



LEETON
SHIRE COUNCIL

TENDER No. LSC2019-109B

PROJECT MANAGEMENT/SUPERINTENDENT SERVICES

for the

ROXY THEATRE REDEVELOPMENT

VOLUME 2 of 3

TECHNICAL SPECIFICATIONS (PROJECT REQUIREMENTS)



DATE: MAY/2019

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1 BACKGROUND

1.1 PURPOSE

The Roxy is a purpose-built cinema and community venue owned by Council located in Leeton in regional New South Wales.

The facility opened in 1930 as a cinema however over the generations it has also been utilised for theatre productions, community events, functions, and civic ceremonies. The Roxy is historically important as a centre for many community gatherings and other local institutions. But its influence, both real and potential, extends further. As an incubator of local ideas, hopes and aspirations extending back many years, it serves as a vector for the community's wider economic and social interests.

The difficult position the Roxy finds itself in is due to the myriad of technical compliance issues surround it. Address one issue and there is a domino effect of occupational health and safety standard that require solution, as well as building compliance issues and in particular addressing disability access. There is a prominent and precious heritage fabric to enhance. What is urgently required is a new functionality for the building, in which compliance challenges are addressed within a constrained building foot print, sympathetic to the cultural legacy of Leeton and the Roxy itself.

This investment will extend far beyond a simplistic architectural touch up and putting in a disability ramp. It takes as its starting point the town's reputation for innovation and adaptability, evident in the translation of the economy from small scale agricultural production and low-value food processing to today's economy based on agribusiness, value-added agricultural products and high-end engineering and international tourism.

1.2 STRATEGIC OBJECTIVES

There are 3 key areas on which this redevelopment will deliver measurable outcomes:

- *Increase Arts and Cultural Participation*
 - Leeton and the surrounding community are content generators meaning that The Roxy experiences high attendances for activity generated by community, however the building is operating at 35% capacity due to functional and legislative building constraints.
 - Making the building efficient to operate will leverage further economic potential through community generated activity and investment from industry.
 - The reconfigured Roxy brings the building into the 21st century, allowing a mix of cultural activity for the town and region, while also providing a vehicle for external investment in cultural activity by Leeton's industries that will generate social and economic benefits.
- *Vibrant Civic Centre*
 - Redevelopment of The Roxy will contribute to the social resilience of the town and beyond that, to its civic amenity and tradition of community engagement.
 - The Roxy Redevelopment allows for increased community and educational programming which will attract and increased level of corporate and philanthropic support to deliver increased arts and cultural participation that will directly impact the liveability and activation of the town centre.

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- *Heritage Fabric:*
 - It is acknowledged that the Roxy, built in 1930, is a rare surviving example of a 1930's picture theatre still in use and is one of only a few remaining examples of architect Kaberry and Chard's cinemas. The Roxy is valued by several generations of the Leeton and surrounding community as a key centre for social interaction, community events and entertainment for over 80 years. The theatre has been an essential part of the social and cultural fabric of the Leeton community for most of the town's period of existence
 - A conservation management plan is to be prepared for the Roxy, which will contribute to informed decision making for anyone engaged in caring for the heritage place and for the current proposed redevelopment.

1.3 PREVIOUS STUDIES

Key Reports will be available on request, including:

- Marshall Day Technical Report
- Previous Conservation Management Plan
- Existing Conditions Drawings
- Engineering Report – Existing Conditions – Feb 2019

2 THE PROJECT

2.1 PROJECT SCOPE

The proposed redevelopment works will include conservation and restoration of significant elements of the existing building. A new Conservation Management Plan will be developed to supersede the Conservation Management Strategy of August 2007. All works will be undertaken to meet requirements of the Heritage Act 1977 (NSW).

The original building footprint together with its later additions occupies almost all of the site area up to all boundaries. The undercroft spaces that are currently not utilised as functional floor space are fragmented and require careful consideration for incorporation into potential upgrade strategies for the auditorium and stage or other supporting amenities.

The project will uncover hidden and under-utilised spaces to create new space by removal of redundant fabric or reconfiguration within the total volume of the Roxy. Where possible existing fabric is adjusted for reuse rather than removed.

The 1980s additions are substantially reused and modified.

