

From: [BDC Lgoima](#)
To: [REDACTED]
Subject: Official Information Request for Reports from NZ Whitebait to FRAC Ref: OIA 027/22
Date: Tuesday, 24 May 2022 10:39:00 am
Attachments: [April 2021 Whitebait BDC Projects Report.pdf](#)
[June 2021 Whitebait BDC Projects Report.pdf](#)
[March 2021 Whitebait BDC Projects Report.pdf](#)
[May 2021 Whitebait BDC Projects Report.pdf](#)
[May 2022 Whitebait Aquaculture final report.pdf](#)
[November 2021 Whitebait BDC Projects Report.pdf](#)
[October 2021 Whitebait BDC Projects Report.pdf](#)
[September 2021 Whitebait BDC Projects Report.pdf](#)
[image002.png](#)

Dear [REDACTED]

We refer to your official information request dated 26 April 2022 for reports from NZ Whitebait to the Buller District Council Finance Risk & Audit committee.

The information you have requested is attached.

(FYI May 2022 Whitebait final report projects costs - SGG fees, SGG is Stakeholder Governance Group)

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

If you wish to discuss this decision with us, please feel free to contact the Buller District Council by return email to lgoima@bdc.govt.nz.

Please note that it is our policy to proactively release our responses to official information requests where possible. Our response to your request will be published shortly at <https://bullerdc.govt.nz/district-council/your-council/request-for-official-information/responses-to-lgoima-requests/> with your personal information removed.

Kind regards

Sharon Mason | Chief Executive Officer
DDI 03 788 9650 | Email sharon.mason@bdc.govt.nz

Buller District Council | Phone 0800 807 239 | bullerdc.govt.nz
PO Box 21 | Westport 7866

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Whitebait NZ Project	
Programme/Project Details	
Location and Region:	West Coast
Contracted Amount:	\$2.0m
Reporting Period:	Monthly
Project Principal:	Buller District Council
Project Partner(s):	Whitebait NZ Ltd, Stakeholder Governance Group, Regional Governance Group
Project Manager:	Ray Mudgway
Programme Outcomes:	Establish a sustainable whitebait farm in Westport in 2022

Programme/Project Overview (High-Level Summary)		
Aspect	Status	Comments
Overall:		<p>Contracts:</p> <ul style="list-style-type: none"> The \$200,000 BDC management contract has been completed. The \$2m grant contract will be finalised in April following confirmation of project milestones and budgets following the first SGG meeting in March. <p>Governance:</p> <ul style="list-style-type: none"> John Selby was appointed as Independent Chair by the Regional Governance Group. The Stakeholder Governance Group was established formally. Dean Phibbs was appointed as independent member representing local and local government interests. Ray Mudgway was appointed as member representing BDC and Ngati Waewae (as Program Director), Mark Philips was appointed representing private investment partners. SGG met in Westport on 3rd March. A list of actions was agreed for completion within one month to complete the governance and planning requirements. <p>Project Plan & Budget</p> <ul style="list-style-type: none"> This was revised and will be finalised in early April. Resource Consent was granted in March. Fish farm licence is expected to be finalised in April. A formal supplier agreement for the main contractor has been drafted to sign off in early April. The revised budget and plan will be ratified by Deloitte prior to approval in April.
Budget:		On budget. No drawdown of grant funds to date.
Scope:		No changes.
Resource:		<p>RGG and SGG established.</p> <p>Ben Smith confirmed and contracted as Executive Director for Whitebait NZ Ltd.</p> <p>EA to Ben Smith appointed.</p> <p>Project team established.</p>
Schedule:		A revised program to be finalised in early April to deal with any COVID related delays on imports. This will be updated at the April report.

		The SGG will be decommissioned at the end of June 2022 and the objectives are on track to be met.
Risks / Issues:		<ul style="list-style-type: none"> Imported goods are being delayed for projects across NZ. This may impact project timeframes. Project related resource e.g. contractors appear to be very busy with multiple projects across the West Coast. This could have an impact on delivery. A formal risk register is being developed by the SGG.

State of Play

Last Month	Next Month
<ul style="list-style-type: none"> Finalise management contracts. Establish the governance model and groups. Create final guiding documents in the company. 	<ul style="list-style-type: none"> SGG to approve all plans and budgets. Grant contract to be finalized. Project build to commence.

Programme/Project Road Map/Schedule

Programme/Project task	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Comments
TBC April													Plan to be approved in April by SGG

Milestones

Milestone	Baseline Date	Actual Date	% Complete	Comments
<i>Governance Established</i>	3/3/21	3/3/21		RGG and SGG established and members appointed.
<i>Management Contract Finalised</i>	February	February		
<i>Plans and Budgets to be approved by SGG</i>	9/4/21			On track

Financials

A summary of funding received and expenditure to date actual against budgeted for each Project Element is shown in the table below.

Programme/Project Item	Indicative Cost	Actual Spend	Forecast cost to complete	Project Variance	Commentary
Project Direction, Management & Co-ordination	\$200,000	0	200,000	-	On budget.
Total					

Risks/Issues/Opportunities

Key risks and/or issues arising are detailed below

Risk/Issue	Magnitude	Likelihood	Mitigation
Raw supplies delayed due COVID	High on program only	Currently unknown	
Limited contractor availability	High on program	Currently unknown	

Redeployment Outcomes

The following table shows the number of people working to deliver the project in the current reporting period.

