

G1

G2

G3

G4

G5

Significant Track Pre-delivery Closure Memo *[Programme or Project Name]*

Template Release Date – 31 January 2024 [DRAFT]
Template Version – 4

Add an image of your project here

Single/contiguous sites – street view image

Non-contiguous sites – landholding plan showing all sites and roads involved.

OFFICIALLY RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982



Kāinga Ora
Homes and Communities



**Investment Management
Framework**



Contents

Purpose	4
Recommendations	4
Background	5
Project Update / Rationale for closure	5
Summary of Key Project Lessons	5
Describe how these lessons will be communicated	6
Checklist	7
Document Control	8
Endorsements and Approvals	9
Appendices	10

RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982

Preparing a Significant Track Review and Closure Memo

Each investment requires its own Review Memo including when a project is closed pre-delivery occurring.

This template must be used for all Significant Track investments pursuing closure without completing IMF Implement phase. For more information about closure decisions please visit the [IMF Delivery Toolbox](#) on Atamai.

Note, unless specified **all template sections must remain** in the completed Review Memo.

Finalising the Review Memo and submitting for approval

The completed Review Memo and all attachments must be submitted to the IMO team (IMO@kaingaora.govt.nz).

The finalised Review Memo will be submitted to the PGB for approval, via the governance administration team at govadmin@kaingaora.govt.nz.

IMPORTANT - when you are ready to finalise this document delete the blue commentary and guidance text

RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982

Significant Track Review Memo

To: Kāinga Ora Board
 From: *[Author Name – Author Role]*
 Date: Click or tap to enter a date.
 Subject: *[Programme or Project Name, AR#]*

Purpose

The purpose of the Review Memo is:

1. To request and justify project closure, for governance approval
2. Note financial expenditure of \$XXXXXX made up of \$XXXX CAPEX and \$XXX OPEX to be written off of which \$XXXX will be retained reflecting expenditure for benefit of future projects on this site;
3. To review the project, to document lessons and how these can be appropriately communicated across Kainga Ora
4. To confirm the project closure plan.

Recommendations¹

It is recommended that the *[Enter name of PGB]* endorse and the Investment Delivery Committee recommend that Board consider this paper.

It is recommended that the Kāinga Ora Board:

0. **Approve** this Review Memo and closure of project *[ARxxxx]* at *[address]* due to *[state high-level rationale for closure]*, noting:
 - a) Project status: *[state progress made on project, including any site clearance]*
 - b) Financials: *[state approved budget and spend to date and amount to be written off.]*
 - c) Risks: *[state any high-level risks, benefits and dependencies of project closure and how they will be managed]*
 - d) *[Any other important context.]*
1. **Note** the project will be closed down in appropriate systems.
2. **Note** the key high-level lessons learned are:
 - a) *[add key lesson learnt]*
 - b) *[add key lesson learnt]*
 - c) *[add key lesson learnt]*
3. **Note** the next steps are:
 - d) advise the Minister of Housing and Urban Development
 - e) *[how decision will be communicated to stakeholders]*
 - f) *[other next steps]*

¹ Note that, unless specified, all recommendations must remain in the Review Memo, and in the order and format set out here.

Background

Property address	<i>As specific as is appropriate</i>
<p><i>Briefly describe the purpose and key history of the project :</i></p> <ol style="list-style-type: none"> <i>1. Describe the purpose of the project, including any key changes from the original intention (as relevant)</i> <i>2. Describe the current status of the project compared to the current approved Brief / Business Case / Change Requests, including the current proposed budget, typolog(ies), yield, bedroom mix and any points of note (FUD, additional features such as communal spaces, etc.)</i> <i>3. Describe key decisions to date, e.g. Kāinga Ora Board or other governance decisions, and other key milestones (resource and building consents, Ministerial and other stakeholder engagement)</i> <i>4. Describe any public engagement, media or other output on this project.</i> 	

Project Update / Rationale for closure

Summarise why the project team is requesting closure prior to completing delivery. Include relevant factors such as relative regional priority, cost factors, supply chain, stakeholder (including mana whenua), site due diligence, other dependencies, risks and uncertainties.

Summary of Key Project Lessons

Link to project closure rationale as well as any lessons learned. Delete any sub-sections (aspects) that do not apply – focus on key project lessons only. Make specific reference to identified risks as part of previous papers and whether they were part of the rationale for closure.

