

- 1.2 The PM will note the core objectives and project's critical success factors in the Project Plan (PP) (PD 4.1 - Project Plan).
- 1.3 Key factors which affect the ability to maximise value and which need to be closely monitored by the PM and CM are:
- Time - Is adequate time provided for analysis and review?
  - Resources - Has the correct specialist/expertise been involved in the project and reviews?
  - Client - Has the Client a clear understanding of his/her requirements? Has the Client's expertise been utilised in the project and reviews?
  - Lateral Thinking - Have the options and issues been fully scoped?
  - Team Approach - Is the project team working together, communicating, sharing ideas and focussed on the Client's objectives?
- 1.4 Formal Value Engineering reviews will take place at three stages of a project, where NICHE has responsibility for those stages: Development Planning (concept development), Design, and Construction.
- 1.5 A key part to value engineering reviews is the involvement of an independent party in the review process.
- 2. Development Planning Stage Review**
- 2.1 A Value Engineering Review (VER) will be carried out before compilation of a final concept report.
- 2.2 Prior to the VER the PM will have identified/addressed the following issues affecting value:
- Explicit and implicit requirements arising from the Client's objectives.
  - Issues and options associated with those requirements.
  - Engagement of the required specialist advice.
- 2.3 The VER will be chaired by the PD (or another PM if the PD is not independent of the work to date) and include the PM. Consultants and Clients will be included if considered appropriate. The review will cover the follow areas:
- Review the Client's objectives.
  - Test the essentiality and completeness of the noted project requirements.
  - Review the methodology of the planning work.
  - Review the identified options against the Client's objectives.

- Consider constructability issues.
  - Identify the key variables that will affect the value of the project.
- 2.4 The final concept report will include appropriate outcomes from the VER.
3. **Design Stage Review**
- 3.1 The design stage commences once the concept plan/report has been approved by the Client.
- 3.2 A VER will be carried out after developed design details and preliminary drawings have been produced. Where NICHE has not carried out the development planning work and the brief for the project may not provide the best value solution, the PM will offer to the Client to carry out a VER as outlined in section 2 of this procedure.
- 3.3 Prior to the VER the following issues/actions affecting value will have been carried out by the PM (refer PM 6.1 Consultant Selection & Engagement).
- Appropriate consultants engaged through appropriate selection methods (refer PD 6.1 - Consultant Selection & Engagement).
  - Consultants clearly briefed on Client objectives, and the requirements of their deliverables, especially any budget issues.
  - Consultants briefed on issues identified in the concept study as requiring further analysis in order to maximise value.
  - Appropriate co-ordination and dialogue between Client, consultants and NICHE (refer PD 6.2 - External Design Control & Verification).
  - Briefing on the VER, its timing and purpose.
- 3.4 Immediately prior to the VER the PM and CM (as the independent person) will carry out a value engineering exercise (VEE) on the preliminary drawings. The review will cover key factors affecting value such as:
- Efficiency of structure and services location.
  - Utilisation of existing site materials.
  - Repetitive detail.
  - Alternative details to assist buildability.
  - Alternative methods and materials.
  - Time of year.
  - Construction period.
  - Construction sequence.
  - Identification and removal of non-essential items.

- 3.5 Potential value engineering solutions from the VEE should be recorded along with the cost savings, time savings, method of implementation and consequences/benefits of the solutions.
- 3.6 The VER will follow the VEE detailed in clause 3.4. The review will be chaired by the PD and will include PM, CM and consultants, as appropriate. The PD will decide whether the Client should attend (NB care needs to be given to "criticism" of consultants in front of Clients). The VER will seek the views/comments of all consultants on the critical cost elements of each consultant package. The potential solutions noted in clause 3.5 will be discussed. Actions arising from the VER will be minuted. Consultant agreement to any proposed design changes will be obtained.
- 3.7 The proceedings and benefits of the VER will be noted to the Client and Client approval obtained where necessary.
- 4. Construction Stage Review**
- 4.1 VER's will be carried out prior to the engagement of each contractor and supplier.
- 4.2 Prior to the VER the following issues/activities affecting value will have been addressed by the PM and CM (refer PD 7.1 - Tendering & Selection of Tenderers and 7.2 - Contract Acceptance).
- Appropriate tender packages determined (risks and benefits clearly assessed).
  - Adequate time for tender, establishment and completion provided.
  - Appropriate number and calibre of tenders received.
  - Appropriate standard of tender documentation.
  - Preliminary discussions with leading tenderers to identify and approve areas of savings.
  - Establishment of a team approach focused on the Client's objectives.
  - Briefing on the forthcoming VER, its timing and purpose.
- 4.3 The VER will be chaired by the PM or CM and will include the contractor. The PM and relevant consultants may also be involved where warranted by the size of the work package.
- 4.4 The VER will cover but not be limited to the following issues:
- Material substitution.
  - Programme sequence.
  - Alternative details.
  - Resources Management.
  - Co-ordination with other trades.

- Site access.
  - Construction time.
- 4.5 Where value engineering solutions have design implications these will be checked with the relevant consultants for approval.
- 4.6 The proceedings and benefits of the VER will be noted to the Client and Client approval obtained where necessary.

## ATTACHMENTS

None.

## REFERENCES

CM 3	NICHE Statements.
PD 4.1	Project Plan.
PD 6.1	Consultant Selection & Engagement.
PD 6.2	External Design Control & Verification.
PD 7.1	Tendering & Selection of Tenderers.
PD 7.2	Contract Acceptance.

### SCOPE

This procedure outlines the requirements for a monthly review of all project activities by the Project Director throughout the course of a project.

### OBJECTIVES

- Review of issues to identify, isolate and manage project risks within a monthly framework
- Ensure that the clients monthly report reflects those issues identified in the review.

### DEFINITIONS

Refer to CM4 – Definitions

### PROCEDURE

- 1 The PM shall organise review meeting of the Project to be held with the PD and, where desired, the project team on a monthly basis.
- 2 The meeting should use the format attached in PD 5.12 Attachment 1 for agenda and reporting
- 3 The review shall cover but not be limited to:
  - 3.1 Project Plan, objectives and risk
  - 3.2 Client relationship
  - 3.3 Design Management
  - 3.4 Consultant performance
  - 3.5 Construction management
  - 3.6 Contractor performance
  - 3.7 Safety
  - 3.8 Training
  - 3.9 Quality control and assurance
  - 3.10 Environmental issues
  - 3.11 Programmes
  - 3.12 Variations
  - 3.13 Cost Control

# Project Management Project Monthly Review

# PD 5.12

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- 3.14 NICHE Team Issues
- 3.15 General project issues
  
- 4 The Clients monthly report (ref PD 5.5) will be compiled assimilating the results of the review into the draft.

## ATTACHMENTS

Attachment 1                      Project Monthly Review Report

## REFERENCES

PD 5.5                                Reports



Approved:

A handwritten signature in black ink, appearing to read 'Adam D'Angelo'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Project Review Monthly Report

# PD 5.12

ATTACHMENT 1  
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Project: \_\_\_\_\_ Job no.: \_\_\_\_\_

Client: \_\_\_\_\_ Date of Review: \_\_\_\_\_

Project Director: \_\_\_\_\_ Project Manager: \_\_\_\_\_

Construction Manager: \_\_\_\_\_ Site Manager: \_\_\_\_\_

Other: \_\_\_\_\_

## 1.0 Project Plan

1.1	Have you reviewed the Project Plan this month, in particular	Yes	No
	• Project Objectives and Expectations	<input type="radio"/>	<input type="radio"/>
	• NICHE Objectives	<input type="radio"/>	<input type="radio"/>
	• Client Objectives	<input type="radio"/>	<input type="radio"/>
	• Stakeholder Objectives	<input type="radio"/>	<input type="radio"/>
	• Key Project Risks	<input type="radio"/>	<input type="radio"/>
	• Health & Safety Risks	<input type="radio"/>	<input type="radio"/>

1.2 What are the outstanding actions for the month?

.....

.....

.....

.....

.....

1.3	Is the draft of the Monthly Report available for this review?	Yes	No
		<input type="radio"/>	<input type="radio"/>

## 2.0 Client

2.1	Have you organised or had a monthly meeting with the Client?	Yes	No
		<input type="radio"/>	<input type="radio"/>

2.2	Have you been reporting to the Client on a weekly basis?	Yes	No
		<input type="radio"/>	<input type="radio"/>

2.3 What 'special' things have you done for them this month ?

1) .....

2) .....

3) .....



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4) .....

2.4	Has the client passed on any comments regarding:	Yes <input type="radio"/>	No <input type="radio"/>
	Cost .....		
	Time .....		
	Quality .....		
	Other .....		

2.5	Was a project report submitted to the Client last month?	Yes <input type="radio"/>	No <input type="radio"/>
-----	--	------------------------------	-----------------------------

2.6	What issues were raised at the last PCG that still require NICHE action?	Action	By
	1)		
	2)		
	3)		
	4)		

2.7	Are there any other Client issues that need addressing?	Yes <input type="radio"/>	No <input type="radio"/>
..... ..... ..... .....			

### 3.0 Design & Consultants

3.1	Are design consultants performing and is the documentation up to standard? If "no", report by exception.	Yes <input type="radio"/>	No <input type="radio"/>
..... .....			

3.2	Are consultants being utilised for project inspections?	Yes <input type="radio"/>	No <input type="radio"/>
-----	---	------------------------------	-----------------------------

3.3	What are the key design issues still to be addressed on the project?	Action	By
	1)		
	2)		



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3)		
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3.4 How are the consultants ensuring safety in design for construction and end user safety?

1)
2)
3)

3.5 Are there any design non-conformances? What actions taken?

	Action	By
1)		
2)		
3)		

3.7 What value engineering issues have been addressed in the past month?

1)
2)
3)

## 4.0 Construction

4.1 Have all statutory authority consents been obtained and are all their conditions being adhered to? If "no" identify issues and conformance actions below:

	Yes	No
	<input type="radio"/>	<input type="radio"/>
.....		
.....		

4.2 Have all statutory authority inspections required to date been completed? If "no" identify issues and conformance actions below:

	Yes	No
	<input type="radio"/>	<input type="radio"/>
.....		
.....		

4.3 Are the monitoring inspections carried out by consultants and contractors? If "no" identify issues and conformance actions below:

	Yes	No
	<input type="radio"/>	<input type="radio"/>
.....		
.....		

4.4 Are there any potentially damaging relationships with neighbours and/or tenants? If "yes" identify issues and conformance actions below:

	Yes	No
	<input type="radio"/>	<input type="radio"/>
.....		
.....		

4.5 Does the site present a tidy image? If "no" identify issues and conformance actions below:

	Yes	No
	<input type="radio"/>	<input type="radio"/>
.....		



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4.6 Are the site facilities (toilets, huts etc) being regularly maintained? If "no" identify issues and conformance actions below:	Yes <input type="radio"/>	No <input type="radio"/>
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.....

4.7 Has the Plant Hire Register been reviewed? Is there any plant hired by NICHE that can be returned? If "yes" identify plant and person responsible for action.	Yes <input type="radio"/>	No <input type="radio"/>
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.....

4.8 Are regular site meetings being held with contractors?	Yes <input type="radio"/>	No <input type="radio"/>
--	------------------------------	-----------------------------

4.9 Are there any issues outstanding from contractor meetings to be addressed by NICHE.	Yes <input type="radio"/>	No <input type="radio"/>
---	------------------------------	-----------------------------

1) .....
2) .....
3) .....

4.10 Has the Tender Letting Schedule been reviewed this month? Are there any trade packages still to be tendered? List those outstanding trades and tender package dates?	Yes <input type="radio"/>	No <input type="radio"/>
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.....

4.11 Review all site instructions issued this month? Are any issues or possible variations raised as a result of site instructions?	Yes <input type="radio"/>	No <input type="radio"/>
---	------------------------------	-----------------------------

1) .....
2) .....
3) .....

4.12 Are there any contractual issues (time, cost or other) to address with any contractors? What actions is NICHE taking?	Yes <input type="radio"/>	No <input type="radio"/>
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1) .....
2) .....
3) .....

4.13 Comments on relationships with contractors: .....
--

.....
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MANAGING DIRECTOR  
Niche Construction Management Pty Limited

.....

4.14	Are we maximising the contractors opportunities on site by our construction methodology? If "no", report by exception.	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		

4.15	Review Contractor performance this month – by contractor.
	1) .....
	2) .....
	3) .....
	4) .....
	5) .....
	6) .....
	7) .....
	8) .....
	9) .....

4.16	Are there any other issues with Contractors on site that need addressing? If "no", report by exception.	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		

## 5.0 Safety & Training

5.1	Has the Project Safety Plan been published? If not when will this be completed?	Yes <input type="radio"/>	No <input type="radio"/>
	..... .....		

5.2	Have all NICHE, Client and contractors staff been correctly inducted onto the site? If "no" when will this be rectified?	Yes <input type="radio"/>	No <input type="radio"/>
	..... .....		

5.3	Are all NICHE staff maintaining currency in Safety qualifications. If "no" identify when the relevant training will take place.	Yes <input type="radio"/>	No <input type="radio"/>
	..... .....		



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5.4 Have there been any accidents on site this month? List and comment? Attach Safety Statistics for the past construction period.	Yes <input type="radio"/>	No <input type="radio"/>
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..... ..... ..... .....
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5.5 Have all accident reports been sent for review by Directors)? If "no" when will this be rectified?	Yes <input type="radio"/>	No <input type="radio"/>
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..... ..... .....
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5.6 Have Work Method Statements and Hazard identifications been received from all contractors for their work? If "no" when will this be rectified? Confirm that no work has been undertaken without Work Method statements in such circumstances.	Yes <input type="radio"/>	No <input type="radio"/>
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..... ..... .....
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5.7 Are regular safety and safety committee meetings carried out on site? If "no" when will this be rectified?	Yes <input type="radio"/>	No <input type="radio"/>
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5.8 Are weekly safety checks being carried out by the SM and, if constituted, the Safety Committee. Are the reports on file? If "no" when will this be rectified?	Yes <input type="radio"/>	No <input type="radio"/>
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..... .....
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5.9 Are monthly safety checks being carried out by the CM. Are the reports on file? If "no" when will this be rectified?	Yes <input type="radio"/>	No <input type="radio"/>
--	------------------------------	-----------------------------

..... .....
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5.10 Are all checklists, registers (including MSDS's) and procedures up to date and filed? If "no" when will this be rectified and by whom?	Yes <input type="radio"/>	No <input type="radio"/>
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..... ..... ..... ..... .....
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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

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5.11	Are regular safety audits being carried out on site?	Yes <input type="radio"/>	No <input type="radio"/>
	Last Safety Audit held on _____ and carried out by _____		
	Next Safety Audit to be held on _____ and carried out by _____		

5.12	Are there any outstanding non-conformances or issues from the last quarterly Safety Audit? If "yes" when will these be rectified?	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		

5.13	Have any Improvement Notices been received by NICHE this month? Attach copy of notices. Are there any outstanding issues to address?	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		

5.14	Are there any other safety issues that require action or attention at this time?	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		

## 6.0 Quality

6.1	Are there any items of work that are not meeting quality standards and require remedial action?.	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		

6.2	Have the contractor's ITP's been reviewed this month? Are there any issues raised by the ITP's that need attention.	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		

6.3	Has the Non Conformance schedule been reviewed this month? Attach current schedule. Are there any issues that require action?	Yes <input type="radio"/>	No <input type="radio"/>
	.....		



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6.4	Are regular quality assurance audits being carried out on site?	Yes <input type="radio"/>	No <input type="radio"/>
	Last Quality Audit held on _____ and carried out by _____		
	Next Quality Audit to be held on _____ and carried out by _____		
6.5	Are there any outstanding non-conformances or issues from the last quality assurance audit? If "yes" when will these be rectified?	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		
6.6	Have the PM & CM conducted regular quality assurance audit of the project and the construction site? What issues have arisen from these audits that require ongoing action?	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		
6.7	Are there any other quality and quality assurance issues that require action or attention at this time?	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		
6.8	Are regular environmental audits being carried out on site?	Yes <input type="radio"/>	No <input type="radio"/>
	Last EMP Audit held on _____ and carried out by _____		
	Next EMP Audit to be held on _____ and carried out by _____		
6.9	Are there any outstanding non-conformances or issues from the last environmental audit? If "yes" when will these be rectified?	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		
6.10	Are there any other environmental issues that require action or attention at this time?	Yes <input type="radio"/>	No <input type="radio"/>
	..... ..... .....		



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Adam D'Angelo  
MANAGING DIRECTOR  
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## 7.0 Project Master Programme

7.1	Are you going to achieve NICHE's time objectives? If "no" what issues are affecting performance?	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			

7.2	Is the project on programme in terms of the contract? If "no" what actions are necessary to change the programme position?	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			

7.3	Where delays have occurred, what effect have they had and what action is being taken to recover the lost time:
<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	

7.4	Are there any time claims to be addressed with either the Client and/ or contractors?	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			

7.5	Are contractors, consultants and suppliers and the Client aware of the programme status? If "no" what are the issues and corrective actions?	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			

## 8.0 Variations (Changes of Scope, backcharges, additional works included etc)

8.1	Has the variation schedule been reviewed (attach copy of current schedule)? Are there any issues arising that need action?	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p>			



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MANAGING DIRECTOR  
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<p>.....</p> <p>.....</p> <p>.....</p>
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<b>8.2</b> Have any variations been identified this month that have yet to be costed, submitted for approval and entered into the variation schedule? List below.	<b>Yes</b> ○	<b>No</b> ○
<p>.....</p> <p>.....</p> <p>.....</p>		

<b>8.3</b> Is the Client aware of any effect the variations will have on the project budget and programme, and has approval to proceed been given? If "no" identify the actions to take to rectify this issue.	<b>Yes</b> ○	<b>No</b> ○
<p>.....</p> <p>.....</p> <p>.....</p>		

<b>8.4</b> Have all contractor variations been updated in line with approvals received from the client? Report by exception.	<b>Yes</b> ○	<b>No</b> ○
<p>.....</p> <p>.....</p> <p>.....</p>		

<b>8.5</b> Are all backcharges being processed within the currency of the construction period in which they have been incurred? Report by exception.	<b>Yes</b> ○	<b>No</b> ○
<p>.....</p> <p>.....</p> <p>.....</p>		

<b>8.6</b> List below the variations approved by the Client this month and their value.
<p>.....</p> <p>.....</p> <p>.....</p>

**9.0**    Cost Control



Approved: \_\_\_\_\_

A handwritten signature in black ink, appearing to read "Adam D'Angelo", is written over a horizontal line.

