. Please let me know if there's anything in there that needs updating.

Cheers
Linda

From: Ken Bailey <Ken.Bailey@porirua city.govt.nz>
Sent: Monday, 12 April 2021 4:57 pm
To: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua city.govt.nz>
Subject: RE: PCC WMF update

Hi Linda,

Thank you for your time this afternoon. Nigel & I appreciated the opportunity to work through the list. We appreciate you adjusting the project plan for further review and the opportunity to close out the Deed of Funding.

We appreciated the overview on the FMS portal and the attached example.

Go well – Ken Bailey

From: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Sent: Monday, 12 April 2021 3:41 PM
To: Ken Bailey <Ken.Bailey@porirua city.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua city.govt.nz>
Subject: [EXTERNAL] RE: PCC WMF update

Hi Ken,

Good to catch up just now. I will update the project plan and send it to you for review, along with draft of Deed of Funding.

The link to the client portal is: <https://fms-cp.mfe-enquire.cloud/user/realme.html>

First you will need to sign in using RealMe. Then you will get prompted to create a user account. Then it will likely prompt you to create a business account, but ignore that and just email me instead, as we already have an organisation account for Porirua City Council from your current project, so I will link you to this.

You won't see any upcoming activities or funding rounds in the client portal for now, until the project is in Deed and until the funding round opens on 30 April.

Attached is the example EOI form for your reference.

Cheers
Linda

From: Ken Bailey <Ken.Bailey@porirua city.govt.nz>
Sent: Monday, 12 April 2021 9:40 am
To: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua city.govt.nz>
Subject: RE: PCC WMF update

PS will also be useful if time allows to cover of the FMS set up/portal sign on & operation.

KB

From: Ken Bailey
Sent: Monday, 12 April 2021 9:32 AM
To: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua city.govt.nz>
Subject: RE: PCC WMF update

Hi Linda,

I hope you have enjoyed a great weekend. I will send an invite for 3.00pm to fit in with Nigel's schedule. I will send a Teams invite.

We look forward to catching up, as well as discussing the project plan, locking in the milestones and the Deed be good to provide a brief update on the programme.

Go well – Ken Bailey

From: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Sent: Monday, 12 April 2021 9:10 AM
To: Ken Bailey <Ken.Bailey@porirua city.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua city.govt.nz>
Subject: [EXTERNAL] RE: PCC WMF update

Hi Ken

Thanks for that, I'll update the project plan with the information you've provided. I'm free from 2pm today – I can send a Teams meeting invite for that time if you like?

Cheers
Linda

From: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Sent: Friday, 9 April 2021 4:27 pm
To: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Cc: Nigel Clarke <Nigel.Clarke@porirua.govt.nz>
Subject: FW: PCC WMF update

Kia ora Linda,

Nigel and I have just revised the milestones to reflect the contract deliverables. Please note the draft adjustments captured within the table contained within the email. We would like to discuss the timeframes and understand from your point of view any further adjustments to reflect invoicing and payment.

We would like to call you on Monday afternoon at a time that suits from 1.00pm. Could you advise if this would work?

Look forward to touching base.

Enjoy a great weekend

Ngā mihi

Ken Bailey
 Project Manager
 Kaiwhakahaere Kaupapa



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From: Nigel Clarke <Nigel.Clarke@porirua.govt.nz>
Sent: Friday, 9 April 2021 4:22 PM
To: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Subject: RE: PCC WMF update

Nigel Clarke
 Principal Advisor Partnerships
 Porirua Harbour, Catchments and Resource Recovery
 Kaitohutohu Matua Pātuitanga, Te Whanga o Porirua me Ngā Wai



Tel: 9(2)(a) Mob 9(2)(a)
porirua.govt.nz

From: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Sent: Friday, 18 December 2020 3:42 PM
To: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Subject: RE: PCC WMF update

Kia ora Linda,

Thank you for the update on the timing of legal review.

I noted the points covered in paragraphs two and three. I will give you a call Monday morning and discuss the points.

Enjoy a good weekend and I will call you Monday morning.

