**GUIDELINE**

Project Governance

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Purpose

This document introduces the recommended project governance model. It covers the composition of a governance group, introduces the key roles and responsibilities, and outlines the Terms of Reference. Each project can adapt this guideline as best serves them. However, the guiding principles should always be followed.

Background

As part of good management of the University, every active project in ACU needs sufficient oversight to ensure the business change or improvements and benefits are delivered, deliveries meet the expectations, and the work is executed well and efficiently. This also supports the Project Managers and teams in their work by providing direction and approvals, where applicable.

Each project requires its own governance structure. The composition of the governing body is subject to the project category, which takes into account the complexity and risk level of the project. The category is based on a [project assessment](https://staff.acu.edu.au/our_university/projects/project-assessment) and confirmed together by the Executive Sponsor and the Portfolio Project Office (PPO).

Definitions

Projects have established definitions which should be used also in the ACU context.

* **Projects** are individual bodies of work to produce a specific output (‘product’) to change something, e.g. a better way to manage student placements.  
    
  Projects can include multiple outputs (deliverables) which belong together, typically (1) a process change and (2) the rollout of a new business system to support the updated process. Projects are usually independent of each other (though they may have dependencies, such as a database platform upgrade to enable other systems to be upgraded). Projects always have a defined time and resources available.  
    
  The ACU Project Management Model is based on a globally widely recognised industry practice, Prince2[[1]](#footnote-1). It is considered as the ’de facto’ standard for project management, especially in the public sector (educational institutions included).
* **Benefits** are the most important aspect of a change. They are our way to show that a program or project has delivered something worthwhile, i.e. a way to evidence the value of it. The key question is: *“You are suggesting a change. But how would it benefit the University?”*  
    
  At the heart of benefits is how much do we improve a measure? In ACU, we can use financial measures, student or staff surveys (e.g. QILT, SES, My Voice), or reputational indicators (impact factor, citations, etc). If needed, project-specific measures can be developed (e.g. custom survey).  
    
  The ACU Benefits Management Model is based on a proprietary “O3” model[[2]](#footnote-2) developed by Seven Consulting.
* **Business Change Management** is closely related to successful realisation of sustained benefit from change. It focuses on the “people change”, i.e. preparing and supporting the impacted teams and stakeholders to transition from their current status quo to the new future. This is typically done through various communication, training   
    
  Business change management practice in ACU follows the ADKAR model.
* **Programs** are collections of changes which together deliver a vision or business goal. We use them to transform an aspect in the University or create a new service. A key focus is in fulfilling the ACU strategy and bringing significant benefits. The changes are implemented through projects which are set up within and overseen by the program. Programs in ACU are managed using a globally widely recognised industry practice, Managing Successful Programmes (MSP)[[3]](#footnote-3).

Guiding principles

Project governance and oversight should follow these guiding principles.

|  |  |
| --- | --- |
| **Principle** | **Comments** |
| **Focused** | The governance group is kept small and focused.   * Only those who make decisions, are invited to the governance group. For consulting purposes, various assisting reference groups can be set up, or visitors invited to the governance group. |
| **Singular** | In a project, there is only one Executive Sponsor and only one governance group.   * This makes the accountability of the role clear and easy to follow. * Having only one group governing a project enables clear decision-making. * In case of projects in programs, the program oversight provides direction and confirms that the Project Business Case has been met and the outcome benefit can be achieved. The project governance oversees the success of the planning, delivery and closure, and that output benefits are realised. |
| **Manage by exception** | Action happens only as needed.   * The oversight should focus on ensuring the project has all it needs to succeed. * When the project works well, is adequately resourced and within its approved plans, the oversight should be as light-weight as possible.   + The oversight focuses on project quality and efficient delivery of the outputs. * In case of significant risks emerging, issues, any deviations or other events requiring attention or being beyond the Project Manager’s control, the oversight and governance steps in to guide them and make decisions of any potential changes. |

The most important choice in a project often is who will be the Executive Sponsor.

Ideally, they are accountable to the University for the success of the systems or service being improved

and therefore have vested interest in the success of the project and benefits achieved.

Commencement and duration of project governance

The Executive Sponsor is active in the project from the development of a project proposal (idea / concept), usually presented in a Proposal for Business Change, and stays involved until the business change has been embedded and outcome benefit(s) has been achieved.

