



Biometric Capability Update (BCU)

Steering Group – Terms of Reference

1 Purpose

The purpose of this document is to outline the roles, responsibilities, and workings of the Biometric Capability Update (BCU) Steering Group.

2 Background

The Biometric Capability Update (BCU) Project delivers an upgrade to the biometrics matching software and algorithm to provide improved matching rates **\$ 6(c)**, plus replacement of In Person enrolment (IPE) used by a variety of business users incl. those from Border, Refugee and Compliance.

3 Role of the Steering Group

The role of the Steering Group is to take responsibility for the achievement of the Biometric Capability Update (BCU) objectives to enable the benefits as agreed in the project business case. The Steering Group will maintain oversight of the project deliverables, provide direction to the Project Manager, as well as monitor and review the project status.

The Steering Group provides a stabilising influence, direction, guidance, and decision making to support the successful delivery of the project. This guidance extends to include the readiness of the business to realise the benefits of the project.

The establishment of the Biometric Capability Update (BCU) during the Delivery Phase replaces the existing Biometric Capability Update (BCU) Reference Group.

4 Functions

The primary function of the Steering Group is to provide governance and oversight of the Biometric Capability Update (BCU) project to ensure its successful delivery. This includes:

- Ensuring that the project remains viable (with reference to the business case) throughout its life;
- Monitoring the project's progress to ensure that the project is successfully delivered to the agreed schedule; budget; scope; and quality and that the expected benefits are on track for realisation;
- Oversight of any advisory/reference groups reporting to the project;
- Making effective decisions relating to the delivery of the project that will maximise the realisation of the expected benefits;
- Formal acceptance of all project deliverables, and endorsement of any governance artefacts requiring submission to the Portfolio Board;



- Providing assistance to the project when risks and issues are escalated to the Steering Group;
- Escalating, if required, any matters that cannot be resolved at a Steering Group level to the next tier of governance;
- Ensuring that the project is following the MBIE Project Delivery Framework;
- Ensuring that appropriate project quality assurance activities are in place to support the successful delivery of the project; and
- Ensuring that the project is appropriately resourced to deliver a successful project outcome.

5 Collective Responsibilities

The following lists the key responsibilities of the Steering Group:

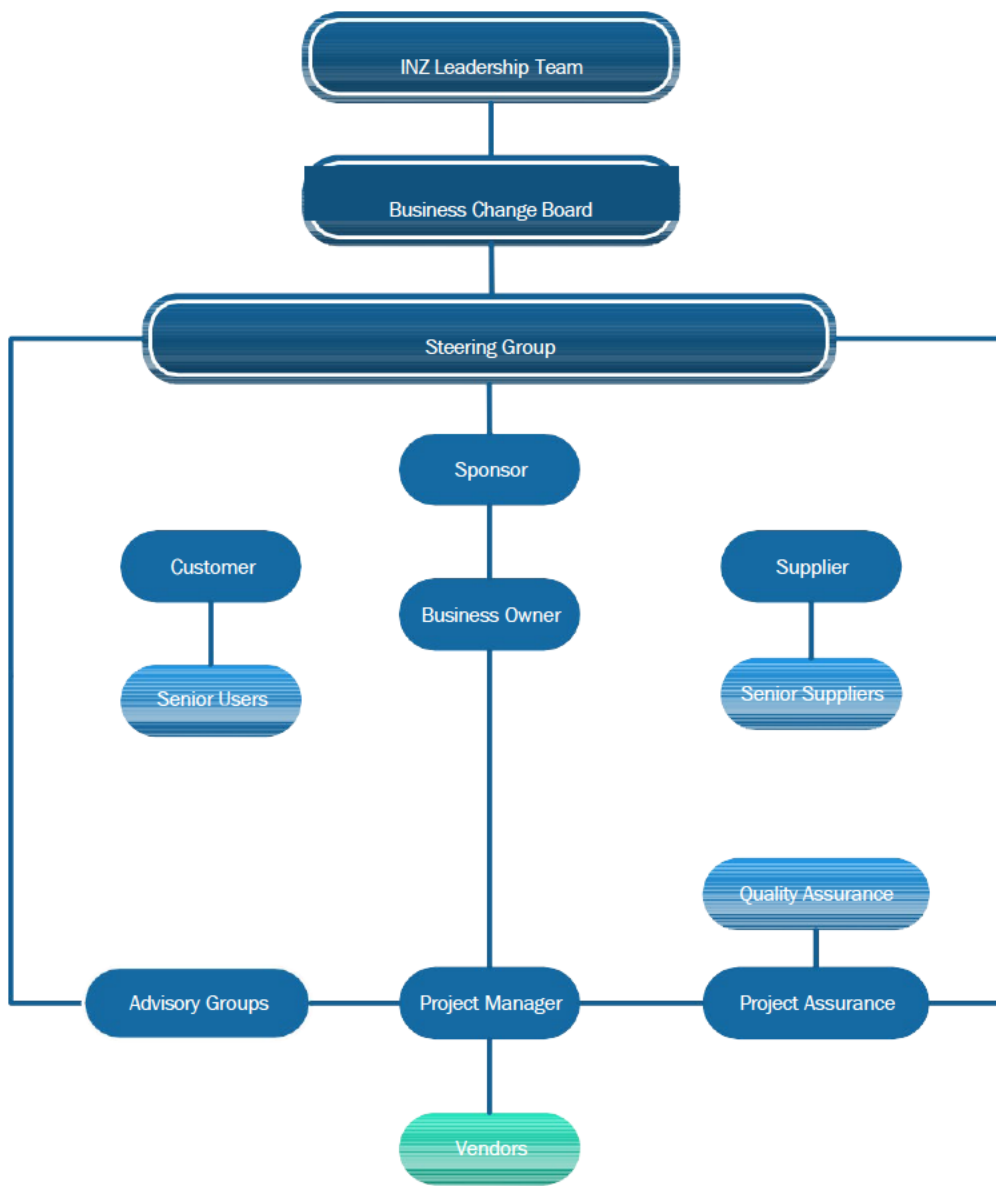
At the start of the project	• Ensuring the Steering Group has the appropriate membership to fill the required roles. • Review, feedback, and accept the Terms of Reference document. • Acquire an in depth understanding of the project deliverables; their priorities, and the planned benefits to ensure they are clearly defined.
During the project	• Ensure the Project Manager has the required level of support to deliver the project. • Monitoring progress by exception - schedule; budget; scope; risks; and issues to ensure the expected benefits are on track for realisation. • Endorse the Business Case for submission to the Portfolio Board. • Following the approval of the Business Case, endorse any changes to the project's baseline by the Change Request process before submission to the Portfolio Board. • Signing off that the project deliverables have been delivered to the required standards. • Ensuring the appropriate financial management of the project is in place. • Provides guidance and direction to the project keeping it within the agreed constraints. • Ensure appropriate communication about the project takes place with relevant stakeholders. • Approve the project go live – the go/no go decision.



At the end of the project

- Gain assurance that there has been effective integration of the relevant project outputs into business as usual activities.
- Ensure that any benefits that will be realised post project have Benefit Owners and a clear realisation schedule.
- Endorse the formal closing of the project and submission of the Project Closure Report to the Portfolio Board.

6 Individual Roles and Responsibilities





The responsibilities of the Steering Group members are as follows:

Steering Group Role	Responsibility
Sponsor	• A full member of the Steering Group. • Chairs the Steering Group and is responsible for making all Steering Group decisions (may delegate both responsibilities to the Business Owner). • Has accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Advises the Project Manager of relevant protocols, political issues, and potential sensitivities. • Makes the project visible within the organisation. • Negotiates funding for the project.
Business Owner	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents the business area that will be most impacted by the project and the expected benefits. • Is responsible for the successful delivery of the project. • Directs quality assurance activities on behalf of the project • The primary point of contact for the PM. • May chair the Steering Group if requested by the Sponsor.
Senior User(s)	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents the end-users' interests in the project's deliverables. (There may be multiple representatives from different areas to cover all user interests). • Ensures the project deliverables meet the user's needs and expectations and will enable the expected benefits. • Typically involved in benefit realisation post project. • Responsible for specifying the business user needs, establishing acceptance criteria and monitoring the development of the solution to ensure that the business user needs will be met in terms of quality, functionality, and usability. • Owns the management of change into the business areas that are impacted, and ensures that communications and stakeholder engagements are effectively managed. • Commits user resources / subject matter experts to the project when necessary.



Steering Group Role	Responsibility
Senior Supplier(s)	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents those groups who will design, develop, facilitate, procure, and implement the project. (There may be multiple representatives to represent all interests). • Responsible for ensuring that the solution meets the requirements. • Responsible for ensuring appropriate resources / expertise are committed to the project. • Ensures the deliverable / product scope and plan are feasible and realistic. • Accountable for producing the project deliverables / products to the specified quality, within the agreed constraints. • Ensuring that the project deliverables are reliable, appropriately integrated, and can be maintained efficiently. • Monitor progress towards the outcomes and manage risk from a supplier perspective.
NEC Vendor Supplier	• A member of the Steering Group. • As an external member, the Vendor Supplier will not be provided with any meeting documentation as it designated 'in confidence'. • A non decision maker and does not form part of the quorum.
Project Manager	• A regular attendee only of the Steering Group. • Runs the project from day-to-day on behalf of the Project Sponsor. • Ensures that the project deliverables are of the required quality, i.e. are capable of delivering the benefits defined in the business case, and produced within the agreed time and cost. • Provides a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Advisory / Reference Group Representation	• An attendee only of the Steering Group. • Provides the views of the advisory group(s) as determined by the Steering Group. • A non decision maker and does not form part of the quorum.
Advisor	• An attendee of the Steering Group by invitation only. • Provides advice or reports on specific areas within their knowledge base/expertise.
Project Assurance	• An ad hoc attendee only of the Steering Group. • Provides an independent view of the project progress, and recommends corrective action as necessary.
Other Vendor Participation	• By invitation only. • Provides a view of their delivery progress. • As an external party, the vendor is not a decision maker nor will they form part of the quorum.



7 Steering Group Membership

Roles	Name	Title
Sponsor (Chair)	Stephen Dunstan	GM, Enablement Immigration
Business Owner	9(2)(a)	
Senior User		
Senior User		
Senior User		
Senior User		
Supplier		
NEC Vendor Supplier		

During the different phases of the project the membership may change.

It should be understood that neither the Project Manager nor the Project Team alone can successfully deliver a project. Every project requires the active participation and action of the Steering Group to succeed.

8 General

8.1 Quorum

For the Steering Group meeting to be effective, at least two thirds of the Steering Group full members must be in attendance for decision making. This equates to 4 members.

8.2 Decision Making

The final decision for all other matters rests with the Chair of the Steering Group. The Steering Group is chaired by the Sponsor, but the Sponsor may delegate this responsibility to the Business Owner. Only full members of the steering group are decision makers.

8.3 Attendance

Steering Group members are expected to prioritise and attend all meetings unless unavoidable.

Where possible attendance will be in person, on occasions where it is not possible a TEAMS link will be provided by contacting the Project Coordinator in advance.

8.4 Delegates

Members of the Steering Group can delegate attendance to the meeting provided there is formal approval from the Chair prior to the meeting.



8.5 Frequency of meetings

The Steering Group will meet fortnightly and may change to monthly at a later date.

Additional out of cycle meetings may be arranged at the request of the Chair when required to support the delivery of the project.

The Steering Group will be active until the project has been formally closed.

8.6 Vendor Participation

Vendor attendance will be by invitation only and for a set time within the meeting. When in attendance they will be the first agenda item allowing the meeting to resume in confidence.

Where required, an extract of meeting minutes and actions pertinent to the specific vendor will be provided following the release of the Minutes internally.

8.7 Meeting Inputs

Meeting information (including an agenda) will be distributed to Steering Group members two working days prior to the Steering Group meeting. Information will be collated and distributed by the Project Manager.

It is expected that members will have read the papers in advance of the meeting to facilitate expedited decision making.

Meeting papers are 'in confidence' and will not be issued to external parties.

8.8 Meeting Minutes

The Chair of the Steering Group is responsible for ensuring minutes (or a record of decisions) for Steering Group meetings – including actions – are taken during the meeting and are distributed no later than five working days after the meeting. It is the responsibility of the Project Manager to ensure the minutes are distributed and stored in the MAKO project folder.

Meeting minutes will be classified as 'in confidence' and will not be released externally.

8.9 Conflicts of Interest

All Steering Group members are responsible for declaring any actual, potential or perceived conflicts of interest. In all cases where a conflict of interest exists, or may be reasonably perceived to exist, the Chair will decide on whether the member, having disclosed the interest may participate as an active member of the Steering Group, or is not suitable to sit on the Steering Group going forward.

8.10 Non Decision Making Groups

An advisory / reference group may be established to support the project. The role of the advisory group is to provide subject matter advice to the project team and the Steering Group. The advisory group does not have decision making responsibilities with respect to the delivery of the project.



8.11 Acceptance of Terms of Reference

The Steering Group has agreed that the Terms of Reference are appropriate and accurate for the Steering Group's role and function in governing and supporting the project.

8.12 Document control

Date	Version	Author	Description of change
20/09/20	0.1	9(2)(a)	Initial draft version
01/10/20	0.2		Review & update
06/10/20	0.3		Incorporated feedback
08/10/20	1.0	Final Version	Document finalised and distributed



Biometric Capability Update (BCU)

Steering Group – Terms of Reference

1 Purpose

The purpose of this document is to outline the roles, responsibilities, and workings of the Biometric Capability Update (BCU) Steering Group.

2 Background

The Biometric Capability Update (BCU) Project delivers an upgrade to the biometrics matching software and algorithm to provide improved matching rates ^{S 6(c)}, plus replacement of In Person enrolment (IPE) used by a variety of business users incl. those from Border, Refugee and Compliance.

