

MEMO



To: David Hobern, Programme Manager, Education Infrastructure Service, Christchurch School Rebuild

From: Coralanne Child, Director, Greater Christchurch Education Renewal Programme

CC: Chris Bryant, Learning Community Cluster Manager
Carey Clark, Regional Lead Adviser, Network
Linda Youl, Senior Adviser
9(2)(a) Operational and Delivery Adviser

Date: 15/05/2014

Subject: Rolleston Secondary School – Recommended school size

Background

A site has been purchased in Rolleston for Rolleston Secondary School which is central to the local catchment. The school will open in 2017 for Year 9 enrolments, with one year level of provision added each consecutive year. The school will cater to Years 9 – 13 by 2021. Year 14 and Year 15 students are also likely to be provided for in 2021. It is planned to provide Rolleston Secondary School via a public private partnership.

The purpose of this memo is to explain the work we have undertaken in relation to the catchment and the expected roll of Rolleston Secondary School in the future and make our recommendation for the size of Rolleston Secondary School.

Process

In November 2013 the Ministry adopted a new approach to the way all types of schooling network changes are managed. This approach revolves around schools and their communities taking the lead in working to identify the schooling network that they need/want and which will best suit the nature and needs of their community. Based on this approach we have developed a process for schools to work through to consider and agree on their role within the network. This includes their determination of the number of teaching spaces they will require.

This process will take time for learning community clusters and schools to work through. For schools to be provided via a public private partnership, such as Rolleston Secondary School there is not enough time to work through the process. For these schools we have undertaken catchment and roll analysis and determined the number of teaching spaces the school will need. In doing this we have taken a conservative approach. At this stage we have not engaged with Rolleston Secondary School or its neighbouring schools to determine their role within the network or their respective enrolment schemes.

Data

Attached is the catchment and roll analysis for Rolleston Secondary School, which defines the likely roll for the school at time of full year provision (2021) and the potential long term roll (2031-2041).

We get the job done *Ka oti a mātou ngā mahi*

We are respectful, we listen, we learn *He rōpū manaaki, he rōpū whakarongo, he rōpū ako mātou*

We back ourselves and others to win *Ka manawanui ki a mātou, me ētahi ake kia wīkitoria*

We work together for maximum impact *Ka mahi ngātahi mo te tūkinga nui tonu*

Great results are our bottom line *Ko ngā hua ngā tino pū a mātou whāinga matungā*

This analysis is based on various roll projection methodologies, Christchurch City Council and Statistics NZ data and student enrolment patterns. Multiple projections using different methodologies are made and summarised to determine the school's likely future roll.

Conclusions

Based on this analysis and moderation within the Ministry it is likely that the roll of Rolleston Secondary School will be as follows:

Projected Rolleston Secondary School Roll	
2021	2041
1,000-1,100	1,800

The township of Rolleston has experienced rapid household growth in recent years and is expected to experience significant further growth in the short to medium term.

It is likely that the roll of Rolleston Secondary School will be between 1,000 and 1,100 at 2021, when all year levels are catered for. The roll is expected to increase after 2021.

While it is possible that the roll may remain below 1,400 until 2041, it is likely that this roll will be reached earlier. If residential development occurs faster than projected it is possible that the roll at 2041 could be 1,800.

Over the long term, the roll is likely to reach 1,800, but could increase to 2,400 should all potential households be realised.

Recommendations

I recommend that you:

- a) **Plan** for Rolleston Secondary School to cater for 1,100 students in 2021 increasing to 1,800 students by 2041, and
- b) **Note** that the roll could increase to 2,400 in the long term.



Coralanne Child

Director, Greater Christchurch Education Renewal Programme

**Detailed Design Report:
Rolleston Secondary School
- Expected School Roll
March 2014 Analysis**

1) Purpose:

This report aims to define the likely roll of the new secondary school in Rolleston (hereafter referred to as Rolleston Secondary School) at time of full year level provision (2021); and the potential long term roll (2031-2041).

This is intended to inform property planning and detailed design, and to ensure the scale of the school is sufficient to meet demand.

This report is an output based on the Schooling Network Management process map. It should be noted that due to the start date for the property programme for this new school, existing schools have not had an opportunity to discuss the catchment / enrolment scheme for the new school.

2) Background:

A site has been purchased in Rolleston for Rolleston Secondary School. The school will open in 2017 for Year 9 enrolments, with one year level of provision added each consecutive year. The school will cater to Years 9-13 by 2021. Year 14 and Year 15 students are likely to be also provided for in 2021.

The site is central to the local catchment (See Appendix B).

The township of Rolleston has experienced rapid household growth in recent years, and is expected to experience significant further growth in the short to medium term.

3) Method:

This report will examine various roll projection methodologies, Christchurch City Council and Statistics NZ data, and student enrolment patterns to determine likely future school roll. The multiple projections aim to project three values; total school roll, in-zone school roll, and the total local demand for state schooling. Different methodologies lend themselves to projecting at different time periods.

In order to relate aggregated Council and Statistics NZ datasets to the catchment of the school (the area from which the school draws students), 'planning catchments' have been drawn to meshblock boundaries approximating current enrolment schemes and enrolment patterns, and also accounting for planned network reorganisation.

Rolleston is currently within the enrolment scheme of Lincoln High School. The establishment of Rolleston Secondary School will result in roll decline at Lincoln High School. However, residential growth in both Rolleston and Lincoln will mitigate roll decline at Lincoln High School, and cause the school roll to return to the current level in the medium to long term.

The Board of Trustees of West Melton School has expressed their desire for their community to be considered when planning for Rolleston Secondary School. Therefore where possible, West Melton has been included in roll estimates.

At the time of writing this report there has been no engagement with the Establishment Board of Trustees (EBoT) and their neighbours to determine the catchments (or enrolment schemes) of each school. These discussions will need to include Lincoln High School, Darfield High School, Hornby High School, and Ellesmere College.

In the absence of this information, catchments for each of the existing secondary schools have been defined, to allow planning across the wider area (see Appendix B). In this analysis, it is assumed that Rolleston Secondary School will take a large proportion of the current Lincoln High School catchment, and a small proportion of the current Darfield High School catchment, around West Melton. It is expected that the EBoT of Rolleston Secondary School will consult with its neighbours regarding the final catchment and school zone.

4) Roll Projections:

The following roll projections have been produced for all schools in Greater Christchurch in 2013. Each projection is based on different assumptions and different variables.

A full glossary is included in Appendix A.

The establishment of Rolleston Secondary School is likely to result in half of the households currently within the Lincoln High School enrolment zone falling within the zone of Rolleston Secondary School.

The roll projections shown in Figure 1 do not take account of the opening of Rolleston Secondary School, and the decline in the Lincoln High School roll that will result from this.

Therefore, while the Lincoln High School roll projection does not directly show the expected roll of Rolleston secondary, it is likely to give a fair estimate of the combined rolls of the two schools.

The projections in Table 1 do not take account of students living in West Melton (currently in the Darfield High School enrolment zone) who are likely to attend the new secondary provider at Rolleston.

Figure 1: Lincoln High School: historical roll and projected roll (including Rolleston Secondary roll)

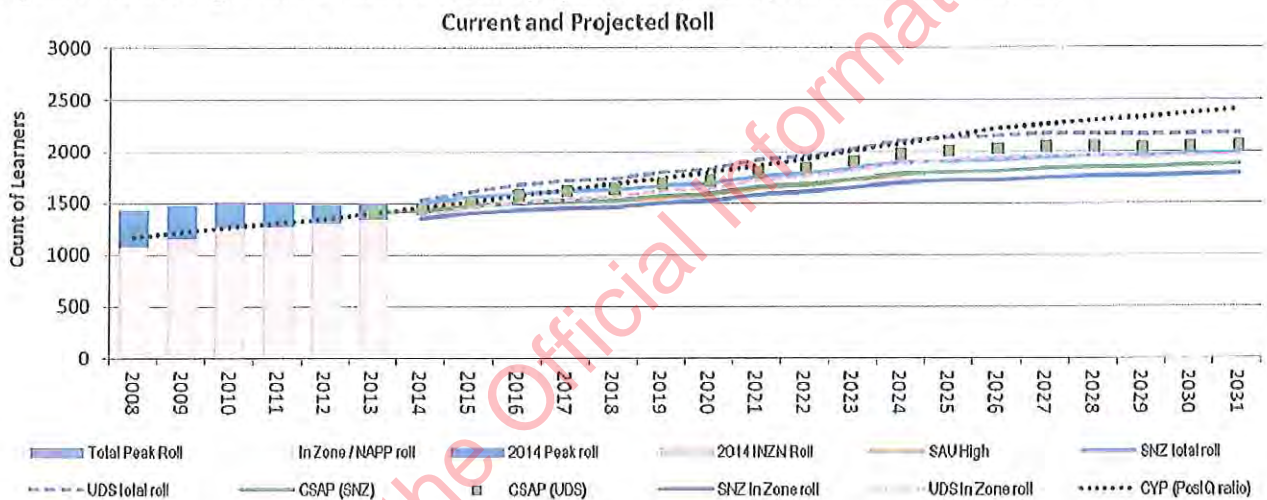


Table 1: Historical and projected Lincoln High School (+ Rolleston Secondary) roll

Summary	2013	2014	2016	2018	2019	2021	2023	2031
Peak Roll	1497							
SAU High		1501	1507	1525	1525	1626	1725	
SNZ total roll		1507	1591	1628	1671	1761	1834	1990
UDS total roll		1534	1681	1740	1796	1913	2020	2179
SNZ In Zone Roll	1347	1356	1432	1465	1504	1584	1650	1791
UDS In Zone Roll	1347	1381	1512	1566	1616	1721	1817	1961
CSAP (SNZ)	1411	1420	1500	1534	1575	1659	1728	1876
CSAP (UDS)	1411	1446	1584	1640	1693	1802	1903	2053
CYP (PostQ ratio)	1404	1459	1573	1685	1741	1854	2000	2408

Two projection series have been produced based on population projections. The SNZ projections are based on population trends projected by Statistics New Zealand early in 2013. The UDS projections are based on population trends projected by the Greater Christchurch Urban Development Strategy (UDS) partners¹.

Projections based on the UDS population projections are higher than projections based on Statistics NZ population projections (SNZ).

¹ The UDS partners include Christchurch City Council, Selwyn District Council, Waimakariri District Council, Environment Canterbury, and the New Zealand Transport Agency.

Under the UDS total roll methodology, the combined Lincoln/Rolleston roll is projected to be 1,913 at 2021 and 2,179 at 2031. Under the UDS In Zone Roll methodology, the combined Lincoln/Rolleston in-zone roll is projected to be 1,721 at 2021 and 1,961 at 2031.

The CSAP (UDS) is projected to grow to 1,802 in 2021 and grow to 2,053 at 2031. This is a projection of the number of state school students in the combined Lincoln/Rolleston schools catchment.

The 'catchment' is an aspirational catchment used for planning and monitoring purposes. These planning catchments are mutually exclusive approximations of enrolment zones and enrolment patterns to meshblock boundaries. These catchments allow aggregation and comparison of data across and between school communities. Due to overlaps between zones and the size and shape of meshblock boundaries, catchments will differ from enrolment scheme areas.

The CYP (PostQ ratio) projection shows that assuming a Post-Quake ratio of students per household, the local state school student count would be 1,854 in 2021 and 2,408 in 2031.

Note that the CYP projections do not take into account expected changes to the school age population over time. CYP projections are based on 2012 UDS household projections and the current ratio of students per household.

5) UDS Household projections:

The UDS total roll and CSAP (UDS) projections are based on population projections commissioned by the Greater Christchurch Urban Development Strategy (UDS) partners² in 2012. Provisional data from a 2014 update to the household projections underlying the population projections has been received by the MoE.

The provisional March 2014 household projection shows the projected 2021 household count within the Rolleston Secondary School planning catchment (including West Melton) to be 7,675, compared to 7,254 in the 2012 household projections. This shows that the new projections anticipate more household growth in this area. The new projections show that there will be 12,165 households by 2041, compared to 10,178 in the 2012 projections.

The provisional March 2014 projections also show the volume of capacity remaining at 2041 (potential households). These projections show that while 12,165 households are expected by 2041, there will also be potential for an additional 10,394 households after 2041. In total, these projections state a potential 22,559 households in the planning catchment, compared to an estimated 6,233 households in 2013, and 4,164 households in 2006.

The household count is expected to grow by 23% between 2013 and 2021. This means that a large amount of residential growth is expected before 2021.

The household count is expected to grow by 95% between 2013 and 2041. This means that a very large amount of residential growth is expected before 2041.

The household count is expected to grow by 262% between 2013 and the time at which all households are completed. To express this differently, the 2013 household count only represents 28% of potential households in the catchment.

6) Market share:

For these market share calculations, the 'local school' at July 2013 is defined as Lincoln High School, except in the potential West Melton extension to the Rolleston Secondary zone, where both Lincoln and Darfield High School students are treated as attending the local school.

The Rolleston catchment is the Rolleston portion of the current Lincoln High School catchment, as shown in Appendix B.

² The UDS partners include Christchurch City Council, Selwyn District Council, Waimakariri District Council, Environment Canterbury, and the New Zealand Transport Authority. Projections used are from the 'Quick Recovery' projection series.

Table 2: Number of Year 9-15 students in catchment area

	Rolleston	West Melton xtn	Total
Count of all students in the catchment area/s	873	198	1071
Count of state school students in the catchment area/s	738	112	850
State School Market Share (SSMS)	85%	57%	79%
Number attending local school	604	69	673
Local State School Market Share (LSSMS)	82%	62%	79%

Table 2 shows that 1071 Secondary (Year 9-15) age students lived in the extended catchment. Of these, 850 students attended state schools. This equates to 79% of all students in the catchment. This is referred to as the State School Market Share (SSMS).

673 of the 850 state school students in the extended catchment attended one of the local schools (Lincoln High, or Darfield High in West Melton extension). This equates to 79% of state school students in the catchment. This is referred to as the Local State School Market Share (LSSMS). The LSSMS seems reasonable compared to neighbouring schools. The majority of local state school students in catchment currently attend the local school.

To put the Rolleston Secondary LSSMS of 79% into perspective, 84% of the state students in the current Lincoln High School catchment attend Lincoln High School. Of the state students in the Darfield High School planning catchment, 76% attend Darfield High School.

It is possible that the market share will increase slightly once the school build is completed, as the school will have attractive new facilities, and be located close to home, two key factors in influencing parental choice.

7) Student Distribution Patterns:

The majority (69%) of secondary school students in the current Lincoln High School catchment attend Lincoln High School. The remainder primarily attend Private; State integrated; or single sex schools in Christchurch. Few local students travel elsewhere to attend other state co-ed schools.

The most efficient network arrangement is local provision for local community, where school size is adequate to provide space for local students who wish to attend. Provision of more space than required for the local community can result in students from other communities being drawn away from their local schools. This can result in the rolls of neighbouring schools falling to unsustainable levels.

The Board of Trustees (BoT) of West Melton School have expressed a desire for the enrolment zone of Rolleston Secondary School to include West Melton township, which is growing rapidly. West Melton is currently within the Darfield High School enrolment zone, but is located close to Rolleston.

The extent of the zone will be a matter for the EBoT of Rolleston Secondary School to determine in conjunction with neighbouring schools. West Melton has been included in the catchment of Rolleston Secondary School for the purposes of this analysis.

8) Calculation based on projected/potential household change:

The 2013 state secondary school student population in the catchment was 850 (Table 2). If this population remains proportional to the household count, the 2021 count of state school students would be around 1,046, the 2041 count could be around 1,658, and the potential count could be around 3,077, assuming all potential households were developed.

However, this assumes that the current school age proportion of the population remains the same. This is unlikely given the projected nationwide decline in secondary age proportion of the population in the long term, as the current primary age population bubble moves through and out of the secondary school system. Therefore the projected count of state students in the catchment data represents a conservative approach, projecting the upper possible limit of the roll.

The local Rolleston secondary age student count was 673. This can be considered a proxy in-zone roll for Rolleston Secondary. If the roll remains proportional to the household count, the 2021 in-zone roll could be

around 828, and the 2041 in-zone roll could be around 1,312. Assuming all households were developed the potential in-zone roll could be around 2,436. However, it is unusual for 100% of potential households to be developed even in well-established residential areas.

While these estimates allow a simple estimation of future roll and local student population, this method does not allow for testing of the sensitivities regarding changes to the school age proportion of the population, or potential changes to market share.

9) Calculation based on projected household numbers (Yield-based model):

The roll estimates in section 8 provide a rudimentary estimate of future roll based on the anticipated household count. This assumed that current variables would hold constant into the future. Section 9 examines, validates and explores alternative values of two key variables – students per household and market share.

Based on the March 2014 provisional UDS household projections for 2013 and the July 2013 count of Yr 9-15 state school students in the planning catchment, there were 0.1364 students per household in the Rolleston Secondary School catchment in 2013.

Based on the projected UDS households for 2021 and 2041; the total potential households; and the number of students per household, yield based projections of local state student counts can be generated as follows.

9a) Yield-based projection of Year 9-15 state school students in the Rolleston Secondary School planning catchment;

While the UDS projections show that 46% of possible households will be unrealised at 2041, it is possible that eventually this available capacity will reduce to, and remain at, a far lower level similar to the 5% seen in mature residential developments. Therefore the total potential households shown in Table 3a is 95% of the total potential households ($22,559 \times 0.95 = 21,431$).

There is a current (2013) count of 0.1364 students per household in the Rolleston Secondary catchment (including West Melton). It is possible that the ratio of students per household may rise to the level experienced in the current Lincoln High School catchment of 0.1490 students per household. For the purposes of this analysis, both scenarios are explored.

Table 3a: Yield based local state student count projections

		2021	2041	Total Potential
	Projected Household count:	7,675	12,165	21,431
Students/ Household:	0.1364	1,047	1,659	2,923
	0.1490	1,144	1,813	3,193

At the current ratio of students per household (0.1364), the number of state secondary school students in the catchment at 2041 is projected to be 1,659, rising to a total potential of 2,923.

At the higher ratio of students per household (0.1490), the number of state secondary school students in the catchment at 2041 is projected to be 1,813, rising to a total potential of 3,193.

9b) Roll projection for Rolleston Secondary School;

While the local school currently has a market share (LSSMS) of 79% (see section 6), this market share is unlikely to increase, as few secondary schools have a LSSMS exceeding this level.

The values in Table 3b have been calculated as 79% of the local state student count values shown in Table 3a.

Table 3b: Yield-based Roll projections – Current Market Share (79%)

		2021	2041	Total Potential
Students/ Household:	0.1364	827	1,311	2,309
	0.1490	903	1,432	2,523

At the current ratio of students per household (0.1364), and assuming the current market share, the Rolleston Secondary School roll may reach 1,311 by 2041, rising to a total potential roll of 2,309.

At the higher ratio of students per household (0.1490), and assuming the current market share, the Rolleston Secondary School roll may reach 1,432 by 2041, rising to a total potential roll of 2,523.

10) Lincoln and Rolleston Secondary Roll projections - progressive impact of Rolleston Secondary.

Table 4 shows the projected rolls for Rolleston Secondary, assuming that Rolleston Secondary will draw all future students from the Rolleston portion of the current Lincoln High School catchment, plus all Lincoln and Darfield High School students from the West Melton area.

The projections for the impact on the Lincoln High School roll are not directly relevant to this analysis.

It is planned that the school will open for Year 9 enrolments in 2017, and will add a year level of provision in each of the following years.

The projections in Table 4 and Figure 2 are based on the 2013 Lincoln High School roll; population trends from the UDS population projections; school age proportions from Statistics New Zealand data; current roll by year level; and the proportion of Lincoln High School roll that is drawn from the Rolleston and Lincoln portions of the current Lincoln High School catchment.

The projected number of West Melton state secondary students expected to attend their local school are also included in the Rolleston Secondary roll projection.

Table 4: Rolleston Secondary roll projections based on progressive opening dates³

2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
0	206	208	217	220	229	235	246	257	260	260	263	261	257	257	256
0	0	204	213	215	225	230	241	251	254	254	257	256	251	251	250
0	0	0	214	217	226	232	242	253	255	256	259	257	253	253	252
0	0	0	0	209	218	224	233	244	246	247	250	248	244	244	243
0	0	0	0	0	168	172	180	188	190	190	193	191	188	188	187
0	206	412	644	861	1,066	1,094	1,142	1,193	1,206	1,207	1,221	1,214	1,192	1,193	1,189

Figure 2: Projections based on progressive opening dates.



These projections assume that all local students that would have attended Lincoln High School in the absence of the new school will now attend Rolleston Secondary. It is likely that a number of Year 9 students in Rolleston will continue to enrol at Lincoln High School in the first few years, if they have older siblings currently enrolled at Lincoln High School.

³ Enrolling Year 9 on opening in 2017; Year 9 & 10 in 2018; Years 9-11 in 2019; Years 9-12 in 2018; and enrolling Years 9-13 in 2021.

Indications from the provisional March 2014 UDS household projections are that the 2012 UDS projections under-estimated household growth to 2013, and under-estimated the long term growth in Rolleston. However, the 2013 to 2021 growth rate is still expected to occur at the same rate.

The expected under-estimation of the 2013 household (and therefore population) count has no impact on the above projections, as these are grounded in the actual school roll and student distribution data for 2013.

Therefore, these projections are likely to hold true over the medium term, but may under-estimate long term population growth.

There remains a risk that the 2014 UDS projections also underestimate the medium term growth rate in Rolleston.

11) Enrolment Zone Considerations:

While the enrolment scheme of the school will be determined by the EBoT of Rolleston Secondary School, Appendix B shows the catchment areas defined for the purposes of this analysis. It is anticipated that the enrolment zone determined by the EBoT will not differ significantly from the catchment areas used for this analysis.

Appendix B also shows the midpoints between the local state secondary education providers.

Differences between the EBoT enrolment zone and the catchments used in this analysis are likely to concern the rural area around Rolleston and West Melton, where relatively few students live.

12) Summary:

The multiple projections above aim to project three values; total school roll, in-zone school roll, and the total local demand for state schooling (including those students who enrol at state schools other than the local provider). The following is a summary of the various projections. Different methodologies lend themselves to projecting at different time periods.

