

Driving Up the Profitability of the Construction Sector

Seminar given by Roger Flanagan, 103rd President of CIOB, on a visit from UK. Held at Clayton Utz Sydney Offices on 20th March 2007.

It was an electrifying start to Roger's up-beat, myth-busting presentation as attendees witnessed spectacular lightning strikes to the Sydney Harbour Bridge from the 43rd floor conference room of Clayton Utz. Following a virtual tour of some of the world's most spectacular construction and engineering projects, set to the stirring music of U2, Roger continued the up-beat theme by challenging the common myths that do so much damage to the reputation of our global US\$ 4.6 Trillion industry.

Is the sector really as bad as the public perception for its profitability and Return on Capital Employed (ROCE)? By dissecting the industry into its component parts and sectors, Roger challenged the simplicity of the widely held belief that the construction sector suffers from low profit margins, low ROCE, doesn't invest in R&D, is low-tech and suffers from short-term thinking. Evidence was presented to the contrary to show that construction, at its best, can be the most exciting, rewarding, socially aware and sustainable industry which is responsible for breathtaking feats of engineering and innovation. Drawing lessons from the best practices of the world's most successful projects and construction companies, Roger called for a greater focus on productivity, more value to be attached to good design, greater integration between design and production, better risk management, a focus on value and competence rather than on costs, a stronger focus on good supply chain management and logistics and on the health, welfare and incentives of our most important asset – our people.

Thanks go to Clayton Utz (who provided the venue), the Faculty of the Built Environment at The University of New South Wales and Hays (Construction and Property) for their sponsorship. The surroundings could not have been more suitable for what was a thought-provoking and motivating seminar.

Reported by Professor Martin Loosemore, University of New South Wales, Sydney.

The slides of the seminar, providing data and statistics, will be available on the CIOB website.



of Skanska AB for 9 years and a Director of Halcrow Group between 2000 and 2006. He has held Directorships in companies in the USA, Hong Kong and Switzerland. Roger has authored 11 books and over 100 technical papers.

Roger Flanagan is a Professor of Construction Management at the School of Construction Management and Engineering, University of Reading. He is a Visiting Professor in the Faculty of the Built Environment at the University of New South Wales and holds Visiting Professorships in Sweden, South Africa, Malaysia, China and Turkey. He has been a member of the Board of Directors

HAYS Construction and Property

recognised for its support of CIOB Australasia.

Roger Flanagan used the occasion of his visit to Sydney to present a certificate in appreciation of the continuous support of CIOB Australasia since its inception three years ago. Shane Little (Regional Director, Hays) accepted the certificate.

Pictured: Shane Little (Regional Director, Hays) & Roger Flanagan (President CIOB)



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Editorial

CIOB Australasia was very pleased to welcome to Australia the 103rd President of CIOB, Mr Roger Flanagan, in March 2007. He came to Sydney as Visiting Professor in the Faculty of the Built Environment at the University of New South Wales, but kindly agreed to present his paper "Driving Up the Profitability of the Construction Sector" reported on our front page. You will also find in this issue an article first published in the CIOB UK magazine 'Contraction Manager' entitled 'All the President's Men' – a working session in UK arranged by Roger Flanagan, which certainly echoes sentiments in our region.

As promised, we continue to keep you updated on the preparations for London Olympics, as well as on local Regional news.

We hope you enjoy reading these and other articles in this issue of contact and will feel inspired to make your own contribution for our readership.

The Editor

An introduction to managing risk

USING AS/NZ 4360:2004

Risk Management workshops were held by Kevin Knight CPRM, Hon FRMIA, FIRM (UK), in Perth on Friday 16 February, in Brisbane on Monday 19 February, in Sydney on Tuesday 20 February and in Melbourne on Wednesday 21 February 2007.

The Workshop Program included working through the following issues:

Why a Risk Management Standard? - Overview of the Risk Management Standard AS/NZS 4360:2004 - Communication and Consultation Processes -

Establishing the Context - Identifying, Analysing and Evaluating the Risks - Treating the Risks - Monitoring and Review - Recording a Risk Management Process - Establishing Effective Risk Management in an Organisation.

Kevin Knight is Chairman of the International Organisation for Standardisation (ISO) Working Group on Risk Management Standardisation; a member of the Standards Australia Management and Business Standards Sector Board; a member of the Standards Australia/Standards New Zealand Joint Technical Committee OB/7 - Risk Management; a Regional Vice President of the International Federation of Risk & Insurance Management Associations (IFRIMA); Secretary &



Administrative Director of the Federation of Asian, Pacific & African Risk Management Organisations (FAPARMO) and the Inaugural Vice President and current President of the Risk Management Institution of Australasia (RMIA).

The seminars were presented by **fmedge, Faculty Management Training**, in partnership with the **Australian Institute of Refrigeration Air Conditioning and Heating**, the **Chartered Institute of Building Australasia** and the **Facility Management Association, Australia**.

The delegates much appreciated the experience and depth of knowledge of Kevin Knight.

Notice: Facts and opinions expressed in this publication are those of the authors of the articles. They may not be the official position of CIOB on any given matter.

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President's Column

CIOB Australasia has been growing steadily both in numbers and influence in our region and contributing strongly to the development of the CIOB internationally as it re-defines its overall governance systems to stay effective and relevant in the 21st century.

Last year we were the fastest growing region outside the UK and have moved a long way towards becoming a true regional body with centres as far a-field from our regional centre in Sydney, as Auckland and Perth. The Regional Council and Centre Committees elected at the AGM in May 2006, will need to build on these foundations to allow CIOB Australasia to 'think regionally and act locally'. I warmly encourage all CIOB members residing and/or working in Australasia to become involved, to help build CIOB Australasia and to make it a valuable part of the Australasian building industry. No one who volunteers will be refused a challenging role!

Centre committees and our Education Committee are the key, providing events and liaison in your state or city. These are the teams supported by our professional staff and Council (see page 12 of this newsletter) that will make CIOB Australasia a dynamic, useful and relevant body in their local areas and industries.

The role of Regional Council is to integrate and support these committees with resources and know-how and, with the assistance of our professional staff, to help them to be successful.

Of critical importance this year is the appointment

of a new Treasurer. Nominations are invited.

Zubin Marolia has filled this role admirably for the last three years and, under our constitution, has to step down at the coming AGM. Ideally a replacement person will be known well ahead of the May meeting to allow a phased handover. The work of the Treasurer is supported by a professional accountant and focuses on financial management rather than simply book-keeping.

I would like to place on public record my personal appreciation of Zubin's invaluable work, guiding us towards a stable mature and effective business model.