3 Role of the Steering Group

The role of the Steering Group is to take responsibility for the achievement of the Biometric Capability Update (BCU) objectives to enable the benefits as agreed in the project business case. The Steering Group will maintain oversight of the project deliverables, provide direction to the Project Manager, as well as monitor and review the project status.

The Steering Group provides a stabilising influence, direction, guidance, and decision making to support the successful delivery of the project. This guidance extends to include the readiness of the business to realise the benefits of the project.

The establishment of the Biometric Capability Update (BCU) Steering Group during the Delivery Phase replaces the existing Biometric Capability Update (BCU) Reference Group.

4 Functions

The primary function of the Steering Group is to provide governance and oversight of the Biometric Capability Update (BCU) project to ensure its successful delivery. This includes:

- Ensuring that the project remains viable (with reference to the business case) throughout its life;
- Monitoring the project's progress to ensure that the project is successfully delivered to the agreed schedule; budget; scope; and quality and that the expected benefits are on track for realisation;
- Oversight of any advisory/reference groups reporting to the project;
- Making effective decisions relating to the delivery of the project that will maximise the realisation of the expected benefits;
- Formal acceptance of all project deliverables, and endorsement of any governance artefacts requiring submission to the Portfolio Board;



- Providing assistance to the project when risks and issues are escalated to the Steering Group;
- Escalating, if required, any matters that cannot be resolved at a Steering Group level to the next tier of governance;
- Ensuring that the project is following the MBIE Project Delivery Framework;
- Ensuring that appropriate project quality assurance activities are in place to support the successful delivery of the project; and
- Ensuring that the project is appropriately resourced to deliver a successful project outcome.

5 Collective Responsibilities

The following lists the key responsibilities of the Steering Group:

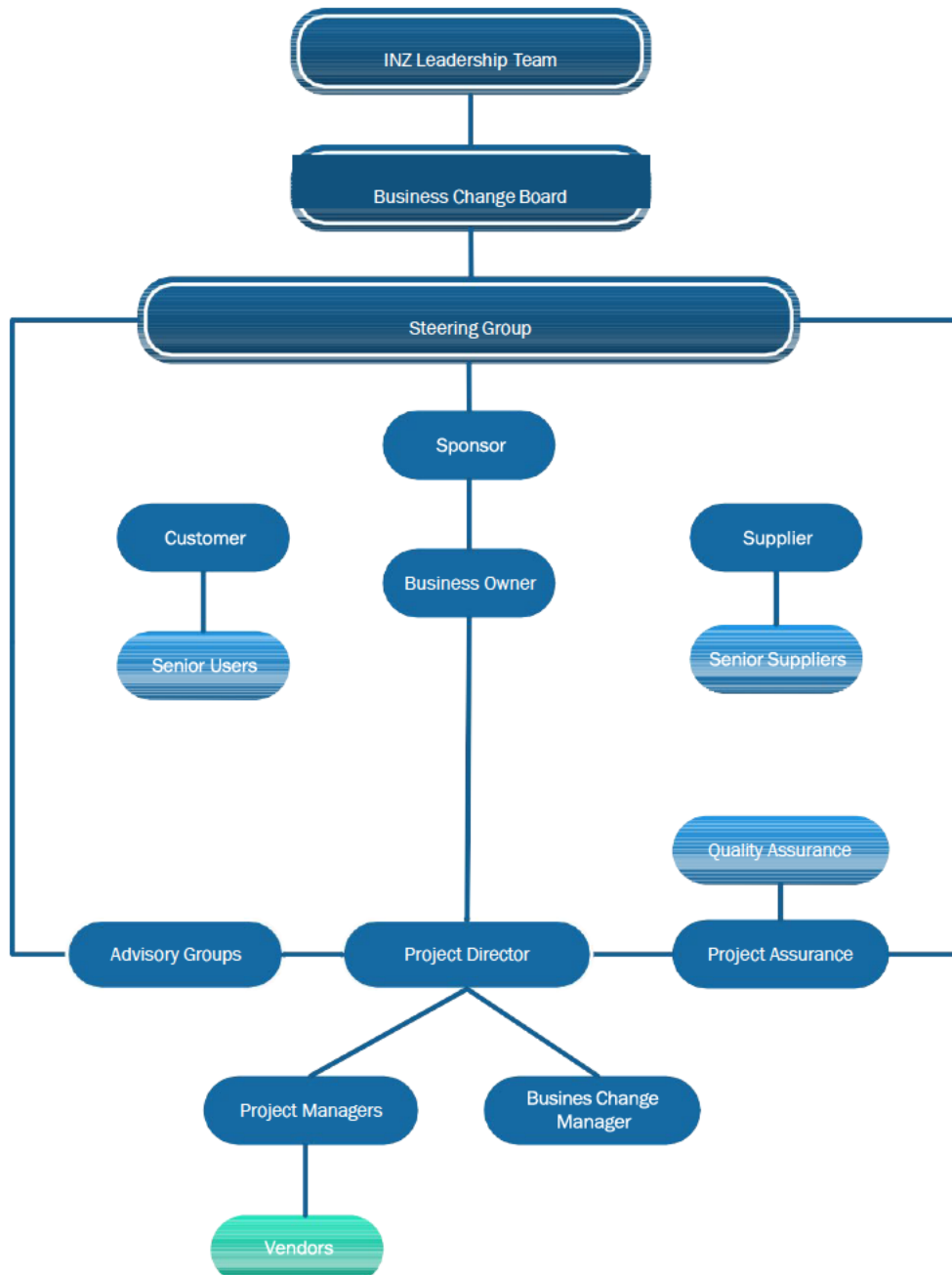
At the start of the project	• Ensuring the Steering Group has the appropriate membership to fill the required roles. • Review, feedback, and accept the Terms of Reference document. • Acquire an in depth understanding of the project deliverables; their priorities, and the planned benefits to ensure they are clearly defined.
During the project	• Ensure the Project Manager has the required level of support to deliver the project. • Monitoring progress by exception - schedule; budget; scope; risks; and issues to ensure the expected benefits are on track for realisation. • Endorse the Business Case for submission to the Portfolio Board. • Following the approval of the Business Case, endorse any changes to the project's baseline by the Change Request process before submission to the Portfolio Board. • Signing off that the project deliverables have been delivered to the required standards. • Ensuring the appropriate financial management of the project is in place. • Provides guidance and direction to the project keeping it within the agreed constraints. • Ensure appropriate communication about the project takes place with relevant stakeholders. • Approve the project go live – the go/no go decision.



At the end of the project

- Gain assurance that there has been effective integration of the relevant project outputs into business as usual activities.
- Ensure that any benefits that will be realised post project have Benefit Owners and a clear realisation schedule.
- Endorse the formal closing of the project and submission of the Project Closure Report to the Portfolio Board.

6 Individual Roles and Responsibilities





The responsibilities of the Steering Group members are as follows:

Steering Group Role	Responsibility
Sponsor	• A full member of the Steering Group. • Chairs the Steering Group and is responsible for making all Steering Group decisions (may delegate both responsibilities to the Business Owner). • Has accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Advises the Project Manager of relevant protocols, political issues, and potential sensitivities. • Makes the project visible within the organisation. • Negotiates funding for the project.
Business Owner	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents the business area that will be most impacted by the project and the expected benefits. • Is responsible for the successful delivery of the project. • Directs quality assurance activities on behalf of the project • The primary point of contact for the PM. • May chair the Steering Group if requested by the Sponsor.
Senior User(s)	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents the end-users' interests in the project's deliverables. (There may be multiple representatives from different areas to cover all user interests). • Ensures the project deliverables meet the user's needs and expectations and will enable the expected benefits. • Typically involved in benefit realisation post project. • Responsible for specifying the business user needs, establishing acceptance criteria and monitoring the development of the solution to ensure that the business user needs will be met in terms of quality, functionality, and usability. • Owns the management of change into the business areas that are impacted, and ensures that communications and stakeholder engagements are effectively managed. • Commits user resources / subject matter experts to the project when necessary.



Steering Group Role	Responsibility
Senior Supplier(s)	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents those groups who will design, develop, facilitate, procure, and implement the project. (There may be multiple representatives to represent all interests). • Responsible for ensuring that the solution meets the requirements. • Responsible for ensuring appropriate resources / expertise are committed to the project. • Ensures the deliverable / product scope and plan are feasible and realistic. • Accountable for producing the project deliverables / products to the specified quality, within the agreed constraints. • Ensuring that the project deliverables are reliable, appropriately integrated, and can be maintained efficiently. • Monitor progress towards the outcomes and manage risk from a supplier perspective.
NEC Vendor Supplier	• A member of the Steering Group. • As an external member, the Vendor Supplier will not be provided with any meeting documentation as it designated 'in confidence'. • A non decision maker and does not form part of the quorum.
Project Director	• A regular attendee only of the Steering Group. • Runs the overall project on a day-to-day basis on behalf of the project sponsor • Provides oversight across all project workstreams to project managers • Ensures the project is delivering in line with strategic business goals and is positioned to deliver identified benefits • Provides management of project: • - Scope, Budget, Schedule, Risk, Commercials, Benefits, Escalations, Stakeholders, and Assurance. • Provides a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Project Manager(s)	• A regular attendee only of the Steering Group as needed. • Runs their project workstreams from day-to-day on behalf of the Project Director. • Ensures that the project deliverables are of the required quality, i.e. are capable of delivering the benefits defined in the business case, and produced within the agreed time and cost. • Provides input to a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Advisory / Reference Group Representation	• An attendee only of the Steering Group. • Provides the views of the advisory group(s) as determined by the Steering Group. • A non decision maker and does not form part of the quorum.



Steering Group Role	Responsibility
Advisor	• An attendee of the Steering Group by invitation only. • Provides advice or reports on specific areas within their knowledge base/expertise.
Project Assurance	• An ad hoc attendee only of the Steering Group. • Provides an independent view of the project progress, and recommends corrective action as necessary.
Other Vendor Participation	• By invitation only. • Provides a view of their delivery progress. • As an external party, the vendor is not a decision maker nor will they form part of the quorum.

7 Steering Group Membership

Roles	Name	Title
Sponsor (Chair)	Stephen Dunstan	GM, Enablement Immigration
Business Owner	9(2)(a)	
Senior User		
Senior User		
Senior User		
Supplier		
NEC Vendor Supplier		

During the different phases of the project the membership may change.

It should be understood that neither the Project Manager nor the Project Team alone can successfully deliver a project. Every project requires the active participation and action of the Steering Group to succeed.

8 General

8.1 Quorum

For the Steering Group meeting to be effective, at least two thirds of the Steering Group full MBIE members must be in attendance for decision making. This equates to 4 members.



8.2 Decision Making

The final decision for all other matters rests with the Chair of the Steering Group. The Steering Group is chaired by the Sponsor, but the Sponsor may delegate this responsibility to the Business Owner. Only full members of the steering group are decision makers.

8.3 Attendance

Steering Group members are expected to prioritise and attend all meetings unless unavoidable.

Where possible attendance will be in person, on occasions where it is not possible a TEAMS link will be provided by contacting the Project Coordinator in advance.

8.4 Delegates

Members of the Steering Group can delegate attendance to the meeting provided there is formal approval from the Chair prior to the meeting.

8.5 Frequency of meetings

The Steering Group will meet fortnightly and may change to monthly at a later date.

Additional out of cycle meetings may be arranged at the request of the Chair when required to support the delivery of the project.

The Steering Group will be active until the project has been formally closed.

8.6 Vendor Participation

Vendor attendance will be by invitation only and for a set time within the meeting. When in attendance they will be the first agenda item allowing the meeting to resume in confidence.

Where required, an extract of meeting minutes and actions pertinent to the specific vendor will be provided following the release of the Minutes internally.

8.7 Meeting Inputs

Meeting information (including an agenda) will be distributed to Steering Group members two working days prior to the Steering Group meeting. Information will be collated and distributed by the Project Manager.

It is expected that members will have read the papers in advance of the meeting to facilitate expedited decision making.

Meeting papers are 'in confidence' and will not be issued to external parties.

8.8 Meeting Minutes

The Chair of the Steering Group is responsible for ensuring minutes (or a record of decisions) for Steering Group meetings – including actions – are taken during the meeting and are distributed no later than five working days after the meeting. It is the responsibility of the Project Manager to ensure the minutes are distributed and stored in the MAKO project folder.



Meeting minutes will be classified as 'in confidence' and will not be released externally.

8.9 Conflicts of Interest

All Steering Group members are responsible for declaring any actual, potential or perceived conflicts of interest. In all cases where a conflict of interest exists, or may be reasonably perceived to exist, the Chair will decide on whether the member, having disclosed the interest may participate as an active member of the Steering Group, or is not suitable to sit on the Steering Group going forward.

8.10 Non Decision Making Groups

An advisory / reference group may be established to support the project. The role of the advisory group is to provide subject matter advice to the project team and the Steering Group. The advisory group does not have decision making responsibilities with respect to the delivery of the project.

8.11 Acceptance of Terms of Reference

The Steering Group has agreed that the Terms of Reference are appropriate and accurate for the Steering Group's role and function in governing and supporting the project.

8.12 Document control

Date	Version	Author	Description of change
20/09/20	0.1	9(2)(a)	Initial draft version
01/10/20	0.2		Review & update
06/10/20	0.3		Incorporated feedback
08/10/20	1.0	Final Version	Document finalised and distributed
25/03/20	1.1	9(2)(a)	Three month review – membership updated
13/04/2021	1.2		Project Director role added & Project Manager role updated.
18/04/2021	2.0		Document changes accepted by Steering Group. ToR finalised for distribution



Biometric Capability Update (BCU)

Steering Group – Terms of Reference

1 Purpose

The purpose of this document is to outline the roles, responsibilities, and workings of the Biometric Capability Update (BCU) Steering Group.

2 Background

The Biometric Capability Update (BCU) Project delivers an upgrade to the biometrics matching software and algorithm to provide improved matching ratesS 6(c) [REDACTED], plus replacement of In Person Enrolment (IPE) used by a variety of business users including those from Border, Refugee and Compliance.