The works (potential) include:

- a) Disability access to front and side entry, stage, rehearsal area, seating, amenities, foyer
- b) Provision of new function prep kitchen
- c) Optional: boutique smaller cinema
- d) Upgrade of Heating and Cooling
- e) New changeroom / dressing room space.
- f) Access to both sides of the stage.
- g) Upgrade technical cabling, sound, lighting and AV equipment
- h) New motorised rigging system
- i) Install code compliant seats in public spaces

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- j) Provide hearing augmentation system
 - k) Improve thermal and acoustic insulation
 - l) Improve fire protection to the building

2.2 PROJECT OBJECTIVES AND SCOPE

The project aim is to address issues and constraints:

Strategic Considerations:

- Prepare a masterplan that considers surrounding land use and provides options for future proofing Leeton's arts and cultural functional capacity. This may involve architectural, structural and services masterplanning options analysis of possible future expansion into adjacent areas.

General:

- Maintenance and upkeep
- Limited functional capacity to meet arts and cultural needs of community
- Band-Aid approach is not a sustainable option and is leading to higher ongoing maintenance costs over time

OHS:

- The Roxy currently doesn't meet code in relation to:
 - Disability Access.
 - Occupational health and safety for staff, performers and customers.
 - Fire Safety Compliance as well as the theatre rigging represents a danger.

Infrastructure constraints:

- In addition to the Roxy's current lack of flexible performance and auditorium spaces, there is also a lack of a kitchen/function preparation space. This is limiting the number, type and size of events currently able to be hosted at the Roxy.
- At present there is no loading dock with scissor lift facilities to bring in larger props and equipment in at stage level. This is limiting the number and type of performances that can be delivered at the Roxy. The other related constraint is the efficiency with which the Theatre can transition from one performance/use to the next.
- The lack of smaller rehearsal spaces/theatres means that while the main auditorium is being used, smaller performances or movies screenings can't be accommodated. It makes the theatre less flexible for hosting film festivals and additional events and exhibitions.
- The current facilities for performers are relatively poor. The changing rooms are very constrained and there are no separate male/female changing rooms.

Lack of Functional Capacity

- The Roxy currently has one large performance stage and auditorium. There are no smaller rehearsal spaces or theatres and the changing facilities for performers are limited. The lack of smaller spaces limits scheduling flexibility in that only one performance / screen can occur at a time. In addition, the viability of smaller events is limited as the only option is to use the entire theatre, with all the associated staffing and utility costs.
- The Roxy is the centrepiece of Leeton and when the lights are on and people are in town, Leeton is 'alive', spirits are raised, and business and community confidence is high.
- The other civic role that the Roxy plays is that of a de facto Town Hall. The Roxy's current lack of capacity and flexibility means that when the theatre is being used for town hall purposes, other civic activities are unable to take place in the building.

Heritage

- The heritage value of the Roxy has been recognised to be of State significance. This responsibility, that extends far beyond Leeton, represents a heavy cost burden for the community.

Operational

- Attractiveness to new audiences and next generation users.
- Increasing occupancy and participation.
- Increased Programming at The Roxy that encourage visitors to town.
- Increase income streams for The Roxy.
- To be accessible and affordable for cultural group use.

2.3 CONSULTANCY STRUCTURE

The consultants to be appointed for this project are listed below and will each be separately appointed by Leeton Shire Council:

- Principal Consultant/Architect is to be appointed to undertake Architectural and Interior Design services, Structural Engineering, DDA & Acoustic Engineering works and coordination of all design consultants.
- External Project Manager/ Superintendent is to be appointed to provide Project Management and Superintendent services.
- Quantity Surveyor to be appointed to provide Cost Planning and Cost Management services.
- Town Planning Consultant to be appointed to address all statutory planning requirements of the project.
- Heritage Consultant to be appointed to prepare the Conservation Management Plan
- Services Engineer is to be appointed to provide services design including Mechanical, Electrical/ICT/Security, Hydraulics, Vertical Transportation, Fire Protection and Fire Engineering services.
- Theatre Consultant to be appointed to undertake technical and operational theatre design services for the integrated fitout component of the project.
- Building Surveyor is to be appointed to provide building certification and structural certification services.

3 PROGRAM

The indicative Program is as follows:

- Consultant Appointment –late May 2019
- Complete Master plan options and Schematic Design – July 2019
- Complete Design Development – August 2019
- Complete Contract Documentation – October 2019
- Construction Tender Award – December 2019
- Commence Construction – February 2020
- Complete Construction – December 2020
- Commissioning & Training – March 2021

The consultants are to provide a preliminary program to reflect the targets based upon traditional construction procurement approach. The program should highlight workshops, progressive design reviews (as applicable) and allow a minimum of two weeks for client review and approval prior to conclusion of each phase of the project.

