

Request for Proposal

for

South Dunedin Future Programme

Technical Support Services



Contract Reference: 10458

Tender released: 27 January 2023
Deadline for Questions: 4pm 22 February 2023
Deadline for Tenders: 4pm 7 March 2023

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The DCC as a customer

The Dunedin City Council (DCC/We/Our/Us/Buyer) is committed to developing close partnering relationships with our suppliers and contractors; this is another opportunity to work closely with DCC to provide services of importance to the city.

Dunedin is a liveable city, with a strong network of accessible and connected communities; we are the local authority for the wider Dunedin area, which covers 3,340kms square kilometres from north of Waikouaiti to the Taieri River in the south and inland to Hyde.

The DCC is embarking on its most ambitious programme of new capital projects which will transform Dunedin and contribute to the vision of Dunedin being “one of the world’s great small cities”.

The DCC has declared a climate emergency and committed to reducing Dunedin's carbon emissions (excluding biogenic methane) to net zero by 2030, including by achieving the DCC’s organisational emissions targets.

We are also part of a conservation collective committed to pest eradication in our urban and rural landscapes by 2050.

Supplier Code of Conduct

To ensure our supply partners work to the DCC ethos, we have developed a code of conduct and encourage all our suppliers, contractors and consultants to work to those standards. See link to supplier code of conduct document here: https://www.dunedin.govt.nz/_data/assets/pdf_file/0011/759854/Supplier-Code-of-Conduct.pdf

By submitting an RFx response the Tenderer/ Respondent is confirming they have read, understood and agreed to comply with the DCC’s code of conduct.

DCC Standard RFx Terms and Conditions

All DCC RFx processes are subject to the DCC’s standard RFx terms and conditions. See link to DCC standard RFx terms and conditions: www.dunedin.govt.nz/RFx-Terms-and-Conditions.pdf

By submitting an RFx response the Tenderer/ Respondent is confirming they have read, understood and accept those standard terms and conditions without reservation or qualification.

Opportunity Overview

The South Dunedin Future (SDF) programme is a joint initiative of the Dunedin City Council (DCC) and Otago Regional Council (ORC) to develop a climate change adaptation strategy for South Dunedin. It involves detailed technical work and extensive community engagement over multiple years.

The SDF programme team, which includes a dedicated Programme Manager and two advisors, supported by a range of staff from across different teams in DCC and ORC, has identified areas in which external technical expertise is required to complement internal capability and support development of the adaptation strategy.

The DCC wants to partner with one or a number of consultants who have the experience, capability and capacity to provide the necessary technical support to the four key workstreams listed below.

- 1. Strategic Programme Management Support**
- 2. Communications and Community Engagement Support**
- 3. Risk Assessment including Technical Peer Reviews**
- 4. Adaptation Options including Technical Peer Reviews**

A fifth workstream of the programme relating to natural hazards is not included in the scope of this Request for Proposal (RFP). The natural hazards work is led by ORC, with support from other agencies, and is expected to generate a range of hazard-related inputs for the SDF Programme and the workstreams included above.

There are a number of dependencies running across all five of the SDF programme workstreams. Notable dependencies are referenced in this RFP document, discussed in the [South Dunedin Future Programme Plan \(link\)](#), and are illustrated in the attached [SDF Programme Overview Flow Chart](#).

Suppliers should consider dependencies in developing their responses, and they will be explored more fully with successful suppliers during the contract negotiation process.

What's most important

Shaping the future of South Dunedin, and agreeing how to get there, is a big challenge. It is important that this process is undertaken collaboratively. Given the complexity and uncertainties involved in the programme, we anticipate solutions will emerge over time, and the process of identifying the best answer, approach or solution may require iteration and co-creation.

All suppliers will need to support this collaboration, enabling councils, mana whenua partners, affected communities, and other stakeholders to understand the issues, options and trade-offs, and to make informed decisions collectively about the future of this place.

The SDF programme is operating on the basis that all our work will serve to build and enhance the mana of the DCC and ORC's Treaty partnerships with mana whenua. We expect this will be achieved through ongoing collaboration with Ōtākou Rūnaka and Kāti Huirapa Rūnaka ki Puketeraki, their consultancy arm Aukaha, and a range of local Māori organisations in Dunedin.

These partnerships continue to develop. Suppliers working on the programme will be expected to support strengthening of the underlying relationships and to work effectively with mana whenua partners and Māori communities as required to successfully deliver the programme.

Section 1: Key Information

1.1 Context

This Request for Proposal (RFP) is an invitation to suitably qualified suppliers to submit a proposal for the **Technical Support Services for the South Dunedin Future Programme** contract opportunity.

This RFP is a single-step procurement process.

1.2 Indicative Timeline

Process Step	Date (NZ Standard Time):
Deadline for Questions:	22 February 2023
Deadline for Answers:	24 February 2023
Deadline for Proposals:	7 March 2023
Shortlist Interactives:	Week commencing 27 March 2023
Contract Negotiation:	3 April 2023
Contract awarded:	21 April 2023
Contract Start Date:	1 May 2023

1.3 Point of Contact

Our point of contact is: **Natalie Strong – Procurement Advisor.**

All communications and enquiries must be directed through GETS.

1.4 Developing your Proposal

This is an open and competitive process.

Take time to understand the requirements and consider the deadlines above.

When composing your response, consider how we will be evaluating it and the weightings applicable.

You must use the response form and schedule of prices provided.

Questions may be asked via GETS before the deadline for questions. Questions will only be answered via GETS.

1.5 Submitting your response

You must submit your response via GETS. No other method will be accepted.

1.6 Process terms and conditions

By submitting a response, the respondent agrees that their proposal remains open for acceptance for 90 calendar days from the deadline for proposals. Any page limits will be defined on the response form provided.

1.7 Changes

Any and all changes will be notified via GETS.

Section 2: Our Requirements

2.1 Background and Purpose

The South Dunedin Future (SDF) programme is a joint initiative between the Dunedin City Council (DCC) and Otago Regional Council (ORC). It is intended to be a collaboration with the community.

In July 2022, DCC and ORC approved the SDF Programme Plan which sets out the overall approach and anticipated work required to develop a climate change adaptation strategy for South Dunedin.