Aspect	Comments / Learnings
Stakeholder, including community Engagement and Partnerships	<i>Did stakeholder management occur as planned in the Brief or Business Case? What would we do differently?</i>
Māori Interests	<i>Comment on any learnings with Māori engagement and what can be learned from experiences?</i>
Risk management	<i>Note if the strategy / controls / mitigations for risks identified in the Brief or Business Case were appropriate and sufficient. Comment on any new risks identified?</i>
Financial management	<i>Did the financial management of the project occur as planned? Comment on how financials elements may have impacted project closure.</i>
Funding	<i>Comment on any impacts of funding on project closure.</i>
Procurement	<i>If applicable, did procurement activity occur and if so how did it contribute to the project closure?</i>

Aspect	Comments / Learnings
Commercial & contractual	<i>Did the commercial / contractual structure of the project work as intended?</i>
Regulatory compliance and titles	<i>Was RMA, consents, building limitations or regulation an impact on project feasibility or ability to be delivered?</i>
Building and design	<i>If applicable, comment on any Building Act compliance / inspection issues during the project, any need for design changes or design standard changes during construction (if applicable), or other building and design issues encountered through delivery (if applicable). If changes to Design Standards were required, include the approved Change Request as an appendix to this Review Memo.</i>
Sustainability	<i>Comment on any project characteristics or sustainability requirements impacting ability of project to progress or be feasible?</i>
Other	<i>Any other key activities or due diligence worth noting? Eg anything unique about this project? Suggestions for future innovation projects?</i>

Describe how these lessons will be communicated

Plan for communicating lessons learned
<i>Plans to share relevant lessons through existing organisational channels, etc.</i>

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

Risks

Risk management

Describe the approach to managing outstanding risks (detailed in the Risk register, appended to this Memo)

Financial Expenditure / Write-offs

Financial expenditure on the project (OPEX and CAPEX) should be confirmed with the Business Partner as well as which expenditure needs to be written off and which can be carried to future projects.

	\$	Comments
Total Expenditure	\$	
- Capital Expenditure	\$	
- Operating Expenditure	\$	
Capital Expenditure is made up of;		
Write off Proposed	\$	
Expenditure to be carried through	\$	

Checklist

Checklist item	Complete	Comments
Kāinga Ora Legal have reviewed closure as appropriate		
All impacted consultants are notified		
Ara Support informed of project closure		
All Purchase Orders are paid and matched to the full amount		
Update project status in Oracle		
<i>Other project closure activities</i>		

Document Control

For maintenance and changes to this template, please email the Kāinga Ora IMO at IMO@kaingaora.govt.nz to register your change accordingly.

Document History

The following versions of this document have been in circulation.

Date	Author	Change	Version
[Choose the date]	[Author Name] [Author Role] [Author Email]	[Briefly describe the purpose and extent of the changes]	[Version # e.g. 1.0]
	Add rows as required		

Document Review

Contributors

The following have been identified and engaged to assist and contribute content within sections of this document.

Date	Name	Section	Comments
[Enter the date]	[Author name – author role]	[Add section detail and page x]	[Contributor comments]

Reviewers

A Significant Track project closure request requires the support of the Regional Director, Manager Investment and Planning and C&I Director, Delivery, documented in the table below.

Additional reviewers, if any, are to be determined by the Regional Director, Regional Investment Planning Manager and your Business Partner. NOTE: Reviewers are accountable for their feedback.

Date	Reviewer's name	Position/title	Support
[Choose the date]	[Reviewer's name]	Regional Director	[Yes/No/Subject to...]
[Choose the date]	[Reviewer's name]	Manager, Investment and Planning	[Yes/No/Subject to...]
[Choose the date]	[Reviewer's name]	Director - Delivery, C&I	[Yes/No/Subject to...]

Endorsements and Approvals

Significant Track Review and Closure Memo must be endorsed by the relevant PGB.

Endorsements

I confirm I have the authority to endorse this Review and Closure Memo. The information presented is complete and robust, the investment outputs are complete, and all decision-making requirements have been met.

Approved by *[Enter name of PGB]*:

Name	<i>[Enter name of PGB]</i> Chair
Signature	Date

Recommended by Investment and Delivery Committee (IDC):

[Remove this endorsement signature space for IDC, if approval by the Kāinga Ora Board is not required.]

Name	IDC Chair
Signature	Date

Approvers

Approved by the Kāinga Ora Board

Name	Kāinga Ora Board Chair/ delegated authority
Signature	Date

Appendices

Please attach each completed appendix to this Review Memo, or provide an Objective link. Where providing an Objective link, make sure the appendix is stored in the correct Objective project folder.

Appendix	"Attached below – see Page XX", or provide the Objective link to this appendix	Always required?
<p><i>Attach the latest Business Case, Brief or Memo under the IMF as appropriate</i></p> <p>Approved Significant Track Business Case / Brief / Opportunity Memo</p>	<i>Add objective link</i>	Y
Any approved Change Requests	<i>Add objective link</i>	Y (if applicable)
Risk Register	<i>Add objective link</i>	Y

RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982