Consultants should allow a minimum of 10 trips to Leeton to adequately service the project as follows:

- 3-4 trips during design & documentation phases
- Balance during construction phase

Consultants should demonstrate in their tender submission how they will effectively service the project given its remote location and manage travel costs in the most effective manner.

4 ESTIMATED PROJECT COST

The estimated **Total Construction Cost (TCC)** is **\$3.5M** exclusive of GST. The TCC includes demolition, construction, integrated fitout and FF&E costs and excludes property acquisition, consultants' fees and authority charges.

This amount is to form the basis for the consultant's fee submission.

5 PHASES OF CONSULTANCY SERVICES

5.1 PHASES TO BE UNDERTAKEN

The consultant is to provide services for each phase in accordance with the details set out below.

The phases applicable to this project will be:

Phase 1	Masterplan Options including Functional Brief involving key stakeholders
Phase 2	Schematic Design
Phase 3	Design Development
Phase 4	Contract Documentation
Phase 5	Contract Administration
Phase 6	Defects Liability Period

5.2 PHASE 1 – FUNCTIONAL BRIEF

This phase involves:

- Masterplan Options
- Preparation of the Functional Brief
- Site due diligence and construction staging sequencing
- Communication and Stakeholder Engagement Plans

5.2.1 MASTERPLAN OPTIONS

The Principal Consultant (Architect) is to prepare a options paper on adjoining land uses and how this might improve Leeton’s cultural capacity whilst integrating current scope and budget.

This is envisaged as 2-3 week analysis concurrent with Functional Brief and Site due diligence.

5.2.2 FUNCTIONAL BRIEF

The Principal Consultant (Architect) is to prepare a Functional Brief to articulate and test functional and design requirements and involve development and inclusion of the Schedule of Accommodation and associated details. It will be used to test design options against and to finalise design.

5.2.3 SITE DUE DILIGENCE AND CONSTRUCTION STAGING SEQUENCING

Complete detailed site due diligence including assessment of site constraints such as accessibility of the site during construction.

Review the scope of works from a construction implementation perspective and resolve the broad staging sequencing to support the ongoing operation of the Roxy. This will involve inspection of site and the various work fronts, assessment of these areas in the context of construction access, materials movement in and out, impacts on the operations and development of a programme for completion of the works. Detailed review with Leeton Shire Council is required to discuss and agree the constraints that need to be put in place to deal with the various work fronts and maintain ongoing operation of The Roxy during the construction phase.

5.2.4 COMMUNICATION AND STAKEHOLDER ENGAGEMENT PLANS

Input and involvement will be required in the preparation of communication and stakeholder engagement plans, the stakeholder engagement process and the development of reports to support and implement public communication strategies and the like to assist the project governance team. Consultants will be involved in the preparation and presentation of material for forums as required that will be concurrent with key milestones.

5.3 PHASE 2 – SCHEMATIC DESIGN

This phase involves:

- design sketches for the agreed development option
- the preparation of a Limit of Cost Estimate (Cost Plan C) for the agreed development option, and
- the preparation and submission of planning approval applications. This applies to both architectural and engineering services design.

A Schematic Design Report will be prepared that demonstrates that a thorough analysis of design and engineering service systems has occurred ensuring that the intent of the Functional Brief has been met including the preparation of a Comparison Schedule of Accommodation (comparing briefed to designed areas).

The report will also demonstrate how the performance requirements of the BCA Part J will be met, as well as including studies and recommendations relating to operational issues, such as:

- Cinema and theatre events and activities
- Communications
- Energy Systems
- Fire safety systems
- Maintenance systems
- Deliveries and Loading
- Waste Management
- Catering, etc.

Typical documentation required at the completion of this stage shall include the following:

- Cost Plan C(including life cycle recurrent costs / square metre)
- Development Application documentation, if required.
- Elevations and Sections (1:100 or 1:200).
- Floor and roof plans (1:100 or 1:200).
- Building Services systems description (including energy consumption / hour / square metre)
- Preliminary Room Data Sheets.
- Preliminary Specification for all materials and finishes (including low maintenance issues).
- Presentation Standard Perspectives.
- Site Plan (1:500) including identification of setbacks, built forms, vehicular & pedestrian routes, easements, emergency access routes.
- Title Survey Plan (if not already provided).
- Typical Construction Details and Sections for facade, walls, floors and roof (1:100).

