



Project Steering Committee (PSC)

Terms of Reference

1. Purpose

The Project Steering Committee (PSC) provides strategic oversight and guidance to ensure that the Research Project is delivered in line with the objectives, scope, and deliverables agreed under the FWPA Research Agreement. The PSC ensures accountability to stakeholders, endorses milestone reports, and advises on project risks, scope, and emerging issues.

2. Accountability and Authority

The PSC has accountability and authority to:

- Review and endorse project Milestone Reports prior to submission to FWPA.
- Recommend adjustments to project scope, timelines, or budget subject to FWPA approval.
- Provide strategic direction to the Researcher and project team.
- Escalate recommendations on project continuation, modification, or termination to FWPA and relevant industry stakeholders.

The PSC does not have authority over the day-to-day management of the project, which remains the responsibility of the Researcher and project team.

2.1. Responsibilities

The PSC will:

- Ensure the project scope remains aligned with the Research Agreement and stakeholder needs.
- Review project progress against agreed outputs as defined in the Milestone Payment Summary (Table D) of the Research Agreement.
- Monitor risks and address issues with significant implications for delivery or outcomes.
- Review and provide preliminary approval for proposed budget variations before submission to FWPA.
- Support resolution of disputes or differences in approach among project stakeholders.

- Provide advice and recommendations on the project's future direction to FWPA and the relevant industry sector(s).

3. Membership

As defined under Clause 6.1 of the FWPA Research Agreement

The PSC will comprise of:

- Chair: an industry member, independent of the research team.
- Certifying parties: all organisations that provided certifications in the project proposal will be offered membership of the PSC.
- Other industry members as authorised by FWPA
- FWPA representative(s).

The Chair is to be nominated and endorsed by PSC members at the first meeting of the project. Additional participants, such as interested industry members, project staff or administrative support, may attend meetings to provide information or take minutes but are not formal members.

3.1. Expectations of PSC Members

PSC members do not manage day-to-day project activities but provide oversight, support, and strategic guidance. Members are expected to:

- Understand the strategic significance and intended outcomes of the project.
- Represent the interests of their stakeholder groups while considering the broader industry perspective.
- Demonstrate genuine interest and active engagement in achieving project outcomes.
- Act as advocates for the project and its outputs.
- Actively consider and contribute to discussions about how the project outputs will be adopted by industry.
- Maintain a broad understanding of project management principles and the approach being applied.

The primary responsibility of each member is to support the successful delivery of the project, with secondary consideration given to their own organisational interests. Members should avoid adopting a narrow perspective based solely on their area of expertise.

4. Meetings

The Chair leads PSC meetings, endorses agendas, facilitates discussion, and ensures actions are tracked. If the Chair is absent, members will appoint an Acting Chair, who is responsible for promptly informing the Chair of any salient points or outcomes of the meeting.

The PSC will meet at least twice annually, timed with completion of each milestone and submission of Milestone Reports, with at least one meeting each year dedicated to overall project review. Meetings may be held in person or via agreed technologies. Meetings will be scheduled and booked at least 4 weeks in advance to facilitate participation by all members.

Agendas and meeting papers will be circulated at least five business days in advance, and members may propose additional items. Minutes will record key decisions and actions, be circulated within ten business days, and confirmed at the next meeting. Members unable to attend may nominate a proxy, who will hold the same responsibilities and voting rights. A quorum requires at least fifty percent of members, including the Chair (or Acting Chair) and one FWPA representative. Without a quorum, discussions may proceed but formal decisions must be deferred.

Decisions will be made by reaching general agreement by members, but a vote may be called if agreement is not gained. In these cases, details of the discussion and points of disagreement will be captured in meeting minutes.

5. Reporting

Milestone Reports will be reviewed and endorsed by the PSC and subsequently approved by the Chair. In addition, an authorised officer from organisations providing in-kind contributions must certify that the amount listed as in-kind contribution in Table 1 of the Milestone Report has been fully expended to the project.

Endorsed Milestone Reports will be submitted by the Researcher to FWPA by the agreed delivery dates as defined in the Milestone Payment Summary (Table D) of the project's Research Agreement. Recommendations from the PSC will be documented in the Milestone Report and, where appropriate, communicated formally to FWPA and relevant industry stakeholders.

6. Review of Terms of Reference

These Terms of Reference will be reviewed by FWPA on feedback from a PSC and may be amended by FWPA to ensure they remain fit for purpose.