

# **Belgrave Health Hub**

## **National Stronger Regions Fund Project Management Plan**

Submission Number:  
**NSRF000149**

Prepared by:  
**Yarra Ranges Council**  
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## 1 PROJECT MANAGEMENT PLAN

This Project Management Plan is used to inform internal and external stakeholders of the requirements for the successful delivery of the Belgrave Health Hub project for the Yarra Ranges Council.

### 1.1 PROJECT LOCATION

The following image provides details of the geographic location of the project.

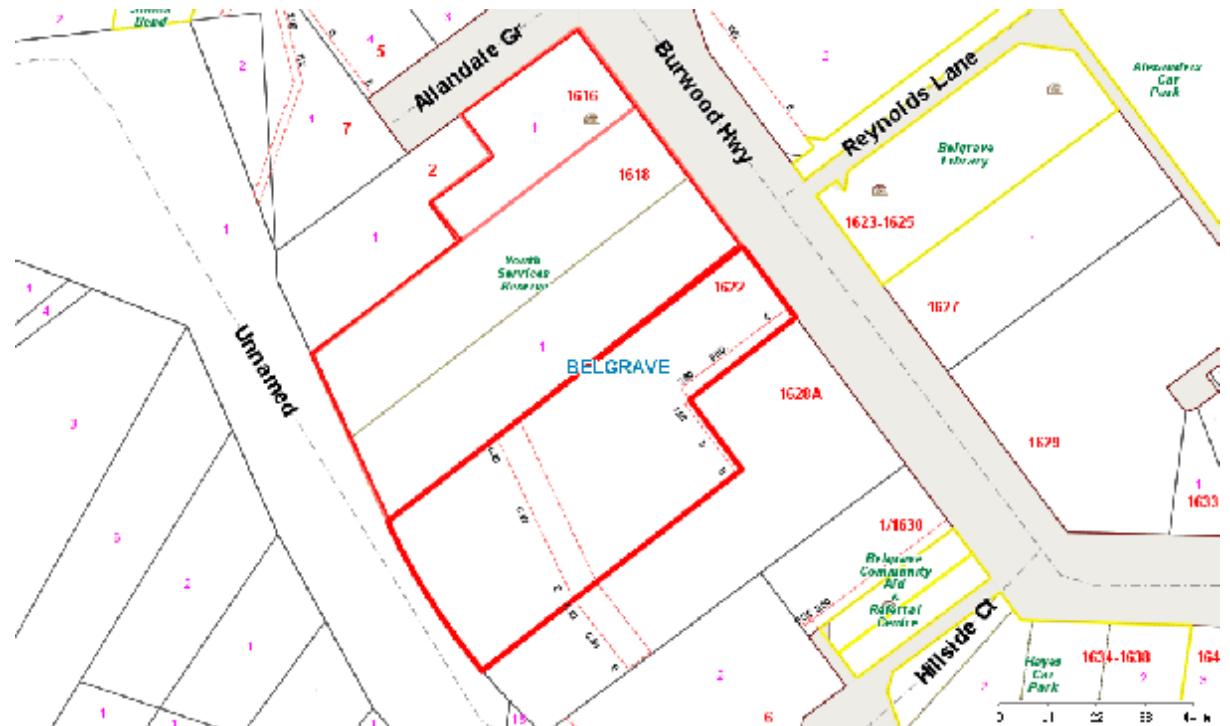


FIGURE 1: PROJECT SITE

## **2 RESOURCE MANAGEMENT**

The following is a description of the project governance and organisational structure including resource management which has been implemented to ensure project is developed in an efficient, feasible manner and governed by due process.

### **2.1 PROJECT DELIVERY**

A Council appointed officer will be the nominated Project Manager to deliver this project. The roles and responsibilities are discussed below.

Yarra Ranges Council will be responsible for financial management of the National Stronger Regions Fund(NSRF) monies.

#### **2.1.1 PROJECT MANAGER**

The Project Manager will be drawn from the Major Projects team within Yarra Ranges Council. That team has a documented project management process that sets out how projects are to be managed, copy attached in Appendix A.

The Project Manager will be responsible for:

- Project programming and coordination, including the design team
- Financial reporting and monitoring
- Coordination with Project Control Group(PCG), Design Team and Head Contractor.
- Monitoring the risk register
- Ensuring all compliance approvals are submitted and achieved

#### **2.1.2 HEAD CONTRACTOR**

The Head Contractor will be appointed by the Council via a tender process, as governed by the Procurement Management Plan.

The Head Contractor will be managed by the nominated Project Manager.

## **3 PROJECT EXECUTION**

### **3.1 PROJECT TIMELINE**

A full project timeline has been developed by the Project Manager which will be used to forecast project completion dates and key milestones. This timeline sets out all project tasks and activities from commencement in October 2014.

The full project timeline is provided in Appendix B. The below section provides a summary of the key project milestones.

### 3.2 PROJECT MILESTONES

The following provides a list of key project milestones which represent significant project advancement:

Project Milestone	Key Date
Schematic Design sign off	March 2015
Planning Permit Issued	July 2015
Contract documentation completed	February 2015
Tender Head Contractor	March – May 2016
Head Contractor appointed	May 2016
Construction period	May 2016 – November 2017
Practical Completion achieved	December 2017

## 4 PROJECT COMMUNICATION STRATEGY

### 4.1 EXTERNAL COMMUNICATION

All communication between the project and external parties (such as Funding Partners or the Community) will be directed to the Project Manager in the first instance.

This system is designed to streamline communication processes and limit conflicting information sources. This system is shown in the diagram below.

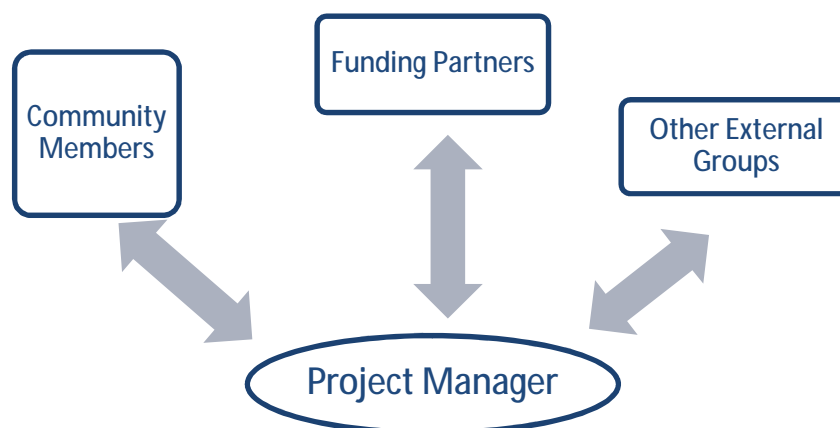


FIGURE 2: EXTERNAL PROJECT CORRESPONDENCE DIAGRAM

Yarra Ranges Council will administer all correspondence with National Stronger Regions Fund including funding gained through the NSRF.

### 4.2 INTERNAL COMMUNICATION

The delivery of the project has been structured such that the Project Manager is responsible for the delivery of the project. This organisational strategy simplifies the communication streams, as all

internal project correspondence is directed to the Project Manager, who is responsible for passing this correspondence to the relevant party. This communication flow is represented in the following diagram.

