



TERMS OF REFERENCE

PROJECT MANAGEMENT STEERING COMMITTEE

1. Purpose

The role of the Project Management Steering Committee is to provide strategic direction and leadership to establish, implement and review formal processes and governance of projects managed across Council.

The Project Management Steering Committee will also act as a project control group where project reporting and monitoring takes place to ensure decisions can be made in a timely manner to address arising project issues and highlight important project information or changes as they occur.

2. Scope

The intention and purpose of the Project Management Steering Committee is:

- To establish formal project governance across the Council;
- To improve understanding of project management and consistent application of practices; and
- To drive improved performance and delivery of projects across Council.

The Project Management Steering Committee will endeavour to achieve its aims through the following objectives:

- Establishing a governance model that is fit for purpose including adopting a risk based approach to manage a project;
- Define accountabilities, roles and responsibilities;
- Engagement of key stakeholders – clear, concise, efficient and timely information to all stakeholders;
- Routine meetings and reporting;
- Management of risks and issues;
- Project assurance – develop metrics to provide transparency over project performance;
- Develop and implement a formal Project Management Document Framework; and
- Evolve Project Management Document Framework to a digitally enabled system.

3. Membership

Members shall comprise a minimum of the following:

Core

- Chief Executive Officer (Chairperson);
- Director Infrastructure and Utility Services (Deputy Chairperson);
- Director Corporate and Community Services;
- Infrastructure Assets Manager;
- Infrastructure Operations Manager;
- Utility Services Manager; and
- Finance Manager.



Invited as Required or Requested

- Natural Assets Manager; and
- Development and Regulatory Services Manager.

The Executive Assistant to Director Infrastructure and Utility Services will carry out secretariat duties for the Committee.

4. Responsibilities

Project Management Steering Committee

The role of the Project Management Steering Committee is to:

- Take the lead role in the strategic development of project management across the organisation and to establish operational teams as required to assist in the development of project management initiatives across the organisation as defined by the Project Management Steering Committee;
- Enhance the project management practices and support the continuous improvement of strategic project management practices;
- Develop and implement annual Project Management Improvements Action Plans (PMIAP). The PMIAP is developed based on findings from external and internal auditors and strategic priorities identified by the Council;
- Provide feedback and make recommendations to Council on project proposals;
- Plan short/long term initiatives; and
- Ensure a coordinated, whole-of-organisation approach is applied for project management.

Project management requires a whole-of-Council approach and is the responsibility of the Leadership Team and staff.

Chairperson

The Chairperson will be the Chief Executive Officer.

The Chairperson is responsible for the conduct of meetings, ensuring fair and equitable opportunities for views and opinions to be voiced and discussed by the Committee.

5. Operating Procedures

5.1 Meetings

- The Steering Committee shall meet a once a month, following the published end of month financial project expenditure report. These meetings may be held via electronic means;
- The Chairperson will preside at all meetings. In the absence of the Chairperson, the Deputy Chairperson will chair the meeting; and
- Matters requiring Council consideration will be subject to separate specific reports to Council.



5.2 Quorum

It is expected that members will attend all meetings. In the event of a Committee Member missing a meeting, they should contact the Chairperson in advance to notify of their absence and this will be recorded in the minutes. A minimum of three of the following members must be in attendance to form a quorum:

- Chief Executive Officer;
- Director Infrastructure and Utility Services;
- Director Corporate and Community Services; and
- Infrastructure Assets Manager.

5.3 Minutes

Minutes shall be recorded at each meeting and sent to all members before the next meeting date.

5.4 Action List

An Action List shall be maintained for any actions arising from the committee meeting. The action list will include the due date for the action to be addressed and the accountable officer. An update on the status of each action item is to be presented and discussed at the subsequent committee meeting.

5.5 Meeting Invitees

At the request of the Committee Chairperson, people other than the Committee members (e.g. consultants, asset owners, or other internal staff) may attend the meeting as required (whether for full or part of the meeting).

5.6 Agenda and Papers

The Agenda and any supporting documentation for the meeting will be sent out three days prior to the meeting.

5.7 Decision Making

The Chief Executive Officer will make decisions in accordance with his delegations and the *Queensland Local Government Act 2009*.

6. Reporting

The Chief Executive Officer will prepare a report on Committee activities, progress and outcomes achieved. This report will be provided to:

- Councillors via Budget and Strategy Workshop on a three-monthly basis; and
- The Audit and Risk Committee on a six-monthly basis.

7. Evaluation and Review

7.1 Review

The Composition, Activities and Terms of Reference of the Committee will be reviewed at least every four years, or as required.



The results of any review shall be reported to Council prior to the fourth year of operation or earlier, if a quorum is unable to be formed for three successive meetings.

The report shall consider:

- The Steering Committee's achievements;
- The Purpose and Responsibilities of the Committee;
- Composition of the Committee;
- Whether there is a demonstrated need for the Steering Committee to continue; and
- Any other relevant matter.

7.2 Cessation

The Steering Committee may be disbanded following a review or at any time during its operation.