



Memo

To 9(2)(a) – Special Advisor to the CE
From 9(2)(a) Senior Programme Manager Demolition Deconstruction,
Senior Programme Manager Demolition, Deconstruction,
Date 19 March 2020
Subject Kāinga Ora Demolition, House Relocation, Recycle Activities
For your information

Purpose

1. The purpose of this memo is to brief the Special Advisor to the Chief Executive of the demolition, relocation, recycle activities that have occurred across the demolition activity over the last 12 months and provide detail on work underway to develop a more environmentally friendly and sustainable operation across our demolition programmes.

Background

2. The Chief Executive requested the Special Advisor to the Chief Executive gather information on the demolition, removal and recycling of houses across Kāinga Ora.
3. The CE wanted to understand the following:
 - Who is doing what? (who is responsible for what in this area)
 - What are the numbers within each category (demolition, deconstruction, relocation) over the last 12 months?
 - What is the proportion of removal and recycling vs demolition that has taken place?
 - What could have been removed/reused instead of demolished?
 - What are the things needed to be doing more house relocation and recycling?
 - What has been moved and where have they gone?
4. The memo will address each CE question individually.

Who is doing what?

5. Across Construction and Innovation Group there are four demolition work streams in operation being Fire/Chemical, Redevelopments, Regional Housing Programme and Transitional Housing Villages.
6. UDD (formerly HLC) manage the demolition through to civil works on their allocated super lots/projects on behalf of Construction & Innovation Group (C&I) through alliance partner Piritahi.
7. C & I programme delivery teams manage the redevelopment demolition work utilising the current demolition contractor panel.
8. Kāinga Ora are operating in a policy void environment on relocation, deconstruction and relocation engagement with Iwi groups. Relocation and deconstruction pilots are being run on several demolition projects across Kāinga

Ora and UDD until such guidelines and procedures are developed. Details of the known pilots, KPI's and recently approved landfill diversion targets will be provided further on within this memo.

9. A pilot register has been established across Kāinga Ora to centrally record all projects and lessons learned.
10. Focus is starting to shift to a more environmentally friendly and sustainable approach around demolition methodology and waste minimisation to align with Kāinga Ora Environment Strategy.
11. Iwi engagement and broader outcomes are also starting to be considered and applied when considering relocating a house as opposed to demolishing.
12. An Iwi Relocation Engagement Plan is being developed with key Kāinga Ora stakeholders and is appended to this memo (Appendix B).
13. The Senior Programme Manager Demolition Deconstruction Relocation role was created and is seconded until September 2020. This role sits within C & I Group reporting to Development Director.

The main objectives of the role are:

- Oversee fundamental shift in disposal of Kāinga Ora Homes from demolition to more environmentally friendly approach
- Lead innovations through the sector through the approach of relocation, deconstruction and recycling as broad as working with private sector and Iwi Groups
- Developing and implementing policies and procedures relating to the identification and analysis and implementation of deconstruction and demolition activity.
- Develop and be responsible for developing a reporting system across the whole of Kāinga Ora recording status of all demolitions (including write downs), forecast demolitions numbers and locations and method for identifying whether removal of unit for redevelopment was a demo, relocation or deconstruct.

14. The Demolition Deconstruction and relocation programme plan has been approved by Deputy Chief Executive C & I and Development Director C & I.

The plan sets out key objectives, milestones and risks/issues within Programme.

Milestones and deliverables are set out below. The Programme Plan is further annexed to this memo (Appendix A).

Milestone Deliverables

Milestone	Deliverables	Owner	Comments
1. Programme Plan Approved	- Programme Plan approved by C & I Development Director and DCE Construction & Innovation.	SPM Demolition, Deconstruction Legal	

	<ul style="list-style-type: none"> - Business case prepared scoping budget and resource requirements submitted and approved. 	<p>DCE Construction Innovation</p> <p>Development Director</p>	
2. Communications Plans Approved	<ul style="list-style-type: none"> - Brief Kāinga Ora Partnerships and Community Engagement on programme communication requirements. - Document 3 phase communications plan internal, Iwi Engagement and Contractor plans. - Drafted plans submitted to Development Director and DCE Construction & Innovation Group for approval. - Comms plans approved. - Comms plans implemented. 	<p>Maori Chief Advisor Partnerships and Community Engagement Senior Programme Manager Demolition / Deconstruction</p>	<p>Iwi engagement plan to be jointly executed by Maori Chief Advisor and Demolition, Deconstruction Senior Programme Manager.</p> <p>Risk, timeframe dependent on Maori Work Programme deliverables.</p>
3. Legal Review Demolition Panel Contracts	<ul style="list-style-type: none"> - Approved landfill diversion targets embedded into Kāinga Ora legal documents to align with UDD KPI's. - Draft changes to contracts approved by Development Director and DCE Construction & Innovation Group. - Demolition site clearance rolled out forms to be provided by demolition contractor on completion of project demonstrating compliance with landfill diversion targets. - Data collection and interim business data entry process developed to enable reporting and monitoring against targets rolled out to business (including UDD). 	<p>Senior Programme Manager Demolition / Deconstruction</p> <p>Legal</p>	
3. Research, pilot and data collection completed	<ul style="list-style-type: none"> - Construction & Innovation Group & UDD (Prititahi) current working processes mapped / documented capturing touch points and issues between UDD, C & I. - Demolition pipeline reporting processes mapped / documentation both C & I, UDD. - BRANZ C & D definitions and waste minimization plan documented. - Pilot Register Established with lessons learned feature. - Risks and Issues register established and kept current with all learnings to be embedded into new process/policy - Roles and responsibilities agreed between Asset Business Planning and SPM Demolition / Deconstruction on pipeline reporting accuracy. 	<p>UDD</p> <p>Senior Programme Manager Demolition / Deconstruction</p>	
4. Stakeholder Engagement Completed	<ul style="list-style-type: none"> - SPM Demo / Deconstruction Role presentation rolled out to all Kāinga Ora Programme Delivery Teams, Finance, Procurement, Construction Leadership Group, Development Strategy, legal putting role on the 	<p>SPM Demo/Deconstruction</p>	