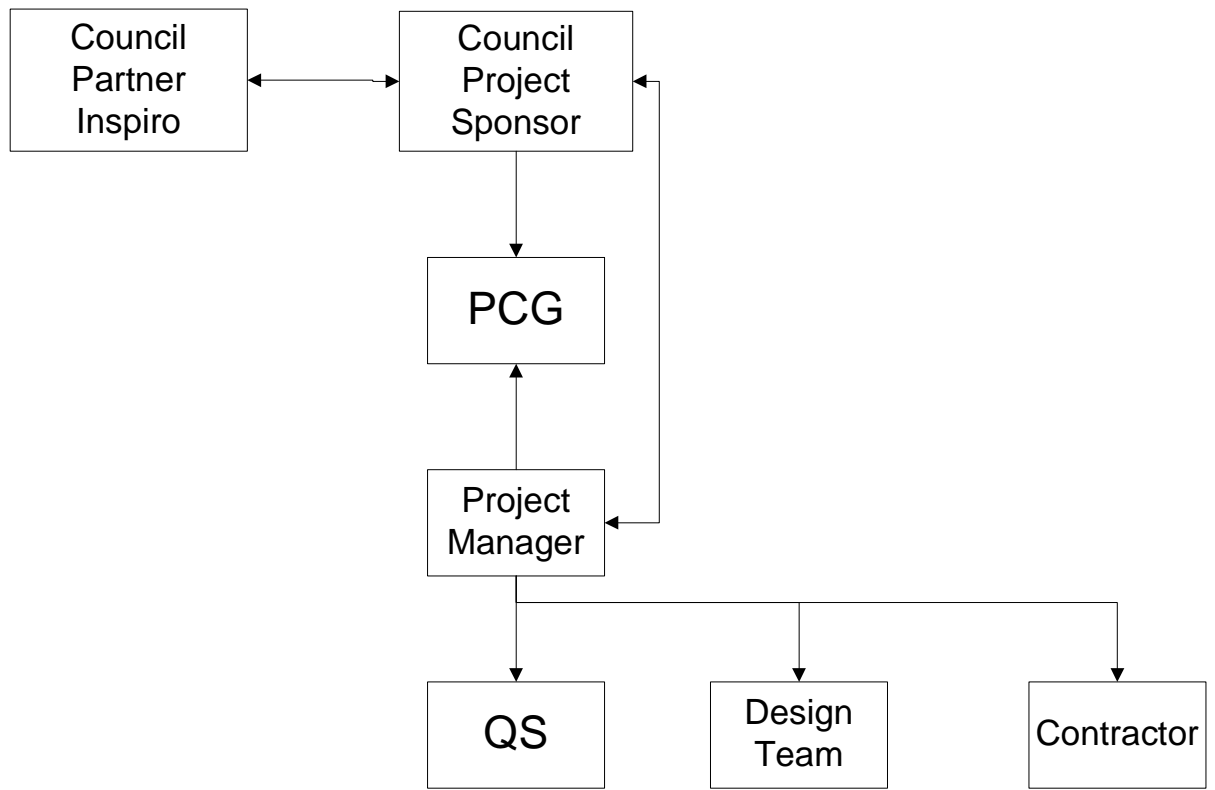


FIGURE 3: INTERNAL PROJECT CORRESPONDENCE FLOW

## 5 FINANCIAL MANAGEMENT

### 5.1 PROJECT FUNDING

The concept drawings for the project have been assessed by the Yarra Ranges Council appointed Quantity Surveyor who has estimated the total project cost at \$8,700,000.

### 5.2 PROJECT CONTINGENCY

The Yarra Ranges Council has a standard 10% construction contingency that is to be provided for all its projects. This contingency is to cover any variations encountered during the construction phase.

## 6 APPROVALS

A Planning Permit will be required for this project. Work is currently progressing to Schematic Design in order to submit an application for the Planning Permit

A Building Permit will be required for this project which cannot be issued until the Head Contractor is appointed.

## 7 COMPLIANCE, AUDIT AND PERFORMANCE REPORTING

To ensure compliance with all relevant Australian Standards and rail regulations, the detailed design will be completed through the Lead Consultant (Architect) design team.

The design of the Belgrave Heath Hub project is and must be compliant with all relevant standards, regulations, legislation and requirements to achieve an Occupancy Certificate. During construction of the project, these standards together with the detailed design documentation form the quality standards to be applied during the project. All aspects of project construction will be reviewed against these documents to assess compliance, quality and practical completion through the Project Design team.

To ensure the project is being delivered to specification, regular inspections will take place throughout the construction phase of the project.

### Project Control Group (PCG)

The project has an established PCG which will monitor the progress of the project against agreed parameters. The Terms of reference for this group are detailed in Appendix C

# APPENDIX A





# Major Projects Project Management Process

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Version 1.1 October  
2014

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## ***CHANGE CONTROL***

<b>Revision</b>	<b>Date Issued</b>	<b>Changes</b>
<b>1</b>	<b>3 June 2014</b>	<b>Original Issue</b>
<b>1.1</b>	<b>1 October 2014</b>	<b>Additional Information added and update of Unit names</b>

## ***AMENDMENTS in this issue***

<b>Section</b>	<b>Details</b>
<b>5. Project Delivery</b>	<b>Addition of Project Handover Template</b>
<b>5.1.3 General Accounts Payable / Receivable information</b>	<b>Process for payment by cheque</b>
<b>6.3 Media Update - Website Information</b>	<b>Adding a project to website</b>
<b>7.4 Architectural</b>	<b>Moral Rights Template included</b>
<b>7.5 Planning</b>	<b>Planning Fee Journal and cost centre</b>
<b>8.3 Tender Process</b>	<b>Reference checks</b>
<b>11.2 Change Management Process</b>	<b>Meeting with stakeholders</b>
<b>14.5 Authorities</b>	<b>Return of property and bond payments</b>
<b>15.2 Certificate of Practical Completion</b>	<b>New section and form added</b>
<b>16.6 Final Completion</b>	<b>Updated</b>

## PURPOSE

The purpose of this procedure is to outline the process and responsibilities during the initiation, planning, design, documentation, construction and handover phases of a major project.

## 8 SCOPE

This procedure applies to all projects managed by Project Managers within the Major Projects team.

## 9 DEFINITIONS

C6	Contracts 6
CD	Contract Documentation
Contractor	The head contractor appointed by the Council to undertake/coordinate construction works.
DD	Design Development
F1	Finance 1
P&FM	Property and Facilities Management
MP	Major Projects
O&M	Operations and Maintenance
OH&S	Occupational Health and Safety
PCG	Project Control Group
PM	Project Manager is the nominated contact point within the Major Projects team, managing the project.
SD	Schematic Design
Sponsor	Council Officer who is charged to bring the project to fruition

## 10 PROJECT SCOPE - FEASIBILITY REPORT

MP will have participated in the feasibility study for projects which may be classed as a *Major Project*. MP role in this phase is to assist with appointment and management of any consultants required, including undertaking background reports such as but not limited to; Arboriculture Assessments, Feature Surveys and Hazardous Materials.

PM during the Feasibility study should source:

- any existing Asbestos Report information from P&FM
- Existing Geotechnical reports
- Existing feature surveys
- Establish a project folder
- Ensure cost centre has been allocated
- Building Conditions Report arrange through Property and Facilities Management

### 10.1 PROJECT DETAILS

When a project is forwarded to MP, generally from Social and Economic Development or Recreation & Active Living, the following details should be provided as a minimum as part of the project handover.

