

PROJECT MANAGEMENT PLAN (PMP)

Rotorua Museum Te Whare Taonga o Te Arawa



Photo by Marta Giarretton

WSP Ref: 2-82140.00

Document prepared by:

WSP New Zealand Ltd

1105 Arawa St
Rotorua 3010
New Zealand

wsp.com/nz

File location: G:\CLIENTS\Rotorua Lakes Council\2-82142.00 Museum Bldg Seismic Upgrade_Contract 18-036\1. Project Management

DOCUMENT CONTROL				
Document Title		Project Management Plan		
Client		Rotorua Lakes Council		
Rev	Date	Status	Prepared by	Reviewed by
V0.1	Mar 2019	DRAFT	Kareen McLaren	Stewart Brown
V0.2	Jun 2019	FINAL (supporting funding applications)	Kareen McLaren	Stewart Brown
V0.3	Jun 2020	Update	Kareen McLaren	
V0.4	Mar 2021	Team Structure Update	Kareen McLaren	Stewart Brown, Aimee McGregor, Fred Shilton
V0.5	July 2022	Programme and Budget Updates Incl in Supplementary Funding Application rounds	Kareen McLaren	Jo Doherty

DISTRIBUTION								
Role	Name	Revision						
Client – Executive Sponsor Henry Western Jocelyn Mikaere Gina Rangi			V0.2	V0.3		V0.5		
Client - Project Sponsor	Stewart Brown	V0.1	V0.2	V0.3	V0.4	V0.5		
Client - Programme Director	Aimee McGregor			V0.3	V0.4	V0.5		
WSP CRM	Fred Shilton			V0.3	V0.4	V0.5		
WSP Project Director	Kareen McLaren	V0.1	V0.2	V0.3	V0.4	V0.5		
WSP Construction Technical Manager	Leith Swinney (April 21 left WSP)	V0.1	V0.2	V0.3	V0.4			
WSP Project Manager	Parth Desai				V0.4			
WSP Project Director	Barry Foreman					V0.5		
RLC – Funding Manager	Jo Doherty				V0.4	V0.5		

Contents

Contents.....	3
1. Document Purpose	4
GOVERNANCE SETTING.....	4
2. Project Overview	4
3. Project Requirements	6
4. Project Scope	6
5. Benefit Realisation.....	8
6. Project Approach	10
7. Assumptions	10
8. Constraints	11
PROJECT MANAGEMENT	12
9. Project Roles and Responsibilities	12
10. Change Management	18
11. Health & Safety.....	19
12. Quality Management	19
13. Heritage Management	19
14. Schedule.....	20
15. Project Risk and Issue Management.....	20
16. Procurement Management	21
17. Resource Requirements	21
18. Financial Management	21
19. Post Implementation Review	23
20. Project Closure and Handover	23
21. Timeline Snapshot.....	23

1. Document Purpose

The purpose of this document is to define the procedures and planning that are necessary for managing the successful execution and completion of this project.

The document will enable:

- An effective management of project planning and execution as at hand over point (End Oct 2018);
- The setting of a common intention on how the project will be managed;
- A basis for ensuring the effective and successful delivery of the project; and
- A reference for the External Project Manager in controlling the delivery of the project.

GOVERNANCE SETTING

2. Project Overview

Te Whare Taonga o Te Arawa – Rotorua’s Museum of National Significance, is a space where all people feel welcome. Where our people are authentically represented, celebrated and honoured, and the māna of Ngāti Whakaue and Te Arawa is recognised and expressed. A meeting place for conversations and education about our rich history of Rotorua – our relationship to Aotearoa and Te Ao (the world) in a past, present and our ever-evolving community’s future. It presents as an honest and authentic reflection of the people it serves, positioning itself at the heart of the community. He ‘Puia’ (a spring/pool) – continuing to fill with diverse resources that enhance and develop our many communities’ sense of place and well-being.

The Museum is situated in the iconic Bath House building sited in Rotorua’s Government Gardens. The land was gifted from Ngati Whakaue under the Fenton Agreement, on which the City was founded. Te Whare Taonga o Te Arawa has a Category 1 New Zealand Historic Places Registration. Additionally, in 2015 the Government Gardens were registered by the New Zealand Historic Places Trust and the Māori Heritage Council as a Waahi Tapu area. (Waahi Tapu status is granted to those areas recognised by the Historic Places Act 1993 as sacred to Māori in the traditional, spiritual, religious, ritual or mythological sense.) Rotorua Lakes Council (RLC) is privileged to serve as kiatiaki for both te whare and te whenua.

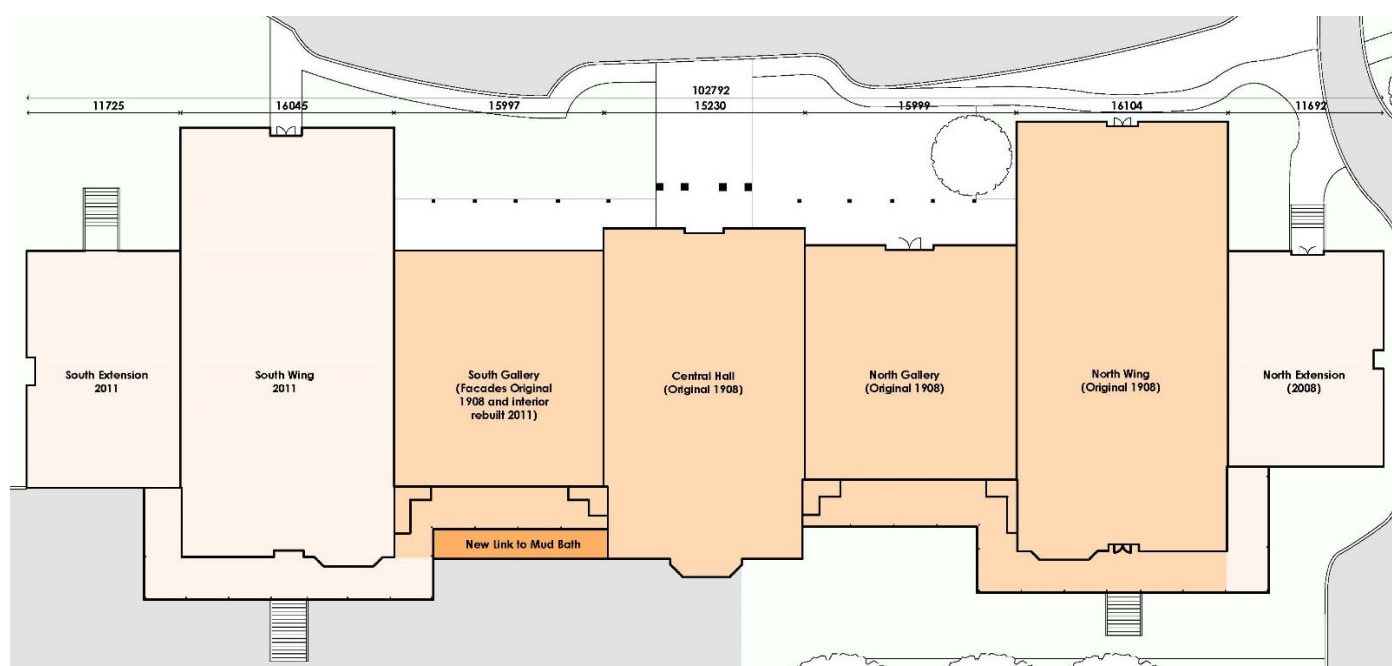


Fig 1: Te Whare Taonga o Te Arawa – Rotorua Museum’s Evolution Over Time.

Following the 14 Nov 2018 Kaikoura Earthquake, a comprehensive assessment of Te Whare Taonga o Te Arawa assessed it fell well below earthquake safety standards and needed structural strengthening. This Museum was closed to public in late 2018 and this Taonga will need to remain closed to the public while its wellbeing is restored, and its current and future regenerative purpose is fulfilled.

