Stakeholder project control group fact sheet

SPORT **HQ**

The input of stakeholders in both the planning and the delivery stages of your project can provide your organisation with support through practical experience with similar projects as well as provide strategies to mitigate risks. Initially during the idea phase, you may connect with stakeholders such as specific sport and government representatives to gain valuable insights on funding opportunities and ability to conduct the project. However, as the project progress, it is sound practice to formalise a project control group.

What is a project control group

A project control group (PCG) is a small team of key people who guide and oversee your organisation's infrastructure project from start to finish. Together you'll:

- Provide leadership and clear direction
- Ensure all views are considered during delivery of the project
- Keep the project aligned to scope, budget and user benefits
- Spot and manage risks before they become problems
- Make timely decisions so work stays on track

> Form your PCG as early as possible, ideally before design commences, so everyone shapes the project from the outset.

Who should be involved

Include representatives who reflect your organisation's and stakeholders' needs and expertise, for example, this may consist of a:

- Organisation committee member
- Other user group representatives
- Project manager (PM) or lead consultant (generally an external provider does not hold any voting rights for decision making at the PCG)
- Representative of Council, e.g. the sport and recreation officer
- Representative of grant funding providers

If you're delivering a project with grant funds, it may be a requirement under your funding agreement to include certain stakeholder representation on your PCG. Always check your funding agreement.

> Invite specialist consultants or contractors as non-voting guests when their input is needed.

Other stakeholders, such as your affiliated state sport staff may be encouraged to attend regularly. In some cases, it might make sense for a regular stakeholder who is actively involved in the project to become a member of the PCG.

Responsibilities

The PCG is responsible for:

- Keeping the project focused on the agreed scope, budget and outcomes
- Monitoring and managing any critical risks or factors that could affect delivery
- Making recommendations and directing the project manager/ principal consultant

Every member should take a hands-on role in supporting delivery, including:

- Monitoring the project schedule and budget
- Attending regular site visits
- Coordinating and attending PCG meetings (or nominating a proxy)
- Reviewing and endorsing any pre-construction conditions
- Providing clear, relevant reporting and updates for transparency
- Making timely decisions to avoid delays
- Alerting other PCG members promptly if an issue arises that may affect the project
- Act in the best interest of all parties

For some projects, terms of reference may be necessary to assist PCG members with a clear understanding of their roles and responsibilities.

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Project control group meetings

When and how often to meet

Kick-off meeting
Ideally as soon as you begin planning. At the minimum this should be as soon as the project is approved or funding is confirmed.

Monthly meetings
Set a regular meeting schedule to review progress, approve milestones and resolve issues.

Additional sessions
When major decisions or additional meetings are needed.

Lock in a recurring monthly meeting date and time to keep your PCG in everyone's calendar.
Allowing PCG members to attend in person, by telephone or online can help ensure strong attendance.

Meeting coordination and records

The PCG Chair coordinates meetings and records minutes, then shares relevant details with any other interested parties. It is best practice to distribute progress reports to members of the PCG before each monthly meeting, for discussion at the meeting.

If your organisation has appointed a professional project manager, then your organisation may request the PM to be responsible for setting agendas, recording minutes and distributing progress reports and other relevant documentation for the PCGs.

The progress reports should provide stakeholders with a clear understanding of the project schedule and budget/cash flow. The minutes should reflect any decisions and clearly outline the who, what and when for any actions required.

Please note that a decision at a PCG meeting cannot overrule any legal agreement or contract.

Risk management and solutions

Involving stakeholders during the planning and building stages of your project can help you manage risks and solve problems. Stakeholders can share helpful ideas, advice and spot problems early. Creating a Project Control Group (PCG) is a good way to keep your project on track and make sure it stays within the planned budget and timeline.