

Project Name

Terms of Reference

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| **Project Name:** | Click or tap here to enter text. |
| **Date:** | Click or tap to enter a date. | **Release:** | Choose an item. |
| **Sponsor:** | Click or tap here to enter text. |
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# 1. Purpose

The purpose of this document is to define the terms of reference for the ***Project name*** and the Steering Committee function within the context of the IT Project governance at UQ.

***At a high-level, describe the opportunity or problem the initiative will address***

# 2. Function of the Steering Committee

The Steering Committee is governing body of the ***Program/Project name*** with overall responsibility for delivery of the investment. Members provide support and guidance to the Project Sponsor in decision making, and are responsible to ensure there is oversight and effective management of key project performance criteria including schedule, budget, scope, quality, risks and issues and benefits realisation.

# 3. Key Roles

The Project Sponsor (Chair) is accountable to The University of Queensland for successful project delivery, and for ensuring that the governance framework under which the projectoperates is appropriate to the level of risk inherent within the project throughout all phases of the project lifecycle.

The role of the Project Sponsor (Chair) is to:

* Lead and direct activities of the Steering Committee.
* Ensure the Committee operates effectively.
* Brief new Committee members as required.
* Set Committee meeting agenda and conduct schedule meetings.
* Ensure processes are in place for the effective operation of the board.

The Steering Committee supports the Project Sponsor (Chair) with business and technical stakeholder input for decisions affecting project delivery; however, authority and accountability for project delivery remains with the Project Sponsor (Chair).

# 3. Role of the Steering Committee

The Project Steering Committee is responsible for supporting the Project Sponsor in the discharge of the Project Sponsor’s responsibilities, i.e.

* Appointing a Project Manager and agreeing their remit and delegated authority,
* Providing advice, direction and acting as an escalation point for Project Manager,
* Overseeing the application of appropriate project and/or programme management and quality assurance practices,
* Approving core project management deliverables required under the IT Project Management Framework,
* Allocating authorised project expenditure,
* Supporting the procurement of project resources (human and material),
* Confirming that project tolerances meet specified time, quality and cost parameters and are appropriate and aligned with relevant UQ policies,
* Monitoring project delivery milestones and implementation deadlines,
* Monitoring status and quality of key project deliverables,
* Reviewing and endorsing project risk mitigation strategies and actions,
* Reviewing and endorsing issue management strategies and actions,
* Managing breaches of project tolerances and initiating appropriate escalation where necessary,
* Managing matters escalated to the Project Sponsor and Steering Committee by the Project Manager,
* Act as advocates (or “champions”) of the project within their department and across UQ.
* Provide ad-hoc assistance where possible.

## 3.1 Project Steering Committee Roles & Responsibilities

| **Role** | **Responsibilities** |
| --- | --- |
| Project Sponsor (Chair)  | Accountable for the successful implementation of the project. Specific responsibilities include:* Represent and support the project at the Executive level
* Challenge project assumptions, actions and decisions with a material impact
* Advocating for the project
* Review and approval of key project management deliverables
* Review and approval of Change Requests (within tolerances)
 |
| Business Owner | Responsible for the business success of the project. Specific responsibilities include:* Specify and own the primary business benefits
* Review and approval of key project management deliverables
* Review and approval of Change Requests (within tolerances)
 |
| Project Manager | Responsible for the day-to-day management of the project. Specific responsibilities include:* Preparation, updating, collection and storage of all project management deliverables
* Performance reporting
* Maintenance of Project Data in Project Online
* Managing and reporting project risk
* Managing and monitoring of project budget
* Developing, managing and monitoring of project plans and schedule
* Managing and monitoring of project scope
* Managing and monitoring of projects issues
* Defining resource requirements and negotiating allocation of shared resources
* Directing the project team, including external vendors/suppliers
* Providing timely information to enable informed decision-making by the higher authority
* Quality assurance of project deliverables
* Monitoring and reporting on progress of the project to all stakeholders
* Taking corrective action (where required and within tolerances)
* Accountable to the Project Sponsor for the ongoing delivery of targeted project milestones, deliverables and outcomes
 |

# 4. Membership

## 4.1 Members

The Steering Committee will comprise of the following:

|  |  |  |
| --- | --- | --- |
| Name | Title & Department | Role |
|  |  | Project Sponsor (Chair) |
|  |  | Business Owner |
|  |  | Project Manager |
|  |  | Steering Committee Members |
|  |  | Steering Committee Members |
|  |  | Steering Committee Member |
|  |  | Steering Committee Member |

## 4.2 Project Sponsor (Chair)

The Chair shall convene the Steering Committee meetings.

If the designated Chair is not available, an Acting Chair will be responsible for convening and conducting that meeting. The Acting Chair is responsible for informing the Chair as to the salient points/decisions raised or agreed to at that meeting.

## 4.2 Observers

Observers may attend as required at the discretion of the Steering Committee Chair.

# 4.3 Meetings

## 4.2.1 Standard Meeting

Meetings will be held <fortnight/monthly>.

The standard meeting will adopt the following core agenda which may be supplemented by additional agenda items to address matters arising;

* Minutes of the last meeting,
* Review of open and closed action items,
* Status summary (Schedule, scope, budget, risks & issues) and exception reports,
* Matters escalated to Steering Committee from Business Owner and/or Project Manager,
* Milestone review,
* Formal acceptance of deliverables, and
* Date and location of next meeting.

Papers will be delivered via email at least 2 working days prior to the meeting to enable adequate review time by the members and other attendees.

The Project Manager will ensure any Steering Committee member with an open action item/s is provided with the item details as per the meeting discussion the following business day.

## 4.3 Extraordinary Meetings

Extraordinary meetings may be scheduled at any time to enable the necessary decision making processes to function in a timely way.

Extraordinary meetings will be scheduled and will be held in such a way so as to enable both physical and remote attendance (2 days’ notice should be provided, where possible).

Papers will be distributed by email at least 1 working day prior to the extraordinary meeting to enable review time by the members.

## 4.4 Proxies

Proxies shall not be permitted unless agreed with the Project Sponsor in advance.

## 4.5 Quorum

A quorum shall be when the Project Sponsor, the Steering Committee Chair and at least two (2) other Steering Committee members are in attendance.

## 4.6 Project Assurance

The Project Steering Committee will ensure that project assurance is undertaken and that:

* Appropriate project management disciplines are being adopted, in line with the UQ Project Management Methodology and Governance processes.
* The project continues to address the business requirements it was designed to fulfil, and
* The Project will deliver outputs that are acceptable to its end users and which meet quality requirements.

# 5. Procedures

## 5.1 Minutes

The Project Manager shall prepare and circulate the minutes of the meetings to all attendees within 2 business days of the meeting date for comment and change before being tabled and considered at the next meeting.

## 5.2 Retention of Documents

The Project Manager shall maintain documentation in relation to the activities of the Steering Committee ensuring appropriate security and continuity measures are in place.

## 5.3 Reporting

The Project Manager will provide fortnightly standard scheduled project status reports to the Steering Committee.