Total Roll Projections:

Section	Projection	2021	2031	2041	2041+
4	SAU High	813			
4	SNZ total roll	881			
4	UDS total roll	957			
10	Progressive opening (starting Year 9, 2017)	1,066	1,189		

In-Zone Roll Projections:

Section	Projection	2021	2031	2041	2041+
4	SNZ In Zone Roll	792			
4	UDS In Zone Roll	861			
8	HH Change - Catchment	828		1,312	2,436
9b	Yield - Current S/HH ratio	827		1,311	2,309
9b	Yield - High S/HH ratio	903		1,432	2,523

Projected Local Demand for State Schooling (number of state students in the catchment):

Section	Projection	2021	2031	2041	2041+
4	CSAP (SNZ)	830			
4	CSAP (UDS)	901			
4	CYP(PostQ ratio)	602			
8	HH Change - Catchment	1,046		1,658	3,077
9a	Yield - Current S/HH ratio	1,047		1,659	2,923
9a	Yield - High S/HH ratio	1,144		1,813	3,193

13) Discussion:

Significant residential growth is planned and underway in Rolleston. This will result in significant population growth.

However, projecting the timing of this growth is difficult due to the range of factors influencing residential growth, including the large volume of land available for development around Christchurch and changes in social and economic factors.

2021 roll;

It is likely that the 2021 Rolleston Secondary School roll will be between 1,000 and 1,100. However, there exists some uncertainty regarding the number of Year 9 students in Rolleston that will continue to enrol at Lincoln High School. This may slow the growth of the new school.

2041 Roll;

It is likely that the school roll will grow to exceed 1,400 by 2041. However, the roll of 1,400 is likely to be reached earlier if residential growth proceeds faster than anticipated. In this case, the roll is likely to increase towards the post-2041 projected roll. Therefore, while the Yield based roll projection based on the current ratio of students per household is 1,300 at 2041, the roll may reach 1,800 by 2041 (halfway between the 2041 and post-2041 rolls).

Total Potential Roll;

While there exists some uncertainty regarding the rate of residential growth in Rolleston, it is sensible to plan for the maximum demand the school is likely to experience should all potential households in Rolleston be constructed. While it is possible that the roll may eventually reach 2,400, this would only occur if the secondary age proportion of the population increases, and all residential land was developed. It is more likely that the roll will remain around the 1,800 discussed above.

14) Conclusion:

It is likely that the roll of the new school will be between 1,000 and 1,100 at 2021, when all year levels are catered for. The roll is expected to grow further after 2021.

While it is possible that the roll may remain below 1,400 until 2041, it is likely that this roll will be reached earlier. If residential development occurs faster than projected, it is possible that the roll at 2041 may be 1,800.

Over the long term, the roll is likely to reach 1,800, but may increase to 2,400, should all potential households be realised.

Network Planner / Analyst:

Hamish Dennis

Date: 9/04/2014

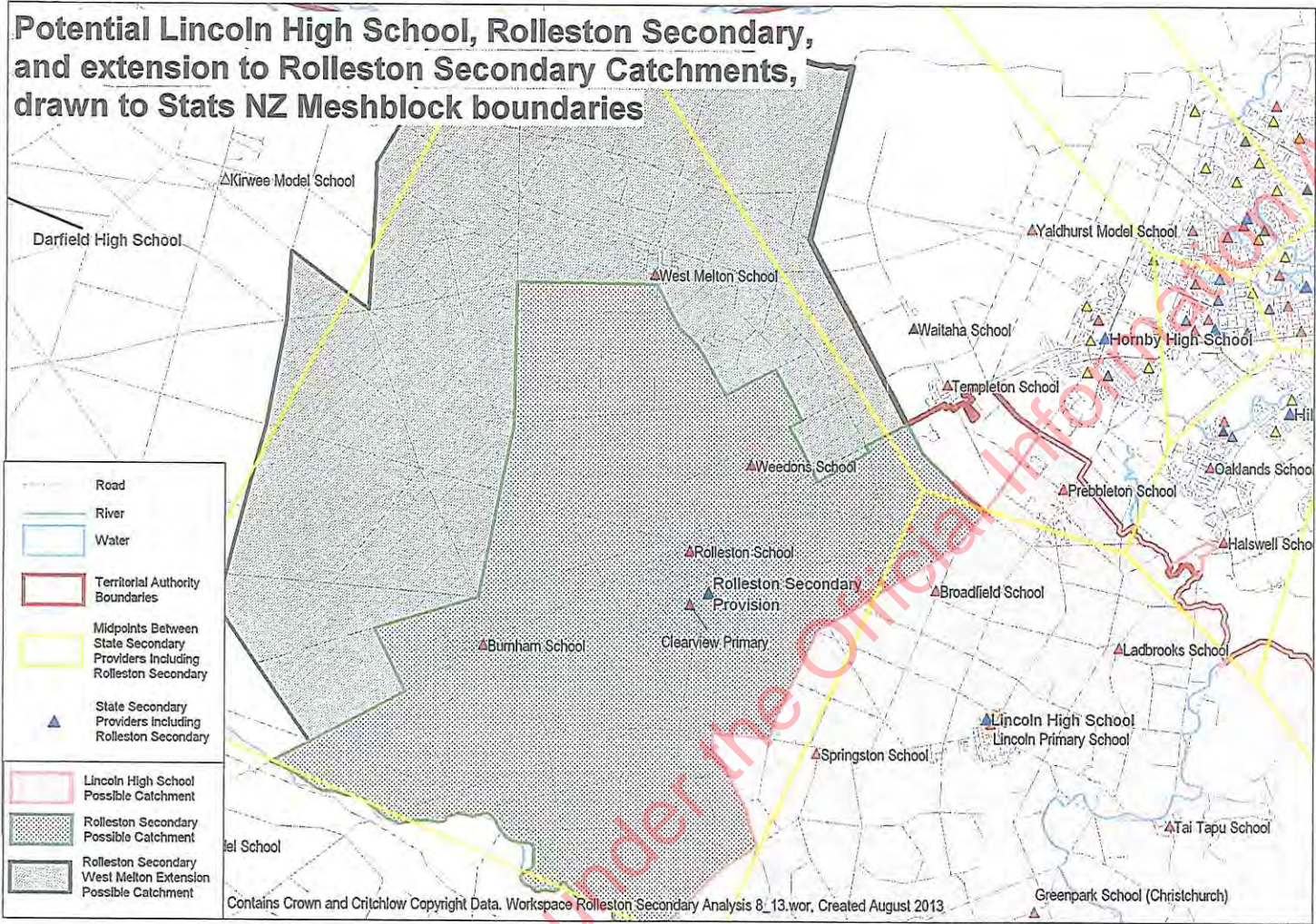
Appendix A: Glossary of Projection Methodologies;

Glossary

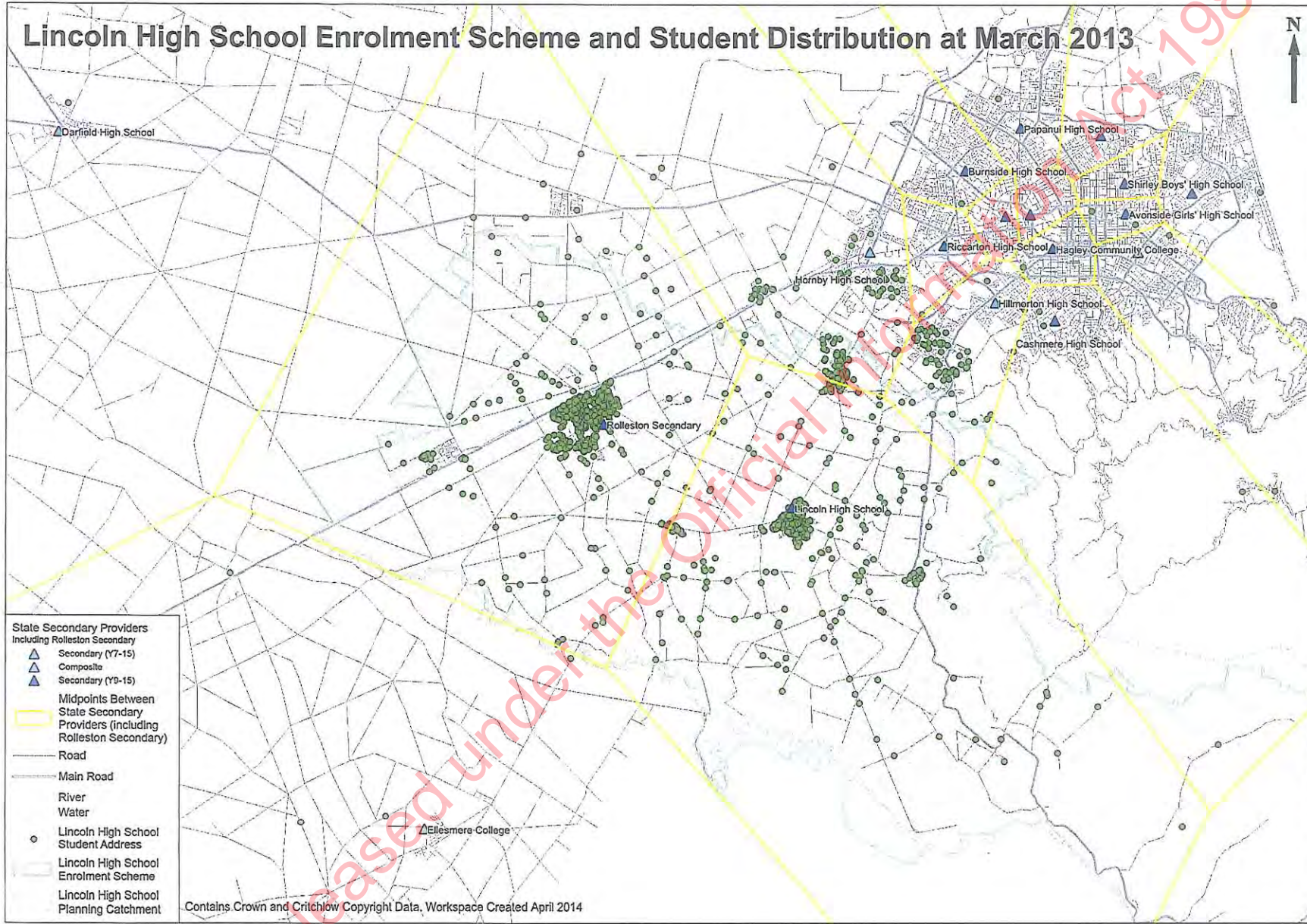
Peak Roll	The peak roll is the October roll (from Enrol) for primary schools, and the March rolls for all other school types. Where changes to the schooling network are planned, school rolls have been adjusted based on the likely impact of these changes.
Roll Projections	Each roll projection has been grounded in the 2013 peak roll (adjusted to reflect planned network changes). This means that the SAU roll projections have only been altered where network change is planned, and the UDS and SNZ population projections are scaled to forecast future rolls.
SAU High	Projected roll based on the annual proportional change in the Schooling Analysis Unit High roll projection, which is generated from historical roll trends.
SNZ total roll	Projected roll generated from the peak 2013 roll, and the annual proportional change from the Statistics NZ age specific population projections.
UDS total roll	Projected roll generated from the peak 2013 roll, and the annual proportional change from the Urban Development Strategy (UDS) population projections. UDS projection data is not available for rural areas of Greater Christchurch.
In Zone / NAPP roll	The In zone / Not Applicable roll is calculated as the Peak roll minus the number of out of zone students reported by the school in their March roll returns. Out of zone roll is not shown when multiple schools are selected.
SNZ In Zone Roll	Projected in zone roll, based on the number of out of zone students reported by the school/s and population trends from the SNZ population projections.
UDS In Zone Roll	Projected in zone roll, based on the number of out of zone students reported by the school/s and population trends from the UDS population projections. UDS projection data is not available for rural areas of Greater Christchurch.
Catchment School Age Population	Generated from the Urban Development Strategy population projections, Statistics NZ school age population projections, and the total number of students living in the catchment of interest that attend any state school.
CSAP (SNZ)	Generated from the Stats NZ school age population projections, and the total number of state school students of relevant year level living in the catchment of interest.
CSAP (UDS)	Generated from the Stats NZ school age population projections, and the total number of state school students of relevant year level living in the catchment of interest. UDS projection data is not available for rural areas of Greater Christchurch.
CYP (PostQ ratio)	Generated from the UDS household projections, and the total number of state school students of relevant year level living in the catchment of interest. Assumes Post-Quake (2013) ratio of students per household.

Released under the Official Information Act 1982

Appendix B: Rolleston Secondary School location, likely Rolleston portion of current Lincoln High School Catchment, and likely West Melton extension to Rolleston Secondary Catchment.



Released under the Official Information Act 1982



Secondary School Provision in Rolleston July 2018

Timing and Scale of Rolleston College Stage 2 and
Timing and Scale of further secondary provision in Rolleston.

Prepared by	NA, Canterbury
Date	July 2018
Status	Final
Related documents	..\\..\\..\\X Network Provision\\Network Management\\Demographic Analysis\\Gtr Chch Ntwrk\\Network Assessments\\Rolleston\\Rolleston 2018\\Rolleston Network Forecast 2018.docx ..\\..\\..\\X Network Provision\\Network Management\\Demographic Analysis\\Gtr Chch Ntwrk\\Network Assessments\\Rolleston\\Rolleston 2018\\Rolleston Sec network workings 2018.xlsx

Purpose:

This report will examine roll and population trends to inform;

- a) the likely time at which stage 2 of Rolleston College will be required, and
- b) the likely time at which further secondary provision will be required in Rolleston, and the scale of such.

Note: reference is made in this analysis to a companion document "Rolleston Network Forecast 2018" that examines state primary school rolls in Rolleston, focussing on a) the required timing and scale of a fifth state primary school in Rolleston, and b) the required timing and scale of stage 2 at Lemonwood Grove School.

Released under the Official Information Act 1982

Background

Population growth in Rolleston continues at a rapid rate.

As outlined in the companion document "Rolleston Network Forecast 2018", there is a current lull in building consent applications. This is likely to be due to the established residential developments nearing completion, with the next developments being some months away from delivering sections to the market.

Despite a reduction in Building consents in 2018, the Year 1-8 population has continued to grow, due to a) completion and occupation of construction currently underway, and b) younger siblings entering the schooling system.

There is currently a high prevalence of families with young children in Rolleston and West Melton.

Rolleston College opened in 2017 to Year 9 enrolments, and is opening to an additional year level each year. This resulted in the roll increasing from 221 in 2017 to 433 in 2018, and will result in similar increases in 2019, 2020, and 2021.

After 2021, growth will slow, as growth will only be due to population increases, and not increases in year levels offered. However, secondary age population growth from 2021 onwards is expected to occur at a fast rate.

Methodology:

The design of roll projection methodology requires consideration of different methodologies at different time periods, as with the analysis of Primary school rolls in the companion document.

For the short term, Roll trend projections are a good basis for roll projections.

In projecting Primary School rolls, assumptions must be made regarding the Year 1 rolls each year, and there can be limited data available to support this. For secondary schools, the relationship between the Year 8 rolls at local primary schools and the Year 9 roll at the secondary school the following year provides a strong basis for projecting Year 9 rolls.

1 Roll Trend Based projections:

Primary School Rolls and roll trend forecasts

The following table shows historical rolls by year level for the state primary schools in Rolleston.

Schools included are all state primary schools which are located within the Rolleston College enrolment zone. Rolleston Christian School and Waitaha Learning Centre are therefore excluded from this analysis.

Primary Schools included are; Rolleston School, Clearview Primary, West Rolleston, Lemonwood Grove, Weedons School, Burnham School, and West Melton School.

Total Full primary rolls by year level

October	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Total
2010	310	226	167	226	169	172	123	102	1,495
2011	291	230	228	175	228	169	136	129	1,586
2012	346	250	232	247	177	227	143	147	1,769
2013	356	279	263	225	258	184	193	136	1,894
2014	378	324	298	264	246	267	148	178	2,103
2015	402	315	341	298	278	247	217	165	2,263
2016	457	354	337	372	319	305	207	221	2,572
2017	477	362	377	358	378	332	262	222	2,768

The total number of students enrolled across the Rolleston primary schools increased from 1,495 in 2010 to 2,768 in 2017.

The following table projects future rolls by year level based on a weighted average in Year 1 growth rate, and a four-year weighted average change within cohorts for Years 2-8.

4yr average change forecast

October	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Total
2018_proj	509	409	383	395	372	392	289	271	3020
2019_proj	540	440	430	401	408	386	350	298	3253
2020_proj	572	472	461	448	415	423	343	359	3493
2021_proj	603	503	493	479	461	429	380	352	3700
2022_proj	635	535	524	511	493	476	386	389	3949
2023_proj	666	566	556	542	524	507	433	395	4189

The above table assumes a four-year weighted average growth rate for future Year 1 rolls. The growth rate declined from in the 2016-2017 period, compared to the previous years trend.

The following table assumes this lower Year 1 growth rate.

4yr average change forecast - assuming 2016-2017 Y1 growth rate

October	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Total
2018_proj	497	409	383	395	372	392	289	271	3008
2019_proj	517	429	430	401	408	386	350	298	3219
2020_proj	537	449	450	448	415	423	343	359	3424
2021_proj	557	469	470	468	461	429	380	352	3586
2022_proj	577	489	490	488	481	476	386	389	3776
2023_proj	597	509	510	508	501	496	433	395	3949

The above projections suggest that the total primary school roll will increase by 9% from 2017 to 2018. Provisional March 2018 data shows a comparable 10% growth from March 2017 to March 2018.

The above projections suggest that the total Year 1-8 roll across primary schools in Rolleston will approach 4000 by 2023. This assumes a continuation of rapid growth rates experienced by the local community in recent years.

The above projections suggest that the Year 8 roll is likely to approach 300 in 2019, exceed 350 in 2020, and approach 400 in 2023.

Secondary school rolls and roll trend forecasts

Rolleston College is opening in a staged manner to one additional year level each year. In 2017, Rolleston College was open for enrolments in Year 9 only.

The Year 9 roll at Rolleston College at March 2017 was 221. This matches the Year 8 roll across local primary schools in 2016.

Historic Rolleston College rolls

March	Year 9	Year 10	Year 11	Year 12	Year 13	Total
2017	221	0	0	0	0	221
2018	213	220	0	0	0	433

The Year 9 roll at Rolleston College at 1 March 2018 (provisional data) was 213. This represents 96% of the Year 8 roll across local primary schools in 2017.

The number of enrolments at Rolleston primary schools grew significantly from 2011 to 2012, and has grown at a steady rate since. The large Year 6 cohort in 2017 will result in a large cohort of students moving into Year 9 in 2020, with increasingly large Year 9 cohorts in future years.

Assuming that there continues to be a 100% relationship between the Year 8 roll at local schools and the Year 9 roll at Rolleston College, and assuming retention rates into years 12 and 13 as experienced recently by Lincoln High School, the Rolleston College roll may grow as follows;

	Year 9	Year 10	Year 11	Year 12	Year 13	Total
2019	271	213	220	0	0	704
2020	298	271	213	198	0	980
2021	359	298	271	192	167	1287
2022	352	359	298	244	161	1414
2023	389	352	359	268	205	1573

Assuming the lesser 96% (2018) relationship between the Year 8 roll at local schools and the Year 9 roll at Rolleston College, and assuming retention rates into years 12 and 13 as experienced recently by Lincoln High School, the Rolleston College roll may grow as follows;

	Year 9	Year 10	Year 11	Year 12	Year 13	Total
2019	257	213	220	0	0	690
2020	283	271	213	198	0	965
2021	341	298	271	192	167	1269
2022	334	359	298	244	161	1396
2023	370	352	359	268	205	1554

It is likely that the Total Roll at Rolleston College will exceed 1200 in 2021 (upon opening to all year levels), and may approach / exceed 1400 in 2022.

Current Year 1 students will enter Year 9 in 2025. Extension of projections past 2025 therefore require the introduction of more assumptions regarding future Year 1 roll growth, so there can be less confidence in utilising this methodology for 2026 and beyond.

Released under the Official Information Act 1982

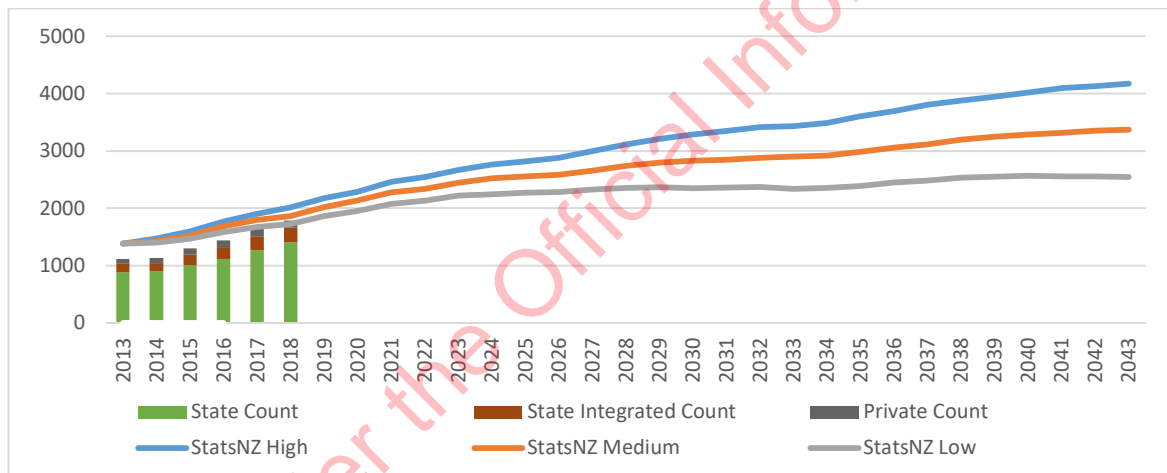
2 Population Trend Based projections:

While current and historical Primary school rolls provide a good basis for roll projections at Rolleston College out to 2023, confidence in this methodology decreases at longer time periods.

For the medium to long term, population projections for the secondary age population provide the strongest basis for generating roll projections.

The following chart shows the Secondary age population projection for the Census Area Units (CAUs) of Burnham Military Camp, West Melton, Rolleston North West, Rolleston Central, Rolleston North East, Rolleston South West, and Rolleston South East.