Two central issues restricting restoration and regeneration were identified at the October and November 2017 Investment Logic Mapping (ILM) Stakeholder workshops: Under-performing Seismic Integrity, and several Not-Fit-for-purpose issues.

From these workshop issues, four specific investment objectives were identified, and these were used as a basis for assessing potential solutions and completing the options analysis.

Objective 1: To express and celebrate our Rotorua identity (history, stories etc), and in particular; Te Ao Te Arawa

Objective 2: To enable our centre of excellence in Māori story telling "The Rotorua Way"

Objective 3: To provide a safe home, with a contemporary display space, for the artefacts and taonga for which Council is kaitiaki:

- conveys Rotorua's identity and preserves its heritage in a sympathetic way, and
- meets the needs of Te Arawa, the people of the Rotorua Lakes and surrounding regions, including visitors

Objective 4: To optimise access to New Zealand's heritage Bath House building without detriment to the cultural experience.

Investment into resolving the problematique is aligned with Council's goals and strategies. The Te Whare Taonga o Te Arawa is seen as directly contributing to four of the several Rotorua 2030 goals:

- Papa whakatipu – Outstanding places to play
- Wāhi pūmanawa – Vibrant city heart
- Whakawhanake pākihi – Business innovation and prosperity
- He hāpori pūmanawa – A resilient community

The Museum also contributes strongly to two of the focus areas of the Rotorua Way.

- Strong culture – Rotorua – He Marae Areae. We are the heart of Te Arawa in New Zealand. This project provides us with a unique venue to showcase our cultural heritage. We have a strong history of sharing our unique place – manaakitanga. This project supports establishing the district as a centre of Māori story-telling, and opportunity to host programmes and exhibitions that enhance our district's identity and reputation
- Diverse opportunities – Rotorua Ararau – We are the birthplace of NZ Tourism; this project gives us opportunity to contribute to growing the value of tourism in Rotorua and building our economic strength

Ref: Rotorua Museum Te Whare Taonga o Te Arawa; Single Stage Business case – Part One. v0.93

Operating Principles

- Manaakitanga – Welcoming
- Kaitiakitanga – Caring and Protection
- Pono – Authenticity and Courage
- Whanaungatanga – Relationships and Connectedness
- Mahi Ngātahi – Honouring the partnership with Ngāti Whakaue and Te Arawa

3. Project Requirements

Translating Vision to Action (2018-2021) requires three prime outcomes:

- Delivering a regenerated Te Whare Taonga o Te Arawa – Rotorua Museum, that;
- Shares the right stories in the right way with the right people, while;
- Strengthening governance and management structures within, across and between Council and its Communities.

The Rotorua Lakes Council (RLC) progressed the above project requirements between Nov 2016 to Oct 2018. In Nov 2018 the project reached a milestone point in its unique set of challenges that required a Professional External Project Manager to coordinate the remaining end to end delivery process. In November 2018 WSP (formerly WSP-Opus) was appointed to work with a largely established multi-disciplinary specialist consultant team from around NZ.

Utilising an agile work methodology and an online 3D model space to integrate zone by zone real time solutions, the project sought to contribute time savings without compromising the quality outputs, within an exceptionally tight project delivery schedule.

The Project Manager will also overview the construction phase to ensure the completed project delivers a compliant and relevant design solutions that meet todays and future operational and investment needs. Project Management controls will be employed to ensure programme, quality, and budget targets and/or adaption is met.

4. Project Scope

Therefore, an in-depth knowledge of pre-construction, construction and close out phases was sought, to enable strategic and tactical direction and delivery within the RLC Project Management framework.

In Scope

All regenerative solutions that support a modern museum operation, housed within a Category 1 heritage building:

• Seismic strengthening: - Zone 5&6; 19% NBS strengthened to 80% NBS - Zone 3&4; 19% NBS strengthened to 80% NBS - Zone 2 19%; NBS strengthened to 80% NBS - Zone 1 74% NBS – minimal structural strengthening UPDATE June 2022: - <i>Following detailed investigation, consultant advise and recommendation, Funders, Heritage NZ and Council confirm that an 80% NBS for all above ground seismic solutions is required, but that a 70% ULS for below ground conditions/improvements is acceptable.</i>	to Zones 2 to 6
• Heritage Conservation: - Preserve and protect heritage fabric as set out in the conservation plan 2019.	to Zones 2 to 6
• Architectural: - Operational spatial improvements - Way-finding enhancements	Entire structure
• All Building Services: - Fire System Replacement and Enhancement - Fire Egress and Compliance - Lift Replacement - Electrical & Lighting Replacement and Enhancement - Air Quality Control System Replacement and Enhancement - All Mechanical Systems Replacement and Enhancement	Entire Structure

Out of Scope

- Roof and cladding remediation
- Exhibition planning and development (RLC Museum-led work stream/Integration component with DPA & WSP)

Key Scope Change Record

- Nov 2018 Asbestos Identification and Management
- Nov 2018 Mudbath External Link and Basement Exhibition space
- Oct 2018 Viewing Platform Fire Egress
- Nov 2018 South Wing (Zone 1) warrantee issues resolution
- Dec 2018 New Separate Chiller House
- Aug 2019 Zone 2A - Central Lift to resolved accessibility and give vertical movement from ground level to basement mud-bath exhibition and mezzanine/new conference and storage spaces. Mudbath External Link and Basement Exhibition cancelled.
- June 2020 Roofing and Cladding Envelope Remediation brought into scope
- Exhibition planning and development (RLC Museum-led work stream/Support from WSP PM/Coordination with DPA - base build & heritage overlap) brought into scope

Refer to BRIC Register (benefits, risk, issues, **decisions/change** and lessons learned) for full details of scope changes, as well as design and construction related consultant and construction contract variation approvals.

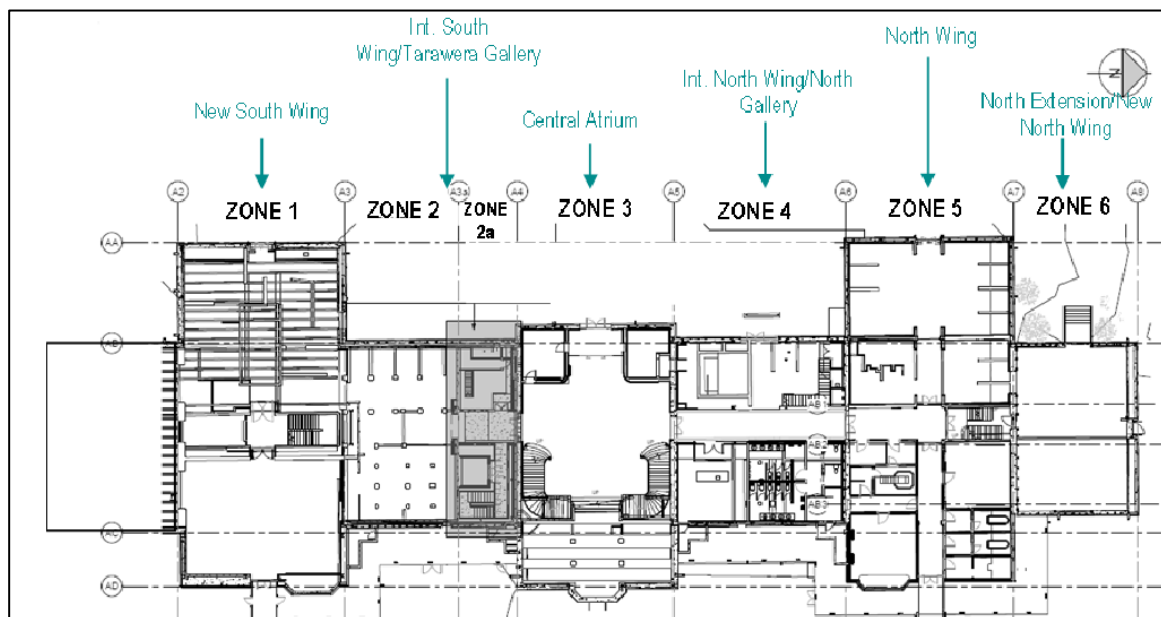


Fig 2: Zones Designations

Notes to Fig 2:

Zone 1 minimal works to Basement level, covers Ground to Roof levels and all of building services

Zone 2 to 6 inclusive all levels from Basement Foundations through to Roof and all of building services

Out Building – New separate Chiller House to eastern side of Museum and building services connections

5. Benefit Realisation

In reviewing the benefits of making an investment, to whom the benefit would accrue, was considered.