On a personal level, if elected in May, I will be happy to serve the second year of my term as President to keep our momentum going. The three key elements for the 2007/8 term will be:

- Continuing the focus on developing strong Centres to deliver events and effective liaison around the Region.
- Completing work on the new constitution and administrative protocols, relevant for a Region of our geographic size and diversity.
- Maintaining the focus on building relationships with the Universities across our Region and starting to work towards similar connections with the various TAFE Colleges.

2006 was a really successful year for us as a Region. Are you willing and able to contribute to making 2007 event better? If you are, either complete the enclosed nomination form or



contact our regional manager Elizabeth Thomas, or myself to discuss the best way you can help. We look forward to hearing from you.

Any questions, thoughts or ideas for growing CIOB Australasia generally or in your area will be welcome. You are invited to telephone me on +613 969 8684 or email patw@mosaicprojects.com.au with your ideas.

Patrick Weaver
President, CIOB Australasia

Invitation for Nominations for CIOB Australasia Regional and Centre Councils.

CIOB Australasia 2007 AGM will be held 6:00pm 1st May at Woollahra Council, NSW. Nomination slips are included with this issue of Contact and we are seeking members to fill roles in all our active centres:

The Regional Council comprises: President / Vice Presidents / Treasurer / Regional Events Coordinator / Publications-Editor Contact / University Liaison Managers / Education Panel Chair. The Regional Council meets in Sydney three times per year and holds "Interwise web conference" meetings three times per year.

Our current Treasurer, Zubin Marolia must stand down from the role after 3 years faithfully fulfilling

this position. Any members interested in taking on this role are asked to contact the office as soon as possible.

The Centre Councils in Brisbane, Sydney, Melbourne, Perth & Auckland, each comprise the Centre Chair and Committee Members.

If you are interested in assisting with activities in your region we are seeking representatives to assist the Centre Chairs in Brisbane, Sydney, Melbourne, Perth & Auckland. Centre committees are the lifeblood of CIOB Australasia, managing events and liaison with universities, governments and the industry in their area. The Regional Manager and staff provide administrative support

to the centres and the Regional Council provides overall coordination and assistance but it is the teams in the centres that make the local decisions and support members in their home cities.

If you are interested in assisting with our Education activities we have an Education Panel with members from various states and universities. The primary role of this group is to manage our student and research grants and to work towards CIOB qualifications being fully recognised in Australasia.

If you would like to get involved in any way, great or small, please complete a nomination slip or contact the office for further details.

CIOB Subscriptions

Nobody likes parting with money for membership subscriptions particularly when they become due immediately after Christmas. The coffers are empty and recovery is still a distant dream. However members of the CIOB buck the trend. Increasingly, year on year, more members pay when subscriptions are due and 2007 has been the best year yet. In this way your subscriptions go further; less goes to fund late payers and the costly exercise of chasing them up.

Members who do not pay by the 31 March forfeit

their membership. This is almost 5 months after the renewal notices are sent out. Should you find yourself in this situation, though you may find it difficult to admit it, you can still reinstate your membership on payment of a reinstatement fee. After 30 June you are on your own. If you then wish to rejoin you will have to apply as a non-member and go through the full qualification processes, with fees payable.

Most members are proud of their membership achieved through hard work and determination

and do not readily wish to see it slip through their fingers. A few however may not be in a position to continue with membership. If this is the case we would request you formally resign and in that way your debt no longer remains due.

CIOB subscriptions, at less than 50% of RICS subscriptions, remain excellent value.

Michael A Brown
Deputy Chief Executive

Profile

Sam Lehain MCIOSB

It is more than twelve years since, as a trainee Construction Manager, I was introduced to CIOB at a student seminar run by my local technical college. A representative of CIOB, who also acted as my mentor in the early days, convinced me of the benefits of becoming a student member and becoming involved in regular CIOB events. This was an excellent piece of advice. From that point on, the CIOB, its individual members and its vast network of professional partners have played an integral part in my personal and professional life.

Throughout my career I have been exposed to various sides of the construction industry, from contracting days with Bovis Lend Lease to specialist Project Management services with Davis Langdon in the UK. I have seen both sides of a university lecture theatre: as a student studying for my degree in Building, and as a lecturer delivering classes on Risk management at Lincoln University in New Zealand.

At the beginning of 2006, after spending the past 5 years working as a Project Manager in Manchester on some landmark projects, I finally gave in to my life-long ambition to work

overseas. I packed my suitcase to take up a senior position managing the extension of Christchurch International airport in New Zealand. Once again, the CIOB and its network of members gave me automatic access to construction professionals who had already made the move and I found myself with immediate offers to attend professional development events and more than the occasional BBQ! I recently made the move to Sydney to pursue an opportunity with a dynamic construction company and I am now working with the CIOB to look at learning and development opportunities for our cadets.

Above all, the CIOB has offered me a structured path to follow throughout my career, backed by a support system of professional development events and a solid code of conduct. The CIOB can benefit construction professionals throughout their career by offering advice on almost all aspects of the industry on an international level. Members can expect exposure to a variety of training events, conferences and seminars. I would recommend membership to anyone working in and connected with the industry,



who is committed to making the industry better through learning and professional development or simply wants to network with like minded people. Above all, with the globalization of the industry, the CIOB continues to play a pivotal role in developing industry standards and principals.

Sam Lehain is the Project Manager at Interprojects and is currently working on the re-development of the Barclay Hotel in King Cross, Sydney.

From "Construction Manager" Magazine, UK. March 2007



Awesome.

We've been wowed by their scale, we've been wowed by their complexity and we've marvelled at the skill and dedication of the construction professionals behind them. Rory Olcayto and Kristina Smith take a look at projects that are simply...

All the presidents men

Last month CIOB president Roger Flanagan brought together the heads of nine small UK construction companies to find out about the challenges they were facing. And he pledged that the CIOB would take action on the areas that were causing the most concern. Construction Manager listened in on what was said.

Where has the trust gone

Chris Magee, managing director of Knowles & Son, kicked off proceedings by bemoaning the lack of trust between contractors, consultants and clients. Recently, he said, his company had been hit by clients and consultants who had promised to see them right – and then broken their word.

That rang a bell with William Sappcote & Sons' MD Richard Sappcote. 'Ten years ago we could all sit round the table and sort things out. Now everybody gets entrenched. Nobody wants to be accountable,' he said. 'Some of the project managers that are coming through are growing up with that attitude.'

'It's driven more by the insurers,' suggested Chris Chivers, director of Killby & Gayford. People did not want to own up to mistakes because their PI insurance would go up, he added. Glen Schofield, who heads up Thomas Vale's housing business, was more blunt: 'The calibre of consultants these days gets lower and lower.'

Garvis Snook, CEO of Rok, defended the consultants, pointing out that contractors had

created more opportunities for things to go wrong because of the fragmentation of the industry. And, he said, consultants' fees did not reflect the amount of work expected of them.