A governance group is set up by the Executive Sponsor when the Project Business Case has been approved and the project moves to its Planning stage. At this time, the Executive Sponsor will also nominate or request a Project Lead, in consultation with the Senior User and Senior Supplier, as applicable. The governance group holds its final meeting to approve the Post-Implementation Review (PIR) report. Any meetings after that are on exception only.

Project governance groups

There are three levels of project governance groups, based on the categorisation of the project. The more complex the project is, the wider group is set to provide direction to it. This provides robust and comprehensive guidance to the project and ensures representation from key stakeholders is an integral part of the decision-making.

In all projects, the Executive Sponsor chairs the governance group and is the ultimate decision-maker in the project, advised and assisted by the other members of the group.

Please note that the recommended governance level results may differ from the Project Assessment due to other characteristics of the project, such as the spread of impact across students or staff. The appropriate governance level is recommended by the PPO and decided by the Executive Sponsor.

|  | **Simple projects** | **Medium projects** | **Complex projects** |
| --- | --- | --- | --- |
| **Governance group** | **Executive Sponsor** | **Project Board** | **Steering Committee** |
| **Number of members** | 1 | 3 | Up to 7 |
| **Mandatory members** | Executive Sponsor | Executive Sponsor  Senior User  Senior Supplier | Executive Sponsor  Senior User  Senior Supplier  Up to 4 other stakeholders |
| **Additional members (non-voting)** | Project Manager | Project Manager  Benefit Owner(s)  Business Change Manager | Project Manager  Benefit Owner(s)  Business Change Manager |
| **Other attendees** | Presentations can be invited from other parties, as needed. | | |
| **Quorum** | (Not required) | Executive Sponsor and 1 or more other members | Executive Sponsor and 3 or more other members |
| **Meeting frequency** | Fortnightly or as required | Monthly or as required | Monthly or as required  Long projects (2+ years) can have quarterly meetings, if appropriate |
| **Assisting groups** |  | Assistance and advice can be given by:  a User Reference Group for the Senior User; and a Technical Reference Group for the Senior Supplier. Other groups are set up, as needed.  These groups can be chaired by the Senior User / Senior Supplier or e.g. the Project Manager. | |
| **Executive Sponsor’s typical position at ACU (management level)** | Senior management (4) or management (5), e.g. Associate Director or National Manager. | Executive (3) or senior management (4), e.g. Director or Associate Director. | Senior executive (2) or executive (3), e.g. COO or Director. |
|  |  | Benefit Owners and Project Owners are usually one or two management levels lower than the Executive Sponsor. | |
| **Project Lead** | Project Coordinator / SME Project Manager | Project Manager | Senior Project Manager |
| **Complexity level** | Simple or medium | Medium or complex | Medium or complex |
| **Initial risk level** | Low | Moderate | All levels (but often high) |

Project Board

A Project Board is used to oversee and direct projects with medium to high complexity and moderate risk levels. These projects typically require more consultation and comprehensiveness in their decision-making than what the Executive Sponsor would typically provide alone.

A Project Board is composed of three key members:

* The Executive Sponsor (chair).
* Executive or manager representing the groups who will use the project outputs (“Senior User”).
* Executive or manager representing the groups who develop the project outputs (“Senior Supplier”).

Potential supporting or advisory roles attending the meetings are:

* Benefit Owner(s) in an advisory role.
* Project Lead as a presenter.

The Senior User and Senior Supplier advice and assist the Executive Sponsor in decision-making. However, the ultimate decision is made by the Executive Sponsor.

The Project Board may call other stakeholders or external specialists to advise the Board, as needed. The Senior User and Senior Supplier can be supported by various reference groups, e.g. a User Reference Group and Technical Reference Group, respectively, as needed.

The Project Board’s key focus is to:

* Direct the project from Pre-initiation to Closure.
  + Approve the Project Initiation Document (PID; focus on project objectives, scope & quality, assumptions, risks, time & cost, communications).
    - The Senior User and Senior Supplier endorse the PID for the Executive Sponsor’s approval.
  + Receive regular status reports.
  + Take or delegate action on risks or issues outside the PM’s control, and any other items escalated to the Board.
  + Approve the test or quality assurance results.
  + Approve the Post-Implementation Review (PIR) report. Action or delegate any resulting activities to improve future project or service delivery.
* Monitor project delivery against the planned benefits. Confirm benefits can be realised at the right time.