The SDF programme provides a framework for identifying, developing and selecting climate change adaptation options for South Dunedin. It will involve detailed technical work and extensive community engagement over a period of four years. Some of this work is currently underway or has been completed.

To implement the SDF Programme Plan the programme team requires technical assistance from external suppliers, who are experts in their fields, to support us and to supplement internal resources at DCC and ORC. In particular, technical expertise is required for detailed scientific, engineering, risk, planning, strategy, communications and engagement related work.

There are four key workstreams that we are procuring support for:

- 1. Strategic Programme Management Support**
- 2. Communications and Community Engagement Support**
- 3. Risk Assessment including Technical Peer Reviews**
- 4. Adaptation Options including Technical Peer Reviews**

2.2 Additional Context and Resources

Technical work across all workstreams will need to consider a number of guiding documents and various processes affecting the context within which the SDF programme is operating.

These documents are publicly available, and include:

- South Dunedin Future Programme Plan ([link](#)) and covering briefing paper ([link](#)) to Councils
- Preparing for Coastal Change – A Summary of Coastal Hazards and Climate Change: Guidance for Local Government ([link](#))
- National Adaptation Plan (NAP) ([link](#))

Processes that could affect, inform or influence the context of the programme include:

- Reform of the resource management system
- Reform of the Local Government Act
- Reform of the three waters sector
- Creation of a Future Development Strategy for Dunedin

Additional documentation relevant to specific workstreams is noted in each section below.

2.3 What We Require

The scope of this procurement is split into four key workstreams which are detailed below. The information included in the scope is based on our current thinking, research and assumptions about the desired outcomes, outputs, the activities likely required to deliver those, and some high-level detail about those activities.

Respondents should consider this framing when developing their responses and seek to outline how their services would contribute to delivery of the desired outcomes and outputs. A conforming tender is required as a minimum; however, respondents may also provide alternative submissions proposing structures, methodologies, or outputs that they consider necessary for, or as contributing to, delivery of the four workstreams and the climate change adaptation strategy for South Dunedin.

2.3.1 Workstream One: Strategic Programme Management Support

Workstream One: What we need

Strategic programme management support is intended to expand and complement the internal capabilities of the SDF programme team through provision of strategic or technical advice across a range of disciplines.

These include (but are not limited to) climate change adaptation, planning, urban design and development, social and economic development, programme and project management, strategy and policy development, risk management, monitoring and evaluation.

At this stage, this work is *not* expected to include administrative support, which will be provided by DCC and ORC.

Workstream One: What's included

Strategic programme management support includes assisting the SDF programme team in:

- Collaboratively identifying or helping co-create the best approach to delivering each workstream, work package, and agreed output. Supporting an agile approach to delivery, iterating and adapting as necessary to ensure work remains fit for purpose and will contribute to desired objectives.
- Interfacing between different technical disciplines internally with DCC and ORC technical teams and externally with our technical suppliers
 - Supporting preparation, delivery and review of periodic programme supplier meetings, participating in such events in a 'critical friend' capacity.
 - Providing non-technical review and general advice to the SDF programme team on selected products developed under all programme workstreams (on an as-needed basis)
- Developing climate change adaptation signals, triggers and thresholds ('red lines') for South Dunedin
 - Supporting development of 'red line' thresholds (natural hazard, community values, core council infrastructure and service functions) at which status quo approaches would become non-viable, thereby requiring adaptation (in some form).
 - Supporting development of signals (events, trends, or tipping points) that would indicate a need to prepare for change or adaptation and triggers (events, trends, or tipping points) that would initiate a change process (of some description).

Note: This work concerns the circumstances under which a change from the status quo would be required, *not* what we would change to, which will be addressed in the adaptation options development workstream.

- Strategy, planning and delivery of the programme
 - Providing advice on actual and anticipated changes to legislative, regulatory and policy environment in which the programme is operating, including but not limited to local government reform, resource management reform, and three waters reform.
 - Supporting preparation, delivery and analysis of programme strategy discussions, meetings or workshops, and participating in such events in a 'critical friend' capacity (as required).
 - Reviewing and providing critical feedback on various iterations of the programme strategy ('strategic intent'), including but not limited to integration of inputs from mana whenua partners and requirements associated with 'giving effect to' the National Adaptation Plan and other relevant local, regional or national guidance or documentation. This may also include changes resulting from the review of national and international adaptation options (see adaptation options workstream).
- Programme risk and issues management
 - Reviewing and providing critical feedback on various iterations of the programme risk and issues management registers.
- Programme reporting
 - Reviewing and providing critical feedback on programme reports, including internal (to Programme Steering Group, Council Committees, and Councils) and externally (any products developed by the programme for partners and stakeholders), as required.
- Monitoring and evaluation (M&E) of the SDF programme
 - Support development of a framework for tracking the impact of the programme, including:
 - a benefits management framework (i.e. programme logic spanning project outputs, new capability creation, resulting outcomes, benefits realised and achievement or otherwise of organisational objectives); and
 - an M&E framework that outlines strategic and operational objectives of the programme (see strategic intent points, above), determines baseline, target and indicator information, and enables periodic performance-based reporting on the programme.

Note: This work concerns an M&E framework for the programme itself, not the final adaptation strategy for South Dunedin (which will require a separate M&E framework).

Workstream One: Milestones and Deliverables

Further information on Strategic Programme Management Support can be found in the Milestones and Deliverables document included with this RFP.

2.3.2 Workstream Two: Communications and Community Engagement Support

Workstream Two: What we need

Successful delivery of the programme will require effective communication of a range of complex and technical information, complemented by engagement and collaboration with the diverse communities in South Dunedin, wider Dunedin city, and stakeholders around New Zealand.

This work will operate alongside, and where appropriate incorporate both councils' partnership with mana whenua under the Treaty of Waitangi to ensure our Māori communities have opportunities to meaningfully engage in the programme and its outcomes.

Progressing through the programme will involve working with partners and stakeholders to develop an increasing level of knowledge about the natural hazards facing South Dunedin (predominantly climate change-driven challenges); how these hazards could affect the things we value (people, places, assets); and what we can do about it, including our options for adapting to change.

Early thinking on key communications messages, feedback sought from engagement, and desired outcomes from each stage of communications and engagement work, are outlined in the draft High-level Communications and Engagement Plan included with this RFP. Suppliers should consider this draft plan when developing their responses.

