



COMMERCIAL PROJECT STANDARD

Standard
Business Management Systems (BMS) Group
Document No.: CML-STD-00436

Document Version Control

Note Document changes are highlighted in grey

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Commercial Project Standard

Business Management System (BMS) Group Standard

Document No.: CLM-STD-00436

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1. Purpose

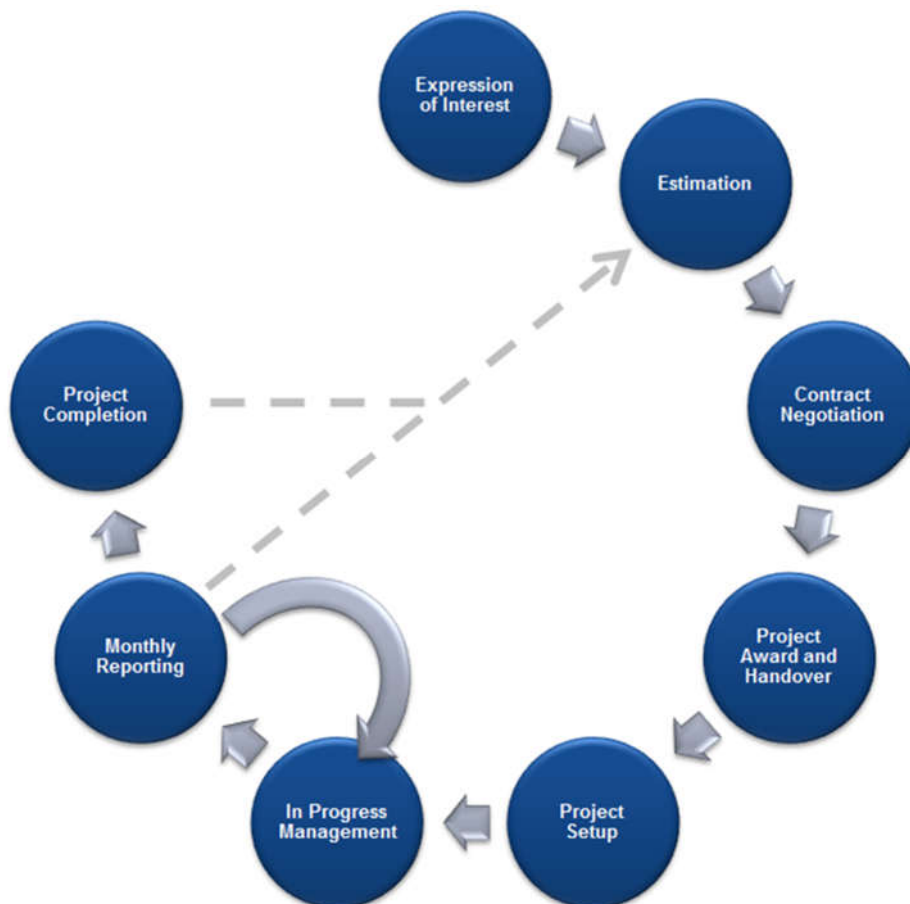
The purpose of this standard is to provide both project and head office staff clarity and direction with respect to commercial aspects of the business within BMD with its focus being from project award to project completion. This standard is structured as a mapping document which links other commercial procedure manuals, standards, templates, and forms therefore providing an overarching picture of the commercial procedures within BMD. This structure hence allows the relevant stakeholders of each department to control and update their key documents as required.

2. Scope

The Standard is to be utilised on all BMD Construction, BMD Urban and JMac construction projects as relevant. For Empower and Urbex, the Standard is a reference document that is to be used as applicable with relevant procedures and processes. For joint venture projects, approval to implement other commercial procedures is required through the relevant General Manager and Group Business Systems Manager.

3. Commercial Cycle

The below diagram details the Level 1 Commercial Cycle for a typical project:



4. Project Award and Handover

This document should be read in conjunction with the [Estimating Standard](#) as it covers; the Tendering, Negotiation and Award and Handover process of which all are all key commercial aspects that pertain to the Commercial Management Standard. The project award and handover are the bridging steps from the project being controlled by the estimating team through to the project being controlled by the site team, for this reason the information required has been provided below.

4.1. Head Contract

The Head Contract for the project is the contract between BMD (or the Joint Venture) and the Client. As part of the project setup, the Project Manager is to seek the original Head Contract documents from their Client (usually two original unsigned copies), and then review the contract with respect to the following:

- Contract Conditions
- Tender vs. Construction drawings
- Tender vs. Construction scope of works and specifications
- Commercial Schedule

4.1.1. Head Contracts - Legal Review

All Head Contracts must be reviewed at two key points which are; **prior to submission for tendering**, and **prior to final signing for award** if the tender has been successful. At both points, the review is to be conducted in two parts, firstly; by the Regional/Divisional Management and secondly; a formal legal review is to be undertaken. The applicable General Manager is responsible to ensure this process is undertaken. The Management review process will ensure that all risks and areas of concern identified are able to be noted on the [Request for Contract Review](#) form that (once approved) is then sent to contractreviews@bmd.com.au for the final legal review. Notification of the details of who will carry out the legal review and the proposed timing will initially be returned with the request, with the final review following, once completed.

All Request for Contract Review forms outside of the Estimating process should be generated through the Request for Approval (RFA) system and the Share function should be used to send a link to the Legal Department to notify that there is a contract that requires review.

Note: Reviews may require up to two weeks turnaround if they must be outsourced externally. Further, should the form not be completed thoroughly, it will be returned for completion and re-submission.

4.2. Insurances

The [Insurance Procedures Manual](#) and the [Aon BMD Insurance Manual](#) provide procedures on the following topics:

- Tender – Secure Insurance Terms
- Project Award – Insurance confirmed and secured

- Project Works – Making an Insurance Claim

4.3. Bank Guarantees and Insurance Bond Requests

The [Project Administration Procedures Manual](#) provides instructions on requesting either Insurance Bonds or Bank Guarantees.

4.4. Award – Contract Pre-Signing

As identified in the [Delegation of Authority Standard](#) (DOA), a Head Contract is required to be elevated and reviewed at each step by Management. Head Contracts are to be reviewed by the relevant GM's and Legal Department (if required) prior to being sent to Head Office for execution by Directors. Directors do not need to review the entire Head Contract so when elevating the contract to the Directors for execution it is a requirement to provide all details. To demonstrate the approval process, you will need to submit the [Request for Signing - Head Contract](#) form through the Request for Approval (RFA) system, ensuring your GM has approved. Once approved, your GM is to share the RFA link with the Executive Assistant, Construction National, and the Executive Assistant will forward to the relevant Director/s.

All hard copies of Head Contracts are required to be hand delivered or sent by a registered post or courier to:

BMD

Attn: Executive Assistant - Group

Postal Address:

1 Sandpiper Avenue

Port of Brisbane, QLD 4178

(Ph. 07 3893 6289)

Street Address for Couriers:

1 Sandpiper Avenue

Port of Brisbane, QLD 4178

(Ph. 07 3033 9400)

Note: Documents should be sealed in an envelope or box to ensure all relevant documents are secured.

