Attachment 2
to
Item 4.5.1

Draft Terms of Reference – WestInvest Executive Steering Committee

Date of meeting: 14 March 2023
Location: Council Chambers
Time: 6:30 p.m.

WestInvest Program Governance

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1 Document Control

1.1 Endorsement

Committee/Group	Status	Date
Executive Steering Committee	Proposed	14 March 2023
Gateway Review Panel	N/A	N/A
Program Coordination Committee	N/A	N/A
Project Coordination Groups	N/A	N/A

1.2 Revision History

Revision Number	Date	Reason for Issue
DRAFT	14 March 2023	Endorsement by Council

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2 Introduction

2.1 Document Purpose

The purpose of this Document is to outline the Terms of Reference (ToR) for Hawkesbury City Council's approach to Governance for the WestInvest Program.

These ToR establish the following specific governance committees/groups, as well as the WestInvest Gateway Review Panel:

- Executive Steering Committee
- Program Coordination Committee
- Gateway Review Panel
- Project Control Groups
- Technical Working Groups

2.2 Program Background

The objectives of the WestInvest Program are to "fund transformational infrastructure project that will engance communities throughout Wester Sydney. These projects will improve the liveability of communities and support economiic recovery, making a real difference to the quality of life [of Western Sydney communities]".
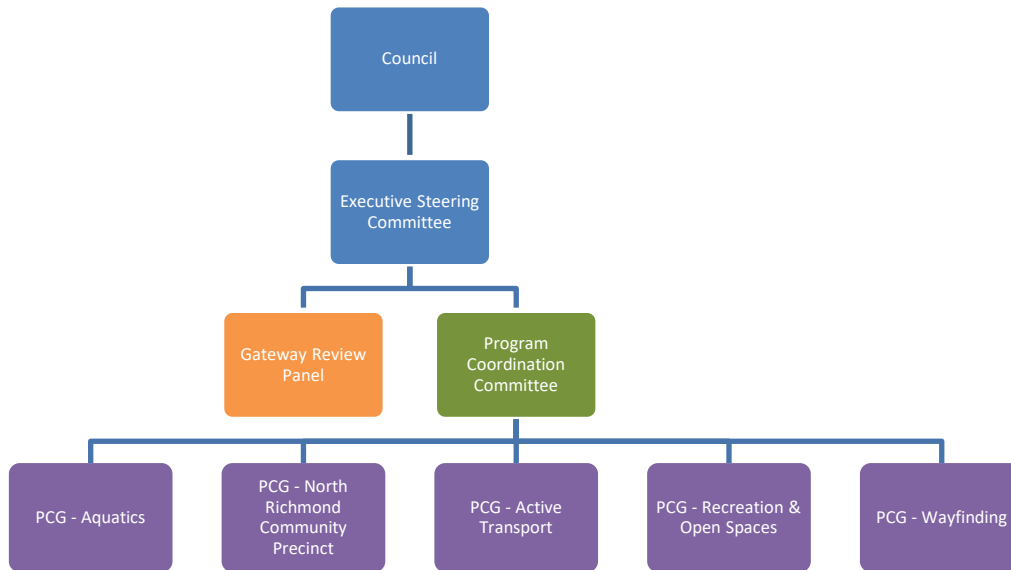
In total, Council was successful in receiving WestInvest funding, in whole or part, for 10 projects (values only represent WestInvest funding, not necessarily total project cost):
- Richmond Swimming Centre - $30.32m
- North Richmond Community Precinct - $23.97m
- Tamplin Field Redevelopment - $9.80m
- Oasis Aquatic and Leisure Centre Upgrade - $6.72m
- Cycleway Bridge over Rickabys Creek $4.70m
- Upgrade of Woodbury Reserve, Glossodia - $5.42m
- New Recreation and Community Facility at Fernadell Park, Pitt Town - $4.54m
- Kurrajong to Kurmond Cycleway - $4.54m
- Discover the Hawkesbury – New Way Finding Signage - $2.35m
- Turnbull Oval $4.7m

Pursuant to the WestInvest Program Guidelines, all funded projects, or components of project funded by WestInvest, must be completed and acquitted by 31 December 2026.

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3   Governance Structure

The WestInvest Program Governance structure is as follows:

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4 Executive Steering Committee

4.1 Purpose

The purpose of the Executive Steering Committee is to monitor the delivery of the Program and to provide an assurance function to Council of the strategic alignment of the Program, benefits realized by the individual projects and overall Program, the expenditure of funds and project timelines.

