

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)	
<p><i>the Department = Department for Infrastructure and Transport, SC = Steering Committee, PCG = Project Control Group</i> <i>R = Responsibility, I = Input</i> <i>CAD = Computer Aided Drafting</i></p>															
GOVERNMENT STRATEGIES AND KEY DIRECTIONS															
IDEAS TO MEET NEEDS															
CORPORATE PLANNING PHASE															
Determine broad Lead Agency parameters for project program, budget and quality		R													
CONCEPT PHASE															
PROJECT ESTABLISHMENT	Appoint Project Steering Committee to develop and manage the concept phase		R	I											
	Establish project control group and other organisation structures			I	R										
	Appoint project team to develop the concept			I	R	I	R								
	Prepare professional service contractor tenders			I	R	I	R								
	Tender assessment			I	R	I	R								
	Appoint the Design Team														
	Project Team management and coordination					I	R	I	I	I	I				
	Establish team briefing, communication and reporting					R	I	I	I	R	I	I			
	Steering Committee			R	I	I	R	I	I	I	I				
	Project Control Group				I	R	I	I	I	I	I				
Design Team				I	R	I	I	I	R	I					

SCHEDULE 5: SERVICES MATRIX

	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)
COMMUNICATIONS	Monthly Reporting Regime				R	I	I	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.		

