

Position Description
Christ Church Cathedral Reinstatement Limited
(CCRL)
Project Director

July 2018

This document is subject to review from time to time

Section A

Position: Project Director
Reports to: Chair
Location: Christchurch, New Zealand

Section B

Position Objective: Reporting to the Chair, the Project Director will provide leadership to a team of construction specialists and consultants to deliver the efficient reinstatement of the Christ Church Cathedral.

The Project Director is responsible for end to end Project delivery including detailed design analysis and building consent, procurement, Project delivery and post Project review.

The Project Director will identify, build, and maintain effective relationships between the Project and key stakeholders, ensuring all parties are effectively briefed and engaged for the duration of the Project.

The Project Director will be the senior executive for the Company and as such will be required to lead and implement strategic, financial, employment and business controls and culture to support the main purpose of the Company.

Functional Relationships:

Internally

- Chair
- Board of Directors
- CCRL Team Members

Externally

- Church Property Trustees
- Church Cathedral Reinstatement Trust
- Contractors
- Consultants
- Local Authorities
- National Bodies
- External Agencies
- Stakeholders
- The Minister for Christchurch Regeneration
- The Department of the Prime Minister and Cabinet
- Christchurch City Council
- Land Information New Zealand
- New Zealand Treasury
- Regenerate Christchurch
- Development Christchurch Limited

Nature and Scope:

Christ Church Cathedral Reinstatement Limited is a Joint Venture company formed by the Church Property Trustees and Christ Church Cathedral Reinstatement Trust to reinstate Christ Church Cathedral. It is envisaged the Project will be staged and undertaken over a seven-year period.

Limitation of Authority:

To be determined by the Chair

Direct Reports:

To be determined

Project Scale:

\$100m+

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Section C – Key Tasks and Specific Accountabilities

1 Project Delivery and Leadership

The Project Director will provide overarching Project leadership and delivery of the reinstatement of the Christchurch Cathedral to scope, budget and agreed timeline.

Expected Results

- (a) Ensure the Project is managed and delivered to deadline, scope, quality, and approved budget
- (b) Lead the preparation and implementation of the Project and procurement plan
- (c) Prioritise time and resources to ensure the Project and associated programmes are on track
- (d) Ensure the Project applies the correct level of controls in line with the established Project methodologies and control frameworks
- (e) Manage relevant external service providers as required

2 Team and Culture Leadership

The Project Director will lead the team, developing a positive culture to effectively deliver the Christ Church Cathedral Project.

Expected Results

- (a) Build an effective Project team culture that promotes accountability, ownership, team work, collaboration and focuses on results
- (b) Ensure all team members understand and support the Project's strategic direction and how their performance supports the achievement of these strategies
- (c) Manage the annual performance review process and remuneration reviews for your team, making appropriate recommendations as required
- (d) Drive the development of the knowledge, skills and capabilities of the team ensuring all team members are appropriately skilled to perform their roles to deliver the Project
- (e) Ensure all Project interactions portray the Christchurch Cathedral Reinstatement Project in a professional manner ensuring stakeholder confidence
- (f) Effectively manage external and internal team members to meet Project deliverables and timelines

3 Stakeholder Management and Engagement

The Project Director will be responsible for stakeholder management and engagement activities relating to the effective delivery of the Christ Church Cathedral Reinstatement Project.

Expected Results

- (a) Establish and manage appropriate relationships with internal and external stakeholders
- (b) Facilitate a common and shared understanding internally of the objectives for stakeholders and shareholders of the Project
- (c) Build and maintain strong stakeholder relationships, represent the Project at external forums, working groups and committees across government, industry, and the community to achieve the Project's objectives and manage its reputation
- (d) Promote an organisational culture that builds collaborative relationships with stakeholders
- (e) Develop and maintain internal and external networks and use these to contribute to the achievement of the Project's objectives
- (f) Manage programme communications to effectively communicate Project milestones
- (g) Ensure end user considerations are incorporated into key design decisions, recognising the needs of the Cathedral Chapter and related users of the building
- (h) Effectively consult with the Heritage committee
- (i) Effectively consult with the Functional Design and Liturgical Design Committees as provided for in the joint venture agreement

4 Project Reporting

The Project Director will provide effective Project reporting ensuring key milestones are continually monitored for the delivery of the Christ Church Cathedral Reinstatement Project.

Expected Results

- (a) Provide regular reports to the Board on the Project's financial position and performance as well as details of work activities including HSE
- (b) Submit financial statements, Project reports and other information as required for consideration by the Board
- (c) Establish and ensure the ongoing credibility of the Project by keeping the Board informed of any matters which may adversely affect the Project's reputation, stakeholder relations, team morale or team and public safety
- (d) Report and provide advice to the Board on the status of the Project and on any issues requiring significant changes in scope or funding

- (e) Ensure shareholder design approvals are obtained in accordance with the joint venture agreement

5 Project Office and Resource Management

The Project Director will be responsible for the development and implementation of Project controls and methodologies while ensuring Project resources are efficiently used to effectively deliver the Christ Church Cathedral Reinstatement Project.

