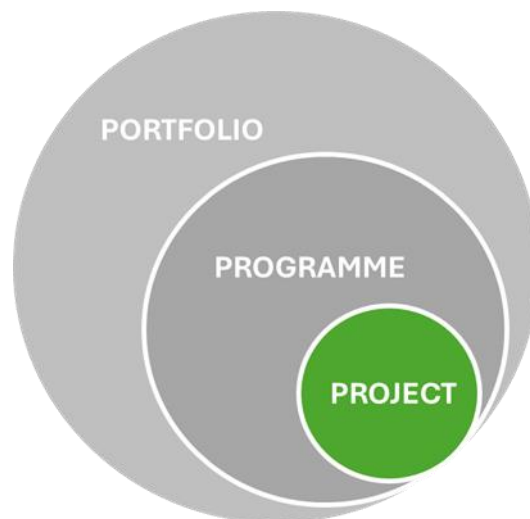




[Project Name]

Project Steering Group Terms of Reference



Guidance for Terms of Reference Authors

The blue text in this template is to provide guidance to those completing the Project's Steering Group (PSG) Terms of Reference (TOR). Please ensure that it is deleted as the template is completed.

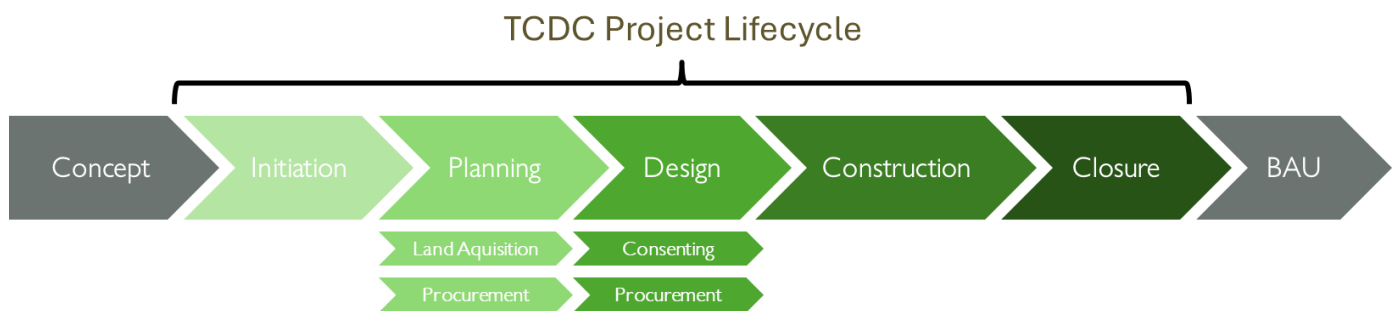
Steering Group TOR Purpose

The purpose of the Project Steering Group Terms of Reference is to:

- Establish the purpose, scope and responsibility of the Steering Group
- Provide clear and specific information on how the Steering Group is organised, who the members are, what the responsibilities and accountabilities of each member.

Project Steering Group TOR Context

The Project's Steering Group is established early in the Initiate phase of the project. However, it may be appropriate for a Steering Group to be established earlier to guide the development of the Project Request Form (PRF) or Business Case (BC).



The Project Steering Group (PSG) provides guidance and support to the Senior Responsible Owner (SRO) to ensure business objectives are being adequately addressed.