The Senior User represents the long-term use of the project outputs and therefore focuses on:

* Ensuring the business and functional requirements are defined adequately and are met by the project.
* The quality, usability and timeliness of the project deliverables.
* Business impact and transition from the project to operations. Ensure business change management is set up and executed successfully, including any process, documentation and skill changes required.

The Senior Supplier represents the parties who develop and deploy the project deliverables and focuses on:

* The feasibility of the business requirements, and availability of functional or technical requirements.
* Availability and quality of the supply teams and materials.
* Any potential delivery risks which may impact the time, cost or quality of the delivery.
* Quality assurance performed on the project deliverables, including documentation produced for the users.

Steering Committee

A Steering Committee is used with the most complex and risky projects. Often these projects require significant funding and time to deliver. Having a larger committee to oversee and direct the project provides robustness and caters for the key stakeholders’ views, ensuring they are an integral part of the decision-making in the project.

A Steering Committee is composed of up to seven members:

* Project Board (3 members, see above), and
* One to four other members who represent key stakeholders (including suppliers / contractors).

Potential supporting or advisory roles attending the meetings are:

* Benefit Owner(s) in an advisory role.
* Project Lead as a presenter.

The Steering Committee members advice and assist the Executive Sponsor in decision-making. However, the ultimate decision is made by the Executive Sponsor.

The Steering Committee may call other stakeholders or external specialists to advise the Committee, as needed.

The specific focus areas or key tasks for the Executive Sponsor, Senior User and Senior Suppler are presented in preceding sections. The other members of the Steering Committee provide advice and monitor the quality, as applicable, related to the areas they represent, and convey information back to their respective areas.

Project governance in a program

All projects have their own governance structure. When a project belongs to a program, the Program Board ensures that the outcomes of the projects contribute to program in full. The program also forms an escalation path to the projects in matters which impact the program and are outside of a project’s control.

In general, the program oversees the project, provides direction and confirms that the Project Business Case is met and the outcome benefit achieved. The project governance oversees the planning and execution of the project, the Project Initiation Document (PID) and other documentation and reports, and that output benefits are realised.

Roles and Responsibilities

Below is a brief reference to each role. For a full description, please refer to Appendix 1 – ‘ACU Project Roles’.

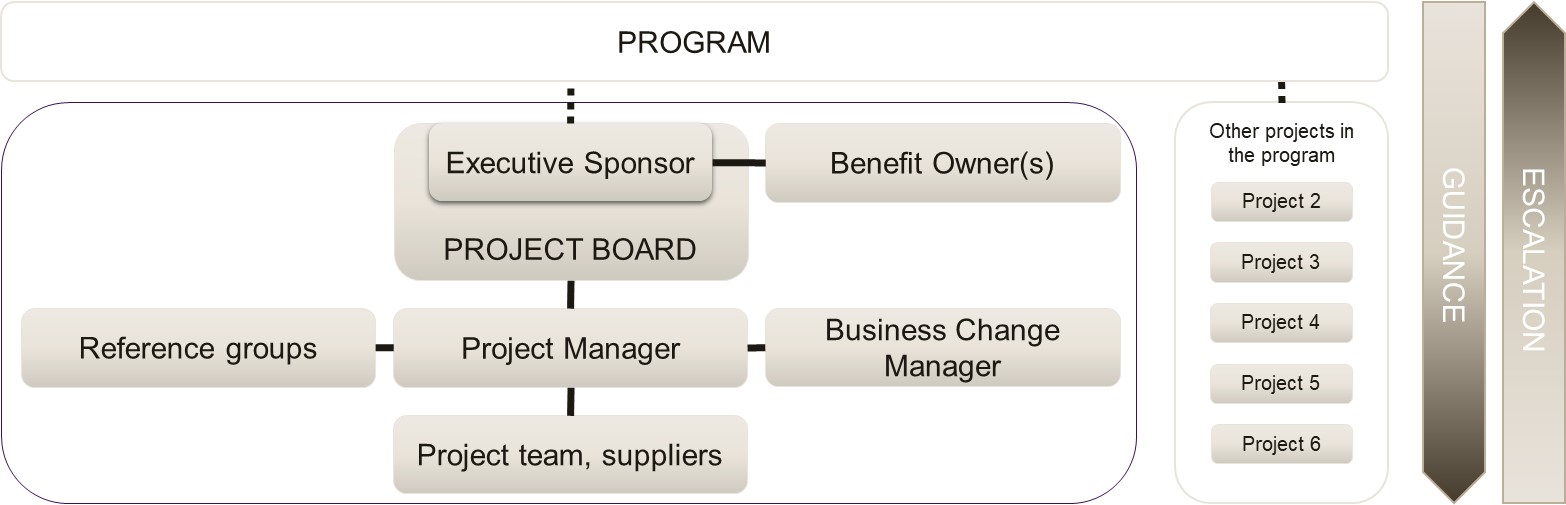
Below is a brief reference to key roles in projects and a hierarchical view to the relations between the roles. Additional roles can be included in projects to support the effective project management, as needed. For a full description, please refer to Appendix 1 – ‘ACU Project Roles’.