Workstream Two: What's included

Support for council-led community communications and engagement activities is expected to include:

➤ Whole of Programme: Programme Communications and Engagement Plan

- Providing review and advice to finalise a draft programme communications and engagement plan, including any associated activities (e.g. design workshops, audience testing, etc).
- Providing ongoing advice on changes required to ensure plan remains fit for purpose
- Work to support finalisation of the plan is expected to include:
 - refining an overall set of key messages and narrative concept for the programme
 - developing a messaging and narrative campaign guide for a wide range of media
 - developing an awareness raising campaign
 - production of five (5) short videos during 2023

➤ Phase: What is happening?

- Support design work and content writing for a series of science **communications** products covering consolidated information on the natural hazards affecting South Dunedin. The products would be a synopsis of key science (science content provided) conveyed in a form (e.g. factsheets, visualisations, infographics, cartoons, etc.) aimed at the general public and suitable for print, web and social media.

➤ **Phase: What is happening? Continued**

- Key natural hazard topics would include:
 - changing environment (formation of land bridge, pre-1840 environment, environmental modification and reclamation, natural/built environment relationship)
 - severe weather events (heavy rainfall, runoff, flooding)
 - groundwater (high groundwater, surface ponding, dampness)
 - coastal (sea level rise, storm surge, tsunami, erosion)
 - seismic (earthquake, liquefaction, subsidence, landslide).
- Additional communications may also be required covering:
 - wider anticipated impacts of climate change and natural hazards, through social, economic, environment and cultural lenses.
- Support for design, delivery and analysis of engagement activities (e.g. workshops, pop-ups, displays, events, surveys, etc) aimed at increasing public awareness of the physical environment in/around South Dunedin, how this is affected by natural hazards, and how this could change over time because of climate change.

Note: Due to scheduling constraints and programme dependencies, some foundation work relating to whole of programme and natural hazards-related communications must be undertaken in the period January-April 2023, in parallel to this RFP process.

That foundation work may influence the final scope of work relating to the communications and engagement workstream. For example the successful suppliers may be asked to work with/review/refine existing work.

➤ **Phase: What matters most?**

- Building on community engagement work to date, support design, delivery and analysis of **engagement** activities aimed at:
 - identifying the things of greatest value (including people, places, assets) to those with a stake in South Dunedin (including but not limited to South Dunedin residents, Dunedin residents, mana whenua partners, and other stakeholders);
 - explaining how climate change and natural hazards might affect these things of value (people, places, assets) over time, and seeking feedback from the community on the implications from their perspective (actual or perceived).
- Support design work and content writing for a series of **communications** products (visualisations, infographics, or similar) illustrating the things of greatest value to those with a stake in South Dunedin, and how these might be affected by climate change / natural hazards now and in the future. This could include a single product covering people, places, and assets now and in the future.
 - utilisation of communications products in reporting back to community stakeholders on the outcomes of this phase of community engagement.
- Communications material to support the three stages of the climate change and natural hazard risk assessment, including community engagement activities (e.g. stakeholder risk workshops) during the second and third stages (see risk assessment section below for more details).

➤ **Phase: What can we do?**

- Support design work and content writing for a series of **communications** products (e.g. visualisations, infographics, or similar) illustrating high-level options for adapting to the locked in and anticipated impacts of climate change and natural hazards on South Dunedin. This would include options covering the spectrum of “fight or flight”, where specific options would be organised into four adaptation categories avoid, protect, accommodate and retreat.
- The engagement activities described below would need to be repeated for each of the five stages of adaptation option development (i.e. review, generic long list, spatial long list, spatial short list, preferred options).
 - Building on community engagement work to date, support design, delivery and analysis of **engagement** activities aimed at:
 - explaining key elements of the adaptation options, how these could act to mitigate the impact of climate change and natural hazards on South Dunedin, and the costs and benefits associated with each option.
 - seeking partner and stakeholder feedback on the adaptation options, including (but not limited to) community views on how options would have a positive or negative effect on the things of most value (people, places, assets) identified in the *What matters most?* phase, and how this might change over time.
 - Analysing the results of communication and engagement activities, developing a report(s) (or similar) that would inform further technical work, refinement of options, and further advice to Councils in subsequent stages of options development.

➤ **Phase: Make it happen.**

- Support design work and content writing for a series of **communications** products (report(s), supported by visualisations, infographics, or similar) jointly comprising a ‘climate change adaptation strategy for South Dunedin’.

The final form of this product(s) is yet to be determined, but is expected to comprise:

- a summary of the programme, purpose, objectives, process, outputs and outcomes
- a history and context of South Dunedin
- a summary (including visualisations) of the natural hazards affecting South Dunedin and how these are expected to change over time
- a summary (including visualisations) of what matters most to the partners and stakeholders (people, places, assets).
- a summary (including visualisations) of the preferred options for adapting to climate change and details of the merits of each
- an outline (including visualisations) of the adaptation options, signals, triggers and pathways recommended by the programme
- an overview of the process for implementing the adaptation strategy, including monitoring and evaluating signals and triggers, and transitioning between pathways

➤ **Phase: Is it working?**

- Support design work and content writing for a series of **communications** (reports, visualisations, infographics, or similar) and **engagement** (surveys, workshops, etc) to seek feedback from communities about relevant signals and triggers, and to advise and engage partners and stakeholders of the process and decision making relating to any subsequent transition between pathways and the underlying rationale.

Workstream Two: Milestones and Deliverables

Further information on Communications and Community Engagement Support can be found in the [Milestones and Deliverables document](#) included with this RFP.

2.3.3 Workstream Three: Risk Assessment and Technical Peer Review of Risk Assessment

Workstream Three: What we need

The climate change and natural hazard risk assessment seeks to assess the potential for things of value (people, places, assets) to be negatively affected by hazards affecting South Dunedin.

This will examine the likelihood of certain impacts occurring in South Dunedin and the consequences of those impacts should they occur.

We also want to assess the exposure and vulnerability of people and assets to the range of natural hazards affecting South Dunedin.

The information developed during the risk assessment process is intended to (i) fill information gaps, (ii) establish a risk baseline, (iii) facilitate planning and (iv) support decision making (e.g. in regard to adaptation options).

