

	Project Implementation Process (PIP) Stage	PIP Reference	Funder (Lead Agency)	End user	Purchaser (the Department)	Provider (design/construction team)	Project Director	the Department Project Risk Manager	Project Manager	Cost Manager	Lead Professional Service Contractor (Architecture or Engineering) or Coordinating Architect/Engineer	Discipline PSC or Lead PSC Subcontractor	Health Planner	Building Consultant/Construction Manager	Indicative consultancy complete at end of this phase (not Construction Manager)
the Department = Department for Infrastructure and Transport, SC = Steering Committee, PCG = Project Control Group R = Responsibility, I = Input CAD = Computer Aided Drafting															
GOVERNMENT STRATEGIES AND KEY DIRECTIONS				R											
IDEAS TO MEET NEEDS				R	I	I									
CORPORATE PLANNING PHASE				R	I	I									
	Determine broad Lead Agency parameters for project program, budget and quality		R	I	I		R								
CONCEPT PHASE			5.1												
PROJECT ESTABLISHMENT	Appoint Project Steering Committee to develop and manage the concept phase		R	I											
	Establish project control group and other organisation structures		I	I	R										
	Appoint project team to develop the concept		I		R		I	R							
	Prepare professional service contractor tenders		I	I	R		I	R							
	Tender assessment		I	I	R		I	R							
	Appoint the Design Team														
	Project Team management and coordination				I	R	I	I	R	I	I	I	I		
	Establish team briefing, communication and reporting				R	I	I	I	R	I	I	I	I		
Steering Committee		R	I	I	I	R	I	I	I	I	I	I			
Project Control Group		I	I	R	I	I	R	I	I	I	I	I			
Design Team		I	I	I	R	I	I	I	R	I	I				

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COMMUNICATIONS	Monthly Reporting Regime				R	I	I	R	R	R	R	I	I		Prepare and submit a monthly report on the project nominating all Lead Agency issues of scope, approvals, timeframes, site use etc.	Prepare and submit a monthly report on the project nominating all issues of risk and concern and the management being applied to them. Manage that the monthly reports from professional service contractors are submitted, reviewed and tested by the Steering Committee /PCG.	Prepare and submit a monthly report on the project prior to end of month recording work status and nominating all issues of concern and the management being applied to them. Report as a minimum on scope, project program, budget, communication and risk issues. Provide compliance statement as appropriate for project phase.	Prepare and submit on a monthly basis a report providing status of budget, commitment and analysis of trends in contingency expenditure nominating all issues of concern and the management being applied to them. Consult with the Department Budget Auditor. Provide compliance statement as appropriate for project phase.	Prepare and submit on a monthly basis a report incorporating comments from disciplines providing status of all work and nominating all issues of concern and the management being applied to them. Consult with the Department Project Risk Manager and Design Risk Adviser. Provide compliance statement as appropriate for project phase.	Input on a monthly basis to report prepared by the Lead PSC providing status of all work and nominating all issues of concern and the management being applied to them.	Prepare and submit on a monthly basis a report providing status of health planning issues.		

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	Develop project concept to meet service delivery needs		I	I		R	I	I	I	R	I	I		
	Confirm service directions		R	I			R							
	Prepare site master plan		I	I	I	R	I	I	I	R	I	I		
	Analyse needs and market research in detail		R	I	I	I	R				I			
	Clarify the functional objectives of the project.		R	I	I	I	R	I	I	I	I	I		
	Identify statutory, planning and environmental issues				I	R	I	I	I	R	I			
	Identify cultural and heritage issues		R	I	I	I	R	I	I	R	I			
	Define key operational parameters and functional relationships		R	I	I	I	R	I	I		I	I		
	Define project parameters, quality standards, and budget estimate		R	I	I	I	R	I	I	I	I	I		
	Prepare order of cost estimate		I	I	I	R	I	I	I	R	I	I		

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CONCEPT	Identify Government, the Department and Lead Agency policies and codes relevant to the project. Refer to the Project Implementation Process and the Government Buildings Energy Strategy		R		R	R	R	I	I	I	I	I			
	Undertake Risk Analysis		I	I	R	I	R	I	I	I	I	I			
	Contingencies		I	I	R	I	R	I	I	I	I	I			
	Identify existing building issues		I	I	I	R	I	I	I	R	I	I			
	Prepare indicative program		I		I	R	I	R	I	I					
	Identify all reasonable service delivery options (including a "no-build" option)		R	I	I	I	R	I	I	I	I	I			
	Identify air-conditioning options and life cycle cost models as required by the Government Buildings Energy Strategy		I	I	I	R				I	I	R			
	Consider ESD issues in the brief and design		R	I	I	R	R	I	I	I	R	I			
	Identify procurement options														
	Finance delivery options	a)	R	I	I	I	R	I	I	I	I	I			
	Contract method options	b)	I		R	I	I	R	I	I	I	I	I		
	Agree on scope of the concept brief		R	I	R	I	I	R	I	I	I		I		