A review of the project programme of key milestone dates and procurement method may be required at this phase and, if so, consultants should prepare an updated report on options considered and confirm the recommended project delivery methodology.

The approval of the PCG is required before proceeding to the next phase.

5.4 PHASE 3 – DESIGN DEVELOPMENT

This phase involves the ongoing development and refinement of the approved design by all consultants and the incorporation of all Authority requirements into the design, including those in the BCA Part J. A further Cost Plan (C2) estimate will be prepared to demonstrate that the project is still within budget.

A Design Development report will be prepared that demonstrates that issues of planning, design, materials selection, constructability, building services, (structural, civil, fire safety, mechanical, electrical, hydraulic and energy services) have been coordinated and integrated into the proposal to ensure an effective project outcome.

Typical documentation required at the completion of this stage should be based on the approved Schematic Design developed in more detail. It will include but not necessarily be limited to the following:

- Asset Management Plan (including items listed below)
- Building Services including plant, reticulation, monitoring and control systems.
- Construction sections (1:50) for facade, perimeter wall sections showing finishes at junctions of walls and floors, ceilings, etc.
- Coordinated reflected ceiling plans (1:100).
- Developed Room Layouts (1:50).
- Equipment Briefing Schedules.
- Lift, stair and riser details (1:50).
- Plans, Sections and Elevations (1:100).
- Roof layout and drainage details.
- Room Data Sheets.
- Site Plan.
- Site works and landscaping layouts.
- Review & confirm Cost Plan C (including life cycle & recurrent costs / square metre).
- Description of the project operations in terms of:
 - users' performance requirements (e.g. low maintenance and low energy consumption)
 - design parameters (e.g. architectural / engineering capacity of structure and systems).

Note: The Asset (or Facility) Management Plan is to be prepared to enable the facility to be managed across its operational life. The Plan will include, but not be limited to:

- an asset register including age, condition, value and supplier data
- operating plan(s) (including cleaning, energy services)
- maintenance plan(s) (including replacement / refurbishment schedules)
- compliance issues e.g. maintenance of essential services
- projected costs for annual (recurrent/ongoing) requirements, e.g. energy or cleaning, and anticipated costs for the life cycle of the facility e.g. major plant or refurbishment of systems.

Approval of the PCG is required before proceeding to the next phase.

5.5 PHASE 4 – TENDER DOCUMENTATION

This phase involves the development of properly coordinated documents, suitable for tendering and subsequent construction either as a lump sum or a number of contracts. The documents, and the project, must have all relevant Authority approvals.

A pre-tender estimate Cost Plan D will also be prepared to demonstrate that the project will remain within budget.

Typical documentation required at the completion of this stage should include but not necessarily be limited to the following:

- Contract including special conditions.
- Cost Plan D
- Specification.
- Tenderer's Brief.
- Working Drawings.
- Program of key milestone dates.

Note: If the adopted project delivery method is non-traditional (e.g. Early Contractor Involvement such as Managing Contractor or Construction Management or a hybrid approach) then contractor procurement will occur earlier in the project.

Approval of the Phase 4 - Tender Documentation by the PCG is required before proceeding to the next phase.

5.6 PHASE 5– TENDER, EVALUATION, AWARD AND CONTRACT ADMINISTRATION

This phase involves the calling, evaluation and awarding of tender(s), and contract administration. It also involves the appropriate commissioning of the building.

Typical documentation required at the award of tender stage should include but not necessarily be limited to the following:

- Bank guarantee
- Contract documents (including Instrument of Agreement, legal contract and technical documents)
- Financial check
- Compliance with OHS, IR and local content requirements
- Insurance evidence
- Selection report and endorsement
- Statutory declaration (comply with Code of Practice)
- Building Permit, including permits for staged construction or separable portions;
- Construction issue drawings in electronic format (AutoCAD and PDF) that can be released to the successful Building Contractor for completion of Shop and As Built drawings, as required. Any change to drawings during the Construction Phase is expected to be accompanied by issue of updated CAD and PDF files in time for the building contractor to produce As Built drawings.

The construction phase involves contract administration, and quality management through the construction period.