Ngā mihi

Ken Bailey
 Project Manager
 Kaiwhakahaere Kaupapa



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From: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Sent: Friday, 18 December 2020 1:15 PM
To: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Subject: [EXTERNAL] RE: PCC WMF update

Kia ora Ken,

Unfortunately our legal team has been incredibly busy in the lead up to Christmas and haven't been able to complete the legal review for PCC. Which means we won't get your Deed of Funding signed before Christmas. Legal have advised they'll have the legal review completed by 12 January, then it needs to be signed by the MfE financial delegates, so we'd be looking at 15 January as earliest Deed signing by MfE.

Have you made progress with contracting any of the workstreams in the table below? Any expected due dates when they would start the work? If it needs to start before the Deed is signed, then I think we can make a case for a retrospective costs exception or similar to enable the work to start.

Also I was having another look at the project plan and as WMF pays against deliverables (ie. Invoices from the contracts) we might need to realign the milestone payments to match with when the invoices come in, so if there are upfront costs for any of the contracts then we can pay those in milestone one, but if you don't expect to be paying for the contracts till milestone 2 or 3, then best to have the costs in those milestones. I'm free this afternoon till 4pm if you want to give me a call, or have some time free on Monday if you want to chat then.

Breakdown of costs (by workstream)	PCC Project plan			Expected date for invoices? (may need to realign the milestone payments to match when the invoices come in)
	Milestone 1	Milestone 2	Milestone 3	
	18 March – 23 April 2021	23 April – 7 May 2021	7 May – 23 May 2021	
Report 1 – Product Composition and Processing				
Report 2 – Product Sale – market analysis				
Report 3 – Business model development				
Report 6 – Site location				

<p>Report 7 - Resource Recovery Hub Feasibility Study</p> <p>These reports cover:</p> <ul style="list-style-type: none"> • C&D market analysis including product markets & yield of residential C&D recovery • Investigation & research of business model incorporating finance & revenue streams & scalability • Scope site location requirements & facility composition (include future proofing assessment to grow business) • Recommendation on regulatory & resource consenting requirements • An initial assessment of Social Enterprise start up costs 	\$64,000.00			23 April 2021
<p>Report 4 - Labour market analysis</p> <p>The report covers;</p> <ul style="list-style-type: none"> • Employment Forecasting Professional services including a deep analysis employment & training opportunities • A review of the business model & options developed <p>Includes legal advice on options to establish operating entity</p>	\$31,325.00			7 May 2021
<p>Report 5 – Financial feasibility review</p> <p>The report covers</p> <p>Analysis & QS of business case financial assumptions - truth testing commitments & financial modelling</p> <ul style="list-style-type: none"> • Assessment of economic forecast & markets assessment • Legal advice on business model and financial operating structures • Peer review assumptions and business case findings 			\$40,000.00	23 May
Draft Business case			\$12,500.00	
Final Businesscase			\$16,425.00	

Ngā mihi,

Linda MacManus – Analyst/Investment Manager
Te Pūtea Whakamauru Para – Waste Minimisation Fund
Division Waste and Resource Efficiency
 Ministry for the Environment – Manatū Mō Te Taiao
 Mobile: 9(2)(a) Email: linda.macmanus@mfe.govt.nz Website: www.mfe.govt.nz
 23 Kate Sheppard Place, Thorndon, Wellington 6011



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From: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Sent: Friday, 11 December 2020 10:58 AM
To: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Subject: RE: PCC WMF update

Kia ora Linda,

Thank you for the advice and prompt turn around.

Go well – Ken Bailey

From: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Sent: Friday, 11 December 2020 10:46 AM

To: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Subject: [EXTERNAL] RE: PCC WMF update

Kia ora Ken

I'm happy with your proposed change to wording and will update the project plan and Deed accordingly. Will be in touch later next week with an update

Kind Regards
Linda

From: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Sent: Friday, 11 December 2020 9:50 AM
To: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Subject: PCC WMF update

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Kia ora Linda,

Good to talk through the status of the programme this morning. Thank you for getting back to us with the update. We are making some good progress.