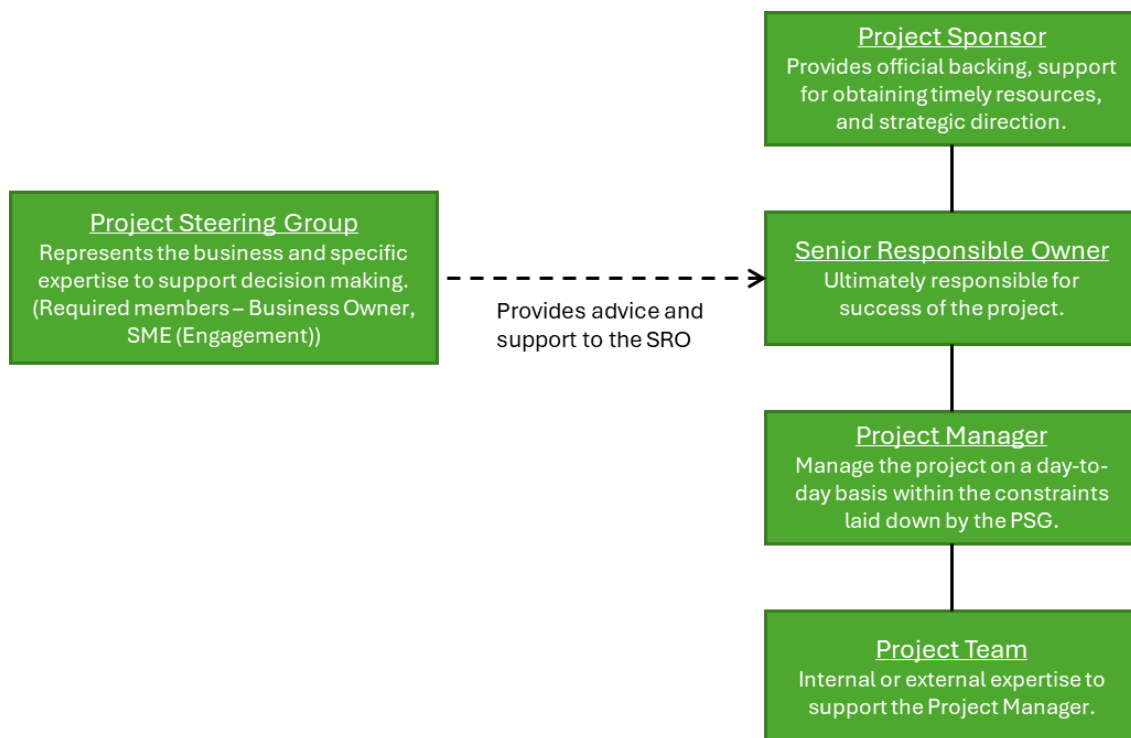
The SRO provides guidance and support to the Project Manager, utilising the PSG as the primary mechanism to support this.

Project Steering Group Types

The Steering Group type for your project will depend on the level of complexity of your project. Too much governance and the project team will become bogged down with unnecessary bureaucracy and paperwork. Too little governance means inadequate control, which leads to confusion and waste at best, or project failure at worst.

Type	Sponsor	SRO	Business Owner	Project Manager	Notes
Line Governance		✓	✓		The Activity Manager can be the SRO as well as BO. Their staff project manages the project.
Simplified Governance		✓	✓	✓	The SRO leads governance with Business Owner support.
Full Governance	Optional	✓	✓	✓	Significant project with active Sponsor input.

Steering Group Structure and Membership



Steering Group Membership

Refer to Project Roles and Responsibilities Guidance. Please amend the table below as necessary.

Governance Role	Steering Group Responsibility	Name	Organizational Title	Organization (if non-TCDC)
Senior Responsible Owner	Chair / Team Leader	[name]	[name]	[name]
Sponsor	Ultimate Decision Maker (optional)	[name]	[name]	[name]
Business Owner	Team Member (required)	[name]	[name]	[name]
Expert Advisors (SMEs)	Team Member (as needed)	[name]	[name]	[name]
Secretary	Support	[name]	[name]	[name]
Project Manager	Ex-Officio*	[name]	[name]	[name]

* While the Project Manager is not a Steering Group member, he/she attends the meetings to speak to their reports, seek advice or direction, and answer any questions raised.

Attendees may be invited to Steering Group meetings and, depending on relevance, may attend a whole meeting or part of it. The agenda will be constructed to minimise impact on attendees.

Accountability and authority

The SRO is accountable for the overall success of the project.

Steering Group members are responsible for the provision of good, objective advice, enabling the SRO to make informed decisions.

