

# AITHM & TRF Communication Plan

# AITHM & TRF Communication Plan

---

## Contents

1. Introduction .....	3
2. Communication Management Plan Overview .....	4
3. The Project Organisational Chart .....	4
4. User Group Communication .....	5
5. Project Control Group Communication .....	6
6. Project Team Communication .....	7
7. External Stakeholder Communication .....	8
8. Management of Confidential Information.....	8
9. Relocation Planning .....	8
10. Notifications for the University Community .....	8
11. Frequently Asked Questions .....	8
11.1 How do I log onto the AITHM website as a User Group or PCG Member? .....	8
11.2 How do I log onto the webcams to view the construction in real time?.....	9
11.3 Why can't external parties view the webcams? .....	9
For security reasons of the JCU Network viewing of the construction cameras are blocked by the JCU network firewall.....	9
Appendix A – Project Control Group - Terms of Reference as attached. ....	10
<b>Purpose</b> .....	10
<b>General Criteria for a PCG to be established</b> .....	10
<b>Functions</b> .....	10
<b>Membership</b> .....	11
<b>Roles</b> .....	11
<b>Role of PCG Chair</b> .....	11
<b>Role of User Group Representative</b> .....	12
<b>Role of Director Estate Office or Nominee</b> .....	12
<b>Role of EO Project Manager (PM)</b> .....	12
<b>PCG Meetings</b> .....	12
<b>PCG User Groups</b> .....	12

## 1. Introduction

This Communication Plan has been prepared for the Australian Institute of Tropical Health and Medicine (AITHM) and Translational Research Facility (TRF) capital works project. It is specific to the capital aspects of the project, scales down at Practical Completion, and ceases to have effect on the issue of Final Certificate to the Building Contractor.

The Communication Management Plan for this project is developed under the Project Management Body of Knowledge (PMBOK). PMBOK is the methodology adopted by Estate Office for the delivery of the AITHM & TRF project. PMBOK comprises of 10 knowledge areas which collectively form the Project Management Plan (PMP) and the primary agenda items for the Project Control Group (PCG) meetings.

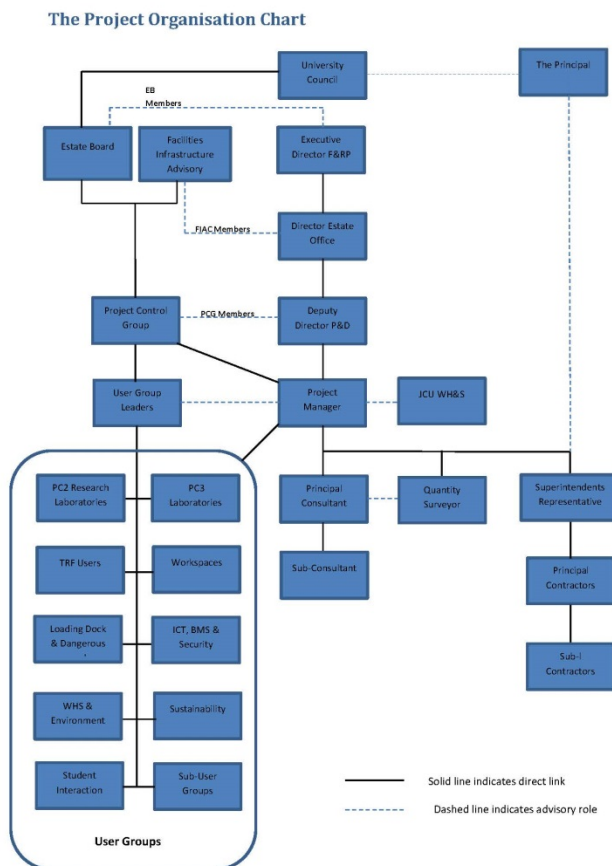
Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
<b>5. Project Scope Management</b>		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
<b>6. Project Time Management</b>		6.1 Plain Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule			
<b>7. Project Cost Management</b>		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
<b>8. Project Quality Management</b>		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
<b>9. Project Human Resource Management</b>		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
<b>10. Project Communications Management</b>		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
<b>11. Project Risk Management</b>		11.1 Plan risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Control Risks	
<b>12. Project Procurement Management</b>		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
<b>13. Project Stakeholder Management</b>		13.1 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

## 2. Communication Management Plan Overview

The Communication Management Plan is a 'live document' and is updated throughout the project. It describes the communication requirements specific to delivery of the project including; information to be communicated; reasons for the communication; format (meetings, reports, websites etc); timeframe and frequency for meeting or reporting; person/s responsible for the communication; person or groups who receive the information; management of confidential information; internal communication requirements and strategies (such as relocation planning for immediate stakeholders and broader notifications for the University Community) and external representation (such as the funding agency and the media). Importantly, defined channels of communication are documented in the Communication Management Plan. Adherence to these channels of communication is pivotal to managing risk and keeping project participants accountable.

