



# CHRISTCHURCH CENTRAL CITY DRAFT PLAN COMPLETE

The Central City Plan was adopted unanimously by the Christchurch City councillors on August 11 2011.

Impact was recognised for their significant contribution with Nick Regos invited to attend the landmark meeting alongside senior council staff members; the team received a standing ovation, the first time in memory.

“It was a very proud moment for the team, witnessing the gratitude and support for the over and above efforts that have been displayed by so many over the last three months. All councillors congratulated the team and the Deputy Mayor reminisced on her visit to San Francisco and comments that we could not achieve the impossible three month deadline that had been set, however we did it.”

Obviously the past quarter has been incredibly challenging and active – the energy of a 70-plus co-located team of Christchurch City Council staff and consultants and a multitude of stakeholders was channelled into the development of the draft Central City Plan.

The plan is a comprehensive, complimentary and detailed document that provides the building blocks to allow a bottom up approach to the rebuilding of the central city. In addition to Volume 1 there are an additional two volumes that comprise the Plan; the Regulatory Framework, which provides the ‘how’ and detailed Appendix, which include peer reviews, modelling studies, demand analysis etc. that further support the contents of the Plan.

With the draft plan complete and now a public document, we are now transitioning into phase 2 of the project. As part of this change process we have reviewed and adapted the organisational and reporting structure of the team in addition to creating multi-disciplinary panels for the current stage of public consultation with key stakeholders and the wider community.

In addition, Impact we will be leading the process for detailed definition of all of the projects proposed in the Draft Plan. This will in essence provide project plans for every project including risk analysis, prioritised phasing, detailed cost estimates, funding security etc. that will expedite the implementation phase.

We will also be holding an international speaker series in late August with various experts from around the globe providing insights to assist in the rebuild of Christchurch City.

Whilst we achieved a great deal in this first phase, we have equal, if not more, to achieve in this next phase and will keep you updated.



**Main Photo: Conceptual image of the Avon River/Ōtākaro.**  
**1. Nick Regos working with the Central City Plan team.**  
**2. Conceptual image for Cathedral Square.**



**“Only when you view the volumes in their entirety do you fully appreciate the complexities, communication challenges, scale of work and compressed timeframes that have been successfully managed.”**



# IMPACT'S PERSPECTIVE

## The 'Softer' Skills of Project Management

Projects are getting more complicated, contain greater risks and are more demanding on the participants. We have analysed the reasons and a clear winner is apparent – change.

Due to the global business world we operate in, our clients' visions are subject to change faster than they were a few decades ago. The internet and technology are obviously playing their part. Online and 'big box' retailing is changing the face of the high-street, with up to 15% of all sales in New Zealand completed online, and this is increasing.

In China, Foxcomm has 10,000 robots constructing products for Apple, Sony and Nokia and plans to increase the number of robots to one million in three years, a 100-fold increase. How are the buildings we create being designed



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to meet these changes? It puts more pressure on the client's brief, the designer's response and the project manager's direction. Project Managers need to master both the hard and soft sides of project leadership skills. The hard skills are schedules, risk registers, earned value and scope development – they are theoretical, analytical and can be learnt early on in a Project Manager's career.

The soft side of project management is about people and leadership, and when businesses are undergoing extensive change it's these skills that are needed more than ever to create the difference between 'finishing' and 'succeeding'. The soft skills are about understanding people, their motivators, dominant leadership styles, strengths and weaknesses, communicating in a personal manner, cutting through the noise, and breaking down the complexity and clutter that change causes. This allows us to achieve our goal of creating great teams.

An experienced project leader will group people within teams based upon their strengths and personality traits. People who think by picture and influence need people beside them who can administer, organise and document.

Clients who know that change is a constant in their business need leaders who embrace the opportunities that change creates and can rally, enthuse and if necessary coerce the rest of their teams to meet their goals. Not everyone likes change; many struggle to accept it and some hide from it. Your project leader must be relied upon to listen and immediately provide positive responses to your needs.

# ACHIEVEMENT OF THE QUARTER

Hangar at Wellington Airport.

A new 2000-square-metre hangar at Wellington Airport is due to be completed during September 2011.

The hangar will be operated by ExecuJet Aviation Australasia, which manages 150 business jets worldwide. This project at Wellington Airport is its first venture on New Zealand soil and will look to complement its already thriving businesses across the ditch in Sydney and Melbourne.

Neil Rennison, Impact's representative, has been working on this project since our appointment in April 2011.

**“This project has excited me with its challenges to meet the demands of time and the client's exacting quality standards, whilst delivering in a live airport environment. As the project continues, it is clear that the strong working collaboration between Wellington Airport, ExecuJet and the main contractor led by Impact has greatly contributed to its successful delivery.”**

Impact's role is to ensure that the construction phase of the project is delivered to programme/budget and to ExecuJet's high quality specifications.

The 40-metre-span roof was initially built entirely on the ground. The roof lift occurred on a fine Wellington Monday at the end of June and was quite a spectacular sight, with six cranes raising the roof to its final position (16.5 metres above the ground). The facility also comprises a two-storey support building that contains exclusive lounge facilities for arriving and departing passengers in addition to administrative offices.