Key guiding documents in the process include:

- National Climate Change Risk Assessment (NCCRA) ([link](#))
- Otago Climate Change Risk Assessment (OCCRA) ([link](#))
- Ministry for the Environment guidance for Local Climate Change Risk Assessments ([link](#))
- Otago Regional Council proposed Regional Policy Statement (2021) ([link](#)).

Workstream Three: What's included

Preparation and delivery of climate change and natural hazard risk assessment is planned to proceed in three stages (plus preparation work). In practice, some stages may be amended, split or merged based on the final methodology and new information as work progresses. During each stage, a technical peer review would be undertaken to ensure that the risk assessment work is robust and remains fit for purpose.

➤ **Preparation for risk assessment**

This includes confirming definition, scope, scale, organising principles, methodology and information requirements.

➤ **Stage 1 - High level review of climate change and natural hazard risk assessment for Dunedin.**

For this work Dunedin is currently defined as the central city and suburban centres *not* included in DCC Community Board boundaries (see following [link](#)). This work would include initial hazards identification, risk screening, and could be desktop-based (i.e. may not include stakeholder engagement). The output would be a report summarising the climate change and natural hazard risk context within which South Dunedin is nested, which would inform more detailed risk analysis for South Dunedin and feed into development of the spatial long list of adaptation options (see below).

➤ **Stage 2 - Detailed review for South Dunedin, focusing on exposure and vulnerability assessments.**

This second stage would focus on exposure and vulnerability in South Dunedin. It would seek to assess the potential harm and loss to the community and environment caused by the range of natural hazards, and consider the ability of the community and environment to cope and adapt to change. One objective would be to identify and prioritise exposed areas.

This work would include sensitivity analysis (the degree to which varying changes to the physical environment have corresponding impacts on communities), and assessments of adaptive capacity (the ability of natural and human systems to accommodate change). This work will be informed by the consolidated natural hazards information, initial risk assessment, existing data on community characteristics, views, values and aspirations, and stakeholder risk workshops.

The output would be a report including an exposure assessment (assigning ratings for exposure of risk to climate and natural hazards); vulnerability assessment (for direct risks, rate sensitivity and adaptive capacity to identified hazards); and risk rating (based on exposure and vulnerability).

➤ **Stage 3 - Risk consequence, indirect and cascading risk assessment for South Dunedin.**

A third stage of the detailed risk assessment would focus specifically on South Dunedin, enabling further investigation and prioritisation of risk consequences in particular areas, in conjunction with the prior exposure and vulnerability assessments. This detailed assessment would be informed by consolidated hazards information, previous risk assessment work, spatial information on community characteristics and priorities, and the spatial long list of potential adaptation options.

This stage would also include examining indirect and cascading risks, causes, and interactions with the objectives of the programme and wider objectives of councils, and where this might have relevance for risk mitigation (i.e. adaptation options). It is anticipated that this stage of the risk assessment work would inform development of the spatial shortlist of adaptation options (see below).

The output would be a report including an assessment of the consequences of priority risks (importance, significance, value to communities) and a second report (or report section) identifying and assessing indirect and cascading risks that have relevance to the programme, its objectives, and the adaptation options workstream.

➤ **Technical peer review (at each stage)**

Each stage of the risk assessment work includes a technical peer review of risk assessment work by an independent consultant to ensure robustness and defensibility of technical information.

Workstream Three: Milestones and Deliverables

Further information on Risk Assessment can be found in the [Milestones and Deliverables document](#) included with this RFP.

2.3.4 Adaptation Options and Technical Peer Review of Adaptation Options

Workstream Four: What we need

The primary operational objective of the programme is producing a climate change adaptation strategy for South Dunedin.

Developing options for adapting to the locked-in and anticipated impacts of climate change and natural hazards on South Dunedin, and weaving these together into a consolidated adaptation strategy, is expected to be a complex and iterative process.

This will involve application of the Dynamic Adaptive Pathways Planning (DAPP) methodology, which is recommended best practice for coastal adaptation work.

This work is expected to include identifying potential adaptation options, assessing the respective merits and trade-offs associated with each, refining options through technical assessment and community engagement, and developing a coherent final package (including options, pathways, signals and triggers), which will then be integrated into an adaptation strategy.

Workstream Four: What's included

The scope of this work is expected to include options covering the spectrum of “fight or flight”, where specific options would be grouped according to the categories outlined in the National Adaptation Plan, including:

- Avoid - Stop putting people, houses and other assets in harm's way, including by using planning rules to avoid future hazards.
- Protect - Hold the line and protect what we have using natural buffers, like dunes, or hard structures like pipes, pumps and seawalls.
- Accommodate - Change existing assets to cope with the risks, such as raising floor levels or making alternative flood paths.
- Retreat - Move people and assets out of trouble in a managed way over time, or after climate- or hazard-related events.

Development of adaptation options will be undertaken in five stages, as detailed in the SDF Programme Plan, and as indicated below.

In practice, some stages may be amended, split or merged based on new information as the programme progresses. During each stage, a technical peer review would be undertaken to ensure that options being developed are robust and remain fit for purpose.

➤ **Stage 1 – Review of national and international adaptation options**

Climate change adaptation is an emerging, and rapidly evolving discipline. There is a wide range of research, analysis, and best practice being undertaken nationally and internationally. We want to utilise whatever best practice is available to develop the best possible options for South Dunedin.

However, adaptation is also highly localised – solutions applied in one place may not necessarily transfer to others – so we also need to assess the extent to which existing adaptation approaches are applicable to a South Dunedin context.

Building on existing research, reports and knowledge, this work would seek to undertake a more detailed desktop review of national and international adaptation literature, policy, practice, planning documents and case studies of relevance to South Dunedin.

The review process would be expected to include a community engagement component, designed to crowd-source local ideas about adaptation for consideration by the programme.

The specific purpose would be to inform development of the long list of adaptation options.