#### 10.1.1 SCOPE OF PROJECT

The Council Report including the resolution date of agreement for the project to proceed will outline the full scope of the project and the expected outcome/s of the Project.

#### 10.1.2 FINANCIAL

Confirmation of total project budget, and years allocated for expenditure.

The sources of the budget / external funding, and whether they are confirmed or not.

Any requirements / reporting for any external grant (reports, paperwork, stakeholders, openings etc).

Smarty Grants information is kept and updated at

<http://yrcincominglegrants.smartygrants.com.au/grantsin>

Funding –Non Recurrent Grants

[http://myinet/files/5793dd2c-3e83-4cbf-93c0-a1c400be8c2c/Non\\_Recurrent\\_Grants\\_Process.pdf](http://myinet/files/5793dd2c-3e83-4cbf-93c0-a1c400be8c2c/Non_Recurrent_Grants_Process.pdf)

#### 10.1.3 COST CENTRE

When MP receives the project, a new cost centre must be raised. This signifies that MP and the PM have now taken financial control of the project, and it is the beginning of the next phase of the project.

#### 10.1.4 STAKEHOLDERS

Compile a list of the agreed Stakeholders, their roles and responsibilities.

[Stakeholder Identification Analysis -Template.docx](#)

Any community consultation results or meeting information relevant to the project and the project outcomes. \*\* Note that MP will have been involved at the feasibility stage and those documents should be in the project file.

Some possible stakeholders to consider are:

Internal	External
Property and Facilities Management	VicRoads
Infrastructure Services	State Government
Parks and Bushland	Federal Government
Landscape Architecture & Urban Design	CFA / MFB
Recreation & Active Living	Utilities Providers
Social and Economic Development	Community Groups
Health Department	
Planning Services	

#### 10.1.5 **SITE INFORMATION OR REPORTS**

Location/photos of the site

Any previous planning permits or history of the site



## 11 PROJECT DELIVERY

When a project progresses from Feasibility to Major Projects as an active project the [Project Handover](#) form needs to be completed by the sponsor to assist the Project Manager with the history of the project and provide an audit trail of the project from one department to the next.

To complete each project, the following points need to be followed to ensure smooth delivery and guarantee the ease of accessibility to files and information.

### 11.1 CORPORATE SYSTEM REQUIREMENTS

#### 11.1.1 BIS

The corporate system used to forecast expenditure of projects, this is to be reviewed and updated monthly.

#### 11.1.2 FINANCE 1

The corporate system used to pay invoices and raise requisitions. Council's payment terms are 30 days from date of invoice, unless special arrangements are made. These include payment terms specified in a contract or legislative requirements such as Security of Payments Act. All contracts let under AS 4000 need to be notated by procurement as 14 day accounts once the purchase order is raised.

[Instructions for Raising a Compliant Purchase Requisition.docx](#)

#### 11.1.3 GENERAL ACCOUNTS PAYABLE / RECEIVABLE INFORMATION

Information on accounts payable and receivables procedures and may be found at the following links.

[http://mynet/My\\_Knowledge\\_Centre/Finance](http://mynet/My_Knowledge_Centre/Finance)

[http://mynet/My\\_Knowledge\\_Centre/Finance/Account\\_Payable](http://mynet/My_Knowledge_Centre/Finance/Account_Payable)

[http://mynet/My\\_Knowledge\\_Centre/Finance/Account\\_Receivable](http://mynet/My_Knowledge_Centre/Finance/Account_Receivable)

All consultants and contractors engaged should be advised to forward invoices, with the purchase order number to [accountspayable@yarraranges.vic.gov.au](mailto:accountspayable@yarraranges.vic.gov.au) with a copy to the relevant PM.

If payment of an account or bond is required by a cheque, a payment Approval Form must be completed. This form is located at

[http://mynet/My\\_Tools\\_and\\_Resources/Strategies\\_Policies\\_Plans\\_and\\_Forms/Payment\\_Approval\\_Form](http://mynet/My_Tools_and_Resources/Strategies_Policies_Plans_and_Forms/Payment_Approval_Form).

#### 11.1.4 CONTRACTS 6

The corporate system to store, manage and monitor the contract, payments, variations (both extension of time and adjustments) any contract documentation that relates to the management of the contract i.e. minutes and agendas, cost plans, safety reports, instructions, and program updates etc.

[C6 - Generating Payment Certificate.docx](#)

[C6 - Generating Variations Certificate.docx](#)

#### 11.1.5 ECM, CURRENTLY MP DO NOT USE THIS

The corporate Electronic Data Management system is used for all the finalised documentation detail of each project. ECM is currently being re-evaluated with the deletion of the X Drive (to be updated soon). At the completion of handover, files must be archived in ECM or C6 for contract only relevant documentation only.

[http://mynet/My\\_Knowledge\\_Centre/Corporate\\_System\\_Help\\_Desk/ECM\\_Enterprise\\_Content\\_Management](http://mynet/My_Knowledge_Centre/Corporate_System_Help_Desk/ECM_Enterprise_Content_Management)

#### 11.1.6 EXPENDITURE SPREADSHEET

PM's must keep a separate expenditure sheet for all projects to ensure compliance to the project budget.

[Project Expenditure Template.xls](#)

#### 11.1.7 FILE STRUCTURE

Each project should be set up with the following structure for continuity:

- § Authorities (Folder each for – Water, Electrical, Gas)
- § Construction (Folder each for – Drawings, Instructions, OHS, Site Meetings)
- § Consultants (Folder each for – Architect, QS, and any other specific to each project i.e. DDA , Environment, Legal, Audits, Surveys)
- § Design (Folder each for - SD, DD and Master Plan)
- § Finance (Folder each for – Budget, Grant, Variations)
- § General (Folder each for Background, Photos, Communications)
- § Meetings (Folder each type of meeting, PCG, User group)
- § Permits (Folder each for Building, Planning)
- § Program (Folder each for EOT and Notice Of Delay)

File structure can be located at [..\0000Master Directory Template\Directory Template](#)

All documents should be filed in the relevant X drive folder in the interim until ECM is fully operational.

#### 11.2 CAPITAL EXPENDITURE PROGRAM

The Capital Expenditure Program is made available to the public on our website.

It also outlines the budget that is due to projects for the current Financial Year.

#### 11.3 COST CENTRE INFORMATION

Each project requires a cost centre that all items relating to that Project will be charged to. When a project comes to MP a new cost centre needs to be created, using the [Cost Centre Form](#).

#### 11.4 SUFFIX CODES

For each purchase order a suffix must be allocated to determine what the expenditure is being used for, generally speaking MP uses 8276 (Construction) and 8271 (Consultants – this includes Architects, QS and specialists) - if these numbers do not suit go to [http://mynet/My\\_Knowledge\\_Centre/Finance/Finance](http://mynet/My_Knowledge_Centre/Finance/Finance) to find the appropriate suffix.

## 12 COMMUNICATION

### 12.1 MONTHLY AND QUARTERLY REPORT

Each month a link is forwarded to PM's to update their projects classed as Major Projects; this includes income, expenditure, commitments, project timeframes, issues and achievements. MP will update the financial columns, PM to update remaining sections. Each quarter there is also a power point presentation of current photos and/or plans to indicate the current status of the project.