All consultants must complete the following activities in the construction period:

- Respond to RFI's from the Contractor within 2 business days of them being submitted in writing via email or other agreed method. Note: Formal response to RFI's are by Architects or Engineering instruction only and not in meeting minutes. Site instructions must be followed up with a formal Architect or Engineering instruction;
- Conduct site walks on a fortnightly basis or as agreed with the Project Manager. Take images of as built conditions that may not be visible once complete (e.g. in wall services);
- Conduct detailed defect walks prior to Practical Completion, or at nominated times, as informed by the Project Manager;
- Review As Built documentation, Operations and Maintenance Manuals and Asset Registers and provide confirmation to the Project Manager that all information contained therein accurately reflects what has been constructed and is complete.

5.7 PHASE 6 – DEFECTS LIABILITY PERIOD

This phase involves monitoring the works and having all discovered defects addressed by the Contractor. The consultants shall provide advice and support to the Principal regarding defects, including faulty materials and workmanship. Where the matter is critical to the service delivery functions or occupant safety, the Superintendent shall arrange for the Contractor to promptly rectify the defect. In the case where this fails, the Superintendent, on behalf of the Principal, may arrange for an alternative means to be used utilizing the security retained for this purpose.

The consultants are to arrange for a coordinated report to be provided to the Principal, initially for review and sign off, in sufficient time to be forwarded to the Contractor during the Defects Liability Period.

Post Occupancy Evaluation (POE) is required to be undertaken as part of the project consultancy quality assurance process. It usually takes place 12 months after the completion of the construction and occupation by the agency. The POE shall review the functions and suitability (i.e. fit-for-purpose) in terms of the original brief and shall make comment on:

- assessment of current operations,
- project objectives have been met, and
- the requirements to be considered for future projects.

6 ROLES AND RESPONSIBILITIES

6.1 ENVIRONMENTAL SUSTAINABLE DEVELOPMENT

The project team and all consultants are to prepare designs and documentation that embody objectives of improved indoor environment quality, low carbon emissions, sustainable transport options, efficient use of water, minimal impact on the local environment and minimising waste to landfill.

The project team shall take a whole-of-life approach to sustainability. The Project Team shall design and deliver systems which support positive behavioural practices from staff and visitors.

The project team shall undertake design and documentation of building systems, materials and engineering infrastructure which are robust and low maintenance and reflect sound engineering design principles. Building design and Engineering systems selected should promote low carbon solutions to reduce the carbon footprint of the facility.

6.2 LIAISON WITH PROJECT MANAGER

Leeton Shire Council will have an internal Project Manager to provide local project management support for the project. In addition, it is proposed to appoint an external Project Manager to provide superintendency services and to provide overall project management of the project team.

The external Project Manager is the primary contact for the consultant team and is the main conduit to the Client. The external Project Manager is to provide technical expertise in the processes of planning, procurement and implementation of assets, buildings and associated infrastructure works.

The external Project Manager will engage, direct and monitor the services, responsibilities and duties of the consultants throughout all stages of the appointment.

All consultants are to liaise with the PCG through the external Project Manager.

Consultants are engaged to facilitate the planning and redevelopment of the Roxy. All consultants are to work as a consultant team to plan and deliver the stated facility.

6.3 VALUE MANAGEMENT AND VALUE ENGINEERING

Value management and engineering processes must be undertaken throughout the project and the Consultants role is to:

- Carry out a documented value management/engineering process with the Project Manager and the Quantity Surveyor at the completion of each design phase;
- Provide a scope of works at each design stage for scope and cost verification;
- Ensure designs and documentation seek best value for money in considering capital and recurrent cost ramifications;
- Ensure that the design solution submitted complies with the budget constraints of the project;
- Consider the lifecycle costs of design and make the Client aware of any aspect of the design that may result in a significant increase in costs over the lifecycle of the project;
- Provide cost reduction options that may be needed to maintain the project cost within budget;
- Ensure that the project remains within the established budget always. If it is the opinion of the Architect/Lead Consultant that increased value for the Client might be obtained by a scope deviation at increased cost, this must be brought to the attention of the Project Manager and direction from the PCG obtained prior to any changes being implemented.

6.4 SAFETY BY DESIGN

All consultants are required to demonstrate that Safety by Design has been considered when developing design documentation. All design and construction methodologies must be of the highest industry standards in relation to OHS and limit all safety hazards as far as reasonably practicable. This relates to demolition, material selection, construction methodology, maintenance and decommissioning / disposal.

Where shown to be required by Risk Assessment, a Safety by Design process is required to be carried out in each design phase. Actions are to be documented and coordinated with drawings which are marked up by each consultant for their discipline. If risks are identified that cannot be mitigated to a satisfactory level within the design, they must be referred to the Client for acceptance prior to being transferred to maintenance operations at the completion of the project.

