

9.4. MAJOR PROJECTS OVERSIGHT COMMITTEE - TERMS OF REFERENCE - FOR ENDORSEMENT - ATTACHMENTS

Attachment Titles:

1. ECM_3240772_v1_Major Projects Steering Committee - Terms of Reference - SVC-TofR-041-01
2. ECM_3240775_v1_Framework - Project Management - Schematic

Attachment 1 - ECM_3240772_v1_Draft - Terms of Reference - Major Projects Committee - SVC-TofR-041-01

Major Projects Oversight Committee Terms of Reference

ToR No: SVC-TofR-041-01

In addition to the Terms of Reference, the Committee must abide by the Council Committees Policy and the Project Management Framework.

1. NAME

The name of the Committee is the Major Projects Oversight Committee.

2. PURPOSE

This Terms of Reference document describes the objectives, decision making authorities and responsibilities of the Committee which includes governance and project execution oversight across the Snowy Valleys Council project portfolios in accordance with the Project Management Framework (PMF).

3. SCOPE

This Terms of Reference applies to all projects governed under the Snowy Valleys Council Project Management Framework.

4. DELEGATION

The Committee will have the following delegations.

The Committee has no executive powers and must at all times recognise that primary responsibility for management of Council rests with the Council and the General Manager, in accordance with the Local Government Act 1993. The Council delegates to the Committee, within the scope, purpose, objectives, and responsibilities, to:

- (a) obtain any information it needs from any staff member or external party in accordance with the Councillor and Employee Interaction Policy (subject to their obligations to protect information);
- (b) discuss any matters relevant to the PMF with the committee and other external parties (subject to confidentiality considerations);
- (c) through the General Manager, request the attendance of staff members at Committee meetings; and
- (d) obtain external legal or other professional advice considered necessary to meet its responsibilities.