Adam D'Angelo  
MANAGING DIRECTOR  
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# Project Review Monthly Report

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9.1	Has the project budget spreadsheet PIMS been updated this month?	Yes <input type="radio"/>	No <input type="radio"/>
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9.2	Are you forecasting that the Cost to Complete (CTC) is within the approved project budget? If "no" what are the issues and intended actions?	Yes <input type="radio"/>	No <input type="radio"/>
..... ..... ..... .....			

9.3	Has the accounting system report been reconciled with the project records?	Yes <input type="radio"/>	No <input type="radio"/>
-----	--	------------------------------	-----------------------------

9.4	Have the security of payments procedures been followed for both contractor and client claims? If there are any issues arising report by exception below:	Yes <input type="radio"/>	No <input type="radio"/>
..... ..... ..... .....			

9.5	Have the Contractor's formal claims and the NICHE formal claim to Client been submitted for the month?	Yes <input type="radio"/>	No <input type="radio"/>
<ul style="list-style-type: none"> <li>• All contractor formal claims for month received by</li> <li>• NICHE formal claim submitted to Client on</li> </ul>			

9.6 Report on NICHE project costs and margins.						
	Budget	Actual	Commitments	Contingency	Forecast	Variance
Preliminaries						
Project Management						
Const. Management						
Consultants						
Tenancy Co-ordination						
Savings (GMP contracts)						
Project Totals						

9.7	Is there a positive cash flow this month? Report on the monthly average.	Yes <input type="radio"/>	No <input type="radio"/>
..... ..... .....			



Approved:

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

9.8	Has cash flow forecast been updated this month?	Yes <input type="radio"/>	No <input type="radio"/>
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## 10.0 NICHE Team Issues

10.1	Are there any issues within the NICHE team that need addressing? Outline issues below.	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			

10.2	Are there sufficient NICHE resources on site? Outline any ongoing requirements below	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			

10.3	Are there any NICHE or project celebrations or events planned in the coming month?	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			

## 11.0 General

11.1	Is the marketing of the project adequate (eg. Signage, newsletters, media etc)? Are there any special events during the next month where the media could be utilised for marketing? Have these been notified to the branch Business Development Manager?	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			

11.2	Are progress photos being taken of the project?	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			



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MANAGING DIRECTOR  
Niche Construction Management Pty Limited

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11.3	Do security measures meet both NICHE & client requirements? Report on any issues below.	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			
11.4	Have you reviewed the project completion checklists? Are there any items applicable at present (guarantees, as-builts etc)? Comment below.	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			
11.5	Are the Operation and Maintenance Manuals for the project being compiled? Advise time line of production of these manuals below.	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			
11.6	Have all items identified in previous months checklist been attended to?	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p>			
11.7	Does this report need to go to the BM and/or Directors? Highlight the issues for discussions or consideration	Yes <input type="radio"/>	No <input type="radio"/>
<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>			

## Reviewed and Agreed

Contracts Administrator: ..... Date: .....

Site Manager: ..... Date: .....

Construction Manager: ..... Date: .....

Project Manager: ..... Date: .....



Approved:

A handwritten signature in black ink, appearing to read "Adam D'Angelo", is written over a horizontal line.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Project Review Monthly Report

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## Signed off

Project Director: .....

Date: .....



Approved:

A handwritten signature in black ink, appearing to be "Adam D'Angelo".

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

## SCOPE

This procedure describes the process for formally obtaining and managing feedback from clients, consultants and contractors on completion. Feedback from the Company's project staff is covered in PD 4.7 – Completion Plan.

## PURPOSE

To ensure the Company monitors its performance on projects and proactively seeks feedback from all parties involved in projects, consistent with its policy of continuous improvement.

## DEFINITIONS

Refer CM 4 – Definitions.

## PROCEDURE

### 1 Commencement

1.1 For development planning work the post project review process will commence immediately after concept stage. For construction projects the post project review process will commence immediately after the final report has been sent to the Client or 3 months after practical completion, whichever is most appropriate in the circumstances.

### 2 Post Project and Development Planning Review with Clients

2.1 For all projects the weekly branch minutes will be sent to the Business Development Manager (BDM) and the relevant Project Director (PD) and further to clause 1.1 will note:

- Whether a mail or face-to-face review is appropriate.
- Whether the Directors should sign the covering letter in place of the PD or BDM.
- The contact details of the client.
- If a face-to-face review is agreed, who will conduct it?

2.2 Where a mail review is agreed (typically the case) the PD will personalise and post the cover letter (Attachment 1) and the relevant questionnaire (included as Attachment 2 and 3.)

2.3 Where a face-to-face review is to be carried out this will be done within 6 weeks of dispatch of the final report. At the review both the letter and questionnaire, will be discussed with the Client. The results of the review plus any additional comments will be sent to the relevant BDM and PD.

- 2.4 The BDM will keep a record and follow up any outstanding Review forms.
- 2.5 On receiving completed review forms the DBM will send a copy to the relevant StM and to the Directors. Specific feedback arising from questions on how NICHE can improve performance will be treated by the StM as feedback in accordance with QM3 - Feedback Control and Action.
- 2.5 On receiving completed post project and development planning reviews the StM will update the branch Service Performance Analysis record (QM 5 - Service Performance Analysis).
- 3 Post Project and Development Planning Review with Consultants and Contractors**
- 3.1 At the conclusion of construction projects and development planning work the project's Project Manager (PM), Project Director (PD) or Development Planner (DP) will contact consultants and contractors involved in the project to seek feedback. The questionnaire included as GPM 5.13.1, "Working with NICHE – A Survey", may be used as a guide.
- 3.2 Any feedback received will be treated in accordance with QM 3 - Feedback, Control and Corrective Action.
- 3.3 At least every two years a survey of Consultants and Contractors will be carried out by the BDM to seek feedback on the Company's performance.

### ATTACHMENTS

Attachment 1	Post Project Review Client Letter
Attachment 2	Post Project Review Form
Attachment 3	Development Planning Review

### REFERENCES

QM 3	Feedback, Control and Corrective Actions.
QM 5	Service Performance Analysis
PD 4.7	Completion Plan
GPM 5.13.1	Working With NICHE – A Survey



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MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Project Management Client Review Letter

**PD 5.13**  
ATTACHMENT 1

Issue 1 – 2008

Page 1 of 1

Dear Sir,

<Project Name> - POST PROJECT REVIEW

NICHE would like to thank you for the opportunity to act as <NICHE Role> on the <Project Name> project. We wish to follow up and receive your comments with respect to the project and the NICHE staff you have dealt with throughout the project.

Your comments are essential to us as they allow NICHE to continually improve and remain focuses on our key objective, satisfying client requirements. This post project review procedure is the cornerstone of our quality assurance process and feeds back directly to our system's review and training activities.

Our aim is to ensure our clients receive the best possible result and that the project is executed in the most professional manner. We do not seek a "rose-tinted" view of reality but rather a frank and full assessment of our performance. Please feel free to speak your mind as this is essential for us to effect improvements.

Through performance on past project work NICHE has been able to secure a good forward workload. This has been possible as a result of letters of support or recommendation from satisfied clients. It is satisfying for us to receive such letters especially when we are able to refer these to prospective clients. Should you feel our performance warrants a letter of support or recommendation, this would be welcomed.

I appreciate you taking the time to complete the review form and look forward to receiving your response. A stamped addressed envelope is enclosed for the purpose.

Yours Faithfully  
Niche Construction Management Pty Limited

<Name>  
<Position>



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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Post Project Review Review Form

# PD 5.13

ATTACHMENT 2

Issue 2008

**PROJECT:**

**CLIENT:**

1. Rate the project's performance against your cost expectation (eg. 5 = met your expectation)

grossly exceeded costs       1    2    3    4    5    6    7    8    9    10   well under

2. Rate the project's performance against your timeliness expectations (eg 5 = met your expectation)

well over time       1    2    3    4    5    6    7    8    9    10   well under

3. Rate the project's performance against your quality expectations. (eg. 5 = met your expectation)

well below quality       1    2    3    4    5    6    7    8    9    10   well over

4. Rate the quality of NICHE / Client relations achieved throughout the project.

hostile       1    2    3    4    5    6    7    8    9    10   excellent

5. Rate the overall performance of NICHE on this project.

very poor       1    2    3    4    5    6    7    8    9    10   excellent

6. Rate the personal performance of the NICHE Project Manager on this project.

very poor       1    2    3    4    5    6    7    8    9    10   excellent



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Niche Construction Management Pty Limited

# Post Project Review Review Form

# PD 5.13

ATTACHMENT 2

Issue 2008

7. Rate the professionalism and performance of other NICHE staff in the project team whom you dealt with.

very poor                                    excellent  
1      2      3      4      5      6      7      8      9      10

8. Rate NICHE's performance in understanding your requirements and priorities.

very poor                                    excellent  
1      2      3      4      5      6      7      8      9      10

9. Rate NICHE's performance in providing value engineering improvements for the project.

very poor                                    excellent  
1      2      3      4      5      6      7      8      9      10

10. Rate NICHE's performance with respect to cost control, cash flow management, reporting and invoicing.

very poor                                    excellent  
1      2      3      4      5      6      7      8      9      10

11. Rate NICHE's performance in programming, and the setting and achieving of time milestones.

very poor                                    excellent  
1      2      3      4      5      6      7      8      9      10

12. Rate NICHE's performance in ensuring the design and construction processes provided the level of quality you required.

very poor                                    excellent  
1      2      3      4      5      6      7      8      9      10



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MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Post Project Review Review Form

# PD 5.13

ATTACHMENT 2

Issue 2008

13. Rate your perception of NICHE's management of Consultants and Sub-contractors.

very poor      ○      ○      ○      ○      ○      ○      ○      ○      ○      ○ excellent  
                         1      2      3      4      5      6      7      8      9      10

14. How did you find out about NICHE for this project? (Please tick the appropriate box).

- (a) Referral from a colleague or associate.
- (b) A visit by NICHE staff.
- (c) Previous association.
- (d) Referral from consultant or contractor.
- (e) NICHE's advertising or media coverage.
- (f) Other (please specify) .....

15. Which factors lead to the decision to use NICHE? (Please tick the appropriate box).

- (a) Expectations of cost saving.
- (b) Expectations of completion on time.
- (c) Expectations of a quality result.
- (d) Flexibility in the decision process.
- (e) Quality of NICHE presentations.
- (f) Quality of NICHE managers.
- (g) NICHE's record on previous projects.
- (h) NICHE's commitment to protecting your interests.
- (i) NICHE's open book policy.
- (j) Other (please describe) .....



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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Post Project Review Review Form

# PM 5.13

ATTACHMENT 2

Issue 2 – 2008

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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Post Project Review Review Form

# PD 5.13

ATTACHMENT 2  
Issue 2008

16. What are the disadvantages, actual or potential, of using NICHE on your projects?

.....  
.....  
.....

17. What are the advantages of using NICHE on your projects?

.....  
.....  
.....

18. How could NICHE improve its performance for you?

.....  
.....  
.....

19. Would you engage NICHE again?

Yes

No

20. Are you prepared to recommend NICHE in a letter of support or recommendation, or act as a Referee?

Yes

No

Completed by ..... Date .....

**Thank you for your support and the time spent in completing this valuable exercise.**

**A stamped addressed envelope is enclosed.**



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A handwritten signature in black ink, appearing to read 'Adam D'Angelo'.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

## SCOPE

This procedure covers the identification and obtaining of regulatory approvals necessary for projects.

## OBJECTIVE

To ensure that regulatory approvals necessary to manage the planning, design, construction and implementation of projects are identified and obtained.

## DEFINITIONS

BCA	Building Codes of Australia
Construction Certificate	An approval to commence construction issued by the local Authority or an approved Principal Certifying Authority upon satisfactory conformance of the project design with the conditions of the Development Determination.
Development Application (DA)	Submission made to the relevant local authority that includes drawings, relevant environmental impact statements, traffic management and other reports required by the local authority to assess the suitability of the development and BCA compliance.
Development Determination	A document issued by the local authority that approves or rejects a DA. On approval the determination may place compulsory conditions on to the development as and when it proceeds.
Occupation Certificate	An approval to occupy the development issued by the local authority or a Principle Certifying Authority upon completion of the development and satisfactory conformance with all conditions set in the determination.
Producer Statement	A statement supplied by or on behalf of an applicant for a DA or by or on behalf of a person who has been granted a determination that certain

work will be or has been carried out in accordance with certain technical specifications.

## Section 96 (EPA Act 1979)

An application made to the local authority for alteration to the conditions set in the determination.

## Section 97 (EPA Act 1979)

An appeal made to the Land & Environment Court if the Applicant is dissatisfied with the decision of the local authority's determination.

## Note:

These definitions apply to developments in New South Wales. Each state has similar approval processes but the titles of the various applications, determinations and certificates vary from state to state.

Refer CM 4 - Definitions.

## PROCEDURE

### 1. Identification of Regulatory Approvals

1.1 Prior to completion of the concept report or first project report the Project Manager (PM) will identify the likely regulatory approvals that will be required during the project work.

1.2 Approvals will be sought under the (NSW) Environmental Planning & Assessment Act, 1979

1.3 Other relevant codes, acts etc that may be considered in conjunction with this act are:

- Local City or Regional Acts
- Environmental Planning & Assessment Act 1998
- Local Government Act 1993
- Food Act 1989
- Food (general) Regulations 1997
- Waste minimisation & Management Act 1995
- Local Government (Approvals) Regulation 1993
- Building Code of Australia
- Relevant Australian Standards
- Relevant Strata Title Acts
- State or Authority Policies and regulations covering

- Environmental issues
- Noise
- Traffic issues
- Health & Hygiene Issues
- Local building regulations

A checklist of approvals and consents is attached in attachment 1. This list covers most requirements but it is the PM's responsibility to ensure that any other requirements are covered.

1.3 Concurrent with the approvals in 1.2 above, authority approvals for water, gas, sewer, electricity, telecommunications, stormwater and other utilities should be progressed.

1.4 The authorities that usually need to be contacted for approvals are, but not limited to:

- Local Water Body
- Local Waterways Body
- Energy Australia
- Australia Gas limited
- Telstra
- The Local Council
- The Federal Airports Authority

## 2. Obtaining of Regulatory Approvals

2.1 The PM will give consideration to the engagement of specialist consultants (eg planner, environmental consultant, solicitor) to assist or prepare applications for regulatory approval.

2.2 Regulatory approvals will be applied for in accordance with the appropriate legislation and codes. Where appropriate, discussions should be held with the appropriate approving officers prior to the lodging of the application.

2.3 Applications will be made using standard forms issued by each authority together with an appropriate cover letter/summary document, if further comments are required.

2.4 All PMs will ensure that they are familiar with the procedures and forms used by their local Authorities and Councils to process applications necessary for the development.

2.5 Each state should hold proforma copies of all application forms for the standard approvals and consents required in their area.

### 3. Regulatory Authority Inspections

- 3.1 The PM will ensure that consultants provide producer statements as required by the relevant authority (refer PM 6.2 External Design Control and Verification).
- 3.2 On all building projects where construction certificates have been obtained, the Construction Manager (CM) will liaise with the territorial authority or principle Certifying Authority to ensure Code Compliance inspections are made. The required inspections will be noted in accordance with PM 9.3 Inspection & Testing.
- 3.3 Code Compliance inspections must be pre-arranged and agreed for the various stages of the project concerned to prevent delays.
- 3.4 On completion of the project a final inspection will be held by the CM and all outstanding Code Compliance matters finalised. Once this is complete a final inspection by the authority or Principle Certifying Authority will be arranged so that the Occupation Certificate is obtained. All Code Compliance Certificates will be forwarded to the Client as part of the final report.

### ATTACHMENTS

Attachment 1 Regulatory Approvals Checklist.

### REFERENCES

PD 6.2 External Design Control and Verification.  
PD 9.3 Inspection & Testing.