[Template - Major Projects CEP Quarterly Report end June 2013.xls](#)

[Template - Major Projects Photos June 2013.ppt](#)

An abridged version of this final report is sent to Risk Management, Parks and Bushlands, Hot Topics and Customer Service Coordinator for information

### 12.2 MEDIA UPDATE – COMMUNICATIONS TEAM

The Communications Team need to be kept up to date with any significant milestones or issues that may affect the public. These updates are generally around items of interest, tenders let, contractors on site, facility opened or items that may impact the community. Normally this would be undertaken via EO MP or the internal client area.

Note - Always refer Media agencies to the Communications Department, do not answer questions directly.

### 12.3 MEDIA UPDATE – WEBSITE INFORMATION

If the project is to be placed on the website use the Current Projects Template. Fill out template for any current projects & submit to Lisa Webster OR Vicki Pulling who will upload the information onto Councils website.

## 13 DESIGN GUIDELINES

### 13.1 SIGNAGE

All Major Projects must have a project signboard erected; the information displayed will vary depending on the funding arrangements of the project.

Some projects have external funding with a requirement of advertising of the contribution both during the construction, and as a permanent sign i.e. plaque.

All recipients of Community Support Grants program funding of \$250,000 or greater require that there must be a community billboard to provide information about the project, funding and start and completion dates. The [Victorian Government Branding Guidelines](#) (page 15) provides guidelines.

Examples of signage and acknowledgement of funding may be found at the following links.

[Site sign - Council and Vic Gov logo.doc](#)

*Council, State and Federal Funding – [Promotional\\_Guidelines.doc](#)*

*Council and State Funding Use of Logo – Guidelines for the use of the Council Logo - [Logo - Brand\\_Guidelines.pdf](#)*

Acknowledgement information –  
[acknowledgement\\_and\\_publicity\\_guidelines\\_for\\_victorian\\_government\\_funding\\_support\\_29052013.doc](#)

Logos Files (vertical and horizontal and mountain strip) are located at [Y:\Logo](#)

### 13.2 IT DESIGN STANDARDS

Agreement was reached with the IT department on use of the attached standards within the MP area when developing a brief for IT Services refer to [ICT Consultancy Services final 170812.doc](#)

Note these standards are to be used for Council staff occupied buildings only (e.g. Monbulk Hub)

### 13.3 COUNCIL DESIGN GUIDELINES

An interim guideline [Design Standards draft 2014.doc](#) has been issued; further refinements are currently being developed.

### 13.4 ARCHITECTURAL

The Moral Rights Amendment of the Copyright Act protects the moral rights of artists including Architects. It is designed to protect their reputation, and the integrity of their work. If the project involves rework on a recently completed project then notification needs to be provided to the Architect /Artist in writing. Refer to [Moral Rights Letter](#) template.

[Moral Rights AIA.pdf](#)

### 13.5 PLANNING

Projects with a budget over \$1m require a planning permit. Other triggers may also require projects of lesser value to obtain a planning permit, e.g. tree removal, etc.

If appropriate, a discussion with the Planning Department regarding the need for the planning permit may be beneficial.

[http://mynet/website/Residents/Planning/Application\\_Forms](http://mynet/website/Residents/Planning/Application_Forms)

To arrange for a planning fee to be paid from project cost centre complete [Planning Permit Fee Journal](#)

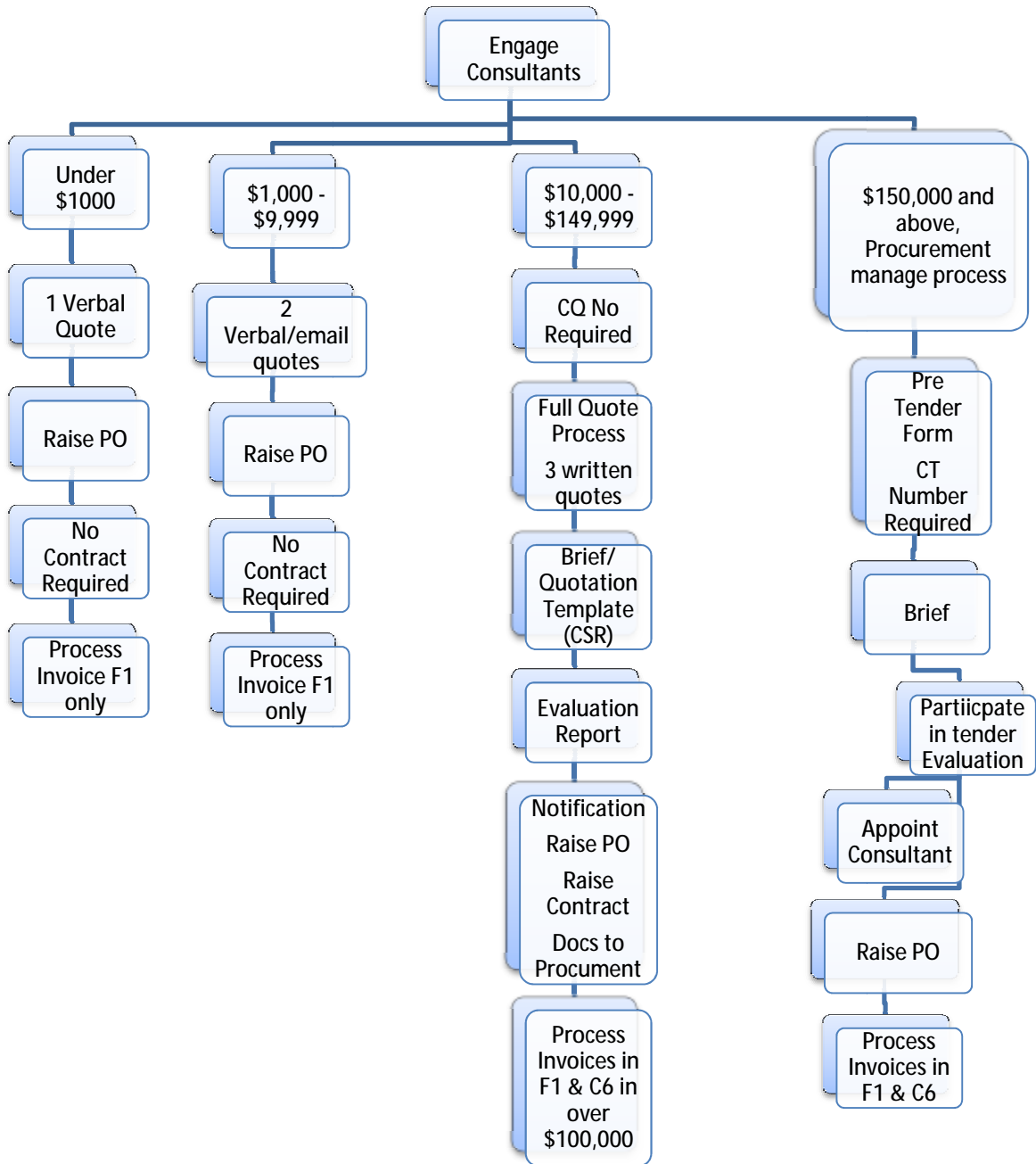
Journal for planning fees Cost centre is 730501.1331

14 ENGAGE CONSULTANTS

14.1 PROCUREMENT AND FINANCE PROCESSES

Refer to [Procurement\\_Manual.doc](#) for information on the process

The PM must determine what is required for financial compliance when procuring consultants, follow the flowchart to ascertain the correct procedure (all amounts listed are GST inc).