Michael Puttick, joint managing director of Kingerlee, called for contractors to become part of the professional team. Even in design and build, he said, contractors were engaged so late in the process that the designers couldn't implement any suggested improvements as there were no fees left.

Bob Heathfield, chair of Appleyards Consulting and former boss of Ballast, advised people to forget the good old days. 'Everyone is far more commercially and contractually aware of their responsibilities and I can't see that changing,' he said. 'And since consultants were no longer paid a lump sum, which gave them room to be flexible, there would be no more cosy round-the-table chats. The only way to achieve the same effect was to choose the clients you worked for and the team you worked with... which was one thing to be said in favour of frameworks', he said.

Being professional is an expensive business

Magee also raised the issue of red tape, bemoaning the increasing number of changes to employment legislation and tax rules. 'That is not helping us at the moment in knowing what's coming round the corner and hearing about it sufficiently early to understand it.'

Sappcote highlighted the dilemma faced by smaller contractors: to compete with larger

firms, they must be up-to-date legally and with accreditations such as Investors in People or the Contractors Health and Safety Construction Scheme. But often they were up against firms that were smaller, and less professional than them. And each new initiative meant more work for someone on a small head office team. 'It adds to my overhead and we are getting squeezed,' said Sappcote.

Chivers was unsympathetic. 'We have got two choices: moan about it or do something about it,' he said, a message he was to repeat a couple of times during the afternoon.

Puttick, meanwhile, said his approach was to pick and choose initiatives, according to whether he thought they would benefit the company.

'Investors in people have been good for us,' said Clive Benfield, managing director of the Benfield Group, even though clients didn't always see it that way. 'When we go out to tender and we have got all these things, the client still selects the lowest price,' he said. 'Everything we have done has been a total waste of time because someone else put in a price which is £50,000 less.'

Who's recruiting whom

Mark Beard, managing director of EW Beard, is working to a different agenda, pushing to engage with the supply chain so that subcontractors' employees felt 'aligned' with Beard. Puttick was concerned that when it came to training, small firms were feeding the big ones.

Garvis Snook became almost evangelical on the

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International Innovation and Research CIOB Award Winners

Badria Jaffar from The Bartlett, University College London has won this year's Undergraduate Dissertation Award at the Chartered Institute of Building's (CIOB) International Innovation and Research Awards 2006/2007. Her dissertation 'Collateral Warranties v. Contracts (Rights of Third Parties) Act 1999', investigates why the construction industry has been slow to take up the Contracts (Rights of Third Parties) Act 1999 as an alternative to the use of Collateral Warranties.

Nick Wylie MCI0B and **Matthew Locke** of Bovis Lend Lease won the Innovation Competition for 'ECO Board'. Bovis Lend Lease was the first company in the construction industry to develop and utilise a cost effective board made of a moulded plastic sandwich, up to 80% of which can be mixed recycled waste. The board was developed in partnership with Land Securities and 3DM. It has been successfully installed as site hoarding and has potential for other temporary and permanent construction work.

Steve Phillips MCI0B and **Jim Martin** of Martin Associates Chartered Surveyors won the Faculty of Architecture and Surveying Award for 'The Development of a Tender Support Tool OVID-BV'. The movement away from the traditional culture of acceptance of the lowest monetary bid tenders towards value based procurement, has presented the UK social housing sector with a number of challenges. Their innovation addresses some of the challenges that need to be overcome to ensure the tender decision making process is transparent and auditable.

The new Pera Prize, worth €55,000 of business consultancy was won by **John Ralph** ACIOB of 3D Architectural Design Ltd for 'Thermabatten'. His winning concept makes use of air space occurring in roof construction. The space is filled with composite panels made from recycled and rigid insulation material. Panels will be designed to receive foot traffic, be safe in handling and use and quick in installation.

A CIOB spokesman said, "Each year the quantity and standard of our international entries increases. We are particularly delighted to have a winner of the new Pera Prize and we look forward to experiencing Thermabatten's journey from concept to marketable reality. The development could bring significant energy cost savings"

Undergraduate Dissertation Awards

Winner: **Badria Jaffar**, The Bartlett, University College London
"Collateral Warranties v. Contracts (Rights of Third Parties) Act 1999"

Runners-up: **Nicole Louise Lancer** - University of Melbourne, Australia
"An Analysis of Relational Contracting and Trust in the Australian Construction Industry"
Arnold Dehaney - University of Westminster, UK
"Can 'Green Roofs' reduce incidences of flooding in the UK?"

Innovation Competition:

Winner: **Matthew Locke** and **Nick JL Wylie** MCI0B
"ECO Board"

Runner-up: **Chris Carey** MCI0B
"You need your hands free..."

Faculty of Architecture and Surveying Award:

Winner: **Steven Phillips** MCI0B and **Jim Martin**
"The development of a tender support tool OVID-BV"

Runner-up: **Richard Moore** FCIOB and **Richard Hyde**
"PPDS in Action"

CIOB Australasia 2007 Student Awards

CIOB Australasia has now launched its annual Student Awards, recognising excellent students studying in the discipline of building at Universities nationally. Certificates of Excellence are presented in three award categories:

- Excellent Building Undergraduate
- Excellent Building Postgraduate (Coursework)
- Excellent Building Postgraduate (Research).

A university may nominate one student in each award category. Details of our Student Awards and nomination forms can be found on our website: www.ciob.org.au or contact CIOB Australasia office for further details. Nominations will close on Thursday 5th April.

Winners will be announced shortly thereafter with details listed on our website and in press releases and the next issue of Contact Australasia. All recipients and nominators will be invited to attend Awards presentations in their capital city.

Pera Prize

Winner: **John Ralph** ACIOB
"Thermabatten".

An American Perspective of the Suitability of the UK's Society of Construction Laws' (SOCL) Delay and Disruption Protocol for use in the Australian Construction Industry.

Delay and disruption events in the Australian construction industry lead to delayed handover of construction projects, increases in project costs, contractual disputes, the proliferation of expensive and time consuming contractual claims, poor client/contractor relationships, client dissatisfaction, and damage to the image and reputation of the stakeholders.

In October 2002, the Society of Construction Law in the UK published a delay and disruption protocol (the Protocol) aimed at addressing the issues associated with delay and disruption for use in the context of the UK's legal system and standard forms of construction contracts.

The aim of my present study is to obtain an American perspective on Australian construction projects, of the suitability of the protocol as a

means of minimising the effects of delay and disruption events. The project seeks to identify alternative strategies for dealing with delay and disruption prevalent in the USA and to compare and contrast them, firstly with those proposed by the Protocol, and secondly with those currently in use in Australia, as a means of minimising the effects of delay and disruption events on Australian construction projects.

