

Christchurch Town Hall

Patrick Cantillon, 5 November 2015



Agenda



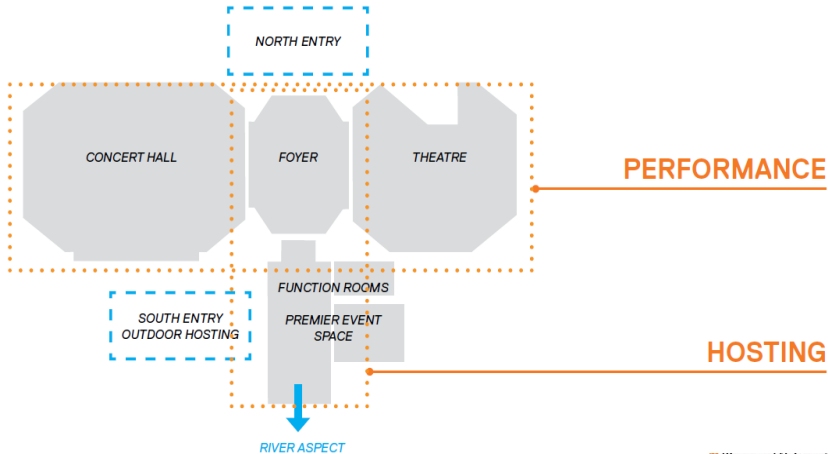
- **Christchurch Town Hall Project Overview**
- **Town Hall Partnering and collaboration**



Project Overview



- Full repair of the Grade 1 Listed Town Hall
- Project Budget set at \$127.5M
- Completion Mid 2018
- ECC Option B contract



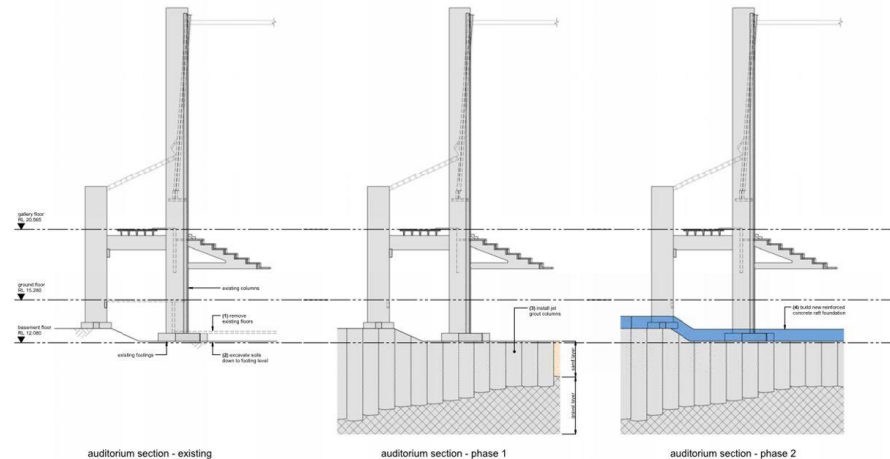
Building Damage

- Damage due to land deformation
- Lateral spread / differential settlement
- Robust superstructure due to brutalist design
- Substructure requires extensive works



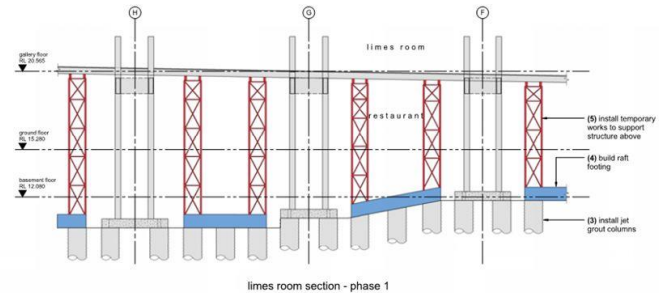
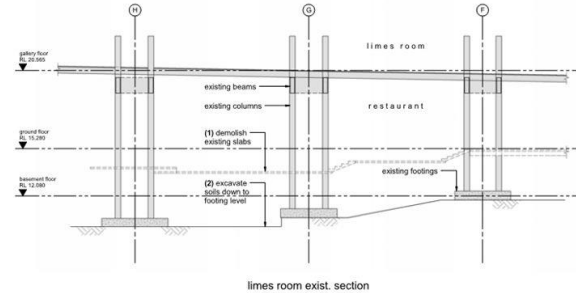
Repair Strategy

- Auditorium, James Hay and Foyer
 - Jet Grout Columns
 - New Concrete Slab
 - Upgrade of all Building Services
 - Removal and reinstallation of heritage features, e.g. Patrick Hanly Mural, “Rainbow Pieces”