Programme/Project Element	Total people working	No. previously unemployed	No. local	No. aged 15-24	No. Māori	No. Pasifika	No. Women	Job Type - <i>Full-time</i> - <i>Part-time</i> - <i>Contractor</i> - <i>Consultant</i>
Project Management & Procurement	3	0	2	0	0	0		Contractor, governance member
Business	4	1	2				1	
Total	7	1	4	0	0	0	1	

The following table shows total current, past, and expected future jobs

Current Jobs	No. of people previously but no longer employed on the project	Expected jobs in the future
7	-	30-35

Additional narrative to explain the above table or to give other relevant information

The construction phase will see construction jobs increase. The company continues to establish its organisational structure.

Social Procurement Outcomes

The following table shows achievements to date against the Social Procurement Objectives agreed to

Outcome	Measure	Status/Comments
N/A		

Communications

An update on media, marketing and communication activity for the programme/project

Media and communications plan to be signed off in April by SGG. All media agreed through Chair and Executive Director.

Additional/other Information

N/A

Draft for MBIE Comment

Whitebait NZ Project

Programme/Project Details

Location and Region:	West Coast
Contracted Amount:	\$2.0m
Reporting Period:	Monthly
Project Principal:	Buller District Council
Project Partner(s):	Whitebait NZ Ltd, Stakeholder Governance Group, Regional Governance Group
Project Manager:	Ray Mudgway
Programme Outcomes:	Establish a sustainable whitebait farm in Westport in 2022

Draft for MBIE Comment

Programme/Project Overview (High-Level Summary)		
Aspect	Status	Comments
Overall:		<p>Contracts:</p> <ul style="list-style-type: none"> The \$2m grant contract is nearing draft completion with MBIE. Terms are broadly agreed. The share option agreement is in final draft. The company constitution is being finalised (Whitebait NZ Ltd) which is required to finalise all contracts with MBIE. <p>Governance:</p> <ul style="list-style-type: none"> The SGG is now focused on detailed project plans and helping the company finalise its port lease areas including access. <p>Project Plan & Budget</p> <ul style="list-style-type: none"> All plans and outcomes from the SGG work to date has been submitted to MBIE who have reviewed and accepted them as part of the contract negotiation. <p>Private Equity</p> <ul style="list-style-type: none"> Nikau Capital is now working in the market to raise the private equity as part of the capital program. Early indications are positive.
Budget:		On budget. No drawdown of grant funds to date.
Scope:		No changes.
Resource:		No changes.
Schedule:		No changes.
Risks / Issues:		<ul style="list-style-type: none"> Imported goods are being delayed for projects across NZ. This may impact project timeframes. Project related resource e.g. contractors appear to be very busy with multiple projects across the West Coast. This could have an impact on delivery. A formal risk register is being developed by the SGG.

Draft for MBIE Comment

State of Play	
Last Month	Next Month
<ul style="list-style-type: none"> • SGG approved plans and budgets. • All documents presented to MBIE. • Draft contracts completed. 	<ul style="list-style-type: none"> • Funding approved and advances made to BDC. • Private equity raising underway. • Company constitution agreed.

Programme/Project Road Map/Schedule													
Programme/Project task	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Comments
TBC funding agreement final													Plan is approved by SGG. Timeline will start on completion of the MBIE funding contract.

Draft for MBIE Comment

Milestones				
Milestone	Baseline Date	Actual Date	% Complete	Comments
<i>Governance Established</i>	3/3/21	3/3/21		RGG and SGG established and members appointed.
<i>Management Contract Finalised</i>	February	February		
<i>Plans and Budgets to be approved by SGG</i>	9/4/21	April		Completed
<i>Funding contract and share agreement completed</i>	Mid May			Final drafts

Financials					
A summary of funding received and expenditure to date actual against budgeted for each Project Element is shown in the table below.					
Programme/Project Item	Indicative Cost	Actual Spend	Forecast cost to complete	Project Variance	Commentary
Project Direction, Management & Co-ordination	\$200,000	\$75,000	\$125,000	-	On budget.
Total					

Draft for MBIE Comment

Risks/Issues/Opportunities

Key risks and/or issues arising are detailed below

Risk/Issue	Magnitude	Likelihood	Mitigation
Raw supplies delayed due COVID	High on program only	Currently unknown	
Limited contractor availability	High on program	Currently unknown	

Draft for MBIE Comment

Redeployment Outcomes

The following table shows the number of people working to deliver the project in the current reporting period.

Programme/Project Element	Total people working	No. previously unemployed	No. local	No. aged 15-24	No. Māori	No. Pasifika	No. Women	Job Type - <i>Full-time</i> - <i>Part-time</i> - <i>Contractor</i> - <i>Consultant</i>
Project Management & Procurement	3	0	2	0	0	0		Contractor, governance member
Business	4	1	2				1	
Total	7	1	4	0	0	0	1	

The following table shows total current, past, and expected future jobs

Current Jobs	No. of people previously but no longer employed on the project	Expected jobs in the future
7	-	30-35

Additional narrative to explain the above table or to give other relevant information

The construction phase will see construction jobs increase. The company continues to establish its organisational structure.

