



7 December 2023

Ohakune Ratepayers and Residents' Society Inc
<fyi-request-24678-7xxxxxxx@xxxxxxxx.xxx.xxx.xx>

Dear Barry Murphy

OFFICIAL INFORMATION REQUEST FOR REQUEST FOR PUBLIC EXCLUDED INFORMATION THAT CAN NOW BE RELEASED

I refer to your official information request dated 7 November 2023 referring to the Council Public Agenda (20230927) as set out below:

- 1) Item 5.1 Please provide notes, minutes, documents or reports and attachments for the referred 2019 meetings.

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act. The information requested is publicly available and you are referred to Council Agenda 13 December 2019, page 51 Report on Outcomes from Workshops [RDC - 13 December 2019.pdf \(ruapehudc.govt.nz\)](#) and associated minutes [20191213 Council minutes - Public \(ruapehudc.govt.nz\)](#)

- 2) Item 5.2 Please provide notes, minutes, documents or reports and attachments for the referred March 2020 meeting

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act. The information requested has previously been released to you in your official information request "Request for Public Excluded Information that can now be Released" dated 7 November.

- 3) Item 5.3 Please provide notes, minutes, documents or reports and attachments for the referred 8 April 2020 "Updated Report" and "Urgent Supplementary Report"

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act. The information requested is publicly available as was advised in our response to your official information request "Request for Public Excluded Information that can now be Released" dated 7 November.



- 4) Item 5.4 "Elected Members authorised the Council's Chief Executive at the 8 April 2020", please provide a copy of the wording for the authorisation/delegation/resolution

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act. The information requested is publicly available as was advised in our response to your official information request "Request for Public Excluded Information that can now be Released" dated 7 November. Your question 3 also refers.

- 4a) Item 5.4 states "report back on 29 April 2020", please provide the notes, minutes, documents or reports and attachments from the referred item.

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act. The information requested is publicly available as was advised in our response to your official information request "Request for Public Excluded Information that can now be Released" dated 7 November.

- 5) Item 5.7 Please provide notes, minutes, documents or reports and attachments from the "series of workshops with council staff, iwi and council advisers as well as selective site investigations for multiple sites across the district".

We have decided to refuse your request for information which relates to your question set out above under Section 17(e) of the Local Government Official Information and Meetings Act.

However, a redacted table of due diligence that were undertaken for sites as part of the meetings with council staff, iwi and council advisers is enclosed; the tables are redacted due to commercial sensitivity.

- 6) Item 5.8 "the social and affordable housing project was the only one that had not yet been through the necessary public consultation", please provide a copy of the covering letter referred to and the date of the letter.

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act as the information requested is publicly available.

The covering letter is publicly available information as an attachment to the Report: Funding for 'Spade Ready' Projects – Retrospective Endorsement refer council agenda 29 April 2020, page 24 [20200429 Council Agenda Public.pdf \(ruapehudc.govt.nz\)](#) and associated minutes [20191213 Council minutes - Public \(ruapehudc.govt.nz\)](#)

- 6a) Please advise what "the necessary public consultation" is/was

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act as the information requested is publicly available.

The public consultation undertaken is outlined in the report "Proposed Teitei Drive Housing Development" tabled at the 27 September 2023 Council Meeting which can be found in the Agenda on Council's website in the Council, Community Board & Committee Meetings section [Council Meeting 27/09/2023 - Ruapehu District Council \(ruapehudc.govt.nz\)](#).

6b) Please advise if any public consultation was held following this letter, and if so the dates they were had

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act as the information requested is publicly available. Your question 6a also refers.

The public consultation undertaken is outlined in the report “Proposed Teitei Drive Housing Development” tabled at the 27 September 2023 Council Meeting which can be found in the Agenda on Council’s website in the Council, Community Board & Committee Meetings section Council Meeting 27/09/2023 - Ruapehu District Council (ruapehudc.govt.nz).

7) Item 5.10 refers to multiple work streams, please provide all notes, minutes, documents or reports and attachments relating to this item.

The information you have requested is enclosed:

Date	Information Attached
10 Sept 2020	Project Execution Plan: Redacted release due to information that could identify individuals.
21 Sept 2020	Project Control Group Agenda and Minutes. Redacted release due to information that could identify individuals.
15 Oct 2020	Project Control Group Agenda and Minutes. Redacted release due to information that could identify individuals.
16 Nov 2020	Project Control Group Agenda and Minutes. Redacted release due to information that could identify individuals.
21 Dec 2020	Project Control Group Agenda and Minutes. Redacted release due to information that could identify individuals.

8) Item 5.12 refers to meeting consultation requirements, at the time the sites that were to be used (in the attachments) were to have housing in multiple locations and spread out. The ATMS was later adopted in November 2020 on the basis of this report and council receiving funds to develop their own land and then sell lots at "fair value" to provide an income to produce more projects and unlock the residual value of Council land holdings. The current S&P agreement signed for in April 2023 does not support this report or the ATMS. Council states it "has council owned land, including vacant land that falls under the portfolio of Community Property". Please provide notes, minutes, documents or reports and attachments that support the methodology change for gifting or selling "community property" for less than fair value.

We have decided to refuse your request for information which relates to your question set out above under Section 17(f) of the Local Government Official Information and Meetings Act. The request for information is not specified with due particularity and necessitates a search through a large quantity of information. Meeting the original time limit would unreasonably interfere with our operations and we are therefore writing to notify you of an extension of the time to make our decision, to **Friday 1 March 2024**.

9) Item 5.13 was a review of Councils Significance and Engagement policy for the 5 sites being investigated (which did not include Teitei Drive), was this reviewed again once Teitei Drive was selected, if so please provide notes, minutes, documents or reports and attachments

The information you have requested is enclosed: refer email dated 7 July 2020.

- 10) Item 5.17 refers to statements made on properties that do not cover Teitei Drive, nor the scale and size of the original plan, to the plan that is now in place. Was this ever reviewed after the August 2020 report, if so Please provide notes, minutes, documents or reports and attachments

We have decided to refuse your request for information which relates to your question set out above under Section 17(f) of the Local Government Official Information and Meetings Act. The request for information is not specified with due particularity and necessitates a search through a large quantity of information. Meeting the original time limit would unreasonably interfere with our operations and we are therefore writing to notify you of an extension of the time to make our decision, to **Friday 1 March 2024.**

- 11) Item 5.19 refers to Teitei Drive, this was not in the August 2020 report, was Teitei discussed or minuted or present in any notes from August 2020?

The information you have requested is enclosed: Teitei Drive was not minuted or present in any notes from the 5 August 2020 meeting where the report was tabled.

- 11a) It is noted that "The Ohakune Spatial Plan (May 2022) also identifies the subject land as residential", upon reviewing the spacial plan, it shows the Teitei land as low density; it then states "Any proposed development will need to be assessed against the Council's Operative District Plan and relevant resource management legislation", please provide any notes, minutes, documents or reports and attachments that assessed against Council's Operative District Plan and relevant resource management legislation

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act as the information has been previously requested by you and released. Any assessment of a proposed Development that is subject to a resource consent is undertaken by the regulatory arm of Council (in this case by an independent planner). Information on the process for the resource consent for Teitei Drive has previously been released.

- 12) Item 5.21, please provide the "shovel ready" application made by RDC to CIP through the multiple applications and amendments, we know all were rejected but would like a copy of these to see the basis of the shovel ready application.

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act. The information requested is publicly available on the Council website. [20200429 Council Release of Report into Public Business Redacted.pdf \(ruapehudc.govt.nz\)](https://www.ruapehuc.govt.nz/20200429-Council-Release-of-Report-into-Public-Business-Redacted.pdf)

12a) On 21 April 2021 zoom call reviewed, Teitei was openly discussed thus likely not under NDA/Confidentiality, why was it not made public other than if a member of the public watched the zoom call.

- Mayor Don says the critique he's had on the social housing project, was if Kainga Ora is involved, they building ghettos, mayor Don goes on to say he will not allow that to happen and no matter how many houses they build, it will not be a ghetto
- Clive mentions land behind carrot park and ability to fit 200 home there (Fred mentions hotel talked about in the past) Clive says its our jewel
- Clive says we dont want to create a slum, we need to work with others to make it work
- Clive, it was pretty controversial with a 50/50 split whether houses wanted to go up or out and it would be a controversial subject.
- Clive states "we don't want to be creating social problems for the future"
- It is discussed further consultation will be held

For over 15 minutes housing was discussed, carrot park was mentioned a few times and so was Teitei Drive; we have not been able to find any minutes of this meeting discussing this option, this was only discussed with council and a few members of the public. Was it not documented or advertised, the intentions of Teitei Drive because of the controversial nature? Please provide notes, minutes, documents or reports and attachments made public about Teitei Drive other than the in person and zoom streamed content 21 April 2021.

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act as the information requested is publicly available.

You are referencing the 21 April 2021 Council Meeting that was live streamed to Council's Facebook Page. In accordance with the Local Government Official Information and Meetings Act the meeting was publicly notified and open to the public. Housing Initiatives was an item in the Chief Executive's report refer Page 25 of the Public Agenda [20210421 Council Agenda APPROVED.pdf \(ruapehudc.govt.nz\)](#)

13) Item 5.22 it is our view that the ATMS was designed to allow council to continue on with the funding application, but further consultation did not happen as discussed on 21st April 2021 LTP and the intention of the ATMS did not suggest the gifting or discounting of land, the questions asked were on topics that no one denies, however it would be councils duty to further consult on the matter. Please provide internal emails, notes, minutes, documents or reports and attachments that have the word Teitei, between the dates of August 2020 and 4th April 2023

We have decided to refuse your request for information which relates to your question set out above under Section 17(f) of the Local Government Official Information and Meetings Act. The request is for a large quantity of official information and necessitates a search through a large quantity of information. Meeting the original time limit would unreasonably interfere with our operations and we are therefore writing to notify you of an extension of the time to make our decision, to **Friday 1 March 2024.**

14) Item 5.24 please provide a copy of the referenced application to CIP

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act. Your question 12 also refers. The information requested is publicly available on the Council website. [20200429 Council Release of Report into Public Business Redacted.pdf \(ruapehudc.govt.nz\)](#)

- 15) Item 5.25 has 6 methods of consultation on the ATMS policy, please provide what methods were used for Teitei drives consultation prior to 4th April 2023 contract being signed.

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act as the information requested is publicly available. Your question 6a and 6b also refers.

The public consultation undertaken is outlined in the report "Proposed Teitei Drive Housing Development" tabled at the 27 September 2023 Council Meeting which can be found in the Agenda on Council's website in the Council, Community Board & Committee Meetings section [Council Meeting 27/09/2023 - Ruapehu District Council \(ruapehudc.govt.nz\)](#).

- 16) Item 5.27 please provide all negotiation emails internal and external, notes, minutes, documents or reports and attachments that relate to the sale of land referred to.

We have decided to refuse your request for information which relates to your question set out above under Section 17(f) of the Local Government Official Information and Meetings Act. The request is for a large quantity of official information and necessitates a search through a large quantity of information. Meeting the original time limit would unreasonably interfere with our operations and we are therefore writing to notify you of an extension of the time to make our decision, to **Friday 1 March 2024**.

- 17) Item 5.28 refers to "Council was bound by confidentiality", please provide this agreement and the date the agreement was made.

We have decided to refuse your request for information which relates to your question set out above under Sections 7(2)(h) and 7(2)(j) of the Local Government Official Information and Meetings Act.

- 18) Item 5.29 refers to confidentiality again, I bring up the 21st April 2021 meeting where Teitei was discussed but never documented, please provide any emails, communications, notes, minutes, documents or reports and attachments that refer to the confidentiality of the project.

The information you have requested is enclosed: Refer emails attached.

- 19) Section 6.2.1 refers to policies used in forming its decision on Teitei Drive, however all the reports provided have been prior to the conception of Teitei Drive. Please provide the reports that relate specifically to Teitei Drive and those policies.

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act. The information requested is publicly available as was advised in our response to your official information request "Request for Public Excluded Information that can now be Released" dated 7 November.

20) Page 34 refers to attachments, specifically item 7 Council's Questions and Answers, this item follows "Kāinga Ora Frequently Asked Questions". I cannot find these additional questions and answers from Council, please provide these or point to the page number.

The information you have requested is enclosed: Pages 80 through to 91 of the agenda

21) The report starting on page 43, dated 5th August 2020 2.2(a) sought to borrow up to \$1.4million, was this approved and was it for Moore Street pilot?

The information you have requested is enclosed: The requirement for \$1.4Million was never required. The funding agreement that was finally agreed was for Moore Street only (signed up in early 2021). This did not require any monies from Council.

21a) What were the 4 study sites referred to in 2.2(b)

The information you have requested is enclosed: The four sites are included in the redacted table of due diligence attached. Your question 5 also refers.

- Site 1: 20 enabled sites on 8.62 Ha and 6 'Quick Start' 2 bedroom affordable houses
- Site 2: 6 enabled sites on 1,491m²
- Site 3: 18 enabled sites on 4,046m²
- Site 4: 14 enabled sites on 2,705m²

21b) Item 2.3 in the report mentions a "Tenders Group", please provide the names of those in the Tenders Group

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act as the information requested is publicly available.

Refer Page 120 of the Public Agenda [20221130 Council Public Business Agenda.pdf \(ruapehudc.govt.nz\)](#)

21b1) and provide notes, minutes, documents or reports and attachments.

We have decided to refuse your request for information which relates to your question set out above under Section 17(f) of the Local Government Official Information and Meetings Act. The request for information is not specified with due particularity and is for a large quantity of official information that necessitates a search through a large quantity of information. Meeting the original time limit would unreasonably interfere with our operations and we are therefore writing to notify you of an extension of the time to make our decision, to **Friday 1 March 2024**.

21c) The [5 August 2020 Attachment to the Report] report item 3.1.2(a) quote "this is not significant overall", what values or statistics were used to provide this statement and was this revisited when Teitei Drive was decided on?

We have decided to refuse your request for information which relates to your question set out above under Section 17(g) of the Local Government Official Information and Meetings Act. The information you are seeking in this case is not held and would need to be created in order to respond to your request. There is no obligation on Council to create information in order to respond to a request under the Local Government Official Information and Meetings Act 1987. The Significance and Engagement Policy framework can be found at page 39 of the 27 September 2023 Public Agenda.

21d) The [5 August 2020 Attachment to the Report] report item 3.1.2(b) please provide the values or statistics were used to provide this statement

We have decided to refuse your request for information which relates to your question set out above under Section 17(g) of the Local Government Official Information and Meetings Act. The information you are seeking in this case is not held and would need to be created in order to respond to your request. There is no obligation on Council to create information in order to respond to a request under the Local Government Official Information and Meetings Act 1987. The Significance and Engagement Policy framework can be found at page 39 of the 27 September 2023 Public Agenda. Your question 21c) also refers.

21e) The [5 August 2020 Attachment to the Report] report item 3.1.3 What consultation took place other than the ATMS?

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act as the information requested is publicly available. Your questions 6a, 6b, and 15 also refers.

The public consultation undertaken is outlined in the report "Proposed Teitei Drive Housing Development" tabled at the 27 September 2023 Council Meeting which can be found in the Agenda on Council's website in the Council, Community Board & Committee Meetings section [Council Meeting 27/09/2023 - Ruapehu District Council \(ruapehudc.govt.nz\)](#).

21f) The [5 August 2020 Attachment to the Report] report item 3.1.4 states "rates positive" over time rather than "rates neutral" and "the sale of the house and land will be at 'fair value', providing a positive net cash inflow to Council"; this at the time was if Council was to sell the land lots, something Kainga Ora will now be doing and taking the revenue. Was this item ever revisited by council; Please provide notes, minutes, documents or reports and attachments.

We have decided to refuse your request for information which relates to your question set out above under Section 17(f) of the Local Government Official Information and Meetings Act. The request for information is not specified with due particularity and is for a large quantity of official information that necessitates a search through a large quantity of information. Meeting the original time limit would unreasonably interfere with our operations and we are therefore writing to notify you of an extension of the time to make our decision, to **Friday 1 March 2024**.

21g) Because land and house is no longer being sold at a "fair value", rather land is being sold at a discount, will rates revenue be based on the discount rate?

We have decided to refuse your request for information which relates to your question set out above under Section 17(g) of the Local Government Official Information and Meetings Act. The information you are seeking in this case is not held and would need to be created in order to respond to your request. There is no obligation on Council to create information in order to respond to a request under the Local Government Official Information and Meetings Act 1987.

21h) The [5 August 2020 Attachment to the Report] Item 3.2.1 notes "As the overall programme is significant the Council will need to go through the decision- making steps pursuant to section 76-82 of the Local Government Act 2002 and undertake public consultation", it is also noted that consultation is likely to include "involvement" and "collaboration". Other than with iwi or the ATMS, what consultation was had with the community and rate-payers?

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act as the information requested is publicly available. Your questions 6a, 6b, 15 and 21e) also refers.

The public consultation undertaken is outlined in the report "Proposed Teitei Drive Housing Development" tabled at the 27 September 2023 Council Meeting which can be found in the Agenda on Council's website in the Council, Community Board & Committee Meetings section [Council Meeting 27/09/2023 - Ruapehu District Council \(ruapehudc.govt.nz\)](https://www.ruapehudc.govt.nz).

21i) The [5 August 2020 Attachment to the Report] Item 4.3 of the report states "the application highlighted that the proposal was to facilitate a rolling, multi-year housing programme of regeneration and stock expansion across the District", however this is not the case in the new form of the agreement as council is not selling land or houses, thus there is no rolling, regeneration as no revenue is being made from land sale. Did council revisit this item, please provide notes, minutes, documents or reports and attachments.

We have decided to refuse your request for information which relates to your question set out above under Section 17(f) of the Local Government Official Information and Meetings Act. The request for information is not specified with due particularity and is for a large quantity of official information that necessitates a search through a large quantity of information. Meeting the original time limit would unreasonably interfere with our operations and we are therefore writing to notify you of an extension of the time to make our decision, to **Friday 1 March 2024**.

21j) The [5 August 2020 Attachment to the Report] report item 4.15 refers to a support in writing by Ngāti Hāua Iwi Trust, please provide a copy of this.

