# Table of Contents

1 COMMENCE STAGE 2 .................................................................................................................................1
   1.1 Establish 'Construction' Team..................................................................................................................1
      1.1.1 Context ...........................................................................................................................................1
      1.1.2 Process .........................................................................................................................................1
   1.2 Complete Kick-off Activities .................................................................................................................2
      1.2.1 Context ...........................................................................................................................................2
      1.2.2 Process .........................................................................................................................................2
   1.3 Contractor Obligations ............................................................................................................................3
      1.3.1 Context ...........................................................................................................................................3
      1.3.2 Process ...........................................................................................................................................3
   1.4 Principal Obligations ..............................................................................................................................3
      1.4.1 Context ...........................................................................................................................................3
      1.4.2 Process ...........................................................................................................................................4
   1.5 Checklist – Commence Stage 2..............................................................................................................5

2 DETAILED PLANNING & DESIGN..............................................................................................................6
   2.1 Team Negotiations .................................................................................................................................6
      2.1.1 Context ...........................................................................................................................................6
      2.1.2 Process .........................................................................................................................................6
   2.2 Workshops and Meetings .......................................................................................................................6
      2.2.1 Context ...........................................................................................................................................6
      2.2.2 Process .........................................................................................................................................6
   2.3 Checklist – Detailed Planning & Design .................................................................................................7

3 CONSTRUCT THE WORKS .........................................................................................................................8
   3.1 Project Management Meetings ..............................................................................................................8
      3.1.1 Context ...........................................................................................................................................8
      3.1.2 Process .........................................................................................................................................8
   3.2 Partnering Meetings ..............................................................................................................................8
      3.2.1 Context ...........................................................................................................................................8
      3.2.2 Process .........................................................................................................................................9
   3.3 Site Meetings .......................................................................................................................................9
      3.3.1 Context ...........................................................................................................................................9
      3.3.2 Process .........................................................................................................................................9
   3.4 Progress Claims ...................................................................................................................................9
      3.4.1 Context .........................................................................................................................................9
      3.4.2 Progress .......................................................................................................................................9
   3.5 Checklist – Construct the Works .........................................................................................................10

4 FINALISE THE CONTRACT ........................................................................................................................11
   4.1 Practical Completion ..............................................................................................................................11
      4.1.1 Context ...........................................................................................................................................11
      4.1.2 Process .........................................................................................................................................11
   4.2 Final Certificate ....................................................................................................................................11
      4.2.1 Context ...........................................................................................................................................11
      4.2.2 Process .........................................................................................................................................11
   4.3 Checklist – Finalise the Contract .........................................................................................................12

5 CLOSE OUT THE PROJECT ........................................................................................................................13
   5.1 Finalise Compensation .........................................................................................................................13
      5.1.1 Context ...........................................................................................................................................13
      5.1.2 Process .........................................................................................................................................13
   5.2 Conduct Close-Out Activities ..............................................................................................................13
      5.2.1 Context ...........................................................................................................................................13
      5.2.2 Process .........................................................................................................................................13
   5.3 Checklist – Close Out the Project .......................................................................................................14
STAGE 2 – CONSTRUCTION OF THE WORKS

1 COMMENCE STAGE 2

1.1 Establish 'Construction' Team

1.1.1 Context

The Principal's Representative appoints the Contractor as the Principal Contractor who, in turn, appoints a Construction Team for the construction of the Works. Stage 2 involves the completion of the design and documentation and construction of the Works.

1.1.2 Process

The key personnel of the Construction Team include:

Contractor:
- Project Manager (Contractor's Representative)
- Foreman
- Project Engineers
- Quality Representative
- Surveyors
- Works Supervisors
- Community Liaison Officer

Designer:
- Design Manager
- Chief Structural Engineer
- Hydraulic Engineering Team Leader
- Geotechnical Engineering Team Leader
- Supporting specialists may also be required from areas such as:
  - Geometric Design
  - Pavement Design
  - Road Design
  - Environmental
  - ITS
  - Electrical

FOR MORE INFORMATION:
Notice of Appointment of Principal Contractor (Form 34) –
1.2 Complete Kick-off Activities

1.2.1 Context

The Contractor is responsible for organising a Pre-Start Conference with the Principal's Representative prior to the commencement of the Works. The purpose of the conference is to clarify and determine the roles, responsibilities and delegations for the construction of the Works.