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	Prepare Concept estimate															Manage that there is the Department input into the estimate through budget risk advice.	Coordinate the work of the design team to prepare the estimate.	Prepare concept cost estimate	Assist in the preparation of the concept cost estimate by providing sufficient design detail.	Input into the concept cost estimate	Input into the concept cost estimate		
	Evaluate concept options (value management)		I	I	R	I	I	R	I	I	I	I	I		Provide input into strategic value management process	Implement a strategic value management exercise with facilitator if required.	Provide input into strategic value management process	Provide input into strategic value management process	Provide input into strategic value management process	Provide input into strategic value management process	Provide input into strategic value management process		
	Analyse short-listed options		I	I	I	R	I	I	R	I	I	I	I		Provide input into analysis of options	Contribute as required to the analysis of the short-listed options and in resolving the preferred concept option	Manage the process of consultation with the Lead Agency, End Users, PCG and SC and the identification of the preferred concept option.	Contribute as required to the analysis of the short-listed options and in resolving the preferred concept option	Contribute as required to the analysis of the short-listed options and in resolving the preferred concept option	Contribute as required to the analysis of the short-listed options and in resolving the preferred concept option	Contribute as required to the analysis of the short-listed options and in resolving the preferred concept option		
	Select the preferred Concept option		R	I	I	I	R	I	I	I	I	I	I		Manage that the option selection process and preferred option is endorsed by the SC.	Manage that there is endorsement of the preferred concept option by the PCG and a written confirmation from the Lead Agency.	Manage the process of consultation with the Lead Agency, End Users, PCG and SC to achieve written confirmation of the preferred concept option.	Contribute as required to the selection of the preferred concept option	Contribute as required to the selection of the preferred concept option	Contribute as required to the selection of the preferred concept option	Contribute as required to the selection of the preferred concept option		
	Design Review		I	I	R	I	I	R	I	I	I	I	I		Participate in the Department design review at 90% completion of Concept	Manage and implement the Department design review at 90% completion of Concept with Lead Agency, End Users and design team.	Participate in the Department design review at 90% completion of Concept	Participate in the design review at 90% completion of Concept and manage that any issues identified are resolved in the concept proposals.	Participate in the design review at 90% completion of Concept and manage that any issues identified are resolved in the concept proposals.	Participate in the design review at 90% completion of Concept and manage that any issues identified are resolved in the concept proposals.	Participate in the design review at 90% completion of Concept and manage that any issues identified are resolved in the concept proposals.		
	Describe the preferred option in a final concept plan and report.		I	I	I	R	I	I	I	I	R	I	I		Submit final concept brief and design solution report to the SC	Manage that there is preparation by the design team of the final concept brief and report.	Coordinate the preparation by the design team of the final concept brief and design solution Contract Material.	Contribute to the preparation of the final concept brief and design solution report	Prepare the final concept brief and design solution report	Contribute to the preparation of the final concept brief and design solution report	Contribute to the preparation of the final concept brief and design solution report		
APPROVAL	Lead Agency Approval to meet Gateway 5	G5	R		I		R	I							Prepare submission to Lead Agency delegate.	Assist in the preparation of the submission to the Lead Agency delegate.	Assist in the preparation of the submission to the Lead Agency delegate if required.		Assist in the preparation of the submission to the Lead Agency delegate if required.				
PWC			R		I	I	R	I	I	I					Prepare the acquittal submission in collaboration with the Department and achieve acquittal	Assist Project Director with the preparation of the submission and input global information on program, procurement, cost and risk.	Input into submission information on program, procurement, cost and risk.	Input into submission information on cost.	Input into submissions information on design.	Input into submissions information on design.	Input into submissions information on design.		
	Achieve Crown Solicitor's Acquittal		R		I	I	R	I		I					Prepare the acquittal submission and achieve the acquittal	Input into submission information on cost and cash flow		Input into submission information on cost.					
	Achieve Treasury and Finance Acquittal (costing comment)		R	I	I	I	R	I	I	I	I	I	I		Manage the preparation of PWC evidence, attend Committee hearings and give evidence as required	Assist in the preparation of PWC evidence, attend Committee hearings and give evidence as required	Input into the preparation of PWC evidence and attend Committee hearings and give evidence as required	Input into the preparation of PWC evidence and attend Committee hearings and give evidence as required	Input into the preparation of PWC evidence and attend Committee hearings and give evidence as required	Input into the preparation of PWC evidence and attend Committee hearings and give evidence as required	Input into the preparation of PWC evidence and attend Committee hearings and give evidence as required		
	DELIVERABLES	5.1						R	R	R	R	R	R				Three copies of Contract Material and supporting information	Three copies of Contract Material and supporting information	Three copies of Contract Material and supporting information	Three copies of Contract Material and supporting information	Three copies of Contract Material and supporting information		15%
	Compliance							R	R	R		R					Submit CCL1 & 2 reporting on the compliance of the concept development with the Lead Agency functional requirements, budget and project program.	Report on the compliance of the concept development with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2.	Report on the compliance of the concept development with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2.		Report on the compliance of the concept development with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2.		
DESIGN PHASE		5.2																					
	Steering Committee		R	I	I	I	R	I	I	I	I	I	I		Attend and chair regular Steering Committee meetings	Attend and report to regular Steering Committee meetings	Attend and report to regular Steering Committee meetings	Report to regular Steering Committee meetings as required	Report to regular Steering Committee meetings as required	Report to regular Steering Committee meetings as required	Report to regular Steering Committee meetings as required		
	Project Control Group		I	I	R	I	I	I	R	I	I	I	I		Attend regular Project Control Group meetings	Attend, report to and chair regular Project Control Group meetings	Attend and report to regular Project Control Group meetings	Attend and report to regular Project Control Group meetings	Attend and report to regular Project Control Group meetings	Attend and report to regular Project Control Group meetings	Attend and report to regular Project Control Group meetings		
	Design Team		I	I	I	R	I	I	I	I	R	I	I		Attend design team meetings as relevant.	Attend design team meetings as relevant.	Attend regular design team meetings.	Attend regular design team meetings.	Chair and minute regular design team meetings.	Attend regular design team meetings.	Attend regular design team meetings.		