SCHEDULE 5: SERVICES MATRIX

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)	
Develop project concept to meet service delivery needs					R									Overview concept preparation	PRM overviews briefing of and concept development by the design team to ensure input of relevant Department standards, guide notes and lessons learned.	Facilitate concept options preparation	Cost concept options	Design concept options	Design concept options liaising with Lead PSC and other disciplines	Design concept options liaising with Lead PSC and other disciplines			
Confirm service directions		R				R								Manage that the service directions are resolved through the SC and other appropriate bodies to clearly define the service needs and objectives.				Challenge service directions to clarify briefed requirements		Challenge service directions to clarify briefed requirements			
Prepare site master plan					R									Coordinate the input of Lead Agency and End User representatives into the master plan process. Define the whole site system strategies that are to apply to the Master Plan. Achieve the endorsement of the PCG and SC to the master plan.	Facilitate the master planning process by ensuring input of the Department relevant standards, guide notes, lessons learned and clarifying any project management issues.	Manage the master planning process by coordinating the professional service contractor services to achieve an endorsed master plan 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 site master plan and staging for inclusion with the Contract Material. Advise the PCG as required in regard to the master plan development process.	Develop the detailed master plan incorporating preferred concept option to form the basis of costing of the master plan and formulation of project staging recommendations. Liaise with the Project Manager and the PCG in achieving endorsement of the master plan.	Work with the Lead PSC and End Users to develop the full master plan statement inclusive of project staging, site service strategies, earthquake strategies etc. Liaise with the disciplines, Project Manager and the PCG in achieving endorsement of the master plan.	Work with the Lead PSC in preparing preliminary schedules of accommodation, assessments of optimal functional relationships to manage that the master plan provides for facility generation consistent with effective, modern best-practice operation.			
Analyse needs and market research in detail		R				R								Manage that all appropriate trends to be taken into account in the definition of service needs are identified and endorsed by the SC.	Contribute to the definition of service needs in regard to building asset data base information, costing models, cash flow and program solutions.								
Clarify the functional objectives of the project.		R				R								Manage that the project objectives are sufficiently clear and properly endorsed by the SC to form the basis of the design team's work.	Manage that the project objectives are clearly stated in the project and professional service contractors briefs.	Coordinate that the project objectives are understood and implemented by the design team.	Incorporate into the cost plan any costs arising out of project functional objectives.	Incorporate into the concept options the project functional objectives.	Incorporate into the concept options the project functional objectives.	Incorporate into the concept options the project functional objectives.			
Identify statutory, planning and environmental issues					R									Input as relevant into the achievement of statutory, planning and environmental approvals	Input as relevant into the achievement of statutory, planning and environmental approvals	Facilitate the achievement of statutory, planning and environmental approvals	Incorporate into the cost plan any cost issues arising out of statutory, planning or environmental approvals	Provide advice from all relevant parties, agree timing and scope of approvals with the Department and achieve statutory, planning and environmental approvals.	Provide advice and assist in the achievement of approvals.	Provide advice and assist in the achievement of approvals.			
Identify cultural and heritage issues		R				R								Ensure that the brief of requirements identifies any known cultural or heritage issues.	Contribute to the definition of heritage issues through the use of the Department historic buildings asset information.	Facilitate the achievement of any cultural or heritage approvals.	Incorporate into the cost plan any costs arising out of cultural or heritage issues.	Provide advice from all relevant parties, agree timing and scope of any approvals with the Department and achieve relevant heritage or cultural approvals.	Provide advice and assist in the achievement of approvals.				
Define key operational parameters and functional relationships		R				R								Manage that the key operational and functional relationships are sufficiently clear and properly endorsed by the End Users, PCG and the SC to form the basis of the design team's work.	Manage that parameters and relationships are formally defined by the Lead Agency and responded to by the Lead PSC and disciplines.	Coordinate the work of the design team to meet the defined project parameters.	Prepare a cost plan to the defined parameters. Advise of any outstanding information immediately it is evident.	Design to the defined parameters and functional relationships and manage that they are the basis for the disciplines' work. Advise of any outstanding information immediately it is evident.	Design to the defined parameters and functional relationships. Advise of any outstanding information immediately it is evident.	Design to the defined parameters and functional relationships. Advise of any outstanding information immediately it is evident.			
Define project parameters, quality standards, and budget estimate		R				R								After consultation within the Lead Agency and the End Users, provide a brief of the required project scope, quality standards, project program and budget.	Manage that there is a brief from the Lead Agency and the End Users of the required project scope, quality standards, project program and budget.	Coordinate the work of the design team to meet the brief.	Prepare indicative benchmark costings and order of cost estimates based upon the brief and the design prepared by the Lead PSC.	Assist in the preparation of the brief and respond with a design to meet draft schedule of areas.	Input into draft brief and draft schedule of areas.	Assist the Project Manager with information supporting the draft brief and schedule of areas.			
Prepare order of cost estimate					R									Make available detailed brief and any background information to inform on project cost	Manage that the Department information on existing buildings and on rates/market etc is researched and reviewed and is incorporated into the order of cost estimate prepared.	Coordinate the work of the design team to prepare the estimate.	Prepare order of cost estimate to complete project based on brief and historical data	Assist in the preparation of the order of cost estimate by providing design detail sufficient to prepare an order of cost estimate.	Input into the order of cost estimate.	Input into the order of cost estimate.			