A Partnering Workshop should also be organised between the Principal and the Contractor at the beginning of the Stage 2 process. This workshop is more informal than the Pre-Start Conference and focuses on developing the partnering strategy for the Works.

The Principal must grant full or part possession of site to the Contractor on the Date of Commencement of Stage 2 or as stated in the General Conditions of Contract.

1.2.2 Process

Part of the Pre-Start Conference discussions include finalising the arrangements for the submission and review of the management plans included in the Contract Plan. The Principal's Representative's Agent (Contract Administrator) reviews the Contractor's management plans on behalf of the Principal.

Other items usually discussed at the Pre-Start Conference and included in the Partnering Workshop Outputs Report are:

- Lines of communication between the three parties;
- Submission and access of project records;
- Site arrangements;
- Site inspections and conferences;
- Management of payment claims, variations and non-conformances;
- Administrative requirements;
- Relationship management;
- Post-construction review; and
- Any other relevant issues raised by the Contractor or Principal's Representative.

The objectives of the Partnering Workshop are to:

- Recognise the team players and their personality types;
- Identify risks;
- Develop a communication strategy between and within the parties; and
- Develop a method for dealing with issues throughout the process.

The Principal's Representative's Agent is responsible for compiling the Pre-Start Conference minutes and the Partnering Workshop Outputs Report and distributing them for review. The Contractor must confirm receipt of the minutes and return a signed copy to the Principal's Representative's Agent.

FOR MORE INFORMATION:

*Contract Administration System – Standard Forms*
### 1.3 Contractor Obligations

#### 1.3.1 Context

The Contractor is obliged to undertake the Works in accordance with the terms and conditions of the General Conditions of Contract including the specifications and drawings.

#### 1.3.2 Process

**Table 1.1 – Contractor Obligations**

<table>
<thead>
<tr>
<th>Obligation/Responsibility</th>
<th>Timeframe required (after the Date of Acceptance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete and execute the Acceptance of Appointment as Principal Contractor (Form C6853) and provide it to the Principal's Representative</td>
<td>14 days</td>
</tr>
<tr>
<td>Submit a completed Compliance Plan (Form C6852.1) to the Department of Employment and Training (and a copy to the Principal's Representative)</td>
<td>14 days</td>
</tr>
<tr>
<td>Lodge the required Security Deposit</td>
<td>14 days</td>
</tr>
<tr>
<td>Submit the Traffic Management and Construction Workplace Plan</td>
<td>28 days</td>
</tr>
<tr>
<td>Hold a community liaison meeting, presenting the Works to community members who may be affected</td>
<td>28 days</td>
</tr>
<tr>
<td>Erect project signs in accordance with Annexure 1 of the Brief</td>
<td>28 days</td>
</tr>
<tr>
<td>Submit a completed Interim Compliance Report (Form C6852.2) to the Department of Employment and Training (and a copy to the Principal's Representative) for each successive 13 week period from the Date of Commencement of Stage 2</td>
<td>7 days (after each successive 13 week period of the Contract)</td>
</tr>
</tbody>
</table>

FOR MORE INFORMATION:

*Appendix E – Example Standard Forms and Letters
Contract Administration System – Standard Forms*

### 1.4 Principal Obligations

#### 1.4.1 Context

The Principal's obligations include:

- Effecting the required insurance policies for the Works;
- Giving possession of Site to the Contractor;
- Providing timely supply of information to the Contractor;
- Making progress and final payments;
- Granting legitimate variations; and
- Retention and release of security.