4.5. Award – Contract Signing

To ensure the Head Contract is executed correctly the following process must occur:

When the contract is received at Head Office, the Director's Executive Assistant will enter the contract details into the National Contracts Storage Database. This process will set up a placeholder only for a new item; at this stage no documents will be attached.

As per BMD's constitution, all Head Contracts will require execution either by two Directors or by one Director and the Company Secretary.

Once executed by BMD, the contractual documentation will be returned to the divisional/regional office to manage execution by the Client.

Once the fully executed document is returned to BMD from the Client, the General Manager is responsible for organising the upload of the contract to the 'Contracts' tab on the relevant project.

Further information on this process can be found in the [National Contract Storage Core Operating Procedure](#).

Once uploaded, a copy of the executed Head Contract is to remain at the applicable regional office.

Note: Contracts are not to be uploaded until signed by all parties (the document isn't a legal document until executed by all involved).

4.6. Tender Handover

On receipt of a letter of intent and once direction to proceed has been given, the Estimating Manager(s) and Construction Manager(s) are to arrange a Tender Handover Meeting and assign attendees. The attendees will be dependent on the project, but the following can be used as guide:

- The Estimator (and their assistant) is required as a minimum.
- If the project is of High Value or High Risk, the senior staff member from both Estimating and Construction who was involved in the original estimating process is required to attend. This is in accordance with the Estimating Hierarchy in the [Delegation of Authority Standard](#).
- A representative from Purchasing should also attend these meetings.

This Tender Handover Meeting is a compulsory requirement prior to the commencement of Project, with all parties attending. The [Tender Handover Meeting Agenda](#) outlines the processes and topics to be discussed and the Construction Team must be satisfied that they have received all documentation and captured all relevant information from this meeting.

4.7. Internal Prestart Meeting

The Project Team should then convene for an Internal Prestart Meeting shortly after the Tender Handover Meeting. The [Internal Prestart Meeting Agenda](#) provides an outline of what topics and issues should be discussed during the Internal Prestart Meeting.

4.8. Cost Code List

During the Internal Prestart Meeting the Project Team confirms the Cost Code format for the project.

[Standard BMD Cost Codes](#) have been provided as the template to track cost for all BMD projects. It is preferred that items are added as extra items at the end of the cost codes listed, or alternatively in the gap between the cost codes shown for the 2000-6000 series. For example, Earthworks has been allocated cost code 2030, this means that if there are three different areas of work on a project plus an imported fill & export fill item that need to be tracked then individually cost codes can be created as 2030, 2031, 2032, 2033 and 2034 to track the related items.

The 0500 series of Cost Codes cannot be altered or added to. The 1000 series can only be added to, and the existing cost codes cannot be altered. If the existing list of cost codes needs to be altered from between 2000 to 6000, then the relevant Construction Manager's approval is required. The 7000 to 8000 series have been left unallocated in the cost codes list to allow for additional items relevant to set projects not described, such as sheet piling. The 9000 series have been reserved for variation to projects and hence cannot be used at the initial stage of setting up a project.

The same principle applies to JMac projects in that while the format is different, the [Standard JMac Cost Code](#) is to be used to maintain consistency across projects.

4.9. Expert Files

Once the Cost Code format has been confirmed the Cost Codes are then to be assigned against pay items in the contract schedule and passed back to the Estimating Department who will update the Expert file and export the project files for upload into Jobpac.

As per Section 10 of the [Estimating Group Standard](#), prior to the commencement of work on the Project the required Expert files and associated documents must be sent to the relevant Business Systems Commercial staff so that the claim schedule and budget can be created in Jobpac.

5. Project Setup

5.1. Jobpac Project Setup

The project must be setup in Jobpac prior to any further actions. To request a new project be setup in Jobpac access the SharePoint [Project List](#) in myJob.

From the Project List select  **Add New** and follow the instructions on the Information tab. Once the Information and Team tabs have been completed, and the [New Project Form](#) and any associated documents have been uploaded to the Attachments tab, select **Send** and a notification to setup the project in Jobpac will be sent to the Project Maintenance team. When the project has been setup in Jobpac, or if further information is required, a notification will be sent to the Project Manager and originator.

If changes to project information are required once the project has been set up in Jobpac, project staff will need to make the change directly into Jobpac. Project details can be changed in Jobpac by following similar processes as outlined in the [Job Setup](#) Procedure.

5.2. Project SharePoint Site Setup

Prior to the setup on SharePoint, the project must be setup in Jobpac as per the previous section. To request a SharePoint Project Site, access the Project List and select the  icon to the far left of the relevant project. From the Project Details page select the **Request SharePoint Site** link at the bottom of the page and a notification to setup the SharePoint Site will be sent to IT Helpdesk. A notification will be sent to the Project Manager and originator when the SharePoint Project Site has been setup.

5.3. Remaining Project Start Up Steps

Once the Project has been setup in Jobpac and a request to setup the SharePoint Project Site has been submitted, the remaining steps must be actioned:

It is the Project Manager's responsibility to ensure the [Job Start-up Checklist](#) is set up by the Project Engineer and managed and reviewed during the life of the Project.

Regional purchasing staff should be consulted regarding items with long lead times of items which are critical to project delivery.

The Project Manager is responsible for identifying commercial risks as detailed in the [Risk Management Standard](#). Commercial Risk and Opportunities should be included in the Jobpac Contract Valuation module and their impact on the project reassessed monthly. See the [Contract Valuation](#) Work Instruction and the [Understanding the Contract Valuation System](#) PowerPoint for more information.

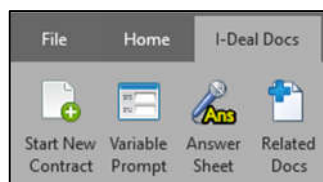
Determine a process for collection and entry of monthly project reporting information, see section 7 below for more information.

Review and complete the necessary HSEQ and Commercial Forms and Templates as detailed in the [Project Filing Structure-Constructions \(Northern Region\)](#) or [Project Filing Structure-Urban](#). This document should be reviewed and actioned throughout the life of the project.

Almost 100% of all project documentation is now stored electronically on the BMS SharePoint site. Should a valid reason arise where documents need to be stored manually on or off site, agreement must first be reached between the Construction Manager and the Business Systems Manager as to how this will be achieved. Such agreement must seek to mitigate the risk of loss or damage of the documents to BMD.

5.4. Setup Contract Generation sheet

The contract generation sheet sets the default contract position for all contracts generated for the project. To create the document, you need to have I-Deal Docs installed on your computer (via the Software Centre) and have access to I-Deal Docs. Access can be requested via an email to [Jobpac Helpdesk](#). Open a new word document and access the Start New Contract option under the I-Deal Docs ribbon (shown below). If you do not have this option, you will need to request a higher access for I-Deal Docs via the [Jobpac Helpdesk](#).



