

LISTEN SHAPE COLLABORATE DELIVER

Steering Group Terms of Reference

Steering Group: Terms of Reference

Part of the PiC Steering Group Toolkit

Version 1.0

Terms of Reference

The Terms of Reference for a Steering Group are important, but they don't have to be complex

The table here shows the basic components of a good Terms of Reference and should be adapted to meet the exact needs of your Steering Group

Once completed in draft, the Terms of Reference should be reviewed and approved by the Steering Group itself

Purpose	To help the Sponsor successful deliver the agreed outcomes and benefits	
Members	Sponsor	Business Lead
	Programme Manager	Programme Build Leader
	Commercial Lead	Business Readiness Leader
	Programme Delivery Lead	Tranche 1 Delivery Leader
	Supplier Engagement Lead	Development and Test Leader
	Portfolio Governance Lead	<i>Authorised deputies to attend if necessary</i>
Standing agenda	<ol style="list-style-type: none"> 1. Review of previous actions 2. Review and approval of decisions made outside of this Steering Group 3. Review of programme status, variances to plan, risks, issues and dependencies 4. Review and approve recommendations 5. Review and address barriers to success 	
Responsibilities	<ul style="list-style-type: none"> • Accountability for delivering the programme outcomes and business case • Ownership of the programme delivery strategy, direction and approach • Responsible for all changes to business policies and decisions needed • Approval of the budget and use of contingencies under authority from the Board • Providing delegated authority to the Programme Delivery Group for day-to-day decisions 	
Frequency	Normally fortnightly, but varies to meet the needs of the programme	
Quorum	A minimum of 5 members, including the sponsor and programme manager	
Responsibilities	<ul style="list-style-type: none"> • Holistic programme-wide review to understand overall status • Understand the fit of the programme in the wider portfolio and priorities • Make decisions that enable the programme to safely deliver the outcomes and benefits 	
Inputs	<ol style="list-style-type: none"> 1. Fortnightly status report and programme dashboard 2. Cost and Benefit status report from Finance 3. Monthly status report from the Change Board 	
Outputs	<ul style="list-style-type: none"> • Minutes and actions issues within 24 hours • Escalations to the Change Board • Input to the Board Quarterly Review Board 	

PARTNERS
IN CHANGE

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