

THE **BIG** PICTURE

NOVEMBER 2010

**THE ROCK
IS READY TO ROLL**



Wellington Airport's 'Rock' is now a reality with the interior fit-out and final construction of the new departure lounge completed during October. The Rock was the last project of the airport's extensive five-year, two-stage development to upgrade services and capacity to prepare for future growth.



The Rock was officially opened by Prime Minister the Right Honourable John Key at a ceremony on 27 October 2010. The Prime Minister announced that Wellington is now "ready to rock" for the 2011 Rugby World Cup.

The celebratory opening was a grand event intended to welcome The Rock as yet another impressive edgy footprint on Wellington's landscape. Apart from The Rock design being an aesthetically interesting talking point, Wellington Airport Limited's (WIAL's) objectives for the development are to increase international passenger numbers significantly and to improve the airport experience for passengers.

Impact Project Management was appointed Project Director in July 2005, making Impact responsible not only for this project but for others within WIAL's development plan, including Wellington Airport's car park upgrade project, the main terminal retail tenancies project, and two new duty-free outlets at Wellington Airport for JR Duty Free. WIAL's Master Plan extends to 2030 and includes a number of significant developments that will see more than 10 million passengers every year (more than double the current number of 4.6 million) using the facilities in 2030.

Impact Project Management has a long and proud association with Wellington Airport and 'The Rock' is the pinnacle of this work to date.

At the outset of this project, as well as having a clear and defined brief, WIAL told the architect to come up with something that was 'edgy', which left them scratching their heads but gave them the creative licence to design something spectacular! Conceptually, the building design draws its inspiration from Wellington's rocky southern coast.

As well as a controversial design, the necessary alterations to fuel hydrants posed a challenge and threatened to cause delays. The hydrants are owned by Joint User Hydrant Installation (JUHI) and land is leased through WIAL. In order to alter the fuel hydrants, a separate agreement was entered into between JUHI and WIAL to design and install hydrants to suit the new international gates. Impact could not risk a similar scenario to that at Adelaide Airport, where a new terminal opening was delayed because of fuel contamination.



Cover: A fissure streaming light through the Rock interior – a calming haven

**1. The copper clad Rock sits proud on the tarmac
2. The timber-lined, cocoon-like interior**

**3. The Rock's interior angles are as impressive as the outer angles
4. The finely crafted copper panels catch the light at different angles and will develop a rich patina over time**

‘The Rock’ is one of the capital city’s most exciting development projects and incorporates the \$60 million expansion of the airport’s international terminal. It promises a vastly improved experience for passengers and visitors alike.

Impact reported to the General Manager Assets and Planning and, during intensive times of the project, chaired the Project Steering Committee, whose members included the Chief Executive and General Manager Commercial.

Led by co-Director Garth Palmer, Impact provided strategic direction to the committee for all project matters and reported on cost, time and consultant team progress. We had to deliver the project promptly and cost effectively, with a constant focus on meeting WIAL’s strict and uncompromising safety standards and ensuring minimal disruption to airport users and the passengers who pass through the airport every year. Change management (as a result of the volatile aviation industry) was a key part for our role, along with ensuring consultation, contributions and timely decisions from the project stakeholders.

Wellington Airport is one of the country’s most challenging environments in which to work, with a requirement to ensure ‘business as usual’ 24/7, 365 days a year. Wellington Airport projects require meticulous planning, rigorous attention to detail (and budget) and effective two-way communication with everyone concerned – from government agencies, the Civil Aviation Authority and airlines to fuel companies and concessionaires.

“Most of our projects are high risk, complex and constantly changing, but ‘The Rock’ has created a new benchmark. However, the team has responded to everything that has been thrown at them and everyone who has worked on this very successful project can be justifiably proud.” – Garth Palmer, October 2010.

*** Wellington Airport has now introduced a Corporate Charge Card for frequent flyers as well as the new Corporate Box – Wellington’s new Airport Lounge.**



FREE REPORT THE TOP TEN LESSONS LEARNT FROM ‘THE ROCK’

We learnt a lot from The Rock project at Wellington Airport. And we’d like to share these lessons learnt with you!

