

---

**CITY OF XYZ:**

**DIVISION ABC**

**INFORMATION AND COMMUNICATIONS  
TECHNOLOGY (ICT)**

**STEERING COMMITTEE CHARTER**

---

**Dated 19 August 2015**

<b>Customer:</b>	FPM
<b>Process:</b>	SteerCo
<b>Author:</b>	Internal
<b>Revision:</b>	Draft
<b>Date:</b>	2014/11/07
<b>Priority:</b>	High
<b>Date Required:</b>	2014/11/18

**Table of Approval/Acceptance**

<b>Responsibility</b>	<b>Designation</b>	<b>Name</b>	<b>Signature</b>	<b>Date</b>
Author				
Author				
Contributor				
Supervisor				
Document approved				
Document approved				

## Revision History

Revision	Approved	Approval Date	Description
Draft D1			For Review with Process Owners

## Document Information

Filename	
Date Created	
Date Updated	

## Introduction

In the light of several changes and developments in the City of XYZ DIVISION ABC, there is a need to clarify its strategic position on information technology and information management. In many cases, this is not up to date, and clarification is required. In terms of Principle 4.16 of King III the Board should ensure that IT is aligned with business objectives and sustainability. To this end IT Governance should focus on four key areas, namely,

- Strategic alignment with the business and collaborative solutions, including the focus on sustainability and the implementation of green IT principles.
- Value delivery: concentrating on optimizing expenditure and proving the value of IT.
- Risk management: addressing the safeguarding of IT assets, disaster recovery and continuity of operations.
- Resource management: optimizing knowledge and IT infrastructure.

To coordinate with this new “holistic” approach to the formulation of strategy and the management of ICT, a hierarchical structure of IT management forums will be established. In order for the Board to manage IT governance the Board has established an ICT Steering Committee to specify the decision rights and accountability framework to encourage the desirable culture in the use of IT.

## Mandate of the ICT Steering Committee

This forum constitutes the highest level of ICT management, and has the final say about managing information as a strategic resource in the City of XYZ DIVISION ABC. As such this forum directs the organisation’s Information Management requirements and solutions by approving not only the ICT system priorities reflected in the Master Systems Plan (MSP), but also govern the required funds to realise the MSP as part of the strategic planning process.

## Role of the ICT Steering Committee

The primary role of the 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 organisation;
- 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 Master Systems Plan and in accordance with the ICT Strategic Plan;
- Provide advice and recommendations to the City of XYZ DIVISION ABC Executive Management Team on significant ICT issues;
- Ensure that ICT solutions and the management thereof adhere to international best practice and standards as appropriate to the City of XYZ DIVISION ABC.
  - As such, best practice and standards considered for the functioning of the City of XYZ DIVISION ABC ICT Steering Committee are as follows:
    - Control Objective for Information Technology (COBIT)
    - Information Technology Infrastructure Library (ITIL)

- ISO/IEC 17799:2000 – Information Technology – Code of Practice for Information Security Management
- The Open Group Architecture Framework (TOGAF)

## Responsibilities

The ICT Steering Committee is responsible for:

- Ensuring that ICT strategies are aligned with wider organisational directions and policy priorities (such as operational efficiencies and innovation, etc.), as well as the organisation's strategic and corporate objectives.
- Improving the quality, management and value of information, business systems and information and communication technology.
- Developing an ICT Strategic Plan and Master Systems Plan (MSP) for approval by the City of XYZ DIVISION ABC Executive Management Team. This plan will typically contain: A set of longer-range goals that document movement towards the information vision, functional solutions, an appropriate technology architecture and the associated major initiatives that must be undertaken to achieve these goals. As such the MSP is a statement of the major initiatives, not yet defined precisely enough to be projects that the City of XYZ DIVISION ABC ICT department and user-managers must accomplish over some time period to move the organisation towards the information vision and strategic plan, as derived from the core business plans. The MSP thus outline the results desired for a specific time, as well as the major initiatives necessary.
- Translating initiatives defined in the MSP into a set of more defined ICT projects with precise expected results, due dates, priorities and responsibilities – Long-term Operational ICT plan and Short-term Operational ICT plans. The Operational IS Plans will therefore be defined as follows: A precise set of projects that will be executed by the ICT department in collaboration with user-managers in response to the MSP.
- Prioritising strategies, initiatives 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 that strategies and projects are realistic and achievable during the life of the ICT MSP, i.e. taking action to ensure that the MSP is delivered within the agreed budget and timeframe as presented in the ICT Strategic Plan.
- Ensuring that the organisation 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 organisation, 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 organisation. The Architecture Development Method (ADM) of TOGAF, is therefore recommended as the ICT strategic planning framework to be adopted by the City of XYZ DIVISION ABC in formulating their ICT strategy. The ADM is a generic, reliable, and proven method for developing an ICT strategy that meets the needs of business based on best practice and holistic through life principles.
- 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 City of XYZ DIVISION ABC Executive Management Team on the merits of new project proposals.
- Reviewing and approving the detailed ICT project implementation plans and project management documents such as risk management, change management, benefits management plan, information security.
- Providing the City of XYZ DIVISION ABC 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.
- Ensure that ICT related Governance and Control recognises COBIT whilst ITIL is recognised for IT Service Management best practice.

**Note:** For the duration of the development of the Trading System external consultants and contractors will be allowed to supply guidance and direction with regards to the above mentioned responsibilities, as applicable to the development of the City of XYZ DIVISION ABC's Trading System, Master Systems Plan and Concept of Operations.

## **Membership of the City of XYZ DIVISION ABC ICT Steering Committee**

### **DIVISION ABC:**

- Chairperson: Mr XXX (CEO)
- Mr AAA (CFO)
- Mr ZZZ (CIO)
- Ms BBB (Chief Technical Officer / ICT Systems Manager)
- Other Participants as pertinent to ICT management.

**Note:** Other participants / functional area experts (If there are ICT and Related Projects – this will be the primary contractors and sub-contractors CEO's and Project lead(s) /PM as applicable) as might be invited to attend from time to time. Such attendees will be purely advisory in their participation.

## **Meetings**

Meetings will be held 3 monthly with ad-hoc meetings as approved by the Chairperson.

For the duration of the development of the XYZ Trading System (Core Project), as an interim measure, minutes of the meeting will be taken with the assistance of the solution provider and distributed to all members within five working days of the meeting being held. The Secretary will draft an action log evidencing the item to be auctioned, the person responsible and the deadline.

## **Communication and Reporting**

The ICT Steering Committee should report directly to the City of XYZ DIVISION ABC Executive Management Team.

The ICT Steering Committee should regularly provide advice to the City of XYZ DIVISION ABC Executive Management Team on significant ICT developments and issues, or as requested.

A regular report of major issues and developments should be prepared by the ICT Steering Committee and submitted to the Executive Management Team and as such:

- The ICT Steering Committee should submit and present proposed ICT strategies and business cases (funding submissions) for all new ICT project proposals to the City of XYZ DIVISION ABC Executive Management Team for approval.
- All matters related to strategic alignment between ICT and “the business” must be reported to the Executive Management Team in timeous and appropriate manner.

## **Review of the Terms of Reference**

These Terms of Reference must be formally reviewed by the Committee on an annual basis or as and when required with all proposed changes being subject to ratification by the City of XYZ DIVISION ABC Executive Management Team.

## **APPROVAL / RATIFICATION OF CHARTER**

Approved By:

(.....)  
APPOINTMENT:

Dated: .....

Ratified by:

(.....)  
APPOINTMENT:

Dated: .....