	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)	
			R	I	R	R	R	I	I	I	I	I	I	I										
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		Make available all relevant policies and codes to the project team.	Manage that information on policies and codes is available to the project team for review.	Manage that information on policies and codes is incorporated into project team proposals.	Review requirements of policies and codes to understand and incorporate the potential cost impact.	Review requirements of policies and codes to manage that the requirements are understood, incorporated into the design proposals and documented.	Review requirements of policies and codes to manage that the requirements are understood, incorporated into the design proposals and documented.	Review requirements of policies and codes to manage that the requirements are understood, incorporated into the design proposals and documented.			
	Undertake 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 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			
	Contingencies		I	I	R	I	I	R	I	I	I	I	I			Manage that there is assessment and determination on appropriate design and construction contingency allowances on the basis of risk analysis.	Contribute to assessment of required design and construction contingency allowances.	Contribute to assessment of required design and construction contingency allowances.	Contribute to assessment of required design and construction contingency allowances.	Contribute to assessment of required design and construction contingency allowances.				
	Identify existing building issues		I	I	I	R	I	I	I	I	R	I	I		Make available all appropriate information and assist in site survey processes. Organise End User staff input as appropriate to facilitate clear understanding by the professional service contractors.	Manage that the Department information on existing buildings is researched, reviewed and forms part of design team proposals.	Coordinate that existing information is incorporated into design proposals.	Review information on existing buildings to understand and incorporate the potential cost impact.	Review existing audit reports and surveys of site buildings and environs to manage that the physical condition and status of code compliance is understood, documented and taken into consideration in proposals.	Review existing audit reports and surveys of site buildings and environs to manage that the physical condition and status of code compliance is understood, documented and taken into consideration in proposals.				
	Prepare indicative program		I	I	I	R	I	I	R	I	I	I	I		Input into indicative program by identifying critical milestones or required staging	Manage that there is assessment and determination on appropriate timeframes for key activities.	Prepare indicative program including milestones, staging and time contingency allowances.	Contribute to preparation of indicative program.	Contribute to preparation of indicative program.	Contribute to preparation of indicative program.				
	Identify all reasonable service delivery options (including a "no-build" option)		R	I	I	I	R	I	I	I	I	I	I		Manage the assessment of options so that all appropriate options to meet agreed service needs are considered. Manage that the report is endorsed by all key stakeholders and the SC	Coordinate that there is preparation of a Concept that identifies service delivery options. Manage that the report is endorsed by the PCG	Manage that there is preparation of a Concept that identifies service delivery options	Prepare the Concept Report cost plan and estimates to reflect service delivery options	Prepare the Concept Report coordinating and arranging all input from the discipline psc's, Cost Manager and Project Manager.	Input to the Concept Report as required providing all necessary engineering advice and Contract Material.	Input to the Concept Report as required providing all necessary health planning advice and Contract Material.			
	Identify air-conditioning options and life cycle cost models as required by the Government Buildings Energy Strategy		I	I	I	R				I	I	R				Manage that the requirements of ESD policy are implemented	Coordinate that the Government Buildings Energy Strategy requirements are met by the design team.	Cost the detailed requirements of the Government Buildings Energy Strategy into cost plans and estimates	Meet the detailed requirements of the Government Buildings Energy Strategy	Meet the detailed requirements of the Government Buildings Energy Strategy				
	Consider ESD issues in the brief and design		R	I	I	R	R	I	I	I	R	I			Determine the response to Government ESD policy that will apply to the project	Manage that the requirements of the Government Buildings Energy Strategy are implemented	Coordinate that the ESD policy and brief requirements are met by the design team.	Cost the detailed requirements of ESD policy and brief requirements into cost plans and estimates	Meet the detailed requirements of the briefed ESD initiatives	Meet the detailed requirements of the briefed ESD initiatives				
	Identify procurement options																							
	Finance delivery options	a)	R	I	I	I	R	I	I	I	I	I	I		Give direction on Lead Agency budget policy and on agreements with Treasury on financing options.	Provide input into the consideration of finance procurement options	Provide input into the consideration of finance procurement options	Provide input into the consideration of finance procurement options	Provide input into the consideration of finance procurement options	Provide input into the consideration of finance procurement options	Provide input into the consideration of finance procurement options	Provide input into the consideration of finance procurement options		
Contract method options	b)	I		R	I	I	R	I	I	I	I	I		Provide input into the consideration of contract procurement options	Give direction on standard Department procurement conditions of tendering and contract and administrative processes.	Provide input into the consideration of contract procurement options	Provide input into the consideration of contract procurement options	Provide input into the consideration of contract procurement options	Provide input into the consideration of contract procurement options	Provide input into the consideration of contract procurement options				
Agree on scope of the concept brief		R	I	R	I	I	R	I	I	I	I	I		Identify key service delivery issues which should be reviewed in the Concept phase.	Identify key service delivery issues which should be reviewed in the Concept phase.	Assist the Project Director and the Department Project Risk Manager to identify key issues which should be reviewed in the Concept phase.	Evaluate the Concept options against key issues.	Evaluate the Concept options against key issues.	Evaluate the Concept options against key issues.	Evaluate the Concept options against key issues.				