You will need to answer a series of questions, once complete the document is to be saved to:

- BMD Urban: SharePoint > Subcontractors > 4.1 Subcontractors
- BMD Constructions: SharePoint > Commercial > Commercial Administration

6. Management of the Construction Phase

6.1. Pre-Construction Decision Making

6.1.1. Project Works - Self-Perform or Subcontract?

The Project Manager is to identify where works can be self-performed by BMD (i.e., labour by BMD, utilising purchase orders for materials and wet/dry hire plant etc.) as opposed to the subcontracting of specific items of the works. A detailed assessment must be undertaken, taking into account such factors as activity requirements and risks to completion of the project.

6.1.2. Benefits of Self-Performance

Self-performance by BMD enhances the skill set of our engineers and foremen and gives flexibility to the site team to accommodate programming changes and improvements to productivity. Self-performance also benefits commercially in most cases where good skills and resources are “in-house”.

6.1.3. Selection of Suppliers and Subcontractors

The BMD tender for each particular Project will normally include details of the suppliers and subcontractors whose price may have been used for particular portions of the tender. The prices for these suppliers and subcontractors are to be confirmed by the Project Manager after award of the tender (as this may be months later). However, it should be noted that these suppliers and subcontractors will not automatically be engaged and that the prices from other suppliers or subcontractors are to be sought, confirmed, and compared.

6.2. Supplier and Subcontractor Commercial Management

The Project Manager must understand when a Purchase Order applies and when a Subcontract Agreement applies for the procurement of goods and services for a project. Refer to the Procurement Options Workflow (Appendix A) which details when a Standard Purchase Order, Major Supply Agreement, Subcontract Agreement or Consultancy Agreement is to be used. This diagram details typical types of activities and the types of contractual arrangement to be used that must be in place prior to activities commencing on site or materials being delivered to site. The diagram also details how each contractual arrangement is entered into Jobpac.

Purchase Orders and Subcontract assessments are the two distinct methods of processing and incurring costs in Jobpac. Refer to Section 6.3 Project Cost Recording for further information regarding cost accruals.

6.2.1. Modern Slavery Legislation

BMD has a zero-tolerance approach to modern slavery within BMD and its supply chain. The [Modern Slavery Policy](#) outlines BMD's commitment to prevent, detect and report the risk of slavery or human trafficking within BMD's operations and supply chains.

BMD seeks to do business with suppliers that have similar values, ethics and sustainable business practises including in relation to human rights. BMD understands that the risks relating to suppliers will vary depending on

their industry, geographic location, and company size. All staff have a responsibility to prevent, identify and report any concerns they may have in relation to modern slavery within BMD's operations and supply chains.

BMD seeks compliance with Modern Slavery legislation from suppliers through acceptance of the terms and conditions included with all agreements including subcontractor contracts, major and minor works contracts, consultancy agreements and raising of purchase orders.

6.2.2. Contractors Insurance

It is BMD policy to undertake an assessment on all new Creditors entering the Business for compliance against our set insurance requirements as detailed in the [BMD Contractor Insurance Matrix](#), which has been made available to BMD Staff (only).

It is important when engaging Contractors to check that they have the relevant insurance, against the scope of work being undertaken, as any previous assessment may not cover the risk profile on a new project. Also, it is seen as the BMD Subcontractor Representative's role to ensure all insurance and pre-evaluation information is in place prior to engagement for not only new creditors but also existing contractors on new projects.

Where Contractors are unable to meet the BMD insurance requirements and BMD is required to consider departing from them, the departure needs to be escalated for approval to the Commercial Manager (where this position is not relevant the applicable General Manager) via the Project Manager as applicable.

A departure will only be accepted where it:

- Does not materially expose BMD; or
- When the risk can be managed via other on-site controls; or
- No viable alternative is available for the project (in this case the risk still requires management by BMD).

Any initial departure relating to Contractors Insurance during the New Creditor process, is to be recorded by the Commercial Manager in the [Subcontractor Database](#) in the field of "Approval Comments" with an associated reason.

When using an existing Creditor during their engagement, departures relating to Contractors Insurance, must be reflected in the contract terms with the Commercial Manager's approval via the [Subcontract & Supply Request for Expenditure Form](#).

6.2.3. Creating Contracts

All contracts for the project are to be generated from the Contract Generation sheet setup at the start of the project. As part of the creation of the contract an answer sheet is to be produced that shows the main selections for each contract. This answer sheet is to be included in any approval process involving the related contract. Access to I-Deal Docs is required to generate contracts, if you require access the request is to occur via your project manager to the [Jobpac Helpdesk](#).

6.2.4. Unfair Contract Terms Legislation

Since November 12th, 2016, legislation relating to unfair contract terms has applied to standard form contracts when contracting with a small business. Under the legislation a small business is one with under 20 employees (including casual employees employed on a regular basis). An unfair term is defined as one that:

- doesn't fairly divide the parties' rights and obligations
- is not necessary to protect BMD's interests
- would cause loss, if applied or relied upon, to the small business.

When dealing with a small business (or a potential small business) BMD's subcontract or other agreement should be accompanied with words to the effect of "Please find our proposed [type of contract]. Should you have any concerns or queries with respect to any of the terms and conditions or if anything in the document is unclear, please contact [insert name and contact details] so that we may discuss the concerns with you in order that we may then finalise the agreement."

6.2.5. Purchasing and Supplier Commercial Procedures

The [Purchasing and Supplier Commercial Procedures](#) document has been produced to provide procedures for the Commercial Management of procurement from suppliers from the start to finish of the project cycle using standard purchase orders, major supply agreement, labour agreement and the major plant and equipment agreement.

6.2.6. Subcontractor Commercial Procedures

The [Subcontractor Commercial Procedures Manual](#) has been produced to provide procedures for the commercial management of subcontractors from start to finish of a project cycle. The Subcontractor Commercial Procedures Manual must be read in conjunction with the [Subcontractor HSE Management Standard](#). The [Subcontractor HSE Management Standard](#) contains information on how to ensure subcontractors work to and in respect of BMD's standards in Safety, Environment and Quality.

6.3. Project Cost Recording

Purchase Orders and Subcontract assessments are the two distinct methods of processing and incurring costs in Jobpac. Refer to the [Project Costing Procedures Manual](#) for further information relating to cost codes, site procurement administration, timesheets and Jobpac reports.

6.3.1. Purchase Orders

Purchase Orders are incurred via dockets received on site, using the [Daily Activity Sheets](#) page in myJob. These dockets are then entered into Jobpac providing daily incurred costs and approval of invoices. Refer to the [Project Costing Procedures Manual](#) for further information relating to Onsite Docket Collection and Daily Activity Sheets.

6.3.2. Subcontract Assessments

Subcontract assessments are incurred by entering a subcontract valuation in Jobpac. Incurring subcontract costs is the responsibility of the Contractor's Representative. Refer to Section 9.2 of the [Subcontractor Commercial Procedures Manual](#) and the [Subcontract Valuation](#) for further information relating to subcontract valuations.