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1. The 'roof lift' at the end of June.  
2. Progress on the hangar during August.

# OUT & ABOUT WITH IMPACT PROJECTS

It's been a busy quarter for Impact, with a number of projects reaching key milestones.

## Wellington City Council

Wakefield Park was opened by Mayor Celia Wade-Brown on 9 July and provides two full-size soccer or rugby pitches. The pitches have passed FIFA and IRB international standards and will be used for team practices during the Rugby World Cup.

Impact was the Engineer to the Contract for this design-build contract.

The two-pitch artificial fields will significantly benefit the Wellington community, enabling kids and adults to use all-weather pitches for soccer, rugby and other sports. It means greater certainty for weekend sports through reduced sports cancellations and enables evening training through the provision of a floodlit environment.

## Porirua City Council

Porirua City Council has embarked on a 'City Centre Revitalisation' project to create a more prosperous city for the community and local businesses. More than \$14 million in funding has been committed by the Council for changes to infrastructure and public spaces in stage 1 of this project. Impact's role is to project manage the design and upgrade of Cobham Court. This includes the deconstruction of the existing canopies and the construction of a new town square.

Impact is currently working closely with the design team on the designs for the Cobham Court area.

## Scots College

In the past 13 months, construction work on the Creative and Performing Arts Centre has been progressing well, with the external cladding almost complete. The combined brick, zinc and glass façade provides an extremely contemporary and durable exterior. Numerous trades are currently progressing with the interior fit-out works to complete the interior to the high standard Scots College requires.

The Covered Sports Centre has created a unique shape on the landscape of the Scots College grounds, resulting in a very impressive site. The external work is almost complete and the interior well underway. The motorised cricket nets are expected to be installed this month once the tiger-turf sports floor covering is complete. This will be fully operational during spring 2011.

## CentrePort

Impact is currently progressing numerous contracts with CentrePort as follows. The passenger gangway that services the Aratere and Arahura Interislander ferries is being replaced. The new structure is a three-section telescopic gangway. Fabrication is well advanced and the installation will be complete by 5 September 2011.

The construction of this new gangway has involved extensive discussions with both CentrePort and Interislander staff to finalise construction details and the installation programme.

The construction of the Waterloo Quay upgrade project is nearing completion and the area is already looking much smarter in preparation for both the Rugby World Cup and the forthcoming passenger cruise season. The new canopies will provide weather protection on part of the eastern side of Waterloo Quay. Extensive planting has been completed to extend the 'Greening of the Quays', which starts on Jervis Quay and heads northwards along Customhouse and now Waterloo Quay.

## Ministry of Justice

Impact is working closely with the Ministry of Justice. The Gisborne District and High Court extensions to accommodate a new family court are progressing well and will provide the Gisborne community with a quality family court facility.

Despite ongoing archaeological discoveries that provide a constant threat to progress, works are all on schedule.

At the Wanganui courthouse, works associated with the custodial area upgrade have just been completed.



1. Wakefield Park, Berhampore.
2. CPAC side view from Monorgan Road.
3. CSC – external cladding is now well underway.
4. The Waterloo Quay walkway.



# IMPACT

Project Management

Since 1999 Impact Project Management has been providing expert, independent project management services to corporate and government clients – specialising in planning and managing building and infrastructure developments.

**Our specialist services include:**

- Business solutions
- Project strategy
- Project governance
- Project delivery
- Project troubleshooting

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## IMPACT PEOPLE

Our Greatest Asset...

Our Christchurch office continues to grow and our team has expanded to incorporate two new highly experienced individuals.

In June, Jon Dolan (pictured on the left) joined our Christchurch office having returned from the United Arab Emirates, where he was Project Manager on a 4500-hectare new city development. Jon is a born-and-bred Cantabrian and a former graduate of the University of Canterbury. Jon's experience lies in the delivery of complex infrastructure programmes of work and he has worked extensively throughout New Zealand, the United Kingdom and the Middle East. Jon and Nick Regos used to work together in the Middle East and are looking forward to bringing their joint expertise into effect in Christchurch.

Jon is a huge rugby fan, a keen supporter of the All Blacks who is looking forward to the upcoming 2011 Rugby World Cup.

Matt Freeman also joined the Christchurch team to aid Impact in the

We are pleased to welcome the two new members of the Christchurch team to aid in the important job we are doing in Christchurch.

Canterbury earthquake recovery in early July. Matt has strong experience working in both the public and private sectors and managing projects from their strategic feasibility through to construction. His public sector experience includes Public Private Partnerships (PPPs) in the healthcare and law and order sectors. Other experience consists of housing, retail and office developments and more recently the redevelopment of Christchurch international Airport, where he procured the airside pavement and infrastructure works using a Target Cost NEC3 contract.

Having previously been based in Christchurch, Matt has recently returned from the UK where he was showing off his baby daughter to family and friends. However, he is glad to be back home in New Zealand so he can focus on his new family, exciting work and his love of mountain-biking.

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