Draft for MBIE Comment

Social Procurement Outcomes

The following table shows achievements to date against the Social Procurement Objectives agreed to

Outcome	Measure	Status/Comments
N/A		

Communications

An update on media, marketing and communication activity for the programme/project

Media and communications plan to be signed off in April by SGG. All media agreed through Chair and Executive Director.

Additional/other Information

N/A

Whitebait NZ Project

Programme/Project Details

Location and Region:	West Coast
Contracted Amount:	\$2.0m
Reporting Period:	Monthly
Project Principal:	Buller District Council
Project Partner(s):	Whitebait NZ Ltd, Stakeholder Governance Group, Regional Governance Group
Project Manager:	Ray Mudgway
Programme Outcomes:	Establish a sustainable whitebait farm in Westport in 2022

Programme/Project Overview (High-Level Summary)		
Aspect	Status	Comments
Overall:		<p>Contracts:</p> <ul style="list-style-type: none"> The company is finalizing its constitution and shareholders agreement in conjunction with finalizing the funding agreement with MBIE. Once all of these documents are signed the first funding drawdown can occur and the company can commence a capital raise.
Budget:		On budget. No drawdown of grant funds to date.
Scope:		No changes.
Resource:		No changes.
Schedule:		No changes.
Risks / Issues:		<ul style="list-style-type: none"> Imported goods are being delayed for projects across NZ. This may impact project timeframes. Project related resource e.g. contractors appear to be very busy with multiple projects across the West Coast. This could have an impact on delivery. A formal risk register is being developed by the SGG.

State of Play	
Last Month	Next Month
<ul style="list-style-type: none"> Ongoing constitution and shareholder agreement reviews. 	<ul style="list-style-type: none"> Contract signed. Project physically starts.

Programme/Project Road Map/Schedule

Programme/Project task	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Comments
TBC funding agreement final													Plan is approved by SGG. Timeline will start on completion of the MBIE funding contract.

Milestones

Milestone	Baseline Date	Actual Date	% Complete	Comments
<i>Governance Established</i>	3/3/21	3/3/21		RGG and SGG established and members appointed.
<i>Management Contract Finalised</i>	February	February		
<i>Plans and Budgets to be approved by SGG</i>	9/4/21	April		Completed
<i>Funding contract and share agreement completed</i>	Mid May			Waiting on company docs.

Financials

A summary of funding received and expenditure to date actual against budgeted for each Project Element is shown in the table below.

Programme/Project Item	Indicative Cost	Actual Spend	Forecast cost to complete	Project Variance	Commentary
Project Direction, Management & Co-ordination	\$200,000	\$75,000	\$125,000	-	On budget.
Total					

Risks/Issues/Opportunities

Key risks and/or issues arising are detailed below

Risk/Issue	Magnitude	Likelihood	Mitigation
Raw supplies delayed due COVID	High on program only	Currently unknown	Orders for the required equipment from the US cannot be placed until the capital raise is complete. Imported goods are also being delayed for projects across NZ. These factors may impact project time frames
Limited contractor availability	High on program	Currently unknown	

Redeployment Outcomes

The following table shows the number of people working to deliver the project in the current reporting period.

Programme/Project Element	Total people working	No. previously unemployed	No. local	No. aged 15-24	No. Māori	No. Pasifika	No. Women	Job Type - <i>Full-time</i> - <i>Part-time</i> - <i>Contractor</i> - <i>Consultant</i>
Project Management & Procurement	3	0	2	0	0	0		Contractor, governance member
Business	4	1	2				1	
Total	7	1	4	0	0	0	1	

The following table shows total current, past, and expected future jobs

Current Jobs	No. of people previously but no longer employed on the project	Expected jobs in the future
7	-	30-35

Additional narrative to explain the above table or to give other relevant information

The construction phase will see construction jobs increase. The company continues to establish its organisational structure.

Social Procurement Outcomes

The following table shows achievements to date against the Social Procurement Objectives agreed to

Outcome	Measure	Status/Comments
N/A		

Communications

An update on media, marketing and communication activity for the programme/project

Media and communications plan to be signed off in April by SGG. All media agreed through Chair and Executive Director.

Additional/other Information

N/A

Draft for MBIE Comment

Whitebait NZ Project

Programme/Project Details

Location and Region:	West Coast
Contracted Amount:	\$2.0m
Reporting Period:	Monthly
Project Principal:	Buller District Council
Project Partner(s):	Whitebait NZ Ltd, Stakeholder Governance Group, Regional Governance Group
Project Manager:	Ray Mudgway
Programme Outcomes:	Establish a sustainable whitebait farm in Westport in 2022

Draft for MBIE Comment

Programme/Project Overview (High-Level Summary)		
Aspect	Status	Comments
Overall:		Contracts: <ul style="list-style-type: none"> • MBIE funding agreement in execution format. • Company lawyer yet to finalise the Shareholders Agreement. • SGG first drawdown will be completed in draft 2nd week of July.
Budget:		On budget. No drawdown of grant funds to date.
Scope:		No changes.
Resource:		No changes.
Schedule:		No changes.
Risks / Issues:		<ul style="list-style-type: none"> • Imported goods are being delayed for projects across NZ. This may impact project timeframes. • Project related resource e.g. contractors appear to be very busy with multiple projects across the West Coast. This could have an impact on delivery. • A formal risk register is being developed by the SGG.