## 14.2 QUOTATION PROCESSES

**Quick Quote** - Less than \$1,000 – get 1 quick quote, Between \$1,000 and \$9,999 – get 2 quotes - [Quick Quote](#).

**Full Quote**- Over \$10,000 – less than \$150,000 (goods and services) or \$200,000 (for works) - get 3 written quotations - [Full Quotation](#)

The [Procurement Policy](#) outlines the requirements of each process to be compliant.

Full quotes require Procurement front end document [Quotation Template Consultants.docx](#) and a brief developed by the PM.

### 14.2.1 EVALUATION OF QUICK QUOTATIONS

Quick Quotes only require evaluation by one staff member.

Successful and unsuccessful submissions can be notified via email.

Examples of emails can be found at [..\AS contracts and forms\Email Templates](#)

### 14.2.2 EVALUATION OF FULL QUOTATIONS

Quotations must be evaluated by a minimum of 2 appropriate Council staff.

All evaluation members have a responsibility to satisfy themselves that the evaluation process has been conducted in a manner that is consistent with the Procurement Policy and associated procedures. Please ensure that you are familiar with the responsibilities of the evaluation panel as outlined in Council's Procurement Manual (under the section titled Evaluation Process).

[Quotation Evaluation Report.doc](#)

[Evaluation Plan Template.doc](#)

This [Standardised Scoring Scale](#) outlines and assists in the evaluation process.

## 14.3 TENDER PROCESS

Follow the pre-tender and tender process.

The [Pre-tender Information Form](#) is to be completed by the PM to instigate the tender process, and signed off by Executive Officer MP and Manager BAS.

All Councils tenders are done via E-Tender managed through Procurement Services at <http://www.yarranges.vic.gov.au/Community/Business/Tenders>

If a reference check is required the PM will be requested by Procurement Services to undertake this task. A standard list of questions can be found on the [Reference Check Form](#).

The CSR should be utilized for select tenders with a minimum of three (3) companies but up to five (5) for more complex or larger budget projects. CSR can be accessed via <http://www.dtf.vic.gov.au/Infrastructure-Delivery/Construction-Supplier-Register>

A Brief needs to be written for each consultant that is engaged, here are some templates for a QS and a Principal Consultant which can be modified to suit the particular project.

*[SAMPLE QUANTITY SURVEYOR BRIEF - ..\AS contracts and forms\YRC QS Brief final - QUOTE.doc](#)*

*[SAMPLE PRINCIPAL CONSULTANT BRIEF - ..\AS contracts and forms\YRC Principal Consultant Brief final.doc](#)*

CONSULTANTS - [Agreement\\_Consultants-AS4122-2010.doc](#)

#### 14.4 LIST OF CONSULTANTS (AS REQUIRED / RELEVANT)

- Architect
- Landscape Architect
- Engineering – Structural and Civil
- Engineering – Building Services
- Quantity Surveyor
- Accessibility – currently CT2574
- Field Specialists (e.g. hygienist, legal, survey, geotechnical, Hazardous Materials)

#### 14.5 EXCEPTION FORMS

In some circumstances, an exception may be required to obtain services for the following reasons:

- Established knowledge of the project
- Area of expertise
- Timelines

Use [Exception\\_Request\\_Form.doc](#) to request an exception.

#### 14.6 LETTER OF SUCCESSFUL OR UNSUCCESSFUL QUOTES

When quotation evaluation has been completed the following letters should be used to notify applicants on the status of their submissions.

[Letter of Acceptance\\_Word\\_Version.doc](#)

[Unsuccessful\\_Letter\\_Word\\_Version.doc](#)

#### 14.7 CLAIMING COSTS ASSOCIATED WITH NON-PERFORMANCE

In the event that a consultant does not perform as required and there is a need to seek compensation, the following letters may be used as an example:

[Sample Letter regarding Consultants performance failure.doc](#)

[Sample Letter regarding Consultants performance failure seeking compensation.doc](#)



## 15 MEETINGS AND STAKEHOLDERS

### 15.1 PROJECT CONTROL GROUP

The PM, in conjunction with the sponsor, needs to determine the relevance of PCG meetings for each project and the appropriate membership. In some projects there is little need for a PCG and the Ward Councillor may be happy to have a monthly email update rather than formal PCG meetings, if the project involves smaller levels of funding.

PCG meetings should normally occur monthly. If a Councillor is to be included in the PCG meetings, call the PA of the Mayor and Councillors (currently Kelly Delaney ext 106) they will assist with days that Councillors are available for meetings. Membership of a PCG is guided by the terms of reference and the individual project stakeholders. Some Councillors may choose not to attend all PCG meetings and are content to be updated at milestones in the project.

*Note* - if a Councillor attends any of these meetings an [Assembly of Councillors Record](#) MUST be completed and forwarded to the appropriate officer in Corporate Support immediately following the meeting.

[PCG Terms of Reference template 2012.docx](#)

The standard agenda template - [PCG Agenda - TEMPLATE - 2013.doc](#)

The Architect, or Lead Consultant, should provide a monthly report to the PCG, and the QS a financial report once construction commences to track particularly the contingencies.

The Lead Consultant is also required to do the minutes of these meetings.

PCG meeting minutes must be entered into C6 Documentation.

### 15.2 DESIGN PROCESS – USER GROUP WORKSHOP

User group meetings are usually convened and chaired by the Lead Consultant/Architect with the identified/relevant stakeholders. They would normally occur at fortnightly intervals through SD and DD, or as agreed.

User Group meeting minutes must be entered into C6 Documentation.

## 16 SCHEMATIC DESIGN

SD takes the concept approval as part of the feasibility report & develops it.

Any changes requested by stakeholders (including Councillor) must be forwarded back to all stakeholders for further approval.

It is preferable that stakeholders endorse the [Stakeholder Sign Off Form](#).

## 17 DESIGN DEVELOPMENT(DD)

### 17.1 REVIEW OF DD

The following areas/teams (as relevant to the project) must be part of the review process to gain sign off of the design based on their knowledge and operational requirements once the site is handed back to Council:

- PCG / Stakeholders / User Groups
- Parks and Bushlands – for any projects that have external landscape areas
- Property and Facilities Management – for review of finishes from a maintainability view
- Environmental Health – If there is any kitchen facility
- External Consultants / Legalisation Requirements
- DDA for sign off of design as conforming to requirements
- Template for sign off -[Stakeholder Sign Off -Template.docx](#)

### 17.2 CHANGE MANAGEMENT PROCESS

At the end of design development process a meeting must be arrange with all Stakeholders i.e. Parks & Gardens and Property and Facilities Management, to discuss design.

Change Management system commences once sign off has been received by stakeholders at the conclusion of DD.