We have decided to refuse your request for information which relates to your question set out above as previously advised in our response to your official information request "Request for Public Excluded Information that can now be Released" dated 7 November. It is necessary for us to consult with Ngāti Hāua before making a decision. Ordinarily we would be required to respond to your request within a maximum 20 working days. However, that timeframe can be extended if the necessary consultations cannot be completed in time. In this case, we need to extend the deadline for our response until **26 January 2024**.

21k) In the [5 August 2020 Attachment to the Report] there were a list of 8 Suggested Resolutions, please advise which of these were adopted and please provide the confirmation of wording for each and the date they were resolved.

We have decided to refuse your request for information which relates to your question set out above under Section 17(d) of the Local Government Official Information and Meetings Act as the information is publicly available. The information was also released in our response to your official information requests “All resolutions and delegations of authority relating to Teitei Drive” dated 27 October, and “Request for Public Excluded Information that can now be Released” dated 7 November.

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.

Yours sincerely



T Paladin
GOVERNANCE MANAGER

Attachments:

Question 5: Due Diligence Matrix

Question 7: Project Execution Plan, Meeting Agendas and Minutes of Project Control Group

Question 9: Email regarding Significance

Question 18: Email regarding Confidentiality

Due Diligence Matrix

Site	Description	Iwi Support / Considerations	Title easements	Water service	Waste Service	Storm water Services	Soil stability	Contamination	Flooding	Planning	Product and yield	Go / No Go
RDC Owned Land												
[REDACTED]	825 m2 vacant site, serviced to boundary and zoned residential	No issues identified	Clean	Assumed	Assumed	Assumed	Require further due diligence	Require further due diligence	Require further due diligence	Non complying	[REDACTED]	29/09 workshop - Go – subject to further engineering due diligence by Cheal.
[REDACTED]	1012 m2 vacant site, serviced to boundary and zoned residential	No issues identified	Clean	Assumed	Assumed	Assumed	Require further due diligence	Require further due diligence	Require further due diligence	1 per 600m2 Non complying	[REDACTED]	29/09 workshop - Go – subject to further engineering due diligence by Cheal.
[REDACTED]	1012 m2 vacant site with adjoining 2024m2 carrying RDC Flats	No issues identified	Clean	Assumed	Assumed	Assumed	Require further due diligence	Require further due diligence	No	1 per 300m2	[REDACTED]	29/09 workshop - Go – subject to further engineering due diligence by Cheal.
[REDACTED]	755m2 site. Kainga Ora takeout projects	No issues identified	Clean	Assumed	Assumed	Assumed	Require further due diligence	Require further due diligence	Require further due diligence	Require further due diligence	[REDACTED]	29/09 workshop - Go – subject to further engineering due diligence by Cheal.
[REDACTED]	1,491m2 site. Kainga Ora takeout projects	No issues identified although noted that expectation is that Raetihi sites should have new builds and not be used to relocate housing from other sites on a permanent basis.	Leases to be investigated	Assumed	Assumed	Assumed	Require further due diligence	Require further due diligence	Require further due diligence	Commercial zone	[REDACTED]	29/09 workshop - Go – subject to further engineering due diligence by Cheal.
[REDACTED]	8.62 ha site. Flooding restricts yield and will require significant engineering of build platforms – investigation of soil structure and contamination required – costing build platforms needs modelling	Ngati Haua have identified that this site needs more consultation / consideration from iwi. That coupled with engineering constraints means it should not be a priority site at this stage.	?	Assumed	Assumed	Assumed	Likely some sedimentary soils prone to liquefaction	Unknown	Required min 500 cm engineered build platforms	Comprehensive development	Unknown Will require cost modelling as to financial viability	29/09 workshop - No go as a priority site
Tei Tei Drive Ohakune	9.45ha site	No issues identified	?	None at the present – will be costly and require more time to work through						Comprehensive development		29/09 workshop - No go as a priority site
[REDACTED]	[REDACTED]	No issues identified	?	None at present	Yes unknown capacity					Comprehensive development		29/09 workshop - No go as a priority site – challenges with water services. Also needs / demand in this area are limited.
[REDACTED]	[REDACTED]									Zoned recreational open space	[REDACTED]	29/09 workshop - No go – [reasons]
[REDACTED]	4,046m2 site	No issues identified									[REDACTED]	29/09 workshop - Go – subject to further engineering due diligence by Cheal.
[REDACTED]	2,705m2 site	No issues identified	Lease to be investigated							Comprehensive development –	[REDACTED]	29/09 workshop - Go – subject to further engineering

Ruapehu District Council – Housing Initiative

													due diligence by Cheal.
	1,214m2 vacant site. RDC has 4 units on site - average condition.												29/09 workshop - No go – [reasons]
		No issues identified											29/09 workshop - Go – subject to further engineering due diligence by Cheal.
	1,877m2 site.												29/09 workshop - No go – [reasons]
	1117m2 land with 130 m2 house footprint Appears to be 2 lots											Investigate secondary dwelling on site	29/09 workshop - No go – [reasons]
Potential land supply for partnering													
Site	Description	Iwi Support / Considerations	Title easements	Water service	Waste Service	Storm water Services	Soil stability	Contamination	Flooding	Planning	Product and yield		
				Assumed	Assumed	Assumed	?	?	?	Comprehensive development	?		
				Assumed	Assumed	Assumed	?	?	?	Comprehensive development	?		
				Assumed	Assumed	Assumed	?	?	No		5 current units		

Ruapehu District Council

Project Execution Plan

**Housing Initiative: Quick Start Public and
Affordable Housing**

Rev 3

10 September 2020

DRAFT

Document control

Document Purpose

This Project Execution Plan (PEP) is the central document by which the project will be formally managed. It aims to:

- provide a description of the major phases and stages undertaken to complete the project;
- outline the schedule of the activities, tasks, durations, dependencies, resources and timeframes;
- establish the project team, control and governance required to complete the project;
- list the assumptions and constraints identified during the planning process.

Document history

Version	Date	Author	Reviewer	Update details
1	27/08/20	[REDACTED]	[REDACTED]	Draft
2	01/09/20	[REDACTED]	[REDACTED]	Rev 2 - Revised Draft
3	10/09/20	[REDACTED]		Rev 3 – Revised Draft

Document review

Role	Signature	Date
Approver:		

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1 Background

Ruapehu District Council previously applied for two separate Crown Infrastructure Partners (CIP) grants to assist in the Housing Initiative: Quick Start Public and Affordable Housing project (the Project). These grants covered:

1. Master planning, procurement, design and compliance, site preparation, earthworks and the provision of services up to 'build-ready' sites (\$7.78m), and
2. Housing construction underwrite to accelerate the funding and construction and therefor the supply of the new homes (\$15.49M).

The first CIP grant has been approved as up to \$8.0m, while the second was unsuccessful.

An initial set of six sites have been identified for advanced due diligence to ensure their suitability for inclusion in the Project. Where necessary one or more sites may be swapped out if the ability to facilitate a Quick Start for delivery is challenged. Equally, the Project may need to be scaled back / up if land development costs are higher or lower than initially forecast. Due diligence is underway in respect of Site 1, where a pilot of six houses is intended to be constructed as an end to end proof of concept.

In lieu of the housing construction underwrite grant, RDC has approved up to \$1.4M (excl. GST) as an initial Co-Funding facility which will also catalyse the Housing Initiative, guaranteeing the construction of the first six houses, while RDC seeks to partner with other providers through an Invitation to Partner (ITP) process for the construction of these and future houses on the land prepared by the CIP Funding. For clarity, the sum of \$1.4M (excl. GST), has been included in the approved CIP Funding Application as a series of Milestone payments.

The CIP Funding is subject to a Funding Agreement between RDC and CIP and is conditional on the terms of the agreement being upheld. The majority of CIP Funding Agreement applies only to the process of preparing the sites up to a 'build-ready' stage, giving RDC flexibility in the approach to construction and partnering for the further development of the sites.

RDC's intention through the pilot study is to either raise sufficient funds through the sale of the finished homes on selected sites to housing providers, or to raise sufficient interest among construction partners and/or local employers seeking key worker housing, to enable the establishment of a rolling programme of housing development on suitable sites across the District using a combination of CIP Funding and construction partnerships.

A Public and Affordable Housing Asset and Tenancy Management Strategy (ATMS) being developed sets the asset performance metrics for the new homes proposed under the Quick Start Project as well as the ongoing Community/Public Housing portfolio of RDC. Also included are policy settings around best practice tenancy management and legislative requirements for Healthy Homes and administration of the Residential Tenancy Act (as amended August 2020). A new ATMS has been prepared to ensure that all public and affordable housing is managed to align with best practice wherever possible. Consultation and finalisation of the ATMS is scheduled for 31 October 2020 to ensure that it is completed to guide the first 'shovel ready' projects and the rolling housing programme subsequently.

2 Scope

2.1 Project Scope

The Project is envisaged to be undertaken as a rolling programme, whereby project governance, management, procurement, and delivery run as an overall Project, noting several important dimensions in this Project Execution Plan (PEP), that is:

The intention is to meet the following programme outcomes:

- 50 enabled sites

- 6 builds – across one or more sites

While six potential sites have been identified there is flexibility to swap sites (add / take away sites), reprioritize sites and amend progress requirements against CIP milestones. Subject to this, the scope will include:

- Due diligence across the six potential sites identified to date, with flexibility to achieve the overall yield over more or less sites, subject to extra development scope, and at a minimum
 - The Project will deliver site enabled builds, i.e. 'build-ready' status is measured from concept through to a consented and integrated build platform
 - Construction of six pilot homes on the first site.
- Enablement of the balance of the Project, at a minimum.
 - Planning consents, site works and preparation to 'build-ready' status on the balance of the Project
 - Scope to enable additional consented and serviced site where construction partnerships enable
- Establishment of construction partnerships via a market procurement process (ITP), with a view to ongoing Co-Funding and repeat investment.
- Sale of "build ready" sites for public and affordable housing (on selected sites) to contribute to a rolling programme regeneration fund

2.2 Out of Scope

The following items are outside the scope of this PEP:

- Engagement in construction partnerships beyond the Project
- Long term management of the completed homes
- Sale of any completed homes (that are not intended for public and affordable housing)
- Implementation of the ATMS as it relates to the RDC portfolio not put forward for the Project
- BAU operating costs of RDC incurred in the implementation of the PEP.

3 Project Definition

3.1 Objectives

The objective of the Housing Initiative project is the conversion of bare or underutilized RDC owned land into fully master-planned, consented, serviced, and integrated building lots to fast track housing construction intended for Public housing including Public¹ or Affordable purposes.

The Quick Start to the Housing Options programme centres around existing land, some vacant and some to be reconfigured, which has been assessed for viability and provides enough scale to attract partners to design, develop, construct and maintain, including resources from the Ruapehu District Council.

The Project is envisaged to be undertaken as a rolling programme, whereby project governance, management, procurement, and delivery run as an overall Project, but with two key Project Stages:

- Stage 1 - consists of due diligence across all prospective sites to be completed by December 2020. This will be supported by concurrent work streams to advance to design, consenting, servicing ready for house construction on ideally three Quick Start sites, and an initial pilot construction project of six

¹ Where Public housing is read to include Public, Social (housing owned by Council), Community or other housing provided by an Accredited Community Housing Provider.

homes. This will serve as a proof of concept to ensure that this initial project is advanced beyond the 'build-ready' land and meet the aspirations of the overall Project (only partly funded) as originally submitted in the CIP Project application.

- Stage 2 - consists of completing the design, consenting, and servicing of all further sites to a 'build-ready' status, within budget constraints of the Project.

The overarching intent of the Housing Initiative is the economic stimulus and the multiplier impact which new housing and associated delivery and support services will bring to the Ruapehu District. As such, key operating objectives include:

- (a) Employ, train, source resources locally wherever possible
- (b) Stimulate local supply if it is absent
- (c) Track the full time equivalent (FTE) involved in the project from concept to delivery (also a require reporting metric)
- (d) Access to the new housing (rental or affordable ownership) is for Ruapehu District residents or key workers wanting to relocate to Ruapehu for work, not visitor accommodation.

3.2 Constraints

For the scope of works covered by the CIP Funding Agreement, the project has the following key constraints:

- RDC must not make any material reduction to the scope of the Project(s) without CIP's prior written consent; annual review of milestones has been incorporated in the CIP funding agreement
- RDC must not make any material increase to the scope of the Project(s) without first satisfying CIP that the Recipient can fund or finance such additional scope
- not at any time do anything in connection with the Projects that could reasonably be expected to have an adverse effect on the reputation, good standing or goodwill of CIP or the New Zealand Government.
- take all reasonable steps to ensure that the Project Milestones are completed by the relevant Completion Date
- follow the reporting, record-keeping and requirements of the Funding Agreement

As the Project spans multiple reporting periods (at least 4, possibly 5 financial years), an essential condition precedent is that an annual Milestone review be conducted between contracting parties, e.g. by 31 March annually to meet CIP 30 June financial year reporting timelines.

3.3 Benefits

The public benefits of the CIP Funding work are as follows:

- The Project is expected to create approximately 50 direct Full Time Equivalent (FTE) Jobs over a 4-5 year period (note that CIP must be notified if this number falls). And up to 100 FTE² via the multiplier effect of direct construction spend in the District, and include take-out of additional housing as part of an ongoing build programme will enable this level of FTE to be sustained beyond the Project End Date;
- Sustaining Ruapehu's GDP and sustaining local employment thereby contributing to the local and region's economy;
- The provision of additional 'fit for purpose' housing to meet the current oversubscribed demand and need for council's older persons' social housing;
- The provision of affordable homes for key workers (including those in manufacturing & agriculture) and stimulation of the housing market through encouraging the participation of scale builders to enter the housing market in Ruapehu;
- Provision of homes for workers in tourism; and
- Thus, both retaining and attracting people to the Ruapehu District is the primary public benefit. As a district heavily reliant upon visitors and tourism to sustain its economy, a replacement project, such as this one is imperative for ongoing economic prosperity. (Source of data: 2018 Annual Economic

² Note that with the provision of a Construction Underwrite (not approved), the FTE flow on effect was forecast to be around 300FTE.

Profile Ruapehu District-Infometrics).

It is a condition of the Funding Agreement that CIP are notified if any of the above benefits are unlikely to arise.

In addition, by applying CIP funding to facilitate 'build ready' sites and seeking to collaborate with others, it is envisaged that a Regeneration Fund could be established, with the potential to have an ongoing application.

3.4 Land negotiations

The base Project and anticipated yield are not reliant upon RDC commencing or concluding any land acquisition negotiations. Notwithstanding this local Iwi do have interest in land holdings throughout the District and due process will be followed in the Due Diligence, Design, consenting and subsequent contracting stages.

4 Project outline

4.1 Scope

The Project is envisaged to be undertaken as a rolling programme, whereby project governance, management, procurement, and delivery run as an overall Project.

The intention is to meet the following programme outcomes:

- 50 enabled sites
- 6 builds – across one or more sites

While six potential sites have been identified there is flexibility to swap sites (add / take away sites), reprioritize sites and amend progress requirements against CIP milestones.

There are two key Project Stages:

- Stage 1 - consists of due diligence across all prospective sites to be completed by December 2020. This will be supported by concurrent work streams to advance to design, consenting, servicing ready for house construction on ideally three Quick Start sites, and an initial pilot construction project of six homes on the Site 1 land. This will serve as a proof of concept to ensure that this initial project is advanced beyond the 'build-ready' land and meet the aspirations of the overall Project (only partly funded) as originally submitted in the CIP Project application.
- Stage 2 - consists of completing the design, consenting, and servicing of all further sites to a 'build-ready' status, within budget constraints of the Project.

The quick start priorities for due diligence are:

- Site 1 – [REDACTED] - 20 enabled sites on 8.62 Ha and 6 'Quick Start' 2 bedroom affordable houses
- Site 2 – [REDACTED] – 6 enables sites on 1,491m2
- Site 3 – [REDACTED] – 14 enables sites on 2,024m2
- Site 4 – [REDACTED] – 5 enables sites on 9.45Ha
- Site 5 – [REDACTED] – 18 enabled sites on 4,046m2
- Site 6 – [REDACTED] – 14 enables sites on 2,705m2

There are also other sites that have been identified that could be considered should any of the initial 6 sites not be appropriate at this time, including [REDACTED].

Detailed information is included within the CIP Funding Agreement - [REDACTED].

4.2 Costs and Funding

4.2.1 Costs and Project Milestones

The schedule of Project Milestones and overall Costs / Funding Instalments are attached as Appendix 4 Section 2.

4.2.2 CIP Funding

CIP is a key stakeholder in the project and their funding contribution is conditional on the terms of the Funding Agreement being met. The total funding available to be paid by CIP is up to \$8M plus GST. This funding is controlled by a Funding Agreement between RDC and CIP describing the terms and conditions for the funding to be released to RDC.

RDC must manage all funding in accordance with good financial management and accounting practices and to a high standard that demonstrates appropriate use of public funds, and keep full and accurate records (including invoices and accounting records) of the Project, and retain them for at least 7 years after the last payment of CIP Funding. CIP may request to inspect or audit these records.

For a project of this nature there will be issues that arise that create delays in the programme are result in changes to the costs which would impact the ability to deliver to the agreed milestones, to deliver the entire programme of six sites. While best endeavours will be made the funding agreement will need to have some flexibility built into it to ensure that milestones can be amended. Where necessary one or more sites may be swapped out if the ability to facilitate a Quick Start for delivery is challenged. Equally, the Project may need to be scaled back / up if land development costs are higher or lower than initially forecast.

Where Funding has been applied for, certified by the ETC, and spent within the agreed scope, then it constitutes a non-repayable capital grant.

4.2.3 RDC Co-Funding

Under the CIP Funding Agreement, RDC is required to contribute Co-Funding equivalent to the fair value of the Recipient's owned land nominated to support the Project. RDC may substitute for other RDC-owned land at its sole discretion where analysis or other exigencies impact on the Project objectives.