### 1.4.2 Process

**Table 1.2 – Principal Obligations**

<table>
<thead>
<tr>
<th>Obligation/Responsibility</th>
<th>Timeframe required (after the Date of Acceptance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respond to applications from the Contractor re subcontractors</td>
<td>7 days</td>
</tr>
<tr>
<td>Provide a written response to Permission to Use requests from the Contractor</td>
<td>14 days</td>
</tr>
<tr>
<td>Give a direction as to the suitability of the Construction Documentation and return the Contractor's copies</td>
<td>14 days</td>
</tr>
</tbody>
</table>
1.5 Checklist – Commence Stage 2

Establish 'Construction' Team
- Principal’s Representative completes Notice of Appointment of Principal Contractor (DEIR Form 34) and sends to the Principal Contractor.

Complete Kick-off Activities
- Contractor makes arrangements with the Principal's Representative for the Pre-Start Conference.
- Principal's Representative's Agent compiles the minutes and distributes them for review.
- Contractor confirms receipt of the minutes and returns a signed copy.
- Principal's Representative’s Agent compiles the Partnering Workshop Outputs Report and distributes it for review.
- Principal grants full or part possession of Site to the Contractor on the date specified in the General Conditions of Contract.

Contractor Obligations
- Ensure the obligations/responsibilities listed in Table 1.1 are completed within the required timeframes.

Principal Obligations
- Ensure the obligations/responsibilities listed in Table 1.2 are completed within the required timeframes.
2 DETAILED PLANNING & DESIGN

2.1 Team Negotiations

2.1.1 Context

Unless directed by the Principal's Representative in writing, the Contractor must not commence Design Development and Documentation Work until the Date of Commencement of Stage 2. To avoid unnecessary delay, the Principal may grant permission for the Design Development to begin before Stage 2. The Contractor must produce Permitted Detailed Design and Permitted Construction Documentation in accordance with the Contract, Detailed Planning, Preliminary Design Report, the Brief and Variations.

2.1.2 Process

The Contractor must submit the following documentation to the Principal's Representative's Agent:

- Requests for Permission to Use the Detailed Design and Construction Documentation; and
- A certificate from each Designer to certify ownership and compliance with the Contract and Quality System Requirements.

The Principal's Representative's Agent will then seek advice as required on the documentation from the relevant Main Roads Branch/Division. This is an opportunity to identify and resolve any design issues, check the compliance of the documentation and negotiate an agreement between the parties. The Principal must provide approval or rejection in writing, for each request for Permission to Use within 14 days of receipt. If no response is received, the Principal is deemed to have granted permission.

Permission to Use must be granted for Detailed Design before Construction Documentation can be developed. Likewise, Permission to Use must be granted for the Construction Documentation before Construction of the Works can begin. The Detailed Design Review Report confirms the final versions of designs comply with the Brief, Detailed Planning and the Preliminary Design Report. If Detailed Design is not approved, the Principal may terminate the Contract.

2.2 Workshops and Meetings

2.2.1 Context

A Risk Management Workshop may need to be held to work through any undefined risks and to determine where the risks should be allocated to finalise the Risk Register.

2.2.2 Process

The project risks need to be identified, allocated and recorded in the Risk Register. The Risk Register records:

- The nature of the risk;
- The likelihood and consequences of risk;
- Agreed risk allocation; and
- Mitigation strategies.
2.3 Checklist – Detailed Planning & Design

Team Negotiations

- Contractor must submit a Detailed Design Review Report.
- Contractor must submit the finalised management plans for Permission to Use.
- A design and documentation program setting out the order and times that each Permitted Detailed Design and Permitted Construction Documentation is to be submitted to the Principal's Representative.
- If possible, finalise the design to avoid delaying construction.

Workshops and Meetings

- Principal's Representative arranges a Risk Management Workshop to work through any undefined risks.
- Principal's Representative finalises the agreed Risk Register for the project.
3 CONSTRUCT THE WORKS

3.1 Project Management Meetings

3.1.1 Context

The Project Management Team monitors and advises on all aspects of the work under the Contract. The Principal, Contractor and Designer are represented in the team, with the Principal's Representative being one of the Principal's delegates and the Contractor's Representative being one of the Contractor's delegates. The remaining Contractor's representatives are nominated in the tender. The Project Management Team meets at least once a month until the issue of the Final Certificate.