## 3. The Project Organisational Chart

The Project Organisational Chart (below) illustrates the parties accountable for the successful delivery of the project, the relationships between these parties and the channels of communication. Capital projects generally involve a large number of internal and external stakeholders. Effective communication for large stakeholder groups requires good planning and a clear framework for consultation and escalation of issues. The parties accountable for this project include several groups and committees with formal Terms of Reference (TORs) to govern the activities, expectations and sign-offs for their respective accountabilities. TORs for the PCG and User Groups are included as attachments to this plan.



## 4. User Group Communication

Members of the User Groups play an integral role in the briefing and design phases. The Design Consultant Team generally start consulting with the User Group during the Reverse Brief phase. Sub-User Groups may be required to further inform the planning and design of specific or specialist areas. These will be nominated by the User Group Leaders on an as requested basis. User Groups review and comment on the design and documentation relevant to their functional areas as it is produced by the Design Consultant Team. This is an intensive process and requires considerable commitment from the User Groups.

The PCG has endorsed the following User Groups, User Group Representatives and User Group Members for this project: As per attached contact list.

Communication in capital projects peaks in the briefing and design phases. The Project Manager will arrange and facilitate regular User Group meetings, prior to and subsequent to, engagement of design consultants. Effective communication through the design phases is critical to the success of the project, and User Group Members are encouraged to ‘speak-up’ if they don’t understand parts of the design intent. User Group Representatives may request additional meetings, but only via the Project Manager. The Project Manager must be copied on all exchanges of correspondence between the Design Team and User Group Members and Representatives. User Group Members and Representatives must not give instructions, verbally or in writing, to any of the design consultants or building contractors. Any significant issues or concerns identified by User Groups are escalated by the User Group Representative and/or Project Manager to the PCG. For more detail relating to User Groups please refer to the User Group TORs for this project.

Design Phase milestones include Concept Design, Schematic Design, Developed Design, and Contract Documentation. Design Reports are completed for Schematic Design and Developed Design. Each phase has a sign-off protocol prior to advancing to the next phase. It is critical that User Groups engage fully in the briefing and early design phases, and understand the concepts and schematic drawings, as completion of schematic design generally initiates a ‘design freeze’ (ie no shifting walls or adding new functions). Developed Design is rigorous in terms of detailing room data sheets for each space in the building. The input of User Groups is mostly complete on finalisation of Design Development. Contract Documentation is predominantly getting the drawings and specifications into order for tendering to Building Contractors.

The TORs outline the meeting cycles for User Groups. Formalised meetings are normally fortnightly in the return brief and concept development phase, stretching to 3 or 4 weekly in latter end of schematic design, and intensifying again through Developed Design. The Estate Office Projects Administrator (Jacinta Lymburner) is responsible for booking rooms, scheduling meetings in participants’ calendars and distributing the minutes. Minutes are to be distributed within 4 days of the meeting. Action items are to be completed by due dates and progress will be monitored/reported at each meeting.

Formal regular communication items for User Group meetings are tabled below.

Item	Prepared By	Distributed by	Due
Agenda	Design Consultant Team	Project Administrator (Jacinta Lymburner)	1 week in advance of User Group meeting
Minutes	Design Consultant Team	Project Administrator (Jacinta Lymburner)	Within 4 days of the User Group meeting and recirculated with Agenda 1 week in advance of next meeting.
Action Items List	Design Consultant Team	Project Administrator (Jacinta Lymburner)	Within 4 days of the User Group meeting and recirculated with Agenda 1 week in advance of next meeting.

Requests for Information often using Sketches/Room Data Sheets etc	Design Consultant Team	Project Administrator (Jacinta Lymburner)	User Groups to review and respond within 2 days, unless deemed urgent by Design Team and/or Project Manager.
--	------------------------	---	--

Communication Tools relevant to the User Group for this project are tabled below.