In addition, to guarantee the first 'build-ready' site is progressed in a timely manner, the Council has approved up to \$1.4M to cover the housing construction on the six pilot homes which is within the \$8m CIP capped Grant

By applying CIP funding to facilitate 'build ready' sites and seeking to collaborate with others, it is envisaged that a Regeneration Fund could be established, with the potential to have an ongoing application for construction on the remaining sites .

4.2.4 CIP Funding Milestones

The funding available through CIP is linked to the achievement of Project Milestones and satisfaction of project deliverables, summarised in the table below and shown in more detail within Appendix 4. Upon achieving each Project Milestone, RDC may submit a payment request to CIP as per Schedule 2 of the Funding Agreement for the relevant funding amount. The Funding Agreement has flexibility with the milestones to be reviewed and updated on an annual basis.

Completion Date	Project Milestone	Maximum Payment Milestone NZD\$ plus GST (if any)	RDC Co-Funding Instalment NZD\$ plus GST (if any)
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31/03/2020	Milestone 1- Initial Funding milestone / Site 1 site works commence	\$1,309,745	
31/05/2021	Milestone 2 – Site 1 civils completed	\$978,062	
30/06/2021	Milestone 3 – Site 1 development of 6 houses	\$760,954	
30/09/2021	Milestone 4 – Site 2 and 3 planning	\$1,282,409	
31/12/2021	Milestone 5 – site 2 civils completed	\$338,553	
30/06/2022	Milestone 6 – site 3 civils completed	\$666,774	
30/09/2022	Milestone 7 – Site 4 planning	\$494,985	
31/03/2023	Milestone 8 – planning remaining sites	\$1,085,460	
30/06/2023	Milestone 9 – site 4 civils completed	\$471,130	
30/06/2024	Milestone 10 – final sites constructed	\$611,930	

* Funding to span 2021/2022

The initial Funding milestone includes:

- confirmation that RDC has authority to commit the nominated Co-Funding contribution
- evidence of the appointment of a suitable Engineer to Contract (ETC) for the Projects
- confirmation by RDC that the procurement of each Project has or will be completed in accordance with the terms of the Funding Agreement
- Contracts for the construction and delivery of each Project have been entered into by contractor
- Confirmation from the Chief Executive that the Project(s) can be delivered within the Project Budget or evidence that any costs exceeding the Project Budget can be funded or financed.

The Final Project Completion Milestone for each block of land includes:

- Certification by the Engineer to Contract that the Project is practically complete in accordance with the terms of the Construction Contract(s) and that the land is ready for construction.

4.3 Stakeholder and Communications

4.3.1 Public Consultation

The project will positively affect the Outcomes in the Long Term Plan including 'Strong Leadership and Advocacy,' 'Safe, Healthy Communities' and 'Thriving Economy' but does not require an amendment to RDC's Long Term Plan (LTP) or a special consultative process.

RDC will consult on a new ATMS as there will be community interest on the project, likely to include 'involvement' and 'collaboration' with local iwi. It is proposed to report a draft Consultation Document to Council on 16 September 2020 Council meeting for review and approval for a September/October consultation period, with hearings in November.

4.3.2 Media

Under the CIP Funding Agreement all media statements or press releases (including social media posts) must be approved by CIP and acknowledge the NZ Government as a source of funding of the project.

4.3.3 Key Stakeholders / Partners

There will be Key Stakeholders / Partners that council will seek to involve too deliver the project outcomes. This may be in the form of a role on the Project Control Group and / or Project Management Team. A Terms of Reference for each of these groups will be developed with the following guiding principles:

- All parties will work together as a team to achieve the outcomes detailed within the CIP Agreement
- All information will be treated as commercial in confidence / confidential
- Any conflicts of interest will be identified immediately they arise and may mean that the conflicted party abstains from relevant discussions or is replaced
- Attendance is required (or a substitute provided) at all meetings
- Input / feedback will be provided to pre-agreed timeframes to ensure the milestones are met

4.3.4 Iwi

There are three Iwi groups that are considered key stakeholders / partners in this project. There is a need to agree the interest and protocols for involvement on the project up front to ensure that milestones are met. A summary of the Iwi group and their possible interests are identified below:

- [Redacted] Potential role on governance group, [Redacted], staff support on project and potentially other resource allocation, and potential housing retention
- [Redacted] They have specific needs for larger families and as such the demand profile is different than single person/small family home. There are Maori land blocks that can be part of the solution to build homes and papakāinga. May also be interested in being a builder of homes/developer. They have an interest around training, building capacity and providing employment for whanau.
- [Redacted] - have several housing projects that will enhance the housing stock in the Ruapehu region. They are currently negotiating the return of Kāinga Ora sites as well as surplus crown 'bare land' properties in Raetihi and National Park.

4.3.5 Other Stakeholders

The other key stakeholder is Kāinga Ora who have already expressed an interest through the provision of land, expertise and the ability to be a potential construction partner (refer section 4.4 below). Again there is the need to agree the interest and protocols for involvement on the project up front to ensure that milestones are met.

Other stakeholders may be identified during the project. Their involvement in the project will be assessed against their ability to contribute to achieving the CIP outcomes.

4.4 Potential Partners

Initial investigations have already identified a number of potential construction partners for the build phase of the projects. Their level of interest and what they bring to the Programme will be confirmed during the Invitation to Partner (ITP) process. In addition there may be other Partners that are willing to lease / purchase completed houses, and contribute expertise, land or funding to the project.

Party	Likely Interest	Brings to the Programme	Indicated Demand Yes/no
Iwi	New completed housing, may secure MHUD Capital funding to assist	Long term land ownership, co-design place & community, development	Yes
Kāinga Ora	New completed housing	Own land adjacent to RDC, some resources, Capital to acquire new homes. Master planning and urban design expertise.	Yes

Accredited Community Housing Providers	New completed housing	Own land adjacent to RDC, some resources, Capital to acquire new homes	Yes
Commercial Market			
Local business requiring key worker accommodation	Lease / purchase / funding house construction	Head lease to secure construction funding, outright purchase, other Capital to assist development	Yes
Build partners	Construction contracts plus may secure some houses for own staff	GMP contract. May fund construction for own staff.	TBC via the ITP process proposed commencing October 2020

MEQ are completing a market research exercise to identify potential Partners. This will inform an open tender process that will go out to the market in late 2020. Evaluation of tenders will be undertaken by an evaluation panel incorporating MEQ and the Project Manager. Recommendations will be made to the RDC Tenders Group, which subject to their approval will go to full Council for sign off.

4.5 Reporting

4.5.1 Council Reporting

Monthly reporting in an agreed format will be required to inform the Project Control Group. This will identify the following:

- (a) description and analysis of actual progress of the project against planned progress, including progress against the Project Milestones and Project completion;
- (b) a summary of Project costs incurred to date, actual against budgeted;
- (c) a summary of forecast Project costs to the next Project Milestone;
- (d) estimated Cost to Complete against the Project Budget, and in respect of the final monthly report, cost at completion;
- (e) any material risks and/or issues arising or expected to arise, the Project costs, including detail of any issues requiring notification to CIP under the Funding Agreement;
- (f) actual or proposed mitigations to remedy any risks/issues identified under (g) above;
- (g) actual and forecasted Full Time Equivalent Jobs including broken down by New Zealand residents and non-residents under work visas;
- (h) health and safety performance, including injuries, hours worked used to calculate TRIFR and TRIFR; and
- (i) any other information that is requested by CIP in writing to the Recipient.

In addition summary reports to update Councillors will be required on a quarterly (or more frequently as required) basis.

4.5.2 CIP Reporting

Under the terms of the Funding Agreement, RDC is required to provide CIP with monthly reports by the 5th Business Day following the end of each month (excluding December), quarterly reports by the 5th Business Day following the end of each January, April, July, and October prior to the End Date.

Each Monthly report is to include:

- (j) description and analysis of actual progress of the project against planned progress, including progress against the Project Milestones and Project completion;
- (k) Eligible Costs incurred in the prior month, against budget for the month;
- (l) a summary of Project costs incurred to date, actual against budgeted;
- (m) a summary of forecast Project costs to the next Project Milestone;
- (n) estimated Cost to Complete against the Project Budget, and in respect of the final monthly report, cost at

completion;

- (o) progress on obtaining any necessary Project-related consents;
- (p) any material risks and/or issues arising or expected to arise, the Project costs, including detail of any issues requiring notification to CIP under the Funding Agreement;
- (q) actual or proposed mitigations to remedy any risks/issues identified under (g) above;
- (r) actual and forecasted Full Time Equivalent Jobs including broken down by New Zealand residents and non-residents under work visas;
- (s) health and safety performance, including injuries, hours worked used to calculate TRIFR and TRIFR; and
- (t) any other information that is requested by CIP in writing to the Recipient.

Each Quarterly report must be signed by RDC's Chief Executive and must include the following information:

- (a) the Cost to Complete Test was met as at the last date of the previous quarter and the Cost to Complete Test is expected to be met at all times until Practical Completion.
- (b) the Project is expected to reach Practical Completion by 31/12/2025;
- (c) there has been no material change in the scope of the Project outside the terms of the Funding Agreement, and the Project is still expected to deliver the benefits and all of the Project deliverables; and
- (d) an update on media, marketing, and communication activities.

4.6 Resources

In order to deliver the Project there is the requirement for both external and internal resources. It is noted that Internal resourcing support on this project will be limited. Their input into this project would be through their Business as Usual activities / roles.

4.6.1 External Resource Requirements

Expertise will be required from a wide range of sectors for the next phase of the project including development project management, urban design, surveying, structural, geotechnical and civil engineering, stakeholder engagement, planning and procurement.

It will also be necessary to follow procurement rules (both Council and also CIP).

For the due diligence phase, due to the tight timeframes it is proposed to leverage off existing Council consultancy agreements and / or follow a closed tender process. A local consultant, Cheal Consultants is already undertaking due diligence related work and it is intended to extend this. Depending upon resource requirements another local consultant, Plateau Consultants, may be engaged to undertake due diligence work.

For the design stage, site development consultancy services will be procured through an open tender due to the scale of work required. It is the current intention to award a single contract to cover all sites although this will be subject to the submissions received.

Similarly for the site development construction works it is the current intention that all sites be undertaken by the same contractor to gain economies of scale, but again this will depend upon the quantity and quality of contractors that submit.

Scope item	Role / Responsibility	Comments
Establishment Project Director [REDACTED]	<ul style="list-style-type: none"> Retains a strategic overview of project; reports to CE and GM Community Services and GM Customer Services in respective portfolio areas Prepares Council Reports (with inputs from team) for RDC review and sign off Assists with lwi engagement; stakeholder liaison (e.g. Business Council) and public consultation ATMS including consultation support and analysis of submissions Initial chair working with Project Manager to establish Housing Project Delivery team 	Services already commissioned.
Project Manager [REDACTED]	<ul style="list-style-type: none"> RDC Contact Person for CIP Develop overall project plan and work programme and oversee delivery of programme Manage due diligence & procurement in consultation with MEQ Property Establish and manage CIP and Financial Reporting and Milestones Assistance in overall planning and programming of the project ITP Evaluation Panel Member Resource planning Prepare and maintain project documentation throughout the course of the project Organise and prepare project meetings and provide agendas, minutes and project progress updates to the meeting attendees (as required). Follow up on actions. Adjust project plan as necessary and provide the progress against the agreed plan in status reports 	Services already commissioned.
Engineer to the Contract	<ul style="list-style-type: none"> Role as defined in CIP Agreement 	To be confirmed.
Specialist Development and Marketing Advisors [REDACTED]	<ul style="list-style-type: none"> Preparation of ATMS and assistance with consultation Due diligence- site investigations Develop ITP, evaluation panel member Master planning direction, site layouts, bulk and location Specialist commercial and development advice for civil works, consenting, builder briefs etc 	Services already commissioned.
Masterplanning and Urban Design	<ul style="list-style-type: none"> Urban design of sites 	Kāinga Ora resource may be engaged. Proposed to co design with lwi on relevant sites. Work to be managed by MEQ.
Planner / Resource Consent Consultant	<ul style="list-style-type: none"> Site specific considerations and approvals Identifying and obtaining necessary resource consents (through fast track process) 	Local Planner to be engaged. To engage either or both [REDACTED]

Scope item	Role / Responsibility	Comments
	<ul style="list-style-type: none"> Required at due diligence stage 	<p>and [REDACTED]</p> <p>Potentially utilise [REDACTED] in a Peer Review role.</p>
Topographical Survey	<ul style="list-style-type: none"> Topographical surveys of sites Survey Plans Required at due diligence stage 	<p>[REDACTED] already undertaking work on Site 1 – and scope could be increased for Due Diligence stage.</p>
Geotech Engineer	<ul style="list-style-type: none"> Preliminary Geotech investigations as part of due diligence Detailed Geotech investigation to inform design and siteworks at each site. 	<p>Use [REDACTED] for Due Diligence stage. Open tender for design stage.</p>
Civil Design / Site Development	<ul style="list-style-type: none"> Infrastructure design i.e. access, roading, three waters, services etc Developing contracts for construction and procuring contractors Site Manager / Engineer - monitoring of construction Required at due diligence and detailed design stages 	<p>Use [REDACTED] for Due Diligence stage. Open tender for design stage.</p>
Fire Prevention Specialist	<ul style="list-style-type: none"> Specialist input required for terrace/duplex sites 	<p>For the six building on site 1.</p>
Site Manager / Engineer	<ul style="list-style-type: none"> Primary responsibility for site. Coordination of works onsite Ensure appropriate site management for legislative compliance (e.g. H&S, inductions, disposal of waste products etc) (May be provided by Earthworks Delivery Contractor) 	<p>Refer to Civil Design / Site Development above</p>
Earthworks and Civils Construction	<ul style="list-style-type: none"> Physical works related to: <ul style="list-style-type: none"> site clearance earthworks road construction, kerb & channel service installation – waters, utilities etc landscaping. 	<p>To be procured through Civil Design / Site Development consultant</p>
Service Connections	<ul style="list-style-type: none"> Specialist resources for connecting services to live networks 	<p>To be managed / coordinated through Civil Design / Site Development consultant</p>
Housing Construction	<ul style="list-style-type: none"> Partners to be identified through the ITP process 	<p>[REDACTED] to develop ITP documentation and manage the process to secure a partner to construct the housing</p>

Scope item	Role / Responsibility	Comments
		(6 units on site 1 and potentially other sites)

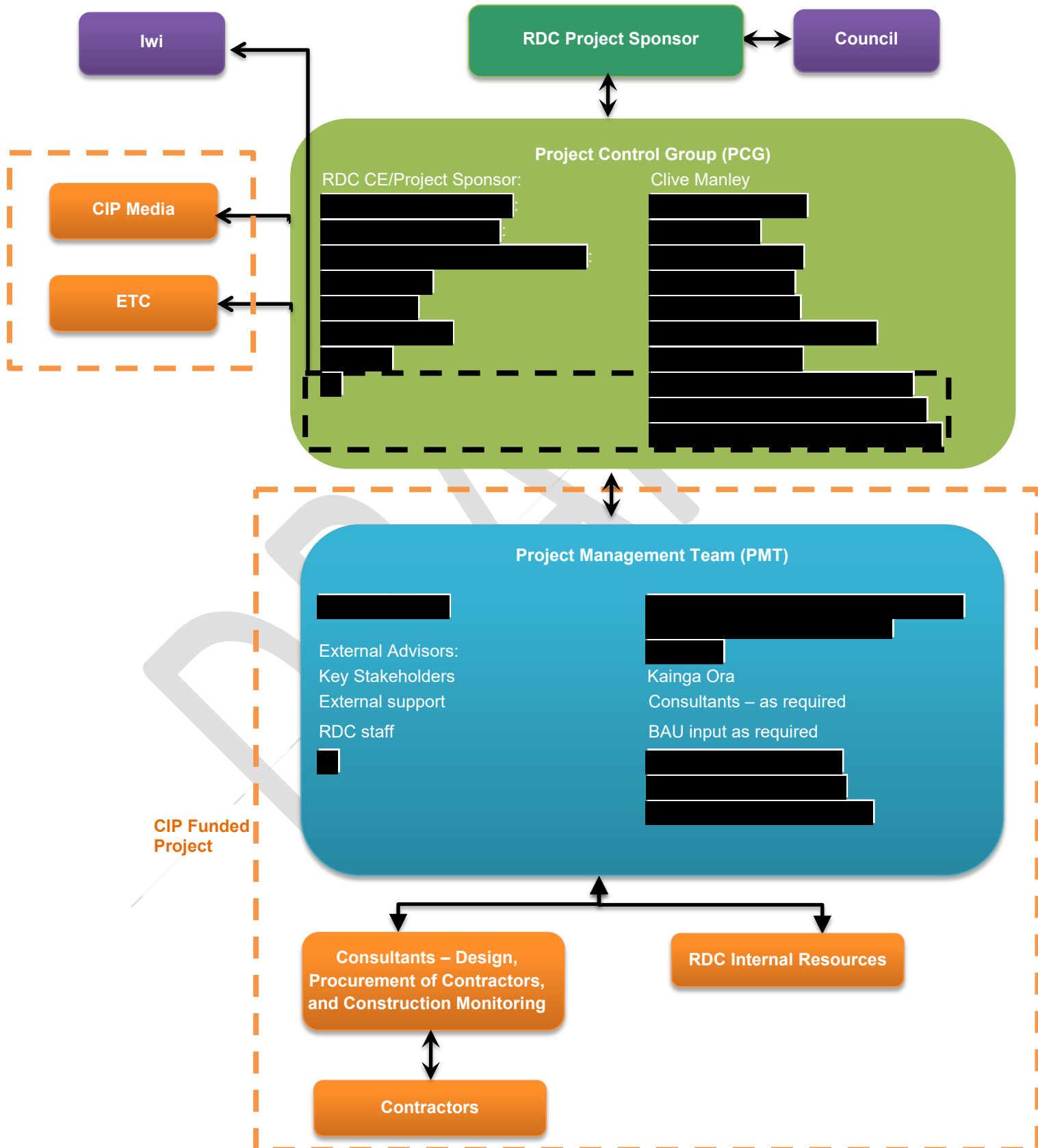
4.6.2 Internal Resource Requirements

Internal input into this project would be through staff's Business as Usual activities / roles and are outlined as follows. It is intended to appoint an internal Project Manager but this is not scheduled to occur until the first half of 2021.