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MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Regulatory Approval

## Regulatory Approvals Checklist

**PD 5.14**

ATTACHMENT 1

Issue 1 – 2008

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- Development Application Approval
- Construction Certificate
- Building Certification Approval
- Certificate of Occupancy
- Land Use Consent
- Subdivision Consent
- Water Board Approvals
- Discharge Permits (Land, water or air)
- Coastal Permits
- Title Issue
- Zoning
- Permitted Buildings
- Minimum Site Areas
- Plot Ratio
- Set Backs
- Design and Appearance of Buildings
- Landscaping Requirements and Restrictions
- Road Network and Classifications
- Access and Vehicle Crossings
- Parking
- Loading
- Noise
- Glare
- Sites adjoining Residential or Recreational Areas
- Preservation of Buildings of Historic and Architectural Interest
- Tree Protection
- Signs and Advertising
- National Parks & Wildlife Reserves
- Recreation Zones and Reserves
- FAC Guidelines & Airport Safety Zoning Provisions
- Railway Level Crossings and View Lines
- Power Transmission Corridors
- Broadcasting Transmission Corridors
- LPG Storage and Distribution
- Council Stormwater Regulations
- Water Board Sanitary Sewer Regulations
- Water Board Trades Wastes Regulations (Solids or Liquids)
- Water Board Water Supply Regulations
- Road Closures



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Niche Construction Management Pty Limited

# Regulatory Approval

## Regulatory Approvals Checklist

**PD 5.14**

ATTACHMENT 1

Issue 1 – 2008

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- Dangerous Goods Acts, Orders & Regulations
- Toxic Substances Acts, Orders & Regulations
- Fencing of Swimming Pools
- State Fire Service Regulations
- State & Federal Transport Regulations
- State & Council Health Regulations
- State & Federal Conservation Regulations
- State & Federal Labour Regulations
- State Liquor Licensing Board Regulations
- State & Federal Agricultural and Fisheries Regulations
- State & Federal Electrical Codes of Practice



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## SCOPE

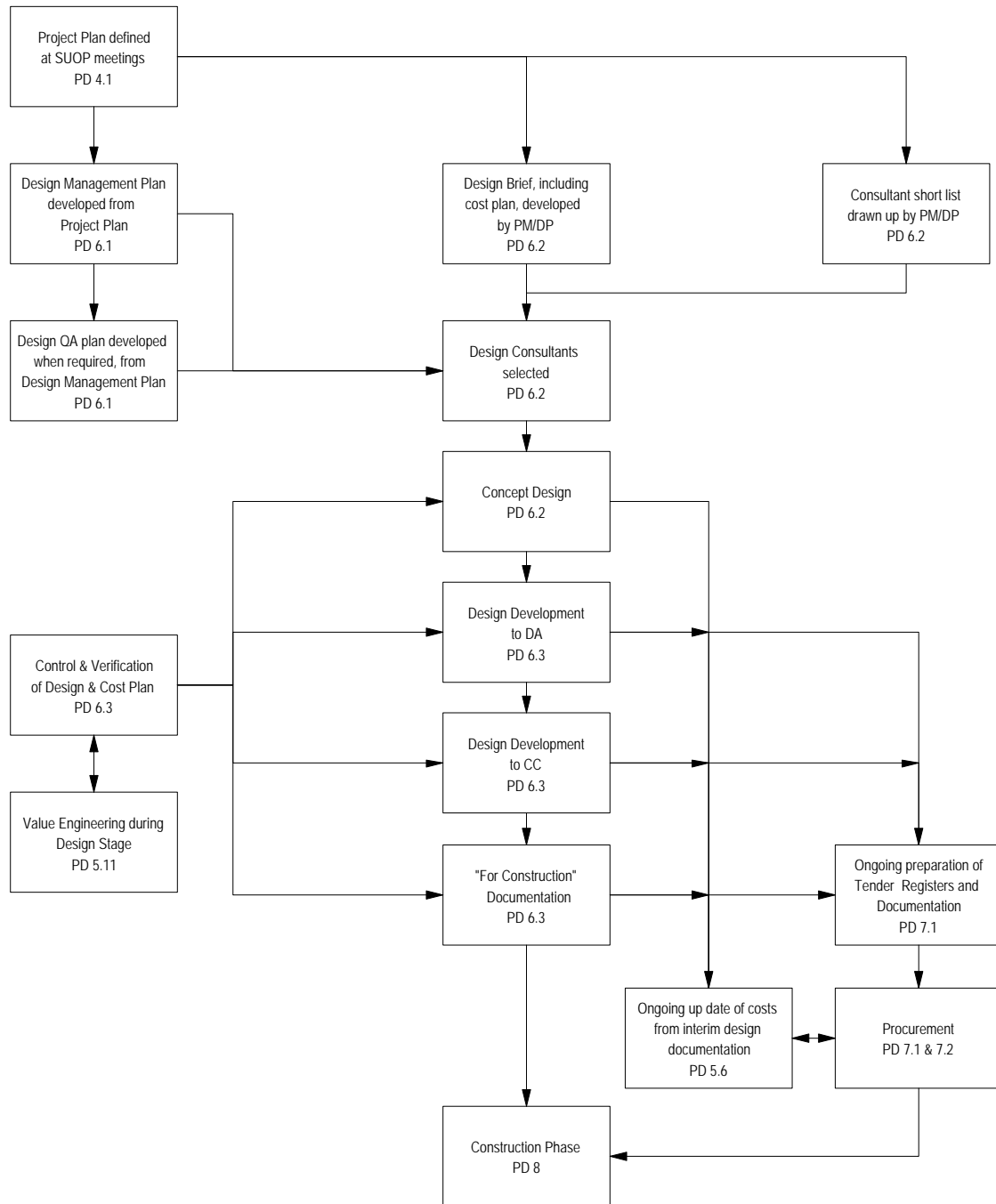
This section covers procedures controlling development planning and design management. It covers the requirements for management of design from the issue of the Project Plan to handover of the project, including the requirements to monitor and verify both the design and the cost plan related to the design.

## OBJECTIVES

- To ensure that a clear design brief, including project cost plan, is issued to selected consultants.
- To ensure that the Company engages and utilises external consultants in the most effective and efficient manner.
- To ensure that the delivery of the design is managed in a planned manner integrated to the procurement and construction requirements
- To ensure that all designs are properly verified.

## CONTENTS

PD 6.1	Design Management Plan
PD 6.2	Consultant Selection and Engagement
PD 6.3	External Design Control and Verification



### SCOPE

This procedure covers the development of the Design Brief which comprises the Design Management Plan and, where necessary, the Design Quality Assurance Plan.

### OBJECTIVES

To ensure that management of the design and/or development is planned and documented such that it may be managed in a professional, integrated process meeting both Client and project needs.

### DEFINITIONS

<b>Design Management Plan</b>	A plan outlining the design requirements, the timeframes and deadlines, quality and finish requirements, and the target cost plan to be achieved by the design. Abbreviated to <b>DMP</b> in these procedures.
<b>Design Quality Assurance Plan</b>	A plan outlining the quality assurance requirements of the design, review and verification points and timeframes. Abbreviated to <b>DQA</b> in these procedures and, on smaller projects, integrated as part of the <b>DMP</b> .

Refer CM4 – Definitions.

### PROCEDURE

- 1 **The Design Brief**
  - 1.1 The design brief will be the basis of the design & engineering consultants work on the project and define the necessary outputs to meet the clients requirements.
  - 1.2 The design brief will be produced by the project manager and will comprise of the DMP and, where necessary the DQA.
  
- 2 **Design Management Plan**



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- 2.1 From the Project Plan (PD 4.1) the Project Manager (PM)) will produce a Design Management Plan for the project. The Plan will generally cover:
- Project design outputs
  - Design time frame
  - Approval requirements
  - Hold and Verification requirements
  - Procurement requirements and long lead items
  - Documentation requirements
  - Target Cost Plan for finished design
  - Value Engineering requirements
- 2.2 The Target Cost Plan shall be the within the requirements of the budgets and savings identified in the Project Plan.
- 2.3 The PM will produce a design programme to meet the requirements of the design plan and ensure that it is incorporated into the overall project programme (PD 5.9 – Programmes)
- 3 Design Quality Assurance Plan**
- 3.1 The PM will develop the DQA from the Project Plan and the DMP.
- 3.2 The DQA will generally detail:
- The design verification requirements and time frames
  - Design hold points for approval
  - Standards for design and documentation
- 3.3 On smaller projects (generally <\$5M), or when approved by the Project Director (PD), the DQA may be integrated into the DMP.
- 4 Control**
- 4.1 The DPM and DQA will be used as a primary tool for controlling the design phase of the project (PD 6.3 – External Design Control & Verification)

## ATTACHMENTS

Nil



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Niche Construction Management Pty Limited

## REFERENCES

PD 4.1	Project Plan
PD 5.9	Programming (Project Management)
PD 6.3	External Design Control & Verification

## SCOPE

This procedure covers the selection and engagement of consultants.

## OBJECTIVES

To ensure that the selection and engagement of consultants is carried out in a systematic and professional manner and that the most appropriate consultants for each project are engaged.

## DEFINITIONS

Refer CM4 – Definitions.

## PROCEDURE

### 1. Consultant Selection

- 1.1 Each state office will keep a current database of consultants.
- 1.2 New consultants may be added to the database by Project Managers (PM) at any time by completion of Attachment 1, Consultant Registration Form.
- 1.3 The PM will identify the need for consultants on a particular project based on the requirements identified by the project Plan (PD 4.1) and the Design Management Plan (PD 6.1).
- 1.4 The PM will identify consultant(s) preferred by the Client, enter these on the database where appropriate, and select the most appropriate consultants to be placed on a shortlist for consideration.
- 1.5 The PM will invite the short listed consultants (from one to four) in each discipline to submit a proposal for the provision of consultancy services. The letter of invitation should describe:
  - Outline description of project
  - NICHE's role in the project
  - The Design Brief excluding the cost plan
  - Other consultants disciplines involved
  - Conditions of engagement to be used – NICHE long or short form – see 2.2 below

- Extent of service required (refer NICHE Scope of Services Checklists, copy in GPM 6.1.3)
- Outline programme for supply for consultant deliverables
- Details required on consultant's previous experience, nominated personnel and client references
- Other information to be submitted by consultant (refer Clauses 1.6 and 1.7)

1.6 Once consultant proposals have been received, the PM will assess the proposals against the following criteria.

- Relevant project experience
- Resources
- Skills and ability of nominated personnel (both design and checking personnel)
- Ability to meet project programme
- Fee
- Professional indemnity cover
- Compatibility with NICHE and other consultants on project team
- Methodology (where appropriate)
- Internal quality control procedures
- References (Proforma questionnaire for reference checks is available – refer GPM 6.1.4)

(The weighting of each criteria will vary according to the demands of each project).

1.7 For some projects a more detailed evaluation maybe required and PM has the option to use Weighted Attribute Evaluation formats (Refer GPM 6.1.5).

## 2.0 Consultant Engagement

2.1 The PM will confirm his/her recommendation for selected consultants with the Project Director (PD) and then forward a recommendation to the Client and obtain Client approval. The PM will ensure that NICHE has written authority from the Client before engaging consultants (PD 5.3).

2.2 The PM will decide which NICHE form of Consultant's Engagement to use by reference to the value of the fees and the complexity of the design. Generally, the short form will be used when fees are less that \$20,000. (see Guidelines GPM6.1.1 – 6)

2.3 In some instances where a consultant may be engaged for a single element of design (such as simple calculations, basic detailing or sketches) with a fee of less than \$1,000 then a simple letter of engagement may be used which includes:

- Engaged by NICHE acting as Agent for the client



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Niche Construction Management Pty Limited

- Agreed financial terms
- Agreed timing of services submission
- Precise requirements of the consultant including attendance at meetings, numbers of drawings to be provided, etc
- Names and contact details of other selected consultants if appropriate
- Contact details for NICHE PM

2.4 The PM will advise unsuccessful consultants by letter.

### 3 Design & Construction Projects

3.1 The PM will consult with the appointed consultants to review and confirm the design brief.

3.2 The cost plan for the design will be included in the design brief for discussions with the appointed consultants

3.3 A concept design will be produced from the final design briefs and the DP/PM will prepare a report, including the revised cost plan, for the client on the concept design.

3.4 Client approval of the conceptual design is required before proceeding with the detailed design.

### 4 Design Development & Construction Projects

4.1 Where the project is a design Development & Construction (DD&C) project there is no requirement to gain approval of the conceptual design prior to commencing detail design.

### ATTACHMENTS

Attachment 1 Consultant Registration Form

### REFERENCES

PD 4.1 Project Plan  
PD 6.1 Design Management Planning  
GPM 6.1.1 – 6 Guidelines on consultant engagement



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Adam D'Angelo  
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Niche Construction Management Pty Limited

# Design & Development Management Consultant Registration Form

# PD 6.2

ATTACHMENT 1

Issue 1 – 2008

- 
1. Company name: \_\_\_\_\_
  2. Contact name: \_\_\_\_\_
  3. Postal Address: \_\_\_\_\_
  4. Street Address: \_\_\_\_\_
  5. Phone: \_\_\_\_\_
  6. Fax: \_\_\_\_\_
  7. Region: \_\_\_\_\_
  8. Size: \_\_\_\_\_  
(small (<3 people), medium (4-15 people), large (>15 people))
  9. Specialisation

1.
2.
3.
4.
5.
6.

Completed by: ..... Date: .....

Approved by: ..... Date: .....

**Project Director**  
**Business Development Manager**

Entered on Database



Approved:

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

## SCOPE

This procedure outlines the process of managing design and consultants, throughout the project and of verifying their output. The procedure covers both the management of consultants during the Development Planning stage and Design stage.

## OBJECTIVES

To ensure that design and consultancy services provided by external consultants are appropriately managed to meet stated requirements, including:

- Ensuring that work is carried out as planned, including execution of design reviews.
- Ensuring that solutions chosen for recommendation to the Client are the most appropriate for their needs.
- Establishing a regular cycle of monitoring progress against programme and identifying and reporting deviations.
- Ensuring that key areas and problems are identified and addressed as early as possible.
- Ensuring that the relevant statutory Design Approvals (DA's) and Construction Certificates (CC's) are obtained in a timely manner.

## DEFINITIONS

<b>Consultant</b>	A person (or organisation) who provides a professional service to NICHE which affects the quality of the service to a Client, and in doing so makes independent judgements and recommendations and is subject to professional liability in the provision of the service.
<b>Design Checking</b>	A precise verification activity carried out by a named individual applied to features with clear acceptance criteria, eg. dimensions, calculations.
<b>Design Evaluation</b>	A comprehensive and systematic examination of a design to evaluate the design requirements and the capability of the design to meet these requirements and to identify problems and propose solutions.
<b>Design Review</b>	A formal report, issued and discussed, to review the design against the Project and Design Management Plans

## PROCEDURE

### 1. Briefing Consultants

- 1.1 Following engagement of consultants the Project Manager (PM) in conjunction with the Client, consultant(s) and Construction Manager (CM), as appropriate, will finalise the design brief. (PD 6.2 Clause 3) If it is advantageous to the project to hold a combined consultants meeting at this time to ensure that the brief development process is successfully co-ordinated then the PM will organise and chair the meeting.
- 1.2 The completed Project Briefs will be completed by the PM, confirmed with the Client and issued to the Consultants. The Briefs will include:
- The description of the project
  - The extent of service and design deliverables to be supplied by the consultant
  - A list of relevant standards specified by the Client or Client's contract
  - The Cost Plan for the design
  - A review of the inter-relations required with other consultants
  - Design programme
  - Identification of hold points and design reviews
  - Responsibilities for acquiring Design Approval (DA), Construction Certificates (CC) and Occupation Certificates.
  - The quality assurance and verification requirements or the DQA
- 1.3 The PM will require consultants to provide a plan of how quality assurance will be carried out on their work package. Such plans will identify when design checking is to be carried out, how, and by whom as well as any design evaluation reviews.
- 1.4 The PM will obtain evidence of any professional indemnity insurance requirements stated in the contract.
- 1.5 In DD&C projects the design brief will be developed using the Client's Concept Designs.

### 2. Design Control

- 2.1 The PM will hold design meetings, as required by the Project Plan and Design Management Plan, to co-ordinate and monitor the progress of the design. At the meetings the PM will ensure that consultants are liaising with each other as appropriate and that all consultants are using current documentation.
- 2.2 Minutes of design meetings will be recorded and issued to relevant consultants.

- 2.3 The PM will ensure that records are kept of instructions/communications to consultants during the project. (PD 11.1 – Project Document Control)
- 2.4 The PM will ensure that appropriate value engineering reviews are carried out in accordance with PD 5.11 Value Engineering.
- 2.5 Variations to consultants' agreed scope of works will be treated in accordance with PD 5.7 - Variations.
- 2.6 The PM will formally report progress to the Client in accordance with PD 5.5 - Reports.
- 2.7 Non-conformances in design output will be treated in accordance with QM 4 – Feedback & Corrective Actions or as required by the DQA.
- 2.8 The PM will finalise the timing, order and make up of contractor/supplier tender packages with the CM and consultants at the earliest opportunity. Programme milestones will be agreed with the consultant and enforced by the PM (refer PD 5.9 - Programming). The PM will review tender documentation against Attachment 1, Technical Documentation checklist, and the brief to determine compliance with contracted requirements.
- 2.9 The PM will obtain documented evidence of agreed design checks and design evaluations from the consultant.

### 3 Statutory Approvals

- 3.1 Unless the statutory approvals process has been excluded from NICHE's Scope of Work the PM will coordinate the DA, CC and Occupation approvals process through the consultants.

### 4. Construction Stage Services (where commissioned)

- 4.1 If contractors require additional information during tendering or construction the PM will ensure that this is available by the consultants and the documentation is updated where necessary. The PM will issue relevant site meeting minutes to appropriate consultants. Variations will be handled in accordance with PD 5.7 - Variations.
- 4.2 The PM will ensure that the consultants' supervision obligations are documented in accordance with PD 8.5 - Inspection and Testing. The required evidence of specific inspections will be agreed and obtained.

- 4.3 The PM will monitor the performance of consultants against the agreed inspection requirements.
- 4.4 The PM will ensure that as-built drawings and operating manuals are completed and Producer Statements provided (PD 5.10 Regulatory Approvals), where included as a condition of the consultant's engagement.
- 5 Administration**
- 5.1 Consultants will be paid as agreed at the time of engagement. Where payment is for performance against milestones the PM will check against actual work produced.
- 6. Conclusion**
- 6.1 The PM or Project Director (PD) will obtain feedback from the consultant on the project and NICHE's performance in accordance with PD 5.13 - Post Project Review.
- 6.2 On conclusion of the contract with the consultant, the PM will review the performance of the consultant and update the consultants' database by completing Attachment 2, Consultant Performance Review, and passing this to the PD. Where a consultant is not recommended for future work with NICHE an explanation of the reason will be provided. A copy of the review will be kept on the project file.

