



DELIVERY ENGAGEMENTS EXPLAINED

We regularly get asked what the difference between a Development Manager, a Project Manager & Superintendent is, and more importantly which is the right engagement for your project?

Given property development is multidisciplinary by nature, our approach is to provide a team with a diverse skillset that can deliver across all stages of the development process. There are a number of roles throughout the development life cycle that are performed under the guise of "Project Management". Whilst each engagement type generally entails oversight and coordination in some form, each position has distinctly different roles and responsibilities depending on the level of input required and the stage of the project at the time of the engagement.

The below table illustrates a typical engagement (note that each engagement can be modified to ensure that it fulfills the needs and budget for each of our clients).

Stage	Activity Description	Development Management	Project Management	Superintendent
Pre-Construction Stage	Pre-Acquisition Due Diligence	◆		
	Acquisition	◆		
	Development Funding	◆		
	Preliminary Design	◆		
	Feasibility Analysis	◆		
	DA Design Coordination	◆		
	Approval & Application Management	◆		
	Sales & Leasing Coordination	◆		
	Tenant Coordination	◆	◆	
Project Delivery Stage	Detailed Design Process	◆	◆	
	Construction Tendering	◆	◆	
	Value Management	◆	◆	
	Head Contract Negotiation & Appointment	◆	◆	
	Design management & coordination during construction	◆	◆	
	Operational Works & Authority approval management	◆	◆	
	Administer Head Contract as Superintendent (impartial role)			◆
	Facilitate Head Contract as Client's Representative	◆	◆	
	Assess Progress claims & issue Payment Certificates			◆
	Review Progress Claims with project Superintendent	◆	◆	
	Assess NOD's, EOT's, Variations & other claims made under the contract.			◆
	Review NOD's, EOT's, Variations & other claims made under the contract.	◆	◆	
	Practical Completion (PC)	◆	◆	◆
Works Following PC	On-Maintenance & Plan Sealing	◆		
	Titling with DNRME	◆		
	Defects Management	◆	◆	
	Final Completion	◆	◆	◆



To better differentiate each engagement type we have further summarised the key characteristics of each engagement below.

SUPERINTENDENT

Most construction contracts require a Superintendent (often referred to as “a Super”). The Superintendent role is to act as an intermediary between the Principal (i.e. the Developer) and the Contractor (i.e. the builder) to facilitate the fair performance of the contract between the parties. The Superintendent role typically includes the following functions:

- Receiving and assessing Payment Claims from the Contractor to the Principal;
- Receiving and assessing variation claims to the Contract Sum made by the Contractor to the Principal;
- Receiving and assessing Extension of Time claims, to vary the Practical Completion date of the Contract, made by the Contractor to the Principal;
- Providing directions to the Contractor regarding contract requirements;

In carrying out its functions, the Superintendent is to act reasonably, honestly, fairly and independently throughout the project in accordance with the scope and requirements of the contract. Despite their independent role, the Superintendent is engaged by the Principal.

To effectively carry out a Superintendent role, they must have a solid knowledge of construction process, programming, and costs; strong communication skills (with Contractor’s); be impartial and able to give clear direction; and have an in-depth understanding of the Contract and its requirements. In Queensland, a Superintendent must be QBCC licensed.

Typically, a Superintendent is engaged upon the execution of the Construction Contract and concludes at the end of the defect liability period following Final Completion.

CLIENT-SIDE PROJECT MANAGER

A Project Manager’s role is to facilitate the delivery of a project at the instruction of the Principal. The Project Manager may get engaged for certain parts of the project, where extra resource is required, or may act throughout the entire project lifecycle. The Project Manager role typically includes the following functions (acting on behalf of the Principal):

- Provide direction/instruction to consultants and contractors;
- Co-ordinating project requirements, including:
- Project design;
- Development and authority approvals;
- Construction contract tendering (competitive or exclusive);
- Negotiating contract items, including Programme, Contract Sum and Project Requirements;
- Ensuring compliance with laws, authorities and development approval conditions;
- Driving a project programme and budget to Principal requirement;
- Reporting on the Principal’s project requirements to the Principal representative or board.
- To effectively carry out its role, the Project Manager should have a strong knowledge of the entire development process, particularly the stages between Development Approval and Practical Completion. They must have a solid understanding of the Principal’s project requirements and good communication and reporting skills with Principal and Contractor. The Project Manager should be able to seamlessly ‘plug in’ to the Principal’s team.

The key difference between a Project Manager role and a Superintendent role is that:

- The Project Manager role is more holistic and applies to the whole (or specific part) of the project lifecycle, rather than being limited (in scope and time) to the construction contract;
- The Project Manager is not required to be impartial with the Contractor and will act in the best interest of the Principal (acting reasonably).
- The Project Manager acts on instruction of the Principal, rather than in an independent capacity and often in response to a contract notice or claim;



Due to these differences the Project Manager and Superintendent cannot be the same person and will require a different engagement scope with the Principal.

Typically, a Project Manager is engaged at project inception, or often, after a development approval is received when engagement with a Contractor is required. This engagement will run until project completion or up to the expiration of the defects and liability period and final completion.

DEVELOPMENT MANAGER

A Development Manager role is the broadest role a consultant can take on a project. In this role, the Development Manager will form part of the decision-making team for the project, either as part of the Principal's board or as the Principal's representative. In this role, the Development Manager functions include (whilst working alongside the Principal):

- Taking responsibility for the overall project requirements, including full development programme, budget and performance;
- Making decisions about the direction and scope of the project;
- Project feasibility and budget setting;
- Engagement with external stakeholders as the Principal Representative, including Financiers, JV partners, external authorities, PR and public engagement (amongst others);
- Negotiation with external stakeholders (listed above) as the Principal representative;
- Tenant and/or purchaser co-ordination
- Plan Sealing and titling requirements on completion.

A Development Manager will assume all the roles of a Project Manager, however were necessary, on larger or more complex projects, both roles may be required.

To effectively carry out its role, a Development Manager must have strong communication and leadership skills to manage a team towards a collective goal. A Development Manager must have an advanced knowledge of the development and construction process and have experience in all aspects of the Development lifecycle. They must have good commercial acumen and be able to negotiate with third parties and make decisions on behalf of, and in the best interest of, the project and Principal. A Development Manager should have good reporting skills and be able to work as part of the Principal's team.

THE DEVELOPMENT DIRECTIVE DIFFERENCE

The Development Directive is a skilled resource that works in the development and construction industry every day with a profound experience and knowledge in all aspects of the development and construction process. We have 'on the tools' experience (we hold an open building license and our team have come from building and design backgrounds) and established and templated processes for ensuring strong project communication, reporting and delivery of projects. We have the technical expertise to act as Superintendent, and/or the knowledge and practical experience to deliver on project requirements as Project Manager or Development Manager. Whichever our role, our learned and earned experience will contribute to an efficient and effective delivery of the project.