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1. **Introduction**

Each agency should establish an ICT Steering Committee and determine an effective framework or Terms of Reference for its operation that is relevant to the agency. The Terms of Reference should describe the role and responsibilities of the Committee, the membership and meeting structure that suits the needs of the agency. The ICT Steering Committee plays one of the key ICT governance roles within the agency and should be given appropriate status within the corporate planning and management environment.

The following sections outline some examples of the structure and contents of the Terms of Reference for an ICT Steering Committee. Agencies should use this as a starting point and customise the elements to suit their own requirements.
2. Role of the ICT Steering Committee

The primary role of an agency ICT Steering Committee is to:

- Develop corporate level ICT strategies and plans that ensure the cost effective application and management of ICT systems and resources throughout the agency;
- Review current and future technologies to identify opportunities to increase the efficiency of ICT resources;
- Monitor and evaluate ICT projects and achievements against the ICT Strategic Plan;
- Provide advice and recommendations to the CEO and Executive Management Team on significant ICT issues.
3. Responsibilities

The ICT Steering Committee is responsible for:

- Ensuring that ICT strategies are aligned with wider government directions and policy priorities (such as social justice, regional development, public safety, etc), as well as the agency's strategic and corporate objectives, Service Delivery Plans and Results and Services Plan (RSP), budget funding and Asset Strategy.
- Improving the quality, management and value of information, business systems and information and communication technology.
- Prioritising strategies and projects as High Medium and Low, in consultation with the Executive Management Team and responsible Business Unit Managers, so as to provide a true indication of the areas that need to be addressed first.
- Ensuring strategies and projects are realistic and achievable during the life of the ICT Strategic Plan.
- Developing the ICT Strategic Plan for approval by the Chief Information Officer and Executive Management Team.
- Taking action to ensure that the ICT Strategic Plan is delivered within the agreed budget and timeframe.
- Ensuring that the agency adopts a structured project management methodology that is used for all ICT initiatives and projects. There should also be a standard process adopted which guides Project Managers through the process of customising the methodology to suit individual projects.
- Ensuring that all ICT strategies and projects have a responsible Business Unit Manager fulfilling the role of Project Sponsor.
- Considering new projects that emerge outside the ICT Strategic Planning cycle and investigate the impact of their implementation on other projects, priorities, budget etc. in the ICT Strategic Plan.
- Reviewing and approving major Information Management and Information Technology policies, procedures and standards for use by the agency, including the ICT and ICT project governance frameworks.
- Ensuring that the information architecture, systems architecture and technology platforms proposed in new projects are consistent with the strategic architecture and plans of the agency.
- Establishing the priority of projects, and resolving competing demands for resources and funds.
- Monitoring and reporting on the implementation of ICT projects against approved project plans, with particular emphasis on quality, risk management, benefits realisation and change management.
- Ensuring that every project proposal and implementation plan achieves appropriate levels of user and stakeholder consultation and satisfaction.
- Assessing the quality and value of business cases prepared for new ICT project proposals. Provide advice and recommendations to the agency CEO and Executive Management Team on the merits of new project proposals.
ICT Steering Committee Information Sheet

- Reviewing and approving the detailed ICT project implementation plans and project management documents such as risk management, change management, benefits realisation register, benefits management plan, information security.
- Assisting the ICT Division/Branch Manager to achieve his/her position objectives.
- Providing the agency CEO and Executive Management Team with regular progress reports on the implementation of the ICT Strategic Plan initiatives and projects, as well as advising on current ICT issues and developments.
4. Membership of the ICT Steering Committee

The membership of the ICT Steering Committee should be determined by individual agencies and take account of the size and scale of the agency. For some small to medium sized agencies, it is appropriate that the CEO fill the role of Chair of the ICT Steering Committee. In other larger agencies, the CEO may delegate the Chair of the ICT Steering Committee to the Deputy CEO or CIO. The position of Chair of the ICT Steering Committee should be a member of the Executive Management Team and ideally represent a business or operational area.

The other members of the ICT Steering Committee should represent a cross-section of functional areas of the agency, with the number of members determined by the CEO as appropriate for each agency. As a guide, a small agency should have as a minimum the CEO as Chair, the head of corporate services and / or the agency CIO, the ICT Divisional manager, and senior managers representing the key business functions of the agency.

The Chair of the ICT Steering Committee may invite other people to attend meetings as required.

This section of the ICT Strategic Plan should list the positions and current position holders that are permanent and occasional members of the ICT Steering Committee.
5. Meetings

The frequency of meetings of the ICT steering Committee should be determined by each agency given the scale of its operations and the stability of its ICT environment. As a minimum, it is suggested that the ICT Steering Committee meet at least quarterly. This may be varied to suit each agency's requirements.

Generally the ICT Divisional Manager will be given responsibility to provide secretariat services to the ICT Steering Committee.

This section of the ICT Strategic Plan should document the mechanical arrangements for the ICT Steering Committee meetings, such as:

- Meeting frequency;
- The position or member who acts as the meeting secretary;
- When the agenda and meeting papers will be circulated to members;
- Who has authority to call ICT Steering Committee meetings;
- Who will record the minutes and when these will be circulated to members.
6. Communication & Reporting

The ICT Steering Committee should report directly to the CEO and/or the Executive Management Team;

The ICT Steering Committee should provide advice to the CEO on significant ICT developments and issues regularly (to be specified) and as requested;

A regular (to be specified) report of major issues and developments should be prepared by the ICT Steering Committee and submitted to the Executive Management Team;

The ICT Steering Committee should submit and present proposed ICT strategies and business cases (funding submissions) for all new ICT project proposals to the CEO and Executive Management Team for approval.