How to herd four strange cats

- **Lessons from the Housing Infrastructure Fund programme in Queenstown**

- **Theme: Influencing without Authority**

- **By: Warren Ladbrook**

- **Date: 25 Sept 2019**

Agenda

- The Programme / The Challenges

- Programme Structure

- Escalation of Issues

- Meetings

- Lessons (to incorporate 'next time')

- Questions

The Programme

- Housing Infrastructure Fund (HIF)

- $1B Central Government Fund

- Enables housing construction in high-growth areas of New Zealand

- 0% ten-year loans for transport and 3 waters infrastructure

The Programme

- Queenstown has the most unaffordable housing in NZ

Housing affordability crisis deepens in Queenstown Lakes

Queenstown (file picture). Source: istock.com

Otago Daily Times

Dunedin 12 | 4   Tuesday, **24 September 2019**   Send us news & photos

News   Sport   Life & Style   Entertainment   Business   Regions   Fea

Saturday, **14 April 2018**

CO-Lakes house price now 15.4 times average annual wage

By Guy Williams   370   2

Regions > Central Otago   1 Comment

Central Otago Lakes remains the most unaffordable region for housing in the country, with median prices now more than 15 times annual income.

Otago Daily Times

Dunedin 12 | 4   Tuesday, **24 September 2019**   Send us news & photos

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Saturday, **20 October 2018**

Resort's affordability still worst in country

By Simon Hartley   38   0

Business

New Zealand housing affordability is worst in Central Otago — especially Queenstown. Pictured is Frankton with the Queenstown Airport in the foreground. Photo: Daisy Hudson

The Programme

- Three projects to add nearly 3,000 homes

Kingston
~950 Homes

Quail Rise
~900 Homes

Ladies Mile
~1,100+ Homes

- Detailed Business Case (DBC) phase
- Selected from original submission of six projects

The Challenge

- Influencing without authority
- Managing a programme with
  four different organisations from:
  - Central Government
  - Regional Government
  - Local Government
  - each with their own objectives and aspirations

The Challenge

- Programme challenges:
  - Engagement (or worse) of stakeholders
  - Legal / financial negotiations
  - Quantification of risk
  - Level of detail required
  - Time available
  - Resources

Otago Daily Times

Dunedin 11 | 6   Wednesday, **26 June 2019**   Send us news & photos

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Monday, **24 June 2019**

No to machinery on main road

By Miranda Cook   241   0

Regions > Queenstown

Kingston residents armed with placards called for ban on construction traffic from using the town's main street PHOTO: SUPPLIED

A united chant calling for a developer not to use Kingston's main street for construction traffic rang out loud and clear.

On Saturday, about 90 residents holding placards marched from the Kingston tennis court to State Highway 6, where the group then split to walk on both sides of the road.

The protest followed Kingston Community Association (KCA) members learning earlier

BREAKING: Ladies Mile SHAs declined

April 18, 2019

SHARE   Facebook   Twitter   Email   Print

Queenstown's councillors have draw[n] the sand over development on Ladie[s] sent a strong message to the NZ Tra[nsport] Agency, over concerns about traffic a[nd] transport infrastructure.

Councillors voted to decline three Special Housing Area (SHA) proposals for the area at their council meeting today.

So, who are the four strange cats?

- The four key stakeholders in the programme:
  - Queenstown Lakes District Council (QLDC)
  - New Zealand Transport Agency (NZTA)
  - Otago Regional Council (ORC)
  - Ministry of Business, Innovation and Employment (MBIE)

Why was it like herding cats ...

- We need infrastructure now, and funding.
- This isn't a priority, you must follow our rules.
- Why are we involved?
- Hurry up, you should be done already.

... and more, much more!
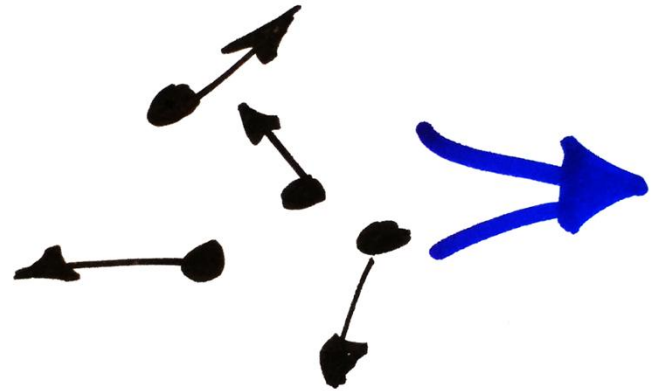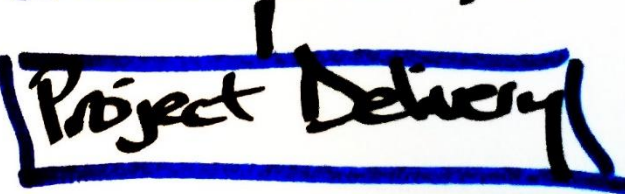
Six successful strategies

- Governance Group

- Project Control Group

- Project delivery participants

Programme Structure

- Escalation of issues

- Meeting frequency

- Meeting format

Meeting Structure

Programme Structure

- Governance
- Management
- Delivery

Governance Group

Project Control Group

3 Project Teams Project Delivery + Others

The Governance Group

- Fixed group for Programme duration
- Executives from the four key stakeholders

- Primary focus - strategic direction and support from within their organisations
- It was essential to have the right people