3 Role of the Steering Group

The role of the Steering Group is to take responsibility for the achievement of the Biometric Capability Update (BCU) objectives to enable the benefits as agreed in the project business case. The Steering Group will maintain oversight of the project deliverables, provide direction to the Project Manager, as well as monitor and review the project status.

The Steering Group provides a stabilising influence, direction, guidance, and decision making to support the successful delivery of the project. This guidance extends to include the readiness of the business to realise the benefits of the project.

The establishment of the Biometric Capability Update (BCU) Steering Group during the Delivery Phase replaces the existing Biometric Capability Update (BCU) Reference Group.

4 Functions

The primary function of the Steering Group is to provide governance and oversight of the Biometric Capability Update (BCU) project to ensure its successful delivery. This includes:

- Ensuring that the project remains viable (with reference to the business case) throughout its life;
- Monitoring the project's progress to ensure that the project is successfully delivered to the agreed schedule; budget; scope; and quality and that the expected benefits are on track for realisation;
- Oversight of any advisory/reference groups reporting to the project;
- Making effective decisions relating to the delivery of the project that will maximise the realisation of the expected benefits;
- Formal acceptance of all project deliverables, and endorsement of any governance artefacts requiring submission to the Portfolio Board;



- Providing assistance to the project when risks and issues are escalated to the Steering Group;
- Escalating, if required, any matters that cannot be resolved at a Steering Group level to the next tier of governance;
- Ensuring that the project is following the MBIE Project Delivery Framework;
- Ensuring that appropriate project quality assurance activities are in place to support the successful delivery of the project; and
- Ensuring that the project is appropriately resourced to deliver a successful project outcome.

5 Collective Responsibilities

The following lists the key responsibilities of the Steering Group:

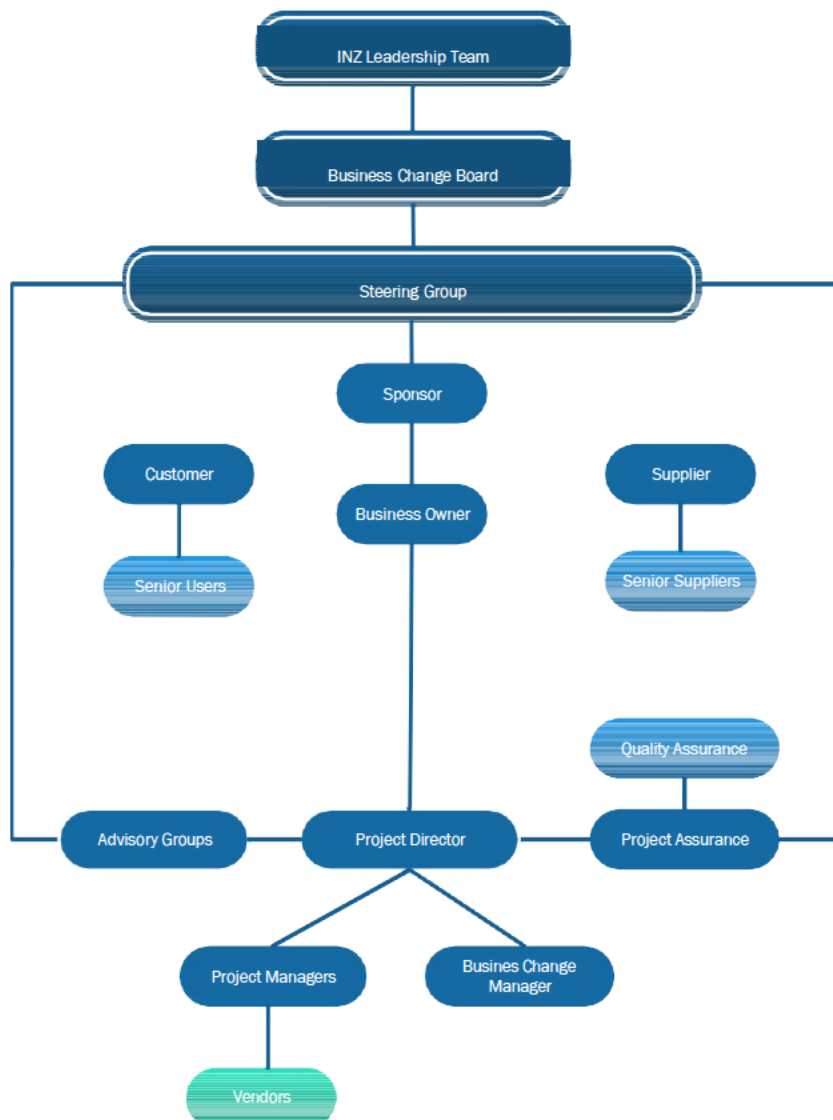
At the start of the project	• Ensuring the Steering Group has the appropriate membership to fill the required roles. • Review, feedback, and accept the Terms of Reference document. • Acquire an in depth understanding of the project deliverables; their priorities, and the planned benefits to ensure they are clearly defined.
During the project	• Ensure the Project Manager has the required level of support to deliver the project. • Monitoring progress by exception - schedule; budget; scope; risks; and issues to ensure the expected benefits are on track for realisation. • Endorse the Business Case for submission to the Portfolio Board. • Following the approval of the Business Case, endorse any changes to the project's baseline by the Change Request process before submission to the Portfolio Board. • Signing off that the project deliverables have been delivered to the required standards. • Ensuring the appropriate financial management of the project is in place. • Provides guidance and direction to the project keeping it within the agreed constraints. • Ensure appropriate communication about the project takes place with relevant stakeholders. • Approve the project go live – the go/no go decision.



At the end of the project	• Gain assurance that there has been effective integration of the relevant project outputs into business as usual activities. • Ensure that any benefits that will be realised post project have Benefit Owners and a clear realisation schedule. • Endorse the formal closing of the project and submission of the Project Closure Report to the Portfolio Board.
----------------------------------	--

6 Individual Roles and Responsibilities

This structure has changed – probably need to update





The responsibilities of the Steering Group members are as follows:

Steering Group Role	Responsibility
Sponsor	• A full member of the Steering Group. • Chairs the Steering Group and is responsible for making all Steering Group decisions (may delegate both responsibilities to the Business Owner). • Has accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Advises the Project Manager of relevant protocols, political issues, and potential sensitivities. • Makes the project visible within the organisation. • Negotiates funding for the project.
Business Owner	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents the business area that will be most impacted by the project and the expected benefits. • Is responsible for the successful delivery of the project. • Directs quality assurance activities on behalf of the project • The primary point of contact for the PM. • May chair the Steering Group if requested by the Sponsor.
Senior User(s)	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents the end-users' interests in the project's deliverables. (There may be multiple representatives from different areas to cover all user interests). • Ensures the project deliverables meet the user's needs and expectations and will enable the expected benefits. • Typically involved in benefit realisation post project. • Responsible for specifying the business user needs, establishing acceptance criteria and monitoring the development of the solution to ensure that the business user needs will be met in terms of quality, functionality, and usability. • Owns the management of change into the business areas that are impacted, and ensures that communications and stakeholder engagements are effectively managed. • Commits user resources / subject matter experts to the project when necessary.



Steering Group Role	Responsibility
Senior Supplier(s)	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents those groups who will design, develop, facilitate, procure, and implement the project. (There may be multiple representatives to represent all interests). • Responsible for ensuring that the solution meets the requirements. • Responsible for ensuring appropriate resources / expertise are committed to the project. • Ensures the deliverable / product scope and plan are feasible and realistic. • Accountable for producing the project deliverables / products to the specified quality, within the agreed constraints. • Ensuring that the project deliverables are reliable, appropriately integrated, and can be maintained efficiently. • Monitor progress towards the outcomes and manage risk from a supplier perspective.
NEC Vendor Supplier	• A member of the Steering Group. • As an external member, the Vendor Supplier will not be provided with any meeting documentation as it designated 'in confidence'. • A non decision maker and does not form part of the quorum.
Project Director	• A regular attendee only of the Steering Group. • Runs the overall project on a day-to-day basis on behalf of the project sponsor • Provides oversight across all project workstreams to project managers • Ensures the project is delivering in line with strategic business goals and is positioned to deliver identified benefits • Provides management of project: • Scope, Budget, Schedule, Risk, Commercial, Benefits, Escalations, Stakeholders, and Assurance. • Provides a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Project Manager(s)	• A regular attendee only of the Steering Group as needed. • Runs their project workstreams from day-to-day on behalf of the Project Director. • Ensures that the project deliverables are of the required quality, i.e. are capable of delivering the benefits defined in the business case, and produced within the agreed time and cost. • Provides input to a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Advisory / Reference Group Representation	• An attendee only of the Steering Group. • Provides the views of the advisory group(s) as determined by the Steering Group. • A non decision maker and does not form part of the quorum.



Steering Group Role	Responsibility
Advisor	- An attendee of the Steering Group by invitation only. - Provides advice or reports on specific areas within their knowledge base/expertise.
Project Assurance	- An ad hoc attendee only of the Steering Group. - Provides an independent view of the project progress, and recommends corrective action as necessary.
Other Vendor Participation	- By invitation only. - Provides a view of their delivery progress. - As an external party, the vendor is not a decision maker nor will they form part of the quorum.

7 Steering Group Membership

Roles	Name	Title
Sponsor (Chair)	Stephen Dunstan	GM, Enablement Immigration
Business Owner	9(2)(a)	
Product Owner		
Senior Supplier	Robyn Moriarty	GM, Partnerships & Programmes
Senior User	9(2)(a)	
Supplier		

During the different phases of the project the membership may change.

It should be understood that neither the Project Manager nor the Project Team alone can successfully deliver a project. Every project requires the active participation and action of the Steering Group to succeed.

8 General

8.1 Quorum

For the Steering Group meeting to be effective, at least two thirds of the Steering Group full MBIE members must be in attendance for decision making. This equates to 4 members.

8.2 Decision Making

The final decision for all other matters rests with the Chair of the Steering Group. The Steering Group is chaired by the Sponsor, but the Sponsor may delegate this responsibility to the Business Owner. Only full members of the steering group are decision makers.



8.3 Attendance

Steering Group members are expected to prioritise and attend all meetings unless unavoidable.

Where possible attendance will be in person, on occasions where it is not possible a TEAMS link will be provided by contacting the Project Coordinator in advance.

8.4 Delegates

Members of the Steering Group can delegate attendance to the meeting provided there is formal approval from the Chair prior to the meeting.

8.5 Frequency of meetings

The Steering Group will meet fortnightly and may change to monthly at a later date.

Additional out of cycle meetings may be arranged at the request of the Chair when required to support the delivery of the project.

The Steering Group will be active until the project has been formally closed.

8.6 Vendor Participation

Vendor attendance will be by invitation only and for a set time within the meeting. When in attendance they will be the first agenda item allowing the meeting to resume in confidence.

Where required, an extract of meeting minutes and actions pertinent to the specific vendor will be provided following the release of the Minutes internally.

8.7 Meeting Inputs

Meeting information (including an agenda) will be distributed to Steering Group members two working days prior to the Steering Group meeting. Information will be collated and distributed by the Project Manager.

It is expected that members will have read the papers in advance of the meeting to facilitate expedited decision making.

Meeting papers are 'in confidence' and will not be issued to external parties.

8.8 Meeting Minutes

The Chair of the Steering Group is responsible for ensuring minutes (or a record of decisions) for Steering Group meetings – including actions – are taken during the meeting and are distributed no later than five working days after the meeting. It is the responsibility of the Project Manager to ensure the minutes are distributed and stored in the MAKO project folder.

Meeting minutes will be classified as 'in confidence' and will not be released externally.

8.9 Conflicts of Interest

All Steering Group members are responsible for declaring any actual, potential or perceived conflicts of interest. In all cases where a conflict of interest exists, or may be reasonably perceived to exist,



the Chair will decide on whether the member, having disclosed the interest may participate as an active member of the Steering Group, or is not suitable to sit on the Steering Group going forward.

8.10 Non Decision Making Groups

An advisory / reference group may be established to support the project. The role of the advisory group is to provide subject matter advice to the project team and the Steering Group. The advisory group does not have decision making responsibilities with respect to the delivery of the project.

8.11 Acceptance of Terms of Reference

The Steering Group has agreed that the Terms of Reference are appropriate and accurate for the Steering Group's role and function in governing and supporting the project.

8.12 Document control

Date	Version	Author	Description of change
20/09/20	0.1	9(2)(a)	Initial draft version
01/10/20	0.2		Review & update
06/10/20	0.3		Incorporated feedback
08/10/20	1.0	Final Version	Document finalised and distributed
25/03/20	1.1	9(2)(a)	Three month review – membership updated
13/04/2021	1.2		Project Director role added & Project Manager role updated.
18/04/2021	2.0		Document changes accepted by Steering Group. ToR finalised for distribution
27/06/2022	3.0		Membership revised based on DDI restructure and change of project ownership from INZ to DDI.



Biometric Capability Update (BCU)

Steering Group – Terms of Reference

1 Purpose

The purpose of this document is to outline the roles, responsibilities, and workings of the Biometric Capability Update (BCU) Steering Group.

2 Background

The Biometric Capability Update (BCU) Project delivers an upgrade to the biometrics matching software and algorithm to provide improved matching **S 6(c)**, plus replacement of In Person Enrolment (IPE) used by a variety of business users including those from Border, Refugee and Compliance.

3 Role of the Steering Group

The role of the Steering Group is to govern the achievement of the Biometric Capability Update (BCU) objectives to enable the benefits as agreed in the project business case. The Steering Group will maintain oversight of the project deliverables, alignment of delivery with benefits, provide direction to the Project Director and Manager, as well as monitor and review the project status.

The Steering Group provides direction, guidance, and decision-making to support the successful delivery of the project. This guidance includes the readiness of the business to realise the benefits of the project.