Repair Strategy

- Limes room, Kitchen and Restaurant
 - Re-level of Limes Room
 - Jet Grout Columns
 - New Concrete Slab
 - Upgrade of all Building Services

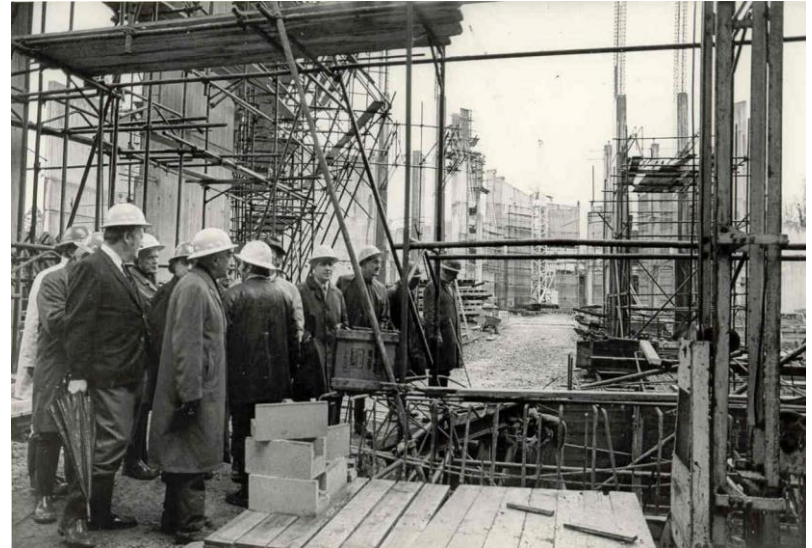


PARTNERING AND COLLABORATION

Partnering and Collaboration

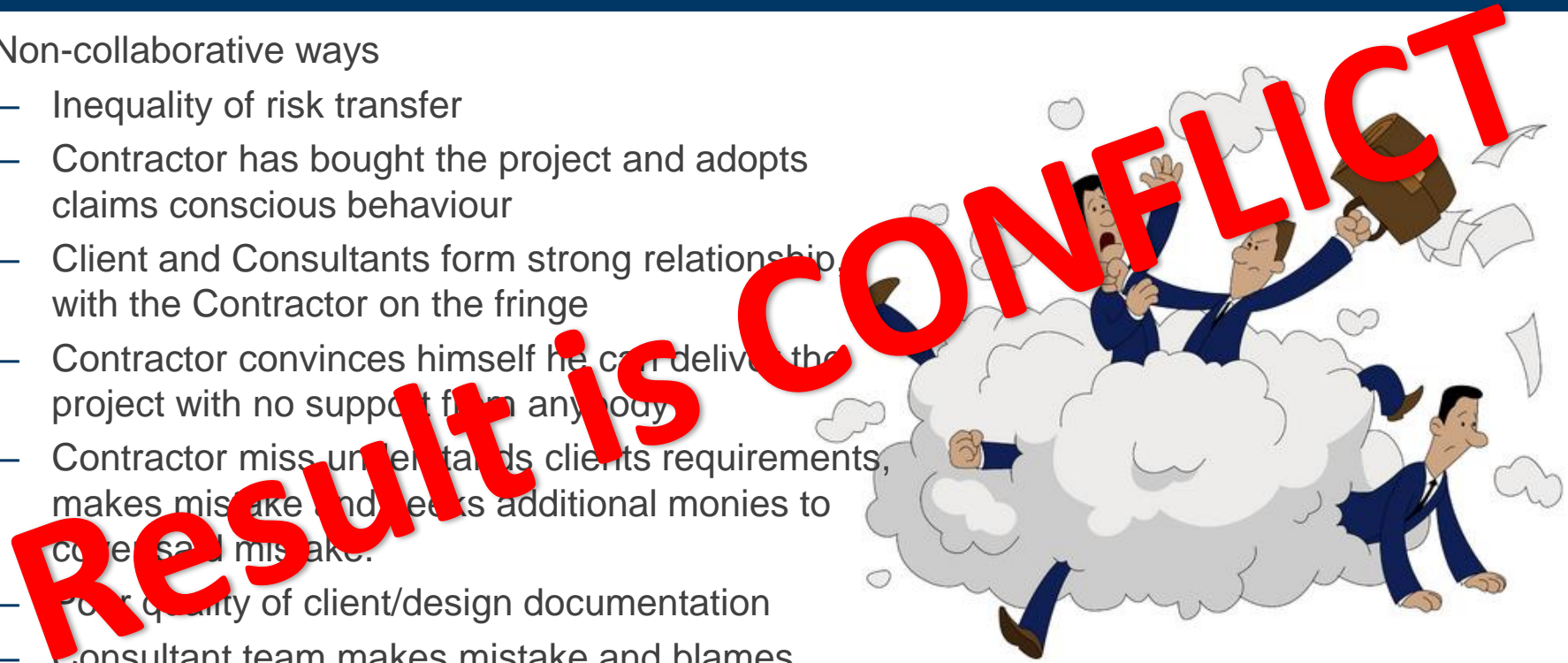


- Clause 10.1
“The Employer, the Contractor, the Project Manager and the Supervisor shall act as stated in this contract and in the spirit of mutual trust and cooperation.”
- **Act** as stated in this contract
 - obliges persons to do everything the contract states
- **Act** in a spirit of mutual trust and cooperation
 - underpins all NEC contracts