The CIOB Research Grant is an opportunity to carry out research that is relevant and important to the Australian construction industry. The CIOB Research Grant will enable the carrying out of interviews with construction industry practitioners and professionals involved in the preparation, assessment, and resolution of delay and disruption disputes, both in the USA and in Australia, in order to identify and assess the strategies employed.

An important aspect of this research is the interviews with Australian practitioners for comparison with the USA practitioners. If you are interested in participating in the project please contact the project leader, Peter Ward, at the University of Newcastle: -

By telephone (02 4921 5770) or by email P.Ward@newcastle.edu.au.

The CIOB Australasia 2007 Research Grant Scheme will be launched on 1st May 2007 and we will be seeking submissions from construction faculty staff in Australia and New Zealand. To find out more details visit our website www.ciob.org.au during May or contact the office for further details. Deadline for grant applications is the 30th June 2007.

London Olympics Update

Planning application sounds starting pistol for Olympic Park

Tuesday, February 06, 2007.

One of the biggest planning applications in European history was submitted today as the Olympic Delivery Authority (ODA) moved into the next stage of delivering the venues and infrastructure for the London 2012 Olympic Games and Paralympic Games.

At the forefront of the 15 volume, 10,000 page document are plans for new sporting venues, highways, bridges, river works, utilities, parks, open space, and their post-Games reconfiguration for legacy use. The application covers a land area of 246 hectares (2.5 sq kilometres) and sets the vision for one of the largest urban parks to be built in Europe for 150 years.

As announced last year there have been changes to the masterplan since winning the bid and this new planning application now reflects these. Changes include: better integrating the Olympic Village with the Stratford City Development; relocating the International Broadcast Centre and Main Press Centre to within the Park boundary and providing a more compact layout of venues and Park facilities for Games time and legacy use.

These improvements also maximise the legacy benefits of the Park, and place a greater focus on sustainable development.

David Higgins, Chief Executive of the ODA, said: "The planning applications represent a significant moment in delivering our vision for the Olympic Park and creating a benchmark 21st Century urban environment.

"The Games are the catalyst for much needed social, environmental and physical regeneration of a deprived area of East London - the Lower



Lea Valley - and the sheer size and scope of the application reflects both the scale of the challenge as well as the enormous opportunity hosting the Games will bring to this area.

"We are 'locking-in legacy' at a very early stage - five and a half years before the Games begin - and we now move from the planning phase to the next stage of the Olympic Park project - what we are calling 'Making the Park 3D - Demolition, Dig and Design' which will take us to Beijing."

Sebastian Coe, Chairman of the London 2012 Organising Committee, said: "London 2012 will be a prime example of sport acting as a catalyst for regeneration, and the planning application we are submitting today clearly shows the transformational powers of the Games. This is one of the biggest and most complex planning applications ever prepared in this country, and is another key milestone for us on the road to 2012."

'The Olympic & Legacy Transformation Planning Applications' are made up of two core elements. The first is The Site Preparation Planning Application, which seeks permission for early works to allow the development of Olympic facilities and their legacy transformation, including: remediation, demolition and earthworks to prepare the land for construction; extensive works to waterways, including the construction of new river walls and flood defence walls; the construction of new highways and a continuous Loop Road surrounding the Olympic Park, to provide initial construction access and give vehicles back-of-house venue access in Games mode and the construction of an underground utilities corridor.

The second part of the application seeks permission for the core construction work and post-Games reconfiguration of infrastructure for legacy use, including: the construction of five permanent venues (Olympic Stadium, Aquatics Centre, Velopark, Handball Arena, Eton Manor) and three temporary sporting venues (Basketball Arena, Hockey Venue, Fencing Venue); the construction of an International Broadcast Centre / Main Press Centre; earthworks and extensive landscaping to create open space areas and achieve an Olympic Park that is accessible, usable and varied in its topography; 11 permanent highway bridges and 13 permanent footbridges.

In addition, above ground utilities include: a wind turbine which will provide 6% of the Olympic Site's energy requirements and in legacy will provide energy for the local community; a terminal pumping station with a capacity of 500 litres/s; a primary electricity substation with a capacity of 132kV and the provision of a new site wide surface water drainage system, including five surface water pumping stations.

The application also features extensive post-Games legacy regeneration work including: partial deconstruction, demolition, dismantling and construction of venues to form legacy sports, leisure and entertainment venues; earthworks and landscaping to provide permanent public open spaces and outdoor sports and changing facilities; reconfiguration to form buildings for office and industrial use and the transformation of the Olympic Loop Road and the construction of a new legacy road network.

The application has been separated into two core elements to allow planning permission for site preparation works to be prioritised and approved in advance of the application for venue construction and legacy transformation. This will enable key early works to proceed as soon as possible, allowing the momentum of work on the Olympic Park to continue.

Following approval, the Olympic and Legacy Transformation Applications are intended to establish the revised Masterplan and become the primary permissions to develop the Olympic and Paralympic facilities and their legacy transformation.

The Olympic & Legacy Transformation Planning Applications were submitted to the ODA's Planning Decisions Team in Stratford on Monday 5th February. The submission has been timed to coincide with the end of the statutory appeals

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Action Plan development:

Emerging ICT Trends in construction project teams

The use of Information and Communication Technologies (ICT) by multi-firm teams to coordinate the design and construction of projects has become both more widespread and sophisticated in the 21st century. These project teams are now finding that their performance is limited by a lack of technological and business integration. The challenge of making information and communication technologies work in a way that results in maximum value for the client and other project stakeholders is therefore one of the foremost issues now facing the construction industry.

The Chartered Institute of Building is supporting research in this area, funding a project being run at the University of Newcastle in Australia. This is a multi-perspective study that is being conducted online and involves the identification and clarification of key issues by stakeholders from all levels of involvement in project teams.

The outcome from the project will be an Action Plan developed by the industry, for the industry, which will be published by the CIOB.

You have the opportunity to be involved in shaping this important document.

If you are interested in contributing please contact the project leader, Graham Brewer, at the University by telephone (+612 4921 5794) or by e-mail (graham.brewer@newcastle.edu.au)

This study has University of Newcastle Human Research Ethics Committee Approval - Number H-341-1206.

The CIOB Australasia 2007 Research Grant Scheme will be launched on 1st May 2007 and we will be seeking submissions from construction faculty staff in Australia and New Zealand. To find out more details visit our website www.ciob.org.au during May or contact the office for further details. Deadline for grant applications is the 30th June 2007.

From All the presidents men *continued from page 4*

subject of trades-people. 'We have disconnected ourselves from the delivery mechanisms,' he said. He's busy recruiting tradesmen at a rate of 70 a month. Having them on the books is the only way to make sure the customer gets what they want, he argued.