Diagram 1 below shows the benefits extended to individuals, Rotorua and New Zealand.

The proposed benefits are divided into three categories: ‘Social, Direct Fiscal, and Indirect Fiscal’ benefits to the investor.

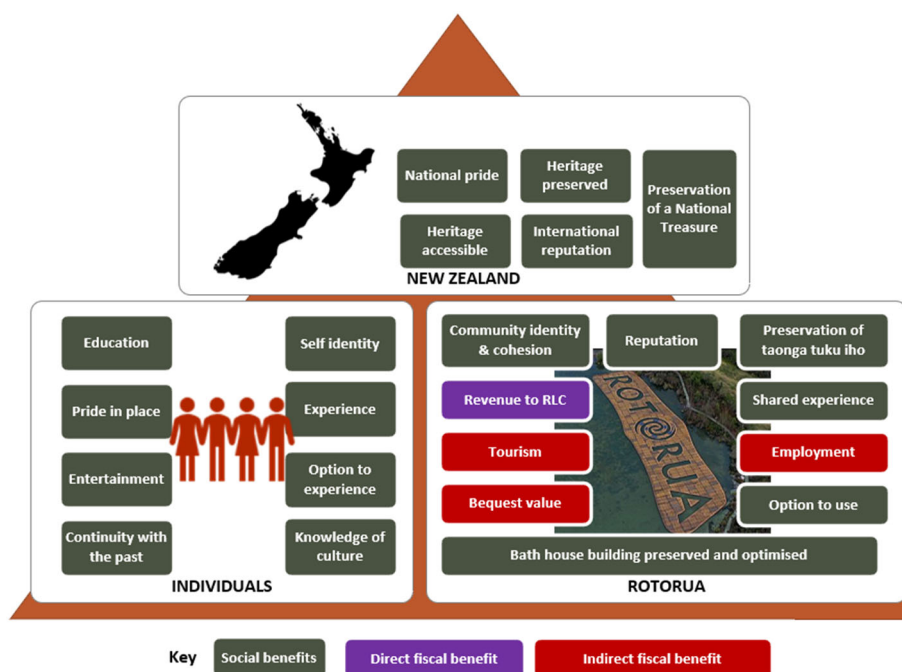


Diagram 1: Benefits for individuals, Rotorua and New Zealand

The following benefits have been identified as achievable. Rotorua will have a fit-for-purpose building that:

- Provides a safe venue for visitors and Council employees;
- New Zealand’s heritage is preserved and made accessible;
- Is a Museum venue able to tell the Rotorua stories and express who we are and is relevant to the community;
- Optimise the use of public assets.

Benefits Management and Tracking

Benefit/KPI	Metric and measured how
B1: New Zealand’s heritage is preserved and made accessible	
KPI 1: Heritage buildings meet health, safety and building code compliance	Code of Compliance is issued by the Council In line with the Council approach to managing Health and Safety: • Processes are in place that enable health and safety risks to be identified promptly, assessed and mitigated. These will be documented in a risk register and reviewed regularly • Processes that involve staff and regular contractors in making improvements to health and safety This will be measured by surveying staff and the presence of processes and review of meeting notes and agendas This is an on-going process starts before the Museum is reopened

KPI 2: Meet preservation requirements	The measure of this KPI will be an audit of against regular National Services Te Paerangi standards assessments which among other things look at preservation standards¹ Recommendations will be reviewed, and action taken if deemed appropriate or possible. If actions are not taken, then the reason why will be explained The first one will be two-years after opening and after that every five years
KPI 3: Non-corrosive environment for collections	Where controls have been put in place to control the environment for corrosive gases, this will be measure against the ANSI/ISA S71.04–1985, Environmental Conditions for Process Measurement and Control Systems: Airborne Contaminants This is to be measured by on-going monitoring of the environment. The standard is: - Between <8 A – <5 A² average per day 90% of the time (for copper corrosion) - Between <6.6 A – <3.4 A average per day 90% of the time (for silver corrosion)³
B2: Rotorua has a Museum venue able to tell the Rotorua stories and express who we are and are relevant to the community	
KPI 1: Performance in telling our stories	- Quarterly survey - The score against the Net Promotor Score (NPS) for visitors is on average is a 25. - The score against the Net Promotor Score (NPS) for programme participants is on average is a 25 - In the Annual Survey of Rotorua Residents 70% will rate 7+ on a 10–point scale to the statement “This exhibit is relevant to me and my community”
KPI 2. Identity is expressed	- The measure of this KPI will be the regular audit against National Services Te Paerangi standards which among other things look at type of exhibit (see frequency set out earlier) - In the Annual Survey of Rotorua Residents 70% will rate 7+ on a 10point scale to the statement “This exhibit is relevant to me and my community”
KPI 3. Extent and quality of collection being shown	Museum of Aotearoa do an annual survey. This benchmarks Rotorua Museum with others. Rotorua will participate and will score above average
B3: Optimise the use of public assets	
KPI 1: Community usage	The proportion of community usage will at least be at least 40% of being residents: Measured by collection of annual visitor numbers - Year 1: 38,000 - Year 2: 38,500 - Year 3: 39,000
KPI 2. Visitor usage	The number of other visitors: - Year 1: 60,000 - Year 2: 80,000 - Year 3: 100,000
KPI 3. Satisfaction of experience	A quarterly survey to determine: - Residents satisfaction with the Museum – this includes variety and new exhibitions and activities to keep residents coming back - Other visitor’s satisfaction – tends to be based on the long—term exhibitions The metrics will be

¹ Note that the level of preservation of a Regional Museum will not be as high as a big centre or national Museum as Te Papa due to funding constraints.

² <8 A– <5 A is rated as clean to pure air against the standard

³ <6.6 A- <3.4 A is rated as clean to pure air against the standard

	80% customer will be “very” or “fairly satisfied” with the Museum satisfaction with the space (Survey) annual report measure. - The score against the Net Promotor Score (NPS) on average is a 6. (survey) - The average rating in Trip adviser to be 4 stars - Quarterly survey - The score against the Net Promotor Score (NPS) for visitors is on average is a 25. - The score against the Net Promotor Score (NPS) for programme participants is on average is a 25
KPI 4. Net profit after interest & depreciation	After three years the net ratepayer subsidy will not exceed \$2m subject to the investment being made NB: figure to be confirmed once: a) The full costs are known; b) What the approach to depreciation is decided. This measure would have to change if the only the Council contribution is depreciated or if all cost is depreciated even funding from other sources.

6. Project Approach

From the above Benefits and KPIs the input/outputs and outcomes of this project will **directly impact B1: KPI1-3, offer contribution toward B2: KPI1&2, and may contribute toward B3: KPI 1-3.**

The project will be managed in accordance with Rotorua Lakes Council’s project management methodology. This is a four-phased framework with stages and stage gates as each phase demands and summarised in Table 1 below;

1. INITIATE - PMO PM	2. PLAN - Extnl PM	3. EXECUTE - Extnl PM	4. CLOSE - Extnl PM
Stages: - Feasibility - Business Case - Concept - Peer Reviews	Stages: - Preliminary - Developed - Detailed - Consents (RC/BC)	Stages: - Procurement - Asbestos Removal - Enablement - Construction - Exhibition Fit-Out	Stages: - DFL/Commissioning - Testing/Certification - Training/W-G-M - AM Transfer Information - Reconcile/Financial Close

Table 1: RLC PM Framework

This methodology focuses on developing high quality design and project management services, structured and meaningful engagement with stakeholders, and robust assurance and implementation planning.

