

Greenstone Group – Scope and Bio

Who we are

Good ideas are easy to come by, turning them into reality is a different story. Greenstone Group offer comprehensive services to enhance your project every step of the way, from conception to reality.

We know that your project is unique; requiring care and insight from the initial concept and design, right through to final delivery. That's why every project is driven by our bespoke project framework, ITR. A process robust enough to guarantee our standards, while maintaining the flexibility to adapt as your project evolves.

This allows each member of our team to effectively manage all aspects of your project and ensure it achieves the profit, quality and timely delivery you desire.

Our Story

We are a specialist property consultancy that is operated by those that own the business. As a result, we are very motivated to make your project a success, as your success is our success.

From humble beginnings, we've grown into a diverse team of property advisors with extensive experience in all aspects of project management and property advisory.

We offer comprehensive services to enhance our client's project every step of the way. Design management, sales/marketing management, contract review and procurement, through to project audits and owner representation, Greenstone Group has the scope, scale and skills to enhance your project. We offer full conceptualisation from the get-go or add value to our client's ideas through property advisory and project management.

History

Greenstone Group was established in 2000 to provide a specialist project management and property advisory service to the wider property sector both private and public.

Greenstone Group has over 60 staff based in Auckland, Hamilton, Tauranga, Wellington and Christchurch.

Greenstone Group's business is focused on the conversion of your property ideas into reality. The numbers of projects, their size and complexity have grown over the years.

Greenstone Group has amassed a significant amount of skills and experience through the diverse backgrounds of their team members and through the challenging and successful projects they have been able to complete for their clients.

Our experience conducting project reviews means we have excellent institutional knowledge of the key considerations around project processes and the influence on the built form. We also possess a diverse array of intellectual property within our office which affords us the opportunity to challenge ideas to deliver the best possible solutions to the benefit of the end user. An internal peer review is central to this concept, which will further contribute to 'stress-testing' the results.

We believe that our position as independent Project Managers positions us well with the extensive knowledge and understanding required to provide Tauranga City Council with insight across the multiple, often interlinked, facets that comprise complex construction projects, like Baywave.

We understand that a project review such as this one requires an intuitive approach to expose gaps in project processes whilst remaining sensitive to some of the challenges faced by the project team retrospectively. We have significant experience conducting project audits and reviews and will bring this experience to bear to achieve the best result for you. Of particular relevance at present is our commentary to funders in the financial industry on the reasons for project failure and the accompanying opportunities available to circumvent future challenges on high value projects. Our recent review on the Manurewa Sport Project is a further example of our expertise in this arena. We are also undertaking the University of Auckland's Leisure and Recreation Centre which is a \$200 Million multisport facility including swimming pools which provides us a wealth of information on a comparable facility.

A selection of recent projects completed by our Tauranga office include:

- University of Waikato – Tauranga CBD Campus
- University of Waikato – Tauranga Teaching Labs & Aquaculture Facility
- Bay of Plenty Regional Council – Tauranga and Whakatane Building Upgrades
- Toi Ohomai Institute of Technology – Te Ara o Mauao
- Kainga Ora (formerly Housing New Zealand) - Various Redevelopment Projects
- Ministry of Education – Various Capital Works Projects including Taumata School

Staff

We utilise our key personnel from both our Tauranga Office and Auckland Office namely:

- Darryl Fox – Project Director
- Todd Jones – Lead Project Manager
- Lance Painter – Project Director for UoA Leisure and Recreation Centre

Scope

1. Overview

The main purpose of the review is to review the project processes with particular reference to the where things went wrong on the project and also where things went well and provide advice as to what lesson learnt can be implemented in future projects. This is not a review of the approval process but rather a review of the processes managing the delivery of the project. It is important to understand that the project was completed 12 year ago and there will be a significant amount of undocumented intellectual knowledge that will have been lost which could provide gaps and in these cases assumptions will need to be made based on documented information and interviews we undertake through the process. It is worth noting that leisure facilities are inherently complex and difficult projects which require a very high level of design input and co-ordination to achieve a successful outcome. Since completion the project has had numerous maintenance, quality and code issues which should not have arisen in the normal lifecycle of a building. The review is to provide lessons learnt and an independent perspective on what has happened to date.