## ATTACHMENTS

- Attachment 1 Technical Documentation Checklist.  
Attachment 2 Consultant Performance Review.

## REFERENCES

- QM4 Feedback & Corrective Action  
PD 5.5 Reports  
PD 5.7 Variations  
PD 5.9 Programming  
PD 5.10 Regulatory Approvals  
PD 5.11 Value Engineering  
PD 5.13 Post Project Review  
PD 8.5 Inspection & Testing  
PD 11.1 Project Document Control



Approved:

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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# External design Control & Verification Technical Documentation Checklist

**PD 6.3**  
ATTACHMENT 1

Issue 1 – 2008

Page 1 of 1

PROJECT: \_\_\_\_\_

PROJECT NO.: \_\_\_\_\_

Reviewed (by PM)

- |   |                          |
|---|--------------------------|
| 1. Title Sheet (and index?)                               | <input type="checkbox"/> |
| 2. Site/Location plan                                     | <input type="checkbox"/> |
| 3. Building set out plan                                  | <input type="checkbox"/> |
| 4. Demolition plan  | <input type="checkbox"/> |
| 5. Floor plans (architectural)                            | <input type="checkbox"/> |
| 6. Elevations   | <input type="checkbox"/> |
| 7. Sections   | <input type="checkbox"/> |
| 8. Construction/Structural details                        | <input type="checkbox"/> |
| • Floor   | <input type="checkbox"/> |
| • Walls   | <input type="checkbox"/> |
| • Doors and Windows                                       | <input type="checkbox"/> |
| • Ceiling   | <input type="checkbox"/> |
| • Roof  | <input type="checkbox"/> |
| • Stairs  | <input type="checkbox"/> |
| • Other   | <input type="checkbox"/> |
| 10. Plumbing and Drainage                                 | <input type="checkbox"/> |
| 11. Electrical plan (power, phones, data, heating, mains) | <input type="checkbox"/> |
| 12. Lighting plan   | <input type="checkbox"/> |
| 13. Landscape plan  | <input type="checkbox"/> |
| 14. Roof plan   | <input type="checkbox"/> |



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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# External design Control & Verification Technical Documentation Checklist

**PD 6.3**  
ATTACHMENT 1

Issue 1 – 2008

Page 2 of 2

- 15. Joinery details
- 16. Mechanical plan
- 17. Floor finishes plan
- 18. Internal elevations
- 19. Furniture plan and schedule
- 20. Existing underground/aerial services
- 21. Fire protection
- 22. Wall finishes
- 23. Specifications

### Other Items

- 1. Revisions kept up to date on drawings and drawing register
- 2. All consultants' drawings cross referenced
- 3. Other specialist documentation
- 4. Shop drawings

ACTION: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signed .....  
(Project Manager)

Date: .....



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A handwritten signature in black ink, appearing to read 'Adam D'Angelo'.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited



## SCOPE

This section covers procedures controlling procurement of all goods and services for a project, including the selection of contractor and supply tenderers, the preparation of tenders and contract acceptance.

## OBJECTIVES

To ensure the Company controls all procurement and receives competitive tenders consistent with the Clients' objectives & that contractors are engaged in a professional and fair manner with the result that contractors are advocates of the Company's systems.

## CONTENTS

PD 7.1	Tendering and Selection of Tenderers
PD 7.2	Contract Acceptance/Decline
PD 7.3	Purchase Orders
PD 7.4	Capital Plant
PD 7.5	Disposals

**SCOPE**

This procedure details the process of short listing contractors/suppliers for tender submission, preparation of all necessary tender documentation and the calling of tenders.

**OBJECTIVES**

To ensure all materials and construction services are procured in the most efficient and effective manner and meet Client requirements.

**DEFINITIONS**

**Tender** A price submission by a supplier of goods or services in response to an offer to submit tenders in competition with other providers.

Refer CM 4 - Definitions.

**PROCEDURE**

**1. Procurement Planning**

- 1.1 The PM & CM will use the Tender Register & Schedule developed in the planning phase of the project (PD 4.6) to manage the timely letting of tenders.
- 1.2 The PM and CM will agree the nature of each tenders and the level of documentation appropriate. Changes will be noted in the Register & Schedule
- 1.3 All trade packages will be tender unless instructed otherwise by the Client. Items under \$5,000 may be procured using purchase orders following the procedure in PD 7.3.
- 1.4 All tenders will be let in accordance with the Flowchart “Tendering Process”, attachment 1 to this procedure



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MANAGING DIRECTOR  
Niche Construction Management Pty Limited

- 1.5 The PM is responsible that all tendering is carried out in an ethical and professional manner at a level that will always meet Government probity requirements.
- 1.6 The PM and CM will give careful consideration to the following issues prior to preparing tender or quotation documentation:
- Time
    - Is there adequate time for tender submission?
    - Is there adequate time for contract completion?
  - Liquidated Damages
    - Are they required?
    - Calculate and document a fair assessment of the value of liquidated damages to be applied.
  - Contingency/Provisional Sum allowance - adequacy/appropriate?
  - Performance Bonds and Insurance - required?
  - Maintenance Period - duration?
  - Formal co-ordination meetings on site - specify.
  - Guarantees/warranties - required?
  - Operations manuals/as built documents - required?
- 1.7 A tenderers list will be compiled for each tender package and, unless otherwise instructed in the contract, be approved by the Client. Tenderers will be selected for the list either from the NICHE tenderers database, through advertising or by Client nomination. (See section 3 below).

**2. Formal Tender Preparation**

- 2.1 The CM will ensure that tender documents are complete and unambiguous.
- 2.2 Invitation to tender packages should contain the following documentation:
- Tender letter in the format shown in Attachment 2 of this procedure



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MANAGING DIRECTOR  
Niche Construction Management Pty Limited

- Conditions of Contract held in the NICHE Standard Document folder
  - Special Conditions of Contract - Annexure “A” to the Conditions of Contract as per the NICHE Standard Document folder
  - Scope and Specifications – Annexure “B” in the format as per the NICHE Standard Documents
  - Site Management Plan – Annexure “C” in the format as per the NICHE Standard Documents
  - Industrial relations Plan – Annexure “D” in the format as per the NICHE Standard Documents
  - Drawing schedule and drawings
- 2.3 The PM & CM will ensure that the contract conditions shall meet the requirements of the head contract. If conditions are to be used that are not held in the NICHE Standard Documents folder then the PD is to sign off on the conditions.
- 2.4 All tender documents will be checked by either the PM or CM, whoever did not prepare the document.
- 2.5 Each tender package will be approved by the Client before issue to tenderers unless this requirement is waived, in writing, by the Client.

### **3. Selection of Contractors and Suppliers**

- 3.1 At present there are very few contractors and suppliers with ISO 9000 Series quality systems in place. Consequently it may not be in the Client’s interest to require certification to an ISO 9000 standard as a pre-requisite for tenderers. In general NICHE will not establish such a pre-requisite unless specifically required to by the Client.
- 3.2 The PM & CM will compile a list of potential contractors for each tender package as required by Clause 1.7 above. Where appropriate the PM may ask Consultants to make recommendations to add to the tender list.
- 3.3 Contractors and suppliers not currently registered on the NICHE State Office database must be registered using the form, Attachment 3 of this procedure. The PD is to ensure, in consultation with the Functional Manager, Project Delivery, that each new contractor or supplier will meet both the project and NICHE’s standards.

# Procurement

## Tendering & Selection of Tenderers

# PD 7.1

Issue 1 – 2008

Page 4 of 4

- 3.4 The contractors/suppliers under consideration for a particular project must have relevant project experience. Where necessary contractors/suppliers should be requested to provide documentation about their firm and track record. Where necessary the CM will check references provided. Where a nominated contractor is working on an existing NICHE project, the CM will check the contractor's performance with the relevant CM.
- 3.5 Potential contractors and suppliers must be selected to compete on equal terms.
- 3.6 The CM is responsible for formally inviting companies on the approved tender list to tender and must keep a list of the firms invited. The CM will ensure that sufficient tenderers are invited to achieve the required number of complying tenders (usually 5).
- 3.7 The contractor database will be updated at the end of the project following a review of the Contractor/Suppliers performance - refer PM 9.2, Contractor Management.

### ATTACHMENTS

Attachment 1	Flowchart "Tendering Process"
Attachment 2	Sample of NICHE Tender letter
Attachment 3	Supplier/Contractor Registration Form

### REFERENCES

PD 4.6	Procurement Plan
PD 7.3	Purchase Orders
PD Function (Standard Documents)	Tender Documents

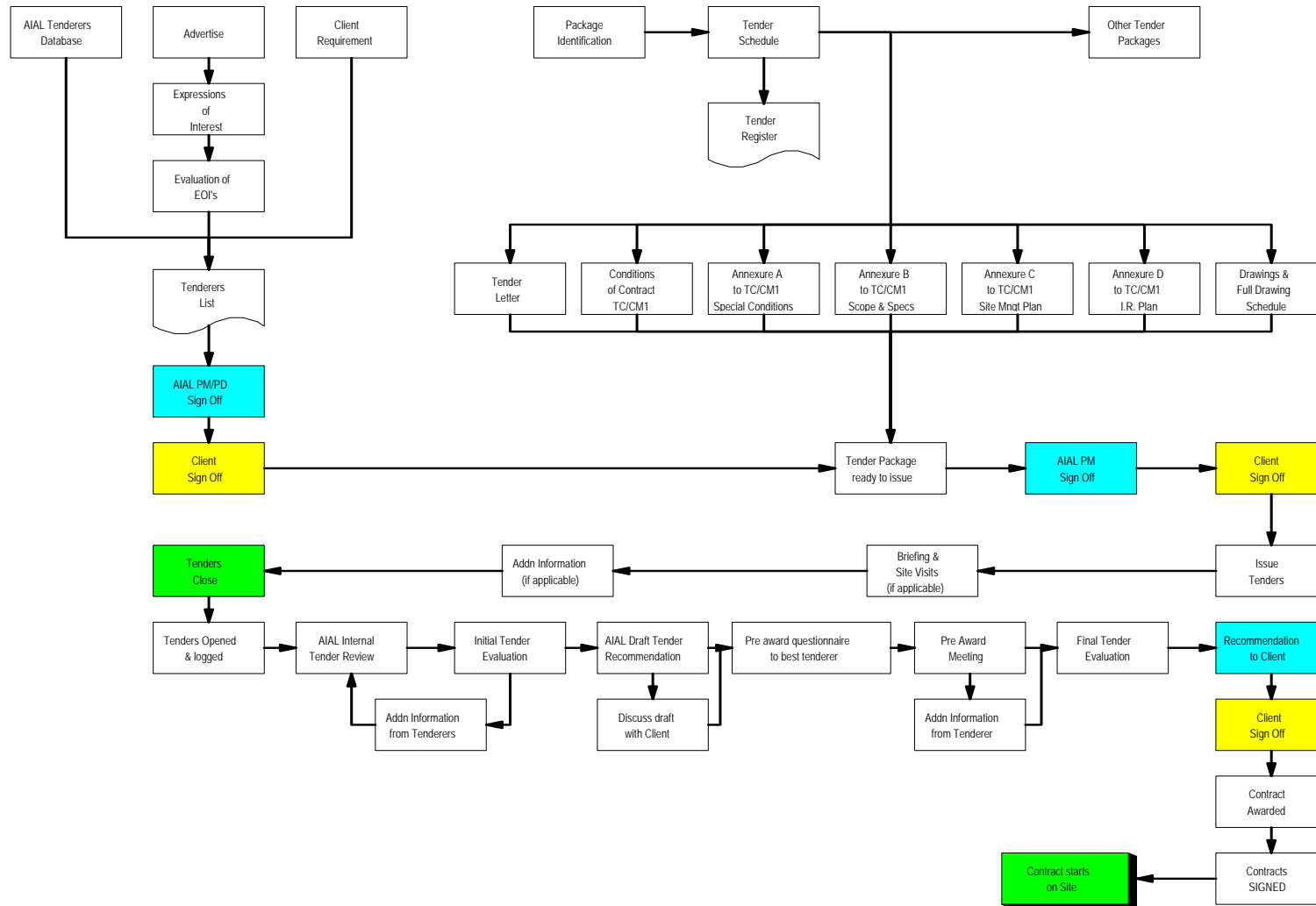


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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Procurement Tendering Process



# Procurement Supplier/Contractor Registration Form

**PD 7.1**  
ATTACHMENT 2  
Issue 1 – 2008

- 
1. Company name: \_\_\_\_\_
  2. Contract name: \_\_\_\_\_
  3. Postal Address: \_\_\_\_\_
  4. Street Address \_\_\_\_\_
  5. Phone: \_\_\_\_\_
  6. Fax: \_\_\_\_\_
  7. Mobile Phone: \_\_\_\_\_
  8. Region: \_\_\_\_\_
  9. Size: \_\_\_\_\_  
(small (<6 people), medium (6-20 people), large (>20 people))

10. Specialist Trades:

1.
2.
3.
4.
5.
6.
7.
8.
9.

Completed by: ..... Date: .....

Approved by: ..... Date: .....  
**Project Director**



Approved:



Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

Dear Sir

< Project Title - Package Title >

Niche Construction Management Pty Limited, acting as Agent for < Client Name > has pleasure in inviting your tender for the < Package Title > work on the above mentioned project.

**1. Contract Documents**

Works is to be undertaken in accordance with the attached documentation and in strict accordance with the relevant Australian Standards and Regional and Territorial Authority Regulations.

The Tender Documents comprise:

- 1.1 <The relevant Trade Contract document>
- 1.2 Annexure A to the Trade Contract - NICHE Construction Management Pty Limited Special Conditions of Contract
- 1.3 Tender drawings as listed below:

Drawing Numbers	Drawing Name	Revision No.	Consultant

- 1.4 Scope of Works & Specifications as below:  
Annexure B – Scope of Works & Specifications  
Annexure C – Site Management Plan  
Annexure D – Industrial Relations

- 1.5 <Any other relevant documentation>

All the above mentioned documents and this letter constitute the tender documents. **Any errors or ambiguities found within the documents during the tender period shall be referred to the Niche Construction Management Pty Limited Project Manager for clarification prior to submitting your price.**



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A handwritten signature in black ink, appearing to read "Adam D'Angelo", is written over a horizontal line.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

Please ensure you have received and understood all the above documents prior to submitting your tender. You have been provided with copies of a selected number of drawings and specifications related to your contract works. These shall be read in conjunction with all other trade specifications and drawings, copies of which are available for viewing at Niche Construction Management Pty Limited office located at <address>

**2. Scope of Work & Specifications – As defined in Annexure B**

The Scope of Work and Specifications, with any exclusions, are defined in Annexure B.

The Contractor shall, prior to submitting their tender, fully inform himself of the nature of the work by personal examination of the site, the drawings provided and the specifications. Any unforeseen difficulties, for which provision is not made in the tender, will in no way relieve the Contractor from the full execution of the Contract.

The Contractor acknowledges that he has visited the site and fully informed himself of the nature of the works, access, materials handling requirements, protection of adjacent areas, existing installations, services, fitments and fittings, and has included for all items and equipment necessary and required to carry out his works as described in the documents.

**3 Evaluation**

In evaluating tenders, NICHE will take into consideration, but not be limited to, the following:-

- 3.1 conformity with tender documents;
- 3.2 value for money;
- 3.3 environmental management capability and approach;
- 3.4 technical and general approach to the work;
- 3.5 price compared with estimated cost;
- 3.6 management, physical resource and financial resource proposals;
- 3.7 current commitments;
- 3.8 industrial relations and occupational health and safety record and approach;
- 3.9 quantity, quality, availability and source of items and systems offered;
- 3.10 and all the information provided with the tender.



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MANAGING DIRECTOR  
Niche Construction Management Pty Limited

The lowest or any tender may not be accepted.

**4. Programme**

This project has a critical time frame. A construction programme for the work will be available on contract acceptance however key dates have been enclosed for your information. It is essential that all parties comply with the target dates in order to complete the specific areas on schedule. The following programme dates are to be achieved on this project:

Tenders Close:	<date>
Tender Acceptance	<date>
Commence Works	<date>
Complete Contract Works	<date>

Tenderers are to confirm in writing at the time of tendering that they can perform in accordance with the construction programme.

The Contractor will be required to complete all parts of his work which affect the progress of other Contractors at such time as to allow all such Contractors to complete their works by the due date for the handing over of the building.

Upon the awarding of the Contract, the Contractor shall place orders for all major items of plant and critical long lead items. The Project Manager shall be advised in writing of any actual or potential problems of delivery of items as well as confirmation of orders being placed.

**5. Site Safety**

Consideration shall be given to the safety of all persons on site while carrying out work connected with this contract. NICHE Construction Management Pty Limited considers site safety to employees as paramount on this construction project and will issue a site safety plan to the successful tenderer. Compliance with NICHE's Site Safety Plan is mandatory.

**6. Site**

The site location is: < Location >

**7. Project Resources**



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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

Tenderers will be required to demonstrate that they have the necessary resources available to complete the work to programme.

**8. Alternatives**

The tenderer is encouraged to identify, and indicate with the tender submission, options to the proposed work which will reduce the cost of the works. Discussions can be held after tender closing to discuss these options in detail.

Any tenderer offering alternatives must also submit a price for the contract works as designed and specified.