Detailed project planning including, procurement planning and communications, a strong governance structure and the right combination of skilled resources will support implementation delivery. This timeline will be regularly reviewed and more importantly any project changes will be considered in terms of impact on proposed benefits to be realised either during the project or once project delivery has been signed off. Financial contingency has been included.

See updated programme for the current project status.

7. Assumptions

Category (Benefit Realisation, Financial, Change, Resource, Schedule, Scope, Quality)	Assumption	Impact	Person responsible for validating
All Benefits Realisation	Project objectives will be achieved	Building performance, Business Case attainment, Reputation	Sponsor

Financial	Funding to be achieved	Inability to preserve, conserve and enhance this nationally significant and icon building	Sponsor
Resource 1	Lead Contractor for ECI	Buildability Testing during the integrative process Commercial market testing of estimations	Sponsor
Resource 2	All Specialist Contracts in place	Inability to meet programme	Sponsor
Programme	Political drive for construction start July 2019 and close out by Dec 2021	Integrative Regen. Process Required with multi-work streams, Innovations within a robust and informed decision framework	Sponsor

8. Constraints

Project Constraints	
<u>Heritage issues:</u>	The heritage status of Te Whare Taonga o Te Arawa poses significant constraints on the ability of Council to proceed without extensive consultation and the necessary funding commitments. The need to manage considerable heritage features also adds to the cost of the overall project but the longer-term value far exceeds these conservation costs.
<u>Funding:</u>	Council's ability to solely fund the project at the level required for its overall success in meeting the ILM outcomes is an obvious constraint and partnership support is critical to advancing the conservation and facility enhancement project goals.
<u>Resources:</u>	Impact of a highly active and stretched marketplace. Covid-19 Business and Supply Chain - uncertainty and disruption
<u>Minimising disruption:</u>	A project of this nature will cause a range of disruptions. These will potentially impact other ratepayers and businesses, tourist sector, service providers and staff, along with the obvious Museum business/cash flow/exhibiting interruptions. Re-gearing up of the business, post physical construction completion is factored into the business case.
<u>Inter-relationships & inter-dependencies:</u>	There are multiple stakeholders involved within and across this project, and several critical inter-dependencies that must be maintained for the immediate and long-term success of this project and Te Whare Taonga o Te Arawa. There are also multiple Consultant Companies that comprise the Design Team. Most at hand over were already procured and engaged with a variety of contract terms and project programme length varied. While policy guidance prefers local suppliers, procurement must be cognisant of best expertise to the complexities of this building. The Consultant group are therefore sourced from around NZ, and optimising technologies, communications and high level of coordination are critical to the success of this project.

PROJECT MANAGEMENT

9. Project Roles and Responsibilities

Project Governance

The Project Steering Group will provide the project governance via oversight and direction. The proposed Governance structure for the project is set out in Diagram 2.

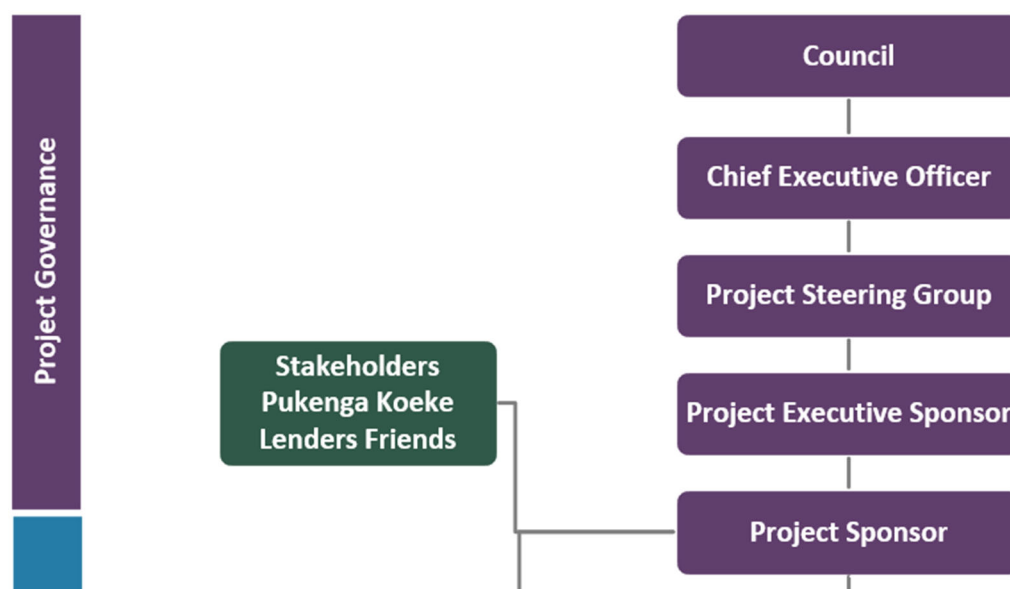


Diagram 2: Project Governance Structure

Role	Description of Role
Project Steering Group (PSG)	The Project Steering Group is a Project Governance group, who are accountable for the success of the project. Its purpose and responsibility are to: 1. Provide broad context for good decision making 2. Ensure project delivers business case outcomes 3. Make critical decisions (scope, budget, time, quality) 4. Champion the project 5. Communications with Council and the Public 6. Review, question and consider the content of any reports to PSG meetings; discuss and decide ways in which project risks can be reduced or mitigated. The steering group is made up of: • The Executive sponsor – Gina Rangi (PSG Chair) Ultimate responsibility for the project • Project Sponsor – Stewart Brown – Central Contact Point, Day to Day responsibility for project • Councillor Project Lead – Mayor Steve Chadwick • Councillor Project Lead – Councillor Mercia Yates • Te Tatau O Te Arawa Chair – Te Taru White • Community Representation – Lyall Thurston and Monty Morrison or Ken Raureti • Chief Financial Officer – Thomas Colle • DCE Community Wellbeing – Anaru Pewhairangi • Programme Director – Aimee McGregor • Operations Manager/Exhibition Lead – Jo Doherty • RLC Communications – Kathy Nicholls • WSP Project Manager – Kareen McLaren (attends, reports and records) • Others as required

Role	Description of Role
Councillor Project Leads	The role of the Councillor Project Leads is to: - Understand the project on behalf of full Council and communicate project benefits and progress to Councillors - Provide Councillor perspective to Sponsor - Champion the project to all stakeholders including the wider community.

Project Stakeholders

Stakeholder	Who	Communication
Community	Pūkaki Trust – Advisory Taonga	Key milestones & progress updates, as well as any info particularly relating to Pūkaki
	Ngāti Whakaue – Iwi Partner	Key milestones and progress status
	Friends of the Museum – Active supporters and financial contributors to the Museum	Key milestones and progress status
	Volunteers – Volunteer guides – Museum tours interior	Key milestones and progress status
	Rotorua Ratepayers Assoc. – Local political	Key milestones and progress status
	Schools – Education – Users of the venue and partners	Key milestones and progress status, plus info on current ed programmes
	Museum newsletter subscribers – Users/visitors	Key milestones and progress status
	Community – Potential audience and ratepayers	Key milestones and progress status
	Rotorua Museum Centennial Trustees – Fundraising trust	Key milestones, progress updates and key variances
	Tourism operators: wholesalers, IBOs and accommodation providers – Source of domestic and international visitors for the Museum	Key milestones, progress updates and key variances
Council stakeholders	Councillors – Tania Tapsell, Karen Hunt – Councillors with strategically aligned portfolios	Progress reports, key milestones and variance info for key decisions at PSG
	Other Councillors– Approvals	Key milestones/status & variance updates
	Geoff Williams– CEO	Key milestones/status & variance updates
	CEO advisory committee – Monty Morrison, Cian Whyte, Joanne La Grouw, Lyall Thurston – Ideas/advice on vision for new museum experience	Key milestones and progress status
	Museum staff– Operation of venue	Key milestones and progress status
	Council IS team– IS team – Damian and Kelly	Key milestones and progress status, particularly where it relates to IT systems/needs
	Wider Council staff – Word of mouth promoters	Key milestones and progress status
Funders	Funding Bodies – Contributor/Funder	Key milestones and progress status
Lenders	Pūkenga – Gifter of land/tangata whenua	Key milestones & progress updates, as well as any info relating to taonga, Te Arawa and Māori Battalion exhibitions
	Lender – Museums– Owners of Taonga	Key milestones and progress status, and any specific information affecting their loans
	Lenders – Personal – Owners of Taonga	Key milestones and progress status, and any specific information affecting their loans