Internal Resource	Role / Responsibility	Comments
[Redacted]	<ul style="list-style-type: none"> Accountability for ATMS Review of Council reports Attendance at ATMS public engagement meetings Identifying key council staff including Asset managers to be involved as needed 	
[Redacted]	<ul style="list-style-type: none"> Provision of information for ATMS Feedback on draft Council reports Development of fact sheets in consultation with Project Manager Assists with implementing ATMS Guidance on Resource consenting; appointment of Independent Commissioner 	
[Redacted]	<ul style="list-style-type: none"> Accountability for consultation processes and communication strategy Integration with LTP processes 	
[Redacted]	<ul style="list-style-type: none"> Policy oversight & alignment Admin support 	
[Redacted]	<ul style="list-style-type: none"> Lead advisor on public consultation documentation, including media statements 	
[Redacted]	<ul style="list-style-type: none"> Financial oversight working closely with Project Manager to ensure monthly and quarterly CIP reports completed to high standard for CE sign off; risk control 	
Planners	<ul style="list-style-type: none"> Ensure compliance with District Plan requirements and approvals 	
3Waters Infrastructure	<ul style="list-style-type: none"> Advise on system capacity Oversee or carry out live connections to existing infrastructure 	
Regulatory Services (Building consent authority)	<ul style="list-style-type: none"> Advise on and process approvals and building consents on 6 pilot homes 	

4.7 Project Governance

RDC’s current Tender’s Group for governance and a reporting structure. This team will set and manage milestones, manage the funding requirements and report back to the RDC Executive and Councillors, plus reporting to the CIP Project Manager. Oversight of the CIP funded work will involve the Engineer to the Contract (ETC). The overall Project Governance Chart for this Project is shown as below:



The following are the roles and responsibilities of the individuals and teams involved on this project:

Roles	Membership	Responsibilities
Project Sponsor	Clive Manley (RDC CE)	<ul style="list-style-type: none"> • Accepts overall accountability for the delivery of the project • Authorises the high level objectives of the project • Agrees to the project scope, deliverables, schedule, resources and budget • Defines the quality standards and controls to be applied • Authorises the sign off of key project deliverables • Secures the necessary authorisation, funding and resources • Resolves issues and manages risk escalated by the Project Leader / Project Manager • Leadership / liaison with key stakeholders and Council • Chairs the Project Control Group
Project Control Group (PCG)	As per diagram above. Meets monthly (from late September) at RDC Offices (or via zoom if remote)	<ul style="list-style-type: none"> • Delegated authority to make decisions • Monitors the strategic direction of the project and ensures alignment with organisational goals • Provides governance for the Project, and provide assurance to Council • Ensures all CIP Funding Agreement requirements are met • Ensures the approach and project is well understood across the organisation • Provides a management review to ensure the success of the project • Provides a forum where escalated issues can be discussed • Coordinates any communications and media, including getting CIP approval • Review the status and progress of the project • Ensures integration with other areas of Council • Monitors issues and risks with the project and ensures these are being actively managed and resolved • Encourages the understanding of the project across the organisation and supports the achievement of the projects objectives • Takes accountability for all decisions within their delegation authority • As necessary, this Group will also fulfil the role of the Disputes Resolution Committee for the duration of the Project • Sign off on the Project Execution Plan

Roles	Membership	Responsibilities
Council	Full Council	<ul style="list-style-type: none"> Receive status reports and updates through the RDC Project Sponsor
Project Management Team	<p>As per diagram above. Meets monthly (from late September) at RDC Offices (or via zoom if remote)</p> <p>Team will contain both external members and Council staff (as required).</p>	<p>The PMT will:</p> <ul style="list-style-type: none"> Have oversight of all the workstreams Provide strategic and technical advice on work packages Ensure delivery of planned tasks are on time and to the required level of quality and format Report progress of the execution of planned tasks Prepare and maintain documentation relating to the execution of allocated planned tasks Ensure interrelationships between other areas of council are clearly understood, communicated and inputs are coordinated Ensure any changes to the project's scope, planned deliverables, timescales are properly scoped, communicated and managed Manage resources and to identify whether additional resources are required to complete tasks Escalate risks and issues (with recommendations) Prepare all Project Management documentation (in line with the Project Execution Plan) Develop and maintain the risks and issues register Consult and liaise with key stakeholders and the Ruapehu Community Liaise with Council Financial Officers to establish a separate Project cost centre, and to provide cost estimates, cost control, performance tracking using 'Earned Value Analysis', cash flow forecasts, progress payments, and financial reporting Report regularly on progress and performance of the Project to the Project Control Group

4.8 Procurement

4.8.1 Procurement Overview

All procurement will be undertaken in accordance with both RDC and CIP procurement policies and guidelines.

The procurement processes for the contracts related to the site preparation are to be undertaken in accordance with the requirements of the CIP Funding Agreement. This includes all procurement to be open arm's length procurement processes carried out in accordance with good industry practice for procurement practices and guidelines that apply to the public sector. CIP may request evidence of compliance from RDC.

The recommended delivery models, supplier selection and contract form for the Project's external resources are summarised in section 4.6.1.

An Invitation to Partner (ITP) is to be prepared by MEQ based on RDC's Draft Asset and Tenancy Management Strategy for the construction and long-term management of the houses.

For consultancy services it is the intention to utilise existing consultants that council already has a contract with where possible. As these contracts have previously been through a competitive tendering process they already demonstrate quality and value for money. When new service providers are required it is proposed to go out to local consultants on a closed tender basis. The form of contract would be based upon CCCS.

Work will be packaged up to cover both the due diligence phase as well as the design phase if that is appropriate. Contracts would also be given for all the sites in both both tranche 1 and 2.

Any contractors appointed to complete the earthworks and civil works would be through a transparent procurement process managed by the relevant consultants. This will either be through an open or a closed competitive tender process.

4.8.2 Procurement Plan Framework

A Procurement Plan / Tender Evaluation Plan will be prepared for both the ITP process, and the engagement of consultants and contractors for the site development workpackages.. Issues that will covered within this document will be:

- Scope of services to be procured;
- Approach - Delivery model, Contract Form and Supplier Selection;
- Evaluation team membership;
- Evaluation criteria;
- Evaluation process – steps and timelines;
- Probity requirements;
- Confidentiality and Conflict of Interest.

4.9 Compliance

4.9.1 Health & Safety

RDC must ensure that all parties involved in the project perform their obligations in compliance with RDC's and their obligations under the Health and Safety at Work Act 2015. Health and safety injuries and notices issued under the Health and Safety at Work Act 2015 related to the project must be reported to CIP.

CIP may choose to review RDC's and/or RDC's contractors health and safety management plan related to the project.

4.9.2 General legislation

RDC must ensure compliance with all applicable laws (and similar requirements) by themselves, contractors and subcontractors, including employment and labour laws.

4.10 Risks and issues

This section considers the issues, risks and potential opportunities which are likely to be encountered during the Project and the actions which Council and the Project Team might consider for controlling and managing these risks, as well as exploiting any opportunities as they arise.

The identified risks, together with others, will require assessment and evaluation through a formal risk management process and will require effective management by all parties involved. This would be set out in the form of a Risk Register as shown in Appendix 3. It is envisaged that a specific risk workshop with a range of the key stakeholders would be undertaken at an earlier stage of the project, and this will eventually be managed by the Project Management Team.

4.10.1 CIP Funding Risks

A key risk is the need to meet milestones and access the CIP Funding of \$8M. RDC while committed to deliver the project are relying on the CIP funding and need to ensure that any changes to the programme of work do not have to be underwritten by council.

For a project of this nature there will be issues that arise that create delays in the programme are result in changes to the costs which would impact the ability to deliver on the programme i.e. the six sites, as a whole. While best endeavours will be made the funding agreement will need to have some flexibility built into it to ensure that milestones can be amended. Where necessary one or more sites may be swapped out if the ability to facilitate a Quick Start for delivery is challenged. Equally, the Project may need to be scaled back / up if land development costs are higher or lower than initially forecast.

This budget allocation for this project includes some contingency allowances. Any allowances for specific contingencies that are identified will be made within the total budget allocation.

4.10.2 Programme Risks

The project related risks typically revolve around the Project Management functions and the skill levels and experience of the members appointed to the Project Management Team to fulfil those functions, especially preparing an effective Project Execution Plan and managing the delivery of a successful project. Potential risks include:

- Council does not have the skilled staffing resources available in-house to manage the implementation and delivery of the Programme – this should largely be mitigated by identifying dedicated internal resources with a mix of external expertise;
- Working with multiple partners to deliver the programme of work;
- Issues not been resolved in a timely manner – mitigated by putting in place appropriate risk and issue process with clear delegations, roles and responsibilities;
- Adverse impacts arising from lack of management of statutory functions, including health & safety management, environmental management and heritage management;
- Inadequate communications with Council, Community, CIP or other project stakeholders;
- Lack of integration of this project with other areas of Council;
- Current market conditions do not provide the most economic tender prices;

- Inadequate budgets provided for (noting that the CIP Funding amount is fixed and all cost overruns and any funding shortfall must be met by RDC) (refer to 4.10.1 above);
- Managing community expectations;
- Developers with vested interests.

4.10.3 Civil and Environmental Risks

In addition to the foregoing categories of risks, ultimately the successful delivery of the Project will depend on the implementation of an effective Site Works Management Plan and the timely and efficient management of a range of construction risks by the contractor. These potential risks include:

- Identifying a quick start site
- Inadequate planning, sequencing and scheduling of the work activities;
- Civil cost increases mean budgets cannot be met;
- Lack of critical trade labour resources;
- Unforeseen constructability, logistics, transportation and construction risks;
- Inadequate liaison, communications and traffic/construction management creating concerns and adverse reactions amongst the community and key stakeholders, including Council, residents, local businesses, school traffic, tourism operators, and local road users;
- Inadequate construction performance and progress by the contractor on the contract works as measured against the project schedule and budget.

4.11 Project plan

Key Milestones are summarised below for the next two financial years. Refer to appendix 1 for more detailed project schedule (Gantt chart) which sets out the current timelines that the project is working to. This will need to be reviewed and refined by the Project Management Team throughout the project with significant adjustment to the programme managed through a change request process.

The intention is to establish a rolling programme across the sites, with the 2021/22 FY below being representative of the following years. Appendix 4 has the further milestone detail for these first two years and the subsequent two years.

Project Milestones	A description of the works/ deliverables for the Project Milestone	Completion Date
2020/21 FY		
Milestone 1 (2020/21 FY)	Due diligence completed for all subject sites [1 to 6]. Master-planning design, preparation of land use & RC consents for site [1]	31-Dec-20
Milestone 2 (2020/21 FY) - initial funding Milestone	Consents and engineering plans for Civil Works issued and Works commence site [1].	31-Mar-21
Milestone 3 (2020/21 FY)	Civil works completed, builder ITP completed, build contract for 6 homes entered into and 10% deposit paid on 3916 for Build contract (refer Milestone 4), [REDACTED]	31-May-21
Milestone 4 (2020/21 FY) - extends to FY 2021/22	Slab down progress payment claim on 6 [REDACTED] form of contract will comprise 5 milestone payments, allow for a 10% deposit (in Milestone 3), hold \$5,000 per dwelling until CCC is issued, so five sub-milestones within Milestone 4, as follows:	30-Jun-21
	- deposit 10% (claimed in M3)	31-May-21
	- Slabs down	30-Jun-21
	- ready for roof	31-Jul-21
	- closed in	31-Aug-21

Project Milestones	A description of the works/ deliverables for the Project Milestone	Completion Date
	- internal painting complete	30-Sep-21
	- CCC issued ([REDACTED])	31-Oct-21
Milestone 5 (2020/21 FY)	Design work - sites [2 & 3]. Civils completions and titling Site [1], to enable house construction June 21	30-Jun-21
2021/22 FY		
Milestone 1 (2021/22 FY)	Master-planning design, preparation of land use & RC consents completed for site [2]. Site clearance, dwelling removal and decontamination completed	30-Sep-21
Milestone 2 (2021/22 FY)	Consents and engineering plans for Civil Works issued and Works commence site [2]. Detailed design and preparation of consents site [3]	31-Dec-21
Milestone 3 (2021/22 FY)	Civil works completed, site certification, titling and integrated building consents prepared site [2]. Site [3] consented, site clearance and other enabling works site commence.	31-Mar-22
Milestone 4 (2021/22 FY)	Site [2] certification and practical completion achieved, Site [3] civils works completed and submitted for certification	30-Jun-22
Milestone 5 (2021/22 FY)	As per Milestone 4 from 2020/21 FY	31 Jul, 31 Aug, 30 Sept, 31 Oct

Appendices



Appendix 1 Project Schedule (Gantt chart)

To be Finalised



Appendix 2 Risk & Issues Register

Ref ID #	Risk Description	Impact	Risk Category	Risk Assessment				Existing Control(s)	Additional Control(s) required	Risk Treatment Plan Summary	Risk Status (After treatment)				Risk Owner	Review Date	Open / Closed
				Likelihood	Consequence	Risk Score	Risk rating (RAG)				Likelihood	Consequence	Risk Score	Revised Risk rating (RAG)			
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Appendix 3 CIP Funding Agreement

Attachment A

Section 1: Schedule of Assets

Please complete the following schedule of the asset(s) involved in the project (for example, the buildings, facilities, roads, and other real property assets that will be constructed as part of this project).

Preamble:

The Project is envisaged to be undertaken as a rolling programme, whereby project governance, management, procurement, and delivery run as an overall Project, noting several important dimensions:

- Milestone 1 - due diligence (currently in progress) completing December 2020 is to confirm the initial feasibility of the 'shovel-ready' pipeline assessment, work to advance to design, consenting and servicing ready for house construction and up and including 6 new dwellings. As a result of this work, the priority of each nominated site may alter, and the Milestone timings would be reviewed in concert with CIP
- Project Funding Cap – it is noted and agreed that the CIP funding arrangements are capped, and the overall Project commitment is to remain with the up to funding cap.
- Co-Funding by Ruapehu District Council – the initial work up to and including completing Milestone 2 (2020/21 FY) is to be funded by RDC, until able to be drawn down as a direct Project cost. As the Project involves land development with latent land risk, it is highly probable that a site may incur less or more cost than allocated in the Project Budget. RDC proposes that an annual Milestone Review (progress against budget), will enable the overall quantum of work to remain within the Project scope and Funding Cap. That is, if costs are less, more sites can be enabled and if costs are more less sites may be enabled, subject to other funding arrangements being developed over the life of the Project.
- As outlined in Section 2: Milestones, the Project is planned to run over a 4 year period from September 2020 to September 2024 and the overall Project Budget has been allocated over this time frame.

High level description of the asset (including its location/address)	Expected completion date of construction of the asset	Ownership of the completed asset (that is, which legal entity will own it)
Quick Start priorities for DD within the CIP agreement³		
20 enabled sites on 8.62 Ha at [REDACTED]	May 2021	Ruapehu District Council
6 'Quick Start' 2 bedroom 'affordable' houses at [REDACTED] or alternative location ⁴	October 2021	Ruapehu District Council – retained or on sold once completed
6 enabled sites on 1,491m ² , after minor relocation and removal works, at [REDACTED]	March 2022 (unless brought forward, refer footnote ²)	Ruapehu District Council Kāinga Ora adjoining property with 4 vacant homes as a potential build partner and expansion of project
14 enabled sites on 2,024m ² , after demolition works and site remediation, [REDACTED]	September 2022	Ruapehu District Council
5 enabled sites on 9.45 Ha at [REDACTED]	March 2023	Ruapehu District Council (with a wide range of collaborative partnerships with Iwi, construction for Key Worker affordable accommodation, multiple supporting ownership models).

³ Note that three sites have been identified as Quick Start candidates, to be brought on contemporaneously, in the event that impediments to development emerge during the initial Due Diligence Phase and or detailed design and consenting. This is part of an overall risk mitigation strategy to ensure success of the overall Project.

⁴ Funding of the construction of 6 'Quick Start' homes could occur on either [REDACTED] as the first build and RDC reserves the right to swap to the most expedient build site, which will be confirmed as part of the due diligence work (Milestone 1).

High level description of the asset (including its location/address)	Expected completion date of construction of the asset	Ownership of the completed asset (that is, which legal entity will own it)
18 enabled sites on 4,046m ² , after demolition works and site remediation, at [REDACTED]	June 2023	Ruapehu District Council
14 enabled sites on 2,705m ² , after demolition works and site remediation at [REDACTED]	Main works June 2024, certification, and practical completion September 2024	Ruapehu District Council

Section 2: Schedule of Project Milestones

Please complete the following schedule outlining the key construction milestones for the project.