6.5 MEETING ATTENDANCE

All consultants are required to attend regular (e.g. fortnightly) meetings throughout each phase of the project. Meetings they are expected to attend include but are not necessarily limited to:

- Consultant Team meetings
- Design Team meetings
- Design Review Workshops
- User Group meetings
- Contractor's meetings
- Project Control Group meetings.

6.6 CONSULTANT TEAM MEETINGS

All consultants are required to attend regular Consultant Team meetings (e.g. fortnightly) throughout the design and documentation phases of the project. Consultant Team meetings manage all activities and report on the status of the project to the Project Control Group. The meetings are chaired and minuted by the Project Manager (Consultant) or where there is no Project Manager, the Principal Consultant.

6.7 DESIGN TEAM MEETING

All consultants are required to attend regular Design Team meetings at which all design and technical issues are discussed in detail. Design Team meetings are chaired and minuted by the Project Manager (or Principal Consultant).

6.8 DESIGN REVIEW

All consultants are required to prepare information for briefings and participate in Design Reviews as required by the Project Manager (Consultant) or Principal Consultant.

6.9 USER GROUP MEETING

An intensive programme of User Input is expected. This is achieved primarily through regular meetings with the project User Groups during key stages of the design, documentation and commissioning phases.

User Group meetings determine the performance requirements to be met for each service, within reasonable financial limits. User requirements are subject to the approval of the Project Control Group. The meetings may be used as a checklist for compliance checking of documents, with verifying records produced at the end of each applicable design phase.

All consultants attend as required by the Project Manager or Principal Consultant. The Services Engineer and the Quantity Surveyor attend, with other engineering consultants in attendance as requested. The structure and format should have prior agreement with the Project Manager. The Principal Consultant minutes all User Group meetings and distributes copies prior to the next meeting.

6.10 CONTRACTOR'S MEETING

Consultant Team meetings and Design Team meetings are replaced by Contractor's meetings when construction commences. All consultants must attend as required by the Superintendent. This is generally for the duration of the contract administration phase for their area of responsibility. The Quantity Surveyor is to attend all Contractor's meetings. The meetings are chaired and minuted by the Contractor and held on site if feasible.

6.11 PROJECT CONTROL GROUP (PCG) MEETING

All consultants may be required to attend Project Control Group (PCG) meetings at the request of the Project Control Group or the Project Manager. Project Control Group Meetings are generally attended by the Project Manager, Principal Consultant and Quantity Surveyor, and for the majority of projects, the main Services Engineer is to attend. Other consultant engineers or specialised consultants may be required to attend from time to time, as required by the Project Manager.

6.12 REPORTING REQUIREMENTS

All consultants must prepare monthly progress reports (generally no more than 3 pages in length) for inclusion in the Project Manager's Monthly Report to the Project Control Group. The consultant's progress report should include a brief summary of the status of the work and outline any key issues or critical decisions to be made regarding their area of responsibility.

7 ROLES AND RESPONSIBILITIES – EXTERNAL PROJECT MANAGER/SUPERINTENDENT

7.1 PROJECT MANAGER

The Project Manager shall be appointed to undertake but not be limited to the following services, responsibilities and duties related to the capital project. Activities will focus primarily on capital works and services and will not generally extend to service delivery or programmatic issues.

It is expected that the consultant will work closely with Roxy Theatre staff dealing with service delivery and programmatic issues of the project to ensure appropriate integration of service requirements into the built environment.

7.2 MANAGEMENT

Assume overall responsibility for the management and co-ordination of all development aspects of the Project during the design, documentation, construction, equipping and commissioning stages. During these stages, the Project Manager will be responsible for the overall management of other consultants appointed by Leeton Shire Council, with respect to project matters. This will include an oversee and review role to ensure that relevant data is provided to the PCG including:

- Functional Briefing
- Monthly reports
- Design Reviews

The Project Manager will be responsible for co-ordination, consolidation and preparation of all material required in the above reports, studies etc.

Accept delegated authority for specific matters determined by the PCG.

Set out and maintain lines of communication, the frequency of meetings required for completion of the design and construction aspects of the Project and establish a reporting system.

Develop the nominated management structure including procedures for administration, accounting, purchasing, approvals, reporting, and document circulation: review same with the PCG and Consultants and when approved, implement over the period of the Project.