2. Review

Greenstone will undertake a high level review of documentation provided. Based upon this review, a Quality Assurance Assessment will be provided inclusive of the following key elements:

CLIENT & SCOPE	The clarity and control of baseline requirements, objectives, success criteria, , terms of reference. In particular, the procurement methodology; how the cost was managed and the risks mitigated throughout the project lifecycle.
RISKS & OPPORTUNITIES	The management of risk and opportunity through the life cycle of the project.
PLANNING & SCHEDULING	The execution of strategies, plans and schedules.
ORGANISATIONAL CAPABILITY & CULTURE	The people, behaviors, teams and processes, systems and working environment.
SUPPLY CHAIN	The procurement processes, engagement with, and capability of external supply chain.
SOLUTION	The deliverables and outcomes to meet the Business requirements.
FINANCE	The commercial management and administration.
PERFORMANCE	The measurement of project management performance against the baseline requirements, variance analysis and management action.

Project Methodology

Our approach for the delivery of this review will be proactive and solutions based. We do not prescribe to a post box project management approach, our project team will be engaged and committed to the project.

We would approach the review on a four stage methodology namely

1. Planning the assessment.

- The project scope and factor risks.
- Timing of assessment work relative to the scope requested.
- Confirm sources of information with TCC , Bay Venues and the Project Team
- Uncertainty should be recognised in assessing and rating categories.

2. Gathering evidence.

The assessment will seek objective evidence to support the evidence requirements. At this point our understanding is the evidence will be limited to the high level documents which will be agreed with TCC and then TCC will provide this information .The assessment will use relevant documentary evidence from the project; with the following characteristics:

- Agreed with the Business.
- Shared with, and accessible to, the project team.
- Fit for purpose (i.e. has a level of detail and structure that is in proportion to the project).
- Uncertainty over key points (and the potential impact it may have had on project risks) should be considered in the assessment of the project's categories.
- If documentary evidence is not available, the assessment can include interviews to establish the extent to which the requirements for each criterion were satisfied, but scoring should reflect the lack of documentation.

The evidence will relate to:

- Processes that are communicated, proportionate, and founded on good practice.
- Project team activity that is considered appropriate and timely in manner.
- The output / outcome from the combination of processes and project team action should be effective in showing how the project was effected by the reported contributing factors.



Darryl Fox

Regional Director – Bay of Plenty

BSc ENG

Selected Project Experience

Taumata School – New Build
\$15M

University of Waikato – Tauranga CBD Campus
\$55M

Bay of Plenty Polytechnic – Mass 2 Building
\$11M

The Base - Farmers Extension & Homeware precinct
\$12M

Katikati College – Technology Block
\$1.4M

Bethlehem Town Centre - Various Tenancy Fitouts

Ministry of Justice - Minor Capital Works Hamilton & Tauranga
\$2M

Tauranga Girls College - Library Refurbishment
\$500K

Doha Festival City, Doha, Qatar - 550 unit mega mall, Hotel, Ikea mega store
\$2B

Yasmeen Rotana Hotel, Damascus Syria -
\$150M

Mudon, Dubai, UAE - Mixed use development
\$10B

Mall of the Emirates, Dubai, UAE - 450 unit mega mall, Hotel, Indoor ski slope –
\$1.5B

Wandsworth Riverside Quarter Residential Development –
\$150M

Charter Quay Kingston upon Thames Residential Development –
\$100M

Darryl Fox oversees the project management services for Greenstone Group in Tauranga, Bay of Plenty.

For over 25 years, Darryl has led and managed the development of significant mixed-use projects. His particular expertise is in managing the development and project management process for projects covering commercial, retail, hospitality, leisure, residential and infrastructure.

Darryl has delivered projects at the highest level throughout the United Kingdom, Africa and the Middle East and continues to do so in his role with Greenstone Group.