Project roles

* The **Executive Sponsor** is accountable for the project success and achievement of the outcome.
* The **Senior User** represents the groups who are the intended users of the project outputs.
* The **Senior Supplier** represents the groups who develop and implement the project outputs.
* A **Project Owner** is an optional role, most applicable for complex projects. They enable the Project Manager to succeed in the project delivery and quality of outputs.
* The **Project Lead /** **Project Manager** is responsible for the project planning and delivery.

Benefits management roles

* The **Benefit Owner** is responsible for the University achieving the intended benefits.
* A **Business Change Manager** develops and manages the “people change”.
* **SME’s and data providers** assist the Benefits Owner(s) and Project Manager.



Terms of Reference

Each project will need Terms of Reference for the governance group and to guide the project oversight.  
The Executive Sponsor should review them and – where needed – adapt them to suit their project.

The Terms of Reference can be changed to improve the oversight and governance, e.g. the meeting frequency, membership, or any other aspect. All changes are approved by the Project Board and submitted to the relevant Program Board for noting.

The suggested Terms of Reference are provided in Appendix 2 – Terms of Reference.

Appendix 1 – ACU Project Roles

The following roles are essential for effective governance, oversight and management of a project. Please note that the project complexity will determine which roles are applicable. The roles below are intended to apply in an incremental fashion, i.e. an increased complexity level will introduce additional roles to a project.