Review all design, documentation, construction and commissioning variations to the Project to see that they are within the terms of the brief, the agreed design and budget limitations.

Keep a photographic record of key elements of the project and provide to PCG at completion.

7.3 LIAISON

Attend all meetings of the PCG, prepare agenda, record minutes and prepare monthly report and circulate. Provide hard copies at meetings as appropriate. Recommend and advise on all matters relating to the project and follow up as required.

The Project Manager is to:

- Arrange and chair such progress meetings as are necessary for satisfactory co-ordination of the work with user groups, consultants, contractor, sub-contractors and suppliers etc.
- Report, recommend and advise on matters relating to the construction aspects of the project for the Project Control Group.
- Work with Roxy staff and the contractor to ensure the commissioning and smooth occupancy of the facility.

Ensure all statutory requirements are complied with and approvals are obtained as necessary from Government, local Government and other authorities and bodies having jurisdiction over the Project within the required time frame. Obtain modifications to the building regulations when required.

Motivate and co-ordinate the work of the Principal Consultant and associated sub-consultants, Quantity Surveyor and other specialist groups.

7.4 REPORTING

Report to the PCG at monthly intervals or as required on:

- Expenditure against budget and estimated cost to completion.
- Actual progress compared with original program and work still to be completed.
- Design and scope changes and change proposals.
- Variations.
- Issues.

Prepare detailed reports and regularly update program schedules, monitor future activities in keeping with the requirements of the Master Project Program. Make recommendations on activities to be expedited to meet predetermined completion dates.

Advise the PCG as necessary at all times on public and community relations and industrial relations in relation to the project. The Project Manager will assist in arranging and providing appropriate publicity and promotional material as required.

7.5 BUDGET

Establish, through the Quantity Surveyor, costing systems to continuously monitor the expenditure to provide feedback to the PCG and ensure that regular updated cash flow requirements are prepared including:

- Review and report on all payments.
- Contingencies for design and construction.
- Project variations and impact on approved budget.

Ensure that the budget is prepared for the Project by the Quantity Surveyor including accurate cash flow projections. Arrange to re-examine and revise as necessary for cost control purposes.

Establish procedures regarding the issuing of variations and feedback to the Project Control Group of the overall cost budget position; produce costs-to-completion information regularly and keep the PCG fully informed. Prepare submissions for approval of variations by the PCG in accordance with the relevant delegation.

Check that the design(s) produced complies with the overall cost budget and ensure that consultants consider such items as cost efficiency in operation and maintenance. Ensure adequate provisions are made for the most effective form of building services and future requirements.

Ensure that all final accounts are dealt with according to the contract conditions and that all claims are settled.

7.6 PROGRAM

Develop the master program for the Project from the planning stage to final completion identifying all critical target dates and milestones to meet the established completion dates. This program will identify the priorities and any constraints that could interfere with the achievement of the program. Ensure the program is sensitive to and incorporates appropriate timelines for the service provision redevelopment tasks set out by the user groups.

Assess all planning, design and pre-tender construction programs as well as implementation alternatives and regularly update the Master Program comparing it to current status for the design, documentation, tender, construction and commissioning of all stages and communicate to all parties.

Monitor design information flow and PCG approvals and ensure that program requirements are being achieved.

Advise the Contractor of program procedures and requirements and ensure that program requirements are being achieved including:

- Monitor design information flow and PCG approvals.
- Monitoring of all off-site activities, including necessary shop drawings.
- Ensure that material is available, and orders are initiated on the Principal's behalf for long lead times items such as materials, plant and equipment.
- Monitoring manufacturers' progress in design, fabrication and delivery.

Identify problems and anticipate problems with contractor and sub-contractors, and take such measures as are necessary to resolve these equitably. Fully report all potential delays to the PCG.

7.7 CONSULTANTS

Advise on the scope and content of work to be undertaken by Consultants, also other Specialist services which may be required, and assist in the selection, negotiations and agreement of Consultant's professional services engagements. Update and maintain in association with the PCG the detailed briefs relevant to the particular consultant disciplines.

Direct and administer the work of the Consultant Team members, including the certification of their accounts for payment by the PCG.

7.8 TENDERING

Advise on alternative methods available for the construction and the various contractual methods that could be utilised. Consider procedures for selection and appointment of Contractors in conjunction with the PCG including the form of tendering, form of contract, terms of payment and degree of sub-contracting required.