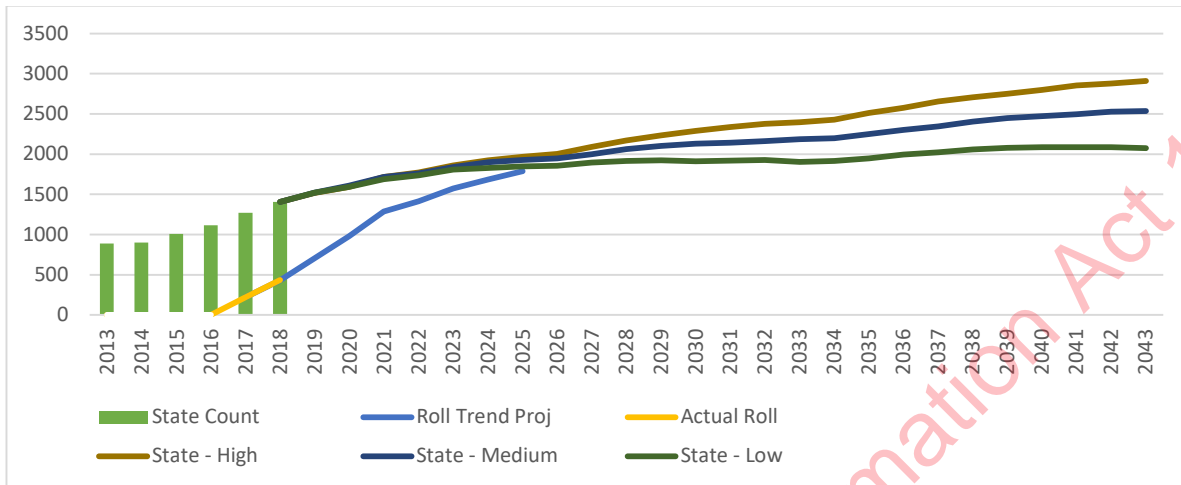
Also shown are the historic counts of State, State Integrated, and Private school students in the same CAUs. The State student count includes students attending co-ed and single sex schools, and those attending Designated Character, Kura, and Special Schools. Of the 1404 Year 9-15 state school students in the CAUs of interest at March 2018, only 1286 (92%) attended a State Co-ed School.



The total population includes students attending State, State Integrated, and Private schools, home schoolers, and age 13-17 persons not in education.

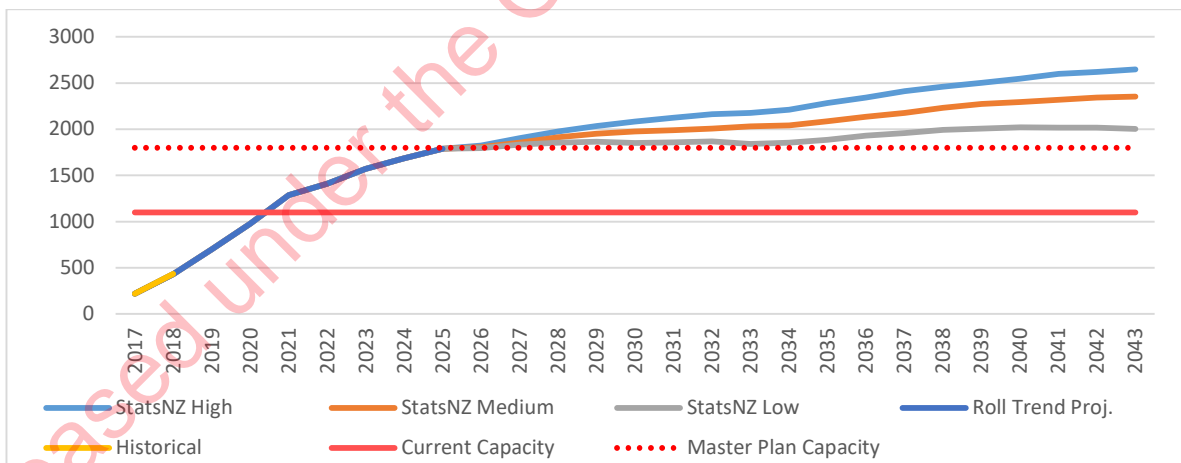
The count of students has grown at the medium to high growth rates projected by Stats NZ.

The following chart applies the projected population trend to the State student count. Also shown are the 2017-2018 rolls of Rolleston College and the roll trend based roll projection, extended out to 2025.



It is likely that a proportion of local students will wish to attend state education providers in Christchurch, either Single Sex schools, Designated Character Schools, Kura, or Special schools. Therefore it is unlikely that the roll will meet the total local state school demand shown.

The roll trend projection approaches total local demand by 2025. The following chart shows roll projections for Rolleston College that incorporate roll trend based projections for 2019-2025, and population trends in the years thereafter.



Based on the above projection, the Rolleston College roll would exceed the Master Plan Capacity of 1800 by 2027.

Based on the above projection, the roll would reach 2350 by 2043 under the Medium projection, or exceed 2650 by 2043 under the High projection.

An alternate method to examine potential long term capacity that may be required is to utilise the total population projection and the current proportion attending a state school.

The total age 13-17 population is projected to approach 3400 in 2043 under the Medium projection, or approach 4200 by 2043 under the High projection. The state school student count at March 2018 represented 70% of the 2018 population projection.

Assuming the same proportion of the population attends state schools in the future, by 2043 the local state Secondary school demand could be between 2350 and 2900.

At March 2018, 92% of State students attended a State Co-ed (non-designated character, kura or Special) School.

This suggests that in the long term, should the proportion of students attending each school Authority and Type remain constant, there may be local demand for between 2160 and 2670 students in the Rolleston College catchment in the long term.

Conclusion:

There can be a very high level of confidence that roll will exceed current capacity in 2021.

Therefore, it is anticipated that additional capacity will be required at Rolleston College by 2021.

It is likely that the Master Plan Capacity will be fully utilised by around 2027.

Additional secondary provision in Rolleston is therefore likely to be required by around 2027.

In the long term, the local demand for state (co-ed, non- designated character, Kura or Special School) demand is likely to be between 2350 and 2700.

This equates to a long term demand that is 550-900 students greater than the Master Plan capacity at Rolleston College.



Education Report: Managing roll growth at existing PPP schools

To:	Hon Chris Hipkins, Minister of Education		
Date:	29/4/2019	Priority:	High
Security Level:	Budget Sensitive	METIS No:	1182996
Drafter:	Callum Armstrong	DDI:	04 463 8781
Key Contact:	9(2)(a)	DDI:	04 463 8707

Purpose of Report

The National Education Growth Plan has identified nine schools which were built using the Public Private Partnership (PPP) model, that need to be expanded to meet forecast population growth.

We have commissioned KPMG to work through the options available to us to expand PPP schools. Delivering these expansions outside of the PPP contract is not considered to be viable due to the contractual and commercial challenges that would arise. However, we do have some choice about how we fund the expansions:

This paper seeks approval to expand the PPP schools using the expansion clauses within the current PPP contracts, which would fund the expansions and ongoing maintenance using private financing.

Recommended Actions

The Ministry of Education recommends you:

- a. **note** that there are nine schools which were built under a PPP model that will need to be expanded due to forecast population growth, these are Te Ao Marama, Rolleston College, Wakatipu High School, Hobsonville Point Primary, Te Uho o te Nikau Primary, Matua Ngaru Primary, Hobsonville Point Secondary, Ormiston Junior College and Haeata Community Campus;
- b. **note** that KPMG were commissioned to provide the Ministry with an analysis of the options available to expand these schools;
- c. **note** it is not considered to be viable to expand PPP schools outside of the existing PPP contract;
- d. **agree** that the Ministry enters into negotiations with the consortia to expand PPP schools;

Agree / Disagree

- e. **note** if you agree to expand the PPP schools we have three options around how to finance the expansions;

Either:

f. 9(2)(j) [Redacted]

or

g. 9(2)(j) [Redacted]

Or

h. 9(2)(j) [Redacted]

i. 9(2)(j) [Redacted]

j. **note** that all of the options above include ongoing facilities management for the expansions which will be undertaken by the consortia, this will be paid by increasing the unitary charge payments under the PPP contracts;

k. **note** that funding will be sought in future Budgets once negotiations have taken place and funding requirements for the build and ongoing maintenance are clear;

Released under the Official Information Act 1982

- l. **note** that we will report back to you before entering into any contracts, which will all have a whole of life cost of more than \$25 million, they will need to go to Cabinet for approval;
- m. **agree** that this Education Report is not proactively released as it contains information that is Budget sensitive and subject to Cabinet decisions;

Agree / Disagree

9(2)(a)



Head of Education Infrastructure Services

29/4/19

A handwritten signature in blue ink, appearing to read 'G. Hipkins'.

Hon Chris Hipkins
Minister of Education

5/5/19

Released under the Official Information Act 1982

Background

1. A Public Private Partnership (PPP) is an agreement between the Ministry and a consortium of private companies called a Special Purpose Vehicle (SPV) to build a new school or rebuild an existing school and to maintain that property for 25 years.
2. Under the previous Government three bundles of new schools were financed and constructed using a PPP. The Ministry pays the SPV a quarterly fee (called a unitary charge) once the new buildings are open. We reduce the payment and impose sanctions if the school facilities do not meet the standards in the contract.
3. This Government has indicated that it does not support the use of PPPs for new schools or rebuilds. The National Education Growth Plan has identified nine schools which were built using the PPP model that need to be expanded to meet forecast population growth.
4. The Ministry is yet to expand a PPP school. We commissioned KPMG to analyse the options available to us. They reported back to us on four options which are detailed in Appendix 1 and in the paragraphs below.
5. The nine PPP schools identified in the National Education Growth Plan are detailed in the table below:

PPP	School	Expansion	Forecast project start date
PPP3	Te Ao Marama	200 student spaces	2020/21
PPP2	Rolleston College	700 student spaces	2020/21
PPP2	Wakatipu High School	600 student spaces	2020/21
PPP1	Hobsonville Point Primary	125 student spaces	2021/22
PPP3	Te Uho o te Nikau Primary, Flat Bush	140 student spaces	2023/24
PPP3	Matua Ngaru Primary, Huapai	140 student spaces	2023/24
PPP1	Hobsonville Point Secondary	552 student spaces	2029/30
PPP2	Ormiston Junior College	541 student spaces	2029/30
PPP2	Haeata Community Campus	576 student spaces	2029/30

Expansions outside the PPP contract

6. 9(2)(j)



9(2)(j)

Options available to the Ministry

7. 9(2)(j)

8.

9.

10.

11.

12.

13.

Financial Implications

14. Once we know you are supportive of expanding the PPP schools and your preferred funding method, we will be able to commence negotiations with the consortia.
15. Funding will be sought in future Budgets once negotiations have taken place and funding requirements for the upfront due diligence, build and ongoing maintenance are clear.

Released under the Official Information Act 1982

15. Funding will be sought in future Budgets once negotiations have taken place and funding requirements for the upfront due diligence, build and ongoing maintenance are clear.
16. We will report back to you before entering into any contracts as they will need to go to Cabinet for approval.

Risks

9(2)(j)



Released under the Official Information Act 1982

Appendix 1

9(2)(j)



Released under the Official Information Act 1982

Appendix 2

9(2)(j)

Released under the Official Information Act 1982

9(2)(j)



Released under the Official Information Act 1982

Over \$1m Project Request Form

This form should be used at the beginning of any potential project to request seed funding (standard \$50k for primary schools and \$100k for secondary schools) for Capital Works to complete a business case options analysis. If non-standard seed funding is required, enter in box below and provide evidence of requirement in 'Description of problem/opportunity' section.

School name	Rolleston College		
Date (DD/MM/YYYY)	xx/8/2019	Author name	9(2)(a)
Seed funding amount (if different from standard)	\$	Additional funding required (amount and details)	
School number	654	School type	Secondary
Location	Rolleston	Region	Southern
Principal	9(2)(a)	Decile	10
Chair of Board	9(2)(a)	School zoning	yes
Site size (net)	7,515	Statutory intervention	No
Community of Learning status	Nga PekaoTauwharekakaho		

	Roll	ORS	Special Needs	Out of Zone roll
Current	686	3 %	%	0 %
Post project	1,300	6 %	%	0 %
5 years	1,800	8 %	%	0 %

Description of problem / opportunity

Rolleston College is a PPP School located in Rolleston approximately 25 kilometres south of Christchurch. The school's current capacity is 1100 students. The school's design was masterplanned to taking the school's capacity up to 1800 students.

The school is in an area of very rapid population growth. The school is growing rapidly due to a combination of the ongoing staged opening of one additional year level each year and the rapid growth in local population.

The school will exceed current capacity by 200 students by the start of 2021. The full Master Planned Capacity of 1800 will be required by 2025.

The Demand Analysis Report advises that the school is built to a capacity of 1800 student places, in line with the Master Plan.

Infrastructure for the stage 2 build was included as part of the original build to allow for future expansion.

Demand on school Static Growing Declining

Network comment

What are the demographic pressures? Is there an alternative Network solution (eg zoning, recapitate existing schools, transporting students to other schools etc)?

Rolleston College opened in 2017 in response to rapid rates of residential growth in Rolleston and Lincoln townships, which would have otherwise exceeded capacity at existing schools by this time.

There is no potential for zone changes to reduce the rate of growth at Rolleston College due to roll pressures at neighbouring schools.

Rolleston College is located in an area of sustained and rapid residential growth. Local demand grew from under 900 state secondary students in 2014 to around 1450 in 2019. Growth is projected to continue to grow rapidly due to ongoing residential development and very large primary aged cohorts moving into secondary education over the next 7 years.

The roll is projected to approach 1300 in 2021, and reach 1800 in 2025. The Roll will exceed current capacity by around 200 students by the start of 2021. There is a Very High level of confidence in these projections, which are based on actual enrollments at feeder schools within the school zone.

Additional Capacity will be required at Rolleston College by the start of 2021, with the Full Master Planned capacity being reached by 2025.

Additional Secondary provision will be required in Rolleston by 2026.

Major drivers	Low	Med	High	Benefit	Related measure
Weathertightness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="checkbox"/> Creates safe and inspiring learning environments and facilities	Measure against Ministry design standards for ventilation, heating, acoustics and lighting. Provides mitigation for identified health and safety risks
Roll growth/ capacity issues	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="checkbox"/> Reduces cost of managing the asset	Reduction in cost of utilities. Reduction in annual maintenance budget. Increased utilisation of existing network assets
Structural	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/> Legislative and regulatory compliance	Property evaluation completed. Resolution of any property evaluation concerns within 3 months
Lack of FLS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="checkbox"/> Increased engagement and use of a facility across a community of schools	Shared facility for community of schools learning environment created. Opportunity for wider community activity.
Site related	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="checkbox"/> Improves ability to meet/ manage education accommodation demand	Schools teaching and non-teaching spaces "align" with (current or future) roll
Infrastructural	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Health and safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Accessibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		

Project parameters / constraints

Estimated cost range

- \$1M - \$3M
- \$3M - \$15M
- \$15M - \$25M
- \$25M+

Time urgency

(when does MP need to commence)

- Low (24 months +)
- Medium (within 24 months)
- High (within 24 months)

Network complexity

- Low (within 24 months)
- Medium (eg standard Network analysis report required)
- High (within 12 months)

Existing reports

- Condition assessment

Link / file reference:

Infrastructure report (high level, as per 10YPP and any specialist reports)

Link / file reference:

Demographic report (not more than 3 months old)

Link / file reference:

Filenet: Rolleston College 654 July 2019 Demographic Report
https://docs.moe.govt.nz/navigator/bookmark.jsp?desktop=MinistryDocuments&repositoryId=FNMinistryDocuments&repositoryType=p8&docid=DMOE%2C%7B1C5A444A-9678-4E41-96C4-A8365566408A%7D%2C%7BA3327E4C-7CCA-CAB3-8537-6C4A39C00000%7D&mimeType=application%2Fvnd.openxmlformats-officedocument.wordprocessingml.document&template_name=DMOE&version=released&vsId=%7B8428C9C2-9AA5-C64F-8725-6C4A39C00000%7D

Weathertightness assessment

Link / file reference:

Structural assessment

Link / file reference:

Special Education assessment (if applicable)

Link / file reference:

Other (please specify)

Link / file reference:

Memo supporting RG project saved under Business Case in K2

Existing funding

5YA remaining

\$ 0

Existing project budgets

\$ 0

Allocated, no project

\$ 0

Related projects

1

2

3

Top risks

Select category

 Strategic Stakeholder Project

Description

Delay in getting project underway will cause significant overcrowding at the school from 2021

Overcrowding will occur if project not complete by February 2021. Significant impact on the schools operations will result.

Complexities regarding PPP process require rapid approval of project

Endorsements and approval

Endorsed

Regional Infrastructure Manager signature

Name

Date

Endorsed (if applicable)

Sector Enablement & Support signature

Name

Date

Seed funding approved

GM, Infrastructure Advisory Services signature

Name

Date

Accepted into Capital Works

Director, Capital Works signature

Name

Date

From: [Alex Lee](#)
To: 9(2)(a)
Cc: [Bruce Tinsley \(xxxxx.xxxxxx@xxxxxxxxx.xxx.xx\)](#)
Subject: Rolleston College Roll Growth Expansion
Date: Tuesday, 10 September 2019 6:00:00 am
Attachments: [image001.png](#)

9(2)(a)

Further to your recent enquiries with Karyn Wilson I do appreciate you would like to know the status of your upcoming roll growth expansion to your school.

As I am sure you are aware, Bruce Tinsley manages the ongoing management contract with Future Schools / PFM for your school, whereas I lead all new and expansion activity for our PPP Schools.

I am pleased to advise that we now have all required pre work documentation (demographic assessment, project initiation) completed to progress the works required to support your 700 student roll growth, to commence design. Whilst the experiences of designing and building your current school are likely 'fresh in mind', an expansion follows many similar steps, whilst also having to support the ongoing operation of Rolleston College.

Shortly we will issue your Board, a Memorandum of Understanding, which briefly outlines the *current* process of design and build and the communication path, to ensure your queries can be met. In due course a local (Christchurch) Delivery Manager will be assigned to be your local primary contact through this project, with myself remaining in an escalation role, in support of the Delivery Manager, and the project in general.

As I am regularly in Christchurch myself, I would appreciate the opportunity to meet with you to discuss your expansion, the process, and address any query you may have.

Until then, I look forward to assisting you, and keeping you advised of progress.

Regards,

Alex Lee | National Initiatives
DDI +64 9 6329550 | Mobile 9(2)(a)

education.govt.nz

We shape an education system that delivers equitable and excellent outcomes
He mea tārai e mātou te mātauranga kia rangatira ai, kia mana taurite ai ōna huanga



Released under the Official Information Act 1982



MEMO

To: Coralanne Child, Director of Education – Canterbury/Chatham Islands
From: Fuetanoa Kose Seinafo, Education Manager
Cc: Karyn Wilson, Education Adviser
Gill Maher, Infrastructure Manager | Education Infrastructure Services
Carey Clark, Regional Lead Advisor, Network
Date: 27/9/2019
Subject: Rolleston Secondary Provision: Rolleston College and the second secondary provision

Purpose

The purpose of this memo is to ask you to

- Note the contents of this memo which outlines the basis of the recommendation to EIS, and
- Agree to forward this memo to EIS to:
 - commence delivery of stage 2 Rolleston College
 - provide temporary teaching space at Rolleston College
 - update Acquisitions and Designations of the revised date the site is required (end of 2020).
 - Commence planning for the delivery of new secondary provision on the second site ready for January 2025.

Background

Rolleston College opened in 2017 in response to rapid population growth in the local area. The school initially opened to Year 9 enrolments only, increasing by one year level each year. In 2019, the school is open to enrolments in Years 9, 10, and 11; and will have a full complement of Year levels 2021.

The school has been constructed as a Public Private Partnership (PPP).

The establishment report was completed in February 2014. Rolleston College was constructed with an initial Build Capacity of 1,100 and a Master Plan Capacity of 1,800. At the time of this analysis, the roll was projected to be above 1000 by 2021, with Stage 2 projected to be required in 2024. However, the rate of population and roll growth has exceeded that anticipated at the time of the 2014 Education Report.

Residential growth continues at a rapid level and population growth will result in sustained roll growth following the opening of the school to all year levels in 2021. In July 2018 updated analysis revised the timeline for providing Stage 2 capacity to 2021.

A further update at July 2019 supported the findings of the 2018 report, but additionally indicates that the full Master Plan capacity may be required as soon as 2025. This is when the planned second secondary school provision would be required. This is two years earlier than the 2018 analysis had projected.

Catchment Planning

Funding for Stage 2 of Rolleston College was signalled as part of Rolleston's Plan in the National Education Growth Plan (NEGP). A Business case for expansion of PPP schools is being prepared for Cabinet's consideration by mid 2020.

The Rolleston Education Growth Plan also signalled the need for secondary provision beyond the master planned capacity of Rolleston College. The initial step is the acquisition of a site for future secondary provision in the South of Rolleston. The Ministry has held initial discussions with the Principal and Board Chair about initiating the site acquisition process for a future secondary site. Further engagement is planned in 2020 to

explore options for providing more secondary capacity in Rolleston. Initial feedback from the Principal and Chair regarding a second campus was one of interest in exploring that further.

Current Situation (source: [Rolleston College 654 July 2019 Demographic Report](#))

The roll has increased from 221 in 2017 to 433 in 2018 and 686 in 2019. Local Year 9-13 state school demand in the school zone has increased from 861 at March 2014 to 1,446 at March 2019.

The school has an enrolment scheme, as do neighbouring schools. Rolleston College is offering no spaces to out-of-zone applicants.

Analysis was completed in July 2018, and updated in July 2019. The July 2019 report supported the findings of the previous (2018) report, but suggests that roll growth will occur at an even more accelerated rate.

The following table shows the 2019 roll and local student population count for Rolleston College.

Current Situation:

March 2019 roll (Years 9-11)	Local School aged population in zone (Yr 9-13)	Current school capacity	Ratio of Capacity to demand
686	1,446	1,100	0.76

A capacity to demand ratio is used to express the total local demand for a school compared to the capacity available at the school. This measure helps ensure we are not providing more capacity at a school than is needed to meet the demand for local students.

A capacity to demand ratio of 0.76 is an undersupply of capacity compared to local demand. This means the current capacity of 1,100 student spaces at Rolleston College is only sufficient to accommodate 76% of local Year 9-13 state school students living within the enrolment scheme.

Planning for Secondary Provision in Rolleston

The Stage 1 capacity of Rolleston College is projected to be exceeded in 2021. Stage 2 will add 700 student spaces, bring total capacity to 1,800 students. Demand for secondary schooling in Rolleston is projected to exceed 1,800 in 2025.

The earlier than previously projected timing for a new secondary facility (from 2027 to 2025) means that plans for this provision need to be bought forward. The Acquisitions and Designations team have already received a network brief identifying the search area for a future secondary site¹. Initial discussions have been held with the major developers that own land in the search area.

Engagement with the local education sector and community about the different options for governance configurations of the new provision are planned to commence in early 2020.

Funding for the new secondary facility is proposed for Budget 2021, with an opening date of January 2025. The current design and master planning is 1,100 and 1,800 student spaces. This will be confirmed following the conclusion of the community engagement process.

Planning roll for Rolleston College

The roll at Rolleston College will continue to grow rapidly as the school opens to enrolments at Year 12 in 2020 and Year 13 in 2021. Further roll growth will occur past 2021 due to sustained residential development and the movement of large cohorts through from Year 8 at local full primary schools.