The following reports may be of relevance and are either publicly available or will be provided to successful suppliers:

- Assessment of Options for Protecting Harbourside and South City from Direct Impacts of Sea Level Rise, Beca (2014)
- Preparing New Zealand for rising seas: Certainty and Uncertainty, Parliamentary Commissioner for the Environment (2015) ([link](#))
- ORC Report on the Natural Hazards of South Dunedin, 2016 ([link](#))
- Protection Options for Managing Rising Groundwater in South Dunedin, Golder (2017)
- Catalogue of Coastal Hazard Adaptation Options, Christchurch City Council (2021) ([link](#))

This review is expected to include:

- preparation for adaptation options development, including confirming definition, scope, scale, organising principles and information requirements
- research to identify existing adaptation options, approaches or best practice that could:
 - act to mitigate the impact of climate change and natural hazards affecting South Dunedin (including coastal hazards such as tsunami, erosion and storm surge; severe weather hazards such as rainfall, runoff and flooding; groundwater hazards such as high ground water, ponding and dampness; seismic hazards such as earthquake, landslide and liquefaction).
 - have application in a South Dunedin context (i.e. be relevant for the specific characteristics of South Dunedin and could reasonably be expected to be technically feasible, practicably deliverable, and financially affordable) and therefore justify consideration in a long list.
- provision of a report detailing the outcome of the research that includes:
 - a description of the challenges facing South Dunedin
 - objectives of the programme
 - principles that should guide and support best practice adaptation in South Dunedin (based on its unique context) and
 - a summary commentary on a range of options, approaches and best practice (supported by New Zealand and international examples) that should be considered when developing options for adapting to the impacts of climate change and natural hazards, and explanation of how these are of relevance for South Dunedin.

➤ **Stage 2 – Develop a long list of generic adaptation options**

Developing a long list of generic adaptation options would be informed by the consolidated natural hazards information, which is a separate programme workstream led by ORC, and detailed review of national and international adaptation options.

It is anticipated that an initial long list of approximately 15-20 options would span the spectrum of ‘fight or flight’, grouped into four adaptation categories of accommodate, protect, retreat and avoid (as described above). This process will need to use the DAPP approach and principles.

Each of the approximately 15-20 long-listed generic adaptation options would need to include:

- summary description of key concepts and features associated with the option
- summary explanation of expected direct benefits (i.e. what current or future natural hazards would be mitigated, how this would be achieved, and for how long would it last).
- summary explanation of any expected indirect or co-benefits of the option (i.e. what would be the co-benefit, how would this be achieved, and for how long would it last)
- summary explanation of any expected negative impacts, constraints or disbenefits of the option (i.e. negative or unintended consequences, such as increased energy consumption, ongoing operational costs, loss of biodiversity, consenting process, etc).
- a ‘micro’ business case assessment (or similar) for the option, including:
 - strategic: description of how the option aligns with the Strategic Intent of the SDF Programme, and the *Principles for Adaptation Action* in the National Adaptation Plan (NAP);
 - economic: description of different variants of the option considered (if any), which variant(s) are recommended and why
 - commercial: description of the commercial viability of the option, could it be delivered internally by councils, or would it be procured or delivered externally
 - financial: assessment of high-level financial cost of the option relative to available resources, anticipated benefits, and other options in the long list
 - management: description of the structures, systems and controls that would need to be implemented to ensure that the option could succeed (e.g. either directly by councils, or indirectly by other entities, including in response to a council decision or action).
- a visualisation of the option that would communicate key aspects to a wide range of partners and stakeholders (including those with limited technical knowledge).

Subject to approval of the generic long list by Councils, this phase of work would also include supporting council-led communications and community engagement activities on the generic long list (see communications and engagement section above).

➤ **Stage 3 – Develop a spatial long list of adaptation options**

The third stage of the adaptation options development involves adding a spatial dimension to the work.

This is expected to merge three layers of spatial information covering natural hazards, community (demographic data and views, values and aspirations), and adaptation options.

Adding these spatial layers would illustrate which areas of South Dunedin are affected by different natural hazards over time and how these hazards might affect what the community values (people, places and assets).

This would enable an initial assessment of where particular adaptation options might best be deployed in different areas of South Dunedin, at different times, to meet a range of programme objectives.

It is anticipated that this would illustrate how risks, objectives, and potential adaptation options may vary across South Dunedin across different time periods (i.e. single option or one-size-fits-all solution may not meet programme objectives).

This process will need to use the DAPP approach and principles.

This work is expected to include:

- developing a more comprehensive spatial picture of South Dunedin, through the three lenses of natural hazards, partner and stakeholder information, and adaptation options, in order to identify and differentiate areas on the basis of importance, risk, opportunity, etc. This may result in dividing South Dunedin into sub-areas, or cells, which would form the basis of subsequent work.
- re-assessing, refining and potentially eliminating adaptation options from the generic long list based on the layered, spatial information (e.g. selected generic adaptation options may work for some, but not all cells, or require tailoring to remain fit for purpose, or no longer address the combination of hazards and community priorities in selected cells – and therefore be removed from consideration)
- balancing the value of tailoring adaptation options to the varying characteristics of each cell, versus the need to ensure all cells and options can operate as a single, coherent system
- updated descriptions of each adaptation option (incorporating spatial information)
- updated 'micro' business case assessments for each option (incorporating spatial information)
- updated visualisations of each option, which could include 'artists impression'-style illustrations of how options could look if applied to different areas or cells within South Dunedin.

Subject to approval of the spatial long list by Councils, this phase of work would also include supporting council-led communications and community engagement activities on the spatial long list (see communications and engagement section above).

➤ **Stage 4 – Develop a spatial short list of adaptation options**

The fourth stage of the adaptation options process would seek to narrow the spatial long list of options to a spatial short list, incorporating the findings of the detailed climate change and natural hazards risk assessment, vulnerability assessment, and community engagement on the spatial long list.

This process would involve additional technical work to investigate options more fully, with a view to establishing a clear hierarchy of options across different cells or areas of South Dunedin over varying time scales, eventually narrowing options to a short-list.

This process would also need to identify how different options, in different cells, could combine over varying timeframes to present a coherent and viable adaptation response (or set of responses).

This process will need to use the DAPP approach and principles.

This work is expected to include:

- re-assessing, refining, prioritising and eliminating adaptation options from the spatial long list based on risk assessment information, community feedback on the spatial long list, additional technical work on each option, including how different options and cells would form a coherent system
- updated detailed descriptions of each adaptation option and cell combination
- updated detailed business case assessments for each option and cell combination
- updated visualisations of each option and cell, which could include ‘artists impression’-style illustrations of how options could look when applied in different areas or cells within South Dunedin.