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COMMUNICATIONS	Monthly Reporting Regime				R	I	I	R	R	R	R	I	I	R	Prepare and submit a monthly report on the project nominating all Lead Agency issues of scope, approvals, timeframes, site use etc.	Prepare and submit a monthly report on the project nominating all issues of risk and concern and the management being applied to them. Manage that the monthly reports from professional service contractors are submitted, reviewed and tested by the Steering Committee /PCG.	Prepare and submit a monthly report on the project prior to end of month recording work status and nominating all issues of concern and the management being applied to them. Report as a minimum on scope, project program, budget, communication and risk issues. Provide compliance statement as appropriate for project phase.	Prepare and submit on a monthly basis a report providing status of budget, commitment and analysis of trends in contingency expenditure nominating all issues of concern and the management being applied to them. Consult with the Department Budget Auditor. Provide compliance statement as appropriate for project phase.	Prepare and submit on a monthly basis a report incorporating comments from disciplines providing status of all work and nominating all issues of concern and the management being applied to them. Consult with the Department Project Risk Manager and Design Risk Adviser. Provide compliance statement as appropriate for project phase.	Input on a monthly basis to report prepared by the Lead PSC providing status of all work and nominating all issues of concern and the management being applied to them.	Prepare and submit on a monthly basis a report providing status of health planning issues.		
	Authorise Design Team to proceed		I	I	R		I		R						Manage that there is approval of the funding to support Part 2 of the Project Manager, Lead PSC, Cost Manager and other professional service contractor contracts.	Review professional service contractor briefs and prepare documents for extension or calling of professional service contractor contracts. Arrange necessary expenditure and contract approvals.	Submit revised and additional fee proposals as relevant. Coordinate the submission of all professional service contractor progress claims and variations.	Submit revised and additional fee proposals as relevant. Submit progress claims in accordance with the Department requirements. Implement administrative and cost management processes for professional service contractor contract payments in accordance with the Department requirements.	Submit revised and additional fee proposals as relevant. Coordinate the submission of progress claims and variations including subcontractor claims in accordance with the Department requirements.	Submit revised and additional fee proposals as relevant. Coordinate the submission of progress claims and variations including subcontractor claims in accordance with the Department requirements.	Submit revised and additional fee proposals as relevant. Submit progress claims in accordance with the Department requirements.		
	Design team coordination and management															Manage that the there is implementation of effective team coordination	Implement effective team briefings and coordination	Implement agreements on team coordination	Implement agreements on team coordination	Implement agreements on team coordination	Implement agreements on team coordination		
	For construction management appoint building professional service contractor/construction manager		I	I	R	I		R	I	I	I				Manage that there is approval of the funding to support Part 2/3 of the professional service contractor services and final project expenditure in support of calling trade contracts.	Prepare documents for calling of building professional service contractor/construction manager contract. Arrange necessary expenditure and contract approvals.			Submit revised and additional fee proposals as relevant to construction management methodology.	Submit revised and additional fee proposals as relevant to construction management methodology.	Submit revised and additional fee proposals as relevant to construction management methodology.	Submit fee proposal in accordance with the Department tender documents.	
	Team undertakes risk analysis		I	I	R	I	I	R	I	I	I	I	I		Manage that the PCG reviews the professional service contractors/the Department risk analysis and advises the SC.	Prepare update of the Department Risk Management system report on risk profile.	Work with the Department to provide a comprehensive appraisal of project risks.	Work with the Department to provide a comprehensive appraisal of project risks.	Work with the Department to provide a comprehensive appraisal of project risks.	Work with the Department to provide a comprehensive appraisal of project risks.	Work with the Department to provide a comprehensive appraisal of project risks.	Work with the Department to provide a comprehensive appraisal of project risks.	
	Team reviews quality assurance processes		I	I	R	I	I	R	I	I	I	I	I		Establish with the Department the appropriate quality assurance process required.	Manage that agreed quality assurance processes are implemented.	Manage that the defined quality assurance process is established and operating effectively.	Input into the defined quality assurance process.	Input into the defined quality assurance process.	Input into the defined quality assurance process.	Input into the defined quality assurance process.	Input into the defined quality assurance process.	
	Detailed definition brief confirmed		I	I	R	I	I	R							Review and update concept development and evaluation brief and provide to the Department.	Incorporate approved concept brief and plan into brief to design team for Design, Documentation and Tender services.	Provide response to adequacy of brief, outlining items which require further resolution.	Provide response to adequacy of brief, outlining items which require further resolution.	Provide response to adequacy of brief, outlining items which require further resolution.	Provide response to adequacy of brief, outlining items which require further resolution.	Provide response to adequacy of brief, outlining items which require further resolution.	Provide response to adequacy of brief, outlining items which require further resolution.	
	Design		I	I	I	R	I	I	I	I	R	I	I		Coordinate the input of Lead Agency and End User representatives into the design process. Achieve the endorsement of the SC to the design.	Facilitate the design process by ensuring input of the Department relevant standards, guide notes, lessons learned and clarifying any project management issues.	Manage the design process by coordinating the Lead PSC and disciplines to achieve an endorsed design and report clearly defining all scope, cost, program, risk, quality and procurement aspects.	Work with the Lead PSC and other disciplines to prepare and document cost estimates of the design. Advise as required in regard to the design process and its cost implications.	Develop the design incorporating preferred concept options. Achieve endorsement of the design by the Lead Agency and its End Users.	Contribute to the design incorporating preferred concept options.	Contribute to the design incorporating preferred concept options.	Contribute to the design incorporating preferred concept options.	
	Site investigations		I	I	I	R	I	I		I	R	I		I	Provide any background information on the site held by the Lead Agency and End Users.	Facilitate the site investigation process by ensuring input of the Department information on site and assets.	Manage that site investigations are undertaken, reported and incorporated into the design.	Consider and incorporate costs relating to site investigations.	Investigate and report on site and ownership details, carry out assessment of impact on any aboriginal land or sacred site, any listed or proposed heritage site or building, any significant trees.	Input into site investigations.		Input into site investigations.	
	Materials, Climate, Environmental, Energy Use Issues		I	I	I	R	I	I	I	I	R	I	I	I	Advise on any aspects of best practice in operation that will effect materials selection or environmental requirements.	Input into issues.	Input into issues.	Advise on aspects of material selection that have cost advantage/ disadvantage.	Provide information on proposed materials and identify climatic and environmental issues both immediate and long term.	Provide information on proposed materials and identify climatic and environmental issues both immediate and long term.	Advise on any aspects of best practice operation that will effect materials selection or environmental requirements.	Advise on any aspects of best practice construction that will effect materials selection or environmental requirements.	