State of Play	
Last Month	Next Month
<ul style="list-style-type: none"> • Ongoing constitution and shareholder agreement reviews. 	<ul style="list-style-type: none"> • Contract signed. • Project physically starts.

Draft for MBIE Comment

Programme/Project Road Map/Schedule

Programme/Project task	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Comments
TBC funding agreement final													Plan is approved by SGG. Timeline will start on completion of the MBIE funding contract.

Milestones

Milestone	Baseline Date	Actual Date	% Complete	Comments
<i>Governance Established</i>	3/3/21	3/3/21		RGG and SGG established and members appointed.
<i>Management Contract Finalised</i>	February	February		
<i>Plans and Budgets to be approved by SGG</i>	9/4/21	April		Completed
<i>Funding contract and share agreement completed</i>	Mid May			Waiting on company docs.

Financials

A summary of funding received and expenditure to date actual against budgeted for each Project Element is shown in the table below.

Programme/Project Item	Indicative Cost	Actual Spend	Forecast cost to complete	Project Variance	Commentary
Project Direction, Management & Co-ordination	\$200,000	\$100,000	\$100,000	-	On budget.
Total					

Draft for MBIE Comment

Risks/Issues/Opportunities

Key risks and/or issues arising are detailed below

Risk/Issue	Magnitude	Likelihood	Mitigation
Raw supplies delayed due COVID	High on program only	Currently unknown	
Limited contractor availability	High on program	Currently unknown	

Draft for MBIE Comment

Redeployment Outcomes

The following table shows the number of people working to deliver the project in the current reporting period.

Programme/Project Element	Total people working	No. previously unemployed	No. local	No. aged 15-24	No. Māori	No. Pasifika	No. Women	Job Type - <i>Full-time</i> - <i>Part-time</i> - <i>Contractor</i> - <i>Consultant</i>
Project Management & Procurement	3	0	2	0	0	0		Contractor, governance member
Business	4	1	2				1	
Total	7	1	4	0	0	0	1	

The following table shows total current, past, and expected future jobs

Current Jobs	No. of people previously but no longer employed on the project	Expected jobs in the future
7	-	30-35

Additional narrative to explain the above table or to give other relevant information

The construction phase will see construction jobs increase. The company continues to establish its organisational structure.

Draft for MBIE Comment

Social Procurement Outcomes

The following table shows achievements to date against the Social Procurement Objectives agreed to

Outcome	Measure	Status/Comments
N/A		

Communications

An update on media, marketing and communication activity for the programme/project

No planned media. Preparations will be made once contracts are nearing sign off.

Additional/other Information

N/A

Whitebait NZ Project**Programme/Project Details**

Location and Region:	West Coast
Contracted Amount:	\$2.0m
Reporting Period:	Monthly
Project Principal:	Buller District Council
Project Partner(s):	Whitebait NZ Ltd, Stakeholder Governance Group, Regional Governance Group
Project Manager:	John Selby
Programme Outcomes:	Establish a sustainable whitebait farm in Westport in 2022

Programme/Project Overview (High-Level Summary)

Aspect	Status	Comments
Overall:	G	<p>Contracts:</p> <ul style="list-style-type: none"> • MBIE funding agreement has been signed. • BDC has invoiced MBIE \$500k for the first funding drawdown. • SGG has submitted first funding application to BDC in anticipation. • SGG first drawdown has been defined through approval of eligible expenditure included in Whitebait 30/6 accounts prepared by Deloitte. • Capital raise activities in early stages. • Chair of Whitebait has had introductory talks with BDC.
Budget:	G	On budget. Additional legal expenses have been offset by a reduction in wages.
Scope:	G	No changes.
Resource:	G	No changes.
Schedule:	G	The delay in legal paperwork will push the build back by approximately 2-3 months but this won't impact the objectives of the funding.
Risks / Issues:	G	<ul style="list-style-type: none"> • Imported goods are being delayed for projects across NZ. This may impact project timeframes. • Project related resource e.g. contractors appear to be very busy with multiple projects across the West Coast. This could have an impact on delivery. • A formal risk register is being developed by the SGG.

State of Play

Last Month	Next Month
<ul style="list-style-type: none"> Execution of documents 	<ul style="list-style-type: none"> Capital raise progressing with tangible potential leads. Fist application of funds paid by BDC. Second application of funds sent to BDC

Programme/Project Road Map/Schedule

Programme/Project task	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Comments
Build plan													Plan will be considered by SGG in September. Timeline will start after a successful capital raise.

Milestones

Milestone	Baseline Date	Actual Date	% Complete	Comments
<i>Governance Established</i>	3/3/21	3/3/21	G	RGG and SGG established and members appointed.
<i>Management Contract Finalised</i>	February	February	G	Completed
<i>Plans and Budgets to be approved by SGG</i>	9/4/21	April	G	Completed
<i>Funding contract and share agreement completed</i>	Mid May	August	G	Completed and signed
<i>Private Capital raising</i>	End Sept.		G	Underway

Financials

A summary of funding received and expenditure to date actual against budgeted for each Project Element is shown in the table below.