The Governance Group

- QLDC
  - Mayor (Chair)
  - CEO
  - CFO
  - GM Infrastructure
  - GM Planning
  - Chief Engineer
  - Programme Manager

- NZTA
  - Southern Region Director
  - Planning & Investment Manager
- ORC
  - Director of Engineering
- MBIE
  - HIF Unit Manager

The Governance Group

- It is easier to influence outcomes if you're at the top table, however, simply being at the top table does not mean you have influence

- What is 'Influence':
  - ***"Imperceptible or indirect action exerted to cause change"***
  - The power to have an effect on people
  - To affect the actions, decisions, opinions or thinking of others

The Project Control Group

- Variable group (Fixed core for DBC stage)
- Key staff from stakeholders, plus key suppliers
- Others brought into PCG meetings, as required
- Primary focus on effective delivery
- It was essential to have the right people
- Proactive engagement was essential, from all

The Project Control Group

- QLDC
  - Chief Engineer (Chair)
  - Civil Engineer
- Other
  - Programme Manager
  - Business Case Author
  - Deliver Team (As required)

- NZTA
  - Business Case Manager
- ORC
  - n/a
- MBIE
  - HIF Staff Member

The Project Control Group

- It is easier to influence outcomes if you have a key role on a PCG, however simply being there does not necessarily mean you have influence

- How to 'Influence':

  - Head – Logical appeal

  - Heart – Emotional appeal

  - Hands – Cooperative appeal

But first:

- **Know your situation**

- **Know your stuff**

- **Know yourself**

Project Delivery Participants

- Business Case writers (who can 'think')
- Staff from key stakeholders (essential knowledge)
- Engineers (with background knowledge of sites)
- Quantity Surveyors (with funding estimate skill)
- Lawyers (…)
- Land Owners
- Utility Providers
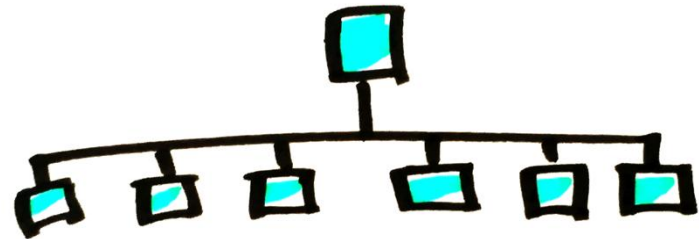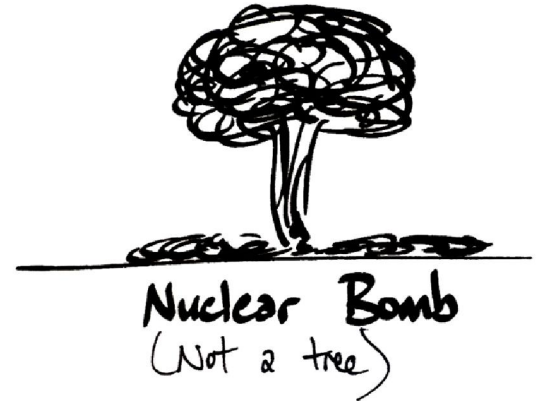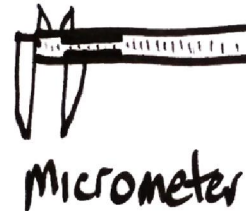
Project Delivery Participants

- How to 'Influence':
  - Proven experience and success
  - Build trust and earn respect
  - Know desired outcome / objectives
  - Know options to achieve goals, and +/- of each
  - Know how to communicate best with different people
  - Know how to get the best out of people
  - Be an inspirational motivator!

Influence is not:
- Popularity on Social Media
- Yelling loudly and making people do what they're told

Escalation of Issues

- Technical details
  - Dealt with as they arose
- Minor-Moderate issues
  - Decided by PCG
- Moderate-Major issues
  - PCG attempted to resolve, but escalated to the Governance Group if quick resolution wasn't possible

Micrometer

Nuclear Bomb
(not a tree)

Meeting Frequency

- Governance Group = Monthly

- Project Control Group = Fortnightly

- Project Delivery Participants = As Required

- However, this was varied as required
  - Especially when major issues arise
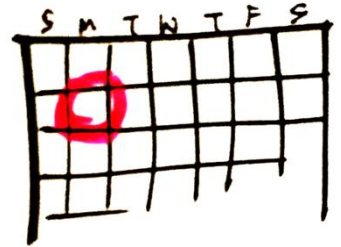
Meeting Format

- Meet in person whenever possible, this enabled:
  - Robust conversations
  - Quicker issue resolution
  - Increased collaboration and trust
- Technology was used, but was often sub-optimal
  - Usually OK for routine coordination
  - Not OK for resolving major issues

Lessons (from the formal report)

- ## Collaborate and Communicate

 *"(The) agencies were not on the same page for all of the process, and this caused problems. **Setting clearer expectations from the start and establishing a more collaborative approach** to decision making may have assisted in averting this issue"*

 Housing Infrastructure Fund
 Application Process Research

 Final Report

 22 February 2019

 ALLEN+CLARKE

Lessons (to incorporate 'next time')

- Get the structure right, and right team
- Raise and deal with issues quickly
- Meet in person where possible
- Meet as often as appropriate
- Maintain momentum, and focus
- Never give up … be a motivator

Programme Results

- All three DBC's accepted by The Crown

- Loan & Funding Agreements executed for all three projects

  - $36.0 M – Kingston

  - $16.1 M – Quail Rise

  - $24.0 M – Ladies Mile

- Implementation is starting …

Questions?

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