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DESIGN	Briefed Areas Check		R	I	I	I	R	I	I	I	I	I	I		Manage that the design meets the functional brief and notify of any discrepancies.	Assist with management of the design to brief.	Manage that the design is within the briefed areas.	Review the design relative to briefed areas and notify of discrepancies.	Design within the briefed areas and notify where the design does not meet the brief suggesting options for resolution.	Design within the briefed areas and notify where the design does not meet the brief suggesting options for resolution.	Review the design relative to briefed areas and notify of discrepancies.		
	Compliance with the Department Policy				R	I	I	R	I	I	I	I	I		Assist in checking the design against the Department design policy guidelines.	Review design against specific Department design and cost management policy guidelines.	Manage that the design is in compliance with the Department design policy guidelines.	Prepare cost estimates in compliance with the Department cost management policy guidelines.	Design in compliance with the Department design policy guidelines.	Design in compliance with the Department design policy guidelines.	Assist in checking the design against the Department design policy guidelines.	Assist in checking the design against the Department design policy guidelines.	
	Confirmation of scope of work in addressing existing building issues		R	I	I	I	R	I	I	I	I	I	I		Confirm the extent of scope in the project in regard to existing building issues.	Manage that the team is provided with any updated project brief confirmed by the Lead Agency	Manage that the design team addresses all issues of scope in regard to addressing existing building issues.	Manage that cost of any scope addressing existing building issues is identified in the cost plan.	Review from previous surveys and documents building condition, maintenance and serviceability problems which may affect viability of the project. Incorporate agreed scope addressing existing buildings into design development.	Review from previous surveys and documents building condition, maintenance and serviceability problems which may affect viability of the project. Confirm interfaces with existing service systems. Incorporate agreed scope addressing existing buildings into design development.		Assist in the review from previous surveys and documents building condition, maintenance and serviceability problems which may affect viability of the project.	
	Engineering Solutions		I	I	I	R	I	I	I	I	I	I	I		Manage that End User Engineering input as appropriate is achieved and that there is Lead Agency support for all Engineering solutions proposed.	Resolve any briefing issues between Lead Agency, End Users and the design team.	Overview and liaise with all design team as required to manage that a complete, integrated and cost-effective Engineering solution is developed.	Liaise with the Lead PSC and disciplines ensuring the design is to the cost plan and that all engineering services costs are included.	Develop with the disciplines a complete, integrated and cost-effective Engineering solution to the brief	Develop the detailed Engineering solution integrated with the Architectural solution and to the cost plan.	Liaise with the Lead PSC and disciplines as required in regard to best-practice services systems.	Review all construction implications of the Engineering design and advise of modifications required to meet the buildability/cost effective construction requirements of the project.	
	Provide Life Cycle Costing		I	I	I	R	I	I	I	R	I	I	I		Manage that there is Lead Agency and End User input into life cycle costing as appropriate.	Manage that the Government policy requirements in regard to life cycle cost analysis are known and implemented by the design team and Lead Agency.	Manage that all required life cycle cost analysis is provided by the design team.	Prepare life cycle costing analysis and reports as required.	Contribute to the preparation of life cycle reports and costing	Analyse Engineering systems and selections for implications in life cycle costing and prepare reports as required.	Contribute to the preparation of life cycle reports and costing	Contribute to the preparation of life cycle reports and costing	
	Confirm Brief Compliance		R	I	I	I	I	I	I	I	R	I	I		Assist to review the design development for compliance with the brief.	Manage that the design development is reviewed for compliance with the brief. Resolve any briefing issues between Lead Agency, End Users and the design team.	Implement a review of the design development for compliance with the brief.	Contribute to the review of the design development for compliance with the brief by identifying any over brief provisions.	Contribute to the review of the design development for compliance with the brief by identifying any over brief provisions.	Contribute to the review of the design development for compliance with the brief by identifying any over brief provisions.	Contribute to the review of the design development for compliance with the brief by identifying any over brief provisions.	Contribute to the review of the design development for compliance with the brief by identifying any over brief provisions.	
	Undertake Cost Review and confirm Cost Plan compliance		I	I	I	R	I	I	I	R	I	I	I		Assist in the review of the cost plan by identifying any scope adjustments and/or priorities if required for compliance with the brief.	Manage that the cost plan is reviewed for compliance with agreed cost plan. Resolve any costing issues between Lead Agency, End Users and the design team.	Implement a review of the cost plan for compliance with the agreed cost plan.	Review the cost plan for compliance with the agreed cost plan, test the cost advice received from design team, benchmark costs generally and advise on any areas requiring review.	Contribute to the review of the cost plan.	Contribute to the review of the cost plan.	Contribute to the review of the cost plan.	Contribute to the review of the cost plan.	
	Develop a cost plan for the project				I	R	I	I	I	R	I	I	I		Input as required in the development of the cost plan. Manage that any Lead Agency costs and FF&E requirements are incorporated in the cost plan.	Input as required in the development of the cost plan. Manage that the Department cost management policy requirements are integrated into cost management process.	Manage the process of coordination of the design team to provide a cost plan. If costs significantly vary from previously agreed budgets manage that the team develops options to meet the budget and seeks direction on option preference and any changes to scope of work.	Provide limit of cost plan and cash flows for the total project incorporating all project funds sources. If costs significantly vary from previously agreed budgets, examine ways of changing the brief and design to meet budget guidelines and seek direction on any changes to scope of work.	Provide all required documents, advice and input to allow the Cost Manager to prepare the cost plan. Evaluate any issues of concern or alternative proposed by the Cost Manager.	Provide all required documents, advice and input to allow the Cost Manager to prepare the cost plan. Evaluate any issues of concern or alternative proposed by the Cost Manager.	Provide all required documents, advice and input to allow the Cost Manager to prepare the cost plan. Evaluate any issues of concern or alternative proposed by the Cost Manager.	Contribute to the process of developing a cost plan.	
	Value management study		I	I	R	I	I	R	I	I	I	I	I		Provide input into value management process	Implement a value management exercise with facilitator if necessary.	Provide input into value management process	Provide input into value management process	Provide input into value management process	Provide input into value management process	Provide input into value management process	Provide input into value management study of project.	
	Significant deviation from the original plan		R	I	I	I	R	R	I	I	I	I	I		If there is a requirement for the agreed plan to deviate significantly from the original brief provide a revised project brief confirmed in writing to the the Department Project Risk Manager.	If the agreed plan deviates significantly from the original brief or if there is advice of a brief change, manage that there is an analysis of impacts on time, cost, performance and quality issues affected by the changes.	Implement analysis of impacts on time, cost, performance and quality issues affected by brief changes.	Contribute to analysis of impacts on time, cost, performance and quality issues affected by brief changes.	Contribute to analysis of impacts on time, cost, performance and quality issues affected by brief changes.	Contribute to analysis of impacts on time, cost, performance and quality issues affected by brief changes.	Contribute to analysis of impacts on time, cost, performance and quality issues affected by brief changes.	Contribute to analysis of impacts on time, cost, performance and quality issues affected by brief changes.	

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	Undertake Program Review and confirm Program compliance		I	I	I	R	I	I	I	R	I	I	I	I	Assist in the review of the program.	Manage that the program is reviewed for compliance with agreed milestones and staging. Resolve any program issues between Lead Agency, End Users and the design team.	Implement a review of the program for compliance with the agreed program.		Contribute to the review of the program.			Contribute to the review of the program by preparing a detailed tendering and construction program.	
	Develop detailed project program		I	I	I	R	I	R	I	I	I	I	I	I	Define any operational time parameters and input into the development of the timeline after End User input.	Develop the project master program including, if required, staging and separable parts.	Develop the detailed project program based on the Department master program and utilising input from other team members as appropriate.	Provide input into the development of the project program.	Provide input into the development of the project program.	Provide input into the development of the project program.	Provide input into the development of the project program.	Develop the detailed project program for trade contracts based on the Department master program and utilising input from other team members as appropriate.	
	Confirm contract method		I	I	R	I	I	R	I	I	I	I			Provide input into construction procurement method selection.	Select construction procurement method taking into account project risks.	Provide input into construction procurement method selection.	Provide input into construction procurement method selection.	Provide input into construction procurement method selection.	Provide input into construction procurement method selection.		Provide advice on industry activity and market options as input into trade contract procurement method selection.	
	Design Review		I	I	R	I	I	R	I	I	I	I	I	I	Participate in the Department design review at completion of Design	Manage and implement the Department design review at completion of Design.	Participate in the Department design review.	Participate in the Department design review.	Participate in the Department design review.	Participate in the Department design review.	Participate in the Department design review.	Participate in the Department design review.	
	Budget Review		I	I	R	I	I	R	I	I	I	I	I	I		Manage and implement the Department budget review at completion of Design	Participate in the Department budget review.	Participate in the Department budget review.	Participate in the Department budget review.	Participate in the Department budget review.	Participate in the Department budget review.	Participate in the Department budget review.	
	Identify approvals required for the project		R		R	R		R		I	I	I	I		Identify Government approvals and consult with the Department re Development, WH&S and other approvals required.	Identify Government approvals and consult with the Department re Development, WH&S and other approvals required.	Assist to identify approvals.	Assist to identify approvals.	Assist to identify approvals.	Assist to identify approvals.	Assist to identify approvals.	Assist to identify approvals.	
	Development approval				R	R			I	I	R	I	I				Manage that development approval is achieved		Assist in achieving development approval.	Assist in achieving development approval.		Assist in achieving development approval.	
	DELIVERABLES	5.2							R	R	R	R	R				Copy of Design phase Contract Material.	Copy of Lead Agency endorsed Contract Material.	Copy of Lead Agency endorsed Contract Material. There may be a project specific requirement for model and perspectives to be included in the Contract Material - refer to the Contract documents.	Copy of Contract Material to Lead PSC to incorporate in Lead Agency endorsed design.	Copy of Contract Material to Lead PSC to incorporate in Lead Agency endorsed design.	Copy of Design phase Contract Material.	35%
	Compliance								R	R	R		R	R				Report on the compliance of the project design with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2.	Report on the compliance of the project design with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2.	Report on the compliance of the project design with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2.	Report on the compliance of the project design with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2.	Report on the compliance of the project design with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2.	
DOCUMENTATION PHASE		5.3																					
	Prepare contract documentation		I	I	I	R	I	I	I	I	R	I	I	I	Input to the preparation of contract documentation as it is prepared to review that the signed off brief is implemented and that any issues are referred to the Lead Agency and End Users for input/endorsement as appropriate.	Provide the design team with relevant Department and Government standards and policies in regard to preparation of contract documentation.	Manage that the preparation of contract documentation meets program milestones, meets the policy and standards requirements and is comprehensive and coordinated.	Review the contract documentation on an ongoing basis to manage that it is in compliance with the cost plan advising of any cost issues that arise.	Manage the preparation of contract documentation that incorporates the work of disciplines and is comprehensive, coordinated, unambiguous and in accordance with the Department and Government policies and standards.	Coordinate with the Lead PSC in the preparation of contract documentation that is comprehensive, coordinated, unambiguous and in accordance with the Department and Government policies and standards.	Coordinate with the Lead PSC in the preparation of contract documentation that is comprehensive, coordinated, unambiguous and in accordance with the Department and Government policies and standards.	Review documents for completeness, clarity and buildability. Manage that the interface between each documentation package is comprehensively coordinated and defined.	
	Define required quality standards for the contractor		I	I	I	R	I	I	I	I	R	I	I	I	Advise of the detailed requirements in regard to quality standards.	Manage that the design team is advised of the detailed brief requirements for quality standards.	Implement a system to ensure that the briefed quality standards are reflected in the contract documentation.	Incorporate the briefed quality standards into the cost plan.	Incorporate the briefed quality standards into the contract documentation.	Incorporate the briefed quality standards into the contract documentation.	Incorporate the briefed quality standards into the contract documentation.	Input as required to manage that the briefed quality requirements are incorporated into the contract documentation.	
	Confirm the agreed and endorsed parameters		R	I	I	I	R	I	I						Manage that the Lead Agency through the SC gives final confirmation of the brief before contract documentation is completed.	Assist the Project Director in achieving final confirmation.	Assist the Project Director in achieving final confirmation.						