4 Functions

The primary function of the Steering Group is to provide governance and oversight of the Biometric Capability Update (BCU) project to ensure its successful delivery. This includes:

- Ensuring that the project remains viable (with reference to the business case) throughout its life;
- Monitoring progress to ensure that the project is successfully delivered to the agreed schedule; budget; scope; and quality and that the expected benefits are on track for realisation;
- Making effective decisions that will maximise the realisation of the expected project benefits;
- Formal acceptance of all project deliverables, and endorsement of any governance artefacts requiring submission to the Portfolio Board;
- Providing assistance to the project when risks and issues are escalated to the Steering Group;
- Escalating, if required, any matters that cannot be resolved at a Steering Group level to the next tier of governance;
- Ensuring that the project is following the MBIE Project Delivery Framework;
- Ensuring that appropriate project quality assurance activities are in place to support the successful delivery of the project; and
- Ensuring that the project is appropriately resourced to deliver a successful project outcome.



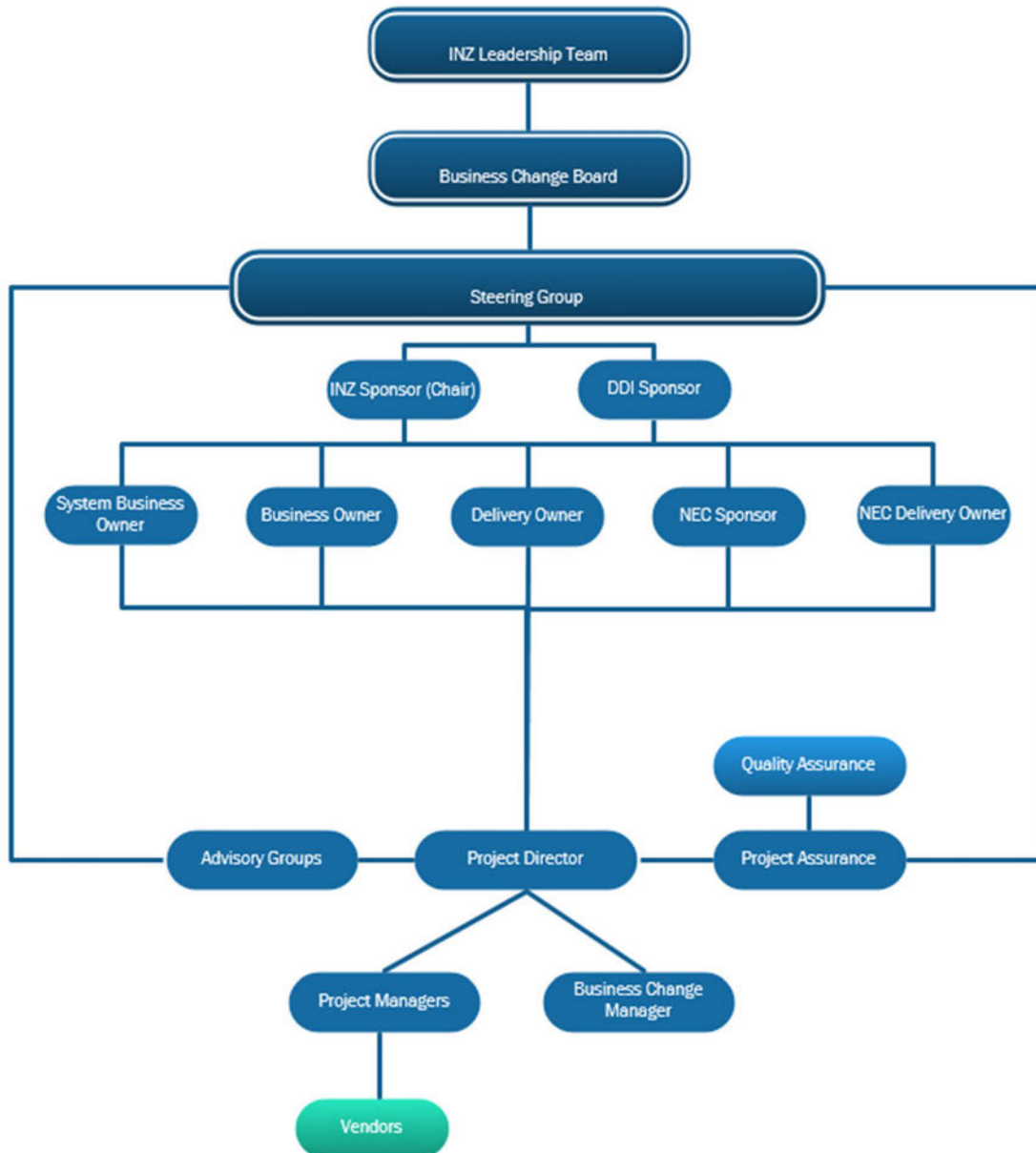
5 Collective Responsibilities

The following lists the key responsibilities of the Steering Group:

At the start of the project	- Ensuring the Steering Group has the appropriate membership to fill the required roles. - Review, feedback, and accept the Terms of Reference document. - Acquire an in depth understanding of the project deliverables; their priorities, and the planned benefits to ensure they are clearly defined.
During the project	- Ensure the Project has the required level of support to deliver the project. - Monitoring progress by exception - schedule; budget; scope; risks; and issues to ensure the expected benefits are on track for realisation. - Endorse the Business Case for submission to the Portfolio Board. - Following the approval of the Business Case, endorse any changes to the project's baseline by the Change Request process before submission to the Portfolio Board. - Signing off that the project deliverables have been delivered to the required standards. - Ensuring the appropriate financial management of the project is in place. - Provides guidance and direction to the project keeping it within the agreed constraints/ tolerances. - Provides the main point of escalation for the project. - Ensure appropriate communication about the project takes place with relevant stakeholders. - Approve the project go live – the go/no go decision.
At the end of the project	- Gain assurance that there has been effective integration of the relevant project outputs into business as usual activities. - Ensure that any benefits that will be realised post project have Benefit Owners and a clear realisation schedule. - Endorse the formal closing of the project and submission of the Project Closure Report to the Portfolio Board.



6 Individual Roles and Responsibilities





The responsibilities of the Steering Group members are as follows:

Steering Group Role	Responsibility
INZ Sponsor	• A full member of the Steering Group. • Chairs the Steering Group and is responsible for making all Steering Group decisions (may delegate both responsibilities to the DDI Sponsor and/ or Business Owner). • Has shared accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Advises the Project of relevant protocols, political issues, and potential sensitivities. • Makes the project visible within the organisation. • Negotiates funding for the project.
DDI Sponsor	• A full member of the Steering Group. • Works closely with the INZ Sponsor and has responsibility for for all Steering Group decisions. • Has shared accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Makes the project visible within the organisation.
Business Owner	• A full member of the Steering Group. • Supports the Sponsors in the decision making process. • Represents the business area that will be most impacted by the project and the expected benefits. • Represents the end-users' interests in the project's deliverables. (There may be multiple representatives from different areas to cover all user interests). • Is responsible for the successful delivery of the project. • Commits user resources / subject matter experts to the project when necessary. • Typically involved in benefit realisation post project. • Is a primary point of contact for the Project Manager. • Owns the management of change into the business areas that are impacted, and ensures that communications and stakeholder engagements are effectively managed. • May chair the Steering Group if requested by the INZ Sponsor.



Steering Group Role	Responsibility
Product Owner	• A full member of the Steering Group. • To specify the needs (requirements) of the Users that will use the project products. • To liaise between the Project Management Team and the Users. • To make sure the solution will meet the needs of the Users, especially in terms of quality and ease of use, and against requirements. • To supply the benefits information for the Benefits Management Approach. • Represents the end-users' interests in the project's deliverables. (There may be multiple representatives from different areas to cover all user interests). • Typically involved in benefit realisation post project. • Responsible for specifying the business user needs, establishing acceptance criteria and monitoring the development of the solution to ensure that the business user needs will be met in terms of quality, functionality, and usability. • Owns the management of change into the business areas that are impacted, and ensures that communications and stakeholder engagements are effectively managed. • Commits user resources / subject matter experts to the project when necessary.
Systems Business Owner	• A full member of the Steering Group. • Supports the Sponsors in the decision making process. • Represents the technology systems in the project's deliverables. • Ensures the project deliverables meet the system needs and expectations and will enable the expected benefits. • Typically involved in benefit realisation post project. • Directs quality assurance activities on behalf of the project • Responsible for specifying the system needs, establishing acceptance criteria and monitoring the development of the solution to ensure that the system needs will be met in terms of quality, functionality, and usability. • Is a primary point of contact for the Project Manager.



Steering Group Role	Responsibility
Delivery Owner	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents those groups who will design, develop, facilitate, procure, and implement the project. (There may be multiple representatives to represent all interests). • Responsible for ensuring that the solution meets the requirements. • Responsible for ensuring appropriate resources / expertise are committed to the project. • Ensures the deliverable / product scope and plan are feasible and realistic. • Accountable for producing the project deliverables / products to the specified quality, within the agreed constraints. • Ensuring that the project deliverables are reliable, appropriately integrated, and can be maintained efficiently. • Monitor progress towards the outcomes and manage risk from a supplier perspective.
NEC Sponsor	• A member of the Steering Group. • Has accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Owns the relationship with NECAM. • Makes the project visible within the NEC organisation.
NEC Delivery Owner	• A member of the Steering Group. • Supports the NEC Sponsor in the decision making process. • Represents those groups who will design, develop, facilitate, and implement the project. • Responsible for ensuring that the solution meets the requirements. • Responsible for ensuring appropriate resources / expertise are committed to the project. • Ensures the deliverable / product scope and plan are feasible and realistic. • Accountable for producing the project deliverables / products to the specified quality, within the agreed constraints. • Ensuring that the project deliverables are reliable, appropriately integrated, and can be maintained efficiently. • Monitor progress towards the outcomes and manage risk from a supplier perspective.



Steering Group Role	Responsibility
Project Director	• A regular attendee only of the Steering Group. • Runs the overall project on a day-to-day basis on behalf of the project sponsor • Provides oversight across all project workstreams to project managers • Ensures the project is delivering in line with strategic business goals and is positioned to deliver identified benefits • Provides management of project: • Scope, Budget, Schedule, Risk, Commercial, Benefits, Escalations, Stakeholders, and Assurance. • Provides a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Project Manager(s)	• A regular attendee only of the Steering Group as needed. • Runs their project workstreams from day-to-day on behalf of the Project Director. • Ensures that the project deliverables are of the required quality, i.e. are capable of delivering the benefits defined in the business case, and produced within the agreed time and cost. • Provides input to a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Advisor	• An attendee of the Steering Group by invitation only. • Provides advice or reports on specific areas within their knowledge base/expertise.
Project Assurance	• An ad hoc attendee only of the Steering Group. • Provides an independent view of the project progress, and recommends corrective action as necessary.
Other Vendor Participation	• By invitation only. • Provides a view of their delivery progress. • As an external party, the vendor is not a decision maker nor will they form part of the quorum.

7 Steering Group Membership

Roles	Name	Title
INZ Sponsor (Chair)	Stephen Dunstan	GM, Enablement Immigration
DDI Sponsor	Robyn Moriarty	GM, Partnerships & Programmes, DDI
System Business Owner	9(2)(a)	
Business Owner	Richard Owen	GM, Verification and Compliance
Delivery Owner	9(2)(a)	9(2)(a)



Roles	Name	Title
NEC Sponsor	9(2)(a)	
NEC Delivery Owner		

During the different phases of the project the membership may change.

It should be understood that neither the Project Manager nor the Project Team alone can successfully deliver a project. Every project requires the active participation and action of the Steering Group to succeed.

8 General

8.1 Quorum

For the Steering Group meeting to be effective, at least two thirds of the Steering Group full MBIE members must be in attendance for decision making. This equates to 4 members.

8.2 Decision Making

The final decision for all other matters rests with the Chair of the Steering Group. The Steering Group is chaired by the Sponsor, but the Sponsor may delegate this responsibility to the Business Owner. Only full members of the steering group are decision makers.

8.3 Attendance

Steering Group members are expected to prioritise and attend all meetings unless unavoidable.

Where possible attendance will be in person, on occasions where it is not possible a TEAMS link will be provided by contacting the Project Coordinator in advance.

8.4 Delegates

Members of the Steering Group can delegate attendance to the meeting provided there is formal approval from the Chair prior to the meeting.

8.5 Frequency of meetings

The Steering Group will meet fortnightly and may change to monthly at a later date.

Additional out of cycle meetings may be arranged at the request of the Chair when required to support the delivery of the project.

The Steering Group will be active until the project has been formally closed.



8.6 Vendor Participation

Vendor attendance will be by invitation only and for a set time within the meeting. When in attendance they will be the first agenda item allowing the meeting to resume in confidence.

Where required, an extract of meeting minutes and actions pertinent to the specific vendor will be provided following the release of the Minutes internally.

8.7 Meeting Inputs

Meeting information (including an agenda) will be distributed to Steering Group members two working days prior to the Steering Group meeting. Information will be collated and distributed by the Project.

It is expected that members will have read the papers in advance of the meeting to facilitate expedited decision making.

Meeting papers are 'in confidence' and will not be issued to external parties.

8.8 Meeting Minutes

The Chair of the Steering Group is responsible for ensuring minutes (or a record of decisions) for Steering Group meetings – including actions – are taken during the meeting and are distributed no later than five working days after the meeting. It is the responsibility of the Project Manager to ensure the minutes are distributed and stored in the MAKO project folder.

Meeting minutes will be classified as 'in confidence' and will not be released externally.

8.9 Conflicts of Interest

All Steering Group members are responsible for declaring any actual, potential or perceived conflicts of interest. In all cases where a conflict of interest exists, or may be reasonably perceived to exist, the Chair will decide on whether the member, having disclosed the interest may participate as an active member of the Steering Group, or is not suitable to sit on the Steering Group going forward.

