The Science Place
PROJECT CONTROL GROUP
TERMS OF REFERENCE

1.0 Purpose
The Project Control Group (PCG) shall facilitate and monitor the development of the Project from inception to practical completion. The PCG communicates with FIAC and directs and oversees the Project Manager through the planning, design, construction and initial occupation of the proposed redevelopment.

2.0 General Criteria for a PCG to be established
Projects that are:

- normally more than $3M;
- complex, involving external partnerships, external funding sources, etc;
- of high strategic importance to the University;
- critical to the University’s operations;
- for multiple University users e.g. Schools/Faculties/Institutes;
- of special needs as determined by FIAC

3.0 Functions
Under the general direction of the Facilities and Infrastructure Advisory Committee (FIAC), the PCG will:

- Identify key internal and external stakeholders and develop agreed channels of communication between stakeholders and particularly the Project Team;
- Oversee that project scope, budget allocation and timing of works are clearly identified and managed through the project duration.
- Manage escalation in user requirements and other factors to ensure that the project is delivered within approved funding allocations and the terms of the originally budgeted brief.
- Based on advice provided by the design team and Estate Office, review and confirm the suitability of the project design documentation and building works with respect to user and stakeholder requirements; regulatory requirements and University design guidelines.
- Assist in the evaluation and/or review of tenders for all contracts proposed on the project and make recommendations to FIAC.
- Review and confirm the suitability of key project documentation including progress, design and construction reports prepared by the Project Team.
- Ensure all project risks are managed in the best interests of the University.
- Ensure that the project aligns with JCU strategy and is delivered in the best interests of the University.
Issues that the PCG are not able to resolve by consensus are to be escalated to FIAC for resolution.

4.0 Membership

The membership of PCGs will vary from project to project and it is at the discretion of the PCG Convenor to determine PCG membership for a specific project. The following is a membership guide of a typical PCG for a major project. Experience has shown that smaller PCGs tend to operate more effectively than those with a large number of members who cover all aspects of a project. The PCG Convenor may invite others to attend for a particular meeting or a number of meetings to discuss a particular topic/s important to the success of the project.

A PCG will normally be comprised of the following members:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Function</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hilary Kavanagh</td>
<td>Director, Estate Office</td>
<td>Chair</td>
<td>Member</td>
</tr>
<tr>
<td>Matthew Joyce</td>
<td>Deputy Director Planning &amp; Development Estate Office</td>
<td>Deputy chair</td>
<td>Member</td>
</tr>
<tr>
<td>Sherron Fielden</td>
<td>Manager, Capital Projects Planning &amp; Development Estate Office</td>
<td>The Project Manager</td>
<td>Member</td>
</tr>
<tr>
<td>Prof Juergen Reichardt</td>
<td>Associate Dean Research Faculty of Medicine, Health and Molecular Sciences</td>
<td>User representative</td>
<td>Member</td>
</tr>
<tr>
<td>EMPRO Rhondda Jones</td>
<td>Adjunct Professor Faculty of Medicine, Health and Molecular Sciences</td>
<td>Faculty representative</td>
<td>Member</td>
</tr>
<tr>
<td>Prof Jeffrey Loughran</td>
<td>Pro-vice Chancellor, Faculty of Science and Engineering</td>
<td>Faculty representative</td>
<td>Member</td>
</tr>
<tr>
<td>John Chandler</td>
<td>Director, Business Development, Faculty of Science and Engineering</td>
<td>User representative</td>
<td>Member</td>
</tr>
<tr>
<td>Prof Peter Junk</td>
<td>Nevitt Professor of Chemistry Discipline of Chemistry &amp; Industrial Chemistry</td>
<td>User representative</td>
<td>Alternative to Juergen</td>
</tr>
<tr>
<td>Angela Hill</td>
<td>Director, Teaching &amp; Learning</td>
<td>TLD representative</td>
<td>Expert by invitation</td>
</tr>
<tr>
<td>Jonathan Churchill</td>
<td>Director, IT&amp;R</td>
<td>IT&amp;R representative</td>
<td>Expert by invitation</td>
</tr>
</tbody>
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A minimum of 50% of attendees are required for a meeting quorum.
5.0 Roles

5.1 Role of PCG Chair
The Chair of a PCG is to:

- Ensure that the PCG Terms of Reference are applied throughout the terms of the project.
- Report back to FIAC on behalf of the PCG.
- Provide strategic guidance to the PCG.
- Nominate a User Representative for the project.
- Invite attendees as required.
- Ensure that PCG meetings are scheduled; minutes are recorded and circulated to PCG members.
- Ensure that meeting agendas are prepared and followed.

5.2 Role of User Group Representative

The key role of the User Group Representative is to coordinate and balance project user requirements to align with the service partner needs (the project brief), project budget and University strategy.

5.3 Role of Director Estate Office or Nominee

The Director EO (or nominee) is to provide strategic advice to the PCG in relation to estate master planning and site planning, project development, procurement strategy and approval processes. The Director EO will normally act as Project Superintendent under the terms of the project construction contract though this role may be delegated to the Project Manager for day to day management.

5.4 Role of EO Project Manager (PM)

The PM is responsible for managing the planning, design and delivery of the project. The PM attends both project PCG and User Group meetings. The PM is instrumental in aligning user requirements with project scope, program and budget.

6.0 PCG Meetings

The PCG Chair will determine the frequency of meetings. Agenda items should include the following plus items the Chair deems necessary for the successful delivery of a specific project:

- Apologies
- Previous Minutes
- Actions from Previous Minutes
- Scope of Works
7.0 PCG User Groups

The User Group Representative should convene a representative User Group(s) consisting generally of the following:

- Academic Staff
- Technical Staff
- Administration Staff
- Students
- Others as required (PM, Design Leader, Cost Consultant, Head Contractor).

The User Group Representative is responsible for drafting the User Brief and for checking that the requirements of the User Group(s) have been meet in subsequent iterations of the Design Brief, Design Drawings, Contract Documents and Construction. The PM should ensure that the material is presented in such a way that the User Group Representative and User Group(s) can easily understand it.