Darryl has significant experience in the numerous sectors from multi-billion dollar projects to 10 thousand dollar projects and his key driver is delivery on time on budget and to a quality standard that meet the clients expectations as a minimum regardless of project size.

Darryl places strong emphasis on clearly defining the project's objectives up front to ensure all parties' expectations are aligned and the project team work towards a common goal.

Strong managerial skills and a specialised technical understanding of the construction cycle and the associated contractual and costing requirements are crucial skills Darryl has displayed through years of results. He thrives on the challenge of delivering the end product to the client within budget, on time and to the required quality standards.



TODD JONES

Senior Project Manager

*B.Const (Construction Management),
Licensed Building Practitioner (Site 3)*

Profile

Todd's varied professional background includes construction site management, project management and building consultancy. This foundation provides Todd with an excellent, well rounded results oriented skillset. Todd holds a Bachelor of Construction and is also an incorporated member of the Chartered Institute of Building.

Todd has extensive experience leading the master planning and redevelopment of brownfield sites. His ability to mix in depth strategic thinking with the creation of project frameworks providing the necessary controlled environments for the delivery of complex programmes of work has proved invaluable in delivering exceptional results for his clients.

Todd has a strong background in working with government departments giving him a firm grasp of complex project and stakeholder structures and the formal reporting and approval procedures inherent.

Todd's ability to communicate efficiently and effectively with stakeholder at all levels drives successful outcomes across all of his projects.

Selected Project Experience

University of Waikato – Tauranga CBD Campus \$65M (NZD)

Todd successfully led the project and stakeholder team through a complex project that has quickly established itself as an iconic building within the Tauranga Skyline; anchoring itself as a catalyst for the reinvigoration of the CBD. Equipped with the experience and ability to deeply understand stakeholder needs and distil these into project team deliverables, Todd maintained tight project controls and consistent stakeholder management and engagement throughout the project to complete the delivery of the transformative campus. This included intensive lwi engagement.

Fabric of Onehunga – Apartments \$95M (NZD)

Todd has been involved in the Design Management of the Fabric apartments, challenging the design team to ensure that all viable alternative design solutions were investigated. This included

- Basement excavation and falls resulting in significant reduction in execution and rock removal;
- Facilitation of significant ground investigation to minimise pile costs and removal of contaminated materials and;
- Alternative concrete structural design which yielded a significant cost reduction.

Ministry of Education– Major Redevelopment \$100M+ (NZD)

Todd managed the Auckland education portfolio which delivered numerous projects ranging from new schools to major redevelopments across multiple school sites around the region. Todd managed the construction value up to \$100M at any one time and was successful in delivering these projects for the Ministry of Education.

During his time project managing on behalf of the Ministry of Education, Todd managed tight budgets, strict programmes and operating requirements in live school sites. Todd is also versed in the development and writing of Business Cases on behalf of the Ministry.

AWARDS & INVOLVEMENT

- Property Council Supreme Excellence Award -University of Waikato
- Property Council Best Team Award- University of Waikato
- Property Council Urban Design and Architectural Award - University of Waikato

Selected Project Experience (Continued)

Flatbush Apartments \$60M (NZD)

Todd was involved in the feasibility and design management of the south Auckland apartment complex. The project incorporated a 3 level basement and twin tower arrangement over a central podium. Todd successfully managed the technicalities of the design and the resource consent process.

Toi Ohomai – Institute of Technology \$6M (NZD)

Todd is the lead project manager in the development of a new tertiary hub facility in the centre of Taupo. This new project replaces the existing aging campus with a state of the art facility to build on the presence in the Taupo region and facilitate economic growth. The project involves engagement with external stakeholders in both a cultural and business context.

Other projects Todd has been involved in:

Glenside Terrace Apartment \$12M (NZD)

Specific skills Todd will bring to your project

- **Design Management**
- **Stakeholder Management**
- **Construction Management**
- **Strategic and Innovative Problem Solving**
- **Project Budget Expenditure Control**
- **Iwi Engagement**
- **Value Engineer/Management**
- **Leadership**
- **Leading and managing collaborative teams**