Programme/Project Item	Indicative Cost	Actual Spend	Forecast cost to complete	Project Variance	Commentary
Project Direction, Management & Co-ordination	\$200,000	\$167,000	\$33,000	-	On budget. John Selby has replaced Ray Mudgway as programme manager and a new contract is being drafted.
Total					

Risks/Issues/Opportunities

Key risks and/or issues arising are detailed below

Risk/Issue	Magnitude	Likelihood	Mitigation
Equipment supplies delayed due to COVID	High on program only	Currently unknown	

Redeployment Outcomes

The following table shows the number of people working to deliver the project in the current reporting period.

Programme/Project Element	Total people working	No. previously unemployed	No. local	No. aged 15-24	No. Māori	No. Pasifika	No. Women	Job Type - <i>Full-time</i> - <i>Part-time</i> - <i>Contractor</i> - <i>Consultant</i>
Project Management & Procurement	2	0	2	0	0	0		Contractor, governance member
Business	3	1	2					
Total	5	1	4	0	0	0		

The following table shows total current, past, and expected future jobs

Current Jobs	No. of people previously but no longer employed on the project	Expected jobs in the future
5	-	30-35

Additional narrative to explain the above table or to give other relevant information

The construction phase will see construction contracting jobs increase. The company is now prepared for success pending the private capital raise.

Social Procurement Outcomes

The following table shows achievements to date against the Social Procurement Objectives agreed to

Outcome	Measure	Status/Comments
N/A		

Communications

An update on media, marketing and communication activity for the programme/project

No planned media.

Additional/other Information

N/A

Whitebait NZ Project 31 October 2021

Programme/Project Details

Location and Region:	West Coast
Contracted Amount:	\$2.0m
Reporting Period:	Monthly
Project Principal:	Buller District Council
Project Partner(s):	Whitebait NZ Ltd, Stakeholder Governance Group, Regional Governance Group
Project Manager:	John Selby
Programme Outcomes:	Establish a sustainable whitebait farm in Westport in 2022

Programme/Project Overview (High-Level Summary)

Aspect	Status	Comments
Overall:	G	<p>Capital raise/ funding:</p> <ul style="list-style-type: none"> • The company has received the first and second funding drawdowns from BDC with \$65k remaining undrawn. • This funding matched by existing shareholder funding allows the company to remain solvent however the cash runway is currently only until early December. • Capital raise activities are ongoing with a couple of potentially large investors continuing to show interest however the border closure has not helped nor has the continual lockdown in Auckland which has meant previously identified investors in the hospitality sector no longer have the financial strength to invest. • A credible industry investor has still to be secured to enable other investors to co invest. • Given the circumstances I visited Nelson and discussed funding options with the directors and viewed the brood stock. • The Whitebait Board acknowledges the capital raise risks and is planning to consider a Covid Response Plan early November which will outline the minimum funding required for two modules which would enable a credible start to the build plan whilst Covid restrictions remain in place. • I will update BDC and MBIE once this plan is available. • The build and procurement plan for two modules is complete.
Budget:	G	On budget.
Scope:	G	No changes.
Resource:	G	No changes.
Schedule:	G	No changes
Risks / Issues:	G	<ul style="list-style-type: none"> • The equipment is available and can be flown to Christchurch as soon as the capital raise has been confirmed. • Contractors have confirmed their availability. • Capital raise risks are covered above.

State of Play	
Last Month	Next Month
<ul style="list-style-type: none"> Capital raise continued Second drawdown received Covid response plan drafted Availability of equipment confirmed 	<ul style="list-style-type: none"> Capital raise progressing with investments Covid response plan approved by the board Board decision whether to proceed with build Procurement plan completed

Programme/Project Road Map/Schedule													
Programme/Project task	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Comments
Build plan													Plan will be considered by SGG in November. Timeline will start after a successful capital raise.

Milestones				
Milestone	Baseline Date	Actual Date	% Complete	Comments
<i>Governance Established</i>	3/3/21	3/3/21	G	RGG and SGG established and members appointed.
<i>Management Contract Finalised</i>	February	February	G	Completed
<i>Plans and Budgets to be approved by SGG</i>	9/4/21	April	G	Completed
<i>Funding contract and share agreement completed</i>	Mid May	August	G	Completed and signed
<i>Private Capital raising</i>	End Sept.		G	Underway

Financials

A summary of funding received and expenditure to date actual against budgeted for each Project Element is shown in the table below.

Programme/Project Item	Indicative Cost	Actual Spend	Forecast cost to complete	Project Variance	Commentary
Project Direction, Management & Co-ordination	\$200,000	\$187,000	\$13,000	-	On budget. John Selby has replaced Ray Mudgway as programme manager and a new contract has been signed.
Total					

Risks/Issues/Opportunities

Key risks and/or issues arising are detailed below

Risk/Issue	Magnitude	Likelihood	Mitigation
Unsuccessful capital raise	High	Likely	Covid Response Plan

Redeployment Outcomes

The following table shows the number of people working to deliver the project in the current reporting period.

Programme/Project Element	Total people working	No. previously unemployed	No. local	No. aged 15-24	No. Māori	No. Pasifika	No. Women	Job Type - Full-time - Part-time - Contractor - Consultant
Project Management & Procurement	1	0		0	0	0		Contractor,
Business								
Total	1			0	0	0		

The following table shows total current, past, and expected future jobs

Current Jobs	No. of people previously but no longer employed on the project	Expected jobs in the future
1	3	20 - 25

Additional narrative to explain the above table or to give other relevant information

The construction phase will see construction contracting jobs increase.