Points of Clarity:

As discussed we agree with points made in the document Linda except the point captured below. As discussed at the meeting with Andrew and yourself, we cannot commit Kainga Ora to a commercial enterprise without a very clear economic rationale, which is the purpose of the business case. Senior management at KO will need to be presented with the business case and they will then make a final decision on committing funding. Having said that, we have been in close discussions with the Centre of Excellence team at KO charged with resource recovery and sustainability for the organisation. The KO team are fully aware that in Wellington developing a C+D facility with good markets for any products is vital and there is nothing in place right now. The KO team do wish to set recovery targets for their contractors which would support the viability of any facility. However, we all do need to determine if this can be economically feasible first. The KO sustainability strategy which has been endorsed by their senior management team does make it clear that KO is committed to resource recovery.

- Second to last point page. 27 - objective: *Obtain confirmation that Kainga Ora will financially support the proposed C&D recycling centre if decision is made to proceed, into milestone 3.*

The wording needs to change. As previously outline PCC or a partner cannot commit to funding until the business case is completed and financial implications fully understood / explored. Propose alternative wording:

- *Alternative wording:*
3.4 Present findings and recommendations of the completed business case to Kainga Ora demonstrating the financial and economic rationale which would warrant investment support for the proposed C&D recycling centre and propose that organisations proceed with implementation planning.

Please note the response in red contained within the email:

Ngā mihi

Ken Bailey
Project Manager
Kaiwhakahaere Kaupapa

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From: Linda MacManus <Linda.MacManus@mfe.govt.nz>
Sent: Monday, 7 December 2020 2:47 PM
To: Ken Bailey <Ken.Bailey@porirua.govt.nz>
Subject: [EXTERNAL] PCC WMF update

Kia ora Ken,

Your project plan and Deed have been through a Senior peer review, and have sent the documentation to Legal for their review, which I hope to have by the end of the week, and then we can get the Ministry delegate approvals next week.

I've attached the updated project plan and budget. A revision that came out of the Senior review was that as milestone 1 only had a small WMF contribution (\$1,000 admin) and a tight timeframe, that it would make more sense for PCC to undertake what you need to do to get the contractors sorted (review contractors database, develop procurement plan, submit request to TenderLink or GETS) before the Deed is signed. So have incorporated parts of milestone 1 into milestone 2 (which now becomes milestone 1). Bit tricky to explain in email, but have a look at the project plan and you'll see what I mean. Give me a call if that doesn't make sense.

Noted and agree with the rationale set out. We do appreciate the go ahead with the procurement and probity requirements prior to authorising an agreed Deed

This gives you three milestones as follows (note that our funding terms state that the final milestone has to be at least 10% of the funding value so am retaining some funding from milestone 1 which will be paid in milestone 3)

Noted the three milestone framework

Milestone	Start date	Due date	WMF Contribution	PCC Contribution (personnel costs)	Total value
1. Commence business case	22/12/20	22/02/21	\$135,325	\$19,050	\$154,375
2. Draft business case	22/02/21	8/03/21	\$12,500	\$18,850	\$31,350
3. Final business case	8/03/21	22/03/21	\$16,425	\$19,500	\$35,925
Totals:			\$164,250	\$57,400	\$221,650

A couple of other things:

- Can you advise what accounting/financial system PCC use? (ie. Xero) - our legal time like to have that information.
Technology One Strategic integrated accountancy system. Please refer to this link for specific details: <https://technologyonecorp.co.nz/products/financials>
- Can you get some confirmation that PCC will be covering the personnel costs? I've put this as a milestone 1 deliverable but legal may prefer to have this before the Deed is signed
PCC will cover PCC personnel costs, the other organisation involved will meet their own personnel costs. Please advise how you would prefer confirmation - staff timesheets, contracts for project management contractors retained by PCC?

Give me a call if you want to discuss or let me know a good time and I can call you.

Ngā mihi,

Linda MacManus *āē* Analyst/Investment Manager
Te Pākeā Whakamāuru Para *āē* Waste Minimisation Fund
Division Waste and Resource Efficiency
Ministry for the Environment *āē* Manatā Mā Te Taiao
Mobile: 9(2)(a) Email: linda.macmanus@mfe.govt.nz Website: www.mfe.govt.nz
23 Kate Sheppard Place, Thorndon, Wellington 6011



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