4.2 Objectives of the West Invest Executive Steering Committee

The objectives of the West Invest Executive Steering Committee are as follows:
- Ensure alignment between Program and organizational strategy;
- Assist with resolving strategic level issues and risks;
- Determine changes to the Program, or individual projects where there is likely to be a high impact on timelines, outcomes, benefits and budget;
- Monitor Program progress and report on program progress and outcomes to Council;
- Provide strategic advice to Council on Program strategy and delivery, where relevant;
- Report to Council on Program progress;
- Use influence and authority to assist the project in achieving its outcomes; and
- Review and approve final project deliverables

4.3 Membership

4.3.1 Executive Steering Committee Membership

The Executive Steering Committee shall have the following members:

Name	Title & Branch	Role
Councillor Sarah McMahon	Mayor	Chair
Councillor Barry Calvert	Deputy Mayor	Deputy Chair
Elizabeth Richardson	General Manager	
Will Barton	Director Infrastructure Services	Secretariat
Laurie Misfud	Director Corporate Services	
Meagan Ang	A/ Director City Planning	
Vanessa Browning	Chief Financial Officer	
TBC	Project Administrator	Minute Taker – non-voting

4.3.2 Observers

From time-to-time observers may be invited to meetings of the ESC, specifically relevant Council staff including Officers, to the level of Coordinator, directly involved in the delivery of the Program, for the purpose of providing advice and information to support decision making by the ESC.

4.4 Responsibilities of the Steering Committee Chair

The ESC Chair will be the Mayor. Should the Mayor be unable to attend a meeting, the Deputy Mayor will serve as Committee Chair.

The responsibilities of the Steering Committee Chair are as follows:
- Sets the agenda for each meeting;
- Makes the purpose of each meeting clear to members and explains the agenda at the beginning of each meeting;
- Clarifies and summarizes what is happening throughout each meeting;
- Keeps the meeting moving by putting time limits on each agenda items and keeping all meetings to one or less;
- Encourages broad participation from members in discussion by calling on different people;

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4.5   Responsibilities of the Executive Steering Committee Secretariat

The ESC Secretariat will be the Director Infrastructure Services.

The responsibilities of the Secretariat are as follows:
- Ensures that agendas and supporting materials are delivered to members in advance of meetings;
- Distribute Minutes of each meeting;
- Prepare relevant reports to Council;
- Ensure all documents are retained in accordance with Council's relevant Policies and the State Records Act, 1998

4.6   Responsibilities of Steering Committee Members

Individual Steering Committee members have the following responsibilities:
- Understand the goals, objectives, and desired outcomes of each project within the Program;
- Understand and represent the interests of project stakeholders;
- Take a genuine interest in the project's outcomes and overall success;
- Act on opportunities to communicate positively about the project;
- Check that the project is making sensible financial decisions – especially in procurement and in responding to issues, risks and proposed project changes;
- Check that the project is aligned with the organizational strategy as well as policies and directions across government as a whole;
- Actively participate in meetings through attendance, discussion, and review of minutes, papers and other ESC documents;
- Support open discussion and debate, and encourage fellow Steering Committee members to voice their insights.

4.7   Meetings

4.7.1   Ordinary Meetings

ESC meetings are to be scheduled as follows:

Frequency	Monthly
Target duration	1 hour
Meeting papers	Distributed three (3) days prior to meeting
Meeting minutes	Distributed three (3) days following meeting

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 from the Program Coordination Committee and/or Gateway Review Panel;
- Matters escalated to Steering Committee from Program Coordination Committee or Gateway Review Panel;
- Milestone review;
- Formal acceptance of deliverables; and
- Date and location of next meeting.

4.7.2   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).

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

4.8 Quorum and Decision Making

4.8.1 Quorum

A quorum shall be when the Steering Committee Chair and at least three (3) other Steering Committee members are in attendance.

4.8.2 Decision Making

Decision making shall be by consensus, that is the ESC is committed to a dynamic process of decision making which seeks to find a solution that the entire ESC can support, or at least tolerate.

4.9 Reporting

The ESC shall receive reports from the Program Coordination Committee including, but not necessarily limited to:
- Milestone updates for each project;
- Program level financial report;
- Summary of risks and issues;
- Scope changes for determination;

The ESC, where relevant, shall receive reports from the Gateway Review Panel on the progress of projects through each Gateway, including:
- A summary of the Gateway Review;
- Register of new and closed out actions;
- Gateway Review determination

The ESC shall report to Council for two purposes:
1. To provide regular updates on progress, in support of the principle of accountability; and
2. Where it is determined by the ESC that a particular matter either requires a decision or strategic direction by Council

4.10 Changes to these Terms of Reference

Minor changes to this Section 4 or any change to the following sections may be made by the ESC, with the reasons for the change recorded in the Revision History. Minor changes include the changing of names to reflect new staff, or changes of an administrative nature which do not change the intent or accountability mechanisms.

Material changes to this Section 4 must be endorsed by Council.

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5 Program Coordination Committee

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6 Gateway Review Panel

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7 Project Control Groups

To be completed.

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