|  |  |
| --- | --- |
| **Executive sponsor** | |
| Overview | A senior role who is accountable for the success of the project outcome and owns the associated benefits. This role is integral in defining and realising benefits. The role is long-term, covering the time when the intended business change and resulting outcome are defined, implemented through project(s), and until the respective benefits have been achieved. The Executive Sponsor attends all Program Board or Project Board / Steering Committee meetings. |
| Key responsibilities | The Executive Sponsor’s key tasks in relation to project oversight and governance are:   * Champion the project to the stakeholders and in the University. * Develop and submit a Proposal for Business Change. * Develop or guide the development of a Project Business Case. * Direct the project from Pre-initiation to Closure.   + Approve the Project Initiation Document (PID; focus on project outputs, scope & quality, assumptions, risks, time & cost, communications).   + Receive regular status reports, action risks or issues outside the Project Manager’s control, and any other items raised by the Project Manager.   + Approve the test or quality assurance results.   + Approve the Post-Implementation Review (PIR) outcome. Action or delegate any resulting activities to improve future project or service delivery. * In simple projects, direct the Project Lead during the project planning and execution stages. * In medium and complex projects, chair the Project Board or Steering Committee. * In medium and complex projects, appoint the Benefit Owner(s). * Monitor project delivery against the planned benefits realisation. Confirm benefits can be realised at the right time. After the delivery of the project outputs, continue monitoring and adjust the use of the project outputs, as necessary, to maximise the value of the benefits. * Represent the project to audiences outside of the project. |
| Characteristics | The Executive Sponsor is the decision-maker in a project. Therefore, their organisational position needs to align with their accountability over the services being improved or developed.  In complex projects, the Executive Sponsor typically comes from the Senior Executive (level 2) or Executive (level 3), in medium projects a level down (levels 3/4), and in simple projects potentially another level down (levels 4/5). |
| **Senior user** | |
| Overview | The Senior User represents the groups who are the intended users of the project outputs. |
| Key responsibilities | * Ensure the business and user requirements are defined adequately and are met by the project; * The quality, usability and timeliness of the project deliverables meets the needs; * Oversee the business impact and transition from the project to operations. Ensure that business change management is set up and executed successfully, including any process, documentation and skill changes required. |
| Characteristics | The Senior User represents the future users of the solutions to be implemented. Therefore it’s advantageous that they have good visiblity and relationships across all stakeholder groups impacted. They don’t necessarily need to be senior but rather be valued and able to connect with the stakeholders and positively influence the contributions and uptake of the project outputs. |
| Please note | The program-level Business Change Manager may assume the Senior User role in projects, if agreed. |
| **Senior supplier** | |
| Overview | The Senior Supplier represents the groups who develop and implement the project outputs. |
| Key responsibilities | * Confirm the feasibility of the business and user requirements, and availability of functional or technical requirements. * Ensure the availability and quality of the supply teams. * Act on any potential delivery risks which may impact the time, cost or quality of the delivery. * Ensure that quality assurance is performed on the project deliverables, including documentation and training produced by the project. |
| Characteristics | The Senior Supplier represents the teams and suppliers which implement the solutions (outputs). It’s useful for them to have at least some domain knowledge so they can effectively oversee the requirements, delivery and quality reviews. Senior Suppliers also engage with the external suppliers and often lead the selection of them. |
| **Project owner** | |
| Overview | This role is accountable for the success of the project delivery and outputs. They typically define the project (Proposal for Business Change, Business Case) in liaison with the Executive Sponsor and potential SRO. |
| Key responsibilities | * Chair the project governance (Project Board or Steering Committee) on behalf of the Executive Sponsor, as delegated. * Endorse key documents in the project. * Ensure the Project Manager has the necessary resources (funds, staff, tools, time) required to successfully delivery the outputs. |
| Characteristics | The Project Owner often works for the Executive Sponsor and acts on their behalf at the daily level to ensure the project can succeed. They can be e.g. an Associate Director, Faculty Manager, National Manager, or similar.  Good negotiation skills are useful in helping the project to resolve any risks or issues and to navigate the project environment. |
| Please note | The Executive Sponsor and Project Owner are separate roles but can be carried out by the same person, especially in simple and medium projects. If they are separate, the Executive Sponsor role should be taken by the more senior person, e.g. an Executive Dean or COO.  Project Owner was earlier called Project Sponsor. |
| **Project manager (PM)** | |
| Overview | The goal of the PM is to enable the Executive Sponsor to fulfil the Project Business Case and realise the benefits. The PM implements the project outputs which the Executive Sponsor can use to achieve the desired long-term outcome.  The PM is responsible for the project planning and delivery. They work under the guidance of the Project Owner and supervision of the Program Manager (for the project delivery purposes), where applicable.  They also are responsible for keeping the stakeholders informed of the project progress and any potential challenges or risks. |
| Key responsibilities | * Plan, organise and guide the work at the daily level. * Control and monitor the project execution. * Direct the project team(s) in the development of the project outputs. * Engage with and inform the stakeholders of the project status regularly and as needed. |
| Characteristics | A good Project Manager engages well with the stakeholders, manages their expectations, and controls the project scope, resources and progress. They are well organised and highly methodical in their work. A PM’s time horizon can be several weeks ahead so that they can confirm the project keeps progressing smoothly. |

Benefits management roles

Roles related to benefits management are crucial to the realisation of benefits and therefore the delivery of tangible value to ACU. They enable staff to adopt the desired skills and behaviours which underpin the achievement of the goals set and value pursued.

