

# Construction meeting minutes template for site and PCG meetings

Site and PCG meeting minutes: attendees, apologies, safety, programme, RFIs, variations, claims, and actions with an owner and a due date. One row is one action from one meeting, carrying that meeting's standing sections with it, so the action list exports flat and nothing is separated from its context.

Site and PCG meeting minutes — the example column is Bayside Townhouses (demo), not a real project

| Field                   | What goes in it                                                                                                                                      | Bayside Townhouses (demo)                                                                                                           | Your entry |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>Project</b>          | The project the meeting belongs to.                                                                                                                  | Bayside Townhouses (demo)                                                                                                           |            |
| <b>Meeting type</b>     | Site meeting, project control group, design coordination or safety walk. Different meetings have different standing agendas and different attendees. | Site meeting                                                                                                                        |            |
| <b>Meeting no.</b>      | The meeting's number in its own series. Site meeting 14 and PCG 4 are separate sequences.                                                            | 14                                                                                                                                  |            |
| <b>Date and time</b>    | When the meeting was held. Minutes are evidence because they are contemporaneous, and a date is what makes them so.                                  | 2026-08-20, 9:00 am                                                                                                                 |            |
| <b>Location</b>         | Where it was held, including whether anyone attended remotely.                                                                                       | Site office, with the structural engineer attending remotely                                                                        |            |
| <b>Chair</b>            | Who chaired. On a client-side project this is usually the project manager or the superintendent.                                                     | Client-side project manager                                                                                                         |            |
| <b>Minutes taken by</b> | Who wrote the minutes and will circulate them. Usually whoever chaired.                                                                              | Client-side project manager                                                                                                         |            |
| <b>Attendees</b>        | Everyone present, by name and organisation. 'The usual attendees' is not a record.                                                                   | Client-side project manager; head contractor project manager; head contractor site manager; structural engineer (remote); architect |            |
| <b>Apologies</b>        | Who was expected and did not attend. This matters when an action was assigned to someone who was not in the room.                                    | Hydraulic consultant                                                                                                                |            |

| Field                      | What goes in it                                                                                                                                                                                                              | Bayside Townhouses (demo)                                                                                                                                                                         | Your entry |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>Safety (WHS)</b>        | Incidents, near misses, inductions, and what was consulted on with workers. SafeWork NSW describes a duty to consult workers on health and safety matters, and a meeting is one of the places that consultation is recorded. | No incidents or near misses since meeting 13. Edge protection to level 2 inspected and signed off. Revised traffic management plan consulted on with the workers affected before it takes effect. |            |
| <b>Programme</b>           | Where the works sit against the approved programme, in days, and what is driving any difference.                                                                                                                             | 4 working days behind the approved programme, driven by the northern basement excavation. EOT-03 lodged against the same event.                                                                   |            |
| <b>RFIs</b>                | Which RFIs are open, which closed since the last meeting, and which are holding up work. Pull the numbers from the RFI register rather than from memory.                                                                     | RFI-041 closed 13 August. RFI-042 and RFI-043 remain open, both with the architect.                                                                                                               |            |
| <b>Variations</b>          | Variations raised, directed, approved or rejected since the last meeting, by number.                                                                                                                                         | VO-12 submitted 14 August for the latent condition in the northern basement; awaiting the superintendent's direction.                                                                             |            |
| <b>Claims and payments</b> | The claim due or received, what has been certified, and the date any payment schedule has to be served by.                                                                                                                   | Claim 7 due 31 August. Payment schedule to be served within the period the contract and the Act allow.                                                                                            |            |
| <b>Item no.</b>            | The agenda item this action came from, numbered against the meeting so it can be carried forward unchanged.                                                                                                                  | 14.6                                                                                                                                                                                              |            |
| <b>Action</b>              | One action, written so it is obvious when it is done. 'Discuss the basement' is not an action; 'issue the direction on VO-12 or reject it with reasons' is.                                                                  | Issue the superintendent's direction on VO-12, or reject it with reasons.                                                                                                                         |            |
| <b>Owner</b>               | One named person, not an organisation. An action owned by a company is an action owned by nobody.                                                                                                                            | Superintendent                                                                                                                                                                                    |            |
| <b>Due date</b>            | A date, not 'next meeting'. Actions with no date are the ones that reappear in the minutes for months.                                                                                                                       | 2026-08-27                                                                                                                                                                                        |            |
| <b>Status</b>              | Open, in progress, closed, or carried forward with the meeting it came from. Carry the original item number forward so the age of an action is visible.                                                                      | Open                                                                                                                                                                                              |            |

| Field        | What goes in it                                                                                        | Bayside Townhouses (demo)        | Your entry |
|--------------|--------------------------------------------------------------------------------------------------------|----------------------------------|------------|
| Next meeting | When and where the next meeting in this series is. It belongs in the minutes, not in a separate email. | 2026-09-03, 9:00 am, site office |            |

## How to use this template

- The standing sections repeat on every row because the download is a flat action list. Open it, and every action carries the meeting it came from, who was there, and what was said about safety, programme, RFIs, variations and claims at the time.
- Minutes are evidence because they are written close to the event. Circulate the draft to every attendee, give them a stated window to object, and record that the window closed - the convention is that unchallenged minutes stand as the agreed record.
- Safety belongs at the top of the agenda, not the bottom. SafeWork NSW and Safe Work Australia both describe a duty to consult workers about health and safety matters that affect them, and a recorded consultation is the evidence that it happened.
- Every action needs one named owner and a date. Carry the original meeting and item number forward when an action rolls over, so an action that has been open for four meetings looks like one.
- Pull the RFI, variation and claim numbers out of their registers when you write the minutes. Minutes that restate numbers from memory are how two versions of the truth start.
- General information, not legal advice. Read your own contract and confirm your position with your solicitor.

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General information, not legal advice. These templates are a starting structure, not a contract document: read your own contract, and confirm your position with your solicitor before you rely on any of it. Full explainer, sources and a machine-readable copy: <https://upscale.build/templates/construction-meeting-minutes-template>