	Suppliers: exhibition touring companies and museums– Users of the venue	Key milestones and progress status
Media	Local media – Communication to wider community	Key milestones and progress status
National	Prime Minister – Minister – Heritage & Culture	Key milestones and progress status
	Govt MP: Tamati Coffey– MP	Key milestones and progress status
	Other local MPs: Fletcher Tabuteau, Todd McClay– MP	Key milestones and progress status
	Ministry of Education – Fund LEOTC at the Museum	Key milestones and progress status plus info on existing education programmes and contract requirements
	Museums Aotearoa – national museums association –	Key milestones and progress status
	Heritage New Zealand– Heritage features	Key milestones and progress status, particularly where it relates to heritage features
	Ministry for Culture and Heritage – Central Govt/Potential Funder	Key milestones and progress status

Project Management

The Project Team will provide the project management and delivery. The proposed management structure for the project is set out in Diagram 3.

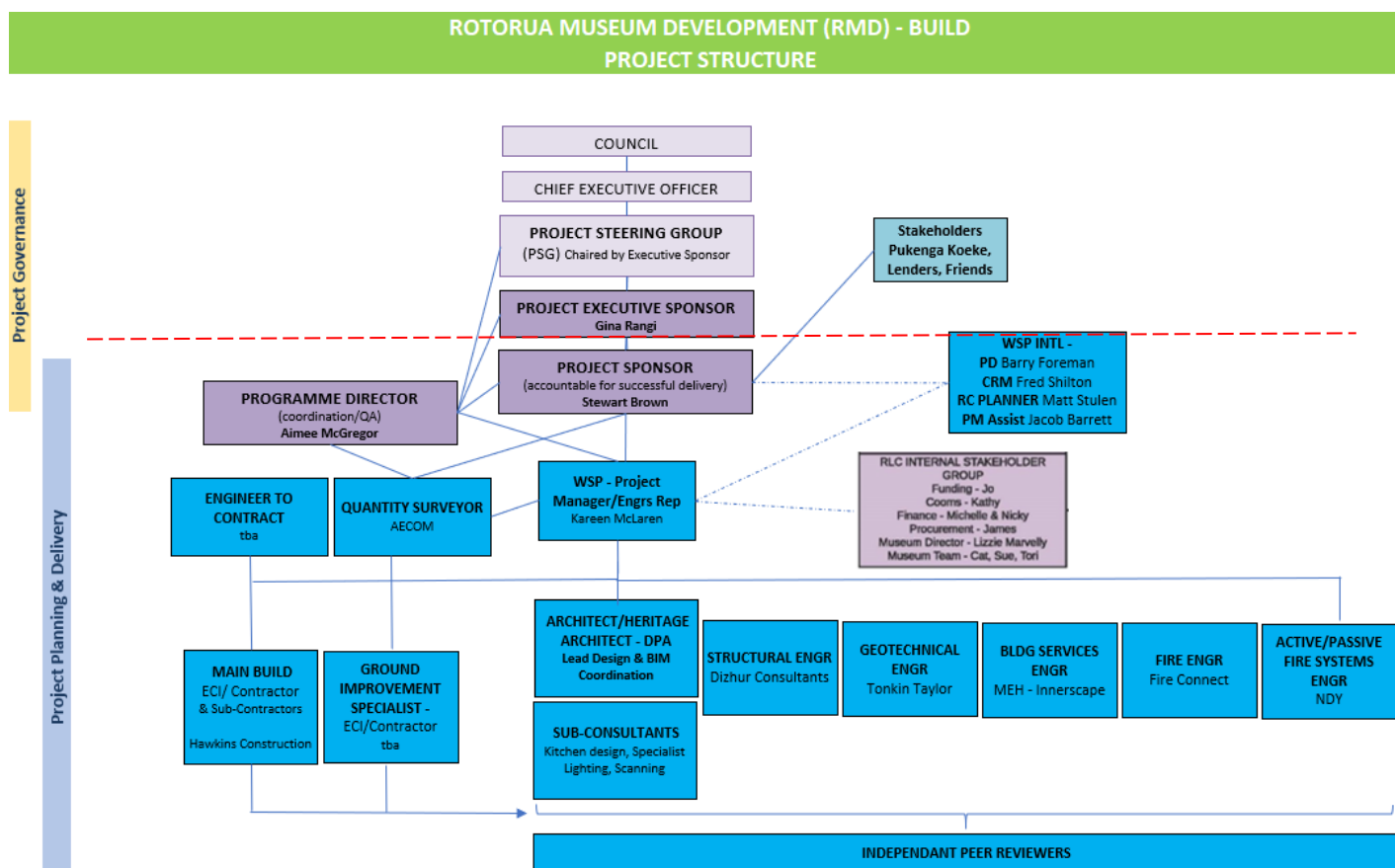


Diagram 3: Project Team Management Structure

The Project Sponsor and Programme Director are the central contact points for the Project Team through the Project Manager, and oversee the progress against planned Programme, Budget, Quality and coordination of upline reporting. The Project Sponsor and Programme Director also assists with resource provision, communication, risk mitigation; and critically reviews and challenge project progress as required.

The appointed Project Manager, in accordance with the Council's delivery methodology, provides the day-to-day management of the project and is the contact point for the Sponsor and Project Team.

The Project Manager reports to the Project Sponsor. The project team reports through the Project Manager.

The Exhibition Designer is appointed under separate Contract and reports directly to the Project Sponsor, working with the Museum Team. The Project Team's base design and the Exhibition Designers exhibition design have overlaps and these intersects are coordination through the Project Manager and Project Architect.

Role	Description of Role
Engineer to the Contract	- Independently fairly and impartially make decisions entrusted in him under the Contract Documents, to value the work and to issue certificates. - Expert advisor, including provide advice to the Client re construction insurance, Contractors Contract Construction Programme and Contractor's proposal for the construction of the works.
Project Design Team	The role of the Project Design Team is to: - Successfully plan and deliver the project according to the business case and project plan. - Ensure operations are ready and able to receive control of the project deliverables at completion. - Refer capabilities matrix in Appendix 1
Council Project Support	The role of the Project Support is to: - Provide expert support the Project Team - Ensure compatibility with Council operations.