Growth in the secondary population is due to the movement of large primary aged cohorts into secondary year levels and sustained residential growth rates. The roll is projected to exceed current capacity of 1,100 by

¹ [South Rolleston Secondary site acquisition network brief and signed memo.pdf](#)

around 200 student spaces in 2021. The roll is projected to be around 980 in 2020, 1,300 in 2021, 1,420 in 2022, 1,600 in 2023, 1,700 in 2024, and 1,800 in 2025.

Based on current capacity, there will be a shortfall of around 200 student spaces in 2021 and 300 spaces in 2022.

There can be a very high level of confidence in projected rolls over the 2020-2025 period, as these projections are principally based on the progression of current Primary students through to secondary school.

There is no potential for neighbouring schools to increase their enrolments from the local area, as neighbouring schools are experiencing population growth within their own zones.

Recommended Design Capacity

The table below shows the current build capacity, the design capacity and master planning roll along with the capacity to local demand ratio based on the design capacity.

The ratio of capacity to demand would be 1.24 based on the Stage 2 / Master Plan capacity of 1,800 and the March 2019 level of local demand. However, the capacity to demand ratio will fall to 1.0 by 2025 due to growth in the local secondary age population.

Roll	Rolleston College
<u>Current Build capacity</u> i.e. funded student places (includes current and funded but not built)	1,100
<u>Local Student Population</u> *based on March 2019 data	1,446
<u>Design capacity (B19-22)</u> i.e. the projected number of student places based on proposed roll growth funding in the current Four-year Budget	1,800
<u>Master Planning Capacity</u> i.e. the greatest projected number of students the school will need to cater for over the next 10-25 years and is used to future proof property provision on the school site. This is a planning roll, with no budget for students over and above the Build Roll.	1,800
Design capacity to projected demand ratio (2025)	1.0

Risks

Funding for PPP expansions are anticipated to be funded in Budget 2020. Assuming two and a half years to deliver the additional capacity, this will be available to the school in January 2023. Rolleston College is projected to reach 1,400 in 2022, 300 spaces more than the Stage 1 capacity of 1,100 students.

The mitigation for this is provision of temporary capacity until Stage 2 is completed.

How will Property deliver this?

Stage 2 will be delivered through the PPP model. A review of the Stage 1 design has commenced and this will inform design for Stage 2. The estimated completion date for Stage 2 is the end of 2022 – assuming funding approved in July 2020.

Options for providing the necessary temporary capacity are being explored. These include providing temporary capacity on the Rolleston College site; and leased land adjacent to the current site.

The table below summaries the projected roll and estimated number of temporary teaching spaces that will be required, depending on the completion of Stage 2.

Year temporary capacity needed	Assuming Stage 2 available	Cumulative Roll (over 1100 - stage 1 capacity)	Cumulative Teaching spaces
2021	Feb 2022	100	5
2022	Feb 2023	300	15
2023	Feb 2024	500	25

Summary

- a) The Rolleston College roll continues to increase rapidly.
- b) The roll will exceed current capacity of 1,100 at the start of the 2021 school year. This had been signalled in 2018 and reflected in funding forecasts.
- c) Funding for PPP expansion projects will be considered by Cabinet in late 2019/early 2020. Rolleston College Stage 2 funding is included in this. If approved, this funding will be available in July 2020. Consequently, the estimated completion date is February 2023.
- d) It will be necessary to provide temporary capacity at Rolleston College from January 2021. Assuming Stage 2 is available in January 2023, temporary space for 300 students will be required (estimated 15 teaching spaces). If Stage 2 isn't available until February 2024, then space for 500 students will be required (25 teaching spaces).
- e) It is proposed that these teaching spaces will be located on site or on land near the Rolleston College site, subject to work determining the feasibility of location options.
- f) With the delivery of Stage 2, the Master Planned Capacity of 1,800 student spaces is projected to be exceeded by 2025, at which point new secondary provision will be required.
- g) Planning for the new secondary provision is underway with the site search process commenced. Acquisitions and designations team will be advised of the new date the site will be required (end of 2020).
- h) Discussions with Rolleston College will be held during Term 4 2019; with wider engagement commencing in Term 1 2020 to develop options for future secondary provision in Rolleston.

PEER REVIEW SIGN OFF:

Network:

- I have read the memo and confirm the information contained is based on the most accurate and up to date data we have at the time of writing
- I confirm that the recommendations site within the network planning framework.

Carey Clark
Regional Lead Advisor, Network

Date: 10/10/2019

Gill Maher
Infrastructure Manager

Date:

Garry Williams
Education Manager

Date: 10/10/2019

Recommendations

I recommend that you:

- a) **note** that the roll will exceed Stage 1 capacity of 1,100 student spaces in March 2021.
- b) **note** that funding for PPP expansion projects, including Stage 2 capacity of 700 student spaces at Rolleston College, is being considered by Cabinet. A decision is expected late 2019/early 2020. If approved funding is anticipated as part of Budget 2020.
- c) **note** that, assuming funding is approved in 2020, the earliest Stage 2 will be available is January 2023.
- d) **note** that temporary capacity for 300 students will be required to meet demand until January 2023, when Stage 2 is estimated to be completed. This could be up to 500 students if Stage 2 is completed after March 2023.
- e) **agree** that the design capacity be increased to 1,800 – the master planned capacity for the College.
- f) **note** that the Master Plan Capacity remains at the previously approved 1,800 student spaces.
- g) **note** that current projections indicate that this capacity will be exceeded in 2025.
- h) **note** as part of the plan to meet demand beyond the master planned capacity of Rolleston College, acquisitions and designations team have commenced site evaluations for a site for future secondary provision.
- i) **agree** that Acquisitions and Designations team be advised that the new secondary site is required by the end of 2020.
- j) **Sign** the attached summary and forward this memo to EIS to
 - a. commence delivery of stage 2 Rolleston College
 - b. provide temporary teaching space at Rolleston College
 - c. update Acquisitions and Designations of the revised date the site is required (end of 2020).
 - d. Commence planning for the delivery of new secondary provision on the second site ready for January 2025.

Fue Seinafo
Education Manager

Date: 10.10.2019

Coralanne Child
Director of Education, Canterbury and Chatham Islands

Date: 11.10.19.

To: Simon Cruickshank, Regional Property Mgr, IAS – South Island
David Hobern, Capital Works Programme Mgr, Southern

From: Coralanne Child, Director of Education, Canterbury

Date: 27/9/2019

Subject: Rolleston Secondary Provision: Rolleston College and the second secondary provision

Purpose

In summary this recommends EIS:

- o commence delivery of stage 2 of Rolleston College
- o provide temporary teaching space at Rolleston College
- o update Acquisitions and Designations of the revised date the site is required (end of 2020).
- o commence planning for the delivery of new secondary provision on the second site ready for January 2025.

Rolleston College

The Table below outlines the key roll information required to commence Stage 2 at Rolleston College.

Roll	Rolleston College
<u>Current Build capacity</u> i.e. funded student places (includes current and funded but not built)	1,100
<u>Local Student Population</u> *based on March 2019 data	1,446
<u>Design capacity (B19-22)</u> i.e. the projected number of student places based on proposed roll growth funding in the current Four-year Budget	1,800
<u>Master Planning Capacity</u> i.e. the greatest projected number of students the school will need to cater for over the next 10-25 years and is used to future proof property provision on the school site. This is a planning roll, with no budget for students over and above the Build Roll.	1,800

a) Note that the roll is projected to exceed Stage 1 capacity in March 2021.

The table below summaries the projected roll and estimated number of temporary teaching spaces that will be required, depending on the completion of Stage 2.

Year temporary capacity needed	Assuming Stage 2 available	Cumulative Roll (over 1100 - stage 1 capacity)	Cumulative Teaching spaces
2021	Feb 2022	100	5
2022	Feb 2023	300	15
2023	Feb 2024	500	25

- b) Note that, in addition to the property entitlement generated from the above roll, the specific needs of the school regarding the following types of provision need to be considered:

Specific property provision	Capacity/roll	Source
Current ORS students	3	K2 roll data (July 2019)
Maori Medium education (Levels 1 & 2)	nil	K2 roll data (July 2019)
Yr 7 & 8 'outside' technology roll	nil	K2 roll data (July 2019)
Special school satellite provision	Provided as part of Stage 1	Special Schools Project lead

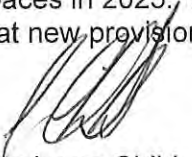
- c) note that these figures have been discussed with the school.

Site Acquisition

The search for a second secondary site in south Rolleston has commenced. The date this site is now required has been bought forward to the end of 2020 to enable the delivery of new provision from the site by January 2025.

New secondary provision

The roll of Rolleston College is projected to exceed the master planned capacity of 1,800 student spaces in 2025. Planning for the establishment of new provision should commence on the basis that new provision will be needed in January 2025.


 Coralanne Child
 Director of Education, Canterbury and Chatham Islands
 Dated:

Released under the Official Information Act 1982

Design Review Panel – Report 23 July 2021

School name: Rolleston College PPP	Date/time: 21 July 2021 at 10.00am
Design Stage: 100% Preliminary Design	Design Consultant: ASC Architects
Reference: Review No. 1	Venue: by Teams

Overall Review status

<p>Green</p> <p><input checked="" type="checkbox"/> Proceed</p> <p>The project has some issues for improvement, to be addressed by submission of a revised design for an informal desktop review to close out this design stage.</p>	<p>Orange</p> <p><input type="checkbox"/> Proceed as noted</p> <p>The project has some issues or moderate areas for improvement/compliance that need to be addressed prior to the next design stage.</p>	<p>Red</p> <p><input type="checkbox"/> Revise & resubmit</p> <p>The project has some significant issues or areas of non-compliance that need to be addressed before the project can proceed any further.</p>
---	---	---

Attendees	Role	Organisation
Panel:		
Vincent Mullins	Panel Chair	MoE School Design Team
Bernie Cruise	School Design Team	MoE School Design Team
9(2)(a)	Panel Architect	McKenzie Higham Architects
9(2)(a)	Panel Architect	Brewer Davidson Architects
Simon Cruickshank	Regional Infrastructure Manager (Southern)	MoE Asset Mgt
9(2)(a)	Panel Observer	MoE School Design Team
Peter Cui	Panel Observer	MoE School Design Team
Dani Cunningham	Panel Observer	MoE School Design Team
Project team:		
Alex Lee	PPP Project Director	MoE Capital Works
9(2)(a)	Senior Technical Advisor	Aurecon
9(2)(a)	Project Architect	ASC Architects
9(2)(a)	Project Architect	ASC Architects
9(2)(a)	Technical Advisor	Aurecon

Executive Summary:

This project is a Stage 2 expansion of Rolleston College from a roll of 1,100 to a design roll of 1,800.

This School is a PPP School and so the preliminary design has already been reviewed by Aurecon engineers and Ignite Architects in accordance with the PPP Contract. Preliminary design drawings were presented for a cursory review. Engineering solutions and code compliance was not addressed because it is assumed these matters have been reviewed by others.

Today's review is to assess conformity to Ministry standards generally, particularly functionality of teaching and learning space, without prejudicing the PPP Terms of Contract.

The Design Review Panel proposed some minor improvements to the teaching and learning spaces particularly and made some suggestions around outdoor learning space and protection from climate.

Overall the preliminary design proposal appears sound and the proposed design should proceed to the next stage, whilst noting the points in this report.

To close out this preliminary design phase, following any amendments to the floor plans, please provide the finalised updated Area Schedules and diagrams showing primary and secondary circulation and the NET floor area available for learners.

Design Review Panel – Report 23 July 2021

Summary Recommendations & Close-out

Ref.	Recommendations	Action and/or resolution by delivery manager or design team	Date & whom
1.01	<p>SPG Floor Area Entitlement</p> <p>It was reported that the PPP projects have not used the Ministry's SPG area calculator to determine briefed floor areas. For the purpose of evaluating this plan, we have used the SPG calculator as a benchmark to understand whether this project allows the school to reasonably accommodate 1800 learners.</p> <p>This Stage 2 Rolleston College project has been scoped on a given gross floor area (GFA) to achieve capacity for the 1,800 roll. Net teaching and learning floor areas (NET) have been determined to be 3,009m² NET and 3,261m² GFA for this stage.</p> <p>Looking at overall areas:</p> <ol style="list-style-type: none"> 1. Stage 1 stated 10,790m² Net and 11,325m² Gross floor area (GFA). This Net appears overestimated. Some service and toilet areas appear to be recorded as Net area. This is not consistent with policy. 2. The Stage 2 project is stated as adding 3,009m² Net, 3,261m² GFA. This appears to be a generous amount of Net. 3. Both stages 1 & 2 show a different net-to-gross to the Ministry's standard 1:1.3. With primary circulation being internal, having sufficient area for circulation is more critical in preserving usable Net teaching and learning area. 4. The Net areas recorded on K2 for Stage 1 are inconsistent with the plan: K2 states 7,532m² Net, 11,079m² GFA. This appears inconsistent with the actual plans. <p>The Ministry's SPG calculator produces 11,308m² Net for an 1,800 roll, 6,836m² of this as Net Teaching Area. It is not clear what the impact of the internal circulation has on the amount of functional Net area provided in the school.</p> <p>Please provide an accurate updated Area Schedule and diagrams showing primary and secondary circulation and the Net floor area available for learners.</p>		
1.02	<p>Masterplan</p> <p>The general siting is consistent with the original Brief and masterplan.</p>		GREEN

Design Review Panel – Report 23 July 2021

1.03	<p>Stage 2 Teaching Block siting</p> <p>It was queried whether the proposed Stage 2 Teaching Block should be oriented differently to provide more outdoor learning and recreation space to the sunny and sheltered north side.</p> <p>The Design Team response was that the courtyard to the south was more utilised and preferred, and that the neighbouring buildings to the south provide wind shelter.</p>	GREEN
1.04	<p>Teaching and Learning Functionality</p> <p>It was discussed how each of the teaching and learning hubs for 125 students would be used.</p> <p>It was noted that there appears to be areas adjoining the primary circulation routes which could be better enclosed for teaching and learning, particularly to the Production Area and near the Lift lobby area. There may be an opportunity to narrow 'Circulation 5' (Level 1) to increase 'Regular Learning 9'. There may be an opportunity to reconfigure TWS 02 to run east west to improve the learning space.</p> <p>It was agreed that more screening or a rearrangement of spaces could improve the definition of and functionality of the general learning areas.</p> <p>Design Architect to explore.</p>	
1.05	<p>Student Services Area</p> <p>The functionality of the Student Services Area was discussed.</p> <p>It was noted that the arrival point to Student Services Reception appeared to be overly conspicuous and the outside entry/exit was through a nursing space.</p> <p>It is important that vulnerable users are prioritised. Some learners have stigma associated with these spaces, that can be a deterrent when they are perceived as too public. It was agreed that some minor modification to the layout and waiting area would improve this area.</p> <p>Design Architect to resolve.</p>	
1.06	<p>East End Door</p> <p>It was noted that the East End doors are exposed to southerly winds. It was agreed that some screening would mitigate the cold wind impact.</p> <p>Design Architect to resolve.</p>	
1.07	<p>Toilet Lobby Ground Floor</p> <p>The Ground Floor Toilet Lobby appears too big. It was agreed that it could be smaller.</p> <p>Design Architect to explore.</p>	

Design Review Panel – Report 23 July 2021

1.08	<p>Operable Walls</p> <p>It was asked how will the operable walls be used by the School, particularly on GL 5C. Operable walls are generally not a preferred option for dividing spaces due to usability and durability.</p> <p>In terms of acoustic separation, it is acceptable to define breakout spaces within the same hub as “Connected Learning Areas”.</p> <p>It was suggested that the design team explore the spatial needs within each hub and determine size and quantity of breakouts required – with a view of reducing the number of space dividers.</p> <p>Design Architect to explore.</p>		
1.08	<p>Mix of Specialist and non-Specialist spaces</p> <p>It is recognised that it is the prerogative of a School to determine the appropriate mix of specialist spaces to deliver its curriculum, providing the net teaching learning areas are provided and the gross floor areas are not exceeded.</p> <p>It is appreciated that the way areas are briefed and provided for PPP schools may be different to the Ministry’s standard.</p>		GREEN
1.09	<p>Daylighting versus Solar Control</p> <p>It was explained by the design team that daylighting requirements was somewhat driving the amount of glazing to the perimeter.</p> <p>Solar gain and excess glare is a common issue in some schools. It was recommended the design team review the latest DQLS daylighting requirements and explore how to achieve a more balanced outcome of good daylight, and reduced glare.</p> <p>Design Team to explore.</p>		
1.10	<p>Structural Coordination – Learning Block and Gym</p> <p>It was observed that structural columns had not been coordinated with the learning spaces within the building.</p> <p>Due to time, it was not discussed in depth how the gym space was going to be extended in a way that allows for safe use when using the two sport courts (assuming the extension is to provide additional court space).</p> <p>The design report showed a few different floorplan options. It was not clear which was to be progressed.</p> <p>Design Team to resolve.</p>		

Note: this review including comments and assessment rating shall not release the design consultant(s) from any obligation, risk or liability under or in connection with any contract entered into or to be entered into between the Ministry and the design consultant(s).



ROLLESTON COLLEGE BUSINESS CASE (PPP) Midway IB – August 2021

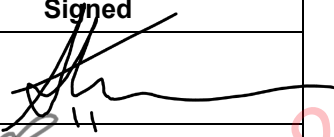

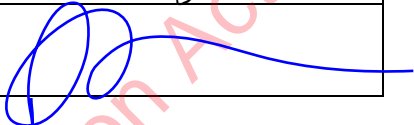
Released under the Official Information Act 1982

Contents

Endorsement & Approval	2
Endorsement.....	2
Distribution.....	2
Approval.....	2
Executive Summary	3
Project Overview.....	3
Recommendation.....	3
Next Steps.....	4
Risk Consideration.....	4
Existing Site	5
Project Concept	6
Investment Context	7
PPP Projects.....	7
Expanding Rolleston College.....	8
Expansion Options	11
Possible Options.....	11
Preferred Approach.....	12
Commercial Approach	13
Expanding within the Existing PPP Framework.....	13
Overview of the Change Provisions.....	13
Assessing Value for Money.....	14
Financial Case	16
Indicative Cost Range.....	16
Comparison with Traditional Approach.....	17
Impact of RC on Budget 20 Allocations.....	19
Scope Overview	20
Scope.....	20
Design Input.....	20
Benefits Framework	21
Appendix	22

Endorsement & Approval

Endorsement

Name	Role	Signed
Alex Lee	Lead Delivery Manager, EIS Capital Works	
Mark Lewis	Principal Advisor, EIS Finance	
Vincent Fallon	National Director, SE&S Network	<i>vincent fallon</i>
Simon Cruickshank	Regional Infrastructure Manager, EIS Asset Management	

Distribution

Name	Role	Sent for Review and Input*
Alex Lee	Lead Delivery Manager, EIS Capital Works	✓
Mark Lewis	Principal Advisor, EIS Finance	✓
Sarah Fitzgerald	Strategic Advisor, SE&S Network	✓
Vincent Mullins	Chief Advisor, School Design, EIS Strategy & Policy	✓
Bernie Cruise	Principal Advisor, School Design, EIS Strategy & Policy	✓
Simon Cruickshank	Regional Infrastructure Manager, EIS Asset Management	✓
Bruce Tinsley	Commercial Manager PPP, EIS Procurement	✓

*including circulation and collation of feedback within the relevant business group

This Business Case also includes feedback and input from external consultants KPMG, Bell Gully and Aurecon.

Approval

9(2)(a) _____, Head of Education Infrastructure Service Date:

Executive Summary

Project Overview

1. Rolleston College (“RC”) is a secondary school in Canterbury which was constructed under the Public Private Partnership (“PPP”) framework in 2017 (PPP2).
2. RC is one of four PPP schools (together with Wakatipu High School (“WHS”), Hobsonville Point Primary School and Te Ao Mārama School) which have been identified as requiring urgent expansion based on surrounding population and roll growth (“Budget 20 Expansions”). At the time of writing, the roll at RC has exceeded the built capacity and temporary classrooms have been provided to address the short-term roll growth
3. Funding was secured through Budget 20 for the Budget 20 Expansions. WHS is the only school to date which has achieved Expansion Financial Close. The WHS project is now in the construction phase.
4. There was a cost uplift for the WHS expansion and a further expected uplift for the RC expansion. As a result, existing Budget 20 funding will be insufficient and additional Ministerial and Cabinet approvals will be required.
5. Due to the timing of roll growth, the Ministry has set a target timeframe of Term 1, 2024 for the expansion facilities to be in place. The RC expansion is currently in the preliminary design phase and the project now needs to progress through procurement and detailed design to meet the Term 1, 2024 target.

Recommendation

6. It is recommended that the Investment Board:
 - a. **Approve** scope for the expansion of RC to a masterplan capacity of 1,800 students.
 - b. **Approve** the progression of the expansion of RC within the Change mechanism of the Project Agreement for the PPP2 Bundle.
 - c. **Approve** the expenditure of existing Budget 20 funding to progress design, additional due diligence, and the development of the Fixed Price Lump Sum.

9(2)(j)

The Ministry will be responsible for reimbursing these costs if the Ministry elects not to proceed with the expansion.

- d. **Provide** direction on Ministry governance and accountability for the upcoming project phase. This will need to happen as soon as possible and will be essential for ensuring Ministry oversight and review of Value for Money considerations.

e. 9(2)(j)

9(2)(j)

f.

g.

Next Steps

7. A draft work programme has been developed for this project to guide the next steps and to coordinate key project milestones with updates to the Minister and Cabinet. This has been **attached** as an appendix.
8. The immediate next steps for the Ministry are:
 - a. Issuing a Change Notice to the PPP Contractor to prepare a Change Proposal for the procurement of a Design & Construction sub-contractor and for the progression of design, due diligence, and the development of the Fixed Price Lump Sum.
 - b. Preparing a first briefing to the Minister around the impact of the WHS and RC expansion uplift on the existing Budget 20 funding envelope.
 - c. Developing and finalising the operation of the wider PPP Expansion Programme.
9. The Ministry will have two future “off-ramps” for the RC expansion project:
 - a. The first will occur when the PPP Contractor submits a proposal for the cost of design, additional due diligence, and the development of the Fixed Price Lump Sum.
 - b. The second will occur when the PPP Contractor submits the Fixed Price Lump Sum prior to the execution of the amended Project Agreement for the construction of the RC expansion facilities.

