1. The purpose of Council champions is to:
   1.1. ensure at least one Council member is sufficiently informed to provide
        assurance to Council that projects (and, if the need arises, other areas requiring
        oversight at Council level) are progressing satisfactorily in line with agreed
        strategic objectives enabling all Council members to carry out their
        responsibilities effectively; and
   1.2. provide constructive support to project sponsors, directors and managers.

2. The role of Council champion should be limited to strategic aspects of projects and
   should not incorporate direct involvement in operational management. Council
   champions are not to direct actions, decisions or recommendations and their
   involvement should not affect the Executive’s responsibility to lead and deliver
   projects.

3. Project sponsors, directors and managers should engage with Council champions to
   ensure they can bring their individual expertise to the role.

4. Council champions have a duty to avoid any actual or perceived conflict of interest
   that may arise from performing this role; to address in an appropriate and timely
   manner any conflict of interest that arises; and to avoid exerting or being perceived to
   exert any undue influence.

5. Council members who serve as champions for projects related to committees which
   they chair or on which they sit must take care to manage effectively their distinct roles
   as Council members, Council champions and committee chairs/members.

6. Project sponsors will be responsible for ensuring ongoing communication and
   maintaining good working relationships between project teams and Council
   champions and for providing timely feedback to champions regarding the
   effectiveness of their engagement with the project team.

7. Council champions will:
   7.1 maintain oversight of progress against project milestones and delivery of
       outcomes against agreed success measures, ensuring the project continues to
       achieve its strategic objectives;
   7.2 provide assurance to Council (in the course of discussion on a project) that the
       project is being delivered and ensure Council is made aware of and addresses
       any concerns regarding delivery;
   7.3 provide advice to project sponsors, directors and managers to ensure areas of
       strategic concern are presented appropriately and handled suitably during
       Council discussions, particularly those held in public;
   7.4 provide constructive challenge on key strategic issues and raise any concerns
       about the project’s strategic direction or progress with the project sponsor or
       director; and
7.5 provide support when requested in areas such as (but not limited to) acting as a sounding board in developing policy and stakeholder engagement; providing specialist input; and advising how to overcome specific obstacles.

8. The appraisal of Council members will incorporate:
8.1 an evaluation of their work as a Council champion (where appropriate), including:
   8.1.1 an assessment of the balance of work undertaken as a champion and their other governance roles;
   8.1.2 self-assessment regarding the adequacy and appropriateness of their involvement in a specific project/work area; and
   8.1.3 feedback from the Chief Executive and Registrar on behalf of the project team;
8.2 an assessment of involvement in all projects to ensure they are not relying excessively on Council champions’ closer involvement in specific projects; and
8.3 confirmation they do not have any concerns about the extent to which individual champions are involved in certain projects at the expense of other Council members which could inhibit effective discussion or lead to inappropriate lobbying.

Date agreed by Council: 26 July 2017