Changes can be instigated from any stakeholder, consultant or contractor, items may include:

- Operational changes to the project
- Alternative materials, plant, fixtures or fittings
- Change in project scope
- Substantial change to colour selection
- Regulatory change
- If changes are made, a record must be kept and include;
- Date
- Item
- Instigator
- Justification / reason
- Parties affected

[Change Management Register - Example.xlsx](#)

## 18 CONTRACTOR

### 18.1 PROCUREMENT POLICY

Tenders are run by Procurement Services, once the pre-tender information is sent to them, the PM must provide any information required by Procurement Services to ensure a successful tender process.

PM's will be part of the Evaluation Panel once tenders have been returned to Council, see [Pre-tender Information Form Construction.doc](#).

### 18.2 PRE TENDER

All Pre-Tender forms need to be signed off by EO MP prior to submitting to Manager for signature

[Pre-tender Information Form Construction.doc](#)

### 18.3 TENDER

As part of the Tender process, procurement have produced [Tender Process Map - Flowchart](#)

Tenders are run by Procurement Services, once the pre-tender information is sent to them, the PM must provide any information required by Procurement Services to ensure a successful tender process.

Procurement will

- prepare the Tender front end documentation
- load the Tender on E tendering
- forward any questions that are asked about the Tender to the PM
- coordinate receipt , assessment of tender submissions

The PM must provide the following to Procurement

- ensure that the drawings, specification and any relevant reports (Part 6, Geotech, Survey) are included in the package
- read and comment on the Tender documentation provided by Procurement Services
- nominate a day and time for the Tenderers to meet on site (usually a week after the Tender is released)
- review of the documents from the relevant officer
- provide response to questions asked in regard to the Tender by Tenderers through ETender (some questions and responses will be added to the Tender process if the outcome will be valuable for all Tenderers)

### 18.4 APPOINTMENT OF TENDERER

If the Tender is over \$1 million, the Tender Report will be referred to Council with recommendations to approve the appointment of the Contractor.

Procurement Services will provide the report to Council, once this is resolved, Procurement Services will advise the successful tender and the PM will be able to raise the Purchase Order for the contract.

If the value is below this, Procurement Services will provide the evaluation report recommendations to the appropriate reporting line for signing and approving the

appointment of the Contractor. Again Procurement Services will complete the letter to successful Tenderer and the PM will be able to raise the Purchase Order for the contract.

## 19 CONTRACTOR MANAGEMENT

### 19.1 CONTRACTOR APPOINTED

Procurement have formed the [Contract Management Guidelines](#), unfortunately the relevance to Major Projects is quite minimal. It has more relevance to Civil Construction Projects. It is important to be aware of this document exists and there are standard forms available.

### 19.2 CONTRACT EXECUTION

Procurement Services will prepare the contract documentation for a Tender and contracts will be signed via secure signing. Once completed, PM will be notified, one copy will be sent to the appointed contractor and a copy uploaded to C6.

### 19.3 BANK GUARANTEE

Procurement Services are responsible for obtaining the Bank Guarantees, for building contracts two unconditional undertakings to a collective value of 7.5% of the contract sum is required. The undertakings will be for 5% and 2.5%, with the 5% being returned at practical completion and the 2.5% being returned upon completion of the defects liability period.

All Bank Guarantees must be received by Council prior to the first progress payment at the latest.

The PM on Practical Completion should email Procurement Services to requested release of the 5% bank guarantee with relevant CT number and name of contractor. The same process occurs at the end of defects liability period for the 2.5%.

### 19.4 PAYMENTS

For all construction contracts (and some design contracts), payments must be made in accordance with the Building and Construction Industry Security of Payments Act 2002. The PM MUST notify Procurement Services if this Act will be relevant to this Contract, Procurement will advise Finance to make a note on the F1 system to ensure they are removed from the normal 30 day run and charged at 14 days.

At the time of approving a payment, the PM or delegate must ensure that they have the necessary authorisation to approve and sign off on the payment. To this end the authorisation must be in accordance with approved financial delegations.

Payments on contracts over \$100K must be entered in C6.

In the case of construction contracts, the contractor must submit a progress payment claim to the Superintendent Representative for assessment within 14 days. After approval the contractor then submits a tax invoice for payment for the amount identified on the progress payment claim along with a statutory declaration. Council is required to make payment on the invoice no later than 28 days from receipt of the progress payment claim unless there is a discrepancy in the claim. Where this occurs, the Superintendent must notify the Contractor in

writing of the discrepancy within 10 days of receipt of the progress payment claim. Once the discrepancy has been rectified the contractor must submit an invoice for payment based on the amount indicated on the progress payment claim.

If a payment requires approval from the Manager Built and Active Spaces or the Director, one of the following appropriate comments must be added to F1 when raising a purchase order and forwarding the workflow:

**Purchase Order within budget [major projects core contracts]:**

The tender report approved by [Council/CEO/Dir E&E] on [date] for this project identified a contract budget of \$XXX and an overall project budget of \$XXX. This purchase order relates to the scope or works defined in that contract budget.

**Purchase Order within budget – general:**

This purchase order has been developed for approval to finalise the procurement requirements in line with Council's Procurement Policies. It will be paid for from the project budget of \$XXX.

**Payment within budget:**

This payment has been checked against the works, services received and agreed to, and are covered within the contract / purchase order raised. This invoice is not a variation and can be accommodated within the initial order and current budget available.

**Variation within budget:**

The tender report approved by [Council/CEO/Dir E&E] on [date] for this project identified a contingency allowance of \$XXX. Funding allocated for the project is \$XXX which is sufficient for the variations to proceed.

Where the contingency allowance has been exceeded or there is not a sufficient budget in place, then further explanation will be needed for the request. If this is likely to occur discuss with EO MP.

If this text isn't used, the payment / purchase order or invoice will not be approved.

#### **19.5 VARIATIONS TO CONTRACT**

The PM is to control and process variations to a contract when required. A variation is deemed to be substantial if it is in excess of 20% of the total price of the works/services. If the value is in excess of 20%, a new tender may be required to be initiated for those works. This rule relates to both single and cumulative variations. Approvals for all variations will be in accordance with Council's Financial Delegations and other nominated authorisations

All approved variations must be entered into C6, printed, signed (within financial delegation) and forwarded to Accounts Payable for the value of the variation to be added to the original Purchase Order sum. Examples of emails can be found at [..\AS contracts and forms\Email Templates](#)

Variations are also recorded in project expenditure spreadsheet.

Approving Contract Variations			
Task	Delegate	Report Back To	Report Timing
Approving single variations where the Cumulative Variations to Contracts is less than 20% of the Original Contract Value or single variations less than \$10,000			
Any contract value	Staff with sufficient financial delegation	N/A	N/A
Approving single variations $\geq$ \$10,000 where the Cumulative Variations to Contracts $\geq$ 20% of the Original Contract Value			
Original contract value* $\geq$ \$500k	Chief Executive Officer	Council	Last Council Meeting of the month for variation approvals made in the previous month
Original contract value* $<$ \$500k and $\geq$ \$150k (goods & services) or $\geq$ \$200k (works)	Directors	Chief Executive Officer	Monthly
Original contract value* $<$ \$150k (goods & services) or $<$ \$200k (works)	Staff with sufficient financial delegation	Directors	Monthly

Note: Contract variations greater than \$10,000 that cumulatively exceeds \$100,000 for ANY contract value will also be reported to Council.