	<p>map and advising business of upcoming landfill diversion targets</p> <ul style="list-style-type: none"> - Review current ARA demolition reporting scope capability and recommend required data entry fields post go live - Demolition Contractor Forums held nationally to brief on programme and contract changes - Feedback from Contractor forums documented and reported to Development director and any risks identified put into a mitigation plan. 		
5. Procurement	<ul style="list-style-type: none"> - Procurement Plan Established and approved. - RFI run for deconstruction, relocation services - RFI evaluated, findings discussed and put into recommendations on future procurement RFP. - Relocation and Deconstruction (including IWI) RFP run and evaluated, panel recommendations approved. Panel stood up and process embedded into process/policy Iwi House Relocation database established. 	Procurement Lead	Risk time frame allocated could run over due to procurement capacity and RFP timeframes in accordance with government rules of procurement.
Process and policy recommendations approved	<ul style="list-style-type: none"> - Policy and process options documented. - Recommendation paper submitted to Deputy Chief Executive Construction and Innovation, Development Director, UDD leadership (and board if required) - Recommendations approved. 	SPM Demo / Deconstruction	
Process and policy documents drafted	<ul style="list-style-type: none"> - Draft document suite documented 	SPM Demo/Deconstruction Technical Writer	
Process and policy feedback obtained	<ul style="list-style-type: none"> - Document review working group established within Kāinga Ora programme teams, development strategy, UDD, legal, finance, comms, procurement. - Review of documents undertaken - Changes and further decisions documented. - Recommendation on changes submitted to Deputy Chief Executive Construction Group, Development Director, Construction Leadership Group (and board if required). - Recommendations approved. 		Risk – programme is dependent on adequate workshop participation and time. Due to this being at the end of the financial year, there is a substantial risk participation by needed business groups will not be possible due to own deliverables and targets.
Process and policy goes to publishing	<ul style="list-style-type: none"> - Documents put into formal Kāinga Ora templates. - Review and formal sign off by required business groups obtained. 		

	-Documents published and become available on Atamai.		
Training Plan approved	Scope of training plan developed. Training plan approved.	Out of scope of programme, needs to be established by learning and development teams.	
Training Plan implemented	Training provided to all appropriate Kāinga Staff and contractors	Learning & development Potentially SPM Demo / Deconstruction	

15. C & I demolition waste minimisation targets have been approved by DCE C & I and are in the process of being communicated to industry, demolition contractors, and programme delivery teams by way of internal presentations. A demolition contractor panel forum was on held 11 March 2020 to brief contractors on the Environment Strategy, sustainability plans and pending contract changes and approved landfill diversion and relocation targets.

16. The targets were developed to align C & I with UDD demolition contractor KPI's at the time and are as follows:

- 80% of non-contaminated demolition waste (by weight) will be diverted from landfill per demolition project.

- 2-4% of houses will be relocated.

- Note, due to these targets being national, they may be subject to change as we explore regional markets, capacity and capability.

- ***It is recommended the house relocation targets are further assessed with the view to increase as these are already being achieved within C & I and UDD prior to adequate tools, panels and further lwi/private sector engagement in place.***

17. It is important to note that Kāinga Ora in particular C & I are aware many landfill diversion methods and statistics exist within industry however these are not being recorded in our systems (nor do we have current system capability to record this) and therefore cannot be reported on, monitored and measured. The new procedures and system tools will address this.

18. UDD already have in place Sustainability and Environmental KRA's being:

- 2% of houses are relocated

- 70-80% demolition waste is diverted from landfill

19. UDD performance within these KRA's from July 19 to Feb 20 are displayed below:



Note: Reduction in % diverted rate in December due to a large amount of asbestos contaminated material from a high-rise demolition.
Reporting for % of Material Diverted from Landfill is reported one month in arrears - (Latest above data is for January)

Demolition, Deconstruction and Relocation Numbers

20. The below tables summarise what has been completed by each business group, under each category.

UDD (Formerly HLC) July 19 – Feb 2020

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	YTD
Demolished	0	6	14	21	18	8	13	23	103
Deconstructed	2	0	1	2	0	2	0	0	7
Relocated	0	2	0	1	6	6	0	2	17
Total #	2	8	15	24	24	16	13	25	126
% Relocated	0%	25%	0%	4%	29%	38%	0%	8%	14%

*Report sourced via Piritahi Early Works Operations Manager.