6.4. Productivities

It is the Project Manager's responsibility to manage risks and opportunities using production rates on each project with his team. It is also the Project Manager's responsibility to manage how the production rates are to be tracked and reported. The intention of monitoring production rates and goals is to compare the budgeted cost produced by the estimation team against the actual cost of the activity tracked.

6.4.1. Daily Productivity Goal Procedures

It is the Project Manager's responsibility to ensure that his team has a complete set of up-to-date schedules and direct job cost estimates which should include all quotations on materials and plant along with Subcontractor quotes and rates.

A key role of the Project Foreman/Leading Hand is to set and inform the staff of the daily production goals before everyone proceeds into the field. This is then to be checked, at least once during the day to see if they are achieving the goal. If the goal is not being achieved changes can then be made as quickly as possible to rectify the situation (if possible) or escalate as needed.

In setting the productivity goal, consideration needs to be made regarding resources required and compared to the original budget. For example; if resources increase/decrease, the original production goal needs to be revised and agreed upon with the Project Manager before the task commences.

If the calculated productivities differ to those in the forecast, daily productivities should also be used to update the forecast.

The Project Manager must ensure that his team has adequate training to understand and implement direct project costs and daily productivity goals. Refer to the [Productivity Goal Form](#) for more information or you can access a productivity tool via the myJob page [here](#).

6.4.2. Productivity Goal Reporting

An internal construction meeting is to be held directly after the Tender Handover Meeting where the 6-10 key items are delegated to the Construction Team. These items are to be tracked daily and feedback is to be provided to Estimating regarding the performance of the works against the estimated performance regularly.

The Project Manager is also responsible for ensuring that the nominated Engineers, Superintendents, Area Managers, Pipe Supervisors and Project Foremen review all daily productivity goal sheets so that all calculations, target rates, conversions and monetary values are correct.

As part of the weekly site meeting the Project Manager is to include production rates as a reporting item. A focus on production rates vs the budget should be a key component of this meeting. This should also include discussions around the team's ability to continue to achieve current rates or not for the purposes of forecasting. A discussion about any possible action required to achieve the desired outcome should also occur.

Note: Further to the above, for staff working in the Urban business a Placemat - Productivity Process Urban has been created as guide to demonstrate the importance of the flow of the process from estimating to its impact on end of month valuation for key staff.

6.5. Security of Payments

6.5.1. Timeframe to dispute a progress claim

	NSW	ACT	Victoria	Tasmania	South Australia	Queensland	Western Australia	Northern Territory
Timeframe to send Payment Schedule / Notice of Dispute	Earlier of: - Time required by the contract; or 10 business days after the payment claim is served.				Earlier of: - Time required by the contract; or 15 business days after the payment claim is served.		- As per contractual terms; or - In absence of contractual terms, within 14 days after the payment claim is served.	
Dispute Mechanism	Payment Schedule						Notice of Dispute	

6.5.2. Queensland Specific Requirements

From October 1st, 2020, all projects in Queensland where a BMD entity is the Head Contractor, and engages any subcontractor(s), will need to include a Supporting Statement ([Head Contractor Supporting Statement - QLD](#)) with each payment claim that is submitted. The Supporting Statement is to follow the same signing process that Statutory declarations currently follow.

According to the legislation (The Building Industry Fairness (Security of Payment) and Other Legislation Amendment Act 2020) a Head Contractor is the contracted party for a contract that is not also a subcontract of another contract. E.g.

- BMD work directly for TMR.
BMD is the Head Contractor.
- BMD work for ABC Contractors who work for TMR
ABC Contractors is the Head Contractor.

6.6. Recruitment

6.6.1. Recruitment Policies and Procedures

The BMD policies and procedures for recruitment of permanent employees and labour hire for both office and project environments are detailed in the [Recruitment Policy](#), and also the [Human Resources Management Standard](#). Further information is available in the BMD Payroll Manual (including Enterprise Bargaining Agreements) which is available upon request from the Construction Manager.

6.6.2. Employee Bargaining Agreements

Are available from the [Fair Work Australia website](#) and allocation of the correct agreement is to be confirmed with the Construction Manager prior to project commencement.

6.6.3. Subcontractor Labour Hire

Subcontractor Labour Hire is subject to discussions between the Project Manager and the Construction Manager.

7. Monthly Reporting – Project Level

These processes apply to Project Managers, Contract Administrators and/or Project Engineers as applicable at the project level. Refer to the Monthly Reporting Flowchart (Appendix B) for the project and regional monthly reporting review workflow.

Checklists have been designed to guide project staff through the steps required for end of month valuation reporting.

BMD Urban staff should complete two checklists:

- [Valuation Checklist – Before Cost Close](#); a general overview of the key tasks which should be completed each month prior to cost close. Completing these tasks ensures that the project staff are as prepared as possible for monthly reporting.
- [Valuation Checklist](#); covers the actual end of month valuation process. Provides a step-by-step checklist for staff to ensure that they complete all of the required steps in producing the monthly reporting from a commercial perspective.

Both checklists must be completed once a month for each active project.

BMD constructions staff need to complete the [Valuation Checklist - Constructions](#) each month for each active project.

7.1. Progress Claims

Progress Claims are to be issued in accordance with the Contract. Progress Claims are to be delivered to the Client and or Consultant by the method detailed in the Contract. The below table provides a generalised outline of progress claim and accounts receivable timings

Date (Latest)	Procedure	Work Instructions, Forms & Templates
28 th	Complete Site/Quantity Measure	Performa for End of Month Measure (Within Standard BMD Cost Codes)
30 th	Submission of the Progress Claim to Client - Includes a BMD Cover Letter and progress claim outputs from Jobpac. - Confirm with Construction Manager if claims for project to be raised under the Security of Payments Act.	Raise A Progress Claim Lump Sum Progress Claim Entry Progress Claim Cover Letter Security of Payments Act References (Within Project Administration Manual Item 6.2)
30 th	Complete Site/Quantity Re-Measure for Valuation	Project Administration Manual
14 th	Receive Certification & Update Progress Claim in Jobpac	Raise A Progress Claim
14 th	Request a Tax Invoice via the Request for Approval system. Invoice will be sent according to directions.	Project Administration Manual Tax Invoice Request Form
14 th	Forecast Payment Due Date	Project Administration Manual

Note: The above table and the Monthly Reporting Flowchart (Appendix 2) are for projects required to submit claims on the last day of the month. For projects required to submit claims on the 25th day of the month, adjust the days accordingly.

7.2. Site/Quantity Measure

On the last working day of each month, the Project Manager (or delegated authority and/or surveyor) is to complete a quantity measure in order to assess progress and quantify materials on site. This information is to be entered into Jobpac and facilitates an 'apples for apples' comparison of performance against Cost of Work in Progress (CWIP), i.e., costs. Refer to the [Proforma for End of Month Measure](#).