## 19.6 EXTENSION OF TIME (EOT)

Extension of Time claims can include but are not limited to:

- Latent Conditions
- Incremental Weather
- Scope Changes

EOTs also need to be recorded into C6 (under Adjustments / Extension of Time) and copies are to be sent to Contractor, QS and/or Architect as required for both adjustment types.

Examples of emails can be found at [..\AS contracts and forms\Email Templates](#)

## 20 CONSTRUCTION SITE

Prior to the construction beginning, liaise with relevant stakeholders about the timing of construction for information purposes, and for their action on any services to end, or placed on hold while construction is under way. A list for consideration can include but not be limited to:

INTERNAL	Service Provided
Property and Facilities Management	Cleaners, Hall Hire
Infrastructure Services	Parking closures
Recreation & Active Living	Sporting club hire, Leasing, Playground and Park closures
Contact Centre/ Community Link	Works to take place and any closures etc for them to reference to customers/residents calling to query
Media Communications Dept	Internal Communications/newspapers etc
Risk	For insurance purposes
Waste	Waste Collection
EXTERNAL	
Relevant Community Groups	
Surrounding Neighbours	

If there are changes or closures to Council facilities in the area i.e. playground closure or parking closures these will need to be listed on the Website (advise Communications and Contact Centre).

## 20.1 SIGNAGE

As per 7.1 of this document, ensure that the correct signage has been ordered and installed on the fencing to show funding / co-funding groups, and any further acknowledgment is co-ordinated for the length of the project.

For Tree Protection Zone areas use [SIGNAGE TEMPLATES\Tree Protection Zone Sign.docx](#)

## 20.2 CLOSED WORK SITE

Email risk management to inform them of commencement of construction, that the construction site will be a closed site, and also for insurance purposes. Any AS 4000 contract is automatically deemed a close site.

Conduct a prestart Meeting with Contractor, Consultants & Project Manager set parameters of communication etc. These are usually specified in tender documents.

Complete the [Closed site check list](#) on site with the Site Supervisor PRIOR to beginning any works and forward a copy to contractor and retain a copy for our records.

## 20.3 PARKING

Parking on site for contractors is not guaranteed; it is determined on a project by project basis. The PM will need to be mindful of this situation, document it in the tender and confirm it with the contractor prior to works starting.

## 20.4 SITE MEETINGS

Site meetings should be held at least fortnightly or whenever a situation may arise that warrants a formal meeting to discuss relevant matters. It is imperative that the PM is present. Minutes from each meeting are the responsibility of the contractor and are to be documented and distributed to all attendees of the meeting. Copies are to be filed in the project file and C6.

Site meetings should have a number of standard agenda items, OHS, community relations etc.

## 20.5 AUTHORITIES

In some instances Authorities such as Yarra Valley Water will require a bond to be held in the event of defects. This bond is normally in the form of a cheque. The account no. for bonds to YVW is 100000.334U

When a new meter is installed on a site, or a service is no longer required and terminated accordingly, it is necessary for the old meter to be physical returned to the appropriate authority.

The Council's nominated supplier for gas supply is currently AGL.

## 20.6 KEYS / ACCESS / CYLINDERS

Builders are to secure the project site utilising their or own builders cylinders and/or locks for the duration of the project. No access is available to Council or the community whilst the contractor has possession and is responsible for the site.



Keying systems for new/refurbished facilities are to be confirmed with P&FM who will order cylinders/padlocks through Councils locksmith - Statewide Locksmiths, 255 Main Street, Lilydale Vic 3140 (03) 9739-5555. Contractor or locksmith can install depending on what has been specified in the tender documents.

Once the construction has been completed and new cylinders fitted, complete a [Key Issue Form](#) for the builder to hold a key until end of defects and then return to Finance Services.

#### 20.7 RESIDENTS COMPLAINTS

During construction there may be residents/local community groups that contact the Council to complain/query about the construction works, all complaints need to be handled in line with Council policy, and resolution should be obtained as quickly as possible. Complaints are to be recorded in the project file. If necessary liaise with other departments and contractors to achieve a resolution.

#### 20.8 WARD COUNCILLORS WALK THROUGH

In the instance that a Councillor may request a walk-through of the site, it is necessary to liaise with the contractor to arrange a convenient time for all parties. PPE equipment will be required in accordance with the site OHS plan.

#### 21 HANDOVER – ISSUE OF PRACTICAL COMPLETION DOCUMENT

Prior to Practical Completion the PM should ensure that all relevant Council officers have an opportunity to inspect the facility in relation to their responsibilities in maintaining or operating the facility.

A [Post Construction Review](#) should be held with the contractor and PM to identify any opportunities for learning's on future projects.

#### 21.1 DEFECTS LIST

A defects list will be produced by the consultants prior to Practical Completion, this will be monitored through out the defects liability period.

#### 21.2 CERTIFICATE OF PRACTICAL COMPLETION

The contractor shall give the Superintendent at least 14 days notice of the date upon which the Contractor anticipates that Practical Completion will be reached.

When the Contractor is of the opinion that Practical Completion has been reached, the Contractor shall in writing request the Superintendent to issue a Certificate of Practical Completion. Within 14 days of receipt of this request, the Superintendent shall give the Contract and to the Principal a [Practical Completion Certificate](#) certifying the Date of Practical Completion or give the Contractor in writing the reasons for not issuing the Certificate.

#### 22 HAND OVER OF DOCUMENTATION

Documents to be provided as per Handover Schedule [Handover Checklist Contractor to YRC](#)

#### 22.1 OCCUPANCY CERTIFICATE

Occupancy Certificate – A framed copy to be installed at project in an area as per BCA and a softcopy for P&FM.

#### 22.2 OPERATING & MAINTENANCE MANUALS

Handover of all hard copy O&M Manuals and as-built documentation, including softcopy, to P&FM. P&FM will need to sign the [Handover Transmittal Form](#) for our records. Provide copies to individual facilities or areas as required.

#### 22.3 RISK MANAGEMENT

Email Risk to advise that site has been taken back over by Council and is now Council's responsibility.

#### 22.4 BANK GUARANTEE

Email Procurement (#procurement services) to return first Bank Guarantee (5%).

\*\*FYI – Procurement will then organise for Governance to return the guarantee to the BANK for the contractor

[Example of email to procurement for return of Bank Guarantee.oft](#)

#### 22.5 DEFECTS LIABILITY PERIOD

Defects period is a 12 month period unless otherwise stated or agreed.

Once the project is handed over the defects should be reported to the PM for notification and recording to the contractor and Architect.

During the last 2 weeks of the defects liability period the PM should ensure that all defects have been completed and there is no further issues with the project

#### 22.6 FINAL COMPLETION

After 12 months, all work requests will continue through the standard process of works with Property and Facilities Management.

Issue [Standard Final Certificate](#) see note above. The second bank guarantee (2.5%) should only be released when all defects are rectified

# APPENDIX B

# PROJECT PLAN

Start Date: October 2014

*Anticipated* End Date: September 2017

This project plan is a statement of tasks that will be undertaken during the Project, a timeline for each key task and a list of who is responsible for the implementation.