In association with the Architect and Quantity Surveyor, assist in the briefing, selection and appointment process. This may involve a two stage process to call for expressions of interest from which will be drawn a recommended list of Contractors who will be invited to tender on the main contract subject to the PCG's approval.

Assist in the calling and evaluation of tenders by participation on the selection panel. Make sure all compliance requirements are addressed; prepare reports supporting recommendations to the PCG regarding the appointment of the Contractor, subcontractors and suppliers.

See that the contract documents are properly executed before work starts on site. Ensure that the Contractor, any subcontractor and supplier have complied with statutory, insurance, and are fully aware of security requirements necessary during the construction phase.

7.9 CONTRACTUAL

Act as Superintendent under the construction contract and ensure the issuing of all certificates required under the Conditions of Contract including certificates of Practical and Final Completion at the appropriate time and ratify any payments required and perform all duties within prescribed times and limits set out in the contract.

Appoint Superintendent's representatives where necessary or appropriate. Ensure responsibilities are clearly defined.

Ensure that site possession will be available when required (advise on the site requirements including the prior checking of any insurance, security, legal or planning restrictions affecting the site).

Advise the PCG when:

- Certificates of Practical Completion and Final Certificates are to be issued to allow the PCG to first have the opportunity to inspect the works.
- The Project or part of the Project is fit for use, occupation, client and/or training purposes.

Ensure provision of suitable prototypes of various components as required for assessment and approval prior to full implementation in works.

Place orders on behalf of the Principal and negotiate and agree the scope of works relating to public utilities, Statutory Authorities and other bodies having jurisdiction over the works to ensure their works accord to program requirements, where these are not Contractors responsibility.

Investigate and resolve any adjacent owner/occupier situations, preservation orders, rights of way or easements. Ensure that the statutory authorities can provide the basic services required.

Arrange site meetings as required to review progress of the Project construction and for the purpose of discussing technical and financial matters arising from the Project. The Project Manager will arrange issue of minutes (normally prepared by the contractor) of these meetings, accurately recording all matters discussed and resolved and these shall be tabled for formal acceptance at the subsequent meetings.

7.10 QUALITY ASSURANCE

Undertake assessment of issues of ongoing asset management, minimising recurrent costs and maximising energy efficiency principles. Co-ordinate and undertake design review processes as required for the Project Control Group.

Ensure that all quality control and testing requirements are clearly established and documented. Prepare an appropriate quality plan for the project in consultation with all other consultants. Establish the Project requirements on such matters as professional accountability, liquidated damages, insurance requirements, compliance with Government regulations in relation to quality assurance and tendering.

Oversee the completion of design and contract documents for tendering are in accordance with the agreed project quality plan and warrant that they are checked, coordinated and comprehensive.

Review the works during the defects liability period and inspect with the Architect at the expiration of this time. Recommend the release of retentions or other form of (bank) guarantee at the expiration of defects liability period.

Ensure that adequate access is provided to service installations for maintenance and future replacement.

7.11 COMMISSIONING

Ensure that documentation of all specified or necessary construction and equipment, operating manuals and as built drawings, including plans, elevations and details, are supplied in hard copy and electronic format to the Principal.

Ensure 'plain English' guides are prepared for all components and the commissioning program. This is to include operational and maintenance contracts that form the basis of managing the project.

Arrange for the preparation of equipment and furniture schedules including the tendering, ordering, confirmation of receipt, final placement and performance testing of all reusable and new items in preparation for handover.

Ensure that all required pre-commissioning checks are carried out as necessary for the plant, equipment and buildings. Arrange for training, additional commissioning, testing and implementation phasing to suit the requirements of the users in order to ensure efficient operation of the plant, equipment and buildings.

Ensure adequate provision of consultant services to cover commissioning issues and to allow corrective measures to be undertaken in order that handover of buildings can be carried out in an efficient manner.

7.12 REVIEW

Co-ordinate and undertake Design review(s) as required by the PCG. Follow up on action plans resulting from the Design Review.

Review and develop procedures for monitoring defects liabilities.

Ensure the preparation and development of an Asset Management Plan for long term operation of the facility. Ensure the maintenance and technical operating manuals are suitable for the task and supplied in both hard and electronic copy.

Plan, co-ordinate and arrange a Post Occupancy Evaluation of the completed Centre at a time suitable to the Project Control Group, normally at the end of defects liability period.

7.13 RESOURCING

Ensure that the Consultants and Contractors make adequate personnel available for the fully professional execution of their obligations, both within the design and implementation areas