7.3. Forecasting and Contract Valuations

At the start of each month, the Project Manager is to prepare a forecast and contract valuation for the project for the month prior, refer to the [BMD Group Month End Timetable](#) for specific dates. Refer to the Forecasting and Contract Valuation Procedure (Appendix C) which details the activities to be completed and the relevant work instructions, videos, forms, templates, and business rules.

When the forecast and contract valuation has been completed and locked the project manager can print a copy of the contract valuation from Jobpac.

7.4. Job Salary Splits

The monthly job salary splits are generated from the online timesheets completed by all staff and are costed to each project based on the sum of staff time allocated to the project divided by the sum of all salary staff in the region, that percentage is then applied to the actual salary costs and transferred to the 1001/L cost code of a project.

7.5. Job Overhead Splits

Based on a factor of project staff divided by all BMD staff (includes leading heads) applied to the regional actual monthly costs for mobile phones, vehicle leases/related costs, minor tools/hardware, uniforms, BMD plant repairs and PPE.

7.6. Labour Accruals

The BMD labour week commences Monday and finishes Sunday; accounting for processing time to register all timesheets, however the last week of BMD labour for the month won't be captured in the reporting months CWIP (Cost of Work in Progress). The amount of days required to accrue will vary from month-to-month.

8. Monthly Reporting – Regional Level

These processes apply to General Managers/Regional Managers/Construction Managers and as applicable at the regional level. Refer to the Monthly Reporting Flowchart ([Appendix B](#)) for the project and regional monthly reporting review workflow.

8.1. Unsecured Works

At the start of each month, the Regional Manager (or delegated authority) is to update the unsecured works module within Jobpac to reflect all current tenders/prospects and their anticipated contract values, dates, and work in hand projections, refer to the [BMD Group Month End Timetable](#) for specific dates.

8.2. Regional Overheads

Brisbane Head Office finalise regional overheads between the 7th and 8th of each month, refer to the [BMD Group Month End Timetable](#) for specific dates. See the following table for Jobpac menu path and module.

Path (Jobpac)	Module	Information
1-3	Non-Project Operations	Screen enquiry of summary of costs per overhead account and ability to drill-down to transaction level.
1-6-9	BFM Non-Project Report	PDF (or Excel) summary of the costs per month against each overhead account.
1-6-10	Overhead Detail Report	PDF (or Excel) report that details all transactions per overhead account.

8.3. Project Level Reviews

Construction Manager to schedule reviews for active projects with relevant Project Managers, refer to [BMD Group Month End Timetable](#) for specific date ranges.

8.4. Regional Level Reviews

General Manager & Construction Manager to review regional results (secured, unsecured & overheads), refer to [BMD Group Month End Timetable](#) for specific dates, and advise the Business Unit Accountant when complete.

8.5. Construction Leadership Team (CLT) Report

General Manager & Construction Manager to prepare CEM reports and submit to the Constructions Executive Assistant as per dates within the [BMD Group Month End Timetable](#).

9. Project Completion

9.1. Practical Completion

When the project achieves Practical Completion, the Project Manager is to:

- Request return of the works insurance bonds/bank guarantees (1 of 2) using the letter templates, refer to [Bank Guarantees Release Request](#) or [Insurance Bond Release Request](#).
- Ensure the relevant processes of the [Financially Complete a Job](#) work instruction have been completed. Majority of the Purchase Orders and Subcontract Agreements will be able to be completed in Jobpac at Practical Completion. The [Financially Complete a Job](#) work instruction details these processes.
- Once this has been done advise the Project Maintenance team through the **Notes** tab on the Project page who will then update the project status in Jobpac to complete. Where later cost allocations are required, the Project Manager will need to approve the change in project status from complete to active using the **Notes** tab on the Project page.
- The Project Summary (myJob > Project List) must be completed by the specified personnel no later than 28 days after Practical Completion.

9.2. Off Maintenance

When the project defects liability period expires, the Project Manager is to:

- Submit a final claim (even if the amount equals zero), refer to section [7.1 Progress Claims](#).
- Request return of defects insurance bonds/bank guarantees (2 of 2) using the letter templates, refer to [Bank Guarantees Release Request](#) or [Insurance Bond Release Request](#).

9.3. Financially Complete a Project

A project is financially complete when there are no longer any valuation adjustments, incurred cost and outstanding payments and/or receipts. Before a project can be changed to financially complete, all the processes detailed in the [Financially Complete a Job](#) work instruction must be completed. Once all processes have been reviewed and completed the Construction Manager is to advise the Project Maintenance team that the project is financially complete using the **Notes** tab on the Project page. The Project Maintenance team will when confirm and check all processes have been completed and update the status of the project to financially complete.

Note: Once a project is set to financially complete it will not be able to be made active again as a number of reporting and Jobpac functions will be disrupted. Any new costs of revenue to a financially complete project will need to be costed to either overheads or to another active job.

10. References

Associated Websites

-  [Fair Work Australia website](#)
-  [Foreman's App](#)
-  [National Contracts Storage Database](#)
-  [Project List](#)
-  [Incident & Accident data base](#)