Council Internal Support Services

Name	Role	Relationship
Jodie Hickson Jodie.Hickson@rotorualc.nz Michelle Overbeck Michelle.Overbeek@rotorualc.nz	Performance Business Partner, Finance	PM Financial Reporting Support
James Simpson James.Simpson@rotorualc.nz	Procurement	Procurement Support
Kathy Nicholls Kathy.Nicholls@rotorualc.nz	Communications	Comms coordination
Aimee McGregor Aimee.McGregor@rotorualc.nz	PMO	Programme Director
Joanna Doherty Joanna.Doherty@rotorualc.nz	Funding	Arts & Culture – Business Development Manager
Sue Skellern Susan.Skellern@rotorualc.nz	H&S and Conservator Coordination	Museum

Suppliers/Consultants

Name	Role	Company
Kareen McLaren Kareen.mclaren@wsp.com Barry Foreman barry.foreman@wsp.com Jacob Barrett jacob.barrett@wsp.com Fred Shilton fred.shilton@wsp.com	Project Manager Project Director to PM Project Manager Assistant to PM	WSP WSP Internal WSP Internal
Matt Davy Matt@dpaarchitects.co.nz	Lead Architect	Dave Pearson Architects

Brent Withers Brent@dpaarchitects.co.nz Emily Cayford Emily@dpaarchitects.co.nz	BIM Management Architect	Dave Pearson Architects
Dmytro Dizhur dmytro@dizhur.consulting Devina devina@dizhur.consulting	Structural Director Structural Engineer	Dizhur Consultants (from March 2021)
Sutejo Tjokro STjokro@tonkintaylor.co.nz Craig Davanna CDavanna@tonkintaylor.co.nz	Geotechnical Engineer Project Director	Tonkin & Taylor (from March 2021)
Hamish Lewis Hamish@innerscape.co.nz Richard Ismay richard@innerscape.co.nz Ken McKenzie Ken@innerscape.co.nz	BIM / CAD specialist - Point of Contact Electrical Engineer M&H Engineer	Innerscape
Brian Lucas Brian.Lucas@fireconnect.co.nz Stuart Bagley	Fire Engineer Fire Protection System – Active/ Passive	Fire Connect NDY
James McCafferty James.McCafferty@aecom.com Morgan McLiverGrant morgan.mclivergrant@aecom.com	Lead Project QS Project QS – coordination/comms	AECOM (from Jan 2021)
Craig Body craig.body@hawkins.co.nz	Project Director - ECI	Hawkins Construction Ltd (HCL)
tba	Engineer to Contract	Tba?

Meetings and Reporting

Reporting has a circular flow through the month cycle, as highlighted in Diagram 4 below:

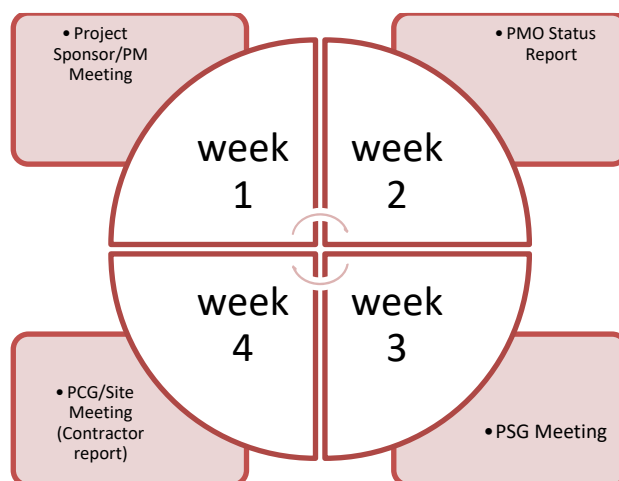


Diagram 4: Meeting & Reporting Cycle

The Project requires several meetings with varying purposes, functions and cycles. The regular meetings are tabled below, however, additional stakeholder meetings will be coordinated by the PM as required. For Example; A review of detailed design meeting with Museum Staff once Director appointment is made, Exhibition/DPA integration meeting, Value engineering meetings, etc.

PROJECT STEERING GROUP MEETINGS (PSG - GOVERNANCE)

PURPOSE	Review H&S, progress, cost, risks/issues Discuss and confirm governance-based decisions Give direction to Project Sponsor and PM
FREQUENCY	Monthly
LOCATION	Ohau Room, Council Building and/or Zoom
ATTENDEES	Steve Chadwick, Te Taru White, Gina Rangī, Stewart Brown, Thomas Collie, Aimee McGregor, Jo Doherty, Kathy Nicholls, Cr Mercia Yates, Anaru Pewhairangi, Monty Morrison or Ken Raureti, Lyall Thurston (DPA, PQS, Engr to Contract as required)
CHAIR	Gina Rangī
ATTENDANCES	RSVP Invite coordinated by Nickie Hunter

DESIGN TEAM COORDINATION (DTC) MEETINGS

PURPOSE	To review and resolve queries, clarifications and detail/elemental clashes, errors and omissions. Preparation output requires a BIM Coordination delivery every Monday by 5pm (DPA BIM Lead). To continually question and refine the design up to 'For Construction Issue'. Document version control required for iterations up to FCI. Formalised change control and transmittal procedure required once FCI takes place.
FREQUENCY	Fortnightly Tuesdays 10.30am
LOCATION	Teams Meeting – unless pre-agreed Onsite Workshop and Inspection day.
ATTENDEES	DPA, Dizhur Consultants, T&T, Innerscape, AECOM, WSP PM
CHAIR	Brent Withers
ATTENDANCES	Compulsory – DPA Coordinated and Led. Please arrange informed stand-in if unable to attend.

PROJECT TEAM MEETINGS

PURPOSE	To review and resolve queries, clarifications and detail/elemental clashes, errors and omissions. Preparation output requires a BIM Coordination delivery every Monday by 5pm (DPA BIM Lead). To continually question and refine the design up to 'For Construction Issue'. Document version control required for iterations up to FCI. Formalised change control and transmittal procedure required once FCI takes place.
FREQUENCY	Fortnightly Alternate Tuesdays (to DTC Meetings) 10.30am
LOCATION	Teams Meeting
ATTENDEES	DPA, Dizhur Consultants, T&T, Innerscape, AECOM, WSP PM, Stewart, Aimee, standing invite Samantha Rowley RLC
CHAIR	Kareen McLaren
ATTENDANCES	Compulsory through remainder of Detailed Design Stage Please arrange informed stand-in if unable to attend.

SITE INVESTIGATIONS AND ON-SITE WORKSHOPS

PURPOSE	Consultant: To clarify as built details and tolerances in critical areas of the existing structure, especially as deconstruction takes place. Inter-Consultant: To view areas of concern, discuss and agree best way forward for specific areas or detailing needs.
FREQUENCY	As required
LOCATION	On site at Museum
ATTENDEES	Invited as required.

CHAIR	Kareen McLaren
ATTENDANCES	RSVP

PROJECT CONTROL GROUP (PCG) MEETINGS	
PURPOSE	Site: walk over and inspect progress, discuss issues of concern, document change control procedure, quality control checks PCG: Present and receive contractor report covering H&S, progress achieved, planned progress, items requiring resolution, design inspections. PCG: Review/resolve contractor's RFIs to avoid excessive written communications for queries which are better understood and resolved face to face.
FREQUENCY	Site: Weekly or Fortnightly (tbc) PCG: Fortnightly or Monthly (tbc)
LOCATION	On site
ATTENDEES	Engineer to Contract, Engineer's Rep, Engineer's Rep Assistant, Hawkins and key sub-consultants as required by programme, T&T as required by programme, DPA, Dizhur, Innerscape, (tbc RLC representatives – Sue Skellern, Museum Manager?). Standing invite: Project Sponsor and Programme Director.
CHAIR	Engineer to Contract or Engineer's Rep.
ATTENDANCES	Compulsory.

10. Change Management

What is changing?

During all project delivery stages, a change register will be controlled and administered by the Project Manager. Changes should be minimised as they can be the largest contributor to cost and time overruns on projects, however, invariably changes will occur, therefore a system will be in place which controls costs whilst maintaining quality and program.

Changes in construction projects broadly fall into three categories:

- 1) Brief Changes To the scope, specification, programme
- 2) Design Changes Correction/improvement on design as it develops
- 3) Construction Changes Imposed by site conditions and other constraints

From Project Plan up until Procurement/Execution Change Requests must be raised to the Project Manager and approved in accordance with the Delegated Authority Holder as set out in the RLC templated Change Register Document.

If any party considers they are being asked to undertake works and services outside their scope, and these are not covered in the general duties of the project, then the party must issue written notice to the Project Manager and seek approval to the perceived change in duties for this to be recognised, prior to undertaking the associated work / activities.