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)
Prepare Concept estimate														
Evaluate concept options (value management)				R										
Analyse short-listed options				R										
Select the preferred Concept option		R												
Design Review				R										
Describe the preferred option in a final concept plan and report.				R										
APPROVAL	Lead Agency Approval to meet Gateway 5	G5	R											
PWC	Achieve Crown Solicitor's Acquittal		R											
	Achieve Treasury and Finance Acquittal (costing comment)		R											
	Referral to the Parliamentary Public Works Committee if >\$4M through Cabinet		R											
DELIVERABLES	5.1													
Compliance														
DESIGN PHASE	5.2													
Steering Committee			R											
Project Control Group				R										
Design Team				R										

SCHEDULE 5: SERVICES MATRIX

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)
COMMUNICATIONS	Monthly Reporting Regime			R	I	I	R	R	R	I	I	R		
	Authorise Design Team to proceed		I	I	R	I	I	R	I	I	I	R		
	Design team coordination and management													
	For construction management appoint building professional service contractor/construction manager		I	I	R	I	I	R	I	I	I	R		
	Team undertakes risk analysis		I	I	R	I	I	R	I	I	I	R		
	Team reviews quality assurance processes		I	I	R	I	I	R	I	I	I	R		
	Detailed definition brief confirmed		I	I	R	I	I	R	I	I	I	R		
	Design		I	I	R	I	I	R	I	I	I	R		
	Site investigations		I	I	R	I	I	R	I	I	I	R		
	Materials, Climate, Environmental, Energy Use Issues		I	I	R	I	I	R	I	I	I	R		

SCHEDULE 5: SERVICES MATRIX

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)
Briefed Areas Check		R	I	I	I	R	I	I	I	I	I	I	I	
Compliance with the Department Policy				R	I	I	R	I	I	I	I	I	I	
Confirmation of scope of work in addressing existing building issues		R	I	I	I	R	I	I	I	I	I	I	I	
Engineering Solutions		I	I	I	R	I	I	I	I	I	I	I	I	
Provide Life Cycle Costing		I	I	I	R	I	I	I	R	I	I	I	I	
Confirm Brief Compliance		R	I	I	I	I	I	I	R	I	I	I	I	
Undertake Cost Review and confirm Cost Plan compliance		I	I	I	R	I	I	I	R	I	I	I	I	
Develop a cost plan for the project				I	R	I	I	I	R	I	I	I	I	
Value management study		I	I	R	I	I	R	I	I	I	I	I	I	

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)
Significant deviation from the original plan		R												
Undertake Program Review and confirm Program compliance					R									
Develop detailed project program					R									
Confirm contract method				R										
Design Review				R										
Budget Review				R										
Identify approvals required for the project		R		R										
Development approval				R										
DELIVERABLES	5.2													
Compliance														
DOCUMENTATION PHASE	5.3													
Prepare contract documentation					R									
Define required quality standards for the contractor					R									

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)
Confirm the agreed and endorsed parameters		R	I	I	I	R	I	I	I					
Initiate and facilitate approvals related to the Development Act				I	R		I	I	R	I				
Bills of Quantities				I	R		I	I	R	I				
Schedules				I	R		I	I	R	I				
Furniture, Fittings and Equipment		R	I	I	R		I	I	R	I				
Endorsement of materials, finishes and colour selections		R	I	I	R		I	I	R	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	I	R	I				

SCHEDULE 5: SERVICES MATRIX

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)	
Design Review				R										Participate in the Department design review when the drawings, specification and schedules are sufficiently complete to allow a full and detailed review of contract documentation	Manage and implement the Department design review when the drawings, specification and schedules are sufficiently complete to allow a full and detailed review of contract documentation with Lead Agency, End Users and design team.	Participate in the Department design review when the drawings, specification and schedules are sufficiently complete to allow a full and detailed review of contract documentation.	Participate in the Department design review when the drawings, specification and schedules are sufficiently complete to allow a full and detailed review of contract documentation.	Participate in the Department design review when the drawings, specification and schedules are sufficiently complete to allow a full and detailed review of contract documentation.			Participate in the Department design review when the drawings, specification and schedules are sufficiently complete to allow a full and detailed review of contract documentation.		
Budget Review				R											Manage and implement the Department design review at completion of Documentation	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.	
Obtain pre-tender estimate and associated cash flows				R										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										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										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.			Contribute to the Department assessment of contingency allowances on the basis of risk analysis.		
Utilise Contractor's register to select tenderers				R										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.				