Associated Documents

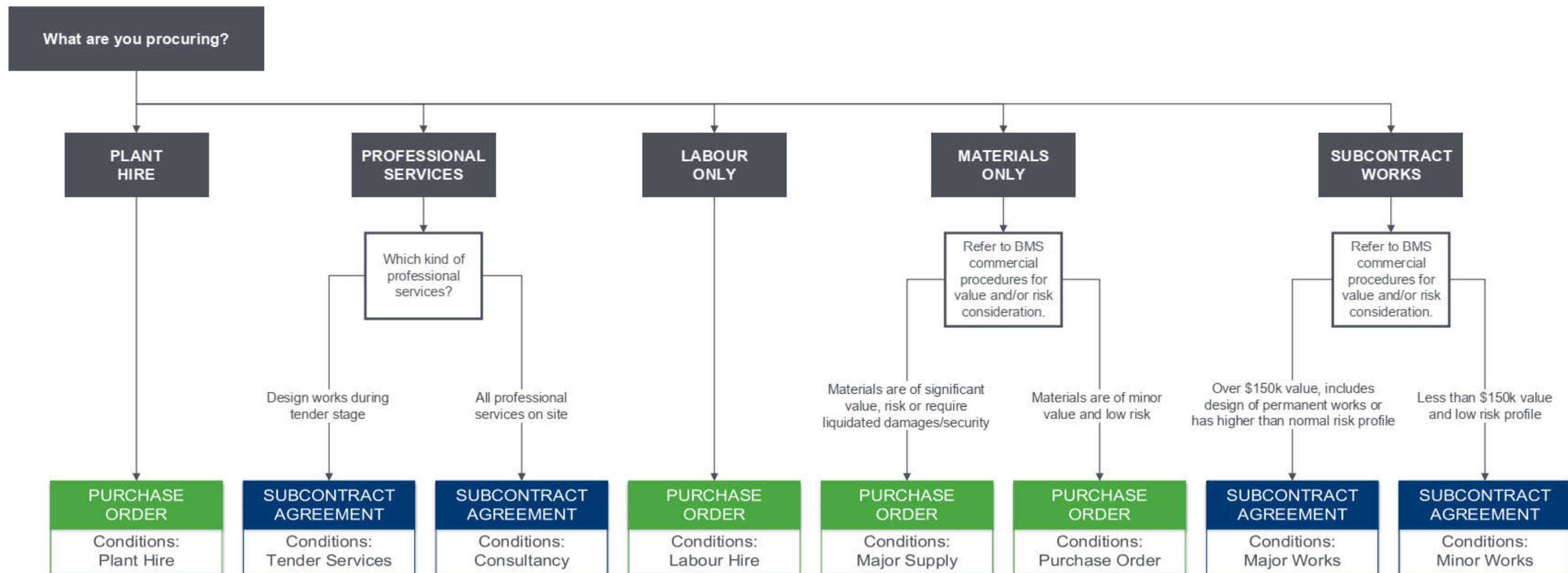
-  [Aon BMD Insurance Manual](#)
-  [Bank Guarantees Release Request \(Letter Template\)](#)
-  [BMD Group Month End Timetable](#)
-  [Contract Valuation Work Instruction](#)
-  [Delegation of Authority Standard](#)
-  [Estimating Standard](#)
-  [Financially Complete a Job Work Instruction](#)
-  [Human Resources Management Standard](#)
-  [Induction Building Code Compliance Handout](#)
-  [Insurance Bond Release Request \(Letter Template\)](#)
-  [Insurance Procedures Manual](#)
-  [Internal Prestart Meeting Agenda](#)
-  [Job Start-up Checklist](#)
-  [Job Setup Work Instruction](#)
-  [Monthly Project Review](#)
-  [National Contract Storage Core Operating Procedure](#)
-  [New Project Form](#)
-  [Productivity Goal Form](#)
-  [Proforma for End of Month Measure](#)
-  [Progress Claim Cover Letter](#)
-  [Project Administration Procedures Manual](#)
-  [Project Costing Procedures Manual](#)
-  [Purchasing and Supplier Commercial Procedures](#)
-  [Raise A Progress Claim Work Instruction](#)
-  [Recruitment Policy](#)
-  [Request for Contract Review](#)
-  [Request for Signing - Head Contract](#)
-  [Risk Management Standard](#)
-  [Schedule and Budget Reports Work Instruction](#)
-  [Standard BMD Cost Codes](#)

-  [Standard JMac Cost Codes](#)
-  [Subcontract & Supply Request for Expenditure Form](#)
-  [Understanding the Contract Valuation System PowerPoint](#)
-  [Valuation Checklist](#)
-  [Valuation Checklist – Before Cost Close](#)
-  [Valuation Checklist - Constructions](#)

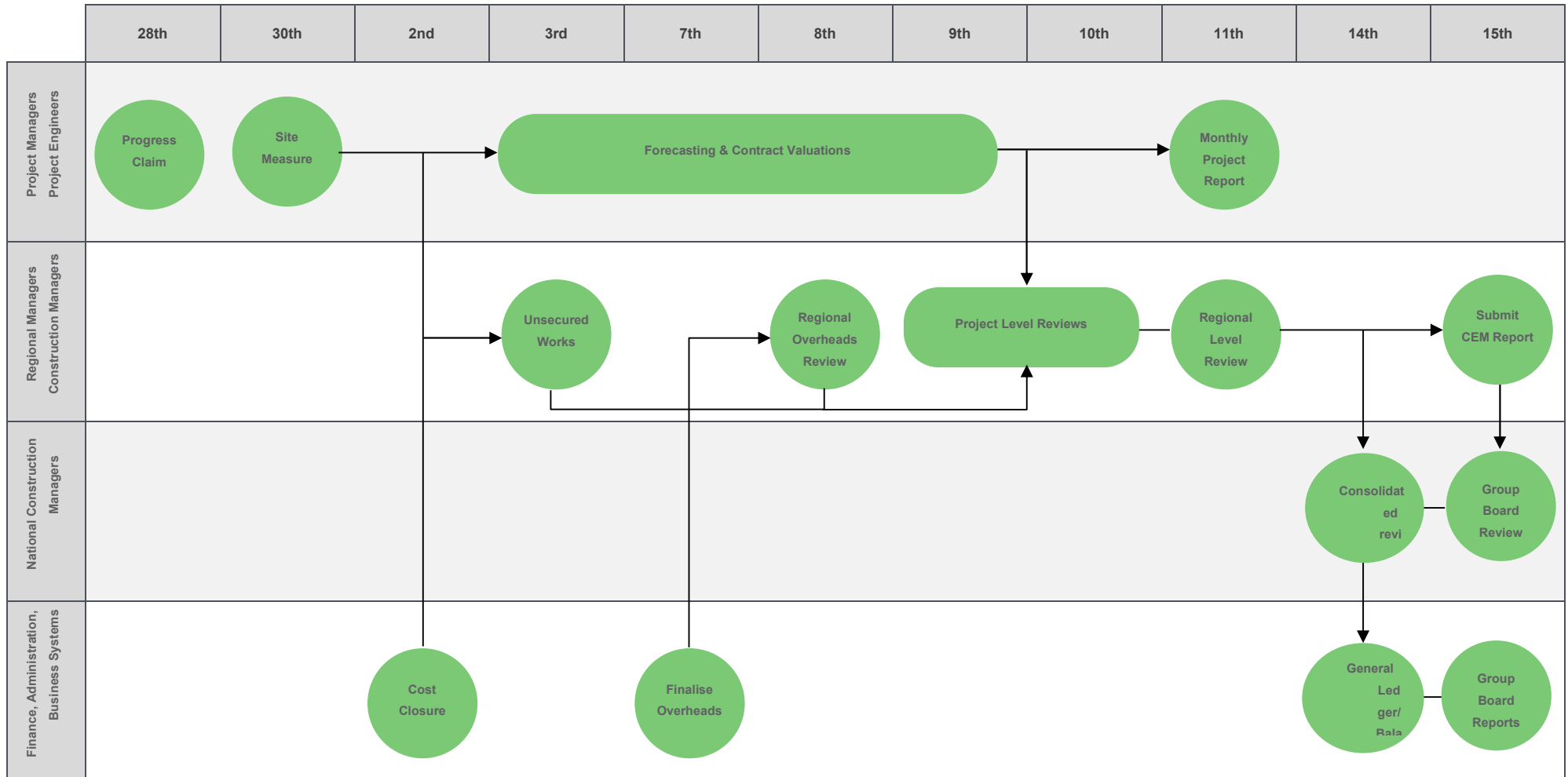
Appendix A: Procurement Options Workflow

BMD Procurement Flow Chart

The following flow chart outlines whether a procurement order should be raised as a subcontract agreement or purchase order agreement, and which conditions are to be used for each.