Social Procurement Outcomes

The following table shows achievements to date against the Social Procurement Objectives agreed to

Outcome	Measure	Status/Comments
N/A		

Communications

An update on media, marketing and communication activity for the programme/project

No planned media.

Additional/other Information

N/A

Whitebait NZ Project 30 November 2021**Programme/Project Details**

Location and Region:	West Coast
Contracted Amount:	\$2.0m
Reporting Period:	Monthly
Project Principal:	Buller District Council
Project Partner(s):	Whitebait NZ Ltd, Stakeholder Governance Group, Regional Governance Group
Project Manager:	John Selby
Programme Outcomes:	Establish a sustainable whitebait farm in Westport in 2022

Programme/Project Overview (High-Level Summary)		
Aspect	Status	Comments
Overall:	G	<p>Capital raise/ funding:</p> <ul style="list-style-type: none"> The company has received the first and second funding drawdowns from BDC with the \$65k remaining applied for this week. This funding matched by existing shareholder funding in the Boards view allows the company to remain solvent however the cash runway is currently only until late December. Capital raise activities are ongoing with a large investor continuing to show interest however the border closure has not helped nor has the continual lockdown in Auckland which has meant previously identified investors in the hospitality sector no longer have the financial strength to invest. The large investor would provide the credibility to enable other investors to co invest. The Whitebait Board continues to manage the capital raise risk by working through ways of attracting sufficient capital to increase the cash runway and allow time to secure the further investment required. I will continue to update BDC and MBIE as to progress. The build and procurement plan for two modules is complete.
Budget:	G	On budget.
Scope:	G	No changes.
Resource:	G	No changes.
Schedule:	G	No changes
Risks / Issues:	G	<ul style="list-style-type: none"> The equipment is available and can be flown to Christchurch as soon as the capital raise has been confirmed. Contractors have confirmed their availability. Capital raise risks are covered above.

State of Play

Last Month	Next Month
<ul style="list-style-type: none"> Capital raise continued Third drawdown applied for Capital raising options being developed 	<ul style="list-style-type: none"> Capital raise progressing with investments at least sufficient to extend the cash runway Board decision whether to proceed with build

Programme/Project Road Map/Schedule

Programme/Project task	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Comments
Build plan													Plan will be considered by SGG in January. Timeline will start after a successful capital raise.

Milestones

Milestone	Baseline Date	Actual Date	% Complete	Comments
<i>Governance Established</i>	3/3/21	3/3/21	G	RGG and SGG established and members appointed.
<i>Management Contract Finalised</i>	February	February	G	Completed
<i>Plans and Budgets to be approved by SGG</i>	9/4/21	April	G	Completed
<i>Funding contract and share agreement completed</i>	Mid May	August	G	Completed and signed
<i>Private Capital raising</i>	End Sept.		G	Underway

Financials

A summary of funding received and expenditure to date actual against budgeted for each Project Element is shown in the table below.

Programme/Project Item	Indicative Cost	Actual Spend	Forecast cost to complete	Project Variance	Commentary
Project Direction, Management & Co-ordination	\$200,000	\$190,000	\$10,000	-	On budget. John Selby has replaced Ray Mudgway as programme manager and a new contract has been signed.
Total					

Risks/Issues/Opportunities

Key risks and/or issues arising are detailed below

Risk/Issue	Magnitude	Likelihood	Mitigation
Unsuccessful capital raise	High	Likely	As detailed above

Redeployment Outcomes

The following table shows the number of people working to deliver the project in the current reporting period.

Programme/Project Element	Total people working	No. previously unemployed	No. local	No. aged 15-24	No. Māori	No. Pasifika	No. Women	Job Type - <i>Full-time</i> - <i>Part-time</i> - <i>Contractor</i> - <i>Consultant</i>
Project Management & Procurement	1	0		0	0	0		Contractor,
Business								
Total	1			0	0	0		

The following table shows total current, past, and expected future jobs

Current Jobs	No. of people previously but no longer employed on the project	Expected jobs in the future
1	3	20 - 25

Additional narrative to explain the above table or to give other relevant information

The construction phase will see construction contracting jobs increase.

Social Procurement Outcomes

The following table shows achievements to date against the Social Procurement Objectives agreed to

Outcome	Measure	Status/Comments
N/A		

Communications

An update on media, marketing and communication activity for the programme/project

No planned media.

Additional/other Information

N/A

MONTHLY JOB NUMBERS REPORT



Project Title	<i>West Coast Whitebait Aquaculture Project – Final Report</i> <i>Prepared by John Selby, Chair Stakeholder Governance Group</i>
Reference Number	R07.00362.002
Report Date:	3 May 2022

1. Project Updates

Provide a description and analysis of actual progress against planned progress for each project milestone to show that the project is occurring as planned.