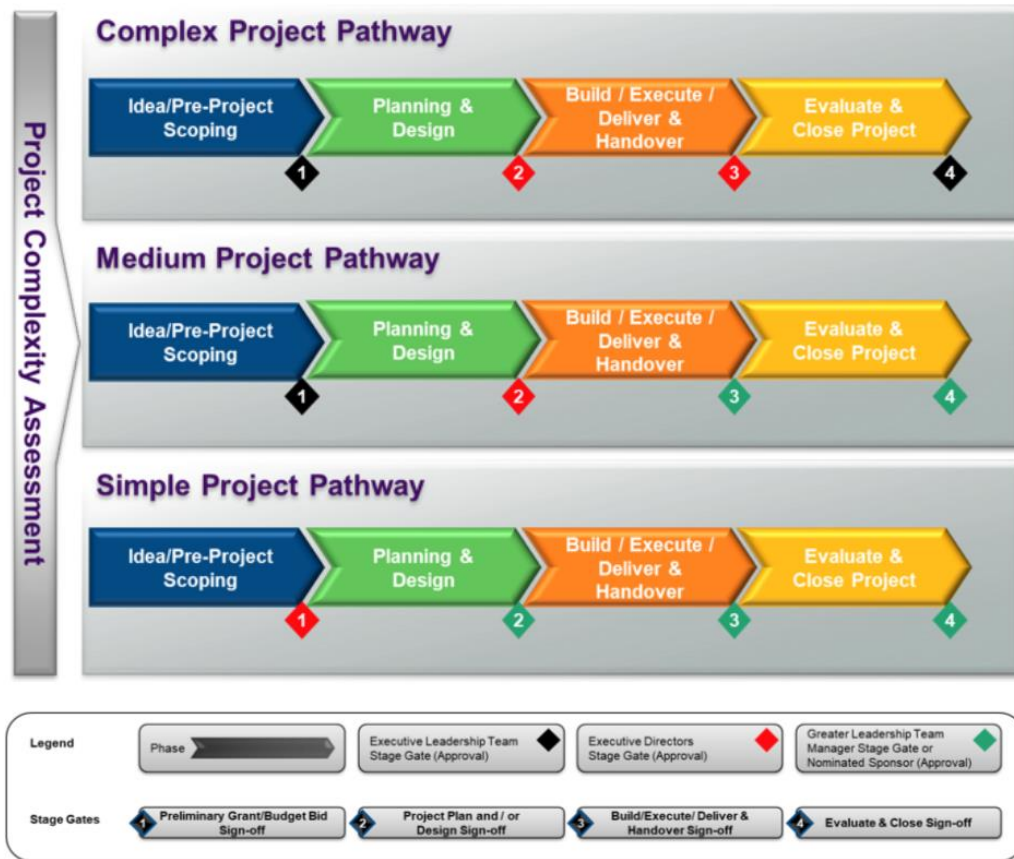
5. GOVERNANCE OVERVIEW

As per the PMF, the following diagram outlines the project pathway for 'complex', 'medium' and 'simple' project pathways.

It is important to note that the Committee will replace the governance of the Executive Leadership Team in the PMF.

When a project is in the Idea/Pre-Project Scoping section of the project pathway, an assessment is carried out that examines the parameters of the project including budget, time delivery, complexity, etc. These details are entered into an electronic matrix which determines the pathway that will be followed: 'complex', 'medium' or 'simple'.

Monthly reports are provided by Project Managers or Project Owners. The monthly reports are identical integrated reports that require inputs including status regarding budget and delivery times plus a range of other factors. This determines the risk status of the project with results being 'red', 'amber' or 'green'.



Project Pathway	Stage Gate Approval Process
Complex	The PMF has 4 Phases & Stage Gates. Stage Gates 1 & 4 will be endorsed by the Executive Director and approved by the Executive Leadership Team. Stage Gate 2 & 3 will be endorsed by Greater Leadership Team Manager or Nominated Sponsor and approved by Executive Director.
Medium	The PMF has 4 Phases & Stage Gates. Stage Gate 1 will be endorsed by the Executive Director and approved by the Executive Leadership Team. Stage Gate 2 will be endorsed by the Greater Leadership team Manager or Nominated Sponsor and approved by the Executive Director. Stage Gates 3 and 4 will be approved by the Greater Leadership Team Manager or Nominated Sponsor.
Simple	The PMF has 4 Phases & Stage Gates. Stage Gate 1 will be endorsed by the Greater Leadership Team Manager or Nominated Sponsor and approved by the Executive Director. Stage Gate 2 to 4 will be approved by the greater Leadership Team Manager or Nominated Sponsor.

6. OBJECTIVES OF THE COMMITTEE

The main objective of the Committee is to ensure the overall health and optimisation of the Snowy Valleys Council project portfolio under the PMF.

Project Governance is critical for the success of any project. The main benefits of effective project governance are:

- Effective and appropriate escalation and decision making
- Project / program has the best chance of delivering successful outcomes for Council within the time / cost / quality parameters
- Facilitates transparency
- Enables information to be communicated throughout the Council in a defined format and timeframe
- Provides greater Council focus
- Enhanced project schedule, budget, business case scope management control

7.0 RESPONSIBILITIES

The Committee's responsibilities within the PMF are as follows:

- Approval of Stage Gate 1 and 4 for 'complex' projects
- Approval of Stage Gate 1 for 'medium' projects
- Oversight of projects with an 'amber' or 'red' status
- Oversight of 'selected' projects that do not fit the above categories but have been resolved by Council or escalated by the Executive Leadership Team to fall within the scope of the Committee

In addition to the above project reporting, the Committee have the following general responsibilities:

- Ensure all projects governed by the Committee are aligned with the organisation's strategic objectives

- Ensure that projects adhere to all Council policies and standards including:
 - Code of Conduct
 - Procurement Policies
 - Tendering Guidelines
 - Project Management Policy
 - Project Management Framework
 - Enterprise Risk Management Framework
 - Capital Expenditure Guidelines 2010 (Division of Local Government)
- Review and take appropriate action on significant Council level risks and issues, as identified
- Oversee the project portfolio to ensure initiatives are sufficient and necessary to contribute to, and achieve, the strategic objectives
- Resolve issues and challenges escalated by the Executive Leadership Team
- Ensure projects receive full executive level support and promote awareness of the project within the Council