Appendix B: Monthly Reporting Flowchart



Appendix C: Forecasting & Contract Valuation Procedure

Procedure	Information available via (in Jobpac)	Description & Linked Documents
1. Subcontract Report from Jobpac	Projects > Schedule of Rates > Subcontracts > Claim History Report	The purpose is to check for subcontract agreements that may not have had costs recorded for the month when they were working on site, these may be potential cost accruals. Put this information aside once complete, cost accruals are entered in the system at a later stage. Purpose is to have an understanding prior to reviewing the CWIP report.
2. Download CWIP Enquiry & Review.	Projects > Schedule of Rates > Enquires & Cost Reports > CWIP Enquiry	CWIP (Cost of Work In Progress) Enquiry refers to the monthly or job to date report that details all cost transactions. This includes: - Actual Costs (Invoices) - Incurred Cost (Daily Activity Sheets & Subcontract Valuations) - Cost Accruals, Materials On Site and Unrealised Value of Temporary Works The Project Manager <u>MUST</u> review this report each month. Highlighted/mark-up any incorrect cost code allocations, incurred cost errors, materials on site that appear on the CWIP report. CWIP Enquiry Review Work Instruction CWIP Enquiry - Training Video (Jobpac) Docket Enquiry Work Instruction Cost Adjustments Sheet – Between Jobs or GLs Cost Adjustments Sheet – Within Job
3. Review Variation Register and ensure all variations included. Check a) Proceed/Quote status b) if approved “Transfer” and c) remember to select Update Job History to include in current report.	Projects > Schedule of Rates > Variations > Head Contract Variations	The purpose is to ensure that the statuses of variations are up to date. Note: Approved and transferred variations create current budget against associated cost codes. Quote only variations will not be included in the cost to complete. Manage Head Contract Variations Work Instruction Lump Sum Head Contract Variations Work Instruction Rise and Fall Adjustments Work Instruction Managing Provisional Sums Work Instruction

Procedure	Information available via (in Jobpac)	Description & Linked Documents
4. Forecast Final Quantities incl. changes from LS to SC if applicable or converting Provisional Sums (RO to SC).	Projects > Schedule of Rates > Forecasting > Forecast Final Quantities	The purpose is to review the Forecasting Methods associated with each schedule item. These will dictate how schedule items are reflected in a job's financials. This also includes converting provisional sums (from the RO forecasting method to SC). NOTE: Provisional quantities within the schedule may hold a forecasting method of LS (Lump Sum) these should be changed to SC (Schedule Item Coupled). Forecast Final Quantities Work Instruction Managing Provisional Sums Work Instruction Measurement Tab – Standard BMD Cost Codes
5. Enter Quantity Done.	Projects > Schedule of Rates > Earned Value > Enter Earned Quantities	The concept of earned value is to identify within Jobpac, the progress achieved job to date such that over/under claims can automatically be calculated, the quantity to go at the schedule item level reduces accordingly and earned budget at the cost code level is calculated for comparison against the CWIP job to date. NOTE: Please ensure that the quantity done nominated reflects what has been completed as at the last working day of the month and does not include over/under claims. It is important that a site measure has been completed in order to achieve an accurate forecast and an 'apple-for-apples' comparison of costs up to the last working day of the month against actual progress up to the last working day of the month. Earned Value Work Instruction Earned Value Reports Work Instruction Measurement Tab – Standard BMD Cost Codes
6. Compare cost of resources from CWIP download and update resource rates if applicable.	Projects > Schedule of Rates > Forecasting > Resource Library Maint.	Update the cost to complete rate for resources by comparing rates in the resource library to the CWIP Enquiry or quotations. Resource Library Maintenance Work Instruction
7. Enter Cost Accruals, MOS and UVTW	Projects > Schedule of Rates > Contract	The purpose is to correct the CWIP position for particular cost centres such that it reflects the real cost of construction to date. MOS refers to Materials On Site and UVTW refers to Unrealised Value of Temporary Works.

Procedure	Information available via (in Jobpac)	Description & Linked Documents
	Valuation > Contract Valuation > Select Job > Cost Button (from Actions) > Right-Click on any Cost Type & Select "All Cost Centres" > Accrual/Adjust, MOS or UVTW (from Actions).	<i>NOTE: Enter materials on site and unrealised value as positive numbers, Jobpac will account for these as negatives. The Quantity Done (In the Earned Value module – see step 3) should equal zero for the relevant MOS and UVTW transactions.</i> Understanding the Contract Valuation System (PowerPoint) Contract Valuation Work Instruction
8. Run Financial Status Report and review "Variances to date", "Productivity Factor", "Gain/Loss" & "Movement". Before review insert a new column right of "Movement" and title "Comments" and copy in last month's comments. <i>NOTE: For output by cost code, unselect "Cost Centre Detail Level" and select "Summarize to Cost Code Level".</i>	Projects > Schedule of Rates > Enquiries & Cost Reports > Financial Status Report	Based on the knowledge as at a reporting period, understand the expenditure & resources required to complete the job and where gains/losses and contingencies exist within the project. Purpose is to conduct a preliminary review and highlight the cells where further review or updates are required. Forecasting by Item Work Instruction Budget Transfer Work Instruction Forecasting by Cost Centre Work Instruction
9. Modify earned quantities, cost accruals, MOS/UVTW, transfer	Transfer Budgets: Projects > Schedule of	As applicable.

Procedure	Information available via (in Jobpac)	Description & Linked Documents
costs (via cost accruals) or transfer budgets.	Rates > Job Schedule & Admin > Budget Transfer	
10. Update cost to complete		BMD Constructions and BMD Urban forecast their cost to complete in two different ways. See part a. below for Constructions and part b. for Urban.
a. BMD Constructions	Projects > Schedule of Rates > Contract Valuation > Contract Valuation > Select Job > Cost Button (from Actions) > Right-Click on any Cost Type & Select "All Cost Centres"	Cost to complete is maintained at a cost code level within an excel sheet and loaded into the Jobpac contract valuation via the costs area. The forecasting sheet is produced after the budget is loaded for the job. It can be requested from the Jobpac held desk (Jobpac.helpdesk@bmd.com.au).
b. BMD Urban <i>NOTE: Where methodology to complete an activity has substantially changed enter the forecast final cost breakdown via Budget Transfers.</i>	Projects > Schedule of Rates > Forecasting > Forecast by Item Projects > Schedule of Rates > Forecasting > Budget Transfer	Cost to complete is maintained directly in Jobpac. Updating the earned value is the first step and then finer adjustment can be made via the forecasting by item and budget transfer areas in Jobpac. Forecasting by Item Work Instruction Budget Transfer Work Instruction

Procedure	Information available via (in Jobpac)	Description & Linked Documents
contract works field. NOTE: If applicable to accrue revenue, see Processes & Procedures documents if unsure. d. Forecast Sundry Income & Insurance Claims – select the “Revenue” button in left-hand menu and then select relevant scan buttons (grey triangle button). e. Forecast Revenue of Unapproved Variations – select the Variations button and then the Variation Register button in the left-hand menu, double click on a variation and enter number, if applicable, in the field “Project Mgr. Take-up”. f. Enter Risk & Opportunities – select tab and then “Add New Issue” in top-left menu. NOTE: Press F4 on keyboard to choose category of R&O; only the Expected Amount		

Procedure	Information available via (in Jobpac)	Description & Linked Documents
<i>and Take-up values appear on the Contract Valuation Report.</i> g. Review Performance Shortfall / Surplus – select the “Turnover” tab. h. Complete Work In Hand & Cash Flow – select tab and double-click into the current financial year to define projections. NOTE: Select the “Summary” button in left-hand menu to adjust end dates titled as Work In Hand and Cash Flow.		
13. Lock Job (from the summary page)	Projects > Schedule of Rates > Contract Valuation > Contract Valuation	If the Lock Job checkbox appears greyed out, please email Jobpac.helpdesk@bmd.com.au
14. Submit/Print Final Reports a. Contract Valuation Report	Projects > Schedule of Rates > Contract Valuation > Contract Valuation Report	These <u>MUST</u> be emailed to your Construction Manager and CC’d to regional Commercial Assistant.