**9. Co-ordination**

The contractor will be required to co-ordinate with other contractors as necessary to complete the works and make himself available to carry out work as the programme requires.

**10. Insurances**

Insurances shall be taken out by the contractor in accordance with the requirements of the General Conditions of Contract and Special Conditions of Contract and for values as noted in the Specific Conditions of Contract. The Conditions of Contract require evidence of compliance.

**11. Tender Requirements**

If you are unsuccessful or unable to price the work, please return the documents to NICHE.

**12. Instructions**

Under the contract, <the Client> is represented by their agents, Niche Construction Management Pty Limited, who shall issue all instructions to the contractor. No instructions shall be accepted from other parties.

**13. Tender Enquiries**



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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

If you have any queries regarding the tender, please contact <Project Manager>, (phone) <Office Phone No.> (mobile) <Mobile No.>

**15. Tenders Closing**

Tenders close on           < Date >  
  < Time >

at the offices of Niche Construction Management Pty Limited and shall be written and addressed to:

<Client> c/o Niche Construction Management Pty Limited

< Stat Office Address >

Faxed tenders will be accepted to fax No. < Fax No. >, and shall be confirmed by mail.

Yours faithfully  
**Niche Construction Management Pty Limited**  
For & on behalf of <Client>

< Name >  
**Project Manager**



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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

**SCOPE**

This procedure describes the process of accepting or declining a contractor's or supplier's tender.

**OBJECTIVES**

To ensure contract evaluation and acceptances are carried out ethically, professionally, effectively and efficiently.

**DEFINITIONS**

**Tender** A price submission by a supplier of goods or services in response to an offer to submit tenders in competition with other providers.

Refer CM 4 - Definitions

**PROCEDURES**

1. All tenders will be evaluated and let in the manner laid down in the flowchart "Tendering Process", PD 7.1 Attachment 1.
2. All tenders will be opened by the PM or CM and the tender details logged in the project files.
3. The Project Manager (PM) and/or Construction Manager (CM) will evaluate tenders as to price, compliance with tender documents and their relationship to the budget. Where necessary the PM or CM will clarify issues raised with individual tenderers.
4. The evaluation of Tenders will be recorded on the Tender Analysis sheet, Attachment 1 of this procedure.
5. Only complying tenders will be considered.
6. Evaluation of exclusions and conditions will be carried out to provide an equal comparison of tenders. Any conditions and requirements differing from those



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MANAGING DIRECTOR  
Niche Construction Management Pty Limited

in the tender documents will be resolved, costed and recorded on the Tender Analysis.

7. A draft of the Tender Recommendation & Approval Request, Attachment 2 of this procedure, will be produced and reviewed with the Client. A preferred tenderer will be nominated at this point.
8. A copy of the Pre-Award Interview and Assessment Form (PIAF), Attachment 3 to this procedure, will be passed to the preferred tenderer for completion of necessary tenderer information.
9. A pre-award meeting will then be held with the preferred tenderer with the PIAF as the meeting agenda.
10. If the pre-award meeting is positive then the Tender Recommendation and Approval is signed and forwarded to the Client for approval.
11. On receipt of the Client's formal approval the successful tenderer will be notified promptly to allow the longest possible lead time prior to establishment on site. A letter of acceptance, Attachment 4 to this procedure (standard letter of tender acceptance), will be sent following early verbal or facsimile acceptance.
12. The PM or CM will prepare contract documents for signing by the parties and ensure that both parties sign the Contracts, with copies are filed in the project files, **before any work is commenced by the Contractor.**
13. The CM will notify all unsuccessful tenderers by letter, Attachment 5 of this procedure. The letter will state the name of the successful company. Where appropriate the CM will ensure tender documents are returned.
14. Where the Client insists upon a particular contractor or supplier against NICHE's advice the PM or CM will advise the Client of the consequence of the appointment and will record such advice.
15. Where NICHE is acting on its own behalf then all functions required of the Client shall be carried out by the PD or other Manager with appropriate level of delegation (CM 5.2)

# Procurement

## Contract Acceptance/Decline

# PD 7.2

Issue 1 – 2008

Page 3 of 3

### ATTACHMENTS

Attachment 1	Tender Analysis Sheet
Attachment 2	Tender recommendation & Approval Request
Attachment 3	Pre-Award Interview and Assessment Form
Attachment 4	Letter of tender acceptance (Sample)
Attachment 5	Letter of tender decline (Sample)

### REFERENCES

CM 5.2	Delegations
PD 7.1	Tendering and Selection of Tenderers



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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

<b>Pre-Award Interview and Assessment Form</b>	
Project:	Project No.

**Note:** Where a question is not applicable, place N/A in place provided for answer

TRADE / ITEM: \_\_\_\_\_ TP No: \_\_\_\_\_

SCOPE (Brief Description): \_\_\_\_\_  
\_\_\_\_\_

COMPANY NAME: \_\_\_\_\_ ACN/ABN No.: \_\_\_\_\_

ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

POSTAL ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

TELEPHONE: \_\_\_\_\_ FACSIMILE: \_\_\_\_\_

CONTACT: \_\_\_\_\_ POSITION: \_\_\_\_\_

CONTACT: \_\_\_\_\_ POSITION: \_\_\_\_\_

INTERVIEW DATE: \_\_\_\_\_

PREPARED: BY: \_\_\_\_\_ (name) \_\_\_\_\_ (signed)

PREPARED: BY: \_\_\_\_\_ (name) \_\_\_\_\_ (signed)

OTHERS PRESENT: \_\_\_\_\_  
\_\_\_\_\_

**CONTRACTOR / SUPPLIER ACKNOWLEDGMENT:**

It is acknowledged that this is a true record of interview.

BY: \_\_\_\_\_ (name) \_\_\_\_\_ (signed) DATE: \_\_\_\_\_

SUMMARY: (office use only)

\*Contractor/Supplier – Con/Sup



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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited



2. PAST CO-OPERATION WITH NICHE	Y/N	DETAILS
Does the company regularly price to NICHE?		
Is the company prepared to do budget prices for NICHE?		
Can the company do their own take-offs?		

3. PERFORMANCE	DETAILS
Where does the con/sup normally work? (SYD/NSW/AUST)	
Has the con/sup completed all previous work on time?	
References? (Name & phone No.s)	

CURRENT PROJECTS (and previous projects if sufficient room below)					
PROJECT	VALUE	% COMPLETE	CLIENT	CONTACT	PHONE No.

4. CONSTRUCTION PROGRAM	Y/N – DETAILS		
Can the con/sup commence on site on the scheduled date?			
Is the contractor prepared to work 6 days a week?			
Has allowance been made for working 6 days a week?			
What overtime provisions has the contractor made?			
Has the contractor / supplier allowed for <ul style="list-style-type: none"> <li>➤ Defects liability period and warranties?</li> <li>➤ Maintenance manuals?</li> <li>➤ As built drawings?</li> </ul>	<table border="0"> <tr> <td style="width: 150px;">Products</td> <td>Yrs</td> </tr> </table>	Products	Yrs
Products	Yrs		



Approved:

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MANAGING DIRECTOR  
Niche Construction Management Pty Limited

5. FINANCIAL	DETAILS
How long has the company been trading?	
Other names used?	
Company affiliations, parents and subsidiaries	
Individual members of firm? (Directors names etc...)	
Sole trader/Partnership/Registered Company?	
Credit references (name/address/phone/contact)	
➤	
➤	
Name of Bank that can verify sub-contractors/suppliers financial capacity? (name & phone)	
Name of authorised person/Director?	
What insurance will be provided?	
Claim and payment terms to be shown in schedule?	
What retention arrangements are to be shown in schedule?	

6. RESOURCES	Y/N – DETAILS
How many direct employees does the con/sup have?	
How many employees are committed on other projects?	
How many employees are required for this project?	
Who are the con/sup key personnel? (who will be site supervisor?)	
Will additional direct labour be employed for this project?	
Does the con/sup intend to sublet any portion of the work? If so, which portion and what percentage of the proposed contract value is it?	
Does the con/sup have sufficient...	
➤ plant available (insert details)	
➤ Materials available (insert details)	
➤ Off-site production & storage facilities? (insert details)	
Does the contractor know it is a term of contract for their supervisor and selected workers to attend an Elemental-planning meeting to detail work methods and checking arrangements prior to the commencement of work on site?	

7. WORKPLACE REFORM INITIATIVES	Y/N – DETAILS
Does the con/sup have a workplace consultative committee?	
Has the contractor conducted a skills audit on their employees?	
Does the contractor have an Enterprise Agreement?	
If so, Is the agreement registered in a state of federal commission?	
Was a union involved in the negotiation of the agreement? Which union?	
When does it expire?	
If not, is the contractor willing to negotiate an EBA with their employees?	
Does the contractor pay workers productivity payments or bonuses in lieu of award rates? (ie. Piece work)	



Approved:

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

8. INDUSTRIAL RELATIONS	Y/N – DETAILS
Who manages industrial relations in con/sup organisation?	
Is the contractor & all his employees registered and paid up in; <ul style="list-style-type: none"> <li>➤ Long Service Leave Board? (registered only)</li> <li>➤ Superannuation, Redundancy and Workers Compensation? (Which schemes and what contribution level?)</li> </ul>	
Does the con/sup abide by the NSW government "Code of Practice" and/or other state specific arrangements?	
Is the con/sup aware that NICHE will require details of any work 48 hours prior to their commencement on site and reserve the right to approve or refuse entry?	

9. O. H. & S	Y/N – DETAILS
OHS & R is of prime importance to NICHE in our operations. Does the con/sup; <ul style="list-style-type: none"> <li>➤ Have a company safety policy?</li> <li>➤ Does the company have an accredited OH&amp;S system?</li> <li>➤ Have evidence of safety training and specific job induction on change of duties?</li> <li>➤ Have examples or work method statements produced of other projects that could be supplied on request?</li> </ul>	
Does the con/sup conduct regular safety audits?	
Is the con/sup aware that all personnel working on site will have to undergo an NICHE site induction before commencement?	
Have all the con/sup employees undergone industry induction and job/task specific training?	
Will the con/sup support a construction worker representative on the Site Safety Committee and allow them payed time to attend a safety-training course if required? (in accordance with the OHS Act)	
What is the con/sup current accident frequency rate?	
Does the con/sup currently have any workers off due to injury? <ul style="list-style-type: none"> <li>➤ If so, how many &amp; why?</li> <li>➤</li> <li>➤</li> </ul>	
Does the contractor have a rehabilitation policy? <ul style="list-style-type: none"> <li>➤ Who is the rehabilitation company</li> </ul>	
Is the con/sup aware he will have to certify the safety, carefully maintain and provide instructions for the use of all plant and equipment brought onto or used on the site?	
Is the contractor aware they have to provide a monthly safety report to NICHE?	



Approved:

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

10. ENVIRONMENT	Y/N – DETAILS
Is the con/sup prepared to co-operate and assist NICHE in the implementation of its environmental policies and procedures including waste minimisation?	
Is there scope for minimising waste and/ or recycling in this trade?	
What arrangements are proposed for site delivery of materials - Pre-cut, reusable packing etc...	

11. QUALITY	Y/N – DETAILS
Does the con/sup have a management system in place?	
What does it consist of and is it certified? ➤ With whom?  ➤ Evidence sighted?	
Can the con/sup provide Quality Assurance documentation required by the agreement and the head contract? (Payment will be withheld until supplied)	
Does the con/sup utilise inspections and test plans or checklists? Has the con/sup encountered any problems with the acceptance of the quality of their product on other projects (note details)	
Can the con/sup provide any referees who will verify that the quality of their work on other projects was acceptable? (names & phone Nos) ➤ Name:  ➤ Name  ➤ Name  ➤ Name	No.  No.  No.  No.



Approved:

A handwritten signature in black ink, appearing to read "Adam D'Angelo".

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

12. CHECKLIST OF ALLOWANCES				
ITEM	SUPPLIED BY		PAID FOR BY	
	NICHE	Con/sup	NICHE	Con/sup
<b>A. SITE ACCOMMODATION</b>				
1. Lunch Room				
2. Toilets				
3. Change Sheds				
4. Crib sheds				
5. Storeroom or Shed				
6. Store				
<b>B. TEMPORARY SERVICES</b>				
1. Electricity				
Testing/Commissioning				
Install 240 Volt				
Install 3 Phase/415 Volt				
Supply of Electricity				
Distribution sub-boards				
Leads/Lamps				
Lead & Tool Tagging				
Power – 240v				
Power – 415v				
Power leads				
2. Lighting				
Safety Lighting				
General Lighting				
Lighting – Task				
3. Water				
Taps on floors				
Other				
4. Temporary Access				
5. Protection of Works				
Contract Works				
Adjoining surfaces / works				
6.0 Security				
Site Security				



Approved:

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Pre-Award Interview & Assessment Form

**PD 7.2**  
ATTACHMENT 3

ITEM	SUPPLIED BY		PAID FOR BY	
	NICHE	Con/sup	NICHE	Con/sup
<b>C. PLANT &amp; EQUIPMENT</b>				
<i>1. Scaffolding Perimeter</i>				
-Hire & Erection				
To 0.3m platform height				
Above 3.0m platform				
<i>2. Scaffolding – Internal</i>				
-Hire & Erection				
To 0.3m platform height				
Above 3.0m platform				
<i>3.0 Craneage</i>				
Craneage – Tower				
Craneage – Other				
<i>4. Builders Lift</i>				
Supply & Erection				
Labour handling materials				
<i>5. Hoisting</i>				
Supply				
Labour handling materials				
<i>6.0 Other Plant Specify</i>				
<i>7.0 Materials Handling Horizontal</i>				
<b>D. GENERAL</b>				
Office				
Photocopier				
Facsimile				
<i>1. Telephones</i>				
Telephone				
<i>2. Prototypes</i>				
Samples & Prototypes				
<i>3. Setting Out</i>				
Grid Lines				
All Other				
Survey (control)				
Survey (Detail)				
<i>4. Cleaning of Works</i>				
Disposal of liquid & hazardous waste				
Rubbish – From site				



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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited



13. CONTRACT EXECUTION DETAILS	Y/N – DETAILS
What company would NICHE be contracting with?	
Company ACN/ABN Number:	
Who are the directors or other persons who would be responsible? <ul style="list-style-type: none"> <li>➤ Directors</li> <li>➤ Secretary</li> <li>➤ Other</li> </ul>	
What is the nature of the authority and delegation of individuals proposed to sign the document? (select one) <ul style="list-style-type: none"> <li>➤ Director</li> <li>➤ Secretary under seal</li> <li>➤ Power of attorney</li> <li>➤ Other</li> </ul>	
Is the con/sup able to provide documentation supporting authority to sign? ie Company Articles of Association, Power of Attorney etc...	



Approved:

A handwritten signature in black ink, appearing to read "Adam D'Angelo", is written over a horizontal line.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Pre-Award Interview & Assessment Form

**PD 7.2**  
**ATTACHMENT 1**  
Issue 1 – 2008

14. CONTRACTOR	
COMPANY NAME ADDRESS	ACN: CONTACT NAME: PHONE NUMBER:

### PUBLIC LIABILITY INSURANCE\*

Insurance \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Amount of Cover \_\_\_\_\_  
Expiry Date \_\_\_\_\_  
Any Qualifications \_\_\_\_\_

### WORKERS COMPENSATION \*

Insurance Company \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Amount of Cover \_\_\_\_\_  
Expiry Date \_\_\_\_\_  
Any Qualifications \_\_\_\_\_

### CONTRACTORS ALL RISKS

Insurance Company \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Amount of Cover \_\_\_\_\_  
Expiry Date \_\_\_\_\_  
Any Qualifications \_\_\_\_\_

### LONG SERVICE LEAVE

### PROFESSIONAL INDEMNITY \*(Where applicable)

Insurance Company \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Amount of Cover \_\_\_\_\_  
Expiry Date \_\_\_\_\_  
Any Qualifications \_\_\_\_\_

### PRESCRIBED PAYMENT SYSTEM\* (until 30/06/00)

Tax File Number \_\_\_\_\_  
Variation Cert Number \_\_\_\_\_  
Valid to Date \_\_\_\_\_  
Tax Deduction Rate \_\_\_\_\_

### TOP UP COMPENSATION

Insurance Company \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Expiry Date \_\_\_\_\_

### SUPERANNUATION

Name of Fund \_\_\_\_\_



Approved:

A handwritten signature in black ink, appearing to be 'Adam D'Angelo'.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Pre-Award Interview & Assessment Form

**PD 7.2**  
**ATTACHMENT 1**  
Issue 1 – 2008

Co. Registration No. \_\_\_\_\_

## REDUNDANCY

Name of Fund \_\_\_\_\_

Co. Registration No. \_\_\_\_\_

Are Contributions up to date? Yes / No (circle one)

Co. Registration No. \_\_\_\_\_

Are Contributions up to date? Yes / No (circle one)

## REHABILITATION SCHEME

Insurance Company \_\_\_\_\_

Registration No. \_\_\_\_\_

\* Copies of Certificates to attached

### NICHE (office use only)

Job Number \_\_\_\_\_

Contract Amount \_\_\_\_\_

Contractor Code \_\_\_\_\_

Cost Reference \_\_\_\_\_

Contractor Identifier No. \_\_\_\_\_

Retention Terms \_\_\_\_\_

Construction Period \_\_\_\_\_

Defects Period \_\_\_\_\_



Approved:

A handwritten signature in black ink, appearing to be 'Adam D'Angelo'.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

**Procurement  
Letter of Tender Acceptance (Sample)**

**PD 7.2**

**ATTACHMENT 4**

**Issue 1 – 2008**

**Page 1 of 1**

<Date>

<Address>

Attention: <Name>

Dear <Name>

**<CONTRACT NAME>**

As agent for our Client <Client Name>, Niche Construction Management Pty Limited is pleased to accept your tender of <Agreed tender sum (words)> dollars only) exclusive of GST for the above mentioned work.