"Why, if the Government wants to build more houses, are the planners delaying the process?" - Glen Schofield

As for staff retention, Snook felt that mid-20s was a dangerous age for tradesmen. They have skills and could be tempted down the subcontracting route. 'Training and development of this group was key', he added.

'Where I experience it going wrong is where we don't engage with our employees enough, we haven't explained our aims, or what the targets are,' offered Chivers.

Sapcote wondered where the next generation of contracts managers were coming from: 'Our senior managers tend to be in their 50s. I'm not sure where the contract managers of the future are.'

No one talked about recruiting women until prompted by president Roger Flanagan. The general feeling seemed to be that women were welcome, but no one had any specific recruitment policies in place. 'There are no barriers there at all if they want to do the job,' said Benfield.

'We have got a [female] site manager and a project manager,' said Puttick, but he confessed: 'I don't think we are as focused as we should be.'

Rok has two female board directors, however it's silly to expect a 50/50 mix of the sexes, said Snook. 'It's political correctness gone mad. I cannot ever see our industry being the most attractive place for women to work because of the nature of the work we do. If it ever gets to much more than 15-20 per cent of the workforce I will be surprised.'

The revolution is coming!

Garvis Snook made everybody slightly nervous with talk of an ICT revolution. 'When it comes to IT, as an industry we are a decade or more behind industry generally.'

Smaller companies were particularly vulnerable because they could not afford to make the sort of investments Rok was making, he said. Snook is putting £2.5m capital expenditure into his ICT each year to cut out 'massive costs' by bringing in innovations such as electronic invoicing.

Chivers wondered what smaller firms could do. He had already tried an off-the-shelf solution and was not impressed. Snook said the solution for smaller firms was to band together to develop systems collectively. 'I don't see ICT as being a means by which to gain competitive advantage,' he said.

The bane of our lives: utilities

Glen Schofield was incensed by the poor performance of the statutory undertakers, pointing out the irony of a government which urged speedier construction while regulations meant that projects were held up for weeks as they waited for the utilities companies to arrive.

'They need to be revolutionised,' he demanded.

'Why, when we have excavations going on through everyday activities, do we have to engage with

statutory utilities who come to site when it suits them, with the same excavation equipment we have got on the site every single day, and delay us by digging into the same ground we have been digging to every day?' he asked. Schofield proposed that contractors should be allowed to install the services, perhaps with specialist firms carrying out the jointing.

Benfield empathised. He had 10 houses almost complete, but waiting for their main services.

"When it comes to ICT we are a decade behind industry generally" - Garvis Snook

He quite often dug trenches for utilities, at his own expense, to speed things up. Beard called on the CIOB to lobby the government to change legislation.

Frameworks are bad news

The general feeling about frameworks was that they were bad news for many small firms. Thomas Vale obviously disagreed, having done very well with framework agreements in the Birmingham area.

Heathfield pointed out that the concept of SMEs collaborating to get into frameworks was all well and good, but in practice cultural differences got in the way. Beard thought pride might be a barrier.

Sapcote had already tried it, but having overcome hurdles of culture and pride, encountered financial barriers. First it was tricky to get insurance, second, the amount each firm still had to invest in the bid process was too great.

Puttick said he was totally fed up of government policy under which programmes such as Building Schools for the Future and ProCure 21 destroyed existing relationships with local authorities. His firm had just finished a very successful £8.5m school, but part way through a negotiation on another project worth £18m, the council was told that if it wanted funding it would have to go through BSF.

'We are being denied the opportunity of a substantial amount of work in our area,' said Puttick. It made sense to use local firms, he argued: 'We want to do a good job because of our reputation. The national boys can come in and carry out rape and pillage and carry on.'

Snook got back to his theme of co-operation. 'There's a Tsunami coming,' he warned. 'At the front end there are trades-people and that's your biggest advantage.'

It does not matter whether they are organised through one big company or through tens of thousands of companies, it's still the same people doing the work. [The major players] don't have your advantage of local people and labour force. You don't have buying power of big customers but collectively you could.'

Please reform the planning system

Clive Benfield said that changes to the planning system had made life more difficult, with the shift towards high density developments, often on brown-field land. That meant apartments, which could not be sold until they were all finished so lead to a stop-go situation with projects.

Then there's the planning approval process. It can take up to two years. Now PPS3 says that any sites with more than 50 units must have

affordable housing which means a registered social landlord gets involved. 'It makes it awfully difficult to assess the value of the site before you buy it,' said Benfield.

Schofield asked why, if the government wanted to build more houses, were planners delaying the process? 'Either rationalise the route or increase the resource to deal with it,' he said.

It was the problems with the planning system which caused most concern in the group when asked to vote at the end.

Who's who in this article:

Garvis Snook CEO, Rok, turnover £900m (50 branches)

Glen Schofield Housing director, Thomas Vale Construction, turnover (housing) £42.5m

Mark Beard Managing director, EW Beard, turnover £50m

Chris Magee Managing director, Knowles & Son, turnover £20m

Michael Puttick, Joint MD, Kingerlee, turnover £40m

Chris Chivers Director, Killby & Gayford Group, turnover £70m

Bob Heathfield, Chairman, Appleyards Consulting, fee income £8m

Clive Benfield Managing director, Benfield Group, turnover £30m

Richard Sapcote Managing director, William Sapcote & Sons, turnover £25m

Roger Flanagan CIOB president and professor of construction management, Reading University, chaired the meeting

Michael Brown Deputy chief executive of the CIOB

What keeps you awake at night? We want to hear about the challenges you face. Are Australasian challenges the same as those in the UK? We will collect and compile your answers and forward them to the President, Roger Flanagan, to feed into policy formulation.

Sustainability: are you a box ticker or a free thinker?

Some people are doing the bare minimum to meet sustainability 'standards', whereas others are pushing the boundaries.

By Kristina Smith. Read the full article on the CM website:

<http://www.construction-manager.co.uk/story.asp?sectioncode=12&storyCode=3082492>

Federal vs State OH&S Law

Which is Best?

Recent changes in health and safety legislation mean that companies that are now insured through the Federal Government's Comcare worker's compensation scheme are now no longer required to follow the laws of the state in which their work is done. Instead they will be covered under uniform national workplace safety laws.

For construction firms with activities in multiple states this would seem to be beneficial in simplifying the task of reducing risk and improving statutory compliance. Under the current system, builders must comply with a complex regime of laws now in place in Australia. Eight separate state and territory laws must be observed for a population of only 20 million people; a situation which brings into focus the oft-repeated debate about the three-tier government system we have inherited in this country.