8.10 Non Decision Making Groups

An advisory / reference group may be established to support the project. The role of the advisory group is to provide subject matter advice to the project team and the Steering Group. The advisory group does not have decision making responsibilities with respect to the delivery of the project.

8.11 Acceptance of Terms of Reference

The Steering Group has agreed that the Terms of Reference are appropriate and accurate for the Steering Group's role and function in governing and supporting the project.

8.12 Document control

Date	Version	Author	Description of change
20/09/20	0.1	9(2)(a)	Initial draft version



Date	Version	Author	Description of change
01/10/20	0.2	9(2)(a)	Review & update
06/10/20	0.3		Incorporated feedback
08/10/20	1.0	Final Version	Document finalised and distributed
25/03/20	1.1	9(2)(a)	Three month review – membership updated
13/04/2021	1.2		Project Director role added & Project Manager role updated.
18/04/2021	2.0		Document changes accepted by Steering Group. ToR finalised for distribution
27/06/2022	3.0		Membership revised based on DDI restructure and change of project ownership from INZ to DDI.
10/08/2022	4.1		Membership revised post Sponsor review
25/08/2022	4.0		Finalised



Biometric Capability Update (BCU)

Steering Group – Terms of Reference

1 Purpose

The purpose of this document is to outline the roles, responsibilities, and workings of the Biometric Capability Update (BCU) Steering Group.

2 Background

The Biometric Capability Update (BCU) Project delivers an upgrade to the biometrics matching software and algorithm to provide improved matching ratesS 6(c) plus replacement of In Person Enrolment (IPE) used by a variety of business users including those from Border, Refugee and Compliance.

3 Role of the Steering Group

The role of the Steering Group is to govern the achievement of the Biometric Capability Update (BCU) objectives to enable the benefits as agreed in the project business case. The Steering Group will maintain oversight of the project deliverables, alignment of delivery with benefits, provide direction to the Project Director and Manager, as well as monitor and review the project status.

The Steering Group provides direction, guidance, and decision-making to support the successful delivery of the project. This guidance includes the readiness of the business to realise the benefits of the project.

4 Functions

The primary function of the Steering Group is to provide governance and oversight of the Biometric Capability Update (BCU) project to ensure its successful delivery. This includes:

- Ensuring that the project remains viable (with reference to the business case) throughout its life;
- Monitoring progress to ensure that the project is successfully delivered to the agreed schedule; budget; scope; and quality and that the expected benefits are on track for realisation;
- Making effective decisions that will maximise the realisation of the expected project benefits;
- Formal acceptance of all project deliverables, and endorsement of any governance artefacts requiring submission to the Portfolio Board;
- Providing assistance to the project when risks and issues are escalated to the Steering Group;
- Escalating, if required, any matters that cannot be resolved at a Steering Group level to the next tier of governance;
- Ensuring that the project is following the MBIE Project Delivery Framework;
- Ensuring that appropriate project quality assurance activities are in place to support the successful delivery of the project; and
- Ensuring that the project is appropriately resourced to deliver a successful project outcome.



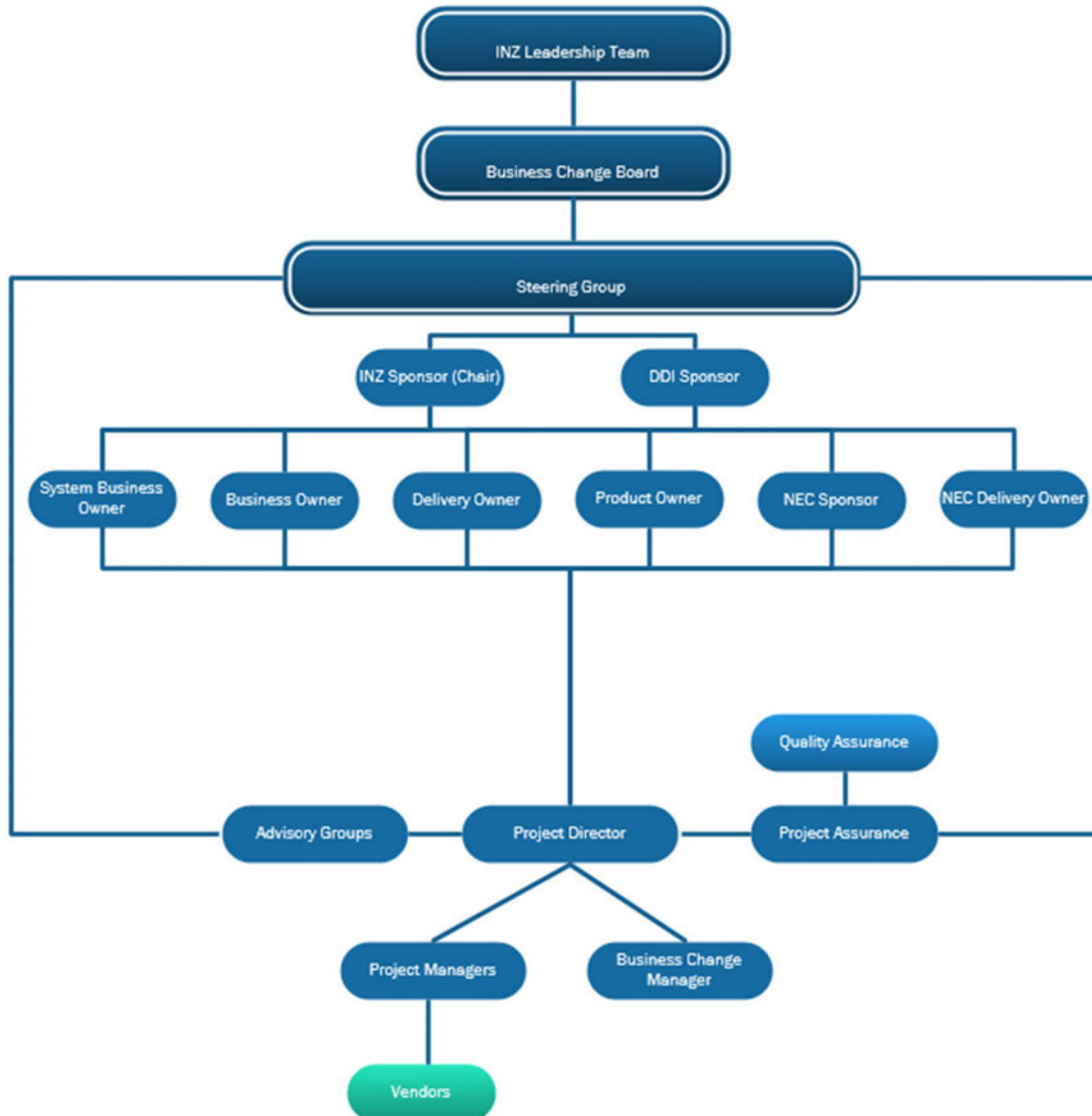
5 Collective Responsibilities

The following lists the key responsibilities of the Steering Group:

At the start of the project	- Ensuring the Steering Group has the appropriate membership to fill the required roles. - Review, feedback, and accept the Terms of Reference document. - Acquire an in depth understanding of the project deliverables; their priorities, and the planned benefits to ensure they are clearly defined.
During the project	- Ensure the Project has the required level of support to deliver the project. - Monitoring progress by exception - schedule; budget; scope; risks; and issues to ensure the expected benefits are on track for realisation. - Endorse the Business Case for submission to the Portfolio Board. - Following the approval of the Business Case, endorse any changes to the project's baseline by the Change Request process before submission to the Portfolio Board. - Signing off that the project deliverables have been delivered to the required standards. - Ensuring the appropriate financial management of the project is in place. - Provides guidance and direction to the project keeping it within the agreed constraints/ tolerances. - Provides the main point of escalation for the project. - Ensure appropriate communication about the project takes place with relevant stakeholders. - Approve the project go live – the go/no go decision.
At the end of the project	- Gain assurance that there has been effective integration of the relevant project outputs into business as usual activities. - Ensure that any benefits that will be realised post project have Benefit Owners and a clear realisation schedule. - Endorse the formal closing of the project and submission of the Project Closure Report to the Portfolio Board.



6 Individual Roles and Responsibilities





The responsibilities of the Steering Group members are as follows:

Steering Group Role	Responsibility
INZ Sponsor	• A full member of the Steering Group. • Chairs the Steering Group and is responsible for making all Steering Group decisions (may delegate both responsibilities to the DDI Sponsor and/ or Business Owner). • Has shared accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Advises the Project of relevant protocols, political issues, and potential sensitivities. • Makes the project visible within the organisation. • Negotiates funding for the project.
DDI Sponsor	• A full member of the Steering Group. • Works closely with the INZ Sponsor and has responsibility for for all Steering Group decisions. • Has shared accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Makes the project visible within the organisation.
Business Owner	• A full member of the Steering Group. • Supports the Sponsors in the decision making process. • Represents the business area that will be most impacted by the project and the expected benefits. • Represents the end-users' interests in the project's deliverables. (There may be multiple representatives from different areas to cover all user interests). • Is responsible for the successful delivery of the project. • Commits user resources / subject matter experts to the project when necessary. • Typically involved in benefit realisation post project. • Is a primary point of contact for the Project Manager. • Owns the management of change into the business areas that are impacted, and ensures that communications and stakeholder engagements are effectively managed. • May chair the Steering Group if requested by the INZ Sponsor.



Steering Group Role	Responsibility
Product Owner	• A full member of the Steering Group. • To specify the needs (requirements) of the Users that will use the project products. • To liaise between the Project Management Team and the Users. • To make sure the solution will meet the needs of the Users, especially in terms of quality and ease of use, and against requirements. • To supply the benefits information for the Benefits Management Approach. • Represents the end-users' interests in the project's deliverables. (There may be multiple representatives from different areas to cover all user interests). • Typically involved in benefit realisation post project. • Responsible for specifying the business user needs, establishing acceptance criteria and monitoring the development of the solution to ensure that the business user needs will be met in terms of quality, functionality, and usability. • Owns the management of change into the business areas that are impacted, and ensures that communications and stakeholder engagements are effectively managed. • Commits user resources / subject matter experts to the project when necessary.
Systems Business Owner	• A full member of the Steering Group. • Supports the Sponsors in the decision making process. • Represents the technology systems in the project's deliverables. • Ensures the project deliverables meet the system needs and expectations and will enable the expected benefits. • Typically involved in benefit realisation post project. • Directs quality assurance activities on behalf of the project • Responsible for specifying the system needs, establishing acceptance criteria and monitoring the development of the solution to ensure that the system needs will be met in terms of quality, functionality, and usability. • Is a primary point of contact for the Project Manager.



Steering Group Role	Responsibility
Delivery Owner	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents those groups who will design, develop, facilitate, procure, and implement the project. (There may be multiple representatives to represent all interests). • Responsible for ensuring that the solution meets the requirements. • Responsible for ensuring appropriate resources / expertise are committed to the project. • Ensures the deliverable / product scope and plan are feasible and realistic. • Accountable for producing the project deliverables / products to the specified quality, within the agreed constraints. • Ensuring that the project deliverables are reliable, appropriately integrated, and can be maintained efficiently. • Monitor progress towards the outcomes and manage risk from a supplier perspective.
NEC Sponsor	• A member of the Steering Group. • Has accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Owns the relationship with NECAM. • Makes the project visible within the NEC organisation.
NEC Delivery Owner	• A member of the Steering Group. • Supports the NEC Sponsor in the decision making process. • Represents those groups who will design, develop, facilitate, and implement the project. • Responsible for ensuring that the solution meets the requirements. • Responsible for ensuring appropriate resources / expertise are committed to the project. • Ensures the deliverable / product scope and plan are feasible and realistic. • Accountable for producing the project deliverables / products to the specified quality, within the agreed constraints. • Ensuring that the project deliverables are reliable, appropriately integrated, and can be maintained efficiently. • Monitor progress towards the outcomes and manage risk from a supplier perspective.



Steering Group Role	Responsibility
Project Director	• A regular attendee only of the Steering Group. • Runs the overall project on a day-to-day basis on behalf of the project sponsor • Provides oversight across all project workstreams to project managers • Ensures the project is delivering in line with strategic business goals and is positioned to deliver identified benefits • Provides management of project: • Scope, Budget, Schedule, Risk, Commercial, Benefits, Escalations, Stakeholders, and Assurance. • Provides a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Project Manager(s)	• A regular attendee only of the Steering Group as needed. • Runs their project workstreams from day-to-day on behalf of the Project Director. • Ensures that the project deliverables are of the required quality, i.e. are capable of delivering the benefits defined in the business case, and produced within the agreed time and cost. • Provides input to a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Advisor	• An attendee of the Steering Group by invitation only. • Provides advice or reports on specific areas within their knowledge base/expertise.
Project Assurance	• An ad hoc attendee only of the Steering Group. • Provides an independent view of the project progress, and recommends corrective action as necessary.
Other Vendor Participation	• By invitation only. • Provides a view of their delivery progress. • As an external party, the vendor is not a decision maker nor will they form part of the quorum.

7 Steering Group Membership

Roles	Name	Title
INZ Sponsor (Chair)	Stephen Dunstan	GM, Enablement Immigration
DDI Sponsor & Delivery Owner	Robyn Moriarty	GM, Partnerships & Programmes, DDI
System Business Owner	s 9(2)(a)	
Business Owner		
Product Owner		



Roles	Name	Title
NEC Sponsor	9(2)(a)	
NEC Delivery Owner		

During the different phases of the project the membership may change.

It should be understood that neither the Project Manager nor the Project Team alone can successfully deliver a project. Every project requires the active participation and action of the Steering Group to succeed.

8 General

8.1 Quorum

For the Steering Group meeting to be effective, at least two thirds of the Steering Group full MBIE members must be in attendance for decision making. This equates to 4 members.