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DOCUMENTATION	Initiate and facilitate approvals related to the Development Act				I	R	I	I	R	I				
	Bills of Quantities				I	R	I	I	R	I	I			
	Schedules				I	R		I	I	R	I			
	Furniture, Fittings and Equipment		R		I	I	R	I	I	I				
	Endorsement of materials, finishes and colour selections		R	I	I	I	R	I	I	I	I			
	Prepare Preliminaries, General Requirements, Conditions of Tendering and Conditions of Contract				R	I		I	I	R	I			
	Comply with the Department Guide Notes				I	R		I	R	R	I		R	
	Design Review		I	I	R	I	I	R	I	I	I	I		
	Budget Review		I	I	R	I	I	R	I	I	I	I		

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	Obtain pre-tender estimate and associated cash flows				I	R		I	I	R	I	I		I		Provide the design team with relevant Department and Government standards and policies in regard to pre-tender estimates and cash flow prediction	Manage that there is the preparation of a pre-tender estimate and associated cashflows.	Prepare check estimate and cash flow predictions based on completed contract documentation.	Liaise with the Cost Manager and input as appropriate in the preparation of the estimate and cashflow.	Liaise with the Cost Manager and input as appropriate in the preparation of the estimate and cashflow.		Liaise with the Cost Manager and input as appropriate in the preparation of trade contract estimates and overall cashflow.	
	Delay rates				R	I										Determine the daily Delay Rate for Principal caused delay and include in contract documents.		Assist the Department Budget Risk Adviser to determine the Principal caused delay rate to be incorporated into tender documents.					
	Contingencies				R	I		R	I	I	I	I		I		Determine the appropriate levels of contingency provision in consultation with the Lead Agency.	Manage that there is assessment and determination with the Department on construction contingency allowances on the basis of risk analysis.	Contribute to the Department assessment of contingency allowances on the basis of risk analysis.	Contribute to the Department assessment of contingency allowances on the basis of risk analysis.		Contribute to the Department assessment of contingency allowances on the basis of risk analysis.		
	Utilise Contractor's register to select tenderers		I		R	I		R	I	I	I	I		I		Manage that there is an evaluation of the value of construction and determination of the required prequalification category for general building contractor and subcontractors and that these requirements are incorporated into tender documents.	Contribute to the selection of prequalification category for all contracts and subcontracts over \$150 000 in value	Analyse the construction cost to determine all trade contracts and subcontracts over \$150,000 in value and advise.	Contribute to the selection of prequalification category for all contracts and subcontracts over \$150,000 in value	Contribute to the selection of prequalification category for all contracts and subcontracts over \$150,000 in value		Contribute to the selection of prequalification category for all contracts and subcontracts over \$150,000 in value. Liaise with the Department regarding trade contractor selection using the the Department prequalification registers and seek endorsement by the Department of selections.	
	DELIVERABLES	5.3							R	R	R	R		R			One electronic and one hard copy of Documentation phase Contract Material.	One electronic and one hard copy of Documentation phase Contract Material.	One electronic and one hard copy of integrated and coordinated Lead PSC and disciplines' prepared Documentation phase Contract Material including specification, drawings, schedules, room data sheets and dilapidation report as applicable.	One electronic copy of Documentation phase Contract Material to Lead PSC to be incorporated into tender and contract documents.		One electronic copy of Documentation phase Contract Material.	65%
	Compliance								R	R	R						Report on the compliance of the project delivery - documentation phase with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2. Report on the coordination and cross checking of all documentation prepared to minimise risk through errors, omissions and design change. Submit CCL3.	Report on the compliance of the project delivery - documentation phase with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2. Report on the coordination and cross checking of all documentation prepared to minimise risk through errors, omissions and design change. Submit CCL3.	Report on the compliance of the project delivery - documentation phase with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2. Report on the coordination and cross checking of all documentation prepared to minimise risk through errors, omissions and design change. Submit CCL3.	Report on the compliance of the project delivery - documentation phase with the Lead Agency functional requirements, budget and project program. Submit CCL1 & 2. Report on the coordination and cross checking of all documentation prepared to minimise risk through errors, omissions and design change. Submit CCL3.			
																	Report that a final review of documentation integrity and pre-tender cost estimate has been undertaken in preparation for tender call. Submit CCL4	Report that a final review of documentation integrity and pre-tender cost estimate has been undertaken in preparation for tender call. Submit CCL4	Report that a final review of documentation integrity and pre-tender cost estimate has been undertaken in preparation for tender call. Submit CCL4	Report that a final review of documentation integrity and pre-tender cost estimate has been undertaken in preparation for tender call. Submit CCL4			
TENDER PHASE		5.4																					
APPROVAL	Lead Agency Approval to meet Gateway 6	G6	R		I		R	I							Arrange for the Lead Agency delegate to approve the calling of construction tenders.	Manage that the Lead Agency approves the calling of construction tenders.							
	Call tenders and obtain tender comparison estimate				R	I			R	I	I	I				Implement and manage the calling of construction contract tenders in compliance with procedures in AS4120-1994 Code of Tendering and the Code of Practice for the SA Construction Industry. Issue addenda as required.	Contribute to the management of the Department tender call process as required.	Prepare tender comparison estimate prior to close of tenders. Advise on the cost impact of any addenda issued.	Answer tender queries and prepare addenda as required for issue by the Department.	Refer tender queries to the Lead PSC and coordinate with the Lead PSC in the preparation of addenda.		Refer tender queries to the Lead PSC and coordinate with the Lead PSC and the Department in the preparation of addenda.	