Simply email us at impactpm@impactpm.co.nz with your contact details and we will email them to you. You can also call us on **(04) 801 9021**. Contact us today.

IMPACT’S NEW WEBSITE



Our new-look website launched at the beginning of November and we are sure you will find some interesting information to assist your business – take the time to have a look around:

► www.impactpm.co.nz

ACHIEVEMENT OF THE QUARTER

Ministry of Justice – Gisborne District/High Court

In October a major milestone was achieved with the start on site of the extension to the Ministry of Justice’s District and High Court in Gisborne. Watts & Hughes Construction, which recently completed the construction of the Gisborne Police Station, has been appointed main contractor.

The project provides an extension to the existing courthouse to accommodate the relocated Family Court. The extension has provision for a Family Courtroom, hearing rooms, judges’ chambers, interview rooms and waiting and administration areas.

Considerable consultation took place with stakeholders, including court staff, regional managers, security services, the judiciary, New Zealand Police, and the Department of Corrections in order to ensure all project deliverables were met. The management of construction works within an operational courthouse is extremely complex, as ‘business as usual’ for the courtroom operations is essential. As a result, detailed staging and regular communication with the courthouse manager is required to minimise any disruption to operations.

The site itself creates its own challenges owing to its historical significance, having been occupied by Maori then used as the location for a post office. All the planning upfront has paid dividends; a Memorandum of Understanding is in place detailing a pre-agreed process should any artefacts be found on site, as well as extensive pre-construction archaeological investigation works.

Construction has recently commenced on site and a number of items of historical and cultural significance have been found, including moa bones and human remains. The process put in place early in the project has been more than justified; minimal disruption to construction has resulted owing to the pre-agreed process limiting downtime for the contractor.



Existing elevation to be demolished

The management of construction works within an operational courthouse is extremely complex, as ‘business as usual’ for the courtroom operations is essential

OUT AND ABOUT WITH IMPACT PROJECTS

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

National Library of New Zealand

In the past three months the project team has been working with the preferred Main Contractor, Mainzeal and the National Library on developing methodologies for protecting the collections and sequencing critical services. Furthermore, we have gone to the market for the procurement of all the subcontractors and finalised the design – an extremely busy period prior to starting on site during November.

Track Circuits for KiwiRail

Impact has almost completed project management and ‘Engineer to the Contract’ roles for this \$15 million contract to upgrade the signalling system in Wellington for the newly purchased Matangi trains. For the past 18 months we have chaired weekly progress meetings between KiwiRail and contractor UGL to resolve and progress issues. This is a complex design-build contract involving specialist design and components sourced from as far away as Belgium. The management of this deadline-driven project has been challenging owing to the large number of other contractors all needing to carry out work on the rail upgrade.

Continues overleaf ►



1. Country Library Service Bus and librarians – Photo taken by William George Weigel in Christchurch 5 May 1955. Alexander Turnbull Library

2. Work being carried on KiwiRail’s track circuits



IMPACT'S PERSPECTIVE

Who is really 'independent'?

The plethora of mergers within the building and infrastructure industry in the past couple of years raises a real question of 'independence' and potential 'conflict of interest' in our industry...

When you plan your next building or infrastructure project you need to research seriously who owns the companies with which you plan to work and what alliances these companies have. Since the recession we have seen a multitude of buy-outs, mergers and alliances. Do you as a client receive any benefit from working with a company that has a complex ownership structure and, more importantly, understand the consequences to you as a result of the potential conflicts of interest?

It is extremely concerning that the

independence within our industry is being diluted. There have always been strong relationships within the industry because New Zealand is a small market, but the situation is now very different, with commercial arrangements set up that engender worrying conflicts of interest.

You may ask yourself, what difference does it make if my project manager or architect has an alliance with another company? Or what does it matter if my project manager is also my architect, engineer or quantity surveyor? The answer is, quite simply, they may not act in your best interests as they are not independent from the design process and therefore are unable to act impartially and provide you with the leadership your project needs.

At Impact, one of our main points of difference is our independence. We make a point of building strong relationships with everyone with whom we work, but we always retain our independence to ensure we act in your best interests at all times and without compromise. We provide only project management services, enabling us to focus on leading your project and being free of potential conflicts of interest.