**Contract Documents**

The Contract Documents will be available for you to sign on <date> and will comprise:

<list all relevant contract documentation>

You are required to sign the contract documents prior to commencing work on site.

**General**

< Note any relevant issues at this point>

We look forward to working with your company and to a successful completion of this project.

Yours faithfully

**NICHE CONSTRUCTION MANAGEMENT PTY LIMITED  
For and On Behalf of <Client>**

<Name>

**Project Manager**



Approved:

A handwritten signature in black ink, appearing to read 'Adam D'Angelo', written over a horizontal line.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

**Procurement  
Letter of Tender Decline (Sample)**

**PD7.2**

**ATTACHMENT 5**

**Issue 1 – 2008**

**Page 1 of 1**

<Date>

<Address>

Attention: <Name>

Dear <Name>

**<CONTRACT NAME>**

Thank you for your letter of <Date> for the above contract.

We regret to advise that on this occasion your tender has been unsuccessful.

The successful tenderer on this occasion was <Name>.

Please return the tender documents to this office.

Yours faithfully

**NICHE CONSTRUCTION MANAGEMENT PTY LIMITED**

**For and On Behalf of <Client>**

<Name>

**Project Manager**



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A handwritten signature in black ink, appearing to read 'Adam D'Angelo'.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

## SCOPE

This section covers procedures controlling the management of construction activities and the specific responsibilities of the Company during the construction stage.

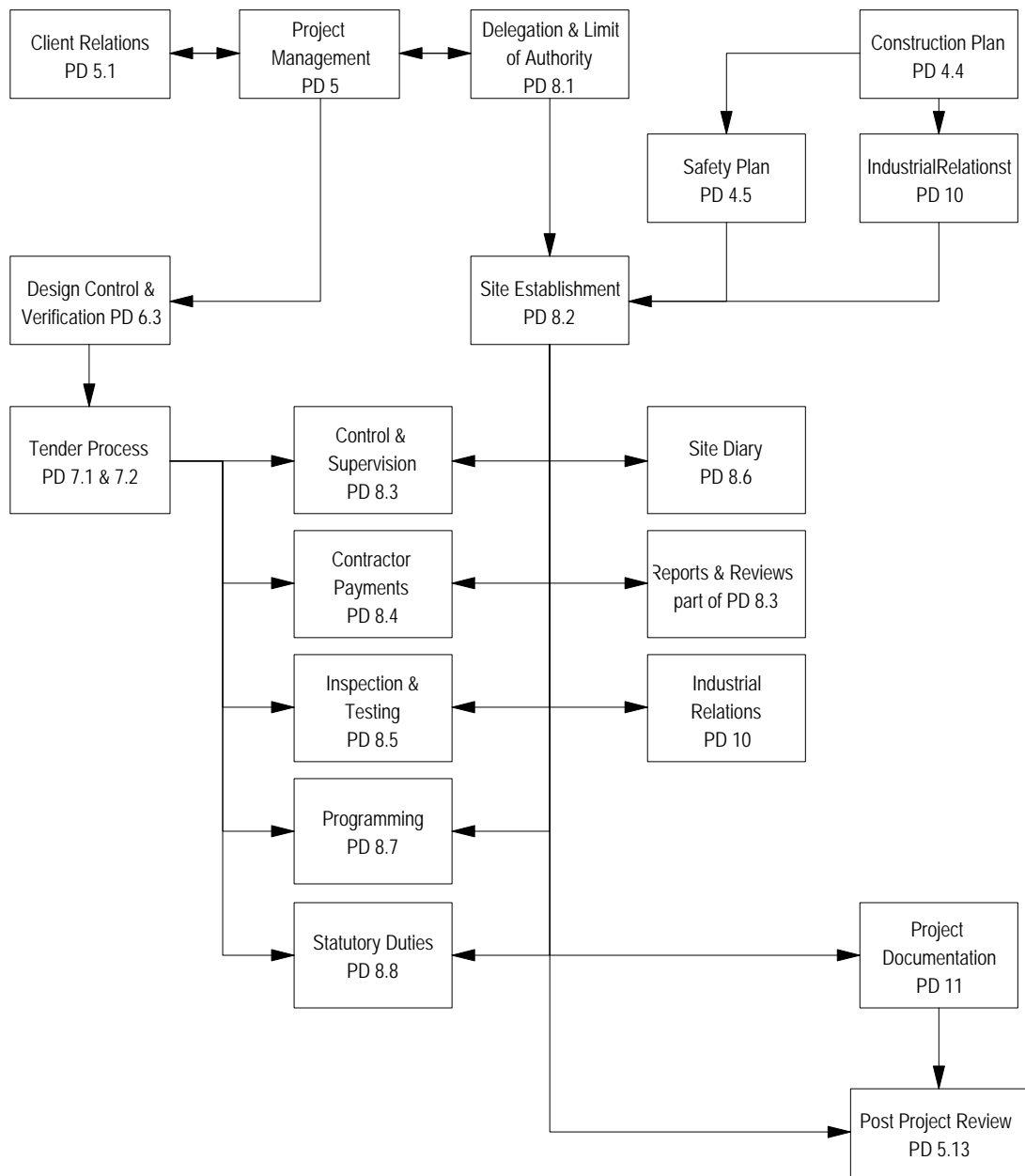
## OBJECTIVES

To ensure that:

- Construction sites are effectively established and managed
- Quality control procedures are put in place and monitored
- The project will be safe and accident free
- Contractors and suppliers are directed and co-ordinated effectively and efficiently such that they remain advocates of the Company and that the Client's requirements are achieved.

## CONTENTS

PD 8.1	Delegations & Limits of Site Management Authority
PD 8.2	Site Establishment & Logistics
PD 8.3	Control & Supervision of Works
PD 8.4	Contractor Payments
PD 8.5	Inspection & Testing
PD 8.6	Site Diary
PD 8.7	Programming
PD 8.8	Statutory Duties



## SCOPE

This document describes the delegations and authorities of personnel appointed to manage construction sites for NICHE.

## OBJECTIVES

To ensure that every member of the NICHE construction team has a clear understanding of their responsibilities and delegated authorities.

## DEFINITIONS

Refer to CM 4 – Definitions

## PROCEDURES

### 1 General

- 1.1 The structure of an NICHE Construction Project is shown in attachment 1
- 1.2 The site management team is responsible to the Project Manager (PM) for the safe and efficient management of the construction site.
- 1.3 The authority and delegations for a PM are defined in CM 5.1 & CM 5.2.
- 1.4 The Project Manager has the primary responsibility for managing the Client interface (PD 5.1).

### 2 Construction Manager

- 2.1 The Construction Manager (CM) is responsible to the PM for the safe and efficient management of the construction site. His primary duties include:
  - Programming of construction works
  - Coordination with the Client
  - Management of tendering process for trade contracts and construction related supplies
  - Management of all on site construction activities



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Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

- Management of occupational health and safety on site
- Management of the site environment
- Coordination with all statutory bodies with authority in construction works
- Management of inspection and resting regime during construction

2.2 The CM's authority is by delegation from the PM with the agreement of the Project Director (PD). The PM shall ensure that the authority delegated is issued in writing.

2.3 On smaller projects the role of PM and CM may be combined as best suits the needs of the project and the Client

### 3 Site Manager

3.1 The Site Manager (SM) is responsible to the CM for the safe and efficient management of a specified area or portion of the site works. His primary duties include:

- Coordination with the CM in the programming of construction works
- Coordination of all on site construction activities within his/her area of responsibility
- Coordination of occupational health and safety within his area of responsibility
- Management of the site environment within his area of responsibility
- Coordination with the CM for all statutory bodies with authority in construction works
- Coordination of inspection and resting regime during the construction within his/her area of responsibility

3.2 The SM's authority is by delegation from the CM with the agreement of the Project Director (PD). The PM & CM shall ensure that the authority delegated is issued in writing.

3.3 On smaller projects the role of CM and SM may be combined as best suits the needs of the project and the Client.

3.4 An alternative to 3.3 on smaller projects is for the role of SM to be covered by the CM and one or more Foremen.

### 4 Foreman

4.1 Foreman will be appointed to the project as required by the CM with the approval of the PM & PD.

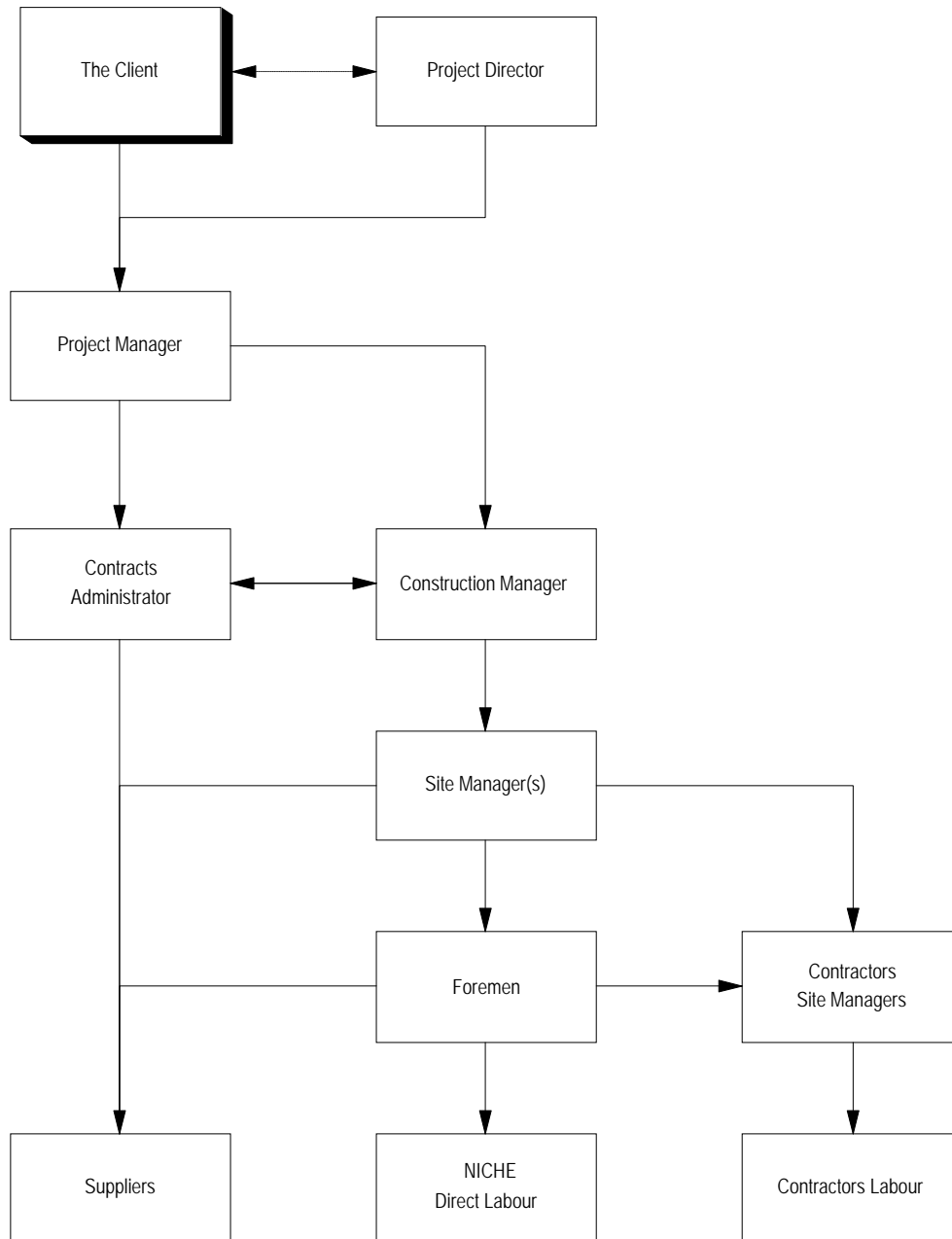
- 4.2 Foreman will be responsible to the SM for the safe and efficient control of specific trades or areas within the project. The CM will issue the Foreman with his responsibilities and delegated authorities, in writing, on the Foreman's appointment to the project.

## ATTACHMENTS

Attachment 1 Construction Projects Organisation

## REFERENCES

CM 5.1 Organisational Structure and Management Responsibility  
CM 5.2 Delegations  
PM 5.1 Client Relations



## SCOPE

The procedure covers the actions to be carried out on projects to establish the construction site, including general items such as site offices, power, phone etc., and disestablish at the end of the project

## OBJECTIVES

To ensure construction sites are effectively and efficiently laid out, that appropriate utilities are made available to contractors and that the Client's and NICHE's interests are catered for.

## DEFINITIONS

Refer CM 4 – Definitions

## PROCEDURES

### 1 Surveying

- 1.1 A registered Land Surveyor should be used to establish the site boundaries and provide set out points for construction where required. A site datum will be established levelling purposes. These control points will be identified on plans given to contractors.
- 1.2 The Construction Manager (CM) will ensure that the control points are clearly identified and measures taken to protect them from accidental damage. Where the set out points for construction are damaged, the CM will have the point re-established.

### 2 Site Facilities

- 2.1 Where required in the Preliminary and General Specification, the CM will arrange for site facilities to be provided. Typically there will include:
  - Site office
  - Lunch room
  - Toilets
  - Phone
  - Power

- Water

- 2.2 The CM will ensure that the site is appropriately secured from the general public by a site perimeter fence or other means as necessary.
- 2.3 The site office will be located where it is readily visible and accessible to visitors. The office will be able to be secured adequately to protect project files.

### 3 Signage, Hoardings and Site Image

- 3.1 A site sign consistent with Guidelines will be established unless the Client requests otherwise.
- 3.2 Contractors and Consultants will not place their own signs on site. Contractors and Consultants will be noted on the site directory sign as and where considered appropriate by the CM.
- 3.3 The CM will ensure that the site is clean, tidy and looks professionally managed.
- 3.4 The CM will ensure that obligatory and otherwise appropriate safety signs are prominently displayed.

### 4 Site Neighbours

- 4.1 The CM should introduce him/herself to site neighbours and seek to establish their goodwill. Regular communication with neighbours should be carried out as required.

### 5 Access

- 5.1 The CM will plan the site layout including site office, temporary utilities and site access location. Consideration will be given to selecting the optimal site access route for all stages of the construction work. Where-ever possible the normal access to sites is to be past the NICHE Site Office.
- 5.2 The CM will ensure that necessary permits related to access, work zones, lifting equipment, heavy plant access etc. are obtained from the relevant Council.
- 5.3 Contractors and suppliers will be informed of access provisions prior to commencement on site.

### 6 Site Disestablishment



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A handwritten signature in black ink, appearing to read 'Adam D'Angelo'.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Construction Management Site Establishment & Disestablishment

## PD 8.2

Issue 1 – 2008

Page 3 of 3

- 6.1 The survey control point should be removed once a control point has been established on a permanent location on the built structure.
- 6.2 All site sheds utilities, fencing, signs and other equipment not belonging to contractors will be removed from site and either appropriately stored at a specified site or returned to hire agencies.
- 6.3 All temporary services will be disconnected and provisions made for final invoices. The CM will recover any deposits placed with Authorities or other service providers.
- 6.4 The CM will ensure that all permits issued by Councils are cancelled.
- 6.5 The CM will ensure that all rubbish is removed from the site and the completed buildings are appropriately cleaned for hand over to the Client.

### ATTACHMENTS

None.

### REFERENCES

None.



Approved:

A handwritten signature in black ink, appearing to read 'Adam D'Angelo'.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

## SCOPE

This procedure covers the actions required to manage a contractor's involvement in a project including establishment, administration and contract conclusion.

## OBJECTIVES

To ensure that contractors are managed consistently and professionally by NICHE in order to achieve the required results in terms of quality, programme, cost, and safety.

## DEFINITIONS

Refer CM 4 - Definitions.

## PROCEDURE

### 1 Establishment on Site

1.1 The PM and/or CM will hold a pre-award assessment meeting with each recommended contractor as laid down in the Procurement procedures (PD 7.2). The discussions will cover:

- Review of the Scope of Works
- Past Co-operation with NICHE
- Performance
- Construction programme
- Financial & Insurance requirements
- Resources
- Industrial Relations issues
- Health & Safety issues
- Environmental issues
- Quality
- Establishment requirements

1.2 Prior to commencement of work on site the CM will ensure that the contractor has signed the contract, presented the correct Industry Induction certificates for all his staff and all his workforce have attended an NICHE site induction (PD 9.2).



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A handwritten signature in black ink, appearing to read 'Adam D'Angelo'.

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

## 2 Construction Progress

- 2.1 Construction rolling programmes, extracted from the Project Programme (PD 5.10), will be prepared by the CM. (PD 8.7).
- 2.2 The CM will monitor the progress of contractors in line with the rolling programmes and assess performance and progress against the plan.
- 2.3 The CM will bring poor progress performance to the attention of contractors and assist them in planning the necessary recovery responses. Where necessary the CM may use the terms of the Trade Contract to influence poorly performing contractors.
- 2.4 The CM will convene weekly meetings of all Trade Contractors to coordinate the work of all contractors on site and discuss the current rolling programme and its implications. This meeting will be minuted and the minutes issued to all Trade Contractors. The items to be discussed at this meeting are:
- Current progress
  - Upcoming work and potential clashes
  - Safety – accidents and potential hazards
  - Documentation
  - General issues
- 2.5 Where necessary the CM will organise a daily “stand up” meeting to coordinate the days’ activities and control access and progress issues to meet the key critical tasks on the project.