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)
TENDER PHASE		5.4													
APPROVAL	Lead Agency Approval to meet Gateway 6	G6	R		I		R	I							
TENDER	Call tenders and obtain tender comparison estimate				R	I		R	I	I					
	Evaluation processes				R	I	I	R	I	I	I				
	Alternatives				R	I	I	R	I	I	I				
	Prepare the tender appraisal and recommendation				R	I	I	R	I	I	I		R		
	Authorise Design Team to proceed			I	I	R		I	R	I	I	I			
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								

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)
DELIVERABLES	5.4													
														70%
Compliance														
CONSTRUCTION PHASE	5.5													
COMMUNICATIONS	Steering Committee		R	I	I	I	R	I	I	I	I	I	I	
	Project Control Group			I	I	R	I	I	I	I	I	I	I	
	Site Team Meetings			I	I	I	R	I	I	I	I	I	I	
	Monthly Reporting Regime					R	I	I	I	I	I	I	I	
Award the construction contract			I		R		R							
Manage the construction contract					R	I	I	I	I	I	I	I	I	

SCHEDULE 5: SERVICES MATRIX

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)											
															Project Director	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
Attend site					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					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					R													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					R													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.		
Variations and claims management					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													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													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.	

SCHEDULE 5: SERVICES MATRIX

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)	
		R	I	I	I	R	I	I	I	I	I	I	R										
Engineering service, access and temporary works interruptions		R	I	I	I	R	I	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	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													R	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.		
Commission and hand-over of the completed project		I	I	R	I	R	I	I	R	I	I	I	R	Manage that the End Users are prepared for occupation in accordance with the construction contract program.	Establish a process for effective management of commissioning and practical completion (or equivalent) under the construction contract.	Assist in consultation 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 construction contract.		Prepare defects list and make recommendation to the Department on practical completion. Review and compile as-built drawings, construction, operating and maintenance information and deliver to the Department.	Prepare defects list and make recommendation to the Lead PSC re practical completion. Review and compile as-built drawings, construction, operating and maintenance information and deliver to the Lead PSC.		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			R	Approval of additional expenditure if required	Recommendation for additional expenditure if required and contracts finalised	Progress Reports Variations, Extension of Time recommendations Practical & Final Certificate Recommendations Expenditure and Contract Reconciliations	Progress Reports, Progress Payment Certificates Budget reconciliation recommendations	Record and report of site visits. Variation and extension of time recommendations. Practical Completion written recommendation. Defects Lists.	Variation Requests, Defects Lists, Operating and Maintenance Information		Progress Reports Variations, Extension of Time recommendations Practical & Final Certificate Recommendations Expenditure and Contract Reconciliations	95%	
Compliance																Report that there has been prompt response to all claims and assessment, endorsement and certification within the time limits established in the construction contract. Submit CCL6.	Report that there has been prompt response to all claims and assessment, endorsement and certification within the time limits established in the construction contract. Submit CCL6. Report that the monthly report on budget and costs has updated all budget lines and has included cost trend information. Submit CCL7.	Report that there has been prompt response to all claims and assessment, endorsement and certification within the time limits established in the construction contract. Submit CCL6.					
REVIEW PHASE	5.6																						
Defects Liability				I	R	I	R	I	I	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.		

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)	
		R	I	R	I	R	I	R	I	R	I	R	I										
REVIEW	Contract finalisation.		R		R	I	R	I	R	I	R	I	R	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	R	I	R	I	R	I	R	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	R	I	R	I	R		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.		
	Prepare Performance Reports				R	I	R	I	R	I	R	I	R	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			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.	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	R	I	R	I	R	I	R	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.	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	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%	