Financial year 2020/21 – year 1

Project Milestones ⁽ⁱ⁾	A description of the works/ deliverables for the Project Milestone	Completion Date	Maximum Payment Milestone NZD\$ plus GST (if any)	Recipient Co- Funding Instalment NZD\$ plus GST if any)	Co-funding cumulative position (i.e. costs to date less Milestone claims)			
Milestone 1 (2020/21 FY) -								
Due Diligence & Project Establishment								
Milestone 2 (2020/21 FY) - initial funding Milestone ⁽ⁱⁱ⁾								
Milestone 3 (2020/21 FY) -								
Milestone 4 (2020/21 FY) - extends to FY 2021/22								
Milestone 5 (2020/21 FY) -								
FY 2020/21								
FY 2021/22								
<i>Notes:</i>								
■								
■								
■								

Financial year 2021/22 – year 2

Project Milestones ⁽ⁱ⁾	A description of the works/ deliverables for the Project Milestone	Completion Date	Maximum Payment Milestone NZD\$ plus GST (if any)	Recipient Co- Funding Instalment NZD\$ plus GST if any)	Co-funding cumulative position (i.e. costs to date less Milestone claims)
Milestone 1 (2021/22 FY) -					
Milestone 2 (2021/22 FY) -					
Milestone 3 (2021/22 FY) -					
Milestone 4 (2021/22 FY)					
Milestone 5 (2021/22 FY) -					
FY 2020/21					
FY 2021/22					
Notes:					
⁽ⁱ⁾ Based on up to 5 per financial year over a rolling programme					
⁽ⁱⁱ⁾ Based on up to 5 per financial year over a rolling programme					



Financial year 2022/23 – year 3

Project Milestones ⁽ⁱ⁾	A description of the works/ deliverables for the Project Milestone	Completion Date	Maximum Payment Milestone NZD\$ plus GST (if any)	Recipient Co- Funding Instalment NZD\$ plus GST if any)	Co-funding cumulative position (i.e. costs to date less Milestone claims)
Milestone 1 (2022/23 FY) -					
Milestone 2 (2022/23 FY) -					
Milestone 3 (2022/23 FY) -					
Milestone 4 (2022/23 FY)					
Milestone 5 (2022/23 FY) -					
FY 2022/23					
FY 2022/23					
Notes:					
⁽ⁱ⁾ Based on up to 5 per financial year over a rolling programme					
⁽ⁱⁱ⁾ Based on up to 5 per financial year over a rolling programme					

Financial year 2023/24 – year 4

Project Milestones ⁽ⁱ⁾	A description of the works/ deliverables for the Project Milestone	Completion Date	Maximum Payment Milestone NZD\$ plus GST (if any)	Recipient Co- Funding Instalment NZD\$ plus GST if any)	Co-funding cumulative position (i.e. costs to date less Milestone claims)
Milestone 1 (2023/24 FY) -					
Milestone 2 (2023/24 FY) -					
Milestone 3 (2023/24 FY) -					
Milestone 4 (2023/24 FY)					
Milestone 5 (2023/24 FY) -					
FY 2023/24					
FY 2023/24					
Notes:					
⁽ⁱ⁾ Based on up to 5 per financial year over a rolling programme					
⁽ⁱⁱ⁾ Based on up to 5 per financial year over a rolling programme					

Section 3: Other details

Information Required	Explanation of Request
Legal Name of funding Recipient: Ruapehu District Council, Local Authority	Please confirm the name of the legal entity to enter into the Funding Agreement. Ruapehu District Council Please also confirm the entity type (e.g. local authority, company)
Construction Works Commencement: No later than March 2021	Please confirm start of on-site construction will be no later than March 2021 Civil Works Scheduled March 2021
How many construction jobs do you expect this project to create? 100 FTES	Please advise the number of Construction FTE jobs this project will provide using the following definition. 130FTE/\$10M (includes a multiplier effect) Construction FTE Definition - "the average number of construction full time equivalent contractor, subcontractor and professional services employees (based on a 40 hour week) (FTEs) working on the Project over the duration on the construction period from design to completion (noting that the number of FTEs may vary week to week over the construction period)".
Key Contact: Clive Manley, Chief Executive, phone: 02 1 493 807 Email: clive.manley@ruapehudc.govt.nz, 59-63 Huia Street, Taumarunui 3920	Please confirm the contact information for a key contact on this project (such as the project manager). Please include their name, title, contact email, contact phone and physical Address for general notice details.

Section 4: Additional Information

Table A: Social and Affordable (key worker) Housing Proposal
Indicative Timeline

5 Aug 2020	25 Aug 2020	Sept 2020	31 Oct 2020	Nov 2020	Mid Dec 2020	Jan 2021	Feb 2021	March 2021	April 2021	May 2021	June – Oct 2021
<ul style="list-style-type: none"> Report CIP Funding approval and conditions to Full Council Seek endorsement of Proposal for Consultation for Phase 1 and 2 Housing programme proposal 	<ul style="list-style-type: none"> Report MEQ Property Review of ATMS to Full Council Consultation Document drafted and reported to Full Council for sign-off 	<ul style="list-style-type: none"> Public Notification of Proposal and Community Engagement commenced and submissions called for 	<ul style="list-style-type: none"> Hearings Report drafted and hearings held 				<ul style="list-style-type: none"> Consents and engineering plans for Civil Works issued 	<ul style="list-style-type: none"> Civil Works commence 	<ul style="list-style-type: none"> Civil Works progressed 	<ul style="list-style-type: none"> Civil Works completed 	<ul style="list-style-type: none"> Homes Built at first site (16-18 weeks)
← Due diligence across study sites (Geotech, contamination, topo survey) →		← Marketing Study – informal engagement & collaboration with Kāinga Ora, Iwi, CHPs, ITP Build Partner →		← ITP Build Partner confirmed →		← Consenting & Engineering Plans complete →		← Final Proposal adopted by Full Council →			



Project Control Group – Agenda and Project Status Report	
Project: Housing Initiative: Quick Start Public and Affordable Housing	RAG Status: Green
Attendees: [Redacted]	
Apologies:	
PCG Meeting No: 1 (Council offices, Taumarunui with Zoom attendees)	Date: Monday 21 Sept
Agenda <ul style="list-style-type: none">1. Introductions and Overview2. Funding Agreement3. Project Plan (distributed)<ul style="list-style-type: none">○ Overview and Feedback○ PCG and Project Team4. Fact Sheet / Q&A5. Due Diligence6. ATMS status and Consultation7. Status Report – remaining items – Design Phase, ITP, Budgets and Milestones8. Other Business	



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing

RAG Status: Green

Section 1 – Status and Actions

Funding Agreement

- Discussion between CIP ([REDACTED]) and [REDACTED] –
 - focus on building flexibility around sites and milestones and the achievement of overall outcomes
 - key targets – 6 initial units (pilot) and 50 serviced sections
- Now expecting the draft Funding Agreement from CIP in week of 21st September for RDC review
- Meeting arranged for Tuesday 22nd September to discuss (CIP and RDC)
- RDC will require 1 week to review and feedback so expect that earliest that it will be signed of will be early October
- Action - To confirm and develop CIP reporting process

Project Plan

- Revised draft version distributed for feedback
- Require Funding Agreement to be confirmed and then milestones and Programme can be finalised and included within the Project Plan
- Project Plan to be finalised by early October
- Action - To confirm Project Control Group future meeting dates
- Action - To confirm Project Team membership
- Action – to identify all risks (possible risk session)

Fact Sheet / Q&A

- Purpose – to inform team members (and others i.e. Comms) of key facts relating to this project
- Draft prepared and distributed
- Action - To agree what other key facts should be included
- To be updated throughout the project

Due Diligence

- [REDACTED] reviewing possible long list of sites –
 - potential sites being identified by RDC and Iwi
 - Action - Internal first cut due diligence session to be held in week of 28th Sept to review and identify potential sites for further 2nd stage due diligence investigation
 - Action - Development strategy to be developed – staging of sites taking into account location, size, decanting approach etc



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing

RAG Status: Green

- [REDACTED] – feedback received from Horizons Regional Council – flooding and liquefaction related issues identified. [REDACTED] also identified potential risks around soil contamination (in vicinity of stockyards area). Will have implications on costs to develop site and may mean that this site is not a priority and this site is discounted or investigated later in the programme
- Due Diligence Consultants – Geotech/Survey/Services/Consents
 - [REDACTED] have requested [REDACTED] to undertake some limited geotechnical work on [REDACTED]
 - Have requested a more comprehensive capability profile covering capacity, capability and rates.
 - Action - If acceptable will agree a contract for [REDACTED] to provide engineering support for the due diligence phase for all sites

Design Phase -

- Design Phase Consultants – seeking to develop RFP for this work (to cover all sites) which will have to go out to open market

ITP Process –

- [REDACTED] to identify potential partners and develop documentation for the ITP process – procurement process scheduled to commence in November

ATMS Status and Consultation

- Councillors approved ATMS on 16 September. Now to go out to public consultation
- Key dates are:
 - Consultation opens - Fri 18 Sept
 - Ohakune hui – Thu 24 Sept, 6pm, Council Chamber, Ayr St
 - Taumarunui hui - Mon 5 Oct - 6pm, Miriama Centre, 10 Miriama St (lower Cossie)
 - Raetihi hui - Thu 8 Oct - 6pm, The Centre, 14-16 Seddon St
 - Consultation closes - Fri 16 Oct
 - Hearings - Wed 28 Oct
 - Deliberations and adoption - Wed 18 Nov

Section 2 – Key Issues / Risks

- To get Funding Agreement agreed and signed off
- To identify sites and in particular the quick start sites



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing **RAG Status:** Green

Section 3 – Budgets

Milestone 1 – budget

- Costs to date (breakdown to be provided)
- Costs to complete
- Budget Issues identified

Section 4 – Tracking Against Milestone Status

<i>Milestone</i>	<i>Due Date</i>	<i>Costs to date</i>	<i>RAG Status</i>	<i>Comment</i>
Milestone 1 – Project Establishment , Due Diligence and Build Partner Procurement	31/12/20		Green	Milestones and dates still to be agreed – subject to Funding Agreement
Milestone 2 – (Funding Milestone - budget) First site designed, consented and site civils commenced	31/03/21		Green	
Milestone 3 – (Funding Milestone - budget) First site completed and ready for house construction	30/05/21		Green	
Milestone 4 – (Funding Milestone - budget) 6 houses constructed	31/10/21		Green	
Running in parallel – Design and planning of 2 other sites			Green	



Housing Initiative – Quick Start Public and Affordable Housing

Project Control Group – Minutes	
Project: Housing Initiative: Quick Start Public and Affordable Housing	
Attendees: [REDACTED]	
Apologies: None	
PCG Meeting No: 1 (Council offices, Taumarunui with Zoom attendees)	
	Actions
<p>1. Introductions and Overview</p> <p>[REDACTED] provided an overview and introductions were made. Three iwi groups invited to be part of this project to help deliver the overall outcomes. The PCG has an operational focus and the PCG needs to collectively own the project to ensure success.</p> <p>Minutes to be distributed and read in conjunction with the Status Report.</p>	[REDACTED]
<p>2. Funding Agreement</p> <ul style="list-style-type: none"> Update provided – key points: The key challenge is to build in flexibility (there will be an annual review of milestones) into the programme going forward but CIP will want to see tangible outcomes i.e. 6 houses built and 50 sites developed Expecting a draft Funding Agreement from CIP in week of 21st September for RDC review. Meeting arranged for Tuesday 22nd September to discuss (CIP and RDC) [REDACTED] reiterated that council will not be signing any funding agreement until initial due diligence confirms that we have sites that can be developed for housing. This will require a commitment from all attendees to make sure this happens. It will be better to walk away from the \$8M of CIP funding unless we can all collectively deliver on this project. The PCG agreed with this. Post signing there is a need to confirm and develop the CIP reporting process 	[REDACTED]
<p>3. Project Plan</p> <ul style="list-style-type: none"> Project Plan revised draft version (version 3) previously distributed for feedback. Key points were: Still to be updated to include info from the Funding Agreement, Risks and feedback from the PCG – intention is to finalise in early October [REDACTED] stressed the difference between governance and management and the need to deliver on this project. Also noted that while interrelated, the CIP project is about delivering housing and is separate from the strategy work. Discussed Governance Structure – all agreed that the membership was correct. The PCG is to meet monthly. [REDACTED] to set up PCG meetings for the next 6 months. Discussed the Monthly Team meetings – this is a working group that will have an initial focus on the site identification and due diligence process – [REDACTED] to identify who should be on this group / how they want to contribute going forward. It was identified that there is a desire to engage iwi at all stages of this project noting that there is a shortage of resources and that this will need to be recognised noting that we have tight timeframes that we will be forced to meet. Attendees to provide feedback on Project Plan by Monday 28th September to [REDACTED] so the Plan can be finalised. 	[REDACTED]



Project Control Group – Minutes	
Project: Housing Initiative: Quick Start Public and Affordable Housing	
4.	<p>Fact Sheet / Q&A</p> <ul style="list-style-type: none"> • The Fact Sheet was distributed last week. Once agreed it can be used to inform stakeholders • Attendees to provide feedback on any other key facts that should be covered by Monday 28th September to [REDACTED] so this can be finalised
5.	<p>Due Diligence</p> <ul style="list-style-type: none"> • [REDACTED] reviewing possible long list of sites – <ul style="list-style-type: none"> ○ potential sites being identified by RDC and Iwi ○ Internal first cut due diligence session to be held on Tuesday 29th September at Council offices in Taumarunui (11am – 4 pm) – to be attended by Council staff (waters, roading, property, services, planning), [REDACTED] and [REDACTED] ○ Purpose is to review sites and have a first cut due diligence exercise to identify sites that are no go, go but at a later date and sites that can be advanced now (subject to some on site due diligence by [REDACTED]) ○ [REDACTED] preparing a long list of sites with supporting info and an evaluation matrix – this will be distributed by [REDACTED] by end of Wednesday 23/09 for review prior to the meeting ○ Seeking iwi input into which sites we should not be considering for cultural reasons. ○ [REDACTED] liaising with [REDACTED] to get a contract in place to allow them to provide advice through the due diligence phase ○ [REDACTED] to liaise with iwi how best they want to be involved in this initial meeting (and future Project Team meetings) in the most efficient way recognising attendance and any input (particularly around cultural assessments)
6.	<p>ITP Process –</p> <ul style="list-style-type: none"> • [REDACTED] will develop documentation to inform an ITP process planned to happen in November. It was noted that certainty of sites and development potential will be required to inform this, otherwise there will be no interest.
7.	<p>ATMS Status and Consultation</p> <ul style="list-style-type: none"> • [REDACTED] provided an update. Original document updated with iwi feedback and councilors approved for consultation on 16 September. Key dates as follows: <ul style="list-style-type: none"> ○ Consultation opens - Fri 18 Sept ○ Ohakune hui – Thu 24 Sept, 6pm, Council Chamber, Ayr St ○ Taumarunui hui - Mon 5 Oct - 6pm, Miriama Centre, 10 Miriama St (lower Cossie) ○ Raetihi hui - Thu 8 Oct - 6pm, The Centre, 14-16 Seddon St ○ Consultation closes - Fri 16 Oct ○ Hearings - Wed 28 Oct ○ Deliberations and adoption - Wed 18 Nov
8.	<p>Other Business</p> <p>[REDACTED] expressed support for the project. [REDACTED] identified that maori land may be available to provide opportunities for this project into the future. Iwi are looking for opportunities for their people and to provide good quality housing so their people can come back home.</p>



Housing Initiative – Quick Start Public and Affordable Housing



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Project Control Group – Agenda and Project Status Report	
Project: Housing Initiative: Quick Start Public and Affordable Housing	RAG Status: Green
Attendees: [REDACTED]	
Apologies:	
PCG Meeting No: 2 (Council Offices, Taumarunui with Zoom attendees)	Date: Monday 21 Sept
Agenda <ol style="list-style-type: none">1. Introductions2. Previous Minutes and Action Items (noting that some actions may be covered in items below)3. Funding Agreement - update4. Project Plan (previously distributed)<ul style="list-style-type: none">○ Overview and Feedback○ PCG and Project Team5. Fact Sheet / Q&A (previously distributed)6. Due Diligence – extent and Cheal proposal7. ITP – draft document, process and timeframes8. ATMS status and Consultation9. Status Report – remaining items – Design Phase, ITP, Budgets and Milestones10. Other Business	



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing

RAG Status: **Green**

Section 1 – Status and Actions

Funding Agreement

- Proposed amendments discussed with CIP ([REDACTED]), [REDACTED] –
 - Built in some flexibility around sites and milestones – now have until 31/03/21 to confirm sites
 - Once pass 31/03/20 milestone committed to deliver 6 houses and 50 sites – degree of risk for RDC. Legal review has confirmed this is the case.
 - Possible option to build 19 houses only – if this was proposed then will need to agree this up front before Agreement signed. A risk / benefit assessment has been undertaken (to be discussed by [REDACTED]) which indicates that 6 houses and 50 sites is the preferred option – to be discussed during the Due Diligence Item
- At last CIP SG meeting (6th October) it was not approved – CIP cannot confirm when next SG meeting will be held until Ministers appointed post election. Expectation is that it will be early November at this stage
- CIP expectation was that projects would be “shovel ready” – risk if that if we push for more flexibility and do not have certainty of sites at this stage that they will reject initiative and RDC will lose the \$7.8M
- Action - To confirm with CIP next SG date and we confirm the scope of project (sites or builds)

Project Plan

- Project Control Group meetings confirmed for next six months – discuss if all should be Zoom or some in person
- Revised draft version distributed for feedback
- Require feedback to enable this to be finalised (noting that sections on milestones and scope will be finalised once Funding Agreement confirmed)
- Action – need confirmation of Project Team membership
- Action – To arrange a risk session

Fact Sheet / Q&A

- Draft prepared and distributed
- Action – require feedback to confirm what other key facts should be included

Due Diligence

- Due Diligence workshop held on Tuesday 29th Sept. Attended by RDC staff, [REDACTED]. Post workshop revised DD matrix distributed. Further meeting held on 25 October with [REDACTED] – reviewed Due Diligence matrix and amended to take into account a range of issues including the following:
 - [REDACTED] – questions around whether it could accommodate the level of housing proposed



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing

RAG Status: Green

- 101 [REDACTED] – agreed that there should be a focus upon a comprehensive masterplanning approach with a staged development and [REDACTED] (and adjacent council owned land) in the mix
- [REDACTED] – the review of the priority land parcels meant that the number of sites that could be accommodated reduced, meaning that they could not deliver the 50 sites required. It was identified that [REDACTED] may need to be in the mix as a priority site which would require due diligence and costing of the engineering / infrastructure required.
- Post this a further session held with [REDACTED] to work through proposed changes and to test whether these could be accommodated and still achieve CIP outcomes. This is to be discussed by [REDACTED] k (refer DD follow up spreadsheet sent out with agenda).
- [REDACTED] – contract has been drafted and signed off.
- Now require second stage DD – involving [REDACTED] undertaking further desk top and site works – proposal distributed to [REDACTED] that outlines scope and costs
- Costs are approximately \$10-12K per site as involved Geotech and topo for each site
 - Action – confirm acceptance of [REDACTED] proposal

ITP Process –

- Proposed approach:
 - Draft documents produced – by [REDACTED] (will be put into a ITP template to align with procurement requirements)
 - To be reviewed and feedback provided by end of the week i.e. 23rd October
 - Market Research – [REDACTED] have been liaising with potential partners informally and will use this to inform a target list – to be available by 26th October
 - Go out to market – advertised on GETs and also distributed to organisations identified on the target list – 30th October
 - ITP Closes – 30th November
 - Evaluation – [REDACTED] / Evaluation team would review and prepare a recommendation report based upon the responses received and the value they add – by third week of December. Go to PCG for agreement / sign off.
 - Frame up commercials and further negotiations – commence in mid / end of January so have confidence pre 31 March 2021 to sign up to CIP.
- Initial Engagement – further discussions have been held with [REDACTED] to gauge interest. [REDACTED] has been identified as a resource that can assist with masterplanning / urban design services.