Subject to approval of the spatial short list by Councils, this phase of work would also include supporting council-led communications and community engagement activities on the spatial short list (see communications and engagement section above).

➤ **Stage 5 – Develop preferred adaptation options, triggers, and pathways**

This fifth stage of work would involve developing a final set of preferred adaptation options, across different time periods, for each cell and the entire programme area of South Dunedin.

Informed by technical information and findings from community engagement, it would also seek to determine the signals and trigger points at which a switch between options would be made.

The options, signals and triggers would be combined into pathways, and aggregated across cells, to form a suite of options and pathways for the whole of South Dunedin.

This process will need to use the DAPP approach and principles.

This would provide an outline for how the natural environment, urban form, and social, cultural and economic activity in South Dunedin might change over time in adapting to climate change.

This work is expected to include:

- re-assessing, refining, prioritising and eliminating adaptation options from the spatial short list based on risk assessment information, community feedback on the spatial short list, additional technical work on each option, including on how different options and cells would form a coherent system.
- development of signals and triggers associated with shifting from one option to another
- updated detailed descriptions of each adaptation option and cell combination
- updated detailed business case assessments for each option and cell combination
- updated visualisations of each option and cell, which could include ‘artists impression’-style illustrations of how options could look when applied in different areas or cells within South Dunedin.
- a report detailing the preferred options, signals and triggers for each cell as well as the whole area of South Dunedin, including South Dunedin-wide visualisations of the combined options over time.

Subject to approval of the preferred adaptation options by Councils, this phase of work would also include supporting council-led communications and community engagement activities on the preferred options (see communications and engagement section above).

➤ **Technical peer review (at each stage)**

Each stage of adaptation options development workstream includes technical peer review of adaptation options work by an independent consultant to ensure robustness and defensibility of technical information.

Peer review would occur at each of the five stages *prior* to seeking Council approval and undertaking community engagement work.

Workstream Four: Milestones and Deliverables

Further information on Adaptation Options can be found in the [Milestones and Deliverables document](#) included with this RFP.



2.4 Key Outcomes

The primary operational objective of the South Dunedin Future programme is to develop a climate change adaptation strategy for South Dunedin. This objective is nested within a number of wider strategic and operational objectives, which are outlined in the 'Strategic Intent' of the programme copied below and detailed on page 8-10 of the Programme Plan ([link](#)).

South Dunedin Future Programme Strategic Intent

Strategic Objectives	Vision: Improved community wellbeing and resilience through sustainable urban regeneration of South Dunedin			
	Purpose: To enable South Dunedin to prepare for and adapt to the impacts of climate change			
	Reduced risk from flooding (and other natural hazards)	Increased social and economic resilience	Environmental and cultural restoration	
	Climate change impacts are fair ('just transition')	Community ownership of process and outcomes	Improved urban form in South Dunedin	

Operational Objectives	Develop a Climate Change Adaptation Strategy for South Dunedin			
	Community buy-in through inclusive engagement	Run a robust, transparent, and inclusive process	Alignment with Council strategies and policies	Integration with business-as-usual functions of Councils

Programme Actions	What is happening?	What matters most?	What can we do?	Make it happen.	How is it working?
	Build our understanding of the physical environmental and natural hazards, the communities affected, and how this might change over time.	Develop our understanding of community values, objectives, vulnerability, and the risk presented by natural hazards. Agree our overall objectives.	Identify our options for managing likely changes to the physical environment, the resulting hazards, and risk. Select options and pathways that will best meet our objectives.	Develop an overall adaptation strategy that balances the risks, objectives, and options. Develop a plan to implement that strategy, integrating this into business as usual.	Monitor, review and adjust the adaptation strategy to ensure it remains fit for purpose and is delivering on our objectives

Cross-Council Adaptation Work	Science & Technical	Planning & Infrastructure	Community Engagement	Strategy & Policy
	Understanding how the changing physical environment affects natural hazards and risk, now and in the future	Managing hazards and risk through land use planning, engineered and nature-based solutions	Partnering with the community to build resilience, identify preferred futures, and determine viable adaptation options	Integrating research and best practice into decision-making, while navigating a changing policy, legislative & regulatory environment

2.5 Workstream Contracts

It was previously indicated in the supplier briefing on 8 December 2022 that the successful supplier for the Strategic Programme Management Support workstream would be excluded from being awarded any other workstream. This is no longer the case, and respondents can apply for, and may be awarded, all four workstreams.

The **Risk Assessment** and **Adaptation Options** workstreams will however include an option to source more than one supplier in order for a separate supplier(s) to undertake technical peer review of the reports developed, to ensure robustness of the recommendations, provide surety in decision making, and confidence to the public when undertaking community engagement.

2.6 Contract Term

Contract Term	Details
Expected Start Date	1 May 2023
Expected Duration:	Three (3) Years
Options to Extend:	Two (2) options to extend for one (1) year each
Maximum Term:	Five (5) Years (3+1+1)

2.7 Additional Documents / Files

The additional information has been provided to inform respondents in compiling their response. They have been uploaded on GETS and form part of this RFP.

1. RFP Response Form
2. Pricing Schedule
3. Draft Contract – GMC for Services 3rd Edition Schedule 1 and 2
4. South Dunedin Future Programme Overview (Flow Chart)
5. South Dunedin Future Programme High-Level Schedule (indicative)
6. Draft High-Level Communications and Engagement Plan
7. Programme Milestones and Deliverables

2.8 Key/Critical Milestones Deliverables

The key timeframes for delivery are set out in the attached 'South Dunedin Future Programme High-Level Schedule' document, with key milestone deliverables outlined in the attached 'Programme Milestones and Deliverables Tables'. These represent an indicative programme timeline. The key milestone dates for 2023 reflect our current commitments to the community.

Section 3: Our Evaluation Approach

3.1 Evaluation Model

The evaluation model that will be used is weighted attribute (weighted criteria).

Price is a weighted criterion.

This means that all proposals that are capable of full delivery on time will be shortlisted. The proposal that scores the highest for each workstream may be selected as the successful respondent, however, evaluators will also consider the highest overall score across workstreams (as there may be value and efficiencies in working with a single supplier, supplier group, or a more limited number of suppliers).