## 3 Quality

- 3.1 The CM and/or SM will ensure that the Trade Contractor executes his work in accordance with the design and specifications issued and the quality of the output meets the contract and the client’s expectations.
- 3.2 The quality of contractor output will be measured and recorded (PD 8.5). Non-conformances will be communicated to the contractor formally using a Site Instruction, attachment 1.
- 3.3 Work quality issues should be discussed one on one with contractors, not at weekly progress meetings.

## 4 Safety

- 4.1 Safety issues on site will be managed in accordance PD 9.
- 4.2 Safety non-conformances will be notified using the correct form contained in the Site Safety Plan.

## 5 Administration

- 5.1 The CM will provide contractor details to the Contracts Administrator (CA) or, if no CA is appointed, the accounts staff for inclusion in the PIMS/Intech database.

## 6 Instructions

- 6.1 All instructions to Trade Contractors and other persons on site will be confirmed by means of a Site Instruction, attachment 1.
- 6.2 Any non-conformance on site, other than health & Safety issues, will be notified using the Site Instruction, attachment 1.

## 7 Contract Conclusion

- 7.1 As part of the completion plan (PD 4.7) the CM will set the time frame for issuing completion hit lists to each contractor. The hit lists should highlight the work required to reach practical completion.
- 7.2 The CM will determine the point of practical completion in accordance with the requirements of the contract. Attachment 3 contains a generic checklist for practical completion requirements.
- 7.3 If a contractor requests issue of a certificate of practical completion the CM shall, as required by the contract, carry out the necessary inspections and, if the work is completed to a necessary stage issue a certificate to the contractor.
- 7.4 The CM may issue a partial certificate with outstanding items to be completed listed if this is acceptable within the contract.
- 7.5 If the CM's inspection determines that practical completion has not been reached he will notify the contractor, by letter or site instruction, of the items outstanding to meet practical completion.

- 7.6 The CM will ensure that the Defects Liability Period is clearly defined in terms of the contract upon issue of the certificate of practical completion.
- 7.7 Final accounts will be managed as required in PD 8.4. Release of final accounts will not be made until the defects liability period has expired, all guarantees, warranties, as-built documentation, operation & maintenance manuals, producer certificates and any other contractual requirements have been received.
- 7.8 On agreement of the contractors final account a review of the contractors performance will be conducted by the CM using the form, attachment 2. The review will be approved by the PM and sent to the State Office for inclusion in the Contractor database.

## 8 Construction Reports

- 8.1 The CM will prepare such reports as are required by the PM and identified during the planning phase of the project. (PD 4.1 and PD 4.4).
- 8.2 The reports required will generally cover, but not be limited to:
- Safety – accident/incident reports
  - Safety – inspection and audit reports
  - Contractor progress to programme
  - Tenders & lettings
  - Forecast finals for trade contracts
- 8.3 The CM will attend the Monthly Project Review (PD 5.12) to review construction issues with the PD and PM

## ATTACHMENTS

Attachment 1	Site Instruction – Sample
Attachment 2	Contractor Performance Review
Attachment 3	Practical Completion Checklist

## REFERENCES

PD 4.7	Completion Plan
--------	-----------------



Approved:

A handwritten signature in black ink, appearing to read "Adam D'Angelo".

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

PD 5.10	Programming (PM)
PD 5.12	Project Monthly Review
PD 7.2	Contract Acceptance/Decline
PD 8.4	Contractor Payments
PD 8.5	Inspection & Testing
PD 8.7	Programming (CM)
PD 9	Site Safety
PD 9.2	Site Induction

# Construction Management Contractor Review

# PD 8.3

## ATTACHMENT 2

Issue 1 – 2008

Page 1 of 1

Project:  
Contractor:  
Started on:  
Completed by:  
Date:

Project No:  
Trade:  
Completed on:  
Position:

Ratings

Poor    1    2    3    4    5    6    7    8    9    10    Excellent

	1	2	3	4	5	6	7	8	9	10
<b>ADMINISTRATION</b>										
Tender & Contract let	1	2	3	4	5	6	7	8	9	10
Cost Management	1	2	3	4	5	6	7	8	9	10
Variation Management	1	2	3	4	5	6	7	8	9	10
Assessment & Invoice process	1	2	3	4	5	6	7	8	9	10
Communication on site	1	2	3	4	5	6	7	8	9	10
<b>PROGRAMME</b>										
Planning & programming	1	2	3	4	5	6	7	8	9	10
Meeting programme targets	1	2	3	4	5	6	7	8	9	10
Recovery plan performance	1	2	3	4	5	6	7	8	9	10
<b>PERFORMANCE &amp; QUALITY</b>										
Establishment/disestablishment	1	2	3	4	5	6	7	8	9	10
Cleanliness/tidiness on site	1	2	3	4	5	6	7	8	9	10
Quality of Supervision	1	2	3	4	5	6	7	8	9	10
Quality of workmanship	1	2	3	4	5	6	7	8	9	10
Quality of finish	1	2	3	4	5	6	7	8	9	10
Inspection & test criteria	1	2	3	4	5	6	7	8	9	10
Completion of the works	1	2	3	4	5	6	7	8	9	10
Defect list completion	1	2	3	4	5	6	7	8	9	10
Plant & equipment	1	2	3	4	5	6	7	8	9	10
Documentation (as built, O&M)	1	2	3	4	5	6	7	8	9	10
<b>ATTITUDES</b>										
Safety management	1	2	3	4	5	6	7	8	9	10
Accident/incident record	1	2	3	4	5	6	7	8	9	10
Actioning non-conformances	1	2	3	4	5	6	7	8	9	10
IR management	1	2	3	4	5	6	7	8	9	10
Contractual attitude	1	2	3	4	5	6	7	8	9	10
Flexibility	1	2	3	4	5	6	7	8	9	10
Working with other contractors	1	2	3	4	5	6	7	8	9	10
Overall staff awareness	1	2	3	4	5	6	7	8	9	10
<b>OVERALL CONTRACTOR RATING</b>										
	1	2	3	4	5	6	7	8	9	10

9. Would you use this contractor again and/or recommend him for other projects?

Yes

Within limits  
(comment below)

No



Approved:

Adam D'Angelo  
MANAGING DIRECTOR  
Niche Construction Management Pty Limited

# Construction Management Practical Completion Checklist

# PD 8.3 ATTACHMENT 3

Issue 1 - 2008

Page 1 of 4

<u>Item</u>	<u>Trade to Action</u>	<u>Secondary Action</u>	<u>Complete</u>
Approved DA	Client Rep	NICHE	
Works as Executed Drawings			
	Electrical	NICHE	
	Mechanical	NICHE	
	Hydraulic	NICHE	
	Security	NICHE	
	Data	NICHE	
	Other	NICHE	
Shop Drawings			
	Switchboards	NICHE	
	Structural Steel	NICHE	
	Glazing	NICHE	
	Lift/Escalator	NICHE	
	BMU	NICHE	
	Mechanical	NICHE	
	Joinery	NICHE	
	Curtain Wall	NICHE	
	Precast	NICHE	
Operations & Maintenance Manuals			
	Electrical	NICHE	
	Mechanical	NICHE	
	Hydraulic	NICHE	
	Lift/Escalator	NICHE	
	Security Systems	NICHE	
	BMU	NICHE	
	Fire Services	NICHE	
	Kitchen Equipment	NICHE	
	Roller Shutters	NICHE	
	Data	NICHE	
	Other	NICHE	
Producer Statements (Warranties & Guarantees)			
	Hydraulic	NICHE	
	Electrical	NICHE	
	Mechanical	NICHE	
	Lift/Escalator	NICHE	
	Membrane	NICHE	
	Paint	NICHE	
	Tiles	NICHE	
	Security Systems	NICHE	
	Roof Materials	NICHE	
	BMU	NICHE	
	Carpet	NICHE	
	Door Hardware	NICHE	
	Fire Rating	NICHE	
	Glazing	NICHE	
	Prestressing	NICHE	



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# Construction Management Practical Completion Checklist

## PD 8.3 ATTACHMENT 3

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	Kitchen Equipment	NICHE	
	Joinery Furniture	NICHE	
	Roller Shutters	NICHE	
	Structural Steel	NICHE	
	Masonry	NICHE	
	Fire Doors/Frames	NICHE	
	Shopfronts	NICHE	
	Joint Sealant	NICHE	
	Other	NICHE	
<b>Energy Authority Certification</b>	Elec Cont	NICHE	
<b>Water Board Certification</b>	Hyd Cont	NICHE	
<b>Asset Management Register</b>	NICHE		
<b>Commissioning &amp; Test Data Approval</b>			
Water (incl. Hose Reels)	Hyd Consult		
Fire Service (incl. Hydrants & Sprinklers)	Hyd Consult		
EWIS	Hyd Consult		
Main Switch Board	Elec Consult		
Distribution Boards	Elec Consult		
Acoustic	Acoustic Consult		
Natural Gas	Hyd Consult		
Medical Gases	Hyd Consult		
Smoke Detection	Elec Consult		
Sanitary Plumbing	Hyd consult		
Tradewaste Plumbing	Hyd consult		
Stormwater Plumbing	Hyd Consult		
Medical Waste Plumbing	Hyd Consult		
Mechanical Ventilation	Mech Consult		
Kitchen Exhaust	Mech Consult		
<b>Defects List Completion</b>	All contractors	NICHE	
<b>Handover Training</b>	All contractors	NICHE	
<b>Compliance with Council Conditions for CC:</b>			
Floor space ratio (FSR)	Client Rep	NICHE	
- obtain surveyor certificate to confirm areas			
Contributions	Client Rep	NICHE	
- make necessary contributions as conditioned. Ensure receipt is received.			
Form 10 or S1A (Structural Engineer's Certificate)	Struct Eng	NICHE	
- ensure engineer is certified. Obtain copy of NPER-3 Certificate.			
Waste Management Plan	Client Rep	NICHE	
- complete WMP as per local council requirements. Ensure Client provides details of final WMP to be used after completion.			
Form W1 (Waste Management Plan Certification)	Arch	NICHE	
- architect to sign-off WMP that it complies with relevant Acts & Codes. Ensure architect is able to do so or can obtain someone who can.			
Form 10 (BCA Compliance for Disabled facilities)	Arch	NICHE	
- architect to certify the design allows for disabled			



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# Construction Management Practical Completion Checklist

## PD 8.3 ATTACHMENT 3

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facilities & access			
Form 10 (Food Preparation Area Certification)	Arch	NICHE	
- architect to certify that design complies with food handling Acts & Codes etc.			
Ventilation Certification for food areas	Mech Eng	NICHE	
- mechanical consultant to certify that ventilation complies with relevant Acts & Codes etc.			
Form F1 (Food Preparation Area Certification)	Arch	NICHE	
- architect to certify that design complies with relevant Acts & Codes etc.			
Form F3 (Food Management Plan & Certification)	Client Rep, Arch	NICHE	
- ensure Client provides details of final FMP to be used after completion. Architect to certify that FMP complies with relevant Acts & Codes etc.			
Form S1B (BCA Compliance)	Arch	NICHE	
- architect to certify that the structural & architectural drawings comply with the BCA.			
BCA Compliance Certification	All consultants	NICHE	
- all consultants to certify that they have designed in accordance with the BCA and relevant Australian Standards.			
BOFC / EPA Regulation exemptions	All consultants	NICHE	
- all consultants to ensure that where BOFC and/or EPA exemptions are required that approval letters are obtained from the relevant authority.			
Copies of relevant documents to Council	BCA Consultant	NICHE	
- where the Principal Certifying Authority (PCA) is not the Council, various documents are required to be submitted to Council.			
- BCA consultant (PCA) to ensure copies of relevant documents are sent to Council for their approval/records (depending on DA condition requirements)			
<b>Construction Certificate issued</b>	BCA consultant	NICHE	
<b>Compliance with Council Conditions for OC:</b>			
Form W2 (Waste Handling Certificate)	Arch	NICHE	
- architect to certify that the facilities have been constructed in accordance with the certified design.			
Form F3 (Food Management Plan Certification)	Arch	NICHE	
Form 10 or F2 (Food Premises Certification)	Arch	NICHE	
- architect to certify that the facilities have been constructed in accordance with the certified design.			
Registration of Ventilation Systems with Council	Mech Eng	NICHE	
- where required, ventilation systems must be registered with Council. Refer DA conditions.			
Fire Hazard Indices in accordance with C1.10 of BCA	All contractors, Arch	NICHE	
- consultants to ensure that products specified have fire hazard indices that comply with the BCA.			
- all contractors are to provide certificates that the fire hazard indices of products used comply with the BCA.			



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# Construction Management Practical Completion Checklist

## PD 8.3 ATTACHMENT 3

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Form 10 or S1C (Structural Inspection Certificate)	Struct Eng	NICHE	
- structural engineer to provide copies of site inspection notes as the project progresses.			
- structural engineer to provide final certification of structure as constructed.			
Copies of relevant documents to Council	NICHE		
- where the Principal Certifying Authority (PCA) is not the Council, various documents are required to be submitted to Council.			
- BCA consultant (PCA) to ensure copies of relevant documents are sent to Council for their approval/records (depending on DA condition requirements)			
Public Area reinstatement	Contractor	NICHE	
- all public areas are to be reinstated to original condition.			
Occupation Certificate issued	BCA consultant	NICHE	



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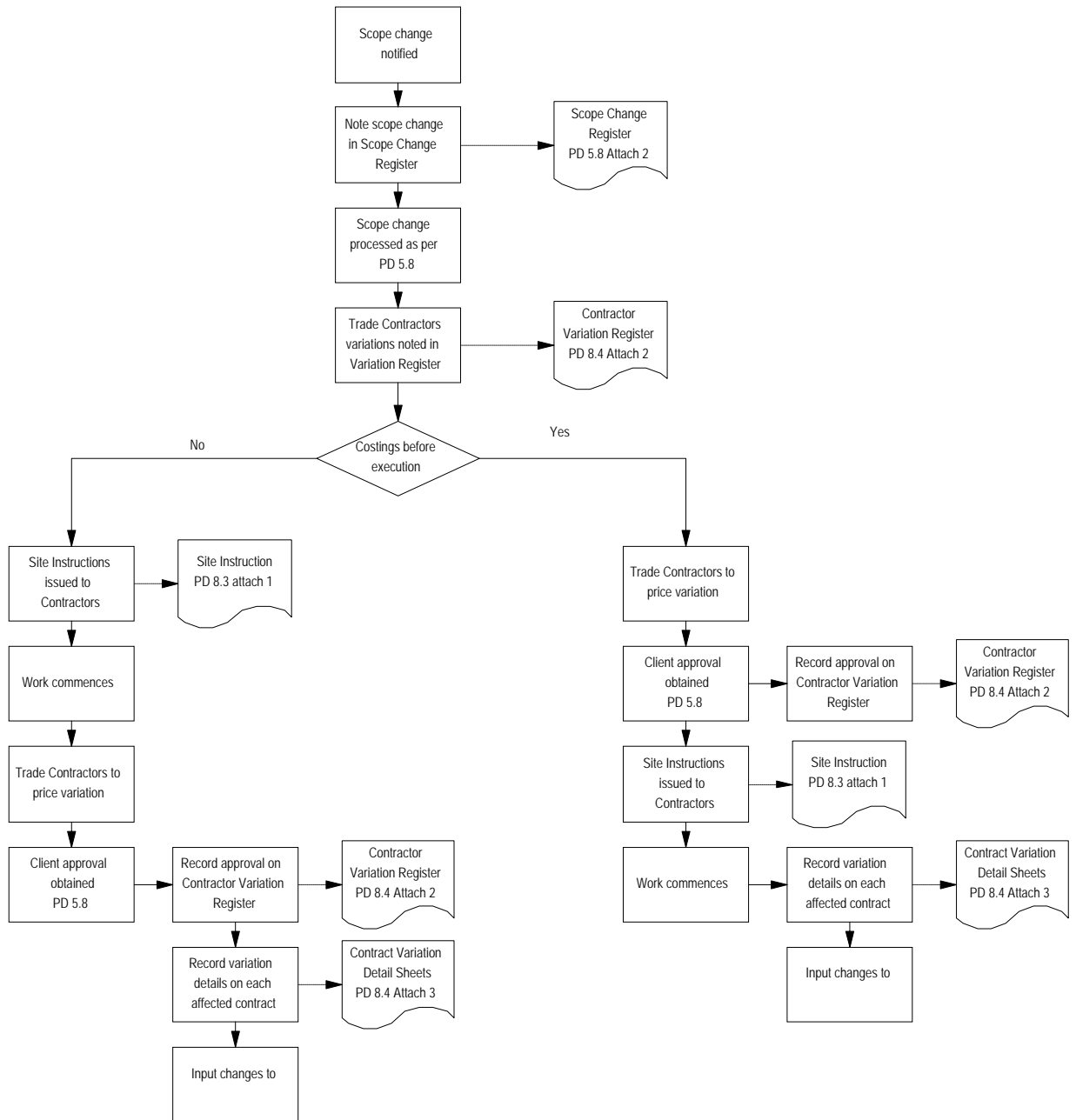
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# Construction Management Contractor Variation Process

# PD 8.4 ATTACHMENT 1

Issue 1 – 2008

Page 1 of 1



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## SCOPE

This procedure covers the actions required to maintain safe & secure working conditions on construction sites for all NICHE project staff, contractors, visitors to sites and the general public.

## OBJECTIVE

- Make clear to all staff the NICHE policy and objectives on Occupational Health, Safety and Rehabilitation.
- Define the responsibilities and actions necessary to maintain safe, secure and accident free workplaces & sites.