8.2 Decision Making

The final decision for all other matters rests with the Chair of the Steering Group. The Steering Group is chaired by the Sponsor, but the Sponsor may delegate this responsibility to the Business Owner. Only full members of the steering group are decision makers.

8.3 Attendance

Steering Group members are expected to prioritise and attend all meetings unless unavoidable.

Where possible attendance will be in person, on occasions where it is not possible a TEAMS link will be provided by contacting the Project Coordinator in advance.

8.4 Delegates

Members of the Steering Group can delegate attendance to the meeting provided there is formal approval from the Chair prior to the meeting.

8.5 Frequency of meetings

The Steering Group will meet fortnightly and may change to monthly at a later date.

Additional out of cycle meetings may be arranged at the request of the Chair when required to support the delivery of the project.

The Steering Group will be active until the project has been formally closed.



8.6 Vendor Participation

NEC as the key vendor will have two representatives as full members of the steering group. Other vendor attendance will be by invitation only and for a set time within the meeting. At the conclusion of the full steering group meeting, time will be allocated for MBIE group members only to review and/ or discuss commercially or financially sensitive information. Where required, an extract of meeting minutes and actions pertinent to the specific vendor will be provided following the release of the Minutes internally.

8.7 Meeting Inputs

Meeting information (including an agenda) will be distributed to Steering Group members two working days prior to the Steering Group meeting. Information will be collated and distributed by the Project.

It is expected that members will have read the papers in advance of the meeting to facilitate expedited decision making.

Meeting papers are 'in confidence' and will not be issued to external parties.

8.8 Meeting Minutes

The Chair of the Steering Group is responsible for ensuring minutes (or a record of decisions) for Steering Group meetings – including actions – are taken during the meeting and are distributed no later than five working days after the meeting. It is the responsibility of the Project Manager to ensure the minutes are distributed and stored in the MAKO project folder.

Meeting minutes will be classified as 'in confidence' and will not be released externally.

8.9 Conflicts of Interest

All Steering Group members are responsible for declaring any actual, potential or perceived conflicts of interest. In all cases where a conflict of interest exists, or may be reasonably perceived to exist, the Chair will decide on whether the member, having disclosed the interest may participate as an active member of the Steering Group, or is not suitable to sit on the Steering Group going forward.

8.10 Non Decision Making Groups

An advisory / reference group may be established to support the project. The role of the advisory group is to provide subject matter advice to the project team and the Steering Group. The advisory group does not have decision making responsibilities with respect to the delivery of the project.

8.11 Acceptance of Terms of Reference

The Steering Group has agreed that the Terms of Reference are appropriate and accurate for the Steering Group's role and function in governing and supporting the project.

8.12 Document control



Date	Version	Author	Description of change
20/09/20	0.1	9(2)(a)	Initial draft version
01/10/20	0.2		Review & update
06/10/20	0.3		Incorporated feedback
08/10/20	1.0	Final Version	Document finalised and distributed
25/03/20	1.1	9(2)(a)	Three month review – membership updated
13/04/2021	1.2		Project Director role added & Project Manager role updated.
18/04/2021	2.0		Document changes accepted by Steering Group. ToR finalised for distribution
27/06/2022	3.0		Membership revised based on DDI restructure and change of project ownership from INZ to DDI.
10/08/2022	4.1		Membership revised post Sponsor review
25/08/2022	4.0		Finalised
12/09/2022	5.0		Feedback incorporated & Document reissued



Biometric Capability Update (BCU)

Steering Group – Terms of Reference

1 Purpose

The purpose of this document is to outline the roles, responsibilities, and workings of the Biometric Capability Update (BCU) Steering Group.

2 Background

The Biometric Capability Update (BCU) Project delivers an upgrade to the biometrics matching software and algorithm to provide improved matching ratesS 6(c) [REDACTED], plus replacement of In Person Enrolment (IPE) used by a variety of business users including those from Border, Refugee and Compliance.

3 Role of the Steering Group

The role of the Steering Group is to govern the achievement of the Biometric Capability Update (BCU) objectives to enable the benefits as agreed in the project business case. The Steering Group will maintain oversight of the project deliverables, alignment of delivery with benefits, provide direction to the Project Director and Manager, as well as monitor and review the project status.

The Steering Group provides direction, guidance, and decision-making to support the successful delivery of the project. This guidance includes the readiness of the business to realise the benefits of the project.

4 Functions

The primary function of the Steering Group is to provide governance and oversight of the Biometric Capability Update (BCU) project to ensure its successful delivery. This includes:

- Ensuring that the project remains viable (with reference to the business case) throughout its life;
- Monitoring progress to ensure that the project is successfully delivered to the agreed schedule; budget; scope; and quality and that the expected benefits are on track for realisation;
- Making effective decisions that will maximise the realisation of the expected project benefits;
- Formal acceptance of all project deliverables, and endorsement of any governance artefacts requiring submission to the Portfolio Board;
- Providing assistance to the project when risks and issues are escalated to the Steering Group;
- Escalating, if required, any matters that cannot be resolved at a Steering Group level to the next tier of governance;
- Ensuring that the project is following the MBIE Project Delivery Framework;
- Ensuring that appropriate project quality assurance activities are in place to support the successful delivery of the project; and
- Ensuring that the project is appropriately resourced to deliver a successful project outcome.



5 Collective Responsibilities

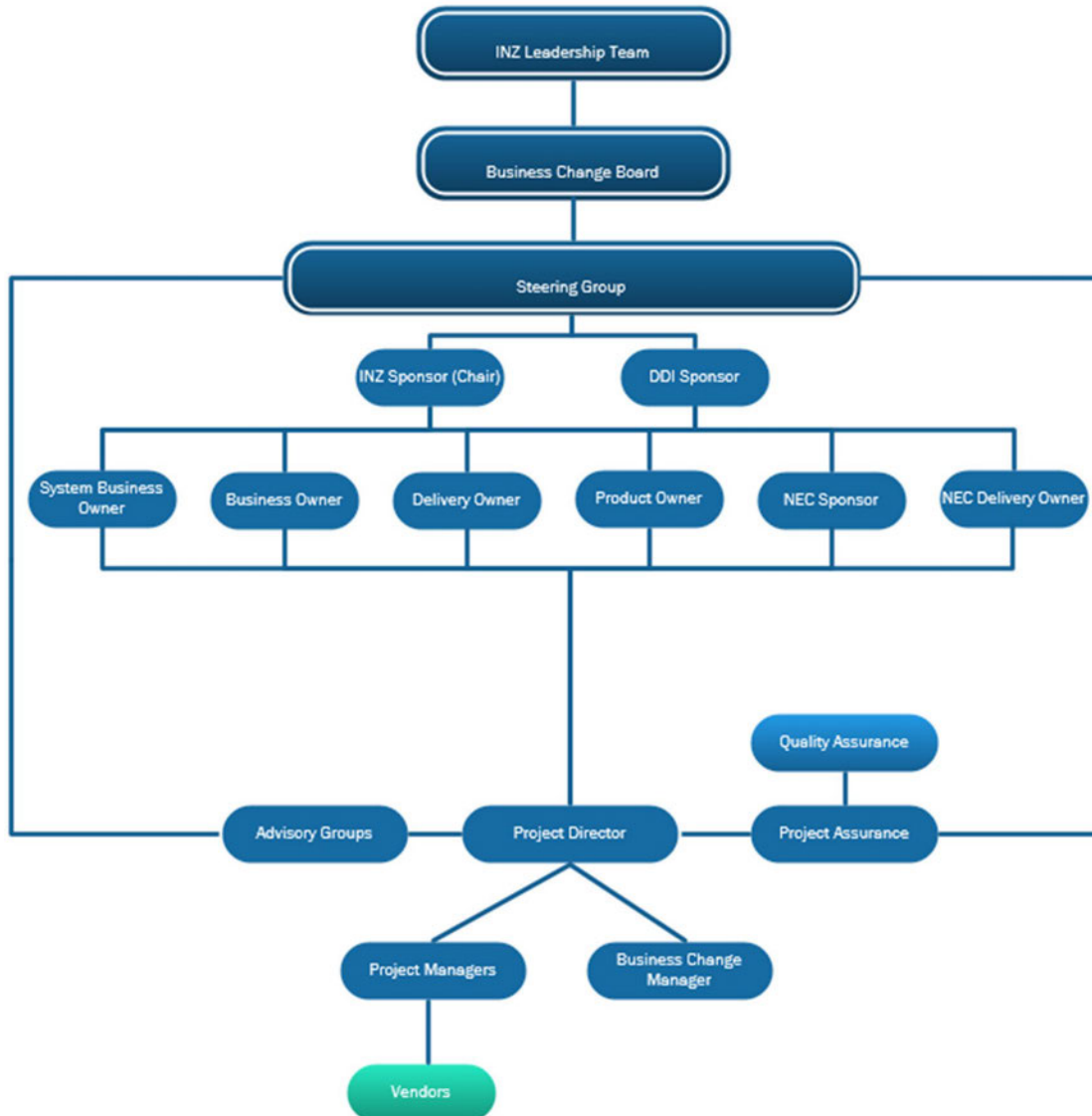
The following lists the key responsibilities of the Steering Group:

At the start of the project	- Ensuring the Steering Group has the appropriate membership to fill the required roles. - Review, feedback, and accept the Terms of Reference document. - Acquire an in depth understanding of the project deliverables; their priorities, and the planned benefits to ensure they are clearly defined.
During the project	- Ensure the Project has the required level of support to deliver the project. - Monitoring progress by exception - schedule; budget; scope; risks; and issues to ensure the expected benefits are on track for realisation. - Endorse the Business Case for submission to the Portfolio Board. - Following the approval of the Business Case, endorse any changes to the project's baseline by the Change Control process¹ before submission to the Portfolio Board. - Signing off that the project deliverables have been delivered to the required standards. - Ensuring the appropriate financial management of the project is in place. - Provides guidance and direction to the project keeping it within the agreed constraints/ tolerances. - Provides the main point of escalation for the project. - Ensure appropriate communication about the project takes place with relevant stakeholders. - Approve the project go live – the go/no go decision.
At the end of the project	- Gain assurance that there has been effective integration of the relevant project outputs into business as usual activities. - Ensure that any benefits that will be realised post project have Benefit Owners and a clear realisation schedule. - Endorse the formal closing of the project and submission of the Project Closure Report to the Portfolio Board.

¹ Refer to section: 8.10 Change Control Process



6 Individual Roles and Responsibilities





The responsibilities of the Steering Group members are as follows:

Steering Group Role	Responsibility
INZ Sponsor	• A full member of the Steering Group. • Chairs the Steering Group and is responsible for making all Steering Group decisions (may delegate both responsibilities to the DDI Sponsor and/ or Business Owner). • Has shared accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Advises the Project of relevant protocols, political issues, and potential sensitivities. • Makes the project visible within the organisation. • Negotiates funding for the project.
DDI Sponsor	• A full member of the Steering Group. • Works closely with the INZ Sponsor and has responsibility for all Steering Group decisions. • Has shared accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Makes the project visible within the organisation.
Business Owner	• A full member of the Steering Group. • Supports the Sponsors in the decision making process. • Represents the business area that will be most impacted by the project and the expected benefits. • Represents the end-users' interests in the project's deliverables. (There may be multiple representatives from different areas to cover all user interests). • Is responsible for the successful delivery of the project. • Commits user resources / subject matter experts to the project when necessary. • Typically involved in benefit realisation post project. • Is a primary point of contact for the Project Manager. • Owns the management of change into the business areas that are impacted, and ensures that communications and stakeholder engagements are effectively managed. • May chair the Steering Group if requested by the INZ Sponsor.



Steering Group Role	Responsibility
Product Owner	• A full member of the Steering Group. • To specify the needs (requirements) of the Users that will use the project products. • To liaise between the Project Management Team and the Users. • To make sure the solution will meet the needs of the Users, especially in terms of quality and ease of use, and against requirements. • To supply the benefits information for the Benefits Management Approach. • Represents the end-users' interests in the project's deliverables. (There may be multiple representatives from different areas to cover all user interests). • Typically involved in benefit realisation post project. • Responsible for specifying the business user needs, establishing acceptance criteria and monitoring the development of the solution to ensure that the business user needs will be met in terms of quality, functionality, and usability. • Owns the management of change into the business areas that are impacted, and ensures that communications and stakeholder engagements are effectively managed. • Commits user resources / subject matter experts to the project when necessary.
Systems Business Owner	• A full member of the Steering Group. • Supports the Sponsors in the decision making process. • Represents the technology systems in the project's deliverables. • Ensures the project deliverables meet the system needs and expectations and will enable the expected benefits. • Typically involved in benefit realisation post project. • Directs quality assurance activities on behalf of the project • Responsible for specifying the system needs, establishing acceptance criteria and monitoring the development of the solution to ensure that the system needs will be met in terms of quality, functionality, and usability. • Is a primary point of contact for the Project Manager.



Steering Group Role	Responsibility
Delivery Owner	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents those groups who will design, develop, facilitate, procure, and implement the project. (There may be multiple representatives to represent all interests). • Responsible for ensuring that the solution meets the requirements. • Responsible for ensuring appropriate resources / expertise are committed to the project. • Ensures the deliverable / product scope and plan are feasible and realistic. • Accountable for producing the project deliverables / products to the specified quality, within the agreed constraints. • Ensuring that the project deliverables are reliable, appropriately integrated, and can be maintained efficiently. • Monitor progress towards the outcomes and manage risk from a supplier perspective.
NEC Sponsor	• A member of the Steering Group. • Has accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Owns the relationship with NECAM. • Makes the project visible within the NEC organisation.
NEC Delivery Owner	• A member of the Steering Group. • Supports the NEC Sponsor in the decision making process. • Represents those groups who will design, develop, facilitate, and implement the project. • Responsible for ensuring that the solution meets the requirements. • Responsible for ensuring appropriate resources / expertise are committed to the project. • Ensures the deliverable / product scope and plan are feasible and realistic. • Accountable for producing the project deliverables / products to the specified quality, within the agreed constraints. • Ensuring that the project deliverables are reliable, appropriately integrated, and can be maintained efficiently. • Monitor progress towards the outcomes and manage risk from a supplier perspective.