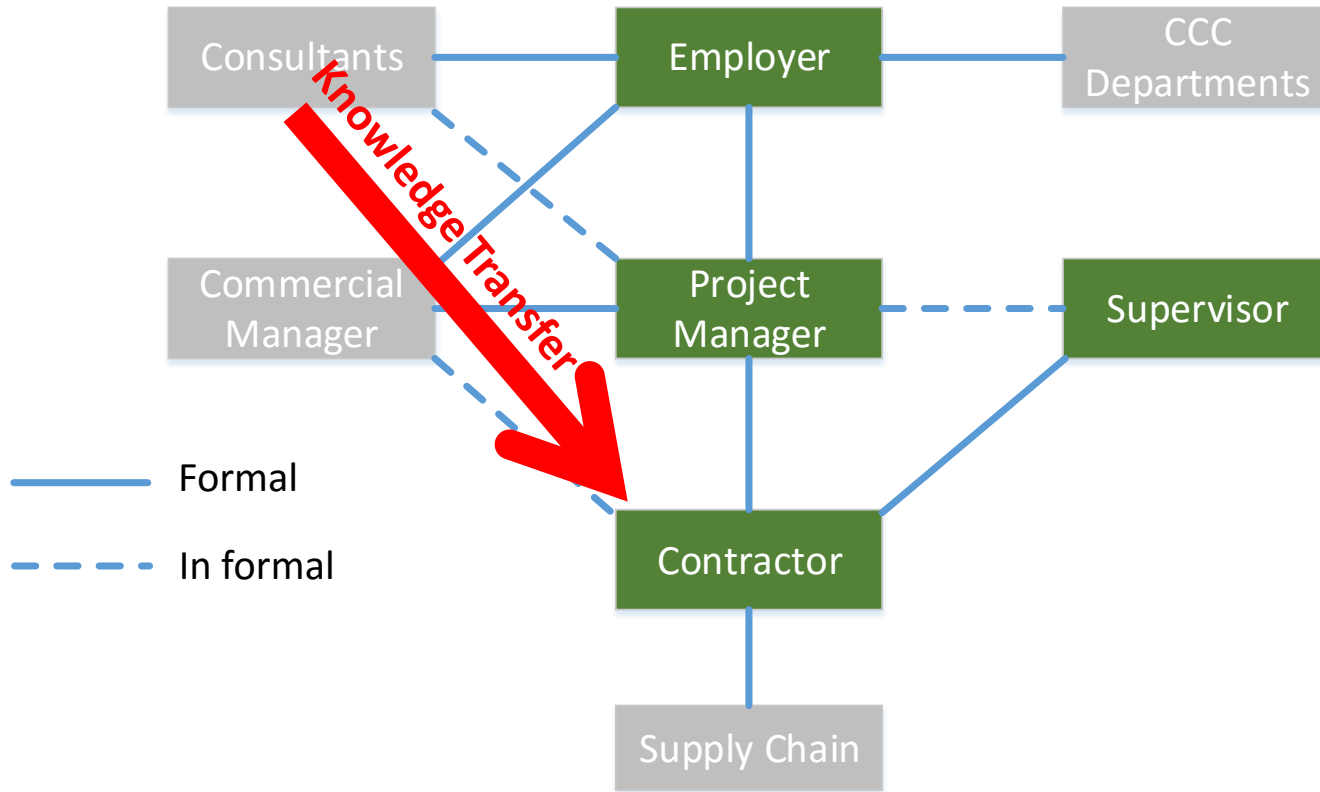


Partnering and Collaboration

- Non-collaborative ways
 - Inequality of risk transfer
 - Contractor has bought the project and adopts claims conscious behaviour
 - Client and Consultants form strong relationship with the Contractor on the fringe
 - Contractor convinces himself he can deliver the project with no support from anybody
 - Contractor miss understand clients requirements, makes mistake and seeks additional monies to cover said mistake.
 - Poor quality of client/design documentation
 - Consultant team makes mistake and blames Contractor for getting it wrong...