Project Milestone	<p>Project overview</p> <p><i>Kānoa – RDU supported a proposal led by Buller District Council for New Zealand Whitebait Limited (NZWL) to develop an environmentally sustainable whitebait farm in Westport with the potential of creating a nationwide industry.</i></p> <p><i>The venture had the backing of both the Buller District Council and local iwi, Ngāti Waewae.</i></p> <p><i>While the farming science and technology were sound, due to COVID and the current economic environment NZWL was unable to secure the private capital needed for the proposal to succeed notwithstanding genuine local and international investor interest.</i></p> <p><i>This week the founders Francis Day and Robert Hutton elected not to wind the company up to enable them to focus on other whitebait opportunities and West Coast projects. While the company remains solvent there are no residual assets.</i></p> <p>Statement of funding</p> <p><i>Kānoa – RDU provided \$200,000 of funding to Buller District Council to oversee the development of the aquaculture project and establish a steering group that included iwi, to provide oversight of the project.</i></p> <p><i>This funding was spent on project management, legal and financial advisory costs.</i></p> <p><i>Kānoa – RDU also provided Buller District Council \$500,000 to match NZWL's contribution to stand up the company and help with initial business costs and brood stock management arrangements, which included keeping the whitebait alive and ready for breeding.</i></p>
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The initial business costs included strict legal and compliance costs, business advisory costs relating to shareholder agreements, funding arrangements, founder transactions, information memoranda and related business plans. The ongoing business costs included brood stock costs to keep the fish safe and ready for farming once the facilities had been established.

All this funding has been spent.

No ratepayer funding was received by NZWL.

Key project outcomes

Whilst the project was ultimately unsuccessful it did demonstrate a Buller region capability and community support for future aquaculture projects.

The lessons learned will underpin the success of future projects.

Next steps BDC

BDC's CEO will confirm in writing to Warren Gilbertson, Kanoa that

- 1. the shares will be transferred back to the NZWBL Ltd shareholders,*
- 2. that the Funding agreement with the provincial growth fund is formally terminated and,*
- 3. that BDC has no further obligations.*

Communications

Late January 2022 Buller District Council gave a media release advising the unsuccessful capital raise and the intention of the NZWL board to wind up the company.

This report includes key parts of this media release and the recent decision of the founders to not wind up the company.

	<p>Lessons learned</p> <p>(1) NZWL board learned negotiating commercial contracts involving Government funding can take more time than initially forecasted in the original Application and Funding Agreement.</p> <p>(2) The science, compliance, technology and infrastructure risks could be mitigated. However, a successful capital raise was impacted by unforeseen risks of COVID restricting investor access to New Zealand creating uncertain economic conditions.</p> <p>(3) More time could have been spent at the start of the project to ensure the people involved could work well as a team and collectively had the experience of standing up a company ready for Government and private capital investment.</p> <p>(4) Legal costs incurred by all parties were significant. In hindsight to establish the company the same independent lawyer should have been used by all parties other than the NZWL board. This approach would have also streamlined the capital raise process.</p> <p>Conclusion</p> <p>While there was genuine investor interest COVID significantly impacted the capital raise and therefore the success of the project.</p>
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2. Redeployment Outcomes

One (1) should be counted for any full time, part time, contractor or consultant.

Table 1: Please complete the following table for the number of people working to deliver the project for the previous month.

Total People Working
<i>Few Westport jobs were created due to the unsuccessful capital raise.</i>

Table 2: Please complete the following table showing the total number of created roles and a breakdown of part-time and full-time people working on the project for the previous month, as well as for Contractors and Consultants. This table should be calculated excluding existing employees.

Total Created Roles
<i>Few Westport jobs were created due to the unsuccessful capital raise</i>

Contractor*	Consultant*
Non-Employee providing contractor services (such as a fencing contractor, builder, fixed term contractor, etc.)	Non-Employee providing professional advisory services (such as an engineering consultant or architect, etc.)

Full-time	Part-Time
How many of the Total Created Roles worked over 30 hours a week throughout the reporting month	How many of the Total Created roles worked under 30 hours a week throughout the reporting month

Table 3: Please complete the following table with total numbers for previous jobs and expected jobs in the future. This table should be calculated excluding existing employees.

Total number of people previously but no longer working on the project	Total number of expected jobs in the future of the project

Table 4: Please provide any additional information that is not able to be captured in the tables above e.g. providing numbers of volunteers that may also be working on your project.

NA

3. Impact of COVID-19

COVID-19 Alert Level Changes and Lockdown Restrictions:	Scale of impact (1 -no impact; 2 - small; 3 - moderate; 4 - major; 5 - severe)	Provide additional details on the impact, especially those not covered by following question
To what extent has COVID-19 impacted this project?	4	Engaging international investors and inability to visit West Coast/New Zealand to see the business first hand.
To what extent do you expect COVID-19 Alert to impact this project in the coming months?		
Have any of the following been negatively impacted by COVID-19?	Yes/ No	Provide additional narrative on the negative impacts
Costs		
Milestone delivery in the next month		
Availability of labour		
Availability of materials and equipment		
Cashflow		
On-site productivity		

Definitions

***Contractor** - an individual who is either hired directly or via a third party to perform duties that would normally be provided by an existing staff member on the project.

***Consultant** - a company or an individual where service provision is linked to a defined outcome, typically with remuneration linked to agreed milestones, or deliverables, and where supervision of the individuals is the function and responsibility of the consultancy organisation (or shared with the client).