Tool	Communique	Content	Other
Microsoft Outlook	Meeting Invitations	Date/Time/Location	N/A
Microsoft Outlook	Email	Reports, Requests for Information etc	Insert email alias if applicable
AITHM Website	User Group Tab (password)	History of User Group Meeting minutes and Design Reports, Construction Webcam etc	<a href="mailto:aithmtrf.jcu.edu.au">aithmtrf.jcu.edu.au</a>

## 5. Project Control Group Communication

The below PCG for this project has been established to oversight management of the project from inception to completion.

PCG Member	Title	Contact Details
Hilary Kavanagh (Chair)	Director, Estate Office	hilary.kavanagh@jcu.edu.au
Matthew Joyce	Deputy Director Planning & Development	matthew.joyce@jcu.edu.au
EMPRO Rhondda Jones	Adjunct Professor Faculty of Medicine, Health & Molecular Sciences	rhondda.jones@jcu.edu.au
Prof Louis Schofield	Director, Queensland Tropical Health Alliance	schofield@wehi.EDU.AU
Prof Natkunam Ketheesan	Microbiology & Immunology	n.ketheesan@jcu.edu.au
Dr Andrew Johnson	Chief Operating Officer AITHM/QTHA,	andrew.johnson2@jcu.edu.au
PCG Invitee		
Geoff Murray	Manager, Capital Projects, Planning & Development	geoff.murray@jcu.edu.au
Anthony Williams	Queensland Health	Anthony.Williams2@health.qld.gov.au

The PCG meets monthly, or more often on an as needs basis. The PCG for this project routinely meets on the first Wednesday of each month, between 10.30am and 12.00pm, at Building 057, Room 001 on Townsville Campus. The Estate Office Projects Administrator (Jacinta Lymburner) is responsible for booking rooms, scheduling meetings in participants' calendars and distributing the minutes. Minutes are to be distributed within 4 days of the meeting. Action items are to be completed by due dates and progress will be monitored/reported at each meeting.

The PCG closely monitors the management of the project, supports the Project Manager in controlling scope creep, and signs off on completion of major milestones prior to commencement of subsequent phases. However, the PCG is not responsible for master planning including siting approvals, and may only endorse Schematic Design for the Facilities and Infrastructure Advisory Committee (FIAC) and Estate Board approval. The PCG TORs are included as an attachment to this plan.

Formal regular communication items for PCG meetings are tabled below.

Item	Prepared By	Distributed by	Due
Agenda	Project Administrator (Jacinta Lymburner)	Project Administrator (Jacinta Lymburner)	1 week in advance of PCG meeting
Minutes	Project Administrator (Jacinta Lymburner)	Project Administrator (Jacinta Lymburner)	Within 4 days of the PCG meeting and recirculated with Agenda 1 week in advance of next meeting.
Action Items List	Project Administrator (Jacinta Lymburner)	Project Administrator (Jacinta Lymburner)	Within 4 days of the PCG meeting and recirculated with Agenda 1 week in advance of next meeting.
Project Managers Report	Project Manager (Mel Marke)	Project Administrator (Jacinta Lymburner)	1 week in advance of PCG meeting
Cost Plan	Quantity Surveyor (RLB)	Project Administrator (Jacinta Lymburner)	1 week in advance of PCG meeting
Design Report	Principal Consultant (Jacksons Architects)	Project Administrator (Jacinta Lymburner)	1 week in advance of PCG meeting
Construction Report	Principal Contractor (TBC)	Project Administrator (Jacinta Lymburner)	1 week in advance of PCG meeting

Communication Tools relevant to the PCG for this project are tabled below.

Tool	Communique	Content	Other
Microsoft Outlook	Meeting Invitations	Date/Time/Location	N/A
Microsoft Outlook	Email	Reports, Requests for Information etc	Insert email alias if applicable
AITHM Website	PCG Tab (password)	History of PCG Meeting minutes and Design Reports, Construction Webcam etc	<a href="http://aithmtrf.jcu.edu.au">aithmtrf.jcu.edu.au</a>

## 6. Project Team Communication

Key Project Team representatives are tabled below. This list is updated as the project progresses.