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TENDER	Evaluation processes				R	I	I	R	I	I	I	I		I	Participate in tender evaluation panels as required.	Manage the tender evaluation process strictly in accordance with the Department policy, practices and systems.	Participate in the tender evaluation process in accordance with the Department policy, practices and systems.	Participate in the tender evaluation process in accordance with the Department policy, practices and systems. Assist the the Department Budget Risk Adviser in the preparation of price benchmarks when required.	Participate in the tender evaluation process in accordance with the Department policy, practices and systems.	Participate in the tender evaluation process in accordance with the Department policy, practices and systems.		Participate in the tender evaluation process in accordance with the Department policy, practices and systems.			
	Alternatives				R	I	I	R	I	I	I	I		I	Participate in evaluation of tender alternatives as required.	Manage that the evaluation of alternatives is strictly in accordance with the Department alternatives evaluation policy.	Participate in the alternatives evaluation process in accordance with the Department policy, practices and systems.	Participate in the alternatives evaluation process in accordance with the Department policy, practices and systems.	Participate in the alternatives evaluation process in accordance with the Department policy, practices and systems.		Participate in the alternatives evaluation process in accordance with the Department policy, practices and systems.				
	Prepare the tender appraisal and recommendation				R	I	I	R	I	I	I	I		R		Manage that there is a comprehensive contract compliance, price, alternatives and technical tender appraisal process completed with coordinated input from the design team and a tender recommendation prepared at its conclusion.	Contribute to the preparation of a comprehensive tender recommendation by the Department.	Prepare a reconciliation of tenders received, including assessment of alternatives, with the cost plan and pretender estimate.	Contribute to the preparation of a comprehensive tender recommendation by the Department.	Contribute to the preparation of a comprehensive tender recommendation by the Department.		Contribute to the preparation of a comprehensive tender recommendation by the Department.			
	Authorise Design Team to proceed		I	I	R		I	R	I	I	I	I		I		Manage that the authorisation/extension of professional service contractor contracts into Part 3 is incorporated into expenditure and contract approvals.	Submit revised and additional fee proposals as relevant. Coordinate the submission of all professional service contractor progress claims and variations.	Submit revised and additional fee proposals as relevant. Submit progress claims in accordance with the Department requirements. Implement administrative and cost management processes for professional service contractor contract payments in accordance with the Department requirements.	Submit revised and additional fee proposals as relevant. Coordinate the submission of progress claims and variations including disciplines claims in accordance with the Department requirements.	Submit revised and additional fee proposals as relevant. Submit progress claims in accordance with the Department requirements.	Submit revised and additional fee proposals as relevant. Submit progress claims in accordance with the Department requirements.				
APPROVAL	Gateway 7 approval: Approval of final expenditure and award of the construction contract. \$11M and >\$11M is Cabinet approval: \$1.1M up to \$11M is Ministerial approval: <\$1.1M CE (subject to delegation of authority) approval	G7	R		R		R	R						R	Manage that there is approval by the delegate of the expenditure to support the completion of the project.	Manage that there is approval by the delegate of the building industry contracts required to complete the project.	Make recommendation on the preferred construction contract tenderer and the required funding to allow acceptance of the tender.								
	DELIVERABLES	5.4							R	R	R			R				One copy tender recommendation	One copy tender reconciliation	Building Rules certification including certified drawings. One copy technical tender appraisal incorporating disciplines appraisal. Schedule of post tender documentation and tender appraisal checklist.					70%
	Compliance								R	R	R							Report that the tender appraisal has been conducted and recommendation made in accordance with the Department tendering policies and procedures. Submit CCL5	Report that the tender appraisal has been conducted and recommendation made in accordance with the Department tendering policies and procedures. Submit CCL5	Report that the tender appraisal has been conducted and recommendation made in accordance with the Department tendering policies and procedures. Submit CCL5					
CONSTRUCTION PHASE		5.5																							
S	Steering Committee		R	I	I	I	R	I	I	I	I	I			Attend and report to regular Steering Committee meetings	Attend and report to regular Steering Committee meetings	Attend and report to regular Steering Committee meetings	Report to regular Steering Committee meetings as required	Report to regular Steering Committee meetings as required	Report to regular Steering Committee meetings as required					
	Project Control Group		I	I	R	I	I	R	I	I	I	I			Attend and chair regular Project Control Group meetings	Attend and report to regular Project Control Group meetings	Attend and report to regular Project Control Group meetings	Attend and report to regular Project Control Group meetings	Attend and report to regular Project Control Group meetings	Attend and report to regular Project Control Group meetings					
	Site Team Meetings		I	I	I	R	I	I	I	I	I		R	Attend regular site team meetings.	Attend regular site team meetings.	Attend regular site team meetings.	Attend regular site team meetings.	Implement, chair and minute regular design meetings of the project team	Attend regular site team meetings.		Implement, chair and minute regular site team meetings.				