3.1.2 Process

The Principal's Representative is responsible for chairing the Project Management Team meetings, developing the agenda and compiling and distributing the minutes. The Contractor provides a detailed report covering the following items:

- Safety issues;
- Training;
- Non-conformance reports;
- Design reviews;
- Financials;
- Quality matters; and
- Progress of the works.

The Project Management Team meetings provide an opportunity for the Principal to work together with the Contractor to resolve any issues as they arise.

FOR MORE INFORMATION:

Contract Administration System – Standard Forms

3.2 Partnering Meetings

3.2.1 Context

Relationship Management meetings are held monthly or as agreed. They provide an opportunity for representatives from both parties to meet in a planned setting and to take time to consider big-picture aspects of the project and how the various relationships are maintaining. Some of the typical activities undertaken are:

- Scoring the level of communication and interaction between the parties;
- Speaking openly and honestly about the progress of the project;
- Giving feedback to each other; and
• Providing suggestions for improvement.

3.2.2 Process

The Relationship Management meetings are attended by the Principal's Representative's Agent (usually two members of the Contract Administrator Team), the Project Manager and the Foreman. A facilitator may be used for these meetings.

If an issue/dispute arises that cannot be resolved through the Dispute Resolution Process, there are two alternatives for dispute resolution as per the General Conditions of Contract:

1) Principal's Representative's Decision and Conference; and
2) Dispute Resolution Board (suitable for larger contracts).

FOR MORE INFORMATION:
Contract Administration System – Standard Forms

3.3 Site Meetings

3.3.1 Context

Site meetings are held monthly between the Principal and the Contractor to facilitate communication and review the progress of the Works.

3.3.2 Process

Site meetings are attended by the Contractor, the Principal's Representative's Agent and their senior representatives.

The Principal's Representative's Agent chairs the meetings and is responsible for providing a written report. The report must be distributed within 7 days of the meeting and the Contractor has 2 days to respond.

FOR MORE INFORMATION:
Contract Administration System – Standard Forms

3.4 Progress Claims

3.4.1 Context

Progress Claims are monthly claims the Contractor submits to the Principal's Representative for payment under the Contract.

If the Stage 2 Offer is based on a lump sum price, progress claims will usually be paid as a proportion of the amount of work completed.

3.4.2 Progress

The Contractor can only submit a progress claim for work that is compliant with the Contract.

The Contractor submits a Conformance Report to the Principal's Representative for review on completion of work, prior to substantial progress of subsequent work.

The Principal's Representative ensures the work is compliant and issues a payment certificate.
3.5 Checklist – Construct the Works

Project Management Meetings
- Within 7 days of the end of each month, the Contractor and the Principal must prepare a detailed report for discussion at the Project Management Team meeting.
- The Chair of the Project Management Team meetings must provide a written report of the meetings to the Principal and the Contractor.

Partnering Meetings
- Prior to the Relationship Management meetings, each invitee is required to score team/project performance for discussion at the meeting.
- The Chair of the Relationship Management meetings must provide a written report of the meetings to the Principal and the Contractor.

Site Meetings
- The Principal's Representative's Agent chairs and minutes the monthly site meetings and distributes the meeting report to all attendees.

Progress Claims
- The Contractor submits daily/weekly reports in accordance with the General Conditions of Contract.
- Within 10 days of receipt of a progress claim, the Principal's Representative must issue a payment certificate to both the Principal and the Contractor.
- Within 7 days after the issue of a payment certificate, the Contractor must issue a tax invoice consistent with the payment certificate.
- Within 28 days of the invoice, payment must be made.
4 FINALISE THE CONTRACT

4.1 Practical Completion

4.1.1 Context
A Practical Completion certificate is issued by the Principal's Representative, certifying the Works are complete, usually with the exception of listed minor omissions and defects which may be rectified during the Defects Liability Period.