10.1.1 Scope:

The scope of works has been developed by PMO during the project's Initiate Phase as informed by the Business Case. Scope is summarised in Section 4, page 5&6. All scope changes require client approval and are being documented on the Change Register.

10.1.2 Time:

A master programme for the project has been prepared by the Project Manager and is issued to the Project Control Group as part of the regular reporting. The master programme coordinated with key milestone BIM updates.

10.1.3 Cost:

A detailed elemental cost plan based on concept design and some change additions and refinements has been prepared by the Quantity Surveyor in November 2018. This budget plan is being used to inform the Business Plan updates and guide the design process. Elements of the Budget will be tested against ECI buildability inputs and incorporated scope changes and timing modifications.

11. Health & Safety

RLC acts as 'Owner' of site until the Main Construction Contract is affected and the site is formally handed over to Hawkins. While the site is under RLC ownership, RLC/Museum H&S requirements are to be followed. Once site ownership changes to Main Contractor, Hawkins H&S management will be the overarching compliance requirement.

The Project Manager as part of their own ISO best practise, has undertaken a comprehensive SHEQ review. They have identified and closed out a risk gap and asbestos removal to two subject areas have been planned within the overall project timeline. The change is documented in the change register.

The Museum's Hazard register has also been updated and all visiting contractors and consultants must comply with the Museum requirements during Plan Phase.

All parties are responsible for making sure that the design complies with the relevant health and safety regulations. The Architect will lead a Safety in Design workshop at the end of the Developed and Detailed Design stages to review / discuss Safety.

All parties are responsible for safety during construction with the Contractor taking the lead.

A copy of the Principal's Site Health and Safety Plan will be issued to the Contractor. The Contractor will also be responsible for issuing a Site-Specific Health & Safety Plan prior to commencing work on-site (including early establishment) and attend a pre-commencement Health & Safety Meeting with the Project Manager.

Performance of Health & Safety will be monitored through the site meetings.

12. Quality Management

This section describes how quality requirements for the project will be met.

Quality Area	Description required
Quality Roles	Definition of quality requirements – RLC and Project Manager Management of design quality requirements – Design Team / BIM Coordination Review of design quality requirements – Project Manager / Peer Reviewers Management of construction quality requirements – Contractor / Project Manager Observation of construction quality – Design Team / Project Manager
Quality Responsibilities	Refer to above and as further defined in Contracts and as amended from time to time
Quality Planning Approach	A SHEQ review has been undertaken on this project.
Quality Assurance Approach	WSP Opus is AS/NZS ISO 31000:2009 accredited – with Risk and Quality systems are annually audited. We bring these assurance procedures into this project.
Quality Control Approach	As above
Quality Improvement Approach	As above

13. Heritage Management

The Lead Heritage Architects – Matt Davy & Brent Withers DPA are responsible for coordinating all heritage documents. These include: The Rotorua Bathhouse Conservation Plan_2019.04.12, Heritage Impact Statement_2019.01.31 (*currently being updated and consolidated to a single document from previous per zone outputs*), Heritage Construction Management Plan (HCMP)_2020.08.05 (*currently being updated and consolidated to a single document from previous per zone outputs*), Archaeological Management Plan_2020.06 (*currently being updated*).

Matt and Brent are also coordinating all Archaeological Authorities, Resource Consent Variations, and key contact point for Heritage New Zealand Pouhere Taonga.

DPA utilise sub-consultant specialist expertise of:

- John and Adina Brown – Plan Heritage,
- Kevin Cawley Lighting Specialist,
- Steve Currie at Project Design International and David Walton at Southern Hospitality for Kitchen design and fit out and
- Nathan Cossar at Envivo Scanning.

14. Schedule

The Project Manager has created a schedule for the project using MS Project. The schedule contains:

1. All activities;
2. Checkpoints / Gates for the acceptance and sign off on key deliverables;
3. Key milestones identified in the Business Case;
4. Milestones at the end of project stages;
5. Dependencies between activities to sequence them correctly;
6. All critical dependencies with plan dates clearly identified; and
7. Any schedule constraints that may apply to activities or milestones.

The programme has been developed which supersedes the RLC indicative programme set out in the consultant procurement briefings, business case and as previously outlined in section 6 of this PMP document.

Programme Evolutions are:

Nov 2018	RLC PMO Programme	
July 2019	Recalibrated Programme – Staged development plan	
Apr 2020	Hawkins Integrated Programme Rev 6 (completion of detailed design/pricing & consent/construction)	
Aug 2020	Updated Hawkins Integrated Programme Rev 7 pending	
Jan 2021	SE/GE RESET:	
	RMD - 2021 RESET Programme_ 2022.05.16	Microsoft Project Document and
	RMD – 2021 Visual Timeline_2022.07.19	Microsoft XL Document

15. Project Risk and Issue Management

Category	Description
Risk Management	There is a certain element of risk associated with any project and the Project must therefore control risk by a process of identification and management of issues (things that have occurred) and risk/opportunities (things that have the potential for occurring and their likely impact). This process of risk management is the responsibility of the Project Manager.
Identification of Project Risks and Opportunities within Categories	Initial risks/opportunities and categories will be identified, with contributions from all members of the Project Team and Stakeholders where appropriate. These risks are compiled by the Project Manager.
Prioritisation of Project Risks	Following identification of the risks, those risks will be prioritised according to a numerical rating. This numerical rating is generated by establishing the probability of each risk occurring and the impact of each risk to the project would have should it occur. Once numerical ratings have been allocated to the identified risks by the Project Manager will input from the Project Team on risk impacts and opportunities, a rating will be identified as the cut-off point above, generally the top 10 risks.
Mitigation Strategy and Allocation of Responsibility	The Project risks will be managed in a pro-active manner. A mitigation strategy will be identified for each significant risk by the Project Manager in liaison with the Project Team.

	A risk owner will be identified as being responsible for each risk. That risk owner will have the most control over the area of the Project within which the risk has been identified.
Review of Status of Risks	The risks will be reviewed at least monthly intervals throughout the duration of the Project to ensure that their probability and impact/opportunity ratings, their mitigation/optimisation strategy and their ownership remain appropriate as the Project develops. Progress on implementation of the mitigation strategies by the risk owners will be monitored and reported. The review and update of the risk strategies will be carried out on an ongoing basis both informally and formally, as part of the regime of meetings and reports. Key risks will be reported and discussed at each monthly Steering Group meeting.
Risk Register	The Project Manager will produce and maintain a Risk Register. All identified risks will be shown with their probability, impact and overall rating and their owner. This Risk Register will be reviewed on a regular basis.

16. Procurement Management

Procurement shall be executed in accordance with the Procurement Report approved by RLC and all of government requirements.

The responsibility for Procurement Management rests with RLC but closing out of all existing Consultant engagements (except DPA & WSP) has since been delegated to the Project Manager in consultation with RLC Procurement Team and Project Sponsor. Consultant appointments to close out the gaps have also been managed by the Project Manager.

The procurement of Contractor took a two-staged engagement process. A Contractor Expression of Interest was issued for both the Rotorua Museum and SHMPAC projects and from the short list, a RFQ second stage was run. The preferred supplier for both projects has been selected and approved by Council.

The Main Contractor's contract is in negotiation (30 Jun 2020) and pending approval at July 2020 Council meeting. In the meantime, a Pre-Construction Agreement is in place and this allows the Contractor to participate in the Design team meetings contributing buildability commentary, completing designated, priced and approved pre-construction works.

17. Resource Requirements

Resourcing is as set out in the Project Structure in section 9.

18. Financial Management

Project Budget

The total budget for the project is managed by the Project Steering Group.