But is there anywhere else in the world like Australia? I don't think so. We are a developed nation with immense natural resources, strong manufacturing and services industries with high demand for housing and, as a result of all this, a vibrant construction industry. However, we also have one of the world's lowest population densities – perhaps only Greenland is lower but it's hard to build on ice! Managing workplaces

(and construction sites) in Australia means one must master the art of "Managing at a Distance". Ultimately this is more an exercise in people engagement - creating safety cultures where people feel compelled to do the right thing – and less about having detailed safety systems and legislation, important as these things are .

So yes, a uniform Federal OH&S law for every workplace seems desirable in Australia but more effective will be the workplace regulations and guidelines which support these laws. The OH&S law in each state is typically a much shorter document than the OH&S regulations or guidelines. Some areas in which additional focus needs to be given in bolstering regulations related to construction work include:

- Interior construction - demolition / strip-out in particular
- Young workers – age restrictions for defined work categories - the old definition of adulthood starting at 21, not 18 may be appropriate here.
- Training and temporary / contract employees.

Nick Birbara MCIOSB is CIOB Australasia NSW Chairman, and Director of TC Link Building Services.

CIOB Australasia CBC Members:



Chartered Building Surveying Services.

Director: Stephen Allen.
61 2 9238 0688



Page Kirkland Group

Multi disciplined property consultancy.

Director: Alan Page.
61 2 9283 7311



Specialist construction consultancy.

Principal: Philip Sanders.
61 (0) 401 010 202

From Construction Manager Magazine – “Awesome”

continued from page 7

Polished performance

Inside knowledge of the Chinese market – as well as construction know-how – helped Szerelmey deliver a top-class flooring job at Plymouth's Drake Circus.

By Rory Olcayto. Read the full article on the CM website:

<http://www.construction-manager.co.uk/story.asp?sectioncode=12&storyCode=3082447>

Forget the bogus idea of a skills shortage.

Instead we should ask how much we will pay for quality.

We all make everyday value judgements about the cost of quality in goods and services.

By Ian Abley. Read the full article on the CM website:

<http://www.construction-manager.co.uk/story.asp?sectioncode=12&storyCode=3082078>

My way

Willmott Dixon, responsible for Europe's largest health care centre, the Heart of Hounslow Centre for Health, has appointed Steve Cooper as national account manager for its NHS work. Read the full article on the CM website:

<http://www.construction-manager.co.uk/story.asp?sectioncode=12&storyCode=3082080>

Why specify that?

A car plant, a garden centre, an airport terminal, a museum, and a residential development: whatever the flooring application, we've got it covered this month. Read the full article on the CM website:

<http://www.construction-manager.co.uk/story.asp?sectioncode=12&storyCode=3082487>

Also from "Construction Manager" Magazine, UK. March 2007

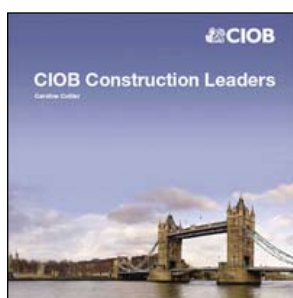
Modules address corruption

Transparency International has developed a Project Anti-Corruption System (PACS) for construction projects.

PACS comprises 19 modules covering the different stages and parties involved in a project. They include independent monitoring, due diligence, contractual commitments, procurement requirements, government commitments, a corporate programme, rules for individuals, training, transparency, reporting and enforcement.

The PACS modules can be accessed through Transparency International's website:

www.transparency.org/tools/contracting/construction_projects



CIOB Publishes Construction Leaders Booklet

Tuesday, March 13, 2007

The CIOB has published a biographical history of some of the construction industry's greatest leaders, from the beginnings of the Institute to the modern day.

Featuring projects from the construction of Nelson's Column to the Millennium Dome, this is a fascinating insight into some of our industry's most inspirational professionals.

For more information on this publication, please contact Tom Hastings, design and publications manager on thastings@ciob.org.uk or tel: 44 1 344 630768.

See also <http://www.ciob.org.uk/news/view/1350> .

CIOB International Branches in Asia

Call in for assistance on construction business and local matters. They will be pleased to see you!

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Contact Australasia: <http://www.ciob.org.au/newsletter>

iCON Review: <http://www.iconreview.org/en/home>

Construction Manager: <http://www.constructionmanager.co.uk/>

CIOB is the leading professional body for managers in construction; over 42,000 members worldwide

Regional managers visit to Head Office

In February 2007, CIOB's Regional Managers from most of the International Branches attended a week of training and update meetings with Head Office staff at the UK head office, Englemere.

Our Australasian Office Manager, Elizabeth Thomas, was given the opportunity to exchange ideas with the new Head of CIOB International, Fabio Casula, and with managers from the nearby regional offices in China, Singapore, Malaysia and Africa.

Meetings covered renewals and membership processes, Chartered Building Companies, education, business planning and training on our new web conferencing system.

Caption: Regional Managers meeting at Englemere: Liu Mengjiao (China), Elizabeth Thomas (Australasia), Fabio Casula (Head of International), Hilary Hoskins (Africa), Pauline Koh (Singapore), Audrey Chen (Malaysia).



The Legs Towers – Emirates



Dancing Towers – Dubai



Mediation

Mediation is a formal process whereby the parties to a conflict each agree to be guided by an independent and unbiased person to seek and implement mutually acceptable solution(s) to a conflict.

A satisfactory outcome requires openness and integrity on the part of all concerned.

The mediator does not provide advice or opinions as to the rights and wrongs of any stated position by the parties. The mediator's role is to encourage and facilitate:

- definition of and focus on the key issues;
- understanding by the parties of each other's position;
- identification by the parties of areas of compromise;
- agreement by the parties on the implementation of those compromises.

It may require more than one mediation session to achieve the desired outcome.

The following are questions that parties to a conflict 'Blue' and 'Rose' might ask each other, once they are persuaded that the conflict needs to be resolved.

Answers to be written in respective boxes:

Blue	Rose
Do you accept that there is a conflict and to follow this process of resolution, with a formal record being kept of the statements made and the commitments taken?	
Yes / No	Yes / No
What do you believe to be the nature of the conflict?	
What do you believe to be the causes of the conflict?	
With what do you disagree with the other's description and causes of the conflict?	
What do you believe the other person should do to resolve the conflict?	
What do you believe you should do to resolve the conflict?	
What do you think about what the other person says about what each of you should do to resolve the conflict?	
What are you willing to concede and to undertake to do from the above?	
Do you believe the other person is capable of upholding the undertakings made?	
What do you believe should happen if the undertakings of the other person are not upheld?	
What period of time do you believe is reasonable for the undertakings to be implemented?	
What do you see as the conclusions of this session?	

The Institute of Arbitrators and Mediators Australia (IAMA) arranges regular courses on all aspects of dispute resolution. For further details see: www.iama.org.au or email national@iama.org.au or telephone any of the State Chapters. Note: This is not an IAMA article. Editor.