Expected Results

- (a) Liaise with legal, insurance and professional advisors to ensure risk is identified and managed for the Project duration
- (b) Estimate and manage internal resources required to support the Project ensuring they are coordinated and allocated to meet Project timeline, scope, quality, and budget
- (c) Identify, engage, and manage key consultants and monitor their ongoing performance
- (d) Ensure Project management systems are developed and used effectively by the team including the implementation and maintenance of Project management software
- (e) Establish Project management documentation, including scope of works, deliverables, schedules and works structures to support Project delivery
- (f) Continuously review Project delivery milestones and promptly resolve resourcing or service quality issues
- (g) Ensure Project controls and methodology frameworks are established and effectively implemented

6 Health, Safety and Environment

The Project Director will develop and deliver HSE systems and processes in a compliant and efficient manner for the Christ Church Cathedral Reinstatement Project ensuring a high-performance safety culture is developed

Expected Results

- (a) Demonstrate leadership in Health & Safety and Environment procedures/issues and ensure:
 - Safe work and environmental practices are followed always by team members and contractors
 - All operations comply with legal requirements including the Health and Safety at Work Act 2015, the Resource Management Act 1991, and other relevant statutory requirements
 - All operations operate in accordance with best practice
- (b) Ensure all accidents and relevant incidents are reported on and investigated in a timely manner

- (c) Ensure all significant hazards are identified and either isolated, minimised, or eliminated
- (d) Work with WorkSafe to ensure all site requirements are fulfilled
- (e) Develop and maintain a Risk Management plan for the Project, including audits and reviews on a regular basis
- (f) Ensure Health & Safety standards comply with the Project's requirements

7 Financial Management

The Project Director will be responsible for the financial management and accountability for the Christ Church Cathedral Reinstatement Project.

Expected Results

- (a) Ensure the Project's financial milestones are established and met through the annual planning process and rolling financial forecasts
- (b) Provide regular reports to the Board on the financial position and performance as well as details of work activities
- (c) Ensure a sound financial structure is achieved by reviewing and making recommendations to the Board on capital expenditure, financial arrangements, and initiatives where appropriate
- (d) Closely monitor Project cashflow and creditors to ensure the Project is operating within budget and Project timelines and raise any concerns to the Board when required
- (e) Monitor monthly expenditure and costs to budget for the Project and advise actions to be taken to remedy negative variations, and communicate actions with key team members and the Board
- (f) Manage and accurately account for all funds provided to the Project including ensuring any tagged and endowment funds are accurately and actively managed during the Project

8 Strategic Management

The Project Director, working with the Board will develop and implement strategies to ensure the continued viability and sustainability of the Christ Church Cathedral Reinstatement Project.

Expected Results

- (a) Work with the Chair and Directors to develop and implement strategic plans; establish annual targets and Project plans, reporting progress and achievements
- (b) Work with the Chair and Directors to develop the strategic approach to procurement structures for the Project
- (c) Together with the Board develop the vision for the company; communicate regularly with the Board on evolving strategic issues

- (d) Proactively identify and present Project opportunities to the Board for consideration and evaluation

9 Professional Development

The Project Director will be responsible for their own professional development in conjunction with the Chair.

Expected Results

- (a) Attend relevant and value adding professional courses, conferences, and programmes
- (b) Be a member of relevant industry institutes and associations and represent the Project in a professional manner

10 Other Duties

The Project Director will be responsible for all other tasks and duties as and when required by the Chair.

Expected Results

- (a) Respond to requests in a timely professional manner and in accordance with the Project's standards
- (b) All other duties are carried out in a timely and accurate manner and in accordance with the Project's policies and procedures
- (c) Undertake all other duties that are reasonably requested by the Chair from time to time
- (e) Report monthly and attend formal meetings with the Board

Section D – Person Specification

Qualifications

- Relevant tertiary qualification (University Degree or equivalent)

Experience

- Demonstrated experience in leading significant vertical construction Projects
- Experience in leading multi-disciplinary consultants and constructors in a Project environment
- Experience in overseeing a diverse range of stakeholders
- Ideally, experience in greenfield Project development
- Ideally, experience in heritage construction
- Experience in collaborative Project delivery
- Experience as an executive reporting and interacting with governance (Board/JV Parties)

Skills and Knowledge

- Excellent Project leadership skills
- Knowledge of Project management methodologies and contacts
- Strong strategic vision and conceptual ability
- Good financial and commercial management skills
- Excellent value and risk management skills
- Strong communication skills
- Good judgement and decision-making skills
- Strong commercial and business acumen
- Excellent analytical and problem-solving skills
- Strong planning and organisational skills
- Knowledge of design and construction principles
- Comfortable taking ownership of delivery of an iconic Project
- Contract management experience

Personal Attributes

- Proven team leadership skills
- Ability to understand and collaborate political issues
- Excellent networking and relationship building skills
- Ability to persuade and influence others
- Strategic operator
- Empathy with stakeholders
- Relationship builder

Communication

- Effective reporting and report documentation to Board and/or Clients
- Public domain experience – media, public interest, government agencies, etc
- Empathy with, and understanding of the need to keep Shareholders, stakeholders, and relevant community groups informed of Project progress and milestones in addition to the regular reporting requirements of the Board
- Display an active and open communication style when leading the Project team

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