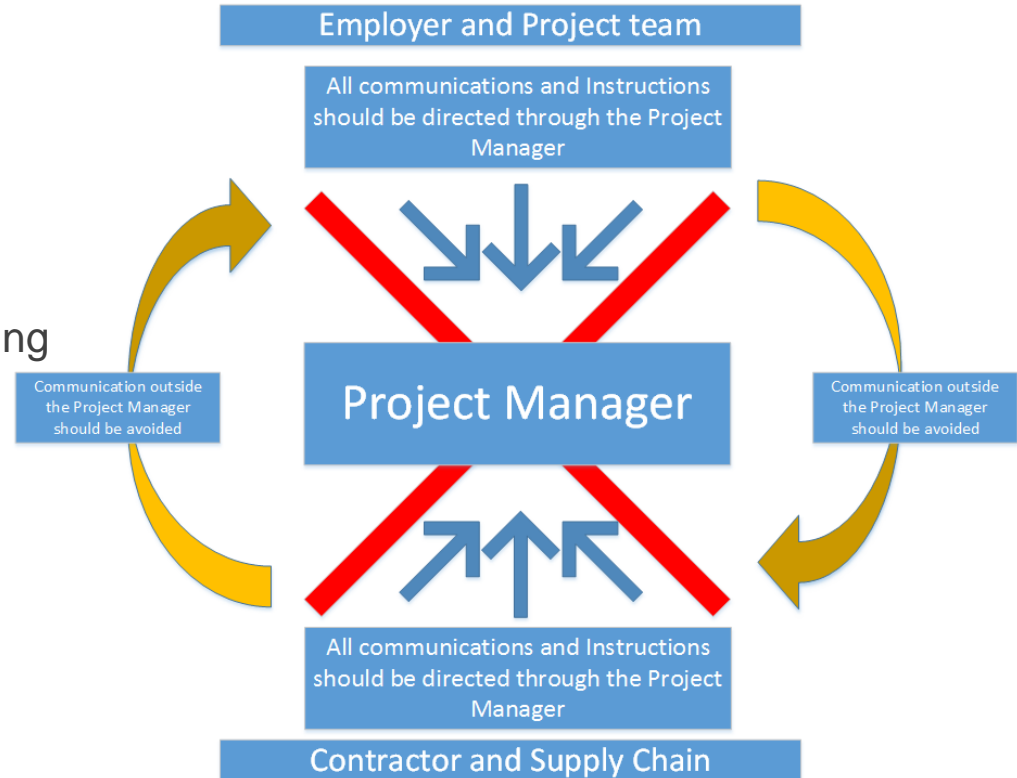


Partnering and Collaboration



Partnering and Collaboration

- Effective Communication
 - Structured
 - Face to face
 - Respectful
- Separate focussed meetings
 - Monthly progress Commercial meeting
 - Construction methodology reviews
 - Weekly Risk Reduction meetings
 - Compensation Event meetings
 - Mid-month site progress meeting
 - Monthly progress meeting



RISK

- **“Give a little, receive a lot”**
 - Risk allocation pre and post contract
 - Extensive investigations
 - Extensive Enabling Works
 - Working together from the start to resolve issues



- Town Hall developed
 - Clearly defined Works Information that is explicit and unambiguous
 - Effective Risk management process, buying and selling during contract negotiations
 - A detailed reports which are contained in the Site Information
 - An environment so a future Contractor is encouraged to partner and collaborate from “day one”
- **CCC sold the Project to the Market**

Risk Mitigation - Investigation



- Post earthquake condition surveys and reports for Architectural, Structural, Mechanical, Electrical
- Geotechnical report and water table monitoring
- Topographical, level and verticality surveys
- Ground Penetration Radar surveys
- Gutter and downpipe surveys
- Asbestos survey and report
- Mould survey and report
- Rigging survey and report
- Exterior condition survey and report
- Heritage Monitoring report
- Indicative construction methodology and programme

Risk Mitigation - Enabling Works



- General clean and make safe of the building
- Removal and storage of heritage features at ground floor level
- Perimeter boundary fence and access gates
- Removal of all seating, timber floors, carpets and seat covers to the Auditorium and James Hay to store
- Soft strip to the James Hay and Auditorium back of house including removal of non-load bearing walls. Heritage features removed to store for future use
- Temporary waterproofing to Limes Room corridor and conference room roof
- Removal of all mechanical and electrical plant, ducts and equipment to the plant rooms and basement tunnels
- Dewatering of the basement and installation of well points

THE LONG ROAD TO SUCCESS

- **“Together we are stronger”**
 - Trust and look out for each other
 - Best for project, not for personal gain
 - Respect other opinions, cultures and diversity
 - Where there is risk there is opportunity
 - Engineers/Builders solve problems, not create issues, so play to our strengths!



Final Thought!

“Everybody is entitled to a fair and reasonable return on the level of investment they are willing to put in.”