The DCC may, at its sole discretion, award additional contracts for Technical Peer Reviews for the Risk Assessment and Adaptation Options packages of work.

A 'two envelope' system will be used for the evaluation.

This means that respondents must provide all financial information relating to price, expenses and costs in a separate clearly identified soft copy folder.

The evaluation panel will firstly score each proposal based on the weighted criteria listed below. Following completion of the scoring the financial information will be presented to the panel.

The panel will then assess which proposals to shortlist based on best value-for-money over the whole-of-life of the contract i.e., the scores and the total costs over the whole-of-life of the contract.

If required, the DCC may invite shortlisted suppliers to engage in an interactive presentation process based on their proposal. If this is the case, then a final evaluation will take place based on the strength of the respondents presentation.

3.2 Evaluation Criteria

Proposals will be evaluated against the following evaluation criteria and weightings.

Please provide full answers and all required evidence to illustrate your ability, experience and qualification to meet the acceptable standards (as a minimum) as follows. Failure to do so may preclude further consideration.

Due to the nature of this procurement, some questions are relevant to specific workstreams only.

The evaluation criteria below and the questions in the RFP response form include criteria that applies to all Respondents. Respondents will need to respond to these criteria regardless of the workstream applied for (this includes A, G and High Value for both non-price criterion).

In addition to the criteria requirement above, Respondents will also need to respond to criteria that is relevant to the particular package of work they are applying for (e.g. B, C, D, E, F, H).

As an example, suppliers responding to:

- Strategic Programme Management Support workstream only - Criteria A, B, G and High Value will apply.
- Communication and Community Support workstream only – Criteria A, C, G and High Value will apply.
- Risk Assessment including Technical Peer Reviews workstream only – Criteria A, D, F, G, H and High Value will apply.
- Adaptation Options Development including Technical Peer Reviews workstream only – Criteria A, E, F, G, H and High Value will apply.
- All workstreams including Technical Peer Reviews – Criteria A, B, C, D, E, F, G, H and High Value will apply.

Criterion	Weighting %
Proposed Team – Relevant skills and experience	50%
To achieve an acceptable score the respondents must provide evidence of meeting the following standards:	
<u>A: Criteria relevant to all respondents:</u>	
<ul style="list-style-type: none"> ■ Provide detail of your proposed key staff who will undertake the project, including their allocation to this project and CVs with their technical qualifications and training as well as practical relevant experience and skills in delivering similar projects. ■ Provide an organisational chart showing the proposed team relationships and location, including any subcontractors. ■ Demonstrate how each of the proposed personnel will contribute to successful project delivery and evidence where they have worked together in similar environments. 	
<u>B: Additional criteria relevant to Strategic Programme Management Support only:</u>	
<ul style="list-style-type: none"> ■ Successful track record working in project or programme management roles that are similar/relevant to the SDF programme, including using agile, adaptive or collaborative project management and problem-solving approaches. ■ Proven experience in key technical areas of programme management, as outlined in section 2.3.1, including (but not limited to): collaboration and co-creation, interfacing across technical disciplines, climate change adaptation, programme strategy, planning and delivery, risk and issue management, reporting, and monitoring and evaluation. 	
<u>C: Additional criteria relevant to Communications and Community Engagement Support only:</u>	
<ul style="list-style-type: none"> ■ A demonstrated successful track record of working collaboratively with customers, key stakeholders and other suppliers to deliver a complex programme of work similar to the SDF Programme. ■ Proven experience engaging with a diverse set of community stakeholders through an iterative communication, engagement and feedback approach. ■ Proven experience engaging with mana whenua and Māori communities in successful delivery of projects, including by demonstrating an understanding of Te Ao Māori, mātauranga Māori, and tikanga Māori, including in engagement with mana whenua as a partner to DCC and the Treaty. ■ Proven experience in key technical areas of communications and community engagement, as outlined in section 2.3.2, including (but not limited to): <ul style="list-style-type: none"> ○ leading and supporting strategy, planning, design, development, review, and delivery of communications products and services on large/complex projects or programmes (particularly science communications, community-focused campaigns, and complex change processes); and ○ leading and supporting strategy, planning, design, development, review, and delivery of community engagement products and services on large/complex projects or programmes (particularly science communications, community-focused engagement, and complex change processes). 	

Criterion	Weighting %
Proposed Team – Relevant skills and experience	50%
<p>D: Additional criteria relevant to Risk Assessment only:</p> <ul style="list-style-type: none"> ■ Successful track record of working on complex risk assessments in a context similar/relevant to the SDF Programme (i.e., preferably climate change and natural hazard-related risk assessments). ■ Proven experience in key technical areas of the risk assessment process, as outlined in section 2.3.3, including (but not limited to): risk assessment design, risk identification, risk screening, exposure and vulnerability assessment, risk rating, risk reporting, and risk-related community engagement. <p>E: Additional criteria relevant to Adaptation Options Development only:</p> <ul style="list-style-type: none"> ■ Successful track record of developing solutions to complex social, economic, and environmental problems, including: <ul style="list-style-type: none"> ○ using agile, iterative, and/or collaborative approaches; and ○ business case development, multi-criteria assessment, and social, economic, and environmental impact assessments, and other relevant methodologies. ■ Proven experience in key technical areas relevant to adaptation options development, as outlined in section 2.3.4, including (but not limited to): civil engineering, land use planning, urban design, urban architecture, transport planning, GIS, environmental science, economic analysis, impact assessment, and risk analysis. <p>F: Additional criteria relevant to Technical Peer Reviews (Risk Assessment & Adaptation Options) only:</p> <ul style="list-style-type: none"> ■ Provide two examples of work where you have provided technical peer review services for work similar that descriptions of the risk assessment and/or adaptation options workstreams. <p><i>Note: You will need to include referees in your response. We may contact these referees to confirm the experience and evidence you have included in your response to these questions.</i></p> <p>Note: In scoring this section, the evaluators will place high value on <i>(this section is relevant to all Respondents)</i>:</p> <ul style="list-style-type: none"> ■ The use of local knowledge, expertise, and input into the project to promote diversity of thought, leverage existing relationships, and help build and retain credibility with local stakeholders. ■ Proven experience and skill of proposed multi-disciplinary team members that is relevant to the package of work/s applied for i.e., key personnel that are experts in their field. ■ Skills and experience working on a complex suburb- or city-wide climate adaptation projects or programmes in a New Zealand or a relevant international context (i.e. and urban centre of similar key characteristics to South Dunedin). 	