Steering Group Role	Responsibility
Project Director	• A regular attendee only of the Steering Group. • Runs the overall project on a day-to-day basis on behalf of the project sponsor • Provides oversight across all project workstreams to project managers • Ensures the project is delivering in line with strategic business goals and is positioned to deliver identified benefits • Provides management of project: • Scope, Budget, Schedule, Risk, Commercial, Benefits, Escalations, Stakeholders, and Assurance. • Provides a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Project Manager(s)	• A regular attendee only of the Steering Group as needed. • Runs their project workstreams from day-to-day on behalf of the Project Director. • Ensures that the project deliverables are of the required quality, i.e. are capable of delivering the benefits defined in the business case, and produced within the agreed time and cost. • Provides input to a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Advisor	• An attendee of the Steering Group by invitation only. • Provides advice or reports on specific areas within their knowledge base/expertise.
Project Assurance	• An ad hoc attendee only of the Steering Group. • Provides an independent view of the project progress, and recommends corrective action as necessary.
Other Vendor Participation	• By invitation only. • Provides a view of their delivery progress. • As an external party, the vendor is not a decision maker nor will they form part of the quorum.

7 Steering Group Membership

Roles	Name	Title
INZ Sponsor (Chair)	Stephen Dunstan	GM, Enablement Immigration
DDI Sponsor & Delivery Owner	Robyn Moriarty	GM, Partnerships & Programmes, DDI
System Business Owner	s 9(2)(a)	
Business Owner		
Product Owner		



Roles	Name	Title
NEC Sponsor	9(2)(a)	
NEC Delivery Owner		

During the different phases of the project the membership may change.

It should be understood that neither the Project Manager nor the Project Team alone can successfully deliver a project. Every project requires the active participation and action of the Steering Group to succeed.

8 General

8.1 Quorum

For the Steering Group meeting to be effective, at least two thirds of the Steering Group full MBIE members must be in attendance for decision making. This equates to 3 full members from MBIE and 1 member from NEC.

8.2 Decision Making

The final decision for all other matters rests with the Chair of the Steering Group. The Steering Group is chaired by the Sponsor, but the Sponsor may delegate this responsibility to the Business Owner. Only full members of the steering group are decision makers.

8.3 Attendance

Steering Group members are expected to prioritise and attend all meetings unless unavoidable.

Where possible attendance will be in person, on occasions where it is not possible a TEAMS link will be provided by contacting the Project Coordinator in advance.

8.4 Delegates

Members of the Steering Group can delegate attendance to the meeting provided there is formal approval from the Chair prior to the meeting.

8.5 Frequency of meetings

The Steering Group will meet fortnightly and may change to monthly at a later date.

Additional out of cycle meetings may be arranged at the request of the Chair when required to support the delivery of the project.

The Steering Group will be active until the project has been formally closed.



8.6 Vendor Participation

NEC as the key vendor will have two representatives as full members of the steering group. Other vendor attendance will be by invitation only and for a set time within the meeting. At the conclusion of the full steering group meeting, time will be allocated for MBIE group members only to review and/ or discuss commercially or financially sensitive information. Where required, an extract of meeting minutes and actions pertinent to the specific vendor will be provided following the release of the Minutes internally.

8.7 Meeting Inputs

Meeting information (including an agenda) will be distributed to Steering Group members two working days prior to the Steering Group meeting. Information will be collated and distributed by the Project.

It is expected that members will have read the papers in advance of the meeting to facilitate expedited decision making.

Meeting papers are 'in confidence' and will not be issued to external parties.

8.8 Meeting Minutes

The Chair of the Steering Group is responsible for ensuring minutes (or a record of decisions) for Steering Group meetings – including actions – are taken during the meeting and are distributed no later than five working days after the meeting. It is the responsibility of the Project Manager to ensure the minutes are distributed and stored in the MAKO project folder.

Meeting minutes will be classified as 'in confidence' and will not be released externally.

8.9 Conflicts of Interest

All Steering Group members are responsible for declaring any actual, potential or perceived conflicts of interest. In all cases where a conflict of interest exists, or may be reasonably perceived to exist, the Chair will decide on whether the member, having disclosed the interest, may participate as an active member of the Steering Group, or is not suitable to sit on the Steering Group going forward.

8.10 Change Control Process

When it is identified that the project cannot be delivered as per the approved business case, and it is forecast that time, cost, scope or benefits will be altered from the approved baseline, a Change Request must be raised and submitted to the Project Steering Group for endorsement / approval, prior to exceeding these baselines.

Changes within project tolerances can be agreed at the Project Sponsor's discretion at any time; this includes changes raised both by Vendors and by MBIE. These changes will be managed and tracked using a Joint Decision Register.

If a change exceeds project tolerances, a Change Request must be raised for the full value of the change, and brought to the Steering Group for endorsement before it can be submitted for DGB and ICDC approval. Change Requests can only be endorsed by full members of the Steering Group.



8.11 Non Decision Making Groups

An advisory / reference group may be established to support the project. The role of the advisory group is to provide subject matter advice to the project team and the Steering Group. The advisory group does not have decision making responsibilities with respect to the delivery of the project.

8.12 Acceptance of Terms of Reference

The Steering Group has agreed that the Terms of Reference are appropriate and accurate for the Steering Group's role and function in governing and supporting the project.

8.13 Document control

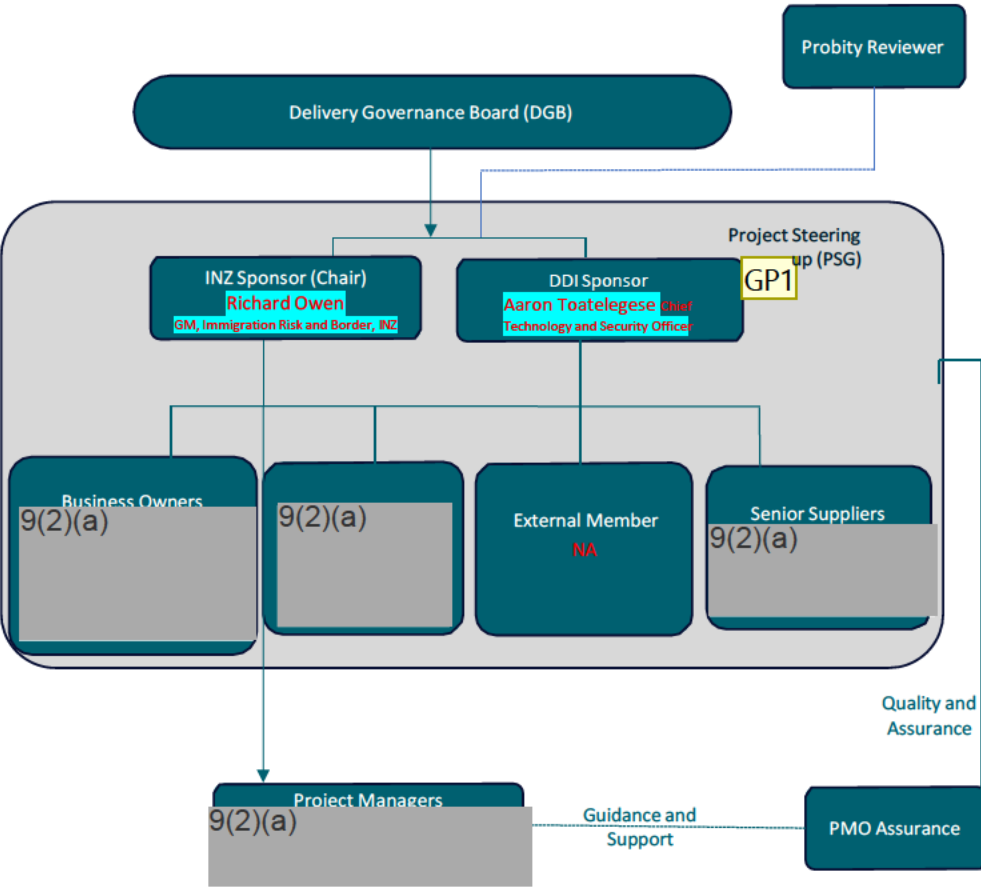
Date	Version	Author	Description of change
20/09/20	0.1	9(2)(a)	Initial draft version
01/10/20	0.2		Review & update
06/10/20	0.3		Incorporated feedback
08/10/20	1.0	Final Version	Document finalised and distributed
25/03/20	1.1	9(2)(a)	Three month review – membership updated
13/04/2021	1.2		Project Director role added & Project Manager role updated.
18/04/2021	2.0		Document changes accepted by Steering Group. ToR finalised for distribution
27/06/2022	3.0		Membership revised based on DDI restructure and change of project ownership from INZ to DDI.
10/08/2022	4.1		Membership revised post Sponsor review
25/08/2022	4.0		Finalised
12/09/2022	5.0		Feedback incorporated & Document reissued
3/10/2022	5.1		Further information re Change Control included
4/10/2022	5.2		Quorum numbers revised
18/10/22	6.0		Document changes accepted by Steering Group. ToR finalised for distribution

Steering Group Terms of Reference

Project Code	Project Name	Business Group	Date
4873 3586 3644	BCU Value Stream In Person Enrolment (IPE) Biometric Capability Update (BCU)	INZ, CDSS	12/04/2024

Project Overview (Short)			Meeting Frequency	
The primary purpose of this workstream is to deliver an upgrade to the biometrics matching software and algorithms to provide improved matching rates including consolidation of the full identity, plus replacement of In Person Enrolment (IPE) used by a variety of business users including those from Border, Refugee Quota Programme and Compliance teams.			The PSG will meet weekly during periods of critical delivery, but the chair can propose changes to fortnightly as required. Out-of-session meetings can be scheduled if necessary.	
Project Steering Group (PSG) Purpose			PSG Member Responsibilities	
This terms of reference lays out the purpose of the Project Steering Group (PSG) for the workstream to provide/receive updates on the projects, the governance structure, membership and its roles and responsibilities.			Member	Responsibility
PSG Role			Sponsor / SRO (Chair)	The Sponsor has overall accountability for the delivery and outcomes of the project. They are the final decision maker in the areas they have the delegated responsibility for. The Sponsor will: - Call and chair meetings and approve the agenda. This can be delegated as required. - Guide the strategic direction of the project to achieve its outcomes - Facilitate discussion
The PSG is the governance body responsible for providing strategic direction, enabling the benefits as agreed in the project business case (and subsequent CRS) and providing a level of assurance for the workstream to ensure its successful delivery. The Delivery Governance Board (DBG) have delegated authority in line with the MBIE financial delegation policy over all projects which they approve business cases for and supersedes any prior governance arrangements. MBIE members of the Steering Group may meet separately where there are matters of a commercial or financial nature for decision where it would be inappropriate to have external members present.			Member	The members will: - Be committed to, and actively involved in delivering the project outcomes - Support the making of effective decisions - Review reports and recommendations in a timely fashion - Provide expertise, direction and resources to resolve escalated risks and issues - Provide guidance and direction to the project
PSG Responsibilities			Project Managers (Attendees)	The MBIE Project Managers will: - Provide a status update on both MBIE and vendor aspects of the project - Support the Chair and PSG, and ensure project is managed in accordance with their guidance and direction - Manage the processing of project artefacts through the review and approval process - Follow MBIE project framework - Attend PMO project hygiene meetings
- Provide strategic direction, guidance, support and endorsement for the project - Monitor project progress and provide direction to ensure the project delivers agreed benefits and outcomes - Formally accepts all project deliverables and endorses any governance documents requiring submission to the Delivery Governance Board (DGB). - Approve changes within tolerance (within Sponsor's delegation) and stage gates. - Provides direction and endorses change controls exceeding tolerance in scope, schedule, financials as well as key risks and issues through the appropriate governance process - Provides direction, advice, assistance or escalation in support of resolving high-priority issues and risks as required - Ensure scope is managed and controlled as issues emerge and/or change requests are presented for review - Ensure the project adheres to the Portfolio Governance Framework, central agency standards and Project Delivery Framework - Ensures the project remains strategically aligned and viable as documented in the approved Business Case throughout its life - Champion the project goals into the business through key stakeholder engagement, promote awareness, and facilitating communication. - Support resolution of stakeholder management issues - Reconcile differences in opinion and approach, resolve disputes, and remove roadblocks - Support all project assurance activities, ensuring regular reviews and lessons learned take place.			Vendor PM (Attendee as required)	The vendor PM may be invited to attend certain agenda item(s) only and will: - Provide a status update on vendor specific aspects of the project - Work with MBIE PM to process vendor project artefacts through the review and approval process
Membership			Secretariat (Attendee)	The Secretariat will: - Coordinate the meetings as directed by the Chair - Prepare PSG artefacts (minutes, agenda) and distribute to members
Members (Decision making / Voting roles)	Sponsor(s)	Richard Owen – GM Immigration Risk and Border, INZ (Chair, Project Sponsor, SRO)	Other Attendees or Advisory As required	- A regular attendee only of the PSG (does not hold decision rights on MBIE delivery). - Provides the expert views of the advisory group(s) as determined by the PSG.
	Business Owner(s)	9(2)(a)	PMO/Assurance (Observer)	- An ad hoc attendee only of the PSG (does not make decisions). - Provides an independent view of the project progress and recommends corrective action as necessary.
	SME		Quorum and Delegations	
	External Committee Member		- The PSG is chaired by the Sponsor (unless delegated). The final decision for all other matters rests with the Sponsor. - At least half plus one of the PSG voting Members with agreed decision-making rights must be in attendance. This equates to 4 Members. - Member proposals to delegate must be agreed with the Sponsor/Chair at least two working days before the meeting. - PSG Members must confirm that their delegates have the appropriate delegated authority. - Final Decision rights and authority are held by the Sponsor. - Delegations: Time - 21 days (3 weeks) - Cost - 5% of the total approved budget (opex + capex) or \$150k whichever is less. - Sponsor cannot delegate decision rights for Medium or High complexity projects.	
Advisors (Non-voting roles)	Senior Suppliers <i>Represents those who will design, develop, facilitate, procure, and implement the project</i>			
	Project Managers			
	Vendor representative (PM)			
Observer	PMO/Assurance Representative			
Secretariat	Secretariat			

The Project Steering Group Structure



Conflicts of Interest

19. All PSG members are responsible for declaring any actual, potential or perceived conflicts of interest.
20. In all cases where a conflict of interest exists, or may be reasonably perceived to exist, the Chair will decide on whether the member, having disclosed the interest may participate as an active member of the PSG, or is not suitable to sit on the PSG going forward.