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COMMUNICATIONS	Monthly Reporting Regime				R	I	R	R	R	R	R	I	I	R	Prepare and submit a monthly report on the project nominating all Lead Agency issues of scope, approvals, timeframes, site use etc.	Prepare and submit a monthly report on the project nominating all issues of risk and concern and the management being applied to them. Manage that the monthly reports from design team are submitted, reviewed and tested by the Steering Committee /PCG.	Prepare and submit a monthly report on the project prior to end of month recording work status and nominating all issues of concern and the management being applied to them. Report as a minimum on scope, project program, budget, communication and risk issues. Provide compliance statement as appropriate for project phase.	Prepare and submit on a monthly basis a report providing status of budget, commitment and analysis of trends in contingency expenditure nominating all issues of concern and the management being applied to them. Consult with the Department Budget Risk Adviser. Provide compliance statement as appropriate for project phase.	Prepare and submit on a monthly basis a report incorporating comments from disciplines providing status of all work and nominating all issues of concern and the management being applied to them. Consult with the Department Project Risk Manager and Design Risk Adviser. Provide compliance statement as appropriate for project phase.	Input on a monthly basis to report prepared by the Lead PSC providing status of all work and nominating all issues of concern and the management being applied to them.		Prepare and submit on a monthly basis a report incorporating comments from trade contractors providing status of all construction work and nominating all issues of concern and the management being applied to them.	
	Award the construction contract		I		R			R								Manage that the Department issues the acceptance and extension letters to contractors and professional service contractors.						Assist the Department as required in issue of acceptance letter and trade contract Contract Material to trade contractors.	
	Manage the construction contract				R	I	I	R	I	I	I	I		I		Establish and implement all project management and administrative frameworks between all professional service contractors, the Department and other relevant parties to manage effectively administration of the construction contract.	Participate in administration of the construction contract as delegated under the contract.	Implement administrative processes for construction contract and professional service contractor Contracts progress claims and variations in accordance with the Department requirements.	Participate in administration of the construction contract as delegated by the Superintendent and resolve, coordinating with the Project Manager, Cost Manager and disciplines any technical issues raised by the construction contractor and/or the Lead Agency and End Users.	Participate in administration of the construction contract and resolve, coordinating with the Lead PSC any technical issues raised by the construction contractor and/or the Lead Agency and End Users.		Participate in administration of the trade contracts as delegated by the Superintendent.	
	Attend site				I	R		I	I	I	R	I		R	Attend the construction site as required by the on-site activity.	Attend the construction site as required by the on-site activity.	Attend the construction site in accordance with the Department Guide Notes for professional service contractors.	Attend the construction site in accordance with the Department Guide Notes for Professional Services Contractors and as required by the preparation of progress payments.	Attend the construction site and inspect the works in accordance with the Department Guide Notes for Professional Service Contractors and as required by the on-site activity. Prepare a site visit report on status of construction and issues requiring attention, including any matters raised by the Principal in its most recent site inspection, or subsequent reports, regarding safety, quality and compliance.	Attend the construction site and inspect the works in accordance with the Department Guide Notes for Professional Service Contractors and as required by the on-site activity. Prepare a site visit report on status of construction and issues requiring attention.		Manage the construction site and all construction activities through permanent attendance on site.	
	Queries			I	I	R	I	I	R	I	R	I		R	Promptly refer any general queries to the Project Manager and any contractual queries to the Department Project Risk Manager.	Establish a system for promptly responding to and processing all information or contractual questions.	Coordinate and manage that all responses to the construction contractor to be within the time limits established under the construction contract.	Liaise with design team as required on any cost or Bill of Quantities queries.	Promptly answer Contractor's queries and issue explanatory information and details as required in accordance with contract procedure.	Promptly answer Contractor's queries and issue explanatory information and details through the Lead PSC and as required in accordance with contract procedure.		Promptly answer trade contractors' queries and issue explanatory information and details as required in accordance with contract procedure.	
	Shop drawings				I	R					R	I		I			Participate in administration of off-site fabrication and payment as delegated under the contract.	Participate in administration of off-site fabrication and payment as delegated under the contract.	Establish a system for promptly processing all shop drawings. Coordinate all responses to the construction contractor to be within the time limits established under the construction contract.	Examine shop drawings for general compliance with construction contract.		Examine shop drawings for general compliance with construction contract. Coordinate with the Lead PSC so that all responses to the trade contractor are within the time limits established under the trade contract.	
	Off-site fabrication				I	R		I	I	I	R	I		I			Participate in administration of off-site fabrication and payment as delegated under the contract.	Participate in administration of off-site fabrication and payment as delegated under the contract.	Review all construction contractor proposed arrangements for off-site fabrication for compliance with the construction contract.	Assist in the review all construction contractor proposed arrangements for off-site fabrication for compliance with the construction contract.		Review all construction contractor proposed arrangements in Trade Contracts for off-site fabrication for compliance with the trade contract.	

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CONSTRUCTION	Trade Packages									R	R							Review trade recommendations including but not limited to reviewing the costs provided on an open book basis where the Contractor is engaged under a GC21 Managing Contractor Contract.	Review trade recommendations including but not limited to reviewing scope incorporated into each trade package where the Contractor is engaged under a GC21 Managing Contractor Contract.				
	Variations and claims management				R	I		R	R	I	R	I		R	Manage the approval of any required additional expenditure by the delegate.	Establish a system for promptly responding to all claims which ensures they are promptly assessed, endorsed and certified within the time limits under the construction contract. Make recommendation for additional expenditure as required and/or implement system of savings offsets.	Participate in variations and claims management as delegated under the contract.	Assess and make recommendation on variation claims within the contract time limits. Monitor status of variations and provide monthly cost report detailing all professional service and construction contractor contract costs. Reconcile the progressive project costs with the budget and make recommendation for additional funding as required.	Prepare Variation Orders for approval and issue by the Department. Consider when preparing Variation Orders, whether there is any requirement to refer the modified design to the Certifier for review and certification. Participate in variations and claims management as delegated under the contract.	Prepare Variation Orders for forwarding by Lead PSC. Input as required in the assessment of any construction contract claims.		Establish a system in accordance with the Department requirements for promptly responding to all claims which ensures they are promptly assessed, endorsed and certified within the time limits under the trade contracts.	
	Contract memos				R	I		R	I	I	I	I		R		Establish a system for the issue of Contract Memos under the construction contract.	Participate in management as delegated under the contract.	Participate in management as delegated under the contract.	Prepare Contract Memos as required for issue.	Prepare Contract Memos as required for issue.		Establish a system in accordance with the Department requirements for the issue of contract memos under the construction contract.	
	Payments				R	R		I	I		R	I		R		Establish a system for responding to all progress claims which ensures they are promptly assessed, endorsed and certified within the time limits under the construction and professional service contractor contracts. Manage the implementation of the payment system.		Implement the Department payment system. Manage that all time limits for processing of claims are strictly adhered to. Prepare Recipient Created Tax Invoices/Tax Invoices for the Department authorisation. Verify statutory declaration has been provided with each payment claim.	Assist with the assessment of payment claims as required.	Assist with the assessment of payment claims as required.		Assist with the assessment of payment claims as required. Ensure statutory declaration and a current subcontractor list has been provided with each payment claim.	
	Engineering service, access and temporary works interruptions		R	I	I	I	R	I	I	I	I	I		R	Liaise with the design team and pre-plan all service interruptions so as to minimise the impact upon End User operation.	Manage that the design team incorporate the Lead Agency requirements in regard to services interruptions into proposals.	Implement pre-planning of End User service interruption. Under contract delegation manage that all agreed prior notice periods are complied with by the construction contractor. Maintain detailed liaison with the Project Director.		Participate in the pre-planning of End User service interruption.	Participate in the pre-planning of End User service interruption.		Implement pre-planning of End User service interruption. Under contract delegation manage that all agreed prior notice periods are complied with by the construction contractor. Maintain detailed liaison with the Project Director.	
	Procure Furniture, Fittings and Equipment		R	I	I	I	R	I	I	I	I	I		I	Procure FF&E in accordance with the agreed program.	Review with the Project Director the process of FF&E procurement and the reporting of commitment and expenditure.	Overview the FF&E procurement manage that it meets the project program .	Liaise with the Project Director on an ongoing basis to manage the reporting of FF&E cost and commitment in the monthly cost report.	Assist with the procurement of FF&E as required and administer items procured under the construction contract.			Assist with the procurement of FF&E as required and administer items procured under the construction contract.	
	Extension of time														Manage the approval of any required additional expenditure by the delegate.	Establish a system for promptly responding to all claims for extension of time within the time limits under the construction contract. Make recommendation for additional expenditure as required and/or implement system of savings offsets.	Participate in extension of time claims management as delegated under the contract.	Monitor status of extension of time approval and provide monthly cost report detailing all associated Professional Service Contractor and Contractor contract costs.	Participate in extension of time claims management as delegated under the contract.			Establish a system in accordance with the Department requirements for promptly responding to all extension of time claims which ensures they are promptly assessed, endorsed and certified within the time limits under the trade contracts.	

