

Good project management is critical during both the planning and delivery stages of any project. A qualified project manager supports your organisation by providing expert advice, managing risks, coordinating progress and guiding the project to achieve the best possible outcomes.

Who is a project manager?

A project manager (PM) is responsible for overseeing an infrastructure project to ensure it is delivered on time, within budget and in line with all relevant standards.

A professional PM can:

- Manage the construction process on your behalf
- Represent your organisation's interests
- Coordinate approvals, timelines and communication
- Manage project risks
- Provide regular progress updates and reports
- Conduct stakeholder and/or contractor meetings



Why engage a project manager?

Engaging an independent, qualified and licensed PM to lead your infrastructure project is best practice and, depending on your project's scope, may also be a requirement if your organisation is seeking funding from external parties or government.

Certain tasks relating to building work require a licence, including co-ordinating building work, preparing tender documentation and arranging site inspections and certificates. A licensed PM can conduct this work for you. They can:

- **Keep you compliant** – they understand building regulations and quality standards
- **Save you time** – they handle day-to-day coordination so you can focus on your organisation's activities
- **Manage risks** – they spot issues early and keep your budget and schedule on track

How to engage a project manager

1. **Outline exactly what you need by drafting a scope of services.** Consider items like:
 - Managing procurement and contractors/consultants
 - Chairing meetings and providing minutes
 - Progress reporting
 - Managing approvals and delivery of project milestones
2. **Seek competitive quotes**, for example:
 - Request three or more quotes from suitably qualified PMs
 - Select a pre-qualified supplier through a panel arrangement, such as Local Buy
 - Through an open tender process via an online portal such as QTENDER or Local Buy
3. **Review the proposals**, paying attention to what's included in the scope of services and any exclusions, the fees involved, and ensuring they have the appropriate licence and insurance coverage.
4. **Appoint a PM** who demonstrates both technical expertise and an understanding of your organisation's culture and goals.

While some builders or architects offer PM services, independence ensures your PM works for you, not for your contractor. A builder's PM focuses on the builder's risks, not yours. It is best practice to engage a PM who isn't contracted to deliver any other part of your build.

Fees and charges

Project management fees vary depending on the scope of services provided. Typically, PMs will:

- Quote a lump sum based on a clearly defined scope of work
- Offer an hourly rate for out-of-scope tasks
- Charge separately for disbursements (e.g. travel, printing, meeting venue hire)

Allow around 5% of your total project cost for project management fees

Licensing and insurance

In Queensland, the Queensland Building and Construction Commission (QBCC) regulates licensing.

The licence class required will be dependent on the scope of the services being offered and the range of responsibilities associated with the project. See the QBCC website for further information. Professionals such as architects or quantity surveyors may be exempt if they work strictly within their recognised expertise.

All PMs should also hold:

- **Professional Indemnity Insurance** to cover claims arising from professional services provided such as advice, design certification, contract administration and project management
- **Public Liability Insurance (min. \$20 million)** to protect against on-site incidents

If the builder or tradesperson does not have Public Liability Insurance, you could be liable as the owner or caretaker of the property on which the project is being undertaken.



Duties of a project manager

A project manager has multiple responsibilities through the project's lifecycle. Engaging a PM early and providing a comprehensive understanding of your organisation and the project, maximises their value. Key responsibilities include:

- **Understanding your organisation**
 - How decisions are made
 - The organisation's financial and technical capabilities
 - End user requirements (including members, volunteers, community groups and other sport groups)
- **Understanding the project**
 - Project scope and objectives
 - Funding requirements and conditions (including funding sources, key funding deliverables/ milestones, reporting requirements, eligibility of expenditure items, constraints and limitations)
 - Timeframes (including key events and seasons)
 - Budget benchmarks and contingency planning
- **Overseeing design and approvals**
 - Briefing and coordinating consultants and construction services
 - Managing development applications and building approvals
 - Aligning scope and budget
- **Running the procurement and tender process**
 - Following the tendering process as required by the funding provider
 - Evaluating value to achieve quality results without spending more than necessary
 - Remaining transparent and keeping records of all tender communication
- **Managing the construction process**
 - Monitoring time, cost and quality
 - Understanding building contracts, stages and construction programs
 - Understanding contract administration and roles and responsibilities in line with legislation
- **Mitigating risk**
 - Identifying technical, financial and environmental risks
 - Providing value management options to mitigate financial or schedule risks
 - Implementing strategies to reduce impact
- **Communicating clearly**
 - Providing meaningful reports regularly and as required
 - Keeping your project control group and key stakeholders in the loop
 - Chairing and minuting meetings
 - Resolving any conflicts between users to achieve the optimum design and cost outcomes