London Olympics Update Continued from page 6

phase of the Compulsory Purchase Order (CPO) of Olympic Park land. This allows the planning process to proceed unhindered by any unresolved issues in the CPO process.

The Planning Application will now be subject to a statutory 28 day public consultation period to allow members of the public to give their comments. The ODA's Planning Decisions Team will then consider the document along with feedback received in the consultation period before making recommendations to the ODA's planning committee. A decision is expected later this year but timings will be influenced by the unprecedented size of the document.

SOURCE: OLYMPIC DELIVERY AUTHORITY (ODA)

Olympic Park Infrastructure Opportunities unveiled to Construction Industry

Thursday, March 01, 2007

Opportunities to deliver the structures, bridges, highways and associated infrastructure for the Olympic Park, in Games time and in legacy, were showcased to potential construction contractors.

Over 200 business people attended the Olympic Delivery Authority (ODA) industry day, including representatives from some of the UK and Europe's major building contractors, sub-contractors and suppliers.

During the event the ODA outlined the scope of the structures, roads and bridges project which includes: 12 footbridges, 4 landbridges, 16 highway bridges, 4 underbridges, 2 external

Bridges and 1 underpass 11km of loop, primary and secondary roads in and around the Olympic Park Retaining walls and other ancillary structures Surface water drainage systems.

The project will be divided into a number of contract packages designed to maximise market interest and present opportunities to a range of companies of varying size and expertise. The event provided the ODA with industry feedback on their contract packaging strategy. The process of selecting contractors begins next month.

Welcoming industry guests this morning ODA Director of Infrastructure and Utilities Simon Wright said:

"The structures, roads and bridges will be integral in fitting the various parts of the Olympic Park jigsaw together. These essential pieces of infrastructure will play a vital role in helping create the best-connected Games ever and providing an open and accessible Park in legacy.

"Dialogue with the industry is very important as we move to the next stage of the project and this industry day provides a significant opportunity to explain and hear feedback on our approach."

Following an introduction from Simon Wright, the industry day heard and discussed presentations from key ODA management and procurement staff.

OJEU notices for the first phase of contract packages will be issued in March with a view to appointing by early 2008. Companies will be able to tender for contracts online when the procurement process begins and the contracts go live on the ODA's eTendering website <https://etenders.london2012.com>.

SOURCE: Olympic Delivery Authority (ODA)

Olympics costs – the latest Tuesday, March 06, 2007

There was a spate of escalating Olympic budget stories last month.

Among them The Sunday Times (UK) claimed the budget had ballooned to £5.1bn, while Construction News (UK) reported that Sir Robert McAlpine had put in a price of £630m for the Olympic stadium, £230m more than the Olympic Delivery Authority had budgeted for. ODA refused to comment on the stadium's cost, saying that negotiations were still under way, but it's likely the higher sum also includes infrastructure costs.

For the record, here's the official line from the Department of Culture, Media and Sport:

- 2003 bid budget £2.375bn
- £1.5bn from the national lottery, £625m from council tax rises, £250m from the London Development Agency
- Regeneration of East End £1.044bn
- This 'would have been spent eventually anyway'
- Additional budget £900m
- Announced in November to cover greater-than-expected rises in construction and commodities costs, additional funding needed to build the Olympic Village and Media Centre, additional security costs and paying for delivery partner CLM.
- Extra budget £?
- The government is currently deciding this figure, but it will include a sum for contingencies; possibly VAT, although the Olympics may be exempt; and additional security for London beyond the Olympic Park.
- Cost of running the games £2bn
- This will be paid for by ticket sales, sponsorship and television deals.

2007 Dates for Your Diary

Events and activities presented by CIOB Australia and our network of associated organisations.

For further information please contact events@ciob.org.au or telephone (02) 9638 4977.

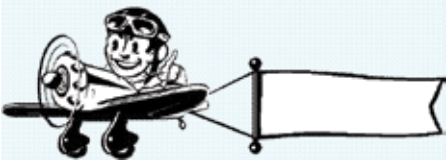
Date 2007	Event	Location
4 April	Deacons Safety Group Series of Seminars. 'Lead Indicators and Lag Indicators' in OHS. Presented by special guest speaker, Mark Mulligan, Chief Safety Officer, Country Energy. To register, please contact Amy Siely on (02) 9330 8370 or email: amy.siely@deacons.com.au	Deacons Level 8, 1 Alfred Street Circular Quay
4 April	IAMA Forum Evening: Roles and Responsibilities of Lawyers in Mediation. Presented by Peter Callaghan SC, Chairman NSW Chapter IAMA. To register, email: nsw.chapter@iama.org.au	The Dispute Resolution Centre Level 9, 52 Phillip Street, Sydney
4 April	AIPM WA Chapter. New Metrorail City Project: Light at the End of the Tunnel For details contact Karen Stevens aipmwa@amnet.net.au	MATILDA BAY Restaurant, 3 Hackett Drive, Crawley WA
12 – 13 April	Climate Law in Australia Conference. Jointly organised by The Australian National University and the University of Melbourne. First Australian conference to focus exclusively on the emerging legal dimensions of global warming. Information and registration forms: http://law.anu.edu.au/accel/Events.asp	National Museum of Australia, Lawson Crescent, Acton Peninsula Canberra, Acton ACT
2 May	IAMA Forum Evening. ADR & Intellectual Property. To register, email: nsw.chapter@iama.org.au	The Dispute Resolution Centre Level 9, 52 Phillip Street, Sydney
16 May	AIPM Event: Government Project Facilitation for Major Private Sector Projects. For details, contact Wayne Miller on 02 8288 8757 or email wmiller@aipm.com.au	The Orient Hotel George Street The Rocks, Sydney
17 May	CIOB & ICE Joint Presentation: 'Construction Benchmarking' seminar presented by Amanda Warren. To register email: events@ciob.org.au	University of Auckland
6 June	Deacons Safety Group Series of Seminars. Self Insurance. 3rd seminar in the series examines the Comcare self-insurance scheme with guest speaker Michelle Boundy, To register contact Amy Siely (02) 9330 8370 or email: amy.siely@deacons.com.au	Deacons Level 8, 1 Alfred Street Circular Quay
13 June	CIOB Seminar 'Contract Litigation and Disputes' seminar by Scott Charaneka. To register email: events@ciob.org.au	Deacons, 1 Alfred Street, Circular Quay
4 July	IAMA Forum Evening. ADR Aspects of Disciplinary Tribunals. To register, email: nsw.chapter@iama.org.au	The Dispute Resolution Centre Level 9, 52 Phillip Street, Sydney
18 July	AIPM NSW Chapter Event. For details contact Wayne Miller on 02 8288 8757 or email wmiller@aipm.com.au	Sydney
1 August	IAMA Forum Evening. Proof of Issues in Adjudication and other paper driven ADR Processes. To register, email: nsw.chapter@iama.org.au	The Dispute Resolution Centre Level 9, 52 Phillip Street, Sydney
28 – 31 August	PMOZ 2007 Conference	Conrad Jupiters, Gold Coast, Queensland
30 August	AIPM VIC Chapter Forum - Project Offices vs Program Managed Office vs Portfolio Management: The differences and how we should use them. For details contact Olimpia Watkins via email VIC_chapter@aipm.com.au	Melbourne
5 September	IAMA Forum Evening. Dispute Review Boards. To register, email: nsw.chapter@iama.org.au	The Dispute Resolution Centre Level 9, 52 Phillip Street, Sydney
19 September	AIPM NSW Chapter Event. For details contact Wayne Miller via email on; nsw_chapter@aipm.com.au	Sydney
3 October	IAMA Forum Evening. ADR in Information Formation Technology. To register, email: nsw.chapter@iama.org.au	The Dispute Resolution Centre Level 9, 52 Phillip Street, Sydney
7-10 October	AIPM National Conference – RSVP for this event before October 6th by email; aipm@leishman-associates.com.au or telephone 03 6234 7844	Hotel Grand Chancellor Hobart, Tasmania
17 October	AIPM NSW Chapter Event. For details contact Wayne Miller via email on; nsw_chapter@aipm.com.au	Sydney
7 November	IAMA Forum Evening. Adjudication Case Review. To register, email: nsw.chapter@iama.org.au	The Dispute Resolution Centre Level 9, 52 Phillip Street, Sydney
14 November	AIPM NSW Chapter Event. For details contact Wayne Miller via email on; nsw_chapter@aipm.com.au	Sydney
25-27 Nov	RMIA National Conference	Gold Coast
5 December	IAMA December Forum. To register, email: nsw.chapter@iama.org.au	The Dispute Resolution Centre Level 9, 52 Phillip Street, Sydney
5 December	AIPM NSW Chapter Christmas Event. For details contact Wayne Miller via email on; nsw_chapter@aipm.com.au	Sydney

