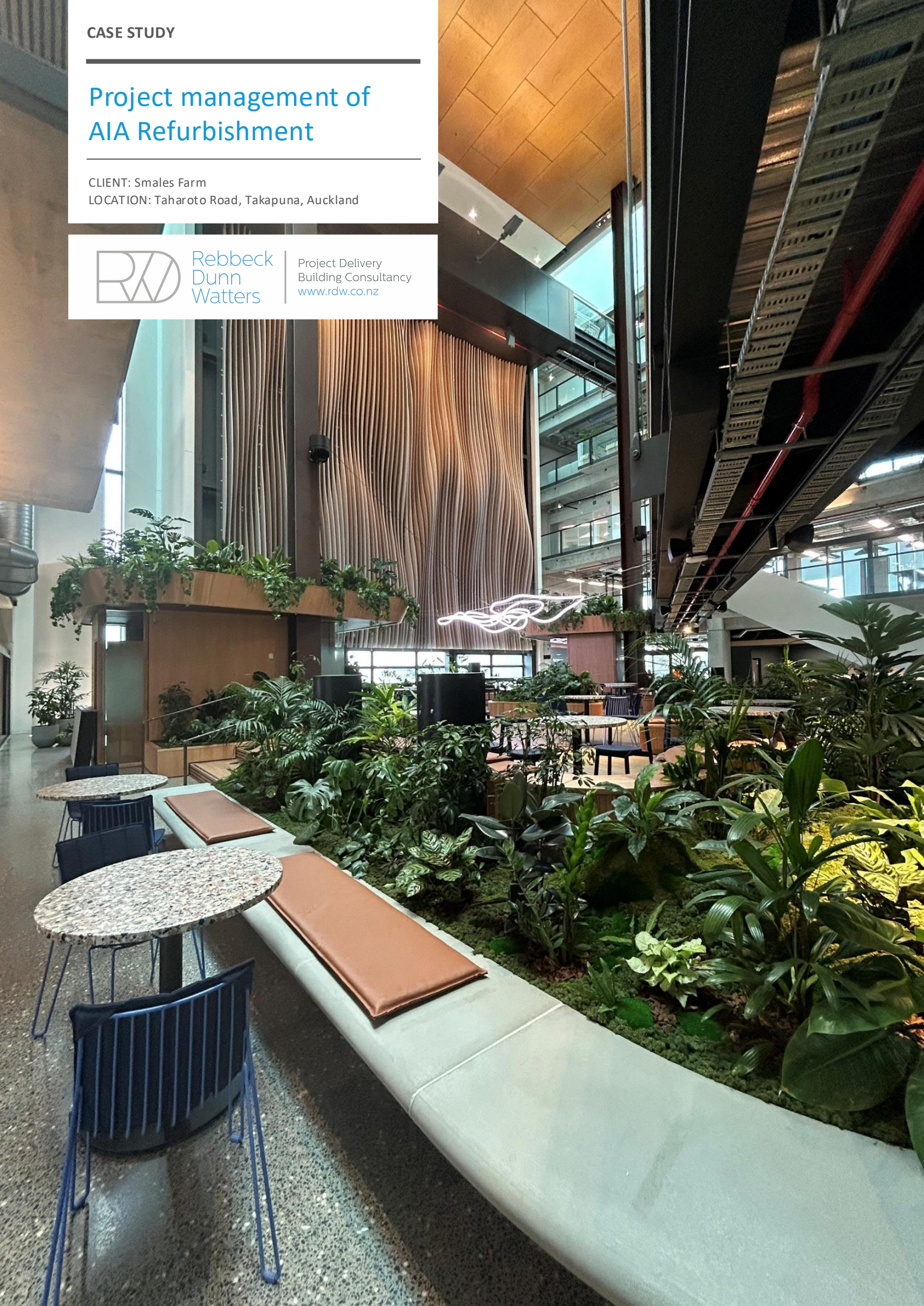
CASE STUDY

Project management of AIA Refurbishment

CLIENT: Smales Farm
LOCATION: Taharoto Road, Takapuna, Auckland

Rebbeck Dunn Watters

Project Delivery
Building Consultancy
www.rdw.co.nz



Size

15,870 m^2

Value

$30M to $40M

Services Provided

- Project management, Design Management, Contract Administration, Engineer to the Contract, Programme Management

Introduction

Smales Farm engaged RDW to project manage the refurbishment of one of their key assets as it was handed back post AIA coming to an end of their Lease. The project involved a significant amount of preparation around feasibility of the project and to cement AIA back into the building as an anchor tenant.

Challenges

- The project involved a high level of complexity due to its operational setting, multiple stakeholders, and technical scope.
- Translating the AIA's requirements into a defined Scope of Works, forming the Building Performance Specification and aligning milestone dates with the Agreement to Lease.
- Navigating multiple staged consents for façade replacement, fire compliance upgrades, seismic strengthening, fitout and services upgrades.
- Sequencing works across multiple phases to support early fitout contractor works and enable staged occupancy.
- Operating within a live environment above a childcare center, dentist, and a 24/7 emergency healthcare facility.
- Delivering a complete façade replacement alongside major upgrade works, while other refurbishment activities continued within the building.
- Managing a significant insurance claim event at project completion, along with associated rectification works to maintain key occupation dates.
- Dealing with numerous unknowns and discoveries in an existing structure previously managed by another party.
- Upgrading building services through the removal of central plant from another building, improving NABERS ratings and overall performance.
- Coordinating multiple independent, incumbent and fitout contractors, including Security, Planting Fitout, Metering, and Distributed Antenna Systems (DAS).

Outcome

- Each stage was delivered on time—an exceptional result given the scale and challenges involved.
- Budgets were carefully managed from the outset, with the full project delivered within the approved forecast.
- A separate (rather than staged) consenting strategy was developed in partnership with Council, simplifying the pathway and ensuring smoother approvals—particularly around fire engineering and façade works.
- The complete façade replacement was completed ahead of schedule, ensuring that internal fitouts and incoming contractor works proceeded without delay.

"A complex, multi-stage façade and building upgrade project delivered on time and within budget in a fully operational, high-stakes environment."

Client Reference

David Smale – Director – Smales Farm
Phone: On request
Email: On request

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