WHAT NEEDS TO BE DONE LIST ITEMS IN THE ORDER THEY WILL BE DONE		HOW YOU WILL DO IT ADD INDIVIDUAL STEPS AS REQUIRED	WHO WILL BE RESPONSIBLE	WHAT WILL SHOW THAT YOU HAVE DONE IT	ANTICIPATED COMPLETION DATE
1.	Confirm funding sources and final Budget including In Kind (if necessary)	<ul style="list-style-type: none"> <li>Council meeting on 26 August 2014 endorsed funding commitment to project.</li> <li>Advocacy program with State and Federal Governments to continue.</li> </ul>	Director Social and Economic Development	Council Meeting minutes for the 26 August 2014 will include endorsement of recommendation.	26/8/2014
2.	Appoint Project Manager	<ul style="list-style-type: none"> <li>Council has its own internal Major Project team which would be responsible for the project management of this project</li> </ul>	EO Major Projects	This role and responsibilities would be reflected in the PCG TOR.	November 2014
3.	Develop Governance Framework including relevant Terms of Reference for each group e.g. project, community, working groups etc.	<ul style="list-style-type: none"> <li>PCG already established for Project. TOR to be updated to reflect the next stage of the Project.</li> <li>Finalise Management Agreement between Council and Inspiro.</li> </ul>	EO Major Projects	PCG meeting held and amended TOR presented and endorsed by PCG. Signed Agreement	November 2014  October 2015
4.	Develop Communication Plan (including media events and launches) and community and stakeholder Engagement Plan	<ul style="list-style-type: none"> <li>Communication and Community Consultation Plan developed.</li> </ul>	EO Family & Children's Services	PCG minutes to reflect the endorsement of the Plan.	February 2015
5.	Architectural Schematic Design	<ul style="list-style-type: none"> <li>Meetings held with architect and PCG</li> <li>Meetings held with architect and key stakeholders</li> <li>PCG Endorsement of designs</li> </ul>	EO Major Projects	Meetings held and outcomes documented. Final design developed and endorsed by PCG and key stakeholders	December 2014 – March 2015
6.	Planning Permit Approval	<ul style="list-style-type: none"> <li>Architect will submit documentation for a Planning Permit</li> </ul>	Architect & EO Major Projects	Planning Permit received	March –July 2015

WHAT NEEDS TO BE DONE LIST ITEMS IN THE ORDER THEY WILL BE DONE		HOW YOU WILL DO IT ADD INDIVIDUAL STEPS AS REQUIRED	WHO WILL BE RESPONSIBLE	WHAT WILL SHOW THAT YOU HAVE DONE IT	ANTICIPATED COMPLETION DATE
7.	Architect engaged for design, development through to end construction phase.	<ul style="list-style-type: none"> <li>Detailed design document developed</li> <li>Tender document developed</li> </ul>	EO Major Projects	PCG minutes reflect the endorsement of the Tender documents and the appointment of the successful Contractor	March 2015 – February 2016
8.	Going out to market and appointment of Building Contractors	<ul style="list-style-type: none"> <li>Tender document developed</li> <li>Tender document advertised</li> <li>Tender submissions assessed</li> <li>Successful Contractor appointed</li> </ul>	EO Major Projects	PCG minutes reflect the endorsement of the Tender documents and the appointment of the successful Contractor	March – April 2016
9.	Building Permit Approval	<ul style="list-style-type: none"> <li>Architect submit documentation for a Building Permit</li> </ul>	Architect & EO Major Projects	Building Permit received	April 2016
10.	Construction Phase	<ul style="list-style-type: none"> <li>Construction commences</li> <li>Demolition of existing buildings</li> </ul>	EO Major Projects	PCG met and are provided with regular project updates by EO Major Projects – discussions documented in minutes	May 2016 – November 2017
11.	Facility Management Plan	<ul style="list-style-type: none"> <li>Key stakeholders will come together and develop a facility plan that will ensure the activation and management of the facility.</li> <li>Management Agreement finalised between Council &amp; Inspiro</li> <li>Lease &amp; License Agreements in place</li> </ul>	Inspiro & EO Family & Children's Services	Facility Plan endorsed by key stakeholders.	June - September 2017
12.	Certificate Occupancy	<ul style="list-style-type: none"> <li>Final Certificate issued</li> </ul>	EO Major Projects	Occupancy Certificate	December 2017

# APPENDIX C

# Belgrave Multi Purpose Health Hub Project Control Group

## Terms of Reference

<b>Name of Group</b>	<b>Belgrave Multi Purpose Health Hub Project Control Group</b>
<b>Introduction</b>	<p>The need for a health hub in Belgrave was identified in the Yarra Ranges Community Hubs Feasibility 2010 report.</p> <p>Yarra Ranges Council has allocated funding in the Capital Expenditure Program commencing in 2014/15 to progress the design of the project with an overall project budget of \$8.7M.</p>
<b>Purpose</b>	To formally monitor and report on the Project
<b>Constraints</b>	The PCG can only make decisions in relation to the scope of this Project, with all decision making being on the basis of consensus.
<b>Roles &amp; Tasks</b>	<p>The PCG will take into account the above Purpose and Constraints in undertaking the following tasks:</p> <ol style="list-style-type: none"> <li>1. Receive and confirm monthly reports on: <ul style="list-style-type: none"> <li>• progress against program;</li> <li>• monitor financial progress against a project budget;</li> <li>• sign off status;</li> <li>• authority approvals;</li> <li>• scope changes.</li> </ul> </li> <li>2. Provide support to the Project Manager with coordinating the continuing occupation of existing facilities and relocation of users from existing to new accommodation.</li> <li>3. Review communications specific criteria applicable to the Project.</li> <li>4. Establish a change management register, monitor and review</li> <li>5. Confirm completion and handover of the Project.</li> </ol>
<b>Chair</b>	PCG meetings will be Chaired by EO Major Projects
<b>Membership</b>	<p>The PCG will consist of the following members:</p> <ul style="list-style-type: none"> <li>• Ward Councillor - Cr Samantha Dunn</li> <li>• CEO Inspiro - Karen McPeake</li> <li>• Executive Officer Family and Children's Services - Bronwyn Saffron</li> <li>• Director Social &amp; Economic Development - Ali Wastie</li> <li>• Manager Strategic Planning - Damian Closs</li> <li>• Project Manager - Julee Scott - EO Major Projects</li> </ul>

	<ul style="list-style-type: none"> <li>• Manager Built and Active Spaces - Robyn Mansfield</li> <li>• Architect, H2o (for schematic only at this stage), Mark O'Dwyer</li> <li>• Quantity Surveyor , Wilde and Woollard ( for schematic only at this stage), Gary Crutchley</li> </ul>
<b>Support</b>	<p>The Architect will provide the following support to the PCG:</p> <ul style="list-style-type: none"> <li>• Prepare and distribute agendas</li> <li>• Prepare and distribute meeting minutes</li> <li>• Provide a monthly report</li> <li>• Undertake project work between meetings</li> </ul> <p>The Quantity Surveyor will provide a formal financial report each meeting and costing support as required.</p> <p>Information for members will be distributed at least five working days prior to any meeting to ensure members have adequate time to read any documentation.</p>
<b>Meetings</b>	<p>The PCG will meet monthly with the Agenda distributed at least five days before the meeting.</p>
<b>Timeframe</b>	<p>The Belgrave Multi Purpose Health Hub PCG will operate until the construction is complete and areas handed back to Council for occupation or until the project is placed on hold for a period in excess of three (3) months</p>