Risk Consideration

10. A summary risk allocation table has been included in the Commercial Approach section. This table highlights that, subject to negotiation, traditional construction risk (including cost overrun and delay) is likely to sit with the PPP Contractor.
11. Cabinet does not approve additional funding.
12. Due to the timing, it has not been dealt with in this Business Case but capping Rolleston College at 1,800 students needs to be formally confirmed post Business Case.
13. There is a Budget Estimating risk due to the market impact of COVID. This will be further evaluated throughout the upcoming design process.
14. Net area allocations within preliminary design. The School Design Team have flagged that net area may be insufficient in the current designs. This need to be resolved before the project proceeds. Leaving RC with a deficit in usable space would be an unacceptable outcome given the anticipated project cost.

Existing Site



Rolleston College at built capacity of 1,100 students – opened in 2017

Project Concept



The RC expansion project broadly involves constructing 700 new student places in a stand-alone block (top left) adjacent to the existing main block. The existing Gym footprint will be expanded due to site constraints.

Investment Context

PPP Projects

New Zealand School PPPs

15. In New Zealand 11 schools, located in Auckland, Christchurch, Hamilton and Queenstown, have been delivered using the PPP model. These schools are divided into three bundles – Hobsonville Point Schools, PPP2, and PPP3. Each bundle is governed by its own Project Agreement which has been entered into by the Crown (through the Secretary for Education) and the Contractor (Learning Infrastructure Partners (“LIP”) for Schools PPP1, Future Schools Partners (“FSP”) for Schools PPP2 and ShapEd NZ (“ShapEd”) for Schools PPP3). Morrison & Co PIP Limited (“MCO”) is responsible for providing management services to all three Contractors.

National Growth and PPPs

16. The National Education Growth Plan (“NEGP”) forecasts demand for student places based on regional analysis and catchment modelling.
17. As part of the NEGP, nine schools within the Ministry’s PPP bundles have been identified for expansion. WHS achieved Expansion Financial Close in March 2021 with RC, Hobsonville Point Primary School, and Te Ao Mārama School having been identified as the next group of schools requiring the most urgent expansion. A status overview for these projects is below.

	Project Stage
Hobsonville Point Primary School	Project Initiation & Feasibility
Rolleston College	Business Case
Wakatipu High School	Construction
Te Ao Mārama School	Project Initiation & Feasibility



Expansion Funding

18. 9(2)(j)

9(2)(j)

19. The expansion of WHS has been progressed within the provisions of the Project Agreement for PPP2. Expansion Financial Close (meaning a formal amendment and restatement of the Project Agreement was signed and all conditions precedent were satisfied) for this expansion was achieved in March 2021 and the project is now in the construction phase. To date only the expansion for WHS has achieved Expansion Financial Close.

20. 9(2)(i)



PPP Expansion Programme

21. As a result of the expected cost uplift from Budget 20 funding and the number of expansions still in the pipeline, a PPP Expansion Programme (“Expansion Programme”) is in the process of being established to provide governance and oversight over the remaining expansion projects.

22. As part of the PPP Expansion Programme, a Programme Business Case will be prepared and will set out the estimated size of the programme, the number and sequencing of investment packages, the timing of phasing and funding and future decision points and delegations. This programme will also set out the process for seeking future approvals from the Minister and Cabinet.

23. At the project level, individual Business Cases will be prepared for each project to confirm project details, commercial approach, and the anticipated financial liability for each project against the programme.

Timing of the Rolleston College Business Case

24. Due to the timing of roll growth, the Ministry has set a target timeframe of Term 1, 2024 for the expansion facilities to be in place. The RC expansion is currently in the preliminary design phase and the project now needs to progress through procurement and detailed design to meet the Term 1, 2024 target.

25. Because of the timeframe above, and the growth demands at RC (which are detailed below), the RC expansion project needs to be progressed before the PPP Expansion Programme is established and operational. Future expansion Business Cases will fall within the parameters of the PPP Expansion Programme.

Expanding Rolleston College

Network Statement

26. There has been strong and significant growth in the Rolleston catchment, in fact the Selwyn District is the fastest growing TLA in the country. Rolleston Township population was approximately 17,500 at Census 2018, an 85% increase since Census 2013. Over 2,000 houses have been built over the last 2 years. Significant planning zone changes are proposed which could yield a further 6,500 households. These are currently going through Council’s planning process.

27. Projected demand within the Rolleston College home zone will exceed the current and master planned capacity. Adjustments to the enrolment scheme home zone will not address the issue to the location and scale of growth. Further network analysis of the catchment is currently happening to consider the impacts of the proposed Plan Changes. This is expected to be completed in September 2021. Initial findings indicate between 3,300 and 3,900 Y9-13 students would need to be accommodated in the secondary schooling network in Rolleston, dependent on the outcome of the Council planning process.
28. Network has previously signalled the need for expansion of Rolleston College from the Stage 1 build of 1,100 to the master plan roll of 1,800. We have also indicated previously that this is required to be delivered for Term 1, 2024 to meet forecast demand in time. We are delivering further Short-Term Roll Growth to be on site in 2022 to bridge the gap between current capacity and when the expansion is anticipated to be delivered. If this delivery date is not met, then it is likely that further Short-Term Roll Growth will be required which will be challenging to accommodate on the site.
29. In addition to the expansion of the existing Rolleston College, the new secondary provision (on a newly acquired site in Rolleston) is required to be open for Term 1, 2025, when RC is projected to reach its capacity of 1,800 students (delivered through the Stage 2 expansion).
30. We plan for a balanced network to ensure educational outcomes for all ākonga are equitable, and this principle underlies our planning for the Rolleston catchment, including the requirement for sufficient land to accommodate similar sized secondary schools. Regional staff are also considering the best use of the new secondary site to accommodate other demands arising from a growing population, including future Y7-8 technology provision, and additional primary provision to avoid the need for further site acquisition in the township.

Roll Projections for Rolleston College

31. Roll projections have been carried out by Network and are set out below¹:

March	Year 9	Year 10	Year 11	Year 12	Year 13	Total	Actual March
2019	259	208	218.6	0	0	686	686
proj 2020	313	259	208	197	0	977	938
proj 2021	359	313	259	187	165	1284	1,264
proj 2022	356	359	313	233	157	1419	NA
proj 2023	382	356	359	282	196	1575	NA
proj 2024	399	382	356	323	237	1698	NA
proj 2025	439	399	382	321	272	1812	NA

32. This shows that, as of 2021, the roll at RC has exceeded the permanent capacity available on site.
33. The analysis carried out by Network has concluded that:
- It is likely that the masterplan capacity of 1,800 will be fully utilised by around 2025, two years earlier than previously estimated.
 - In the long term (by 2043), the local demand for state secondary is likely to be between 2,400 and 2,700, a long-term demand that is 600 to 900 students greater than the masterplan capacity at RC (however, the early indication is that this local demand will

¹July 2019 Update to the July 2018 analysis of the Secondary School Provision in Rolleston (prepared by SE&S Network)

increase to around 3,300 to 3,900 for state secondary students should planned zoning changes proceed).

- c. No estimates can be made for growth past 2043 at this time, but the projected trends indicate that further growth is likely past that point.

Overview of Steps Taken

34. The following steps have been taken to address short term and long-term demand at RC (outside of the proposed expansion):

- a. 8 temporary teaching spaces have been delivered in 2021, with a plan to deliver a further 10 more in 2022 and a further 6-8 in 2023 (the 2023 additions are currently unfunded). This is intended to bridge the gap between current capacity and the anticipated delivery of expansion works by Term 1, 2024.
- b. A Business Case for the acquisition of additional land for a new secondary school site within Rolleston has been submitted to the August Investment Board and approved.
- c. Engagement with the community about future secondary schooling has been done in 2020 and 2021. One of the options considered by the community was the establishment of a second campus of Rolleston College on the new secondary school site. A summary of this engagement and the Ministry's views are being prepared to inform a final decision about governance of the new secondary provision.

Released under the Official Information Act 2082

Expansion Options

Possible Options

35. There are two areas where investment options can be considered:

- a. The first relates to the quantum of build at RC and whether growth can be accommodated within the wider catchment (therefore reducing the masterplan roll required at RC and the associated cost).
- b. The second relates to whether the expansion should occur within the existing framework of the Project Agreement for the PPP2 Bundle or outside of it.

Quantum of Build at RC

36. Reducing the masterplan roll at RC is not considered to be a viable option because:

- a. RC is currently the only secondary provider in Rolleston (which means that growth cannot currently be accommodated elsewhere in the catchment through use of enrolment zones or other non-property levers).
- b. The new secondary provision is not expected to be available until 2025 (at the earliest) and up until that point, RC will be accommodating the secondary schooling demand within the Rolleston catchment. Network roll projections indicate that approximately 1,800 secondary school students will need to be accommodated by 2025 with RC being the only option in the interim. The temporary teaching spaces referred to above will be supporting this growth.
- c. The Ministry aims to achieve a balanced Network by creating equitable schooling outcomes for ākonga, on that basis, and roll demands aside, creating one smaller secondary school at RC with another larger secondary school within the Rolleston catchment, could lead to inequitable outcomes in the future.

37. Reducing the masterplan roll at RC to accommodate roll growth within the wider catchment is therefore not considered to be a viable option for the RC expansion.

9(2)(j)



Preferred Approach

42. Based on the above, the preferred approach for the RC expansion is to expand within the existing PPP framework to a masterplan roll of 1,800 students.
43. On that basis, Value for Money will need to be assessed through the Commercial Approach set out below.
44. The preferred approach is for the expansion to be privately financed by the Contractor. It is currently intended that other forms of expansion payment such as grant funding are kept open (which is permissible under the Project Agreement).

Released under the Official Information Act 1982

Commercial Approach

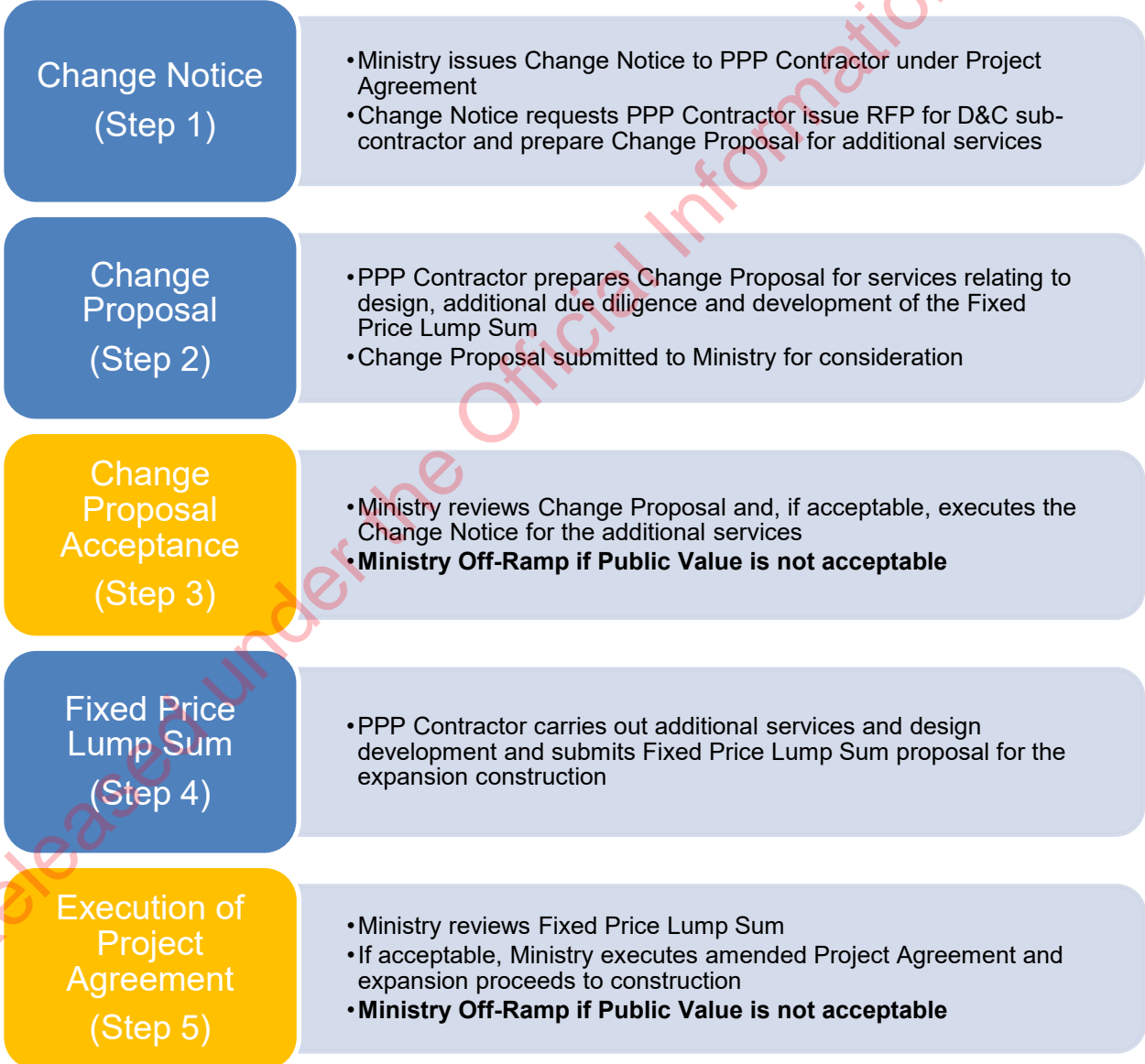
Expanding within the Existing PPP Framework

45. 9(2)(j)

46. The existing Project Agreement includes a change provision that the Ministry can utilise to give effect to the Expansion.

Overview of the Change Provisions

47. A high-level overview of the proposed Change process is set out below. A more detailed process has been **attached** as an appendix.



Assessing Value for Money

Expanding under the Existing PPP Framework

48. It is intended that the framework used for assessing Value for Money for the WHS Expansion will be adopted for the RC Expansion. Because of the existing PPP framework, Value for Money has to be considered within that framework (as opposed to a Value for Money assessment against non-PPP solutions).
49. Driving Value for Money within the PPP framework post original financial close generally means competitively tendering and benchmarking project cost items that weren't bid competitively during the original procurement (for example, certain construction costs and private finance). A table which sets out the categorisation of cost items has been **attached** as an appendix.
50. In addition, the PPP Contractor will be required to provide the Ministry with a cost update at the completion of 50% Developed Design. This will provide an interim opportunity to assess costs during the design process, with the final Value for Money assessment undertaken by the Ministry on receipt of the Fixed Price Lump Sum (due at the end of Stage 4).
51. This structure, in conjunction with the Ministry's intended input into the design process, should create a high level of transparency around pricing, quality, and the associated trade-offs.

Risk Allocation

52. Subject to negotiation, clarification, and Ministry involvement in the design process, it is currently anticipated that the allocation of risk for the RC Expansion will be as set out below.

Risk	Description	Ministry	Contractor
Integration	Risk that different stages of the project lifecycle are not properly integrated.		✓
Design	Risk that design does not meet standards or risks have not been adequately identified and incorporated in the design.		✓
Construction	Risk that the construction of the RC Expansion cannot be completed on time and to budget. This includes the identification of defects which require remediation.		✓
Operating	Risk that the RC Expansion is not available or fit for purpose during the operating phase. Risk that the costs of maintaining and operating the assets is higher than expected.		✓
Lifecycle	Risk that the cost and programming of lifecycle maintenance is different to the forecast.		✓

Design Input

53. The design process (in very general terms) involves the sub-contracted designer reacting to the design brief/output specification delivered by the Ministry. The Ministry has already influenced the design through collaborative engagement with the School, PPP Contractor, and its design team. The designs have been developed through multiple engagement sessions, and formally reviewed.

54. To ensure the Ministry retains a higher level of design influence and cost control during the change process it has adopted the below process:
- a. The preliminary design has been through the Ministry Design Assurance Review process.
 - b. The existing Ministry Design Assurance Review process has been included in the Project Agreement documents relating to the expansion.
 - c. The Ministry's Technical Advisor will work closely with the PPP Contractor to coordinate commentary from engineering and architectural advisors, along with comments from the Ministry's School Design Team, to ensure they are included in any subsequent design updated.
 - d. A design commentary register will be established to track all design comments and subsequent close out.
 - e. A detailed process for Ministry engagement in the design process has been stepped out in Schedule 8 of the proposed Project Agreement.
55. The Ministry also undertakes Completion Tests for compliance with design specifications through an Independent Reviewer (currently WSP Opus). These tests are unique to the PPP Programme to ensure not only design standards, but operational capability.

Input from AM/FM Services

56. The PPP Contractor will also be required to demonstrate that the design and construction process includes input by the AM/FM sub-contractor and ensures that ongoing maintenance costs and lifecycle costs are appropriately priced and validated as part of its Change Proposal. It is not considered appropriate to tender for AM / FM services as this would introduce significant complexity to the existing and ongoing provision of operational services to RC (and other PPP2 schools).

Funding and Financing

57. The Change Notice issued by the Ministry in Step 1 will require the Contractor to use its best endeavours to seek finance for any capital expenditure required to deliver the Expansion. The cost of finance and associated terms and conditions that may be required from financiers will be presented to the Ministry during Stage 4 of the change process.
58. The Ministry intends to keep open other forms of Expansion payment such as grant funding which are permissible under the Project Agreement. The different funding and finance options will be discussed in further detail as part of the Budget 22 bid.

Financial Case

Indicative Cost Range

59. The Ministry, supported by KPMG and Aurecon, have undertaken a modelling exercise to develop an Indicative Cost Range for the RC Expansion. This has been prepared based on the draft assumptions **attached** as an appendix (which assume a private finance approach).

60. The total cost of the RC Expansion is presented as an uplift in the Unitary Charge ("UC") of Schools PPP2. This encompasses the cost to design, build, finance and maintain the RC Expansion spread across the remaining length of the contract (c. 21.5 years).

61. ^{9(2)(j)}

62.

63.

Released under the Official Information Act 1982

64.

9(2)(j)

65.

Comparison with Traditional Approach

66. A comparison with the Traditional approach has been provided below for illustrative purposes (this is in relation to construction cost only). The Traditional cost estimates included are high level indications based on assumptions. It is important to note that PPP costs cannot be compared "like for like" with a Traditional approach and therefore cannot be used to directly assess Value for Money.

9(2)(j)

67. A breakdown comparison of construction cost has also been included.

9(2)(j)

9(2)(j)



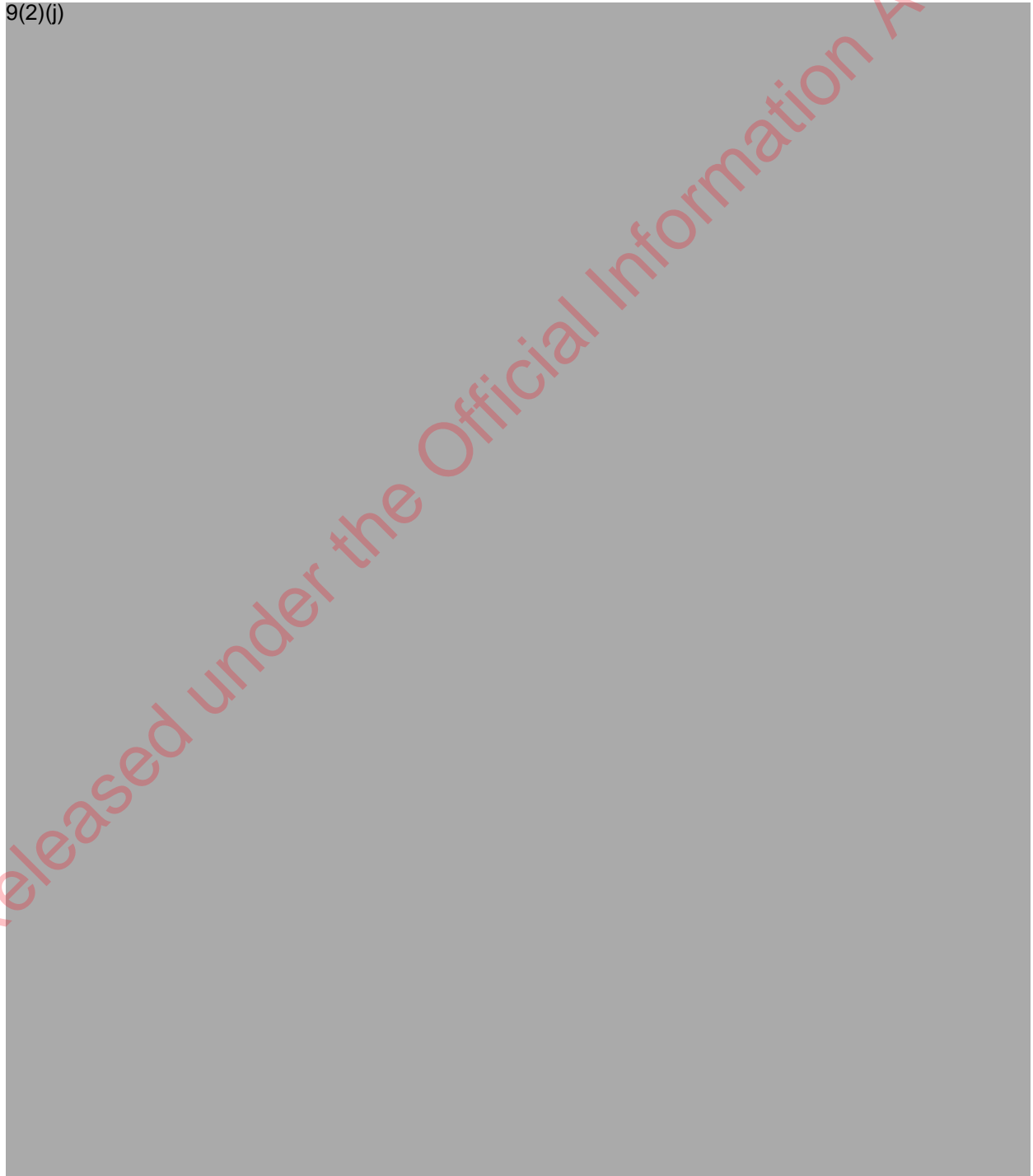
68. The base construction rates relating to the key construction components (Gym and New Two-Storey Build) have also been compared against Cost Management Initiative (CMI) informed rates (inclusive of P&G and Margin). These are set out below.

9(2)(j)



69. Project data for Mt Aspiring College and Linwood College has also been provided for context. The Total Construction Cost is top left, the Gross Floor Area is top middle.