The Project Manager is responsible for all project decisions within the agreed baselines and his or her delegated authority.

Decisions or actions which may cause the project to exceed its authority levels must be escalated to the SRO and Steering Group for discussion, endorsement and approval (or otherwise).

Responsibilities of the Steering Group

Collectively, the Steering Group has the following responsibilities:

Management Area	Steering Group Responsibility
Objective and Outputs	Ensuring that the identified objective and outputs remain relevant to TCDC's Strategic direction. Ensuring adequate measures are established to monitor how and when project objective and outputs will be delivered.
Project Brief	Ensuring the Project Brief remains viable throughout the life of the project and that it represents best value for money for TCDC.
Change Control	Providing feedback and guidance on proposed changes to the scope, timing or budget of the project, including any impact on outputs.
Dependencies	Supporting the Project Manager in the identification, review and management of dependencies.
Escalation	Providing advice to the SRO and Project Manager on escalated risks or issues.
Issues	Assisting with identifying resolutions for issues, where possible. Advising on appropriate actions to manage issues in a timely and effective manner. Taking ownership within their areas of control for actions resulting from escalated issues. Advising the SRO and Project Manager on issues that should be escalated.
Risks	Ensuring risks are managed in accordance with the TCDC Risk management system. Ensuring all 'High' and 'Extreme' rated risks are escalated and communicated immediately. The Steering Group is responsible for ensuring detailed inquiry and analysis of risks occurs. Ensuring that any risks related to Health and Safety are identified and managed. Ensuring adequate mitigation and contingency plans are in place to manage risks. Taking ownership within their areas of control for actions resulting from escalated risks.
Project Delivery	Monitoring delivery of the project to agreed baselines.

Expected behaviours

Steering Group members provide project leadership and need to demonstrate behaviours that reflect this position. This includes:

- Demonstrating TCDC values
- Acting collaboratively
- Remembering that they are there to oversee the successful delivery of the project outputs
- Asking questions to ensure that they understand the implications for the project and TCDC
- Sharing their skills, experience and knowledge
- Reading the papers and attend meetings regularly
- Focusing their structured thought processes to fulfil a specified role, which may or may not reflect their substantive organisational role
- Actively listening to different perspectives from other PSG members.

Meeting protocol

Secretariat

The Secretariat is [name] and will provide administrative support for the Project's Steering Group meetings, including inviting attendees, conferencing facilities, agendas, papers and minute-taking.

Regular meetings

Project Steering Group meetings will be held [xxx] week of each month, at a location convenient to all parties.

Regular meetings may be adjusted by the Chair from time to time to meet the needs of the project.

The Secretariat will give notice of each regular meeting to each attendee at least five working days in advance.

Urgent meetings

Meetings may be called by the Chair if urgent decisions are required. As much notice will be given as is possible and invitees are expected to make every effort to attend. In exceptional circumstances (at the Chair's discretion), papers may be distributed, and feedback made to the Chair out-of-session.

Agenda

All Steering Group agenda items must be forwarded to the Project Steering Group secretary by Close of Business (C.O.B.) [xxx] working days prior to the next scheduled meeting.

The Project Steering Group agenda, with attached meeting papers will be distributed at least [xxx] working days prior to the next scheduled meeting.

Minutes & Meeting Papers

The minutes of each Project Steering Group meeting will be recorded and distributed by the secretary.

The minutes, including attachments, shall be provided to all Project Steering Group members no later than [xxx] working days following each meeting.

Apologies

Should a member of the team be unable to attend a meeting, they must inform the Project Steering Group secretary and/or SRO as soon as possible prior to the meeting.

Members shall, where practicable, nominate a substitute to attend a meeting if the member is unable to attend.

The substitute shall provide relevant comments/feedback, of the Steering Group member they are representing to the attended meeting.

If the SRO cannot attend, the SRO can nominate another Steering Group Team Member to chair and have the sole voting rights for that particular meeting.