The Defects Liability Period is the period of time commencing on the date of issue of a Certificate of Practical Completion during which the Contractor is responsible for the correction of any omissions and defects.

4.1.2 Process
The Contractor must give at least 14 days written notice to the Principal's Representative advising the anticipated date for Practical Completion. The Principal's Representative must then respond to the Principal and the Contractor within 14 days of receipt of this request.

The Contractor provides the "as built" drawings, specifications and all certifications to the Principal's Representative's Agent so the Designer can certify the works have been constructed in accordance with the Contract. If the project has opted to use the Contract Administrator as an inspector throughout the works, they will certify these documents.

Upon the issue of the Certificate of Practical Completion, the Principal's entitlements must be reduced for:
- The Primary Security;
- The Retention Moneys; and
- The Retention Security.

Appointment of the Principal Contractor for all Construction Workplaces (pursuant to Section 13 of the Workplace Health & Safety Act) terminates on the issue date of the Certificate of Practical Completion.

4.2 Final Certificate

4.2.1 Context
Within 28 days after expiration of the Defects Liability Period, the Contractor must submit a Final Statement to the Principal's Representative.

4.2.2 Process
The Contractor must forward all personal information collected (such as information collected on members of the community during the course of the Contract) to the Principal after the issue of the Certificate of Practical Completion and prior to the issue of the Final Certificate.

Within 14 days of the receipt of the Final Statement, the Principal's Representative issues a Final Certificate to the Principal and the Contractor. The Final Certificate needs to incorporate any bonus or incentive payments as per the Contract.
4.3 Checklist – Finalise the Contract

Practical Completion

- Contractor must give possession of Site and Works to the Principal on the Date of Practical Completion.
- Within 14 days of the Date of Practical Completion, the Contractor must submit a completed Practical Completion Compliance Report to the Department of Employment and Training, with a copy to the Principal's Representative.
- Within 14 days of the Date of Practical Completion, the Contractor must remove all signage from the Site.

Final Certificate

- Principal's Representative issues the Final Certificate to the Contractor.
5 CLOSE OUT THE PROJECT

5.1 Finalise Compensation

5.1.1 Context
The final payment of invoices (including any Dispute Resolution payments), bonuses and securities must be finalised with the Contractor after issue of the Final Certificate.

5.1.2 Process
If the Final Certificate certifies a balance owing to the Contractor, the Principal must:

- Pay the Design Savings Bonus if the Contractor is entitled;
- Release any Primary Security, Retention Security and Retention Moneys within 14 days; and
- Release any Sub-Contractor Payment Security within 4 months.

5.2 Conduct Close-Out Activities

5.2.1 Context
The Principal's Representative is responsible for a post-completion evaluation and finalising all other close-out activities for the project.

5.2.2 Process
After Practical Completion, the Contractor must remove all buildings, workshops, temporary works, construction plant and equipment from the Site.

A Close-Out Workshop should be held between the Principal and the Contractor to conduct an evaluation on the ECI process and product. These meetings provide an opportunity to:

- Capture project learnings, innovation and issues for future projects;
- Evaluate the performance and communication between and within team members;
- Provide feedback on any shortfalls in the project; and
- Evaluate the performance of the ECI procedures and processes.

The findings from this workshop should be incorporated into the Finalisation Report which identifies the types of problems encountered during the project and how they might be overcome in the future. The report should also state how the performance measured up against the expectations of the Brief.

The Principal's Representative must also ensure the contract performance reports are completed as outlined in MRPDS Volume 3 – Major Works Prequalification System.

FOR MORE INFORMATION:

MRPDS Volume 3 – Major Works Prequalification System

Contract Administration System – Standard Forms
5.3 Checklist – Close Out the Project

Finalise Compensation

- Finalise all payments of outstanding balances (including Dispute Resolution payments) to the Contractor.

Conduct Close-Out Activities

- Ensure the Contractor has completed "clean up" activities on Site.
- Conduct a Close-Out Workshop to evaluate the ECI process and product.
- Complete a Finalisation Report of the project.
- Ensure all contract performance reports have been completed.