## DEFINITIONS

Refer CM 4 – Definitions

## PROCEDURE

1. All NICHE projects will operate in compliance with the Company Safety Policy Manual (SP) and the Project Safety Manual (SM).
2. Specific requirements are highlighted in the following procedures.
3. A copy of the Company Safety Policy Statement, attachment 1 (an extract from the SP Manual) will be displayed prominently at every NICHE Project and/or Site Office.
4. OHS & R issues will be reviewed as part of the Project Monthly Review (PD 5.12).
5. OHS & R issues will be reviewed as part of the Post Project Review (PD 5.13).

## CONTENTS

PD 9.1	Site Safety Plan
PD 9.2	Site Induction
PD 9.3	Safe Working Methods & Defects
PD 9.4	Audits



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## ATTACHMENTS

SP1 Extract of item 1.1 – AIAL Occupational Health, Safety & Rehabilitation Policy

## REFERENCES

SP 1 – 11 Corporate Safety Policy Manual  
SM 1 – 11 Project Safety Manual  
PD 5.12 Project Monthly review  
PD 5.13 Post Project Review



It is a fundamental requirement of Niche Construction Management Pty Limited to promote and maintain a healthy and safe place to work and to protect its employees and contractors from injury and property from accidental damage.

Niche Construction Management Pty Limited is committed to ensuring that all personnel performing works on its projects or sites and others affected by this work are protected from injury or illness. We recognise that Occupational Health and Safety must be planned for and regarded as integral to all construction and construction related activities.

We are committed to achieving the highest standards of safety and require others working with or for us to aim for this objective. Our intention is to provide leadership by requiring a systematic approach to safety management initiated through our corporate management system that focuses on Occupational Health, Safety and Rehabilitation and is reflected in our project approach through a Project Safety Plan.

We will achieve this by adopting the following principles:

- That health and safety in the work place is an active management function
- That NICHE will provide and maintain a healthy and safe environment in the workplace in compliance with Occupational Health and Safety legislation.
- That every manager accepts responsibility for the implementation, leadership and maintenance of the Health, Safety and Rehabilitation programme implemented by NICHE and is accountable for establishing procedures by which all foreseeable hazards are eliminated.
- That all NICHE staff are properly and adequately trained to carry out their functions and responsibilities on each project.
- That, once trained, each employee accepts that it is their prime responsibility to ensure that their duties are carried out safely and without injury to themselves, other members of the company, employees of contractors and the community. It is a requirement that all employees observe safety laws, regulations and rules to ensure that a safe working environment is maintained.
- That all managers and employees recognise that the construction industry requires processes and procedures to seek out hazards and control risks.
- That every person, whether NICHE staff, contractor, employee of a contractor, or visitor shall observe and comply with all requirements of Occupational Health and Safety legislation. It is everyone's responsibility to observe safe work practices, rules and instructions relating to their work and scope of business and to work in a co-operative manner to assist others achieve this goal.
- That Health, Safety and Rehabilitation programmes are continuously reviewed to further improve Health and Safety in the work place wherever possible.



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Niche Construction Management Pty Limited

- That all our projects will encourage a spirit of openness and consultation. Formally, each project that is likely to have more than twenty construction personnel on site for a reasonable period of time will establish a consultative committee for occupational health and safety. This OHS Committee will consist of management and site workforce representatives who will meet on a regular basis to work in consultation on ways to improve project OH and S.

We will achieve this by adopting the following principles:

- That health and safety in the work place is an active management function
- That NICHE will provide and maintain a healthy and safe environment in the workplace in compliance with Occupational Health and Safety legislation.
- That every manager accepts responsibility for the implementation, leadership and maintenance of the Health, Safety and Rehabilitation programme implemented by NICHE and is accountable for establishing procedures by which all foreseeable hazards are eliminated.
- That all NICHE staff are properly and adequately trained to carry out their functions and responsibilities on each project.
- That, once trained, each employee accepts that it is their prime responsibility to ensure that their duties are carried out safely and without injury to themselves, other members of the company, employees of contractors and the community. It is a requirement that all employees observe safety laws, regulations and rules to ensure that a safe working environment is maintained.
- That all managers and employees recognise that the construction industry requires processes and procedures to seek out hazards and control risks.
- That every person, whether NICHE staff, contractor, employee of a contractor, or visitor shall observe and comply with all requirements of Occupational Health and Safety legislation. It is everyone's responsibility to observe safe work practices, rules and instructions relating to their work and scope of business and to work in a co-operative manner to assist others achieve this goal.
- That Health, Safety and Rehabilitation programmes are continuously reviewed to further improve Health and Safety in the work place wherever possible.
- That all our projects will encourage a spirit of openness and consultation. Formally, each project that is likely to have more than twenty construction personnel on site for a reasonable period of time will establish a consultative committee for occupational health and safety. This OHS Committee will consist of management and site workforce representatives who will meet on a regular basis to work in consultation on ways to improve project OH and S.



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### SCOPE

This procedure covers the requirement for every construction project to have a safety plan in place before the site is established.

### OBJECTIVE

- Make clear to all project staff the NICHE policy and objectives on Occupational Health, Safety and Rehabilitation.
- Provide a framework and methodology to manage health and safety on all NICHE sites.

### DEFINITIONS

Refer CM 4 – Definitions

### PROCEDURE

#### 1 Site Safety Plan

- 1.1 Every construction project will have a Site Safety Plan (SSP) in place before the construction site is established.
- 1.2 The Project Manager is responsible (SP1, 1.2.4) for all aspects of safety on the project and for the issue and amendment of the SSP.
- 1.3 The SSP will be written in accordance with the Project Safety Manual (SM) by the Construction Manager (CM), reviewed by the PM and Project Director (PD) before issue. A generic SSP is available as a guideline in the Guidelines Manual (GSM1).
- 1.4 The SSP will be introduced to all contractors as part of the Pre-Award Meeting (PD7.2) and deemed binding on all contractors and visitors to site.

#### 2 Communication of Safety Plan & Issues

- 2.1 It is NICHE policy that the SSP and safety issues on site are clearly communicated to all staff, workforce and visitors on the site.
- 2.2 Every NICHE site will have, maintain and update on a regular basis:
  - Clear and obvious safety signage in all hazard areas
  - A hazard identification whiteboard at all personnel accesses to the site



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- A copy of the evacuation plan at all personnel accesses to the site
- A safety notice board at the entrance of the site office
- A safety notice board in the lunchroom

2.2 The safety notice board will carry:

- The evacuation plan
- A copy of the site safety plan
- A copy of the hazard identification checklist
- A copy of the latest safety audit and weekly/monthly safety checklists
- First aid phone numbers
- Specific safety notices as necessary

2.3 The CM will ensure that all safety notice boards and whiteboards are updated as and when necessary. He will check notice boards no less than once each week.

#### ATTACHMENTS

Nil

#### REFERENCES

SM 1 – 11	Project Safety Manual
PD 7.2	Contract Acceptance & Decline
GSM1	Generic Site Safety Plan



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## SCOPE

This procedure covers the requirement for every person entering an NICHE site to be inducted into the safety procedures and hazards on the site.

## OBJECTIVE

- Ensure that all persons working on the site are properly qualified and understand the hazards, safety procedures and rules that apply to the site.
- Ensure that all visitors are aware of the hazards, safety procedures and rules that apply to the site.

## DEFINITIONS

Refer CM 4 – Definitions

## PROCEDURE

1. The qualifications and training requirements for access to work on an NICHE site are clearly stated in the Project Safety Manual, SM 8 – Training.
2. Site Induction for all persons working on NICHE sites is mandatory and the process outlined in SM 8 will be followed.
3. Every inductee will be required to sign off on induction on the appropriate form, SM 8, attachment 1
4. Every inductee will be handed a copy of the NICHE Site Instruction Booklet & Site Rules, SIB 1, and return a signed receipt before commencing work on the site.
5. The Construction Manager will ensure that the training register is established and reviewed on a regular basis.
6. All visitors to site are required to sign in and out at the Project/Site office where a copy of the Site Safety Plan and the Site Instruction Booklet & Site Rules will be prominently displayed. A recommended Visitors register is shown in attachment 1.

## ATTACHMENTS

Attachment 1                      Recommended Visitor register

## REFERENCES

SM 8                                      Project Safety Manual



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### SCOPE

This procedure covers the requirement for NICHE and all contractors to undertake Hazard Identification and Safe Working Methods for their work on the project and the compliance process.

### OBJECTIVE

- Ensure that NICHE carries out a Hazard Identification process for the site and produces Safe Working Method Statements for any elements directly carried out by NICHE.
- Ensure that every Contractor carries out a Hazard Identification process and produces Safe Working Method Statements for his work on the site.
- Ensure that any non-conformance is noted and rectified.

### DEFINITIONS

Refer CM 4 – Definitions

### PROCEDURE

1. NICHE will undertake Hazard Identification for the site and produce Safe Working Method Statements for any direct work as outlined in the Project Safety Manual, SM 3 – Process Control.
2. The hazard identification will be part of the Site Safety Plan (SSP)
3. All contractors are required to undertake Hazard Identification and Safe Working Methods in accordance with the SSP and SM 3 and submit them to NICHE for record.
4. Non-conformances will be notified to the appropriate person or company as required by the SSP and SM 5 - Control of OHS & R Issues.
5. Corrective Actions will be undertaken and reported as required by the SSP and SM6 - Corrective Action.

### ATTACHMENTS

Nil

### REFERENCES

SM 3	Process Control
SM5	Control of OHS & R Issues
SM6	Corrective Action



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### SCOPE

This procedure covers the requirements for regular safety inspections and safety audits on all NICHE sites.

### OBJECTIVE

- Regular inspections are carried out, recorded and non-conformances actioned.
- Safety audits are carried out, recorded and non-conformances actioned

### DEFINITIONS

Refer CM 4 – Definitions

### PROCEDURE

1. The Construction Manager (CM) and/or Site Manager (SM) will carry out weekly and monthly safety inspections as required by the Site Safety Plan (SSP) and SM 4 – Inspection & Testing.
2. Non-conformances and corrective actions will be notified, actioned and signed off in accordance with the SSP and SM 5 – Control Of OHS & R Issues and SM 6 – Corrective Action.
3. Safety Audits will be carried out, recorded and actioned in accordance with SM 11 – Internal OHS & R reviews.
4. The PD may, at his discretion, call for an external audit by a suitably qualified and registered body.

### ATTACHMENTS

Nil

### REFERENCES

SM 4	Inspection & Testing
SM 5	Control of OHS & R Issues
SM 6	Corrective Action
SM 11	Internal OHS & R Reviews



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## SCOPE

This section covers procedures controlling the recording, identification, handling and storage of project and construction documentation. The procedures should be read in conjunction with QM 7.3 Document Control.

## OBJECTIVES

To ensure that project and construction documentation and quality records are kept in a manner which allows efficient and secure management of critical project information.

## CONTENTS

PD 11.1                      Project Document Control.



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### SCOPE

This procedure defines the control methods and recording of project and construction documentation and communications, including; receipt; format; identification; handling; dispatch; storage; retention; and disposal.

### OBJECTIVES

- To ensure that all project and construction documentation is controlled and that appropriate records are kept.
- To ensure that the location of all project and construction documents is controlled, and that the documents are uniform in style and current.

### DEFINITIONS

Project Documents: Any written, drawn or computer held information relating to a specific project.

### PROCEDURES

#### 1 Document Management

- 1.1 It is the responsibility of the Project Manager (PM) to exercise general control over project and construction documents and files and to ensure all appropriate project quality records are legible, retained in accordance with this procedure and are held in a suitable environment to prevent deterioration or loss.
- 1.2 A list of typical project quality records is provided in Attachment 1.
- 1.3 A unique project number, allocated from the accounting program in use, will be used as the file identifier and for all document references (refer QM 7.3 Document Control).
- 1.4 All incoming documents will be directly filed by the PM or Construction Manager (CM). Where the document is required to be used outside the file copy will be made for such use.



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- 1.5 Project files will be arranged in chronological order in accordance with Attachment 2 or similar.
- 1.6 All outgoing documents will be identified with the project title, project number, date and issue or revision number where appropriate. The appropriate reference code to be used on typical document will be identified to the typist by the PM or CM (QM 7.2 Attachment 1).
- 1.7 Obsolete and superseded documents will be marked as such.
- 1.8 All communication, including telephone conversations, that relate to project quality will be documented and filed.

## 2 Drawings

- 2.1 An up to date register of drawings issued and the parties holding the drawings will be kept by the PM on the form shown in Attachment 3.
- 2.2 On receipt of updated drawings the previous issue will be marked 'Superseded' and removed from the project site office. One copy of superseded drawings will be kept.
- 2.3 Where project drawings are issued by NICHE, a transmittal document (refer Attachment 3) will accompany the drawings to all parties and include project number, date and issue number of each drawing. A copy will be retained for the project file.

## 3 Document Transfer

- 3.1 All contract documents issued without a letter of issue shall be accompanied by a Document Transmittal (refer Attachment 4)
- 3.2 A copy of the letter or transmittal document will be placed in the project file.

**4 Project Reports**

4.1 Copies of project reports will be held in numerical order in the branch library

**5 Storage of Project Documents**

5.1 All project documents will be held at the branch office for at least 6 months after the end of the maintenance period or as defined in the Client contract.

5.2 When the documents are ready for archiving the PM will pass the documents to the Document Controller (DC) for archiving (refer QM 7.3).

**ATTACHMENTS**

Attachment 1	List of Project Quality Records
Attachment 2	Project File Management
Attachment 3	Drawing register & Transmittal Document
Attachment 4	Document Transmittal Document

**REFERENCES**

QM 7.2	Writing & Amending Procedures
QM 7.3	Document Control



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# Project Documentation

## List of Project Quality Records

# PD 11.1

ATTACHMENT 1

Issue 1 - 2008

Page 1 of 2

### Contract Review

- Proposal
- Client Agreement and related correspondence

### Project Planning and Control

- Project Plan
- Project Checklists
  - Development Planning Checklist
  - Pre Construction Checklist
  - Project Completion Checklist

### Project Management

- Variations Record Sheet
- Client Invoices
- Project Cost Plan
- Monthly Reports
- Project Monthly Reviews
- Minutes of Meetings
- Agency Agreements
- Regulatory Approval Forms
- Contractors Insurance Evidence (where required)
- Value Engineering Reviews
- Client Post Project Review
- Project Specific Audit Reports
- Project Insurance



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# Project Documentation

## List of Project Quality Records

# PD 11.1

ATTACHMENT 1

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Page 2 of 2

### Development & Design Control

- Tender Documentation
- Contract Documentation & Related Correspondence
- Consultants Database
- Consultants Registration Form
- Technical Documentation Checklist
- Design Change Notice
- Consultants Performance Review
- Design Post Project Review
- Outline Specification Checklist
- Producer Statements

### Project Documentation

- Project Files

### Procurement

- Tender Documentation
- Contract Documentation & Related Correspondence
- Contractor/Supplier Assessment Form
- Record of acceptable contractors/suppliers
- Contractor/Supplier Database
- Evidence Contractors' bond and insurance

### Construction Control

- Quality Checklist
- Site Safety Plan (NICHE plus those from contractors)
- Site Diary
- Contractor Performance Review
- Site Photographs
- Guarantees from Contractors/Suppliers
- Compliance Certificates
- As Built drawings



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Project files will be divided into the following sections (or similar):

**1. Project Planning and Control**

<b>Numbers</b>	<b>Content</b>
1	Project Planning & Control
2	Client Claims & Cash Flow
3	Correspondence
4	Preliminary and General & Consents
5	Budget & Cost Control
6	Programme
7	Consultants
8	Contractors
9	Contract Documentation (Box files)
10	Architectural Plans (Box files)

**2. Section Subdivisions**

Sections may be subdivided to assist management of the file. Possible subsections and the information to be stored in each section are noted below.

**2.1 Section 1 – Project Planning & Control**

- 1.1 Project Plan
- 1.2 Checklists

**2.2 Section 2 – Client Claims and Cash Flow**

- 2.1 Project Cashflow
- 2.2 Client Claims
- 2.3 Payments received from Client (copy of cheque and date received)

**2.3 Section 3 – Correspondence**

- 3.1 Proposal & Agreement with Client (Including Agency Agreements)
- 3.2 Client Correspondence (both to and from client)
- 3.3 NICHE Correspondence
- 3.4 Minutes of Meetings
- 3.5 Inter office memos, filenotes, general
- 3.6 Monthly Report



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**2.4 Section 4 – Preliminaries & Approvals**

- 4.1 Preliminaries Budget
- 4.2 Copies of purchase orders
- 4.3 Details of Ad Hoc work
- 4.4 Forecasting
- 4.5 Disbursements
- 4.6 Approvals
- 4.7 Insurance

**2.5 Section 5 - Budgets & Cost Control**

- 5.1 QS Estimates
- 5.2 Project Budget & Revisions
- 5.3 Report on the Budget (as per monthly reports to Clients)
- 5.4 Status reports

**2.6 Section 6 – Programme**

- 6.1 Planning programme
- 6.2 Design programme
- 6.3 Construction programme
- 6.4 Rolling programme

**2.7 Section 7 – Consultant**

- 7.1 Architect
  - 7.1.1 Tender & Contract Documentation
  - 7.1.2 Correspondence
  - 7.1.3 Payments
- 7.2 Other consultants as required on the project

**2.8 Section 8 – Contractors**

- 8.1 Carpentry
  - 8.1.1 Tender and contract documentation (scope of contract agreement only)
  - 8.1.2 Correspondence
  - 8.1.3 Payments
- 8.2 Other contractors as required on the project (sub sections as for 8.11 – 8.13).



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**Section 9 – Contract Documentation**

General box file. Contains copy of all tender documents and contract documents, including revision of drawings issued. Index of contents to be kept at front of box.

**Section 10 – General**

Contains general information including: photos, approvals, certificates etc.