ATMS Status and Consultation

- Councillors approved ATMS on 16 September. Now to go out to public consultation
- Key dates are:
 - Consultation closed - Fri 16 Oct. 21 submissions



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing **RAG Status:** Green

- Hearings - Wed 28 Oct
- Deliberations and adoption - Wed 18 Nov

Section 2 – Key Issues / Risks

- To get Funding Agreement agreed and signed off
- Meeting 31/03/20 deadline – risk of \$500K expended and not recovered. Post this DC Council need to deliver full agreed builds and sites (with commitment to build on them)
- To identify sites and in particular the quick start sites

Section 3 – Budgets

Milestone 1 – budget

- Costs to date (breakdown to be provided)
- Costs to complete
- Budget Issues identified

Section 4 – Tracking Against Milestone Status

<i>Milestone</i>	<i>Due Date</i>	<i>Costs to date</i>	<i>RAG Status</i>	<i>Comment</i>
Milestone 1 – Due Diligence completed - Project Establishment , Due Diligence and Build Partner Procurement	31/03/21		Green	Milestones and dates still to be agreed – subject to Funding Agreement
Milestone 2 – (Funding Milestone - budget)	31/03/21		Green	

Housing Initiative – Quick Start Public and Affordable Housing



Project Control Group – Agenda and Project Status Report				
Project: Housing Initiative: Quick Start Public and Affordable Housing				RAG Status: Green
First site designed, consented and site civils commenced				
Milestone 3 – (Funding Milestone - budget) First site completed and ready for house construction	30/05/21		Green	
Milestone 4 – (Funding Milestone - budget) 6 houses constructed	31/12/21		Green	
Running in parallel – Design and planning of 2 other sites			Green	



Housing Initiative – Quick Start Public and Affordable Housing

Project Control Group – Minutes		
Project: Housing Initiative: Quick Start Public and Affordable Housing		
Attendees: [REDACTED]		
Apologies: [REDACTED]		
PCG Meeting No: 2 (Council offices, Taumarunui with Zoom attendees)		Actions
1.	<p>Introductions</p> <p>Welcome to [REDACTED] as part of the PCG going forward. They will replace [REDACTED] who will not attend the PCG meetings but will be copied into the correspondence.</p> <p>Minutes from this meeting to be circulated and read in conjunction with the Status Report (No 2).</p>	
2.	<p>Funding Agreement</p> <p>Update provided – key points:</p> <ul style="list-style-type: none"> • Proposed amendments discussed with CIP ([REDACTED]), [REDACTED] and [REDACTED] – key outcomes: <ul style="list-style-type: none"> ○ Built in some initial; flexibility around sites and milestones – now have until 31/03/21 to confirm sites. If we do not proceed past this date then RDC foots all costs spent up to that point which could be in the order of \$500K. However once we reach this date we have little flexibility and 6 houses need to be constructed by 31/12/21 and [REDACTED] will need to “certify” that the other build ready sites have partners that will build houses on them. ○ Once pass 31/03/20 milestone committed to deliver 6 houses and 50 sites – degree of risk for RDC. Legal review has confirmed this is the case. This carries significant risk for council and in order for [REDACTED] to sign the agreement he needs certainty that we have the sites available. ○ Possible option to build 19 houses only – this has been assessed and the view is that this will not deliver on the wider housing outcomes sought. A risk / benefit assessment has been undertaken which indicates that 6 houses and 50 sites is the preferred option. • At last CIP SG meeting (6th October) this project was not approved due to a number of issues not being locked down. CIP cannot confirm when next SG meeting will be held until Ministers appointed post election. Expectation is that it will be early November at this stage • CIP expectation was that projects would be “shovel ready” – risk if that if we push for more flexibility and do not have certainty of sites at this stage that they will reject initiative and RDC will lose the \$7.8M • To enable RDC to sign there is a need for certainty that we have 6 builds and 50 sites – will require due diligence to have been completed to a level that gives us comfort (refer DD section) and iwi agreement that they are comfortable with sites proposed. We will not have confirmation of partners (this requires the ITP process to have been undertaken) but from initial market sounding we have a level of confidence that would allow RDC to sign the Agreement. [REDACTED] will not take anything to the politicians (noting that he is keeping the mayor updated) until he has certainty. • Action - To confirm with CIP next SG date and to work to having a revised Agreement RDC are comfortable signing up to 	[REDACTED]



Project Control Group – Minutes	
Project: Housing Initiative: Quick Start Public and Affordable Housing	
<p>3. Project Plan</p> <ul style="list-style-type: none"> Project Control Group meetings confirmed for next six months – all set up as zoom meetings at moment to accommodate the various attendees. It may be that critical meetings are held in person. Revised draft version of Project Plan distributed for feedback after last meeting. Require feedback (particularly from iwi to make sure we have captured all elements correctly) including any risks to enable this to be finalised (noting that sections on milestones and scope will be finalised once Funding Agreement confirmed). The Project Plan will then be finalised in November. PCG members to provide feedback by Tuesday 27th October Project Team – at the workshop on 16/10 it was agreed that [REDACTED] would take a lead in iwi input around sites, due diligence and design input for [REDACTED]. To confirm with [REDACTED] whether [REDACTED] would like [REDACTED] or an alternative to represent them To arrange a risk session to review risks identified and make sure we have plans in place to address these if they arise. 	<p>■</p> <p>■</p> <p>■</p>
<p>4. Fact Sheet / Q&A</p> <ul style="list-style-type: none"> The Fact Sheet was distributed after last months PCG. Attendees to provide feedback on any other key facts that should be covered by Tuesday 27th October to [REDACTED] so this can be finalised 	<p>■</p>
<p>5. Due Diligence</p> <ul style="list-style-type: none"> Due Diligence workshop held on Tuesday 29th Sept. Attended by RDC staff, [REDACTED], [REDACTED] Post workshop revised DD matrix distributed. Further meeting held on 25 October with [REDACTED] – reviewed Due Diligence follow up matrix and amended to take into account a range of issues The latest DD follow up matrix was discussed and the following was collectively agreed (to be read in conjunction with the DD follow up matrix): <ul style="list-style-type: none"> Noted that we have a \$7.8M CIP cap and that any housing developments need to stack up commercially to fit into that budget envelope i.e. need yield and economies of scale as density brings the costs down. To reduce costs have had to have a standard repeatable design. [REDACTED] – must be the first priority and need scale to make this work. A 3,000m2 site will provide greater flexibility and cost efficiencies therefore allowing us to meet budget on the other sites. It has to be the site where we build all six prototype houses which need to be of a certain quality and within the \$1.4M budget envelope. Will take 6 builds and 14 sites. [REDACTED] to update [REDACTED] on this. [REDACTED] – have agreed that will not relocate any [REDACTED] housing to [REDACTED] – will go to [REDACTED] with the ability to build an additional 10 sites [REDACTED] – confirmed 3 x 2 beds sites. Noted that there may be some adjacent land that council could purchase – [REDACTED] check and confirm if this is correct. [REDACTED] - confirmed 2 x 2 beds sites Discussed [REDACTED] sites and it was agreed that while a priority area for housing and significant effort had been made to identify sites that there are no other viable RDC owned sites that we can consider beyond the two above. Considered [REDACTED] [REDACTED] but this needs a comprehensive Town Centre Plan which will not align with the CIP timeframes. Also noted that relying on Kainga Ora to partner on the [REDACTED] [REDACTED] sites and therefore they have a 75% probability. 	<p>RvO</p>



Project Control Group – Minutes	
Project: Housing Initiative: Quick Start Public and Affordable Housing	
	<ul style="list-style-type: none"> ○ [REDACTED] – have reduced yield which has cost implications. Now proposing 4 x 2 bed sites however will need a partner to make this happen so less certainty ○ [REDACTED] – confirmed that this will be have a comprehensive masterplanning approach with a staged development and [REDACTED] (and adjacent council owned land) in the mix – have reduced yield following workshop last week but will require a partner to make this site work as lacks scale and cost efficiencies Potential for 6 +12 dwellings but less certainty. ○ In summary this provides for 35 sites with a confidence level of 75% or above. Two options available to achieve the remaining 15 sites – Option 1 - [REDACTED] and Option 2 – [REDACTED] and [REDACTED] (as reduced yield and therefore increased costs will require a partner). While will still continue with Option 2 sites agreed that should investigate Option 1 as a priority ○ [REDACTED] – potential to provide an additional 25-35 sites. Require DD focussed around three waters to confirm whether this is a go / no go. If the [REDACTED] site in a no go the PCG will need to meet to discuss. It was reiterated that without confidence that we can achieve 50 sites RDC cannot progress this project. ● Due Diligence - desk top and site works will be \$10-12K per site – [REDACTED] noted that the DD costs are only being expended on the basis that the PCG has collectively agreed to the sites as detailed above. All agreed that this was the case. The PCG instructed [REDACTED] to instruct [REDACTED] will do the three waters related DD) to proceed with [REDACTED] and [REDACTED]. If this confirms that these sites can proceed then DD on the other sites can proceed. [REDACTED] DD is not an immediate priority and can proceed with the other sites.
6.	<p>ITP Process –</p> <ul style="list-style-type: none"> ● [REDACTED] have drafted documents and these were distributed with the agenda. [REDACTED] have an overview but the intent is to draw out as much interest as possible without being to prescriptive. Requesting a reverse brief from respondents. ● PCG to review and provide feedback by end of the week i.e. 23rd October. Will then update and incorporate relevant procurement documentation ● Market Research – [REDACTED] have been liaising with potential partners informally and will use this to inform a target list – to be available by 26th October. ● Proposed approach - Go out to market via GETs and also distributed to organisations identified on the target list – 30th October. ITP Closes – 30th November with evaluation by [REDACTED]/Evaluation team. They would prepare a recommendation report based upon the responses received and the value they add (3rd week of December). Would then go to PCG for agreement / sign off. ● Frame up commercials and further negotiations – commence in mid / end of January so have confidence pre 31 March 2021 to sign up to CIP. ● Initial Engagement – further discussions have been held with [REDACTED] to gauge interest. ● Iwi to identify whether they are aware of potential partners as it was noted that they have numerous links to various agencies. [REDACTED] indicated that [REDACTED] could also follow up through [REDACTED] contacts – will let us know if some additional background info is required to assist in this process. ● [REDACTED] will distribute a summary of all stakeholders and their feedback. Process is that any communication info to be sent to [REDACTED] who will update the Engagement table so we are all aware of what is happening.



Housing Initiative – Quick Start Public and Affordable Housing

Project Control Group – Minutes	
Project: Housing Initiative: Quick Start Public and Affordable Housing	
	<ul style="list-style-type: none">• [REDACTED] from Kainga Ora has been identified as a resource that can assist with masterplanning / urban design services. A meeting has been scheduled with [REDACTED] for Wednesday 28th Oct (in Auckland) which will look at [REDACTED] and [REDACTED]. [REDACTED] to also attend - [REDACTED] to send invite to [REDACTED].
7.	ATMS Status and Consultation <ul style="list-style-type: none">• Councillors approved ATMS on 16 September. Now to go out to public consultation• Key dates are:<ul style="list-style-type: none">○ Consultation closed - Fri 16 Oct. 21 submissions received○ Hearings - Wed 28 Oct○ Deliberations and adoption - Wed 18 Nov
8.	Other Business <p>It was identified that any costs invested into this project are not lost if we do not proceed with CIP. Housing is a critical issue and we would need to do this work regardless - so it is an investment.</p>

Housing Initiative – Quick Start Public and Affordable Housing



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Project Control Group – Agenda and Project Status Report	
Project: Housing Initiative: Quick Start Public and Affordable Housing	RAG Status: Orange
Attendees: [REDACTED]	
Apologies:	
PCG Meeting No: 3 (Council Offices, Taumarunui with Zoom attendees)	Date: Monday 16 Nov
Agenda <ol style="list-style-type: none">1. Introductions2. Previous Minutes and Action Items (noting that some actions may be covered in items below)3. Funding Agreement - update4. Due Diligence – current status and issues5. ITP – update, process and timeframes6. ATMS status7. Status Report – remaining items – Budgets and Milestones8. Other Business	
Section 1 – Status and Actions	
Funding Agreement <ul style="list-style-type: none">• Amended version of Funding Agreement sent to CIP (5/10) – incorporated collective comments from Council / Advisors. Approach to build in some flexibility around sites and milestones• At last CIP SG meeting (6th October) it was not approved – with elections and establishment of new ministers etc CIP have not been able to confirm when next SG meeting will be held – likely to be early December• While it appears CIP ok with most of comments there are a few they are non-negotiable. Additionally it is noted that the original CIP expectation was that projects would be “shovel ready” and there is a risk if that if we push for more flexibility and do not have certainty of sites at this stage that they will reject initiative and RDC will lose the \$7.8M. CIP have requested a list of site locations and number of build platforms so this can be incorporated	



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing

RAG Status: Orange

into the Agreement

- [REDACTED] has stated that “having the agreement signed by the Council was not going to change the fundamentals of where the project is at (from a CIP side). It is helpful to know the Council now generally agree to the proposed structure in the agreement. The next step (as I understood it) was that the team were going to try and firm up as many of the outstanding due diligence matters as possible with the intention of coming back to CIP with a tighter scoped project (perhaps even with the potential to bring the March due diligence milestone earlier to this year). With the hope that we can then revisit the agreement with these firmed up project details to prepare a more appealing proposition to both Ministers and Councillors. “
- Refer to Due Diligence section for commentary around the status of this work

Project Plan

- Project Plan – on hold until Funding Agreement signed
- No further feedback received – will arrange to get it completed once we have certainty project to proceed

Fact Sheet / Q&A

- No further feedback received – will update and distribute once Funding Agreement signed

Due Diligence

- [REDACTED] have undertaken Due Diligence on [REDACTED] (Topo, Geotechnical, Planning / Consenting) and [REDACTED] gave reviewed three waters constraints. For [REDACTED] have undertaken desk top Geotech and planning and [REDACTED] have reviewed three waters – meeting held on 11/11 to discuss and review.
- [REDACTED] confirmed that they remain confident that the initial work programme and budget parameters are fully deliverable based upon a commercial delivery methodology. This is focussed on outcomes and adaptive to market conditions and responses. Tensions between answering to a wide range of stakeholders or interested parties, and delivery on time and on budget needs to be balanced. This will need to be reviewed and reconfirmed once the DD on [REDACTED] and [REDACTED] has been completed.
- Key issues are:
 - [REDACTED]
 - Only 6 sites and builds can be accommodated (within first tranche that is covered by CIP funding)
 - Masterplanning of the site to be based upon 6 additional houses only - Kainga Ora / [REDACTED] have been briefed to work on over next week (require a completed masterplan by Friday 20/11) on the following basis:
 - Enables 6 units to be built without the need to demolish/remove any existing units but takes account that in the future the existing units can be replaced with new builds (14 units in total across the sites)
 - The 6 units are to be 5 x1 bedroom and 1 x 2 bedroom



Housing Initiative – Quick Start Public and Affordable Housing

Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing **RAG Status:** Orange

- Ensures that effects are internalised and all relevant District Plan Rules are complied with (except the density)
- Meet the criteria for Comprehensive Residential (Relevant District Plan rules and criteria attached below)
- Enables stormwater to be managed so no discharge consent is required.
- Considers the advice from [REDACTED] that "given the 1bed nature of the units private open space is more critical than common open space, one carpark in a common area would work. Of interest is proposed vehicle access locations in relation to neighbours, keeping the access to the new units opposite the [REDACTED] intersection would be best"
- Uses footprints for buildings as attached below
- Water – [REDACTED] to confirm with [REDACTED] that if only looking to do 6 additional houses if we need water augmentation
- Costs – if water augmentation is required at say \$300k that the costs of this can be accommodated within the CIP budgets – [REDACTED] Q to confirm

[REDACTED]

- This site needs to masterplanned (say 5 stages at 30 lots per stage) and consented for the delivery of approximately 150 sites (the option to only develop 29 affordable sites is not practicable and so is a discounted option). This scale is necessary to attract partners and allows council the ability to generate monies to assist in funding the development programme
- Water – need to identify the costs for upgrade – based upon [REDACTED] info this is estimated to be \$640K. [REDACTED] to confirm.
- Wastewater – need to confirm the costs to provide necessary infrastructure to service the entire site (not going with a low pressure system at \$11K per site) – [REDACTED] to confirm costs with [REDACTED]
- The infrastructure costs to enable this site are significant – [REDACTED] to review whether CIP funding will cover any of this. Unlikely so will need to obtain some money via development contributions (may only pay for part of it and will need a partner through the ITP) and/or Council needs to fund this growth (will need to be in LTP) – breakdown of costs required from [REDACTED]
- Will also need a partner to make this site viable – [REDACTED] to identify partners through the ITP process (need this to provide a level of comfort by early December)
- Summary of current position (75% confidence level and still to be confirmed through DD) to deliver the required number of sites is. Noting that need to obtain economies of scale so need to focus on the first 2-3 sites to reduce risks –
 - [REDACTED] – 6 sites / builds
 - [REDACTED] 29 – 35 sites
 - [REDACTED] – 10 sites
 - [REDACTED] – 3 sites
 - [REDACTED] - 2 sites



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing **RAG Status:** Orange

ITP Process –
Update:

- Documents finalised and posted up on GETS on Tuesday 3rd November. Summary attached of who has been approached / downloaded documents. [redacted] to provide an update of level of interest at meeting. Key dates are as follows:
 - Responses close Thursday 26th November 2020 6:00pm
 - Shortlist finalised week commencing Monday 30th November 2020 – confirm and advise shortlisted respondents by Friday 4th December 2020.
 - Week commencing Monday 14th December, times to be arranged for shortlisted respondents to present (max 30- 40mins + Q time)
 - Week commencing Monday 21st December, preferred party(s) advised (i.e. submission will need to indicate proposed commercial structure), allowing 30 working days post notice to conclude
 - To allow RDC to sign off on Funding Agreement will need direction from [redacted] that we have confidence that we will secure partners

Evaluation –

- Evaluation Panel – [redacted] managing process and evaluating submissions – who else should evaluate? does Council want an evaluation team member?