9(2)(j)



Released under the Official Information Act 1982

70. In short, the Base Case construction cost for the PPP expansion of Rolleston College is significantly higher than internal comparators; however, there is some additional context for these costs:

a. It is important to acknowledge the Ministry workings are rough indications, which are not informed by advice from a Quantity Surveyor or based on actual design.

b. 9(2)(j)

c. The construction cost estimates which have been prepared and which have informed the cost modelling for the Indicative Cost Range are based on preliminary design and so will still be accounting for some uncertainty.

d. 9(2)(j)

e. Because the PPP Contractor will assume risk during the construction phase, this will have factored into the cost estimates.

Impact of RC on Budget 20 Allocations

71. Factoring the Base Case scenario for RC, the impact on Budget 20 allocations is set out below. The original Budget 20 allocations have also been included as a reference point.

9(2)(j)

Scope Overview

Scope

72. The scope for this project is to add 700 new student spaces on a greenfield space adjacent to existing assets on site. Except for the Gym extension, new assets for the RC Expansion will not be integrated into existing assets and this should help avoid the additional complexity encountered in the WHS expansion. A summary of the expansion scope is included below.

Current Capacity	1,100 student places
Proposed Capacity (MP 1,800)	1,800 student places
Growth Component	700 new student places
Existing GFA	11,079m ²
Forecast GFA (MP 1,800)	14,840m ²
Growth GFA	3,761m ² (based on SPG)
New Build GFA (based on PD)	3,804m ²
Short-Term Roll Growth	24 - 26 teaching spaces (8 in 2021, 10 in 2022, 6-8 in 2023)
Expansion Components	Gym Extension Gym Upgrade Store Extension New Build (2-Storey) Walkway Garage Internal Construction Internal Refurbishment Covered Hardcourts

Design Input

73. The School Design Team have reviewed the preliminary designs and have highlighted a potential net area deficit (which is still being worked through). School Design Team comments are generally:

- a. It is debatable whether some of the net areas are usable or not. The design seems to be pushing the limits in this space.
- b. There is large resource area deficit which may have a further impact on net teaching – teachers will claim breakout spaces for resource or staff space.
- c. The Gross Floor Area is near SPG Total envelope (m²), so there is a potential to take a position that the school have a layout where they can convert their foyers and cafeterias into learning spaces should they need to. This has happened before but is not an ideal outcome.

Benefits Framework

Strategic Goal	Schools are fit for purpose				High performing portfolio of schools		
	1	2	3	4	5	6	7
Benefit	Sustainability/Condition		Quality/Fit for Purpose	Quality/Fit for Purpose	Availability/ access (Facilities)	Availability/ efficiency	Availability/ access (Land)
Feature	Core/regulatory		Core	Moderate/Advanced	Core/regulatory	Core/regulatory	Core/regulatory
Benefit Name	Ensures resilient and sustainable assets		Promotes learning possibilities enabled through a safe and healthy learning environment	Enables learning possibilities through ensuring the learning environment meets the school's vision for teaching and learning	Promotes learning possibilities enabled through ensuring sufficient teaching spaces available for the roll	Promotes value for money and good asset management and efficiency of provision of space through rationalisation of space above entitlement	Enables options to build facilities to promote learning possibilities
Measure description	Identified weather tightness (WT) and significant condition assessment issues that were present at the beginning of the project are rectified (none remain)	Identified earthquake prone issues that were present at the beginning of the project are remediated (none remain)	The new/upgraded learning environments meet DQLS standards (ie provides at least the core level internal environment (ie ventilation, heating, lighting and acoustics) to promote positive teaching and learning	All new and upgraded spaces meet the school's vision for teaching and learning as set out in the education brief	The number of teaching spaces available meet the school's entitlement based on the projected roll (build roll).	The number of teaching spaces available meet the school's entitlement based on the projected roll (build roll).	Land is purchased in the location and at the right scale based on forecasts, to provide the option of building new teaching spaces
Will the benefit be met in the current project	N/A	N/A	Yes	Yes	Yes	N/A	N/A
How Measured at the end of the project?	No WT or significant condition issues outstanding at completion – refer Benefit profile	100% NBS for new builds, 67% NBS for redevelopments achieved – refer Benefit Profile	DQLS standards achieved	School signs off that the design meets their vision.	Teaching Space SPG code achieved. Roll projections met at Year 1	Teaching Space SPG code achieved.	Land purchased in agreed locations

Appendix

Detailed Change Process (Commercial Approach)

Step 1: Ministry to issue Change Notice

The Ministry will issue a Change Notice requiring the Contractor to:

- Issue a Request for Proposal to invite shortlisted Design and Construction (“D&C”) candidates to submit a Proposal to become the D&C Sub-Contractor for the Expansion of RC.
 - The Respondent(s) will be required to submit a Fixed Price Lump Sum (“FPLS”) for:
 - (a) the Pre-Construction Services Agreement (“PCSA”) stage covering design and project management fees, due diligence costs, consenting, other professional services fees and trade tendering fees; and
 - (b) several items for Financial Close pricing being preliminary & general, margin percentage, selection of trade packages for RC and risk pricing.
 - The Respondent(s) will also be required to confirm that the margin percentage submitted for the RC Expansion will remain the same for the future expansion of Te Ao Mārama Primary School, which is part of the Schools PPP3 project. Note the Ministry is not committing to the Te Ao Marama expansion however provide flexibility to sole source the expansion if Public Value can be demonstrated.
 - Proposal(s) will be evaluated by the Contractor and endorsed by the Ministry on a “no comment” basis.
 - The successful Respondent will be engaged under a PCSA to deliver the scope of services detailed in Step 3 below.
- Provide a Change Proposal to undertake the following services:
 - progress to Detailed Design of the Expansion at RC using its PCSA Sub-contractor under the PCSA;
 - undertake due diligence on the Expansion Site;
 - carry out open book trade tender pricing for submission of an FPLS for the full design, construction and operational services of the Expansion based on the Developed Design;
 - obtain all necessary Consents for the construction of the Expansion;
 - implement the financing strategy to obtain financing for the full design and construction of the Expansion;
 - conduct a competitive quotation process to engage an appropriate provider to act as the Independent Reviewer in respect of the Expansion; and
 - undertake such other Services as are required to negotiate, and prepare to satisfy any conditions precedent to, an Amendment and Restatement of the Project Agreement for the full design, construction, finance and maintenance of the Expansion (execution of which is subject to satisfactory conclusion of negotiations and Crown approvals).

Step 2: Contractor to Provide its Change Proposal

The Contractor will prepare its Change Proposal in accordance with Section 2 of the Change Notice (Change Proposal) ensuring consistency with the Change Compensation Principles in Schedule 17 and return it to the Ministry.

Step 3: Change Proposal Review and Acceptance

The Ministry will review the Contractor's Change Proposal to undertake the services outlined in Step 1. If acceptable, the Ministry will execute the Change Notice and return it to the Contractor to commence the services detailed therein.

If the Change Proposal is not acceptable, the Ministry may reject the Change Proposal and consider other options. The Ministry will be responsible for reimbursing the Contractor's reasonable additional third-party costs for preparing the Change Proposal.

Step 4: Development of Fixed Price Lump Sum

The Contractor will undertake the services as set out in the Change Notice and undertake the following key roles:

- d. Support the PCSA Sub-contractor with design development and competitive tender processes for the design and construct package. The costs of running this tender process will have been included in the Change Notice;
- e. engage the Asset Management/Facilities Management (AM/FM) Sub-contractor on the design, including to ensure that interface risk, whole of life maintenance and lifecycle costs are appropriately considered in the design;
- f. engage with senior lenders on the agreed financing strategy including running a debt competition to obtain optimal financing terms; and
- g. update the Base Case for the Expansion and start the model audit process for the revised Base Case.

At the end of this stage the Contractor will provide the Ministry with an FPLS for the completion of design and construction of the Expansion.

Step 5: Acceptance of Fixed Price Lump Sum and execution of Project Agreement

The Ministry will review the Fixed Price Lump Sum and design and undertake Value for Money assessment. If the Contractor's Fixed Price Lump Sum is considered Value for Money to the Ministry, the Ministry will execute an amended and restated Project Agreement which will govern the design and construction and operation of the Expansion.

If the Contractor's Fixed Price Lump Sum is not considered Value for Money, the Ministry will reject the proposal. The Ministry will be responsible for reimbursing the Contractor for all cost incurred to deliver the services during Step 4, including developing the design and the Fixed Price Lump Sum. This can be via capital grant or through an uplift in the Unitary Charge.

9(2)(j)



Value for Money Categorisation

	Description	Examples	Comment
Category A	Costs that were competitively tendered as part of the original Schools PPP2 bid process	Cost of Equity	These costs will not be re-negotiated as part of the Expansion.
Category B	Costs that are competitively tendered on an open book basis as part of the Expansion procurement process	Cost of Senior Debt Certain Construction Costs	Costs that are competitively tendered as part of the Expansion procurement process are deemed to reflect market rates
Category C	Costs that are unable to be competitively tendered	Subtrade construction costs with limited competition	These costs will be benchmarked by the Ministry's Technical Advisor

Released under the Official Information Act 1982

Key events:

Ministerial / Cabinet briefings
Ministry approval point and/or Ministry executing contract

R – Responsibility
A – Approver
S – Support
C – Consulted
I – Informed

Activity	Milestone Date	Comment	RASCI
Business case development	12/07/2021 – 26/08/2021	To include scope, programme, commercial approach, financials governance, benchmarking approach, funding envelope. Attach options paper. (Process below assumes option 1 is approved.) Decision around funding approach needs to be made to ensure that the approach and required funding is reflected in the Ministry's budget 22 bid. Consultation to be held with Infracom.	R – Liam S – KPMG C – AURECON / BG
Project Agreement (PA) and Change Notice (CN) Development	12/07/2021 – 09/08/2021	Change notice preparation to be run in parallel to business case development.	R – BG A- Alex S – Aurecon, KPMG

Contractor to prepare and finalise Request for Proposal (RFP) Documents	14/07/2021 – 30/08/2021	RFP to cover both design and construction and have “off ramp” after the design process if the Crown does not wish to proceed. Note instruction to prepare docs as per CN129. Period will include Ministry review and will require the Ministry to provide a “no comment” response to Contactor.	R- Contractor
Contractor to prepare Pre-Contract Services Agreement (PCSA) and D&C Subcontract	09/08/21 – 30/08/2021		R – Contractor
Investment board review	26/08/21 - 30/08/2021		R – Investment Board
Draft first briefing to minister	09/08/21 – 30/08/2021	TBD: Determine briefing form (if Ed report etc).	R – [Ministry to Advise] S – KPMG / BG / Aurecon
Investment Board approval	30/08/2021		A – Investment Board
First briefing to Minister (including feedback)	01/09/21 – 08/09/21	A briefing to inform Minister that RFP process is about to start and set out milestones of when Ministry will come back for approval to commit the Crown to expenditure/funding approach. The report will also provide indication as to what will be requested in [second or third as applicable] briefing [and Budget 22] to Ministers e.g. Borrowing Agents’ warrant, additional funding requirement etc. Will seek approval to spend part of remaining BY20 funds on design noting it is for one school only.	R – [Ministry to advise] S – KPMG / BG / Aurecon

		NOTE: Briefing will summarise key points from Business Case.	
Ministry to Issue CN for RFP response	08/09/21	To include draft amended Project Agreement, including Schedules (e.g. Expansion Works Requirements).	R – [Ministry to advise / Project Director?]
Contractor issues RFP	09/09/21	Includes draft PCSA and D&C Subcontract.	R – Contractor
RFP submissions Due (6 weeks)	22/10/21	Bidder prepare RFP submission which are due at the end of this period.	R – Bidders
Contractor to provide respondents price schedules to Ministry	26/10/21	Contractor to identify the three price response schedules to the Ministry, to incorporate into the budget bid process range	R - Contractor
Ministry to update budget numbers	26/10/21 – 30/10/21	To capture delta between existing appropriation and required funding	R – Ministry S – KPMG / Aurecon
RFP evaluation (2 weeks)	25/10/21-05/11/21	Contractor evaluates submissions.	R – Contractor
Contractor Negotiation (4 weeks)	08/11/21-03/12/21	Between Contractor and Preferred Construction Subcontractor/s.	R – Contractor
Preferred Construction Subcontractor recommendation made to Ministry by Contractor	06/12/21	Contractor to provide recommendation report to the Ministry	R – Contractor
Ministry review and “no comment endorsement” of evaluation report	06/12/21-13/12/21	To cover	A – [Ministry to Advise] R - [Ministry to Advise] S – KPMG / BG / Aurecon

			C / [I]- Infracom
Ministry revises budget bid numbers	13/12/21 – 20/12/21	Budget numbers to be updated to reflect selected Contractor, and market shifts, and confirmed for budget bid	R – Ministry S – KPMG / Aurecon
Preferred Construction Subcontractor selected by Contractor	14/12/21		R – Contractor
Contractor to provide Change Proposal for CN to Ministry	14/12/21	Contractor to provide (as will be requested in CN): <ul style="list-style-type: none"> - Confirmation of locked pricing (as detailed in RFP) - Any Derogations to PA. - Indicative list of new/amended Project Documents and Ancillary Documents. - Financing Strategy . - Pricing estimate. - 	R – Contractor
Second briefing to Minister(s) / Cabinet [if applicable] (including feedback)	14/12/21-20/12/21	Report will provide an update on progress of Rolleston RFP process and provide an overview of the proposal and highlight any issues in the procurement (e.g. no parties willing to sign up to the proposed terms and conditions). The report will also provide indication as to what will be requested in third briefing to Ministers e.g. Borrowing Agents' warrant, additional funding requirement etc If required, the briefing will be used to explain any revised process and any implications for timeframe.	R – [Ministry to advise] S – KPMG / BG / Aurecon

		If the final cost is outside appropriation, a paper will be prepared for Cabinet seeking additional funding to be included in the budget bid	
Ministry Review and execute Change Notice	14/12/21-17/01/22		A – [Ministry to Advise] S – KPMG / BG / Aurecon
Tender Award (DESIGN)	18/01/22	Contractor to enter a subcontract with preferred Construction Subcontractor for the PCSA.	R - Contractor
Developed Design (3 months) Ministry's Design Assurance Review to occur simultaneously with 50% and 100% RDM reviews	18/01/22 – 18/04/22		R - Contractor
Independent Reviewer quotation process	[17/01/22 – 31/03/2022]		R – [TBA]
Development of fixed price lump sum (FPLS)	18/04/22-30/05/22	D&C Subcontractor tendering Contractor cost build up FM subcontractor cost build up Financing costs	R – Contractor
Financing Process	18/01/22-30/05/22		R – Contractor
Negotiation of amendments to the PA	18/01/22-30/05/22	Ministry and Contractor	R – [Ministry to confirm] S – KPMG / BG / Aurecon C / I – Infracom (as required)
Fixed price lump sum from Contractor due	30/05/22	This will be supported by updated model and Model audit.	R – Contractor

Assessment of final costs (3 weeks)	30/05/22-20/06/22	VFM memo will be prepared and circulated within Ministry for endorsement.	R – [Ministry to Confirm] S – KPMG / BG / Aurecon
Detailed Design (4 months) Ministry's Design Assurance Review to occur simultaneously with 50% and 100% RDM reviews	18/04/22-08/08/22	Can proceed under the PSCA period while the FPLS is being developed and assessed.	R – Contractor
Ministry approval	20/06/22	Head of EIS endorses design, cost, programme, risk allocation (with reference back to original investment decision)	A - Head of EIS
Preparation of Ministerial/Cabinet briefing and draft of Borrowing Agents' Warrant	30/05/22-20/06/22		R – [Ministry to Confirm] S – KPMG / BG / Aurecon
Review of Ministerial/Cabinet briefing paper by Treasury and Infracom Review by Treasury of Borrowing Agents' Warrant	20/06/22-27/06/22		R – Treasury / Infracom
Third briefing to Minister(s) / Cabinet (including feedback) – Approval to enter PA, swaps and issue of Borrowing Agents' Warrant	20/06/22-04/07/22	The Ministry will provide a briefing to Ministers of outcome of process. This will also include seeking approval for and relevant delegations to enter the amended Project Agreement and execute the Crown interest rate swap, as well as issue of the Borrowing Agents' Warrant by the Minister of Finance and other approvals as required.	R – [Ministry to advise] S – KPMG / BG / Aurecon

Financial Close Preparation	20/06/22-18/07/22	To include any sub-delegations and preparations for conditions precedent e.g.: <ul style="list-style-type: none"> • DMO swap preparations • FCAP Dry runs • Chief Legal Advisor review of opinions • Insurance • Legal review of draft D&C Subcontract, Financing Agreements etc 	R – Ministry to Advise S – KPMG / BG / Aurecon
PA amendment executed (Contractual Close)	18/07/22		A – [Ministry to Advise] S – BG C – KPMG / Aurecon
Financial Close	19/07/22	FCAP and DMO swap	A – [Ministry to Advise] S – KPMG
Tender Award (CONSTRUCTION)	18/07/22	Immediately following Financial Close the Contractor will enter a subcontract for construction with the preferred Construction Sub-contractor.	R – Contractor
Construction (18 months)	18/07/22 – 16/12/2023		R – Contractor
Works Completion	17/12/2023		n/a

Expansion Procurement Options | Schools PPPs

This document has been prepared by KPMG, Bell Gully and Aurecon to support the Ministry of Education (“Ministry”) to make a decision on the high-level approach for the delivery of expansions to Rolleston College, Hobsonville Point Primary School and Te Ao Mārama Primary School (Expansions). Further analysis/advice will be presented on a school-by-school basis through the Investment Board for the Ministry to make more detailed decisions on how to expand each school (e.g. scope, cost, programme and commercial approach).

9(2)(j)



Released under the Official Information Act 1982

Options Summary

9(2)(j)



Released under the Official Information Act 1982

9(2)(j)

Released under the Official Information Act 1982

9(2)(j)

Released under the Official Information Act 1982

9(2)(j)

Released under the Official Information Act 1982

9(2)(j)

Released under the Official Information Act 1982

9(2)(j)

Released under the Official Information Act 1982

9(2)(i)

Released under the Official Information Act 1982

9(2)(j)

Released under the Official Information Act 1982

9(2)(j)

Released under the Official Information Act 1982

9(2)(j)

Released under the Official Information Act 1982

9(2)(j)

Released under the Official Information Act 1982

9(2)(j)

Released under the Official Information Act 1982



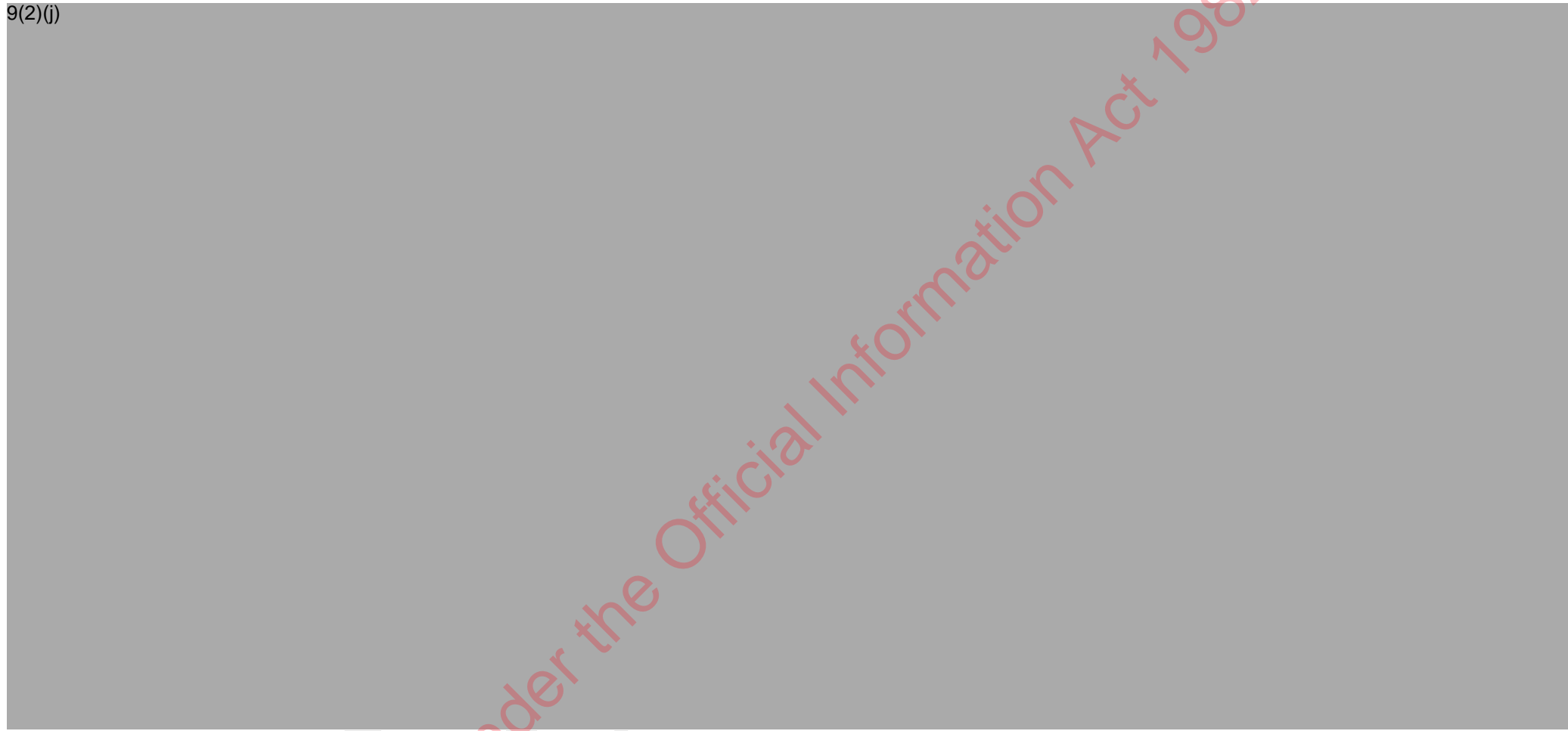
9(2)(j)

Released under the Official Information Act 1982

9(2)(j)

Released under the Official Information Act 1982

9(2)(j)



Released under the Official Information Act 1982

¹ The high case margins reflect the highest price received as part of the debt competition for the expansion of WHS.