Construction & Innovation Group July 2018 – June 2019 Demolitions

FY19 State Home Demolitions, by TLA, by Month - As at 30/06/2019													
TLA	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Grand Total
AUCKLAND	2	2	14	59	33	1	101	35	32	22	26	29	356
CHRISTCHURCH CITY								1	13	6		1	21
DUNEDIN CITY	1												1
GISBORNE DISTRICT									2				2
HAMILTON CITY				1				1	11	7	10	2	32
HASTINGS DISTRICT	1							4			5		10
LOWER HUTT CITY			1	7				10	1			3	23
MANAWATU DISTRICT													1
NAPIER CITY				1		1							2
NEW PLYMOUTH DISTRICT		20											20
PALMERSTON NORTH CITY				1	4		6	10	3	1	7	1	27
PORIRUA CITY				2									2
ROTORUA DISTRICT		2								8			8
SELWYN DISTRICT									2				2
TASMAN DISTRICT													1
TAUPO DISTRICT										2	2		4
THAMES-COROMANDEL DISTRICT		1											1
TIMARU DISTRICT						1							1
WAIKATO DISTRICT	1											8	11
WANGANUI DISTRICT								4	6				10
WELLINGTON CITY								1					1
WESTERN BAY OF PLENTY DISTRICT								3					3
WHAKATANE DISTRICT									3	4	5		12
WHANGAREI DISTRICT								1					1
Grand Total	5	26	15	72	37	3	107	70	73	51	49	44	552

Note the above data information source is from Asset Business Planning team and reports on demolitions. This information does not capture deconstructed or relocated houses despite some of this activity occurring. The business IT systems do not currently have relocation, deconstruction data entry fields to enable reporting on these features. These will be developed through ARA.

Construction & Innovation Group Relocations

Business Group	Total	Comments
Spring Hill	7	*relocated from Kāinga Ora Sites to Prison yard for refurbishment
Rolleston	7	*refurbished within prison yard and moved to Kāinga Ora land
C & I	10	*relocated to Northland to He Korowai Trust
Total #	24	

What is the proportion of removal and recycling vs demolition that has taken place?

21. Historically the proportion of recorded demolitions has heavily outweighed deconstructed and relocated homes.
22. Over the last financial year the below table provides the percentage of each category.

Category	Total %
Deconstructed	1.2%
Relocated	7.4%
Demolished	91.4%

What could have been removed or reused instead of demolition?

23. Kāinga Ora are operating in a procedural and policy void environment with regards to recycling and relocation (aside from the Springhill and Rolleston programmes).
24. UDD (formerly HLC) have draft Standard Operating Procedures for relocation, demolition and refurbishment management plan however these are not published or formally approved.
25. A number of key risks and issues have been identified in the demolition space including the need for a house relocation decision making matrix tool, which will assist the business in assessing house relocation suitability and convert the demolition pipeline into either relocatable, deconstruction and or demolition work packages well ahead of site clearance dates.
26. There are numerous considerations to be made when assessing a house for removal such as: for removal such as:
 - Does the house contain any asbestos, lead or other contaminants?
 - How are the services to be disconnected safely?
 - Can the structure be secured safely for transport?
 - What permits or consents are required
27. Historically the business have engaged consultants such as Greenstone Group, or house relocation companies to do these assessments on an ad hoc basis.
28. As a result, Kāinga Ora are not in a position to answer this question accurately without undertaking historic assessment and analysis of the completed demolitions by engaging suitably qualified and experienced consultants.

What are the things needed to be doing more removal and recycling?

29. The Demolition, Deconstruction and Relocation Programme Plan has been approved and is in the process of being implemented in accordance with key milestones and deliverable's.
30. UDD will continue working with their Relocation, Deconstruction KRA's/KPI's
31. Construction and Innovation Group will continue with the relocation/deconstruction pilots underway and lessons learned realised will be embedded into the new policy/procedures.
32. Shortly under the demolition, deconstruction and relocation programme, work will begin on assessing remainder of FY and FY 21 demolition pipeline for relocation, deconstruction and demolition suitability.
33. This will be used to engage market via RFI and virtual Iwi Hui's in order to understand relocation and deconstruction market capacity/capability in accordance with Kāinga Ora Comms and Iwi Engagement House Relocation plans
34. Construction and Innovation Group will work closely with industry in developing deconstruction and relocation framework and contract definitions.
35. Landfill diversion targets have been embedded into the demolition contractor panel draft contract and scope of work documents. (Paper with DCE C & I for sign off)
36. A site clearance form has been created that demolition contractors are required to provide Kāinga Ora on work completion demonstrating compliance with targets, as well as providing photographic evidence of recycled materials and a tipping receipt for material sent to landfill.
37. An interim process for recording the contractor site clearance data will be established to enable interim reporting and measuring of targets until the organisation wide procedures and policy are in place.

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