|  |  |
| --- | --- |
| **Benefit owner** | |
| Overview | Benefit Owner is a senior role responsible for achieving the benefits. They oversee the work done to realise the benefits and ensure the tracking is done, as planned. They work closely with the Business Change Manager to ensure the business change activities successfully support the benefits.  When multiple Benefits Owners have been identified within a business change (e.g. each output has a different owner), they all can attend the Project Board / Steering Committee. Please note that each Benefit Owner can be responsible for multiple benefits but each benefit has only one nominated owner.  If desirable, the Executive Sponsor can also assume the Benefit Owner role. This would quite naturally be the case In simple projects. In complex projects, it’s advisable to have a dedicated Benefit Owner (or owners). |
| Key responsibilities | * Develops the Benefits Realisation Plan.   + In case of multiple Benefits Owners in a project, each develops the plan for their benefits, and one collates them all into a single master plan. * Oversees the baseline, interim and final measurements on each benefit they own. * Ensures the project status reporting reflects the current progress towards benefits realisation, as applicable. After the project closure, they report directly to the Executive Sponsor on the progress. |
| Characteristics | The Benefit Owner(s) often work for the Executive Sponsor. They typically are responsible for the services or processes being improved. This places them well to focus on the value delivered and givem them a good visibility to factors influencing the benefits realisation.  Benefit Owners typically are a level below in the organisational hierarchy than the Executive Sponsor (e.g. an Associate Director when the Executive Sponsor is a Director). |
| Please note | When multiple Benefits Owners have been identified within a project (e.g. each output has a different owner), they all can attend the Project Board / Steering Committee. Please note that each Benefit Owner can be responsible for multiple benefits but each benefit has only one nominated owner (a so called 1:N relationship).  If desirable, the Executive Sponsor can also take the Benefit Owner role.  A benefits recipient is a different role. They are the ones using the outputs and enjoying the outcome but have no responsibility for achieving the benefits. E.g. students having an improved appointment booking experience, or staff enjoying increased efficiencies in their work. |
| **Business change manager / specialist** | |
| Overview | A Business Change Manager or Specialist is a key role in ensuring success of a change. They develop and manage the “people change”. They communicate and arrange potential training to the impacted students, staff and partners about the changes to their processes and work practices, knowledge and skills and behaviour expected. This role is a key liaison to the other key stakeholders in ensuring the project outputs are adopted and used by students, staff or partners the desired way. This work enables the benefits to be realised. |
| Key responsibilities | Communicate and arrange potential training to the impacted students, staff and partners about the changes to their processes and work practices, knowledge and skills and behaviour expected. |
| Characteristics | A good Business Change Manager / Specialist combines multiple characteristics. They engage well with all types of stakeholders and are approachable. Their communication is clear and well adapted to the audience.  Complex projects should use a professional Business Change Manager to ensure the depth of their skillset. |
| **SME’s and data providers** | |
| Overview | Subject matter experts (SME) and data providers assist the Benefits Owner(s) in defining the benefits, measurements and data to be used, and perform the measurements or source current data, when required.  They can also help the Project Manager, reference groups, and other roles, as required. In this case, the PM usually schedules their time into the project activities. |

Appendix 2 – Terms of Reference

The following pages contain suggested Terms of Reference for projects. The Executive Sponsor should review them and – where needed – adapt them to suit the project.

The Terms of Reference can be changed to improve the group’s work, e.g. in regular meeting frequency, membership, or any other aspect. All changes are approved by the respective governing body for the project and noted at the Program Board of the program the project belongs to.

For example, a medium project which belongs to a program wants to expand its governance by adding two external stakeholders as permanent members of the Project Board (effectively making it a Steering Committee). This is approved by the Project Board, and the respective Program Board notes that the project has a broader than usual governance group overseeing it.

Suggested Terms of Reference for Project Boards and Steering Committees

The Project Board’s[[4]](#footnote-4) key focus is to direct the project through its lifecycle and successful delivery of the outputs so that the outcome and benefits can be realised and Project Business Case met.

The Project Board is also an escalation point for the Project Manager, providing support and guidance as required to ensure the project can successfully continue.

**Key functions**

* Direct the project through its lifecycle.
  + Approve the Project Initiation Document, (PID; focus on project outputs, scope & quality, assumptions, risks, time & cost, communications) and potential other plans, ensuring that the project is set up for success.
  + Receive regular status reports, action risks or issues outside the PM’s control, and any other items raised by the PM.
  + Approve the test or quality assurance reports.
  + Ensure the project outputs are handed over to the operating teams and support.
  + Note the Executive Sponsor or Product Owner / Process Owner / Service Owner’s acceptance of deliverables.
  + Approve the Post-Implementation Review Report (PIR). Action or delegate any resulting activities to improve future project or service delivery.
* Monitor project delivery against the approved plans.
  + Ensure that risks, issues, dependencies and constraints are effectively managed. Facilitate the resolution of any challenges.
  + Ensure that the required resources and stakeholders are committed and available.
  + Approve the project through predefined gates based on its status, ongoing health and viability
* Approve any changes to the project and re-baselining the project accordingly.
  + If a project is independent of any programs, any changes to the Project Business Case are approved by the Executive Sponsor as supported by the Project Board.
  + If a project belongs to a Program, any changes impacting the Project Business Case are first endorsed by the respective Program Board prior to the Executive Sponsor approving the changes. The changes are also incorporated to the program-level plans and timelines.
* Monitor project delivery against the planned benefits. Confirm that the benefits can be realised as planned.
* Ensure that business change is managed appropriately and prepares the impacted students, staff and potential external parties to effectively adopt the project outputs.
* Escalate any deviations, risks, issues and other matters which are beyond the Project Board’s control or delegation to the Program Board.
  + If the project is managed outside any programs, escalate according to the delegations of authority.
* Approve the completion of predefined project gates based on the project’s status, ongoing health and viability.