Document 13

From: 9(2)(a) @rollestoncollege.nz
Sent: Wednesday, June 15, 2022 7:19 AM
To: Alex Lee <Alex.Lee@education.govt.nz>
Cc: 9(2)(a) @hrlmorrison.com>; 9(2)(a) @me.com>; 9(2)(a) @aurecongroup.com) 9(2)(a) @aurecongroup.com>; 9(2)(a) @hrlmorrison.com>; 9(2)(a) @tbig.co.nz>
Subject: Re: Meeting with Contractors

Great thanks Alex

On Wed, 15 Jun 2022 at 7:17 AM, Alex Lee <Alex.Lee@education.govt.nz> wrote:
Thanks all

9(2)(a), there is nothing of note 'off the record', with the key details being:

- > Watts & Hughes have been awarded the design build for the school extension.
- > The extension is too support an additional +700x students, to a new roll of 1,800, during 2024.
- > The scope is too provide a new teaching block, gym extension, all weather playing court cover, expanded support services (storage and parking) and general site landscaping
- > Short term teaching spaces are already, and continue to be, provided to support the schools roll growth until the main expansion is delivered

That would the to cover the details any media enquiry would generally require. Any further contract detail is best obtained via the Ministry media team.

In short that is the compete picture though.

Regards,

Alex Lee | National Programme
DDI +64 9 6329550 | Mobile 9(2)(a)

From: 9(2)(a) @rollestoncollege.nz
Sent: Tuesday, 14 June 2022 8:04 pm
To: 9(2)(a) @hrlmorrison.com>
Cc: Alex Lee <Alex.Lee@education.govt.nz>; 9(2)(a) @hrlmorrison.com>; 9(2)(a) @me.com>; 9(2)(a) @tbig.co.nz>

Subject: Re: Meeting with Contractors

Thanks ;)

On Tue, 14 Jun 2022 at 8:03 PM, 9(2)(a) @hrlmorrison.com> wrote:

9(2)(a),

I will have to defer to Alex on what is able to be communicated to external parties, however at the very least I assume you would be able to communicate that W&H has been appointed as the Design & Build Contractor and that Developed Design is currently underway.

Alex,

Would you please able to confirm?

Thank you,

9(2) [REDACTED]
(a)

9(2)(a) [REDACTED]

H.R.L. Morrison & Co Limited

Northern Steamship Building, Level 1, [122 Quay Street Auckland 1010](#)

PO Box 1465, Auckland 1140, New Zealand

9(2)(a) [REDACTED]

E 9(2)(a) [REDACTED] [@HRLMorrison.com](mailto:[REDACTED]@HRLMorrison.com)

www.HRLMorrison.com

*This message and any attachments may contain information that is confidential and subject to legal privilege.
If you have received this message in error, please destroy all copies and notify the sender immediately.*

Released under the Official Information Act 1982



Education Report: Progressing the expansion of Rolleston College

To:	Hon Jan Tinetti, Minister of Education Hon Grant Robertson, Minister of Finance		
Date:	17 March 2023	Priority:	Medium
Security Level:	In Confidence	METIS No:	1306911
Drafter:	Hilary Capon, Acting Manager, Investment –Te Pou Hanganga, Matihiko Infrastructure and Digital (Acting Manager, Investment)	DDI:	+64 4 463 8630
Key Contact:	Sam Fowler, Head of Property - Te Pou Hanganga, Matihiko Infrastructure and Digital (Head of Property)	DDI:	9(2)(a) [REDACTED]
Messaging seen by Communications team:	Yes / No	Round Robin:	Yes / No

Purpose of Report

This report informs you of the funding requirements for the expansion of Rolleston College, one of eleven schools operated under a Public Private Partnership (PPP) arrangement. This includes seeking Ministers' agreement to:


- enter into an amended Project Agreement for the Rolleston College expansion ("Amended Project Agreement"), which form part of the Schools PPP2 bundle;
- delegate authority to the Ministry of Education - Te Tāhuhu o te Mātauranga) (the "Ministry") (acting through the Secretary for Education, or her delegate) to take all steps (including settling of the interest rate swap taken out for Future Schools Partners LP ("FSP" or the "Contractor") as part of financial close for the Rolleston College expansion ("Financial Close")) to enable the Contractor to finalise the Amended Financial Model ("Base Case"), and to confirm that all conditions precedent to the Project Agreement have been satisfied or unconditionally waived; and
- the Minister of Finance signing an updated borrowing warrant to allow the Rolleston College expansion project to progress.

The Amended Project Agreement for the Rolleston College expansion is due to be executed by 30 March 2023. If not executed by this date, and the Contractor does not agree to a further

COMMERCIAL IN CONFIDENCE

extension, physical works on site will stop, resulting in potential delays to the completion of the expansion, which is required to meet forecast roll growth. Delays to the works will also result in additional costs, which cannot be quantified as they will depend on the length of the delay.

Summary

- 1 In 2019, the Ministry advised the previous Minister of Education that expansions of a number of existing PPP schools would be required to meet population growth (METIS 1182996 refers). The schools are in high-growth areas and demand has increased rapidly. 9(2)(i)
9(2)(j)

- 2 The previous Minister of Education approved the Ministry entering into negotiations with the Contractor for the expansions of the PPP schools under the expansion clauses of the existing PPP Project Agreements. The expansions would be funded from private financing under the traditional PPP model (METIS 1182996 refers) – noting some derogations to a traditional model are required. Negotiations take some time, as the Ministry works with both the Contractor and the school to plan for the expansion and confirm project costs. This process has now been completed for Rolleston College.
- 3 Now that the design development and negotiation process for the Rolleston College expansion is complete, we are seeking more explicit agreements that are required under the Public Finance Act 1989 (“PFA”). These could not be agreed until the initial planning and negotiation period was complete. Agreement to these settings by yourself and the Minister of Finance will enable officials to discharge the duties required to execute the contracts and deliver the Rolleston College expansion.
- 4 This report seeks Ministers’ approval to the Secretary for Education - Te Tumu Whakarae mō te Mātauranga (“Secretary for Education”) and either:
 - a. the Ministry’s Chief Financial Officer;
 - b. the Hautū - Te Pou Hanganga, Matihiko | Infrastructure and Digital; or
 - c. the Head of Property – Te Pou Hanganga, Matihiko | Infrastructure and Digital,to enter the Amended Project Agreement with FSP on behalf of the Crown for the design, construction, finance and maintenance of the expansion of Rolleston College.
- 5 The entry into the Amended Project Agreement constitutes additional borrowing by the Crown for the purposes of the PFA (refer section 47). This means the Minister of Finance must agree to the borrowing for the amendment to proceed. Before doing so, the Minister of Finance must be satisfied that the borrowing is necessary or expedient in the public interest. We also recommend that the Minister of Finance agree to authorise certain Ministry officials to undertake this borrowing on the Minister’s behalf.
- 6 Approval is also sought for the Ministry to have the power to take all steps (including confirming any associated interest rate swaps taken out by FSP as part of Financial Close) to enable FSP to finalise the Base Case.

COMMERCIAL IN CONFIDENCE

- 7 This report seeks approval for the Ministry to enter into an intra-Crown interest rate swap transaction with New Zealand Debt Management Office (NZDMO).
- 8 Approval is also sought for the Ministry to have the power to confirm that all conditions precedent to the Amended Project Agreement have been satisfied or unconditionally waived.
- 9 There is sufficient funding to deliver the Rolleston College expansion within the existing appropriation alongside baseline funding. Due to the structure of the Amended Project Agreement, payments will occur over the remaining contract period (around 20 years to 22 December 2042).
- 10 The Ministry has consulted with the New Zealand Infrastructure Commission on the Rolleston College expansion and they have indicated support for the proposed position.
- 11 The Ministry is considering a request from Rolleston College to increase the Core Hours and Bank of Hours for the school. The Core Hours are the hours when the School Facilities (including sporting facilities) must be open and available for use by the School or other third parties authorised by the School. The Bank of Hours are an agreed number of hours for each School term (including the immediately preceding school holidays) that the school can draw on ad hoc when it wants to use School Facilities outside the Core Hours. As Rolleston College is expanding, the expectation is that the Core Hours and Bank of Hours will need to increase. This will result in an increase in unitary charge payable to the Contractor by the Ministry. The Ministry is intentionally deferring this decision until after Financial Close and will negotiate any changes to the Core Hours and Bank of Hours as part of the future PPP school expansions. Negotiating as part of the future school expansions should enable the Ministry to achieve greater value for money and potentially reduced costs.

Recommended Actions

The Ministry recommends that the Minister of Education and the Minister of Finance:

	Minister of Education	Minister of Finance
1. Read this Education Report and forward a copy to the Minister of Finance for his consideration and approval.	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree	-
2. Agree to the Ministry entering into the Amended Project Agreement with Future Schools Partners LP for the design, construction, finance and maintenance of the expansion of Rolleston College.	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree	Agree / Disagree
3. Agree to the Secretary for Education (or her delegate) finalising the form of the Amended Project Agreement, signing the Amended Project Agreement on behalf of the Crown, and entering into all associated documentation and other agreements contemplated by or necessary to give effect to the Amended Project Agreement on behalf of the Crown.	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree	Agree / Disagree

COMMERCIAL IN CONFIDENCE

	Minister of Education	Minister of Finance
4. Agree to either the Chief Financial Officer of the Ministry, the Hautū – Te Pou Hanganga, Matihiko Infrastructure and Digital of the Ministry or the Head of Property – Te Pou Hanganga, Matihiko of the Ministry signing the Amended Project Agreement, in addition to the Secretary for Education, as joint borrowing agents of the Crown.	Agree / Disagree	Agree / Disagree
5. Agree to the Ministry (acting through the Secretary for Education (or her delegate)) having the power to take all steps (including confirming the interest rate swaps taken out by FSP as part of Financial Close) to enable FSP to finalise the Amended Financial Model (Base Case).	Agree / Disagree	Agree / Disagree
6. Agree to the Ministry and The Treasury acting through the NZDMO entering into an intra-Crown interest rate swap transaction for the purposes of transferring Base Interest Rate Risk from the Ministry to The Treasury.	Agree / Disagree	Agree / Disagree
7. Agree to the Ministry (acting through the Secretary for Education (or her delegate)) having the power to confirm that all conditions precedent to the Amended Project Agreement have been satisfied or unconditionally waived.	Agree / Disagree	Agree / Disagree
8. Note that in March 2023 the Ministry will seek your approval of an Implementation Business Case for the remaining five schools in the PPP school expansion programme ahead of Budget 23.	Noted	Noted
9. Note that the Ministry will defer negotiations on changes to the Core Hours and Bank of Hours for Rolleston College until after Financial Close and will align these with the broader PPP school expansion programme negotiations.	Noted	Noted

The Ministry recommends that the Minister of Finance:

	Minister of Finance
9. Note that the entry by the Crown into the Amended Project Agreement will constitute borrowing for the purposes of the PFA.	Noted
10. Agree that the borrowing constituted by the Crown entering into the Amended Project Agreement is “necessary or expedient in the public interest” for the purposes of section 47 of the PFA.	Agree / Disagree
11. Sign the attached replacement Borrowing Agents’ Warrant appointing the Secretary for Education, the Chief Financial Officer of the Ministry, the Hautū – Te Pou Hanganga, Matihiko Infrastructure and Digital of the	Yes / No

Minister of
Finance

Ministry and the Head of Property – Te Pou Hanganga, Matihiko of the Ministry as joint borrowing agents of the Crown (pursuant to section 50 of the PFA) for the purpose of executing the Amended Project Agreement on behalf of the Crown.

12. **Note** the Ministry and NZDMO have entered into a Memorandum of Understanding that will govern the process for entering into the base interest rate swap transaction

Noted



Hon Jan Tinetti
Minister of Education

26/03/2023

Hon Grant Robertson
Minister of Finance

/ /



Scott Evans
Hautū – Hanganga, Matihiko | Deputy Secretary Infrastructure and Digital
Te Tāhuhu o te Mātauranga | Ministry of Education

17/3/2023


Released under the Official Information Act 1982

Background

PPP Schools in New Zealand

- 1 A total of eleven new or relocated schools have been delivered under three PPP project agreements, with the final schools opening in 2019. All eleven schools are in areas of population growth and, as with a traditional Ministry-built school, some of these schools may need to expand to accommodate future growth.
- 2 In 2019, we advised the Minister of Education of the proposed expansion of nine existing PPP schools (METIS 1182996 refers). The expansions were, and are, required to meet existing and forecast population growth. It was not considered viable to expand the PPP schools outside of the existing PPP project agreement due to the significant cost associated with prematurely terminating the PPP project agreements. The Minister of Education agreed that the Ministry enter into negotiations with the relevant PPP contractor on delivering the required expansions.
- 3 At this time, the Minister of Education also agreed to deliver these expansions using change mechanism provisions within existing PPP project agreements and agreed to fund the expansions using private financing (debt and equity). This option was envisaged when the original PPP project agreements were agreed and was also the simplest to implement (METIS 1182996 refers). These decisions applied only to existing PPP schools, and do not represent entering into any new PPP contracts or establishing additional PPP schools under existing agreements.
- 4 The expansion of Rolleston College, and other existing PPP schools, is identified in the National Education Growth Plan (NEGP). The NEGP identifies where additional capacity is required to meet forecast roll growth pressure. Without expansion, pressure on these schools to accommodate growing rolls in existing facilities will increase, and some schools may be unable to accommodate students in their local catchments. Expanding these schools is in the public interest of providing capacity for schools to accommodate students in their local catchment.
- 5 This borrowing sought in this Education Report will support the design and construction of expansions to Rolleston College to provide a further 700 student spaces to meet forecast roll growth.

Initial Budget 20 funding for PPP expansions

- 6 9(2)(j)

- 7 The Wakatipu High School expansion reached operational completion on 30 January 2023, and the Rolleston College expansion, the subject of this report, is projected to begin construction in the second quarter of 2023 (noting some preliminary site works and long lead procurement has already been undertaken). The costs of the Wakatipu High School Expansion and Rolleston College expansion will fully exhaust the funding approved to expand four schools as part of Budget 20 (plus the Budget 22 top up). This is due to various reason which include (but are not limited to) the following:
 - a. these expansions were the first PPP expansions for the Ministry, and the Budget 20 funding relied on early estimates with little to no design;
 - b. specific design elements have changed leading to higher costs, for example, the original estimate did not account for the need to reconfigure existing areas, or the costs of an additional gym at Wakatipu High School; and

- c. expansions have had to deal with more adverse market conditions, the increased costs of materials and site complexity and remoteness of Wakatipu High School.

Specifically for Rolleston College:

- d. bringing forward site preparation works and procurement of long lead items under a direction from the Ministry to prevent delays while the project agreement was being negotiated;
- e. market conditions, including limited market capacity, updated materials costs, and site complexity; and
- f. dealing with a number of new issues raised by the new Construction Sub-contractor, which is negotiating and undertaking a PPP contracting arrangement for the first time.

9(2)(j)

8
9
10

Financial Implications

Meeting updated project costs

- 11 The Ministry has sufficient funding to deliver the Rolleston College expansion, using both funding in the existing appropriation along with a top up of baseline funding (including enough contingency for additional costs if delays occur). To prevent any delays to the delivery of the Rolleston College expansion, and to mitigate the risk of incurring further costs, we propose that the expansion proceed using the funding available in the existing appropriation. Any shortfall will be met through baseline funding in the interim. The Ministry may seek future Budget funding to recoup or top up baseline funding where required.
- 12 We will continue to progress the Rolleston College expansion from the original Budget 20 appropriation (noting the Wakatipu High School is now complete and operational). We will seek funding as part of Budget 23 for the remaining PPP schools expansions. You will receive advice on the wider PPP schools expansion programme in March 2023.

¹ The FPLS remains subject to movement in base interest rates which will not be fixed until financial close, assumed 30 March 2023.

² This only covers costs during construction and excludes Ministry retained risk and all operating expenditure.

Interest Rate risk management

- 13 As the value of the PPP project agreement will be discharged over the full contract term, around a 20 year time period, it is not cost effective for the Crown to transfer the risk of base interest rate changes over the full contract term to the Contractor.
- 14 Instead, the Ministry will enter into a long-term interest rate swap with The Treasury acting through the NZDMO, in order to transfer Base Interest Rate Risk from the Ministry to The Treasury, where it can be managed effectively. This is standard PPP practice in New Zealand and is consistent with the approach adopted for the initial PPP2 project and the Wakatipu High School expansion.
- 15 Joint Ministers' approval is required for the Ministry to enter into the intra-Crown interest rate swap transaction.
- 16 The interest rate swap will be governed by a Memorandum of Understanding between the Ministry and The Treasury, acting through the NZDMO.

Crown Borrowing and appointment of Borrowing Agents

- 17 The PFA does not allow the Crown to borrow money, or any person to lend money to the Crown, except as expressly authorised by statute (s46 of the PFA). Section 47 of the PFA allows the Minister of Finance to borrow money on behalf of the Crown if it appears to the Minister to be necessary or expedient in the public interest. The Minister of Finance may not delegate this power, but may appoint two or more persons to act on the Minister's behalf, as joint borrowing agents, for the purposes of borrowing money under the PFA (s50).
- 18 Entering into a PPP project agreement (including an amendment to a PPP project agreement) involves the creation of a financial liability, which will constitute Crown borrowing under the PFA, in respect of the following elements:
 - a. the Crown's liability to pay the increased Unitary Charge over the remaining life of the Project from completion of the Expansion is treated as 'borrowing' from an accounting perspective, as it is a deferred liability where the Crown does not need to make any payments until the expanded facility is complete; and
 - b. the Rental Increase Prepayment, where the Contractor makes an additional upfront rental payment to the Crown for the rental of land and fixtures, from completion of the Expansion to the expiry of the Project Agreement.
- 19 The Minister of Finance signed a Borrowing Agents' Warrant on 21 April 2015 for the original PPP project agreement. He appointed the Secretary for Education, the Chief Financial Officer of the Ministry and the Head of Education Infrastructure Service (noting the job title has since changed to Hautū – Te Pou Hanganga, Matihiko | Infrastructure and Digital) as joint borrowing agents of the Crown for the purpose of the Crown borrowing money under a PPP between the Crown and Future Schools Partners LP relating to the design, construction, finance and maintenance of four new schools in Aranui, Rolleston, Ormiston and Wakatipu, 9(2)(j) [REDACTED]
- 20 The Minister of Finance signed a replacement Borrowing Agents' Warrant in March 2021 for the expansion of Wakatipu High School. He appointed the Secretary for Education, the Chief Financial Officer of the Ministry and the Head of Education Infrastructure Service as joint borrowing agents of the Crown for the purpose of the Crown borrowing money under a PPP between the Crown and FSP relating to the design, construction, finance and maintenance of

four new schools (including expansions) in Aranui, Rolleston, Ormiston and Wakatipu, 9(2)(j)

21 9(2)(j)

22

Additional information

Other funding options considered

23 9(2)(j)

24

Additional financial considerations

25 While the upfront capital requirement for the Rolleston College expansion has been met by private finance, arranged by the Contractor, the Ministry still recognises the long-term payment obligation as a liability on its balance sheet. This payment obligation will be met over the Project Agreement term via increased unitary charge payments to the Contractor.

26 This uplift in unitary charge accounts for a small portion of the Ministry's annual budget, with the Ministry already having received an appropriation for the Rolleston College expansion.

27 Consistent with the standard form PPP Project Agreements, the Ministry will assume Base Interest Rate Risk following the initial period (3 years). The Ministry will mitigate this exposure

through a forward starting interest rate swap, which will be entered into with The Treasury, acting through the NZDMO.

- 28 Accordingly, officials consider that the additional borrowing is necessary or expedient in the public interest for the purposes of section 47 of the PFA.


PPP expansion business case

- 29 You will shortly receive advice on the expansion of five additional PPP schools under the PPP Schools Expansion Programme (“Programme”). On 4 August 2022 Cabinet agreed to establish the Programme to manage expansion of the remaining PPP schools facing acute capacity constraints [GOV-22-MIN-0023]. The Implementation Business Case for the five schools requiring expansion has been completed and will be submitted to Ministers for approval shortly, in line with Cabinet’s delegation. A Budget 23 bid has also been submitted for the Programme.

- 30 Unlike the expansion of Rolleston College, which relies on a variation of the standard PPP approach to deliver the expansion. The schools under the Programme are intended to have a primarily Ministry-led approach to the expansions. This incorporates lessons learned from the expansions of Wakatipu High School and Rolleston College, as well as changes to market appetite to sign up to a traditional PPP model since procurement for Rolleston College was completed.

Update to the Core Hours and Bank of Hours at Rolleston College

- 31 The Ministry is reviewing a request from Rolleston College to extend the Core Hours and Bank of Hours (together the “Hours”) as set out in Appendix 2. The Core Hours are the hours when the School Facilities (including sporting facilities) must be open and available for use by the School or other third parties authorised by the School. The Bank of Hours are an agreed number of hours for each School term (including the immediately preceding school holidays) that the School can draw on ad hoc when it wants to use School Facilities outside the Core Hours. As Rolleston College is expanding, we expect that the Hours may need to increase to maintain an increased school footprint.

- 32 9(2)(j)
- 

Next steps

- 33 Should Ministers agree to the proposed funding arrangements for the Rolleston College expansion, a replacement Borrowing Agents’ Warrant is attached for the Minister of Finance’s signature as Annex 1.
- 34 Following Ministerial approval, the Ministry will complete Financial Close for the Rolleston College expansion no later than 31 March 2023. The expansion assets are expected to be completed by 5 July 2024 – in time for Term 3 2024.

Proactive Release

- 35 We recommend that this Education Report is not released at this time. This is because the information contained in this report relates to ongoing commercial negotiations and release at this time would prejudice these negotiations.
- 36 Additionally, as we intend to seek Ministerial agreement to the wider PPP school expansion settings in March 2023, release of this report may pre-empt Ministerial decisions.

Annexes

Annex 1: Warrant to appoint borrowing agents for the purposes of the Amended Schools PPP Project 2 Project Agreement

Annex 2: Proposed Change to Core Hours and Bank of Hours

Released under the Official Information Act 1982

Annex 1: Warrant to appoint borrowing agents for the purposes of the Amended Schools PPP Project 2 Project Agreement

APPOINTMENT OF BORROWING AGENTS BY THE MINISTER OF FINANCE – MINISTRY OF EDUCATION: PUBLIC PRIVATE PARTNERSHIP SCHOOLS PROJECT 2

Date: 2023

1. Appointment

I, the Honourable Grant Murray Robertson, **MINISTER OF FINANCE**, pursuant to section 50 of the Public Finance Act 1989 (the "Act") and all other powers that I hold, nominate, constitute and appoint:

- (a) **The person for the time being acting as Secretary for Education | Te Tumu Whakarae mō te Mātauranga, Wellington;**
- (b) The person for the time being acting as Chief Financial Officer of the Ministry of Education | Te Tāhuhu o te Mātauranga, Wellington;
- (c) The person for the time being acting as the Hautū - Te Pou Hanganga, Matihiko | Deputy Secretary – Infrastructure and Digital of the Ministry of Education | Te Tāhuhu o te Mātauranga, Wellington; and
- (d) The person for the time being acting as the Head of Property – Te Pou Hanganga, Matihiko | Infrastructure and Digital of the Ministry of Education | Te Tāhuhu o te Mātauranga, Wellington,

(the "Borrowing Agents") or any two of them, to be joint Borrowing Agents for the purpose of the Crown borrowing money under a Public Private Partnership Agreement between the Crown and Future Schools Partners L.P., 9(2)(j) [REDACTED], relating to the design, construction, finance

and maintenance and expansion of four new schools in Aranui, Rolleston, Ormiston and Wakatipu.