Procedure	Information available via (in Jobpac)	Description & Linked Documents
b. Financial Status Report via (Excel report with comments)	Projects > Schedule of Rates > Enquiries & Cost Reports > Financial Status Report	
c. Over/Under Claim Details Download and filter out blanks in "Under/Over" column	Projects > Schedule of Rates > Progress Claim > Enter Progress Claim	
d. Variation Claim Management	Projects > Schedule of Rates > Contract Valuation > Variation Claim Management	

Appendix D: What is Building Works (QLD Only)?

WHAT IS BUILDING WORK?

A building is any fixed structure, e.g., a fence (other than a temporary fence), a water tank.

- the erection or construction of a building
- the renovation, alteration, extension, improvement or repair of a building
- the provision of lighting, heating, ventilation, air conditioning, water supply, sewerage or drainage in connection with a building
- any site work (including the construction of retaining structures) related to work of a kind referred to above
- the preparation of plans or specifications for the performance of building work
- contract administration carried out by a person in relation to the construction of a building designed by the person
- fire protection work
- carrying out site testing and classification in preparation for the erection or construction of a building on the site
- carrying out a completed building inspection
- the inspection or investigation of a building, and the provision of advice or a report, for the following—
 - termite management systems for the building
 - termite infestation in the building
- Construction, maintenance or repair of a driveway, footpath or bikeway on private property or between private property and a road
- Construction, maintenance or repair of a bridge on private property
- Construction, maintenance or repair of a supporting structure for a sign if—
 - the value of building work for the supporting structure is more than \$5,000; or
 - the top of the sign or supporting structure, whichever is higher, is 3m or more above the surface immediately below the sign or structure, including, for example, the ground, or a road or path on which an individual may travel, whether in a vehicle, while walking, or in any other way
- Work consisting of installation of insect screens used for security or screens used for a particular material or system designed for the prevention of termite infestation.

WHAT IS NOT BUILDING WORK?

- Work for a farm building or farm fence worth less than \$27,500
- Work of a value of \$3,300 or less
- Work performed by architects
- Work performed by an engineer in the engineer's professional practice
- Work performed by a licensed surveyor in the surveyor's professional practice
- Work performed by the Commonwealth or an instrumentality or agency of the Commonwealth, but not work performed for the Commonwealth or an instrumentality or agency by an independent contractor
- Work performed by the State or an instrumentality or agency of the State, but not work performed for the State or an instrumentality or agency by an independent contractor
- Work performed by a local government, but not work performed for a local government by an independent contractor

- Construction, extension, repair or replacement of a water reticulation system, sewerage system or stormwater drain, other than works connecting a particular building or proposed building to a main of the system or drain
- Construction, maintenance or repair on a public utility easement
- Construction, maintenance or repair of a busway or a tunnel for a busway, including causeways or culverts associated with busways
- Construction, maintenance or repair of a road or a tunnel for a road, including a causeway or culvert associated with the road
- Construction, maintenance or repair of a public bikeway or a public footpath or a tunnel for a bikeway or footpath
- Construction, maintenance or repair of a bridge on public property
- Construction, maintenance or repair of railway tracks, signals or associated structures, unless the structures are buildings for residential purposes, or are storage or service facilities
- Construction, maintenance or repair of airport runways, taxiways and aprons
- Construction, maintenance or repair of harbours, wharfs and other maritime structures, unless the structures are buildings for residential purposes, or are storage or service facilities
- Electrical work under the Electrical Safety Act 2002
- Inspection, testing, installation or general repair by a person who is a licensed electrical mechanic, of a fire detection system, alarm system or emergency warning and communication system for a building
- Construction, maintenance or repair of a dam
- Construction, maintenance or repair of communications installations performed for a public company or other public body engaged in radio or television broadcasting or in some other form of communications business or undertaking
- Construction, maintenance or repair of a sign that does not have a supporting structure.
- Construction, maintenance or repair of a supporting structure for a sign if—
 - the value of building work for the supporting structure is less than \$5,000; or
 - the top of the sign or supporting structure, whichever is higher, is less than 3m above the surface immediately below the sign or structure, including, for example, the ground, or a road or path on which an individual may travel, whether in a vehicle, while walking, or in any other way
- Erection of scaffolding
- Installation of manufacturing equipment or equipment for hoisting, conveying or transporting materials or products, including luggage, mail or primary produce, but not including the installation of fixed structures providing shelter for the equipment
- Construction work in mining
- Hanging of curtains or installing, maintaining or repairing blinds or internal window shutters, other than fire shutters
- Laying carpets, floating floors or vinyl
- Work consisting of monumental masonry, sculpture, or the erection or construction of statues, fountains or other works of art, other than work affecting the structure of a building
- Earthmoving and excavating
- Certification work performed by a building certifier under the Building Act 1975 in the certifier's professional practice
- Services performed by a registered valuer under the Valuers Registration Act 1992 in the valuer's professional practice
- Laying of asphalt or bitumen
- An inspection, investigation or report for assessment of an insurance claim
- Work of the type usually performed by a locksmith, whether performed by a locksmith or another person
- Work consisting of the preparation for, or installation of, insulation for acoustic or thermal control
- Assessment of energy efficiency of buildings

- Work, performed by a person who holds an electrical mechanic licence, that is inspecting or testing emergency lighting systems
- Work relating to fire safety performed by professional engineers
- Work consisting of installation of insect screens, other than—
 - screens used for security; and
 - screens used for a particular material or system designed for the prevention of termite infestation
- Line marking
- Work performed by a fire safety adviser under the Building Fire Safety Regulation 2008
- Pool safety inspections by pool safety inspectors
- Construction, maintenance or repair of a strand wire fence with no concrete footing.
- Work consisting of—
 - the design and off-site manufacture of a roof truss or wall frame; or
 - the preparation of—
 - plans or specifications for the off-site manufacture of a roof truss or wall frame; or
- plans, specifications or instructions for the installation of a roof truss or wall frame that is manufactured off-site