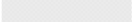
Whitebait Acquaculture Project - Costs

Brood Stock Management Costs	130,000
Build design, equipment specifications, supplier selection, build plan, site identification and project management.	344,000
SGG fees	30,000
Accounting, forecasting and advisory fees.	76,000
Legal fees readying the company for investment.	170,000
Administration costs incurred since the company was established 1 April 2019	250,000
TOTAL	1,000,000

The MBIE grant to BDC was spent as follows

BDC administration cost allocation	20,000
BDC project management contract costs	130,000
Legal advice to BDC relating to shareholder agreement and other capital raising documents.	35,000
Financial assurance relating to forecasts.	15,000
TOTAL	200,000

The company is anticipated to have no residual assets on wind up as the brood stock will be returned to the founders per the shareholders' agreement and the remaining assets represent goodwill.

From: [BDC Lgoima](#)
To: 
Subject: Official Information Request for Whitebait Project Finances & Reports Ref: OIA 029/22
Date: Tuesday, 24 May 2022 2:12:00 pm
Attachments: [image006.png](#)
[Whitebait BDC Projects Report 30 Sept.pdf](#)

Dear 

Following on from my previous email, apologies there was one report missed out as there were two reports in September, please see attached 30 September report.
(The naming of the reports was a little inconsistent).

Please see below the report titles that went with the FRAC agendas each month.

FRAC Meetings

2021

August agenda	- no meeting (due to flooding)
September agenda	- September 2021 report
October agenda	- 30 September 2021 report
November	- October report
December agenda	- 30 November report

2022

January	- no meeting
February	- no meeting (due to flooding)
March	- no report as awaiting final report
April	- no report provided (brief verbal update to PiP and FRAC) hence the public excluded item in FRAC agenda
May	- May 2022 Whitebait Aquaculture final report

Any questions re the above, please ask.

Kind regards

Kirstin McKee | EA to Chief Executive Officer & Mayor
DDI 03 788 9650 | Email kirstin.mckee@bdc.govt.nz

Buller District Council | Phone 0800 807 239 | bullerdc.govt.nz
PO Box 21 | Westport 7866

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Whitebait NZ Project 30 September 2021

Programme/Project Details

Location and Region:	West Coast
Contracted Amount:	\$2.0m
Reporting Period:	Monthly
Project Principal:	Buller District Council
Project Partner(s):	Whitebait NZ Ltd, Stakeholder Governance Group, Regional Governance Group
Project Manager:	John Selby
Programme Outcomes:	Establish a sustainable whitebait farm in Westport in 2022

Programme/Project Overview (High-Level Summary)

Aspect	Status	Comments
Overall:	G	<p>Contracts:</p> <ul style="list-style-type: none"> • MBIE funding agreement has been signed. • BDC has been paid \$500k by MBIE being the first funding drawdown. • SGG has submitted and the company has received the first funding drawdown from BDC. • SGG has made an application BDC for a second funding drawdown. • Capital raise activities remain in early stages. • Build procurement plan in early stages
Budget:	G	On budget. Additional legal expenses have been offset by a reduction in wages.
Scope:	G	No changes.
Resource:	G	No changes.
Schedule:	G	The delay in legal paperwork will push the build back by approximately 2-3 months but this won't impact the objectives of the funding.
Risks / Issues:	G	<ul style="list-style-type: none"> • Imported goods are being delayed for projects across NZ. This may impact project timeframes. • Project related resource e.g. contractors appear to be very busy with multiple projects across the West Coast. This could have an impact on delivery. • A formal risk register is being developed in conjunction with the build and procurement plan

State of Play

Last Month	Next Month
<ul style="list-style-type: none"> • Capital raise progressing • First drawdown received by company • Second drawdown applied for 	<ul style="list-style-type: none"> • Capital raise progressing with tangible potential leads. • Procurement and build plan completed • Risk management plan completed

Programme/Project Road Map/Schedule

Programme/Project task	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Comments
Build plan													Plan will be considered by SGG in October. Timeline will start after a successful capital raise.

Milestones

Milestone	Baseline Date	Actual Date	% Complete	Comments
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A summary of funding received and expenditure to date actual against budgeted for each Project Element is shown in the table below.

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Total					

Risks/Issues/Opportunities

Key risks and/or issues arising are detailed below

Risk/Issue	Magnitude	Likelihood	Mitigation
Equipment supplies delayed due to COVID	High on program only	Currently unknown	

Redeployment Outcomes

The following table shows the number of people working to deliver the project in the current reporting period.

Programme/Project Element	Total people working	No. previously unemployed	No. local	No. aged 15-24	No. Māori	No. Pasifika	No. Women	Job Type - <i>Full-time</i> - <i>Part-time</i> - <i>Contractor</i> - <i>Consultant</i>
Project Management & Procurement	2	0	2	0	0	0		Contractor, governance member
Business	3	1	2					
Total	5	1	4	0	0	0		

The following table shows total current, past, and expected future jobs

Current Jobs	No. of people previously but no longer employed on the project	Expected jobs in the future
5	-	20 - 25

Additional narrative to explain the above table or to give other relevant information

The construction phase will see construction contracting jobs increase. The company is now prepared for success pending the private capital raise.

Social Procurement Outcomes

The following table shows achievements to date against the Social Procurement Objectives agreed to

Outcome	Measure	Status/Comments
N/A		

Communications

An update on media, marketing and communication activity for the programme/project

No planned media.

Additional/other Information

N/A