International 2006

27 June	AIQS Prestigious international conference on Sustainability Assessment. See: http://www.aiqs.com.au/Publications/QuickDownloads/International%20Conference%20-%20Glasgow%202007.pdf	Glasgow
12-16 Nov	PMOZ - World Project Management Week	Singapore
30 October	CMYA 2007 Construction Manager of the Year Awards. Closing date for entries 9th March.	Grosvenor House Hotel Park Lane, London UK

New CIOB Members

Name	Grade
Efy Karagiannis	MCIOB
David Palacio	MCIOB
Janet Xin Ge	ICIOB
Steven Hayden	ICIOB
Matthew Meakin	ICIOB
Donal O'Riordan	ICIOB
Devinder Singh	ICIOB
Mohantha Soysa	ICIOB
James Bailey	ACIOB
Steven Bregovic	Student
Caitlin Goeldner	Student
Brock Gurney	Student
Andrew Naylor	Student
Aaron Manderson	Student
Kaine Talinton	Student
Matthew Whelan	Student



Advertise in **contact Australasia**. Please call the **Sydney office** for rates and details

CIOB Regional Committee, Australasia:

President	Patrick Weaver		
Vice President	Varoujan Bedrossian		
Vice President	Philip Sanders	Honorary Treasurer	Zubin Marolia
Imm. Past President	Brian Naylor	Editor	Gerald di Corpo
University Liaison Manger and Past President (03/04)	Richard Hyde		
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Events Coordinator	Alan Banister	Committee member	Adam Perigo
Industry Liaison	Jayne Lee	Committee member	Niall McSweeney
		Committee member	Giles Wakefield
Victoria		Australia	
Committee member	Richard Maltby		
Queensland		Australia	
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Western Australia		Australia	
Centre Chairman	Paul Lewin	Committee member	Andrew Scales
New Zealand			
Centre Chairman	Mark Colborn		
Committee member	John Abercrombie	Committee member	Lawrence Jones
Committee member	John Tookey	Committee member	Mark Stockton
Committee member	Robert Jones	Committee member	Warren Wilks
Education Panel			
Chairman	Dr Patrick Zou	Panel Member	Willy Sher
Panel Member	John Tookey	Panel Member	Peter Ward

HAYS
Construction & Property

Employment Opportunities

Hays Construction & Property currently have a range of positions available within the areas of Construction, Engineering, Property, Facilities Management and Architecture.

Sustainable Development Consultant

This world-leader in project/construction management leads the way in sustainable design and construction on some of Australia's highest profile commercial, retail and residential projects. Your role is to maintain focus on sustainability throughout the lifecycle of each project. You facilitate communication between stakeholders and advise on sustainable design strategies. You are involved in pre-concept design, peer review and value management, and post-occupancy verification opportunities.

You have strong communication and negotiation skills, experience with GreenStar, ABGR and NABERS, and with delivering on energy and water efficiency commitments. You have tertiary qualifications in an engineering related discipline and understanding of all aspects of building design, particularly building services.

A very attractive salary, unparalleled career prospects and range of work-lifestyle benefits await you.

Please contact Sarah Bayley
T 02 9249 2210
E sarah.bayley@hays.com.au

Manager – Quantity Surveying

This construction and property consultancy are well known nationally with offices in all major cities and other busy locations.

Their loyal clients include some of the biggest names in the financial, property and development sectors as well as building contractors who rely on their comprehensive advisory skills and knowledge of feasibility, design, planning and construction phases to satisfy their full needs.

This role demands a switched on individual who has previously built and led a team of project or development consultants.

You may have climbed the ranks as a Quantity Surveyor but have progressed into a senior role where your focus is now business development, coordinating and overseeing projects for clients and motivating your own team to achieve great results.

This opportunity also offers further steps into senior management with this organisation clearly having a reward-for-results attitude.

Please contact Evan Jones
T 02 9249 2260
E evan.jones@hays.com.au

Project Manager – Industrial

Established for over 20 years this highly successful niche developer continues to achieve within the industrial market in Sydney.

As Project Manager you will responsible for the successful and timely delivery of developments from feasibility, design, DA/CC approval, consultant and contractor assessment and management.

You will also be required to actively contribute to the marketing of the properties and management of tenants in conjunction with the property management team, using your general property expertise and market network.

Ideally you will be from a construction, building or design background and have a solid history in the Sydney property market either for a contractor or developer.

In return the role offers you the opportunity to work autonomously in a well established and highly successful niche developer and to establish a 2IC position to the Directors.

Please contact Jayne Lee
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E jayne.lee@hays.com.au