ATMS Status and Consultation

- Update:
 - Hearings - Wed 28 Oct
 - Deliberations and adoption - Wed 18 Nov
 - RA to provide verbal update at PCG

Section 2 – Key Issues / Risks

- Due Diligence – [redacted]
- Confirmation that CIP budget of \$7.78M is adequate
- That ITP process will identify the partners required to deliver this project
- Funding Agreement agreed and signed off

Section 3 – Budgets

Milestone 1 – budget

Housing Initiative – Quick Start Public and Affordable Housing



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing **RAG Status:** Orange

- Costs to date (as at 9/11) – from August – October \$98,100.42.
- Covers due diligence, specialist advice, project management, site investigations (including sites such as [REDACTED])

Section 4 – Tracking Against Milestone Status

<i>Milestone</i>	<i>Due Date</i>	<i>Costs to date</i>	<i>RAG Status</i>	<i>Comment</i>
Due Diligence completed	31/03/21 – being accelerated	\$98K	Orange	Milestones and dates still to be agreed – subject to Funding Agreement
ITP - confirm enough interest to enable Funding Agreement to be signed	Early December	n/a	Green	
Submit revised scope to CIP to allow revised Funding Agreement to be completed	Early December	n/a		
Funding Agreement signed	Mid December	n/a		



Project Control Group – Minutes																	
Project: Housing Initiative: Quick Start Public and Affordable Housing																	
Attendees: [REDACTED]																	
Apologies: [REDACTED]																	
Copy of minutes: [REDACTED]																	
PCG Meeting No: 3 (Council offices, Taumarunui with Zoom attendees) – 16 November 2020		Actions															
1.	<p>Introductions</p> <p>Introductions made- [REDACTED] representing [REDACTED] at these PCG meetings. Minutes to be read in conjunction with status report.</p>																
2.	<p>Previous Minutes and Action Items</p> <p>Actions completed or on the agenda so will be discussed as we go through.</p>																
3.	<p>Funding Agreement</p> <p>Update provided – key points:</p> <ul style="list-style-type: none"> CIP waiting for a revised list of sites and tighter scoped project. Once they get this, they will redraft the Funding Agreement to put up to the SG and Ministers. Critical to get the Due Diligence completed around [REDACTED] [REDACTED] has separately reviewed the Funding Agreement sent back to CIP on 5/10/20 from a risk perspective (noting that parts of this are likely to be superseded / revised and the sites are not correct). It is noted that the CIP agreement is written in a way that puts all risks with RDC. There has been an approach to push back on some of these risk areas and build in flexibility, however CIP have rejected a number of these suggestions and there is the potential that they may not put up the funding agreement at all. The risks will need to be quantified and transparent and council will have to make a call on whether they are prepared to accept these. Key points from [REDACTED] as follows: <ul style="list-style-type: none"> Risks around milestone timelines, final delivery counts, and budget allocations – noted that these are effectively superseded or a work in progress. Need a clear steer on whether it is 50 lots total – including the 6 pilot builds, or if the understanding is 6 pilot lots and builds + 50 other lots for a total of 56. 																
<table border="1"> <thead> <tr> <th>Item number</th> <th>Reference in agreement</th> <th>Risk/Issue</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Pg.2, sec 5</td> <td>No co-funding noted. I believe this should note RDC land contributions.</td> </tr> <tr> <td>2</td> <td>Pg.4, sec 3.2</td> <td>Funding is only for and in timeframes per schedule. While obvious, much of our negotiation has been around gaining flexibility – which is not what will happen when we sign. “As is, where is”.</td> </tr> <tr> <td>3</td> <td>Pg.5, sec 3.7</td> <td>Binds RDC to construction contracts unless CIP releases us. How is that an agreement between 2 parties?</td> </tr> <tr> <td>4</td> <td>Pg.6, sec 3.21</td> <td>Selling on intention to reside? How is this to be managed without falling into discrimination cases.</td> </tr> </tbody> </table>			Item number	Reference in agreement	Risk/Issue	1	Pg.2, sec 5	No co-funding noted. I believe this should note RDC land contributions.	2	Pg.4, sec 3.2	Funding is only for and in timeframes per schedule. While obvious, much of our negotiation has been around gaining flexibility – which is not what will happen when we sign. “As is, where is”.	3	Pg.5, sec 3.7	Binds RDC to construction contracts unless CIP releases us. How is that an agreement between 2 parties?	4	Pg.6, sec 3.21	Selling on intention to reside? How is this to be managed without falling into discrimination cases.
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Project Control Group – Minutes		
Project: Housing Initiative: Quick Start Public and Affordable Housing		
5	Pg.6, sec 3.23	Understanding what the terms are from CIP to be registered on titles, and being fully aware of the downstream impact on a programme strategy that includes 'turning over properties' to recycle investment funds
6	Pg.6, sec 4.3	If RDC not delivering results, CIP can assign expertise @ council cost to ensure delivery. These costs are not reimbursable.
7	Pg.6, sec 5.2	This statement protects political will potentially in spite of any facts generated through DD. Maybe a long shot, but we are not being the most easy investment partners to work with, and elections are over now.
8	Pg. 13, Top of table	All project costs up to 31 March + 20 Days is at risk, and Council could be required to pay for it all. The current programme structure does not have a date for reimbursement of DD and projects costs. While some costs might be allocated to successful build sites that get funding to go ahead, where do we get our money back for unsuccessful sites while remaining 'rates neutral'?
9	Pg. 15, 'Initial funding milestones'	The CE must certify through letters of support that investment funds are available to build on the enabled lots, and that contractual undertakings are in place for each of the sub projects noted for delivery - this is not a one off outcome. These are pre-requisites to unlock the first milestone payments for <i>each</i> project within the programme.
<ul style="list-style-type: none"> • In addition, [REDACTED] noted that it was his expectation that the costs that had been incurred to date i.e. due diligence / advisor costs should be covered within the CIP budget. [REDACTED] noted that these had been allowed for within the original budgets and worked through with CIP [REDACTED] although need to revisit the totals to make sure they are appropriate. This was incorporated into the Agreement when it had a Due Diligence milestone of 31 March 2021. If this changes i.e. DD essentially completed pre signing the Agreement will need make sure these costs are captured – noting that the DD works are essentially site / planning works needed for the development of the sites so part of the project. [REDACTED] to review financial budgets and identify budgets against costs to date to provide clarity on where has been spent and how it is allocated. • As previously noted, to enable RDC to sign there is a need for certainty that we have 6 builds and 50 sites that we have partners to build on – this will require: <ul style="list-style-type: none"> ○ The due diligence to have been completed to a level that gives us comfort (refer DD section) ○ Iwi agreement that they are comfortable with sites proposed - we have this currently and will work with [REDACTED] to make sure any issues are picked up ○ Require outcomes of ITP process to confirm we have partners (may not have final agreement signed off but will need comfort that we have the partners available and willing). ○ [REDACTED] will not take anything to the politicians (noting that he is keeping the mayor updated) until he has certainty. 		



Project Control Group – Minutes	
Project: Housing Initiative: Quick Start Public and Affordable Housing	
4. Project Plan	<ul style="list-style-type: none"> • [REDACTED] provided an update. Hui held with [REDACTED] to discuss Project Plan and ITP. Hui still to be held with [REDACTED]. [REDACTED] will provide feedback post this. • Project Plan on hold until Funding Agreement signed. • Has been confirmed that [REDACTED] will represent [REDACTED] on this project.
5. Fact Sheet / Q&A	<ul style="list-style-type: none"> • No feedback received on Fact Sheet – will be finalised once Finding Agreement signed.
6. Due Diligence	<ul style="list-style-type: none"> • Update provided. Key points in addition to what was covered in the status report were: <ul style="list-style-type: none"> ○ [REDACTED] Expecting draft master plan by Friday 20/11 – working through consent and water related cost issues ○ [REDACTED] – on site Geotech testing still to be completed. Water and wastewater costs also need further work to confirm. Will need ITP partners to co-develop this site. ○ View that [REDACTED] may be too remote and that [REDACTED] should have additional houses on it.
7. ITP Process	<ul style="list-style-type: none"> • Summary table distributed. • [REDACTED] reported that there had been reasonable interest to date, and there are builders of scale interested. • Agreed process is that MEQ will review submissions once received and sort through in order to make a recommendation/identify areas for discussion and further evaluation . This will be then distributed to a wider group to consider and shortlist. • Agreed that use the PCG members (subset of PCG) may be most appropriate – schedule a meeting later in week of 30th or early the following week. To get invite out and confirm attendees closer to the date. • Noted that need certainty of partners for the Funding Agreement. [REDACTED] stated that an ITP Term sheet would be developed with the selected partners. This could be attached to the Funding Agreement.
8. ATMS Status and Consultation	<ul style="list-style-type: none"> • Deliberations and adoption – schedule for Wed 18 Nov. Recommendation report written – [REDACTED] has one additional comment that will need to be tabled. [REDACTED] to be available on Zoom.
9. Other Business	<ul style="list-style-type: none"> • Budgets – costs to date (as at 9/11) are \$98K. At next PCG require a detailed breakdown of costs and where spent, what is recoverable through CIP and what potentially would be a Council cost. [REDACTED] to develop this.



Project Control Group – Agenda and Project Status Report	
Project: Housing Initiative: Quick Start Public and Affordable Housing	RAG Status: Orange
Attendees: [REDACTED]	
CC'd: [REDACTED]	
Apologies:	
PCG Meeting No: 4 (Council Offices, Taumarunui with Zoom attendees)	Date: Monday 21 Dec
<p><u>Agenda</u></p> <ul style="list-style-type: none"> Previous Minutes and Action Items (noting that some actions may be covered in items below) CIP and Funding Agreement - update [REDACTED] update around Resource Consents and timeframes, and the revised masterplan and 6 houses [REDACTED] (noting this project unlikely to progress at this stage) – information from [REDACTED] on remainder of Due Diligence, discussions with [REDACTED], Status Report – Key Risks, Budgets and Milestones PCG going forward – what scope / purpose and next steps for Housing – noting that if Project 1 only, this does not require a PCG. The PCG could be modified to oversee a wider Housing Project potentially. Other Business – [REDACTED] 	
<p><u>Section 1 – Status and Actions</u></p> <p>CIP and Funding Agreement</p> <ul style="list-style-type: none"> Updated information supplied to CIP pre 7th December SG Meeting Informally they have confirmed that they will be seeking to approve Project 1 ([REDACTED]) but have declined Project 2 ([REDACTED]). The Ministers meeting where they formally approve Project 1 is February 2021 – will need to progress work (see [REDACTED] item) in advance of getting confirmed approval. There is also uncertainty around what the Funding Agreement will look like i.e. total agreed costs, payment for work undertaken to date and milestones. Need to confirm this asap. A meeting was held with [REDACTED] on 11/12 to gain an understanding of reasons why Project 2 not approved. They could not provide specific details although it appears that they had concerns regarding it being “shovel ready” nothing that projects were supposed to be underway in year 1. They also seemed to have concerns around confirmed “take out” partners and also costs. 	



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing **RAG Status:** Orange

- [REDACTED] has a discussion with [REDACTED] [REDACTED]) on 18/12 to seek further clarification and to assess whether there is an opportunity to get Project 2 reconsidered – he will verbally report back to the PCG.

- The consortia comprising [REDACTED] have been confirmed as preferred contractors for [REDACTED]
- On the understanding that CIP will fund this project work is continuing as follows:
 - [REDACTED] negotiating with [REDACTED] and developing a Build Contract – aim to have this drafted by end of January
 - [REDACTED] – finalising Resource Consent application – the programme we are working to is as follows:
 - Confirmation of unit configuration and elevations By 9 December
(Stage 1)
 - Confirmation of layout. Requires By 16 December
 - confirming H2B compliance
 - concept water, sewer and stormwater design
 - landscaping and amenities By 18 December
 - Confirmation of a concept masterplan for Stage 2
 - Writing of application 11 to 15 January
 - Review by applicant 14 January
 - Lodgement 18 January
 - Decision (excluding any information requests) 15 – 20 February
 - Have been liaising with [REDACTED] around optimising masterplan and units (5x1 bed and 1x2 bed) layout (based upon standard [REDACTED]) – see separate attachments. These have been sent through to [REDACTED] make sure that [REDACTED] are comfortable with what is being proposed
 - [REDACTED]s have identified a key risk around the sourcing on windows and doors (triple glazing sourced from Sweden) – with Covid related supply chain issues there is a need to order these products asap. They have indicated that there is a 4 month lead time
 - [REDACTED] to provide a proposal to undertaken the civil design work and to prepare construction documentation
 - Confirming whether civil construction work will be tendered separately or through [REDACTED] have indicated that to speed up process could include the civil works in the Design & Build contract. [REDACTED] will use subcontractor [REDACTED] for the civil contract works. This needs to be confirmed noting that we have to ensure we follow appropriate procurement processes
 - Currently on track – no significant issues identified



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing

RAG Status: Orange

- As noted previously it does not appear that we will get funding for this project
- Have stopped all work on this project except for the following which was required to finalise work in progress:
 - Geotechnical site investigations completed (were already underway)
 - [REDACTED] finalised DD report – essentially update to include Geotech work
 - [REDACTED] had been sent Term Sheets by [REDACTED] which at an initial level they were comfortable with – this process is now on hold
 - Discussions have been held with ITP partners ([REDACTED]) and [REDACTED] to explore potential “take out” opportunities (in case the discussions with [REDACTED] indicated that there was an opportunity to reintroduce Project 2) – discussion findings are summarised below:
 - [REDACTED] are essentially interested in partnering on a co ownership ie they would finance build and lease homes back to RDC for public and key worker housing. They do not have any “take out” partners lined up at the moment and would be looking for RDC to take a lead.
 - [REDACTED] have been liaising with Kainga Ora – key points were at this stage they are not focussed upon Ohakune or the wider Ruapehu District area. They are looking to review their priorities in 2021 with a more regional focus so there may be opportunities for the wider Ruapehu District area going forward. [REDACTED] to provide a verbal update as was expecting further feedback pre the PCG meeting
 - Discussion with [REDACTED] – the project was undertaken by [REDACTED] (were in a support roll) – essentially a D&B build project for 78 homes. No takeout provided. [REDACTED] noted that they are involved in another housing project ([REDACTED] – 114 lots) and have gone to the market for providers / partners. They are happy to share their findings with RDC.

Section 2 – Key Issues / Risks

Project 1 –

- the need to progress work in advance of getting formal confirmation of funding
- the CIP funding conditions being acceptable to RDC – overall budget, costs to date and milestones (see Section 3 below for more detail)
- Meeting milestone dates – particularly taking into account supply chain issues

Project 2 –

- Costs invested to date (circa \$30-\$50K for Project 2 and also costs for wider housing related projects) will not be recovered – although it is noted that the DD work will be a valuable resource for when this site is developed at some later date (see Section 3 below for more detail)



Project Control Group – Agenda and Project Status Report

Project: Housing Initiative: Quick Start Public and Affordable Housing **RAG Status:** Orange

Section 3 – Budgets

- Costs to date (as at start of December) – from August – end of November \$177,765.01 (excluding GST)
- In cost summary memo (dated 29/11) it was estimated that the total amount expended to the end of the year would be around \$200 - \$225K. These costs covered a range of CIP and wider housing related work –
 - CIP related work - Project Management, establishment of the project (developing project documentation, Project Control Group etc), site investigations (of the two proposed sites – [REDACTED] and ITP preparation. While the view is that all these costs should be recoverable CIP may state that Project 2 is not covered and potentially all work pre signing of the Funding Agreement is not covered
 - Within this sum there are also costs for the development of the ATMS and due diligence around several other sites that have not been shortlisted. While it was the intention to claim these costs (or at least a proportion of these against the CIP funding) there is a risk that CIP would argue that these costs would not be covered. In addition, CIP could argue that costs in negotiating the Funding Agreement can't be claimed as the expectation was that the projects were shovel ready when the application was made and the costs to negotiate the Funding Agreement is a Council cost. While an exact breakdown of these costs is not available it is estimated that these costs could be in the order of \$50,000.