So the next time you are looking to appoint a consultant or plan to work with any type of business, understand the ownership structure of the company to ensure there are no conflicts of interest that could compromise your position.

DAVID WEIR & GARTH PALMER
DIRECTORS

Continued from overleaf...

Waterloo Quay Upgrade

Impact has been engaged by CentrePort as its interface project manager to ensure port operations are not affected by the construction of the council's upgrade to Waterloo Quay as a continuation of its "Greening of the Quays project" and which will see in addition to the environmental works improved roading layout and improved pedestrian access for Cruise Ship passengers.

The project, funded by Wellington City Council, involves moving several hundred metres of railway line to make way for the new roading alignment and the new pedestrian footpath for cruise ship passengers on the seaward side of Waterloo Quay. The contract was awarded to Fulton Hogan in September 2010 and is due to be completed in May 2011, in time for the Rugby World Cup. The work is complex owing to the large number of buried services and the need to coordinate road closures for rail relocations and ensure port operations and cruise ship passengers are unaffected by the works.

Scots College Building Development

Work has been progressing well on the College's new Creative and Performing Arts Centre, despite an extremely wet spring. Construction of the basement and lift pit is complete, meeting very strict quality assurance processes regarding waterproofing. While this is generally considered the most invasive and noisy part of any construction programme, the team has carried out its tasks with very little disruption to the school and the surrounding neighbours.

The structural upgrade to the Chapel Hall is nearing completion with an incredible amount of concrete poured; this building is not going anywhere!

During the next month the construction team aims to complete the lower ground concrete slab and the overall size of the project will become more apparent to observers on Monorgan Road.

Midland Park Refresh Project for Wellington City Council

Impact is also 'Engineer to the Contract' for this high-profile, \$600,000 contract in the centre of Wellington's CBD. The contract was awarded to Hawkins Construction in August 2010 and is due to be completed by the end of November 2010. The work involves improving the drainage, installing new lawns and new concrete in a number of areas as well as new lighting and seating.

The large number of pedestrians on all four sides of the park has required a meticulous Health and Safety Plan to ensure the work can be completed in a safe manner. Also, an archaeologist has been present during some of the deeper excavations to check for any early artefacts, as this site was occupied by the Midland Hotel until it was demolished in 1982.



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3. View up Waterloo Quay toward the Westpac Stadium
4. Building work on Scots

College's Creative and Performing Arts Centre
5. Midland Park upgrade work



IMPACT

Project Management

Impact is an independent project management company that specialises in managing construction and infrastructure developments throughout New Zealand. We aim to turn our clients' dreams into reality by providing diverse and expert project management services.

Our specialist services include:

- project management
- project feasibility and analysis
- value management
- risk management
- cost management
- resource planning
- team development
- contract administration
- engineer to the contract
- project planning
- programme management
- post-project reporting
- design management

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IMPACT PEOPLE

Our Greatest Asset...

Alex Sargent recently joined the Impact Project Management team following a move from the United Kingdom, where he was based in London for six years. He is currently managing the Gisborne District/High Court project for the Ministry of Justice.

Prior to moving to New Zealand, Alex worked on several projects in London. He also spent a significant amount of his time travelling around Europe, North Africa and the Middle East, working on a range of large and interesting projects such as the ambitious Grand Egyptian Museum in Cairo, Egypt.

Tertiary educated in project management, construction, real estate, architecture and management and armed with an MBA, Alex has an impressive academic background that is matched by the level of projects on which he has worked internationally. Alex increases Impact's global exposure and our talent pool with his overseas experience.

As a keen mountain-biker, Alex has been working through the different trails at Makara Peak and is looking forward to exploring further afield. We welcome Alex to the Impact team.



Tertiary educated in project management, construction, real estate, architecture and management...

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When you give us a referral

At Impact we haven't reached the lofty heights of our own Facebook page, nor do we twitter you on a daily basis with our exciting exploits. We'd still like you to talk about us – and tell your colleagues, peers and friends about what we do.

All you need to do is send in the contact details of people you know who need our specialist help and services. If we convert your referral and secure new business because of your lead, we will reward you.

Your gift will be the new Apple iPad with 16GB WiFi – valued at \$800 (RRP). Email us today!

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Project Management