Proposed Approach – Methodology, timeframes and sustainability	35%
<p>To achieve an acceptable score the respondents must provide evidence that meets the following standard:</p> <p><u>G: Criteria relevant to all respondents:</u></p> <ul style="list-style-type: none"> ■ A clearly defined approach or methodology for delivering the specified services and outputs relevant to the workstreams applied for, including (but not limited to): <ul style="list-style-type: none"> ○ proposed technical approaches, ○ timelines for delivery that meet the summary SDF Programme Schedule (or variances from this schedule, including supporting rationale), ○ management of personnel and other resources, ○ interfacing with the customer (DCC/ORC), programme partners (mana whenua), affected communities, and other relevant stakeholders, ○ use of agile, iterative, and/or collaborative approaches to managing programme or work package complexity, uncertainty, and risk, ○ an explanation of your organisation’s commitment to sustainability, including by reducing its carbon footprint, ○ Identifying any key risks relating to the programme or work package and your proposed approach to mitigation, and ○ demonstrating how you will manage health, safety and wellbeing throughout the delivery of the works. <p><u>H: Additional criteria relevant to Technical Peer Reviews (Risk Assessment & Adaptation Options) only:</u></p> <ul style="list-style-type: none"> ■ A clear description of how you will undertake technical peer review for risk assessment and adaptation options work streams, including description of what tools (models, software, etc.) you would use to estimate enabled and embodied emissions for each adaptation option. <p>Note: In scoring this section, the evaluators will place high value on <i>(this section is relevant to all respondents)</i>:</p> <ul style="list-style-type: none"> ■ Evidence that proposed methodologies consider sustainability through number of lenses, such as intergenerational equity, embodied carbon and life-cycle emissions, and systems thinking (particularly in terms of potential co-benefits from adaptation, such as biodiversity gains, improved air and water quality, waste minimization, etc.). ■ Evidence that you have considered emissions reduction through the delivery of the services and outputs, including demonstrating how you will limit/reduce emissions and minimize waste through the delivery of the works (e.g. reduced/avoided travel emissions). ■ Evidence that your organisation has emissions reduction targets in place and a plan to achieve targets, including gross emissions reduction targets that are aligned with science-based targets. 	
Price – Value for money	15%
Total Weightings	100%

3.3 Evaluation Scoring

The following scale will be used for scoring when evaluating proposals, tenders or responses.

Individual evaluator's scores will be discussed and may be moderated through a group evaluation and moderation meeting with the full evaluation team and including any specialist advisors.

Score	Definition
90, 95 or 100	<u>EXCEPTIONAL - Outstanding</u> Significantly exceeds the criterion. Proposal identifies added value, with supporting evidence.
75, 80 or 85	<u>MINOR BENEFITS – Added Value</u> Exceeds the criterion in some respects and requirements are fully covered in all respects, with supporting evidence.
60, 65 or 70	<u>ACCEPTABLE – Fit for Purpose</u> Meets the criterion in full; requirements are adequately covered, with supporting evidence.
45, 50 or 55	<u>MINOR RESERVATIONS – Adequate</u> Adequately Satisfies the criterion with minor reservations, deficiencies or no supporting evidence.
30, 35 or 40	<u>MAJOR RESERVATIONS – Barely Adequate</u> Significant issues that need to be addressed or little or no supporting evidence.
15, 20 or 25	<u>SERIOUS RESERVATIONS – Not Adequate</u> Does not meet the criterion but suggests potential ability to improve/deliver. Does not comply and/or insufficient information provided to meet the criterion.
0, 5 or 10	<u>UNACCEPTABLE – Total Non-Compliance</u> Does not meet the criterion. Does not comply and/or insufficient information provided to meet the criterion.

3.4 Evaluation process and due diligence

In addition to the above, we may undertake any or all of the following process and due diligence in relation to shortlisted respondents.

The findings will be considered in the evaluation process.

1. Reference check the respondent organisation and any named personnel.
2. Interview respondents.
3. Request respondents make a presentation.

Section 4: Pricing Information

4.1 Pricing to be provided

Respondents must provide all financial information relating to price, expenses and costs in a separate sealed clearly identified soft copy folder.

In submitting the price, the respondent must meet the following:

1. Respondents are to use the pricing schedule or template provided.
2. The pricing schedule is to show a breakdown of all costs, fees, expenses and charges associated with the full delivery of the requirements over the whole-of-life of the contract. It must also clearly state the total contract price exclusive of GST.
3. Where the price, or part of the price, is based on fee rates, all rates are to be specified, either hourly or daily or both as required.
4. In preparing their proposal, respondents are to consider all risks, contingencies and other circumstances relating to the delivery of the requirements and include adequate provision in the proposal and pricing information to manage such risks and contingencies.
5. Respondents are to document in their proposal all assumptions, tags, clarifications and qualifications made about the delivery of the requirements that will impact on whole-of-life costs of the products or services, within the financial pricing information. Any assumption that the buyer or a third party will incur any cost related to the delivery of the requirements is to be stated, and any impacts on the cost should be estimated if possible.
6. Prices should be tendered in NZ\$. Unless otherwise agreed, the buyer will arrange contractual payments in NZ\$.
7. Where a respondent has an alternative method of pricing (i.e. a pricing approach that is different to the pricing schedule) this can be submitted as an alternative pricing model. However, the respondent must also submit a pricing schedule that conforms.
8. Where two or more respondents intend to lodge a joint or consortium proposal the pricing schedule is to include all costs, fees, expenses and charges chargeable by all Respondents.
9. No information relating to price is to be included in the non-price response template.

Section 5: Our Proposed Contract

5.1 Our proposed Contract

The Proposed Contract that we intend to use for the purchase and delivery of the Requirements is GMC for Services 3rd Edition.

In submitting your proposal, you must let us know if you wish to question and/or negotiate any of the terms or conditions in the Proposed Contract or wish to negotiate new terms and/or conditions.

The Response Form contains a section for you to state your position. If you do not state your position, you will be deemed to have accepted the terms and conditions in the Proposed Contract in full.