Section 4 – Tracking Against Milestone Status

<i>Milestone (noting these are not CIP milestones but Project milestones at this stage)</i>	<i>Due Date</i>	<i>Date achieved</i>	<i>RAG Status</i>	<i>Comment</i>
Due Diligence completed	31/03/21 – being accelerated	07/12/20	Green	Project 1 and 2 completed
ITP - review submissions and make recommendation	Early December	30/11/20	Green	
[REDACTED] – Resource Consents	20 February 2021		Green	[REDACTED] currently undertaking
Funding Agreement signed	Now February 2021			Subject to Ministers sign off - awaiting direction from CIP as to content
Build contract - developed	End January 2021			



Housing Initiative – Quick Start Public and Affordable Housing

Project Control Group – Minutes	
Project: Housing Initiative: Quick Start Public and Affordable Housing	
Attendees: [REDACTED]	
Apologies: [REDACTED]	
Copy of minutes: [REDACTED]	
PCG Meeting No: 4 (Council offices, Taumarunui with Zoom attendees) – 21 December 2020	
	Actions
<p>1. Previous Minutes and Action Items</p> <p>Actions completed or on the agenda so will be discussed as we go through. Minutes should be read in conjunction with the status report no 4.</p>	
<p>2. CIP and Funding Agreement</p> <ul style="list-style-type: none"> • Updated information supplied to CIP pre 7th December SG Meeting • Verbally CIP have confirmed that they will be seeking to approve Project 1 ([REDACTED]) but have declined Project 2 ([REDACTED]). [REDACTED] took a call from [REDACTED] during the meeting that reconfirmed that this was the position, noting that it is the Ministers decision ultimately on how they want to proceed. Key points were: <ul style="list-style-type: none"> ○ [REDACTED] has spoken to [REDACTED] ○ Project 1 is being recommended – may be able to fast track and get confirmation pre-Xmas ○ Project 2 – concerns around governance, PM/Costs and Take out partners ○ Will put to [REDACTED] and awaiting feedback on this • The Ministers meeting where they formally approve Project 1 is February 2021 (unless they can fast track it and we hear pre Xmas) – it was confirmed that RDC taking the risk on this as work needs to proceed on [REDACTED]. • It was noted that there is uncertainty around what the Funding Agreement will look like i.e. total agreed costs, payment for work undertaken to date and milestones. It was agreed that we should hold off following up with CIP on the detail of any Funding Agreement at this stage. 	
<p>3. [REDACTED] -</p> <ul style="list-style-type: none"> • The consortia comprising [REDACTED] have been confirmed as preferred contractors for [REDACTED] t • On the understanding that CIP will fund this project, work is continuing as follows: <ul style="list-style-type: none"> ○ [REDACTED] negotiating with [REDACTED] and developing a Build Contract – aim to have this drafted by end of January ○ [REDACTED] – finalising Resource Consent application – to lodge by 18th Jan with decision by 20 Feb ○ The masterplan and layout has been modified to get better outcomes for the proposed 5x1 bed and 1x2 bed layout. Proposing to use the standard [REDACTED] duplex template which is more cost effective and time efficient so we can meet the milestones, this is the most practical approach while achieving a 8* homestar rating. Plans have been sent to [REDACTED] to make sure that [REDACTED] are comfortable with what is being proposed ○ [REDACTED] s have identified a key risk around the sourcing on windows and doors (triple glazing sourced from Sweden) – with Covid related supply chain issues there is a need to order these products asap. They have indicated that there is a 4 month lead time. Discussion around how practical this is into the future if there is a need for replacement frames / glass. [REDACTED] n to follow up on this. Also question asked as to whether this meets the buy local objective – again to follow 	<p>[REDACTED]</p> <p>[REDACTED]</p>



Project Control Group – Minutes

Project: Housing Initiative: Quick Start Public and Affordable Housing

up to confirm what components are NZ made.


- [redacted] have been asked to provide a proposal to undertake the civil design work and to prepare civil construction documentation which they will work with [redacted] on
- It was agreed that ideally the civil construction work will be tendered through [redacted] to reduce costs and meet milestones. [redacted] will use subcontractor [redacted] for the civil contract works. [redacted] indicated that RDC had experience with them and were comfortable to use them. The [redacted] [redacted] pricing would need to be checked against other known prices / rates to confirm RDC getting value for money.
- Currently on track – no significant issues identified

4. [redacted]

- Have stopped all work on this project except for the following which was required to finalise work in progress:
 - Geotechnical site investigations completed (were already underway)
 - [redacted] finalised DD report – essentially update to include Geotech work. [redacted] to distribute to RDC. Noted that the work undertaken on [redacted] will be required if the site is developed into the future, whether for housing or another development, so not wasted work
 - Discussions have been held with ITP partners ([redacted]) and [redacted], [redacted] to explore potential “take out” opportunities – discussion findings are summarised below:
 - [redacted] are essentially interested in partnering on a co ownership ie they would finance build and lease homes back to RDC for public and key worker housing. They do not have any “take out” partners lined up at the moment and would be looking for RDC to take a lead.
 - [redacted] have been liaising with [redacted] – [redacted] followed up with the [redacted]) and [redacted] followed up with [redacted] – it was confirmed that at a National construction level RDC not a focus. They are looking at regional priorities and new innovative targeted initiatives that focus on where the demand is. They are appointing people to look at this area but will not be in a position to look at this until they commence in February. [redacted] to follow up in New Year when more info becomes available.
 - [redacted] followed up with [redacted]) – the project was undertaken by [redacted] were in a support roll) – essentially a D&B build project for 78 homes. No takeout provided. Susan noted that they are involved in another housing project [redacted] – 114 lots) and have gone to the market for providers / partners. They are happy to share their findings with RDC.
 - Discussion around ITP process – it appears that the scale of what was being proposed was not attractive enough. It did not succeed in obtaining take out partners. Good interest from building consortia but their focus was on the Design, Finance and Build with Council doing the take out (either leasing or buying the houses). [redacted] reiterated that Council does not have spare money to invest in housing and does not have the mandate to do this.
 - It was agreed that there is a need to further discussions with [redacted] and other take out partners ([redacted]) in the New Year



Project Control Group – Minutes	
Project: Housing Initiative: Quick Start Public and Affordable Housing	
5.	<p>Status Report - Key Issues / Risks</p> <p>██████████</p> <ul style="list-style-type: none"> • the need to progress work in advance of getting formal confirmation of funding • the CIP funding conditions being acceptable to RDC – overall budget, costs to date and milestones (see Section 3 below for more detail) • Meeting milestone dates – particularly taking into account supply chain issues <p>██████████ =</p> <ul style="list-style-type: none"> • Costs invested to date (circa \$30-\$50K for Project 2 and also costs for wider housing related projects) will not be recovered – although it is noted that the DD work will be a valuable resource for when this site is developed at some later <p><u>Budgets and Costs to Date -</u></p> <ul style="list-style-type: none"> • Costs to date (as at start of December) – from August – end of November \$177,765.01 (excluding GST) • In cost summary memo (dated 29/11) it was estimated that the total amount expended to the end of the year would be around \$200 - \$225K. These costs covered a range of CIP and wider housing related work – <ul style="list-style-type: none"> ○ CIP related work - Project Management, establishment of the project (developing project documentation, Project Control Group etc), site investigations (of the two proposed sites – ██████████) and ITP preparation. Unlikely that CIP will cover a significant amount of these costs ○ Non CIP related work - Within this sum there are also costs for the development of the ATMS, wider housing initiatives including the Housing Strategy and Taumarunui and due diligence around several other sites that have not been shortlisted. Again unlikely that these costs will be covered.
6.	<p>PCG going forward</p> <ul style="list-style-type: none"> • If ██████████ is the sole CIP project there is no need for the PCG as is currently in place. It could be modified to include other Housing Initiatives, but the focus and membership would change to reflect this. • It was agreed that we should review once CIP confirm in February what they are prepared to fund.
7.	<p>Other Business</p> <p>██████████ =</p> <ul style="list-style-type: none"> • A Councillor raised the potential for the purchase of this site for housing - \$37K x 4 lots = \$148K for a 2,500m2 fee simple site. Noted that it was a deadline sale closing on 22/12. ██████████ confirmed that they would look favourably on these sites been bought by Council for use as Housing but it was acknowledged that before proceeding there would need to be Council discussion / approval and this was unrealistic in the timeframes available. • Agreed not to pursue this and monitor whether they sell.

From: Pauline Welch [REDACTED] z 
Subject: RE: Feed back: Significance and Engagement policy-Housing
Date: 7 July 2020 at 4:26 PM
To: Ree Anderson [REDACTED]
Cc: Margaret Hawthorne [REDACTED]

PW

Hi Ree

3.1

I would add

The degree of the impact on rates or Council debt;

The degree to which the decision affects the Outcomes as stated in the Long Term Plan.
(this would be a positive)



Strong Leadership and Advocacy

- Council advocates strongly for the provision of, and access to, affordable and effective health, welfare, law enforcement and education services.
- Council is proactive, transparent and accountable.

3.2

The proposal is significant, and therefore we do need to consult.

There is nothing that says we need to use the SCP, though, that is, we don't need to follow section 83 of the LGA.

Saying that, we still need to follow the guidelines of the other sections - esp section 82.

This does allow us to consult for a shorter period if necessary for your time lines .

Don't use the words Special Consultative process , as that binds us into the one month time line.

5.1

Positive – mainly as stated in the report – providing modern, warm affordable housing

–

Obviously there will be some rating impact, I am not sure how this is being quantified as yet, but does need a mention.

(on a side note - When doing the Social Impact , I try to step back and think about the social cost and benefits in a holistic way. The policy came about because some people felt council was only interested in economic development at the expense of social development, and the aim of the policy is not to be prescriptive, but to make us stop and think – and when I think about this project, it is all about people, it is a huge step in the right direction – but in saying that, there has to be an economic cost to it, and that needs to be taken into account as well).

If Janelle can provide some analysis from her report on the comments about affordable housing , it would also be good.

I know this was brought up at some of the community focus groups.

Pauline Welch Group Manager Customer Services
Group Manager Customer Services
Ruapehu District Council



From: Ree Anderson [REDACTED]
Sent: Tuesday, 7 July 2020 3:52 PM
To: Pauline Welch [REDACTED]
Subject: Feed back: Significance and Engagement policy-Housing

Hi Pauline

Just thought I would follow up sooner rather than later, the implications of Council's significance and engagement policy for the social housing review. Attached below is a rough draft report that I've started to develop for the 5 August. I am trying to incorporate options associated with consultation in the report in terms of how council might proceed.


I was wondering whether you could look at the rough draft and advise me if you think my interpretation of your policy is correct. This will be helpful to the timelines in Option A and B that I've started to rough up.

Your early views particularly on section 3.1, 3.2 and 5.1 would be most appreciated.

Many thanks

Kind regards, Ree

Ree Anderson | Director | [REDACTED]

From: Cynthia Ward [REDACTED] 
Subject: RE: Ohakune CIP
Date: 16 November 2021 at 4:48 PM
To: Ree Anderson [REDACTED]



Kia ora Ree,

Thank you for your timely and comprehensive feedback on the RDC CIP, as detailed in my email. This will be hugely valuable in helping me to formulating a sound response for specific parts of the application form which Rachael has delegated for me to complete. Your assistance will also meet me to meet the tight deadline.

As requested, I will treat the draft CIP application in strict confidence.

Best regards
Cynthia

From: Ree Anderson [REDACTED]
Sent: Tuesday, 16 November 2021 3:52 PM
To: Cynthia Ward [REDACTED]
Cc: Clive Manley [REDACTED]; Ewen Skinner | Morrison Low [REDACTED]
Subject: Re: Ohakune CIP

Kia ora Cynthia

Great to hear the RDC CIP application (project 2) for Tei Tei Drive, Ohakune is progressing. I have contacted Clive Manley (CE RDC) and referred back to earlier records, and also chatted to Ewen Skinner Project Mgr for the CIP application and in response to your queries, I can advise as follows:

Project Milestones

- (a) Commencement date for Site Works (after receiving project funding) - based on the original application, and if the council now received approval for funding say by 1 December 2021, the commencement of site works is likely to occur by November/December 2022
- (b) Expected Completion Date: Practical completion (houses constructed/completion) is likely to be April-June 2024
- (c) Payment on achievement of Project Milestones - each payment at each milestone is dependent on the works and costs incurred for the work at each milestone

Project Scope

Employment benefits- The original CIP application included 2 projects. Project 1 an application for 6 social housing units on council land has been approved and works are underway. The combined application (project 1 and 2) estimated a combined 50 FTE; 15 of those FTE are for the 6 social housing units (Project 1) and 35 FTE for Tei Tei Drive, Ohakune (Project 2). This includes local builders, contractors, civil consultants, and planners. The Council has a procurement policy with extra weightings for local contractors, providers and training.

In terms of partners, RDC uses the procurement process to select providers that have apprenticeship and training schemes as part of their offering. I note that the local contractors on the other approved CIP project at Moore Street (Project 1) have apprenticeships. This project at Tei Tei Drive is in

partnership with Kainga Ora and RDC will also be guided by Kainga Ora's requirements.

Project Sponsor/Partnership

RDC has hosted workshops with Kainga Ora and their advisers PWC, and different models have been discussed however we do not have a draft partnership model or agreement at this stage. Just to note the Council has agreed and is willing to put in Council land for 44 lots at Tei Tei Drive as its local share of this project. The site can accommodate around 200 homes, and a masterplan would look at the total site- however this project was for the first 44 lots and Council land for 44 lots is its local share for this Project 2.

Council already contracts a local provider Cheal - engineering consultants; There will be an external project manager. There will also be an internal project control group of senior staff including an Executive Manager Risk and Project Control. There is a PCG for the approved project 1 which is currently coming in on budget and time.

Conflict of interest

RDC will use an Independent Consultant Planner or Independent Commissioner for any resource consents. This occurred for Project 1.

The CE has advised that there are no known other conflicts of interest.

Other Benefits - the infrastructure will enable more than 44 lots/houses and so increase the potential housing supply over time. The project may also result in regeneration funds that allows reinvestment in public and affordable housing elsewhere in Ruapehu.

Legal Review.

Yes the CIP was legally reviewed, RDC engaged their legal adviser Alan Vane, Le Pine and Co to review the CIP agreement.

Based on the current CIP agreement, Council has to fund any shortfall, so that is a Council risk.

Hope this answers all your questions. I have included below as requested the latest draft CIP agreement for Tei Tei Drive, Please note this is a draft and it included reference to the Moore Street development (Project 1) The Moore street project has been approved and there is now a separate CIP agreement that is final and signed for Moore Street social housing, works of which are underway.

PS Please treat the attached draft CIP application as **confidential**. Thank you.

Kind regards Ree

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On 16/11/2021, at 1:36 PM, Cynthia Ward
[REDACTED] wrote:

Kia ora Ree,

It was nice to catch up with you again this morning. Thank you for your advice and kind offer to connect with Clive Manley concerning the CIP application. If you were able to forward a copy of the submitted application that would be most helpful.

As discussed, and in order to complete the current phase of assessment and deadlines for COB tomorrow, there a few things which I need to get some high level understanding about, and list these below. If you could provide some brief sentences in reply that would be super and greatly appreciated.

Project Milestones

- Subdivision and Land Development – In you view (and after receiving project funding) what is the likely (a) commencement date for site works - taking into account contractor procurement, tendering processes, etc AND (b) Expected Completion Date – taking some account of COVID-19 construction/material supply issues
- Can you clarify the nature of the CIP Grant Funding Agreement as you understand it. For example, I'm not clear on the details of the payment regime which has been envisioned. For example, a on-off grant (not repayable) OR for the CIP grant to be paid on achievement of Project Milestones (pro-rata'd)

Project Scope

- Employment benefits and partnering arrangements – Can you please clarify/identify who are some of the “other existing partners” which RDC is planning to work with to support the employment objectives of this project and the essence of their employment and apprenticeship aspirations – also upskilling, etc.

Project Sponsor /Partnership Information

- This project is a unique partnership between RDC and Kāinga Ora Homes and Communities – Is there any documentation (outside the CIP application) which provides more detail on the

(outside the CIP application), which provides more detail on the partnership model envisaged and funding agreements?


- In terms of the management and delivery of this project – It would be good to have an updated description of how this project will be undertaken in the current environment (for example, a comment on RDC's current capacity and capability – using in-house resources/ resources contracted in or external agents). Are there any other matters that might have implications on the Council's management and delivery capability that should be identified at this point?
- Conflicts of Interest
 - o RDC as the Consent Authority. We discussed this and you advised that RDC utilises an external contractor for land development and consenting. You helpfully noted that Independent Commissioners could be used in the application, should it go to a hearing.
 - o Are there any other direct conflicts of interest that RDC is aware of that should be identified at this stage and if so, how would these issues will be managed. For example, Elected Members pecuniary interests, etc. Are there any other benefits accruing to RDC from this project? Rates?

Legal Review

- Was the CIP legally reviewed?
- Are there any legal and commercial issues that need to be highlighted at this point, to you knowledge?

Many thanks again for your support and assistance (inputs) to complete this summary information. I'll await your advice later today.

Kind regards
Cynthia

From: Rachael Hurzeler [REDACTED] 
Subject: RE: Tei Tei Workshop Thursday
Date: 20 April 2022 at 3:14 PM
To: Ree Anderson [REDACTED] Neil Mayo [REDACTED]
Cc: Ewen Skinner | Morrison Low [REDACTED], Clive Manley [REDACTED], Neil Mayo [REDACTED]



Hi Ree

Attached is draft CIP Funding Agreement. We can discuss it in more detail tomorrow. In particular the milestone payment section. It would be good to gain Ewens assistance on this.

In terms of other DCA's, they are bespoke to the partnership they are drafted for and commercially sensitive. Between myself and legal on the call tomorrow we take you through the general set out and theme of what they cover off so that you have a good idea. The Aim of tomorrow is to gain information that will then feed in to a draft DCA to get out to you pretty shortly post meeting for your review.

Please note that the attached Funding Agreement is draft and sent as 'Commercial in Confidence' and not for wider distribution without consent to do so. Once we have discussed tomorrow we can feed any tweaks you have for us into agreement and we will send on to HUD for their review.

Regards



Rachael Hurzeler

Director Business Development
Chief Commercial Office
Commercial Group



Kāinga Ora - Homes and Communities
Catalina Workshops- 3 Boundary Road, Hobsonville, Auckland 0618
PO BOX 84143 Westgate Auckland 0616 | New Zealand Government |
www.kaingaora.govt.nz

From: Ree Anderson [REDACTED]
Sent: Wednesday, 20 April 2022 12:21 PM
To: Rachael Hurzeler [REDACTED] Neil Mayo [REDACTED]

Cc: Ewen Skinner | Morrison Low [REDACTED]; Clive Manley
[REDACTED]; Neil Mayo [REDACTED]
Subject: Tei Tei Workhop Thursday

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Hi Rachael and Neil

Just thought I should check in before tomorrow's workshop on Tei Tei Drive.

Great to have the agenda from Graeme.

I was wondering does Kainga Ora have a draft funding agreement from CIP at this stage for the \$5.3m and if so are there any milestones in this agreement that we should be aware of?

Also, I am aware that Kainga Ora has other development cooperation agreements- is there any material you wish to share with RDC before the meeting as food for thought?

If you could please let me know that would be helpful.

Most appreciated.

Kind regards, Ree

Ree Anderson | Director | [REDACTED]

R | A REE ANDERSON CONSULTING LTD

[REDACTED]

[REDACTED]