Project Team Member	Title	Company	Contact Details
Hilary Kavanagh	Director, Estate Office	JCU	Hilary.kavanagh@jcu.edu.au
Matthew Joyce	Deputy Director Planning & Development	JCU	Matthew.joyce@jcu.edu.au
Geoff Murray	Manager, Capital Projects	JCU	Geoff.murray@jcu.edu.au
Mel Marke	Project Manager	JCU	Mel.marke@jcu.edu.au
Chris Wright	AITHM&TRF Project Manager	JCU	Chris.wright@jcu.edu.au
Dr Andrew Johnson	Chief Operating Officer AITHM/QTHA,	JCU	andrew.johnson2@jcu.edu.au

Communication Tools relevant to the Project Team for this project are tabled below.

Tool	Communique	Content	Other
Microsoft Outlook	Meeting Invitations	Date/Time/Location	N/A
Microsoft Outlook	Email	Reports, Requests for Information etc	Insert email alias if applicable
Aconex	FTP/Email	Project Information	Supersedes Email once established.
REVIT	BIM	3D model	LOD 300 in design

The use of a dedicated Web-based project communication facility is currently being used by the Project Team (ACONEX). This facility allows all inter-project communication to be at a single web location, controlled and recorded for the whole project team including the Consultants, Contractor and all University participants. The facility also allows documents with a significant digital size to be communicated. A complete record of all communications is made available at the end of the project.

## 7. External Stakeholder Communication

Communication with the Funding Agencies for this project is through the CEO, AITHM. Funding Agency Reports will be prepared by the Senior Finance Officer, reviewed and signed off by the CEO AITHM and submitted to the Funding Agency through FABS. The DVC Ian Wronski, will be responsible for press releases and media interviews. Publically accessible content to be added to the AITHM website will be approved by the CEO, AITHM before uploading.

## 8. Management of Confidential Information

Refer to JCU Policy Library “Guidelines on confidentiality in Commercial Information”

[http://www.jcu.edu.au/policy/allatoh/JCUDEV\\_009791.html](http://www.jcu.edu.au/policy/allatoh/JCUDEV_009791.html)

## 9. Relocation Planning

Refer to Estate Office Relocation Guidelines as attached.

## 10. Notifications for the University Community

Communication to the University community will be via the Project WEB site AITHMTRF.jcu.edu.au and also a newsletter at milestone events.

## 11. Frequently Asked Questions

### 11.1 How do I log onto the AITHM website as a User Group or PCG Member?

For those with delegate access to the AITHM webpage, as a member of either the User Groups or Project Control Groups, you will simply need to open your chosen web browser and enter [aithmtrf.jcu.edu.au](http://aithmtrf.jcu.edu.au) into your search bar; this will bring you to the project homepage. Located on the bottom left hand corner of the screen will be a login area, login using the credentials provided to you by the Projects Administrator; you will now be able to access the secured area, relevant to your access level and involvement within the project.



**11.2 How do I log onto the webcams to view the construction in real time?**

You can access the construction cameras via the project WEB site [aithmtrf.jcu.edu.au](http://aithmtrf.jcu.edu.au) either through the AITHM & TRF homepage or the Construction Camera tab

**11.3 Why can't external parties view the webcams?**

**For security reasons of the JCU Network viewing of the construction cameras are blocked by the JCU network firewall.**

## **Appendix A – Project Control Group - Terms of Reference as attached.**

### **Australian Institute of Tropical Health and Medicine & Translational Research Facility**

#### **PROJECT CONTROL GROUP**

#### **TERMS OF REFERENCE**

---

##### **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.

##### **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

##### **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.

### 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.

The PCG for AITHM & TRF will be comprised of the following members:

Chair of PCG	Mr Hilary Kavanagh, Director, Estate Office
Faculty Representative	Mr Geoff Gorton, Faculty General Manager, Faculty of Health, Medicine and Molecular Sciences
User Representative	Prof Louis Schofield, Director AITHM/QTHA
User Representative	Prof Natkunam Ketheesan, Professor, Discipline of Microbiology and Immunology
User Representative	EMPRO Rhondda Jones, Adjunct Professor, School of Marine and Tropical Biology
Planning & Development Representative	Mr Matthew Joyce, Deputy Director, Planning & Development, Estate Office
DR Andrew Johnson	Chief Operating Officer, AITHM
The Project Manager	Les Brice, Project Manager, Planning & Development, Estate Office
Invitee – Principal Consultant	Jackson Architecture
Invitee – Quantity Surveyor	RLB

A minimum of four attendees are required for a meeting quorum (min 50% of membership).

### Roles

#### 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.

### **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.

### **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.

### **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.

### **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
- Budget
- Program
- Communication
- Quality
- Risk
- Other Business

### **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 met 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.