Such borrowing is authorised under section 47 of the Act.

2. Specific Powers

Without limiting in any way the generality of part 1 above, I, the Honourable Grant Murray Robertson, **MINISTER OF FINANCE**, confer upon the joint Borrowing Agents or any two of them the power to execute and deliver, for and on behalf of The Sovereign in right of New Zealand such agreements, side letters, applications, certificates, appointments, notices, instruments, and documents that they may deem necessary or advisable for the full, valid and effectual borrowing described in part 1 above.

Released under the Official Information Act 1982

3. Exercise of Powers

Any two of the joint Borrowing Agents may exercise any of the powers conferred above, regardless of whether or not the same two joint Borrowing Agents have previously exercised any of those powers.

4. Revocation

The appointment in this warrant replaces the Borrowing Agents' Warrant signed by myself as the Minister of Finance on 25 February 2021 as Annex 1 to Education Report: Progressing the expansion of Wakatipu High School and establishing expansion settings for existing Public Private Partnership Schools (METIS 1250645).

The appointment in part 1 remains in full force until revoked in writing in accordance with section 50 of the Act.

SIGNED by the **MINISTER OF FINANCE**, the Honourable Grant Murray Robertson

Signature

In the presence of:

Signature of witness

Name of witness

Occupation

Address

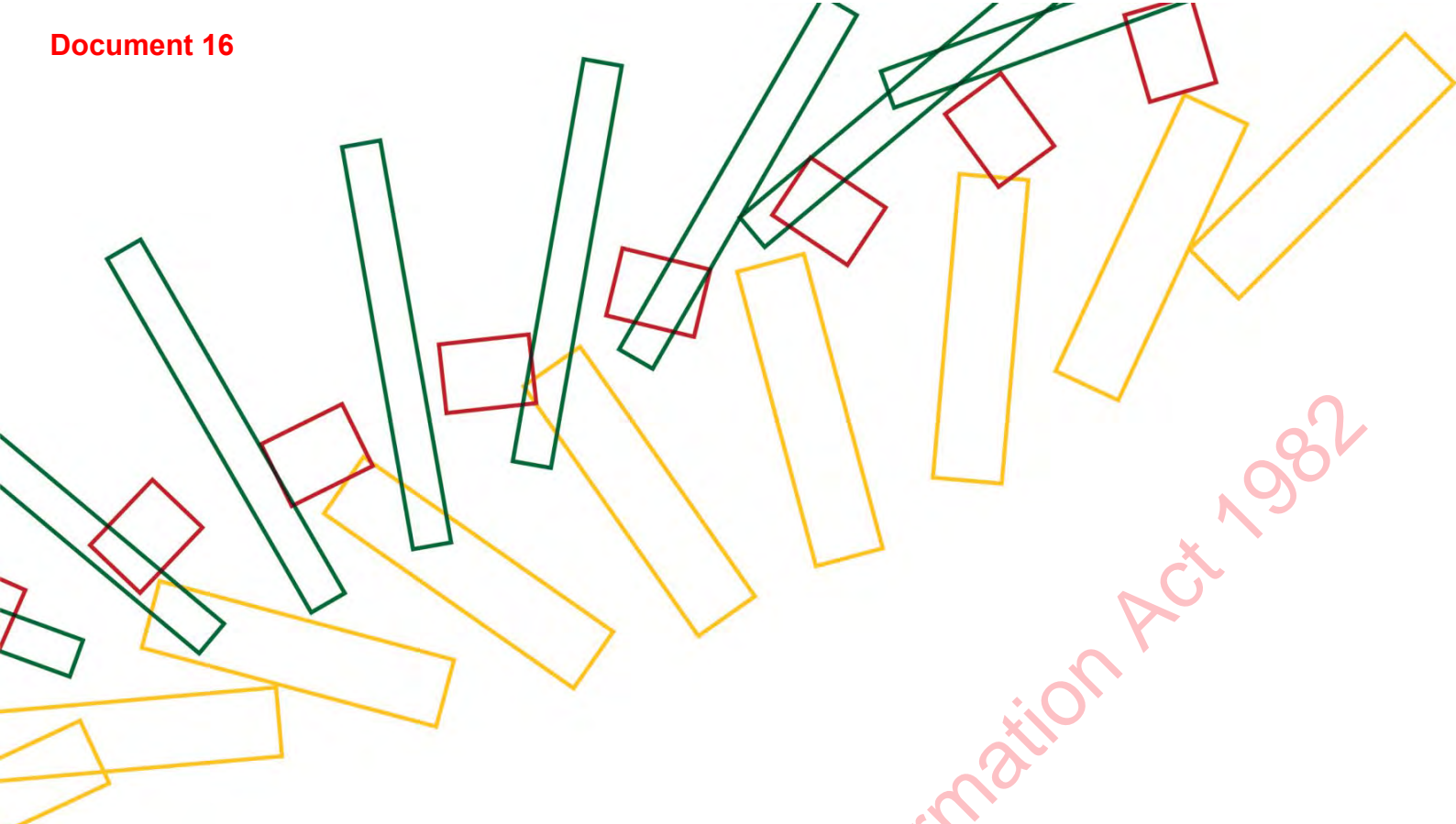
Released under the Official Information Act 1982

Annex 2: Proposed change to Core Hours and Bank of Hours

9(2)(j)



Released under the Official Information Act 1982



NEW ZEALAND SCHOOLS 2

ROLLESTON COLLEGE EXPANSION

FUTURE SCHOOLS EXPANSION WORKS PROVISIONING REPORT FOR PCG & PSG (MARCH 2024)

Released under the Official Information Act 1982

Contents

1) Key Project Dates.....	4
2) Health, Safety and Environment.....	6
3) Expansion Design & Construction Works Provisioning.....	7
4) Construction Related Operational Services.....	7
5) Operative Documents.....	8
6) Issues of Public Concern	9
7) Change Notices	9
8) Key Risks	10

Released under the Official Information Act 1982

Appendix Contents

APPENDIX A: RDM Status

APPENDIX B: Required Works Notices

APPENDIX C: Site Plan & Separable Portion Plan

APPENDIX D: Construction Sub-contractor's Works Provisioning Report.....

APPENDIX E: Operation Services Sub-contractor's Report.....

APPENDIX F: Quality Assurance.....

APPENDIX G: Relationships & Disputes

APPENDIX H: Independent Reviewer's Monthly Report

APPENDIX I: Risk Register

APPENDIX J: Change Notice Register.....

Released under the Official Information Act 1982

1) Key Project Dates

Commencement Milestones	Programme Milestone	Programme Ref
Site Establishment	24/01/2023 (Achieved)	148
SP1 – Gym Expansion	23/05/2023 (Achieved)	12
SP1 – Internal Gym space taken over by W&H	03/07/2023 (Achieved)	203
SP2 – Teaching Block / External Hardscaping & Landscaping	03/04/2023 (Achieved)	15
SP2 – Hard tech circulation enclosure	15/12/2023 (Achieved)	17
SP2 – New Garage	09/01/2024 (Achieved)	18
SP3 – Deferred Expansion Completion Tests	30/09/2024	20

Completion Milestones	Programme Milestone	Programme Ref
SP1 – Gym Expansion (Service Commencement)	19/02/2024 (Not achieved)	12
SP2 – Hard tech circulation enclosure	21/05/2024	17
SP2 – New Garage	11/04/2024	18
SP2 – Teaching Block / External Hardscaping & Landscaping (Service Commencement)	05/07/2024	19
SP3 – Deferred Expansion Completion Tests (Service Commencement)	07/11/2024	22

Notes:

- A revised programme (Programme 1W) was submitted for review on 26 March. At the time of writing, comments have been provided and W&H are amending their programme to account for these comments.
- Gym Expansion Service Commencement of 19 February was not achieved. W&H have confirmed they anticipate all works (but for the gym flooring) to be completed on 12 April. The flooring will then be completed on 12 May, enabling a Service Commencement circa 19 June. To mitigate delays the IR and Crown teams are commencing the review of the Works Completion Report when this is issued circa 12 April, thus enabling a smoother and faster sign-off once the gym flooring has been completed.
- Separable Portion 2 is expected to reach Service Commencement on 19 August 2024. Earlier dates associated with Hard Tech and New Garage are internal completion milestones only.
- See Appendix C: Site and Separable Portion Plans for demarcation details.

- Above dates are from Programme Rev 1T.
- The IR assessment on progress (see Appendix H) reports delays in Business Days, not Calendar Days.

Separable Portion 1 – Gym Expansion Programme Breakdown

Item	Start (Programme)	Start (Actual)	Finish (Programme)	Finish (Actual)	Comment
189 – Ground & Civil	10/07/23	Achieved	24/10/23	Achieved	
210 – Structure	15/08/23	Achieved	17/10/23	15/11/23 (Delayed)	
226 – Envelope	10/10/23	Delayed (6/11/23)	23/11/23	Delayed (not completed)	Near completion – WCT3 sign-off req.
244 – 1 st fix	25/10/23	Achieved	02/11/23	07/11/23 (Delayed)	
235 – Roof	10/10/23	Delayed (18/10/23)	18/10/23	24/10/23 (Delayed)	
252 – 2 nd fix	13/11/23	Delayed (20/11/23)	21/11/23	Achieved	
256 – Sports floor	22/11/23	Delayed (27/11/23)	19/12/23	Delayed (not completed)	
268 – Commissioning	16/11/23	Delayed (not started)	23/11/23	Delayed (not completed)	
270 – CPU inspection	28/11/23	Achieved	29/11/23	Delayed (not completed)	
272 – CPU award	10/01/24	Delayed (not started)	10/01/24	Delayed (not completed)	
278 – Report submitted	12/01/24	Delayed (not started)	18/01/24	Delayed (not completed)	

Separable Portion 2 – Teaching Block Programme Breakdown

Item	Start (Programme)	Start (Actual)	Finish (Programme)	Finish (Actual)	Comment
309 – Structure	4/07/23	Achieved	31/08/23	Achieved	
317 – Pour Slab ground	22/09/23	Delayed (28/09/23)	27/09/23	04/10/23 (Delayed)	
327 – Pour Slab 1st floor	14/08/23	Achieved	3/10/23	Achieved	
346 – Roof Cladding	04/10/23	Achieved	15/11/23	02/02/24 (Delayed)	
350 – Envelope	28/09/23	Achieved	6/03/24	22/02/24 (Delayed)	
353 – Aluminium Joinery	27/10/23	Delayed (7/11/23)	14/11/23	22/02/24 (Delayed)	

360 – 1 st fix	10/11/23	Achieved	15/12/23	03/24 (Delayed)	
372 – 2 nd fix	07/03/24	Delayed (not completed)	2/04/24		
383 – FF&E Install	15/05/24		21/05/24		
426 – Commissioning	03/04/24		16/04/24		
428 – CPU inspection	02/05/24		02/05/24		
430 – CPU award	28/05/24		28/05/24		
436 – Submit Report	29/05/24		05/06/24		

2) Health, Safety and Environment

Watts & Hughes reported the following incidents this period.

Type of Incident	SC	NM	FA	MTI	LTI	Inductions	Enviro
This Period	2	1	0	0	0	66	0
Total to Date (from Jan 2023)	7	30	3	1	2	680	4
Closed out	5	29	3	1	2	680	4

SC = Safety Concern; NM = Near Miss; FA = First Aid Injury; MTI = Medical Treatment Injury; LTI – Lost Time Injury; Inductions = No. of persons inducted; Enviro = Environmental Incident

The following incidents occurred this reporting period:

- Student climbing fence into site – Safety Concern
- Worker on roof without protection – Near Miss
- Consultant not wearing steel capped boots – Safety Concern

See Watts & Hughes Monthly Works Provisioning Report for further details.

3) Expansion Design & Construction Works Provisioning

This month Watts & Hughes have undertaken the following high-level works. Further details are available in Appendix D (Watts & Hughes Report) & Appendix H (IR Report):

Design

- IFC documentation being updated as required
- Alternate PFM storage shed location agreed. This is to be part of SP2, however also agreed that if this were delays the Crown would accept this as a Defect for completion in the Summer School Holidays. Awaiting written evidence confirming this from the Crown.
- Various changes requested to power outlets – working with the Crown to accommodate without incurring additional costs

Construction

- Gym – Defecting continued
- Gym – Landscaping continued
- Gym – Flooring preparation commenced
- Teaching Block – Cladding continues
- Teaching Block – Hardscaping continues to south/west elevations
- Teaching Block – 1st floor gib install complete including stopping and sealer coat of paint
- Teaching Block – Ground floor gib install/stopping nearing completion
- Teaching Block – 1st Fix services ongoing
- Teaching Block – Internal doors, reveals and aluminium partitioning underway
- Teaching Block (Hard Tech connection) – 1st fix complete
- Carparking – Works continue

Furniture & Equipment Moves

- Change issued by the Crown to allow for movement of F&E. Processes were agreed this month.

Completion

- Given delays encountered on the gym, Service Commencement date of 19 Feb was not met. W&H anticipate a Service Commencement of 19 June.
- W&H commenced Works Completion Meetings this month. These are providing very helpful to the whole team.
- Works Completion Tests are underway.

4) Construction Related Operational Services

This month PFM have focused on the following:

- Continuation of coordinating / informing school of impact construction activity has on operational services for both the expansion and hard court covers, facilitating inductions, Required Works Notices, and receipt of Safe Work Method Statements when contractors need access to the schools.
- Reviewing construction works and completion documentation.
- Development of F&E Movement plans.

Further details of their work can be found in PFM report in Appendix E.

5) Operative Documents

5.1 Expansion Works

Operational Document	Status	Comment
Expansion Works Project Management Plan	Rev 1	Endorsed 10/03/23 Aurecon-GCOR-000182
<ul style="list-style-type: none"> Expansion Works H&S Plan (SSSP) 	Rev 1	Endorsed 10/03/23 Aurecon-GCOR-000182
<ul style="list-style-type: none"> Expansion Works Fire Management Plan (SSSP) 	Rev 1	Endorsed 10/03/23 Aurecon-GCOR-000182
<ul style="list-style-type: none"> Expansion Works Traffic Management Plan 	Rev 1	Endorsed 31/01/23 Aurecon-GCOR-000149
<ul style="list-style-type: none"> Expansion Works Communications Plan 	Rev 1	Endorsed 10/03/23 Aurecon-GCOR-000182
<ul style="list-style-type: none"> Expansion Works Environmental Management Plan 	Rev 1	Endorsed 10/03/23 Aurecon-GCOR-000182
<ul style="list-style-type: none"> Expansion Works Quality Assurance Plan 	Rev 1	Endorsed 10/03/23 Aurecon-GCOR-000182
<ul style="list-style-type: none"> Staging Plan 	2023.03.30	Endorsed 03/04/2023 Outlook DC 9:25am
Expansion Design Development Plan	Rev 1	Rev 1 Endorsed 10/03/23 Aurecon-GCOR-000182
Expansion Construction Management Plan & Disruption Management Plan	Rev 1	Endorsed 10/03/23 Aurecon-GCOR-000182
Expansion Works Provisioning Programme	<i>Rev 1W</i>	<i>Reissued and reviewed. Updated programme expected 11/04/2024</i>
Expansion Completion Manual	Rev 0	Endorsed 25/05/2023 Aurecon-GCOR-000203
Expansion Works Completion Plan	Rev 0	Endorsed 25/05/2023 Aurecon-GCOR-000203
Expansion Operational Completion Plan	Rev 1	In review

* Changes from previous month *italicised*

5.2 Operational Services

Operational Document	Status	Comment
Policy and Procedures Manual	Final endorsed	Endorsed
Emergency Procedures and Business Continuity Manual	Final endorsed	Endorsed
Asset Management Plan	Final endorsed	Endorsed
PPM Programme	Final endorsed	Endorsed
Annual Work Plan	Final endorsed	Endorsed
Five Year Work Plan	Final endorsed	Endorsed
Asset Register	Final endorsed	Endorsed
Monthly Maintenance Schedule	Final endorsed	Endorsed
Training Plan	Final endorsed	Endorsed
User Manual	Final endorsed	Endorsed
Disengagement Plan	Not required for Expansion	N/A
Handover Package	Final endorsed	Endorsed

* Changes from previous month *italicised*

6) Issues of Public Concern

Nil this reporting period.

7) Change Notices

7.1 Issued Change Notices

- CN157 (Expansion F&E) – Executed by the MoE.
- Change Notice for F&E movement into the expansion – Change Request issued by the MoE. FSP pricing via PFM.

7.1 Anticipated Change Notices

- Nil

8) Key Risks

FSP and Watts & Hughes raise the following key risks this month.

- Neighbours / Council complaints leading to reduced working hours (e.g no Sunday work)
- Gym flooring installation
- Works Completion Testing regime
- Student access around the site during construction

A Risk Workshop was held Tuesday 21 November. Below are key risks (following mitigation measures), as identified in this Risk Workshop, *with changes made in italics*. See Appendix H for complete Risk Register.

Risk	Description	Residual Risk Level	Risk Controller	Mitigation Response
Delay to Service Commencement	A delay to Service Commencement may occur due to slow construction progress, resulting in insufficient teaching space, or the school not being able to use the facility on time.	Critical	Watts & Hughes	<ul style="list-style-type: none"> • W&H have reviewed programme and procured long lead items early. • Ensure adequate resourcing • IR and W&H have discussed what is required for completion testing to ensure alignment prior to site visits (in particular gym)
Inability to move F&E into expansion for acoustic testing	Increasing student roll resulting in some tranches of the modular buildings remaining on site post completion of the expansion. Inability to relocate F&E will result in WCT's not being able to be completed.	Critical	Crown	<ul style="list-style-type: none"> • Crown to ensure a further Change Notice is issued to FSP to relocate the existing F&E into the expansion buildings within the timeframes requested by FSP/W&H. • <i>Crown has provided a Direction to move F&E into place as the Change is priced and finalised.</i>
Severe Injury or Death on site	Severe injury or death on site because of poor H&S practices by an individual and/or their company	High	Watts & Hughes	<ul style="list-style-type: none"> • W&H to ensure strong H&S processes are in place • W&H to complete Task Analysis before works commence • W&H subcontractors are inducted • W&H to ensure high risk work is appropriately detailed, planned, documented, and communicated well in advance.
Student safety during construction	Student injury due to entering the construction zone or otherwise.	High	Watts & Hughes	<ul style="list-style-type: none"> • W&H to ensure hoarding and fencing is secure and gates are not left open • W&H to ensure clear signage • W&H to observe site and raise immediately if they see students entering with PFM, FSP & MoE • W&H have CCTV coverage around their site • Required Works Notices to be issued for works outside the construction area

Mechanical Design	New expansion interface with the existing design, resulting in failures to the new chillers.	High	Watts & Hughes	<ul style="list-style-type: none"> • Incumbent building services designer engaged for the expansion • PFM will be consulted on the design and any changes. • W&H undertaking due diligence on existing chillers prior to installation of new chillers including meeting the building services engineer and subcontractor on site early.
Services Strike	Resulting in injury, delays to programme and impact to services delivery	High	Watts & Hughes	<ul style="list-style-type: none"> • W&H undertake due diligence surveying site before starting intrusive work - scanning ground, pot holes - taking measurements • W&H to notify PFM, FSP & MoE as soon as possible if services are struck. PM managing this. • W&H & FSP to ensure PFM are included in all communications • W&H to prepare Works Notices that are signed by PFM and the school prior to disruptive or out-of-programme work
Failures in Weathertightness Testing	Failure to pass water testing resulting in delays to Planned Service Commencement Dates	High	Watts & Hughes	<ul style="list-style-type: none"> • W&H have engaged an independent weathertightness consultant to review design • W&H are required to prepare completion plans well in advance of completion testing for the Independent Reviewer to review and align.
Operational Services to existing building adversely affected	Construction activities impact the school's normal operation or ability to deliver teaching	High	Watts & Hughes	<ul style="list-style-type: none"> • W&H undertake due diligence surveying site before starting intrusive work • W&H & FSP to ensure PFM are included in all communications • W&H to prepare Works Notices that are signed by PFM and the school prior to disruptive or out-of-programme work • Fortnightly consortium meetings scheduled between W&H, PFM and FSP to raise issues for W&H to raise disruptive or out of programme work.

<p>Pandemic</p>	<p>Pandemic impacts adversely on progressing project leading to delays</p>	<p>High</p>	<p>All</p>	<ul style="list-style-type: none"> • W&H to review processes in place should a pandemic occur and coordinate with PFM's requirements • W&H to ensure subcontractors are briefed on W&H's and PFM's pandemic protocols • Procurement plan in place with long lead items identified which are most at risk of delay due to pandemic
<p>Building consent delays</p>	<p>Slow approvals from SDC leading to delays to Planned Service Commencement Dates</p>	<p>High</p>	<p>Watts & Hughes</p>	<ul style="list-style-type: none"> • W&H to regularly monitor Building Consent Status and provide updates • W&H to ensure RFIs are responded to as soon as possible and allow for additional processing time in programme • Ministry to assist where possible to speed up Building Consent reviews

Released under the Official Information Act 1982

APPENDIX A: RDM Status

RDM	Programme RDM submission date	Actual RDM submission date	Programme Endorsement date	Actual Endorsement date	Programme Refs
Expansion Stage 1 Detailed Design (Civil, substructure, superstructure and below slab services)	18/11/22	18/11/22	9/12/22	12/12/22	77, 84
Expansion Stage 2 Detailed Design (Façade)	24/01/23	25/01/23	16/02/23	16/02/23	88, 94
Expansion Stage 3 Detailed Design (Interiors)	24/01/23	25/01/23	15/02/23	16/02/23	96, 102
Amended Expansion Stage 1 Detailed Design	24/02/23	28/02/23	13/03/23	14/03/23	N/A
Expansion Stage 1 IFC	16/01/23	19/04/23	03/05/23	04/08/23	104
Expansion Stage 2 IFC	01/05/23	15/09/23	25/09/23	12/12/23	105
Expansion Stage 3 IFC	09/08/23	18/01/24	06/10/23	05/03/24	106
PFM Shed	Not programmed	09/02/24	Not programmed	23/02/24	N/A

Released under the Official Information Act 1982

Released under the Official Information Act 1982