8. STANDING AGENDA ITEMS

The following list of agenda items will be the basis for each business paper:

- Previous minutes
- Action Update Report (status report covering previous actions from committee)
- Program Management Office Report
 - Project status report for each project (including project pathway and risk rating)
 - Monthly project reports for
 - 'complex' projects
 - 'amber' projects
 - 'red' projects
 - 'selected' projects
- Stage Gate Approval Report
 - Stage gate project approval reports for
 - 'complex' projects at Stage Gate 1
 - 'complex' projects at Stage Gate 4
 - 'medium' projects at Stage Gate 1

Minutes of the meeting will be presented to the next Ordinary Council meeting.

9. MANAGEMENT AND OPERATION OF THE COMMITTEE

a) MEETINGS

Meetings will be held monthly on the fourth Thursday of the month, or as otherwise determined by resolution of Council in determining its meeting cycle and schedule.

To ensure ongoing accountability and accessibility meetings can be in person or via video link.

The date and time of the meeting may be altered by the Committee, but not the frequency.

b) MEMBERSHIP

Membership will consist of the following.

- Mayor
- Deputy Mayor
- One additional voting Councillor
- General Manager
- Director Infrastructure
- Program Manager (non-voting)

Representation by project stakeholders (Project Sponsor, Project Manager, Project Owner) may be present as requested through the General Manager.

The Committee shall aim to make decisions by consensus when possible, however if voting of the Committee is equal, the Chairperson of the meeting shall have a casting vote as well as an original vote.

The General Manager and Director Infrastructure may delegate to another staff member acting in the role and this person will have voting rights.

Councillor positions may not be delegated. All Councillors are welcome to attend meetings but only the three (3) designated members will have voting rights.

Other than the General Manager and the Director Infrastructure, any additional staff or external representatives who attend Committee meetings will not have voting rights.

Residents and rate payers of the Snowy Valleys Council are unable to attend meetings.

c) CHAIRPERSON

The Chairperson shall be shared alternately between the Mayor and the General Manager.

d) SECRETARIAT

A staff member from Snowy Valleys Council shall perform the Secretariat duties for the Committee. And will ensure that:

- The time, date, location, and agenda of each meeting is communicated to the members prior to the scheduled meeting
- Business papers and associated attachments will be circulated to the committee five (5) working days before the meeting
- Members are appropriately notified of any proposal to cancel or postpone a meeting
- Minutes are prepared and are distributed to members within five (5) working days of the meeting
- All minutes and relevant materials relating to each meeting are appropriately registered within the Council records management system.

e) PECUNIARY INTERESTS AND CONFLICTS OF INTEREST

Members of the Committee must, having reviewed the agenda for a meeting, or when becoming aware of a potential conflict of interest or pecuniary interest in any matters being discussed by the Committee, immediately advise the Chairperson.

The Committee member must refrain from participating in the discussion and if deemed appropriate by the voting members present, leave the meeting whilst the matter is discussed and not participate in any decision making related to the issue. The interest will be recorded in the minutes.

f) QUORUM

A quorum of the Committee will be half-plus-one (more than 50%) of appointed voting members present.

In the event that a meeting does not have the required quorum, those members present can determine whether they would like to continue with the meeting as an Inquorate discussion. In this case, recommendations for decisions cannot be made, but can be carried forward to subsequent meetings where a quorum is present.

g) CONFIDENTIALITY

Members of the Committee should appreciate that the Committee may, from time to time, deal with sensitive matters of a confidential nature. The confidentiality of such information should be respected by all members.

10. AMENDING THE TERMS OF REFERENCE

The Terms of Reference will be reviewed by the Committee after the first three (3) meetings and then annually thereafter.

Recommendations for amendments to the Terms of Reference can be made at any time provided that suggested changes are noted on the Agenda, a quorum is present at the meeting and the majority of voting members present support the recommendation.

Amendments to the Terms of Reference must be approved by the Snowy Valleys Council.

11. HISTORY TABLE

Version No	Approval Date	Resolution Number	Date to be Reviewed

Attachment 2 - ECM_3240775_v1_Framework - Project Management - Schematic