The client approved budget breakdown is as follows: update

Element	Cost - Approved Business Case	QS Base Build Budget Update Jun 2021
Design/Consulting fees & RLC Internal Labour	4,900,000	9,516,000
Asbestos removal, PCA/ECI, Deconstruction, Prendos Report, Remediation and Ground Works/Seismic Construction costs	36,900,000	52,123,000
Roofing (additional funding enabled scope addition)	2,000,000	Incl above
Project contingency (P85 Risk, Pre & Post contract escalation & cultural allowance)	8,700,000	12,031,000
DESIGN AND CONSTRUCTION BUDGET	\$52,500,000	\$73,670,000
Furniture, fittings and equipment (RLC)	1,000,000	1,130,000
Exhibition fitout (RLC)	Separate Budget	Separate Budget
TOTAL OVERALL COSTS	\$53,500,000	\$74,800,000

Table 1: Project costs

The project budget was to be reported on by the Cost Manager, RLC via monthly Financial Reports. However, this has since been delegated to a finance work group consisting of; WSP CRM, PD and Assistant PM, the Project Quantity Surveyor and PM Financial Reporting Support.

A cashflow forecast showing planned spend by month is included within the monthly Status Report updates.

Cost Management	Description
Purpose	Cost Management is to provide sufficient timely cost data to permit any necessary adjustment to be made and to contain the cost of the project within the approved budget, at all stages of development. The methodology, definitions and financial reporting format and systems relating to cost planning, cost control and management shall be as directed by the Project Manager.
Principles	The fundamental characteristics of cost management system are as follows: The control must cover all the costs to be expended on the project, including escalation. - The management is to take control both the total project cost and the individual items of cost within the approved budget. - The Steering Group is authorised to make budget revisions to correspond to authorised scope changes at various levels, within the total budget. - Authorisation will be exercised prior to cost commitment, and in sufficient time to allow remedial action. - Cost budgets must be approved by the Steering Group. - Allowances for contingencies must be identified and future forecast contingency required to complete the project.
Cost Management Responsibility	Primary responsibility for cost management reporting rests with the Quantity Surveyor. The Quantity Surveyor will prepare the Cost Plans and carries out the necessary cost checks and cost comparisons as design, documentation and construction progresses including forecast final estimate to complete the project.
Detailed Estimate	The Project Quantity Surveyor will carry out a cost estimate at the completion of the concept, developed and detailed design stages. The purpose of the estimates is to ensure that all elements, packages and design areas are within approved budgets and cost plan allowances.
Construction Cost Control	Cost management is achieved by comparing the "Project Budget" with the "Forecast Cost at Completion" based on committed and uncommitted components of the construction budget and identifying the issues on which "Management Action" needs to be taken. Following the approval of the project budget, a forecast cost at completion is to be produced monthly, as a check that the project budget is being maintained. Cost reporting is divided into two parts: 1) Incurred and committed costs accumulated up to the review date 2) Estimated uncommitted costs from the review date to completion (based on the work yet to be done) Each month the Quantity Surveyor/Project Manager will submit a "Cost Management Report". Once at Execute phase, the report will give the status of construction cost and include for approved variations, allowances for pending variations and a forecast of the final cost are also to be shown separately. The Quantity Surveyor will provide comments with the report, advising of any significant changes or facts of which the Council and Project Manager should be made aware. Commitments made to expenditure will be summarised for the Project Manager at the end of each month.
Levels of Project Authorities	The delegated authorities for the project are as per the plan included the Appendices.
Contingency Management	The project cost plan includes contingency allowance to provide for normal ongoing design development, cost escalation and unforeseen items. Contingency management involves: - Identifying items requiring a contingency allowance. - Providing contingency allowances within the Base Cost Plan.

	- Monitoring the rate of contingency expenditure and comparing it with the reduction in risk. - Progressively re-assessing the levels of contingency allowances required. - Providing recommendations for actions through the party responsible to contain contingency expenditure within the allowance.
Value Engineering	A structured approach to Value Engineering will be incorporated into the Works with the recognition that this is about increasing value rather than a cost cutting exercise. The value engineering will aim to maintain function at the lowest cost. The Quantity Surveyor will lead the process with full and active participation from the Project Team in both the brainstorming and implementation stages.
Value Management	A structured approach to Value Management will be incorporated into the Works with the recognition that it is more than a cost cutting exercise. The value management strategy will aim to maintain function at the lowest cost by developing a collective understanding of the project and prioritising objectives. The Project Manager will lead the process with full and active participation from the Project Team in both the brainstorming and implementation stages.
Project Cashflow	The client approved preliminary cashflow has been forecast with RLC

19. Post Implementation Review

All medium and high complexity projects are required to undertake a PIR workshop in the close phase the project.

A PIR workshop is to be undertaken to understand what went well and what could have been improved or 'Lessons Learned' from the project. The workshop is structured to capture the team and wider stakeholder views on specific themes. The feedback is documented and distributed to Stakeholders, PMO and Executive.

20. Project Closure and Handover

The Project Manager will be producing a Project Closure Report which will provide an overview of what was delivered, project achievements, and end of project financials, outstanding issues to be resolved and key learnings. The learnings gathered at the PIR workshop will be documented into the report.

A Handover Plan will be prepared by the Project Manager and tabled for Project Steering Group review and approval.

21. Timeline Snapshot

As shown below:

Te Whare Taonga o Te Arawa – Rotorua's Museum of National Significance

	From 2016 Event	2017 2 nd half	2018 1 st half	2018 2 nd half	2019 1 st half	2019 2 nd half	2020 1 st half	2020 2 nd half	2021 1 st half	2021 2 nd half	2022 1 st half	2022 2 nd half	2023 1 st half	2023 2 nd half	2024 1 st half	2024 2 nd half	2025 1 st half	2025 2 nd half
Stage 1: Project Initiation																		
Approval phase																		
Investigation - DSA	14-Nov	Aug																
Business Case		Oct			April													
PSG BC approval					June													
Council BC Approval						July	RESET											
Stage 2: Project planning																		
Design and fundraising phase																		
Concept design		Nov		Oct														
Preliminary design				Nov	Jan													
Resource Consent				Sept	Jan (approved)													
Developed design					Feb	Sept												
Detailed design						Oct		Dec										
SE/GE Reset: - DSA check - Developed - Detailed									Jan-Apr May		Jan Feb-Jun		Jul-Nov					
Building Consent												Nov-Dec						
Exhibition Engagement & Design									Jul							Jun		
Fund raising			Jan															
Stage 3: Project Execution																		
Construction phase																		
(NB: Targeting exhibition fitout to run sequentially per each Zone completion to maximise timeline)																		
Procurement ECI Reset ECI					Feb-Mar							Jul-Dec						
Early Works - Asbestos Removal - Estab./Protection						Jul		Dec					Jan-Feb					
Construction <i>(tbc within tender/allow 24 month est.)</i>													Mar			Dec		
Exhibition install																Jan		Aug
Commissioning and hand over																		
Testing/Commission Building																Sept-Dec		
Testing/Commission Exhibitions																		Jul-Aug
Open																		Sept (tbc)
Stage 4: Project completion and evaluation																		
Post Implementation Review/Close out Build																	Feb-Apr	
Post Implementation Review/Close out Exhibition																		Oct-Dec

Associated documents

Version	Date	Document name and storage location
Rev 3	27/3/2019	Appendix 1 - Updated Master Programme
	Mar 2019	Appendix 2 - Delegated Authorities as per RLC financial authority levels
Rev 2.0	Nov 2018	Appendix 3 - QS Project Cost Build
FINAL	Mar 2019	Appendix 4 – Business Case
	Mar 2019	Approved RC Notification & HIS Document
	Dec 2018	Concept Re-works and Scope Additions - Fire egress from viewing platform / Scope Addition - Café / Re-work - Ground Floor Toilets / Re-work - Mud-bath Link / Re-work - Basement Exhibition space / Scope addition
WIP	Sept 2019 Dec 2019	Developed Design Milestone achieved – BIM Coordination 20 Stage 1 (zone 1&2) Detailed Design – BIM Coordination 32 / Consent Lodgement package
WIP	Dec 2019	Selection of Main Contractor