**Inputs**

* Advice, guidance or direction provided by the Program Board, consultants, reference groups or other parties relevant to the project.
* The initial Project Business Case for reference, and any subsequent revisions for endorsement.
* The PID and potential other plans for approval.
* Project status reports (PSR) and any additional ad-hoc updates requested by the Project Board.
* Escalated risks and issues or other items outside of the Project Manager’s control.
* Project change requests
* Requests for ad hoc advice and guidance from the Project Manager or any of the stakeholders.

**Outputs**

* Approval of the PID, potential other plans, and any reports, as required.
* Approval of the PIR.
* Noting of the Project Status Reports (PSR).
* Resolution of guidance to issues escalated by the Project Manager.
* Guidance and direction to the Project Manager on other matters as required.
* Ongoing oversight and confirmation of the ongoing viability of the project.
* Escalated concerns to the Program Board or according to the delegations of authority.
* Meeting minutes (containing actions, decisions and approvals, and guidance and directions given).

**Quorum**

* For a Project Board: The Executive Sponsor and one (1) or more of other members attend.
* For a Steering Committee: The Executive Sponsor and three (3) or more members attend. At least 51% of the full membership in attendance is required[[5]](#footnote-5).
* A member can nominate a proxy to attend on their behalf. The ACU delegations of authority of the member will not transfer to the proxyholder for the purposes of decision-making in the meeting.

**Frequency and duration**

* Meets as needed (by exception). Can be requested from the Executive Sponsor by any stakeholder. A meeting is called by the Executive Sponsor or as delegated.
* A meeting can be called to discuss or resolve a single concern, if required and appropriate.
* The invitation is extended to all members of the Project Board.

**Standing agenda**

* Confirm the meeting agenda.
* Confirm the previous minutes, discussion or actions arising, review the open action items.
* Current status of the project delivery, future forecast for the project.
  + Delivery of outputs, schedule, financial position, risks & issues, upcoming milestones and estimates.
* Current status of enabling the benefits realisation.
  + Progress of the output benefits, enabling the outcome benefit(s) to be realised.
* Business readiness (business change management).
* Other business.

Additional standing agenda items can be added to the meetings, as applicable.

**Distribution of agenda and papers**

* The agenda and papers are emailed to the members no later than three (3) business days prior to the meeting. Alternatively, they can be published online and a link sent by email.

**Minutes, actions, decisions and approvals**

* The draft minutes and any other resulting documentation is produced within three (3) business days and either emailed to the members or published online (with a link emailed). They will be confirmed (ratified) in the next Project Board meeting or out-of-session (if required).
* Confirmed minutes will serve as a record of a decision or approval. Physical signatures in documents are not required, unless requested for university governance, regulatory or other similar reasons.

**Reporting and communication**

* The regular project status reports are made available to all Project Board members online when published. Any additional updates are provided as per the projects’ Communications Plan or as requested.
* Any other material is hosted in the project folder and available to the Project Board members for the parts needed for the effective oversight and governance of the project.
  + Working documents and other material related to the development of the outputs are available to the project team for their work. They can be made available to the Project Board, if required.
* Project Board meeting materials are hosted in the project folder and available from there.

**Secretariat:**

* The meeting agenda and minutes are produced and distributed by the Executive Sponsor or as delegated.

1. Prince2 (Projects in Controlled Environments, v2) was initially developed for the UK Government. It is owned and maintained by Axelos. [↑](#footnote-ref-1)
2. Outcome, Outputs, Objectives (O3). The model focuses on the long-term change and what is needed to enable that change. [↑](#footnote-ref-2)
3. MSP (Managing Successful Programmes) was initially developed for the UK Government. It is owned and maintained by Axelos. [↑](#footnote-ref-3)
4. The term ‘Project Board’ is used interchangeably to mean either a Project Board or a Steering Committee. [↑](#footnote-ref-4)
5. E.g. if a Steering Committee has 6 members, the attendance of 4 or more is required for the quorum. [↑](#footnote-ref-5)