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	Commission and hand-over of the completed project		I	I	R	I	R	I	I	R	I				Implement the process of commissioning and practical completion under the Trade Contracts. Maintain detailed liaison with the Project Director and End Users to manage that commissioning, practical completion and occupation are realistically planned and implement the processes required under the trade contracts.								
	DELIVERABLES	5.5					R	R	R	R	R				Progress Reports Variations, Extension of Time recommendations Practical & Final Certificate Recommendations Expenditure and Contract Reconciliations	95%							
	Compliance								R	R	R												
REVIEW PHASE		5.6																					
REVIEW	Defects Liability			I	R	I		R	I		I	I		I	Liaise with the Project Manager to advise of any defect issue which arises in the construction contract defects liability period (if applicable).	Establish a process of defect reporting and rectification.	Implement a process of defect reporting with the End Users and design team and for rectification with the construction contractor. Monitor requests for defects rectification during the construction contract defects liability period. Manage that the design team inspect the works at the end of the defects liability period and manage that the construction contractor completes the defects.		Liaise with the Project Manager through the defects liability period to address any defects issues. Undertake an inspection of the works at completion of the defects liability period and document all defect items.	Liaise with the Lead PSC through the defects liability period to address any relevant defects issues. Undertake an inspection of the works at completion of the defects liability period and document all defect items.		Liaise with the Project Manager through the defects liability period to address any defects issues. Undertake an inspection of the works at completion of the defects liability period and implement all required defects rectification by trade contractors.	
	Contract finalisation.		R		R	I	R	R	I	I	I	I		I	Manage the approval of any required additional expenditure by the delegate.	Make recommendation that the contracts with the Lead PSC, Cost Manager, other disciplines and the contractor are finalised, final accounts paid and security released including recommendation on any additional expenditure required.	Contribute to the final reconciliation of all professional service contractor and construction contracts and project costs and make recommendation on their finalisation.	Prepare reconciliation of final accounts for Professional Services Contractors and Contractors with expenditure approvals and make recommendation on any additional expenditure requirement and settling of final accounts.	Assist the Project Manager, Cost Manager and the Department as required to finalise accounts for all professional service contractors and contractors. Manage that the Project Manager is kept directly informed of all potential issues that might impact upon the finalisation of accounts.	Assist the Lead PSC as required to finalise accounts.		Assist the Project Manager, Cost Manager and the Department as required to finalise accounts for all trade contractors. Manage that the Department is kept informed of all potential issues that might impact upon the finalisation of accounts.	
	Post completion review		I	I	R	I	I	R	I	I	I	I		I	Participate in a post completion review.	Implement a post completion review.	Participate in a post completion review.	Participate in a post completion review.	Participate in a post completion review.	Participate in a post completion review.		Participate in a post completion review.	
	Update asset information systems		R	I	R	I	R	I	I		I	I		I		Manage that the asset information systems requirements are met by the Lead PSC.	Manage that the asset information systems requirements are met by the Lead PSC.		Where required in professional service contractor contract, prepare and submit CAD as-built drawings as required in the Department guide note "As built documentation and manuals."	Where required in professional service contractor contract, prepare and submit CAD as-built drawings as required in the Department guide note "As built documentation and manuals."		Compile CAD as-built drawings of buildings and services as required by the Department Reference Manual and manuals as required by trade contracts Contract Material.	

	Project Implementation Process (PIP) Stage	PIP Reference	Funder (Lead Agency)	End user	Purchaser (the Department)	Provider (design/construction team)	Project Director	the Department Project Risk Manager	Project Manager	Cost Manager	Lead PSC	disciplines	Health Planner	Construction Manager	Project Director (Lead Agency Representative)	The Department Project Risk Manager (Infrastructure Agency Representative)	Project Manager	Cost Manager	Lead Professional Service Contractor (Architecture or Engineering) or Coordinating Architect/Engineer	Discipline PSC or Lead PSC Subcontractor	Health Planner	Building Consultant/Construction Manager	Indicative consultancy complete at end of this phase (not Construction Manager)
	Prepare Performance Reports				R		I	R	I	I	I	I		I	Prepare and submit the Department Prequalification performance reports if requested by the Department.	Manage the preparation of the Department Prequalification performance reports on professional service contractors, disciplines, General Building Contractor, Subcontractors or Trade Contractors.	Prepare and submit the Department Prequalification performance reports if requested by the Department.	Prepare and submit the Department Prequalification performance reports if requested by the Department.	Prepare and submit the Department Prequalification performance reports if requested by the Department.	Prepare and submit the Department Prequalification performance reports if requested by the Department.		Prepare and submit the Department Prequalification performance reports on trade contractors as requested by the Department.	
	Return Files				R			R	R	R	R	R	R	R			Return files to the Department at completion of project in accordance with the Department records management policy.	Return files to the Department at completion of project in accordance with the Department records management policy.	Return files to the Department at completion of project in accordance with the Department records management policy.	Return files to the Department at completion of project in accordance with the Department records management policy.	Return files to the Department at completion of project in accordance with the Department records management policy.	Return files to the Department at completion of project in accordance with the Department records management policy.	
	Post-occupancy evaluation (POE)		I	I	R	I	I	R	I	I	I	I	I	I	Participate in a post occupancy evaluation.	Implement a post occupancy evaluation	Participate in a post occupancy evaluation.	Participate in a post occupancy evaluation.	Participate in a post occupancy evaluation.	Participate in a post occupancy evaluation.	Participate in a post occupancy evaluation.	Participate in a post occupancy evaluation.	
	Management review		R	I	R		R	R							Review project for lesson learned and incorporate into facility standards and briefs.	Review project for lesson learned and incorporate into standards, proformas, systems and processes.							
	DELIVERABLES	5.6					R	R	R	R	R	R	R	R	Final expenditure approval	Contracts finalised	Files	Reconciliation of final contract costs. Reconciliation of final project costs. Files.	As-built drawings where requested in the Contract. Publicity Brochure, if requested. Prequalification Performance Report within 4 weeks of request to prepare. Report on the progressive rectification of defects. Final Certificate written recommendation. Files.	Files and as-built drawings where requested in the Contract	Files	Files	100%