Process

21. **Input documents** (using PMO templates):
- a) The PSG meeting agenda, minutes of the previous meeting and a formal status report.
22. **Output documents:**
- a) Meeting minutes that record the outcome of all agenda items, updated action register.
 - b) Minutes, actions and a record of decisions for PSG meetings are taken during the meeting and are distributed no later than three working days after the meeting.
 - c) It is the responsibility of each Project Manager to ensure the minutes are stored in the MAKO project folder and decisions are recorded in Project Server.
23. **Intra meeting:**
- a) The PSG will receive project status reports on progress and exceptions by email.
 - b) All PSG artefacts will be stored in the PSG's Mako folder and each project's Mako folder.
24. In order for members to review submitted material, all papers submitted for inclusion on the PSG agenda must be distributed to the Secretariat at least three working days prior to the meeting.
25. Meeting papers will be disseminated to all members at least two working days prior to the meeting.
26. Full copies of the Minutes, including attachments shall be provided to all members no later than three working days following each meeting with any feedback or corrections provided within 1 day to enable revision and redistribution

Non-Decision-Making Groups

27. An advisory / reference group may be established to support the project.
- a) The role of the advisory group is to provide subject matter advice to the project team and the PSG.
 - b) The advisory group does not have decision making responsibilities with respect to the delivery of the project

Acceptance of Terms of Reference

The PSG has agreed that the Terms of Reference are appropriate and accurate for the PSG's role and function in governing and supporting the project.

The acceptance of the Terms of Reference is captured in the PSG meeting minutes dated <insert date>.

TOR – previous version

[BCU Steering Group TOR v7.0.docx](#)

All Decision makers must approve this document. This document has been approved by:

Name	Role	Version	Date	Signature	Embedded email or PSG Minutes
Richard Owen	Chair, Project Sponsor, INZ	7.1			
Aaron Toatelegese	Project Sponsor, CDSS	7.1	23/04/2024	Accepted at PSG	
s 9(2)(a)		7.1	23/04/2024	Accepted at PSG	
		7.1			
		7.1	23/04/2024	Accepted at PSG	
		7.1	23/04/2024	Accepted at PSG	

Document Control and Version History

Date	Version	Author	Description of change
04/09/2023	7.1	9(2)(a)	TOR moved to new template; Steering Group Attendees updated

Slide 2

s 9(2)(g)(ii)

Is this still required ?

9(2)(a) 2025-09-29T01:08:19.964

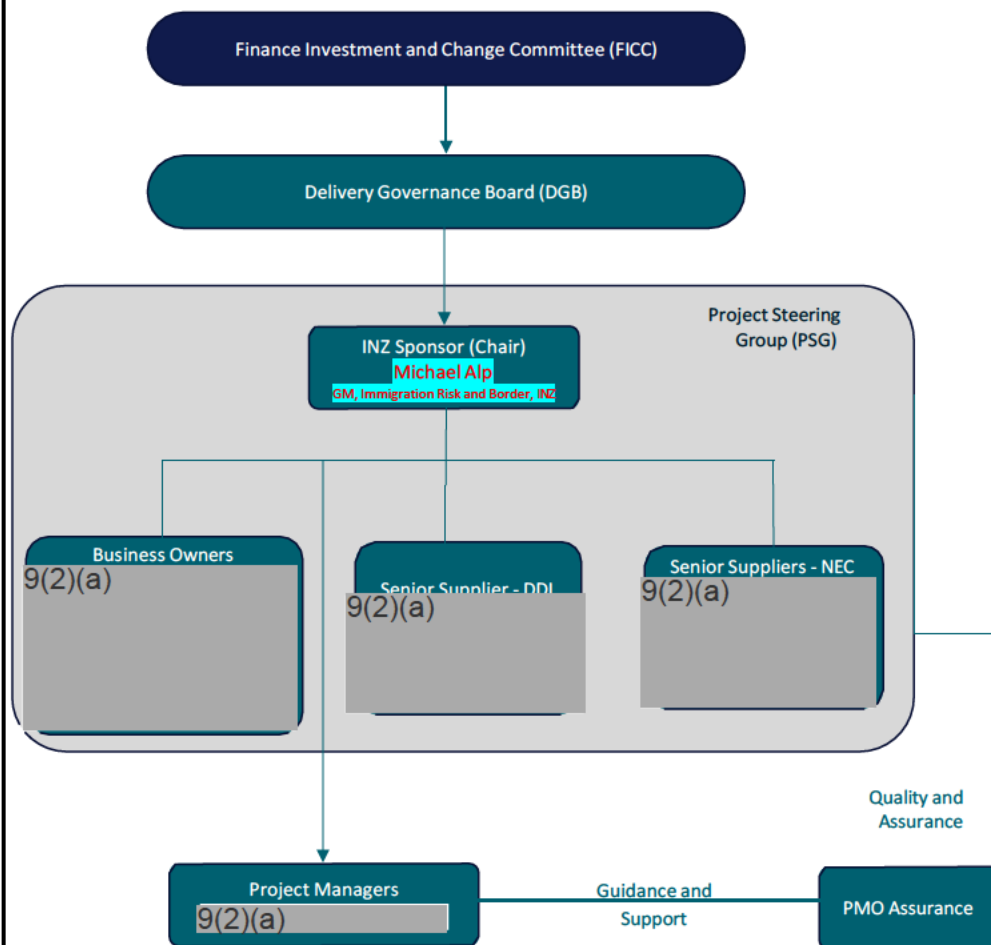
Biometric Capability Update (BCU)

Steering Group Terms of Reference

Project Code	Project Name	Business Group	Date
3644	Biometric Capability Update (BCU)	INZ, DDI	21/08/2024

Project Overview (Short)			Meeting Frequency	
The primary purpose of this project is to deliver an upgrade to the biometrics matching software and algorithms to provide improved matching rates including consolidation of the full identity, plus replacement of In Person Enrolment (IPE) used by a variety of business users including those from Border, Refugee Quota Programme and Compliance teams.			The PSG will meet fortnightly. Out-of-session meetings can be scheduled if necessary.	
Project Steering Group (PSG) Purpose			PSG Member Responsibilities	
PSG Role			Member	Responsibility
This terms of reference lays out the purpose of the Project Steering Group (PSG) for the Biometric Capability Update (BCU) project, the governance structure, membership and its roles and responsibilities.			Sponsor / SRO (Chair)	The Sponsor has overall accountability for the delivery and outcomes of the project. They are the final decision maker in the areas they have the delegated responsibility for. The Sponsor will: I. Call and chair meetings and approve the agenda II. Guide the strategic direction of the project to achieve its outcomes III. Facilitate discussion
The PSG is the governance body responsible for providing strategic direction, enabling the benefits as agreed in the project business case and providing a level of assurance for the project to ensure its successful delivery. The Delivery Governance Board (DBG) and Finance Investment and Change Committee (FICC) have delegated authority in line with the MBIE financial delegation policy over all projects which they approve business cases for and supersedes any prior governance arrangements.			Member	The members will: I. Be committed to, and actively involved in delivering the project outcomes II. Support the making of effective decisions III. Review reports and recommendations in a timely fashion IV. Provide expertise, direction and resources to resolve escalated risks and issues V. Provide guidance and direction to the project
PSG Responsibilities			Project Managers (Attendees)	The MBIE Project Managers (PMs) will: I. Provide a status update on both MBIE and vendor aspects of the project II. Support the Chair and PSG, and ensure project is managed in accordance with their guidance and direction III. Manage the processing of project artefacts through the review and approval process IV. Follow MBIE project framework V. Attend PMO project hygiene meetings
1. Provide strategic direction, guidance, support and endorsement for the project 2. Monitor project progress and provide direction to ensure the project delivers agreed benefits and outcomes 3. Formally accepts all project deliverables and endorses any governance documents requiring submission to the Delivery Governance Board (DGB), or Finance Investment and Change Committee (FICC). 4. Approve changes within tolerance (within Sponsor's delegation) and stage gates. 5. Provides direction and endorses change controls exceeding tolerance in scope, schedule, financials as well as key risks and issues through the appropriate governance process 6. Provides direction, advice, assistance or escalation in support of resolving high-priority issues and risks as required 7. Ensure scope is managed and controlled as issues emerge and/or change requests are presented for review 8. Ensure the project adheres to the Portfolio Governance Framework, central agency standards and Project Delivery Framework 9. Ensures the project remains strategically aligned and viable as documented in the approved Business Case throughout its life 10. Champion the project goals into the business through key stakeholder engagement, promote awareness, and facilitating communication. 11. Support resolution of stakeholder management issues 12. Reconcile differences in opinion and approach, resolve disputes, and remove roadblocks 13. Support all project assurance activities, ensuring regular reviews and lessons learned take place.			Vendor PM (Attendee as required)	The Vendor PM may be invited to attend certain agenda item(s) only and will: I. Provide a status update on vendor specific aspects of the project II. Work with MBIE PM to process vendor project artefacts through the review and approval process
			Secretariat (Attendee)	The Secretariat will: I. Coordinate the meetings as directed by the Chair II. Prepare PSG artefacts (minutes, agenda) and distribute to members
Membership			Other Attendees or Advisory As required	I. A regular attendee only of the PSG (does not make decisions or hold decision rights). II. Provides the views of the advisory group(s) as determined by the PSG.
Members (Decision making / Voting roles)	Sponsor	Michael Alp – GM Immigration Risk and Border, INZ (Chair)	PMO/Assurance (Observer)	I. An ad hoc attendee only of the PSG (does not make decisions). II. Provides an independent view of the project progress and recommends corrective action as necessary.
	Business Owner(s)	9(2)(a)	Quorum and Delegations	
	Senior Supplier – DDI		14. The PSG is chaired by the Sponsor. The final decision for all other matters rests with the Chair of the PSG. 15. At least half plus one of the PSG voting Members with agreed decision-making rights must be in attendance. This equates to 4 Members. 16. Member proposals to delegate must be agreed with the Sponsor/Chair at least two working days before the meeting. 17. PSG Members must confirm that their delegates have the appropriate delegated authority. 18. Final Decision rights and authority are held by the Sponsor. a) Delegations: Time - 21 days (3 weeks) b) Cost - 5% of the total approved budget (opex + capex) or \$150k whichever is less. c) Chair cannot delegate for Medium or High complexity projects.	
Advisors (Non-voting roles)	Senior Suppliers - NEC <i>Represents those who will design, develop, facilitate, procure, and implement the project</i>			
	Project Managers			
	Vendor representative (PM)			
Observer	PMO/Assurance Representative			
Secretariat	Secretariat			

The Project Steering Group Structure



Conflicts of Interest

19. All PSG members are responsible for declaring any actual, potential or perceived conflicts of interest.
20. In all cases where a conflict of interest exists, or may be reasonably perceived to exist, the Chair will decide on whether the member, having disclosed the interest may participate as an active member of the PSG, or is not suitable to sit on the PSG going forward.

Process

21. **Input documents** (using PMO templates):
 - a) The PSG meeting agenda, minutes of the previous meeting and a formal status report.
22. **Output documents:**
 - a) Meeting minutes that record the outcome of all agenda items, updated action register.
 - b) Minutes, actions and a record of decisions for PSG meetings are taken during the meeting and are distributed no later than three working days after the meeting.
 - c) It is the responsibility of each Project Manager to ensure the minutes are stored in the MAKO project folder and decisions are recorded in Project Server.
23. **Intra meeting:**
 - a) The PSG will receive project status reports on progress and exceptions by email.
 - b) All PSG artefacts will be stored in the PSG's Mako folder and each project's Mako folder.
24. In order for members to review submitted material, all papers submitted for inclusion on the PSG agenda must be distributed to the Secretariat at least three working days prior to the meeting.
25. Meeting papers will be disseminated to all members at least two working days prior to the meeting.
26. Full copies of the Minutes, including attachments shall be provided to all members no later than three working days following each meeting with any feedback or corrections provided within 1 day to enable revision and redistribution

Non-Decision-Making Groups

27. An advisory / reference group may be established to support the project.
 - a) The role of the advisory group is to provide subject matter advice to the project team and the PSG.
 - b) The advisory group does not have decision making responsibilities with respect to the delivery of the project

Acceptance of Terms of Reference

The PSG has agreed that the Terms of Reference are appropriate and accurate for the PSG's role and function in governing and supporting the project.

The acceptance of the Terms of Reference is captured in the PSG meeting minutes dated <insert date>.

TOR – previous version

[BCU Steering Group TOR v7.0.docx](#)

All Decision makers must approve this document. This document has been approved by:

Name	Role	Version	Date	Signature	Embedded email or PSG Minutes
Michael Alp	Chair, Project Sponsor, INZ	7.2			
9(2)(a)		7.2			
		7.2			
		7.2			
		7.2			
		7.2			

Document Control and Version History

Date	Version	Author	Description of change
04/09/2023	7.1	9(2)(a)	TOR moved to new template; Steering Group Attendees updated
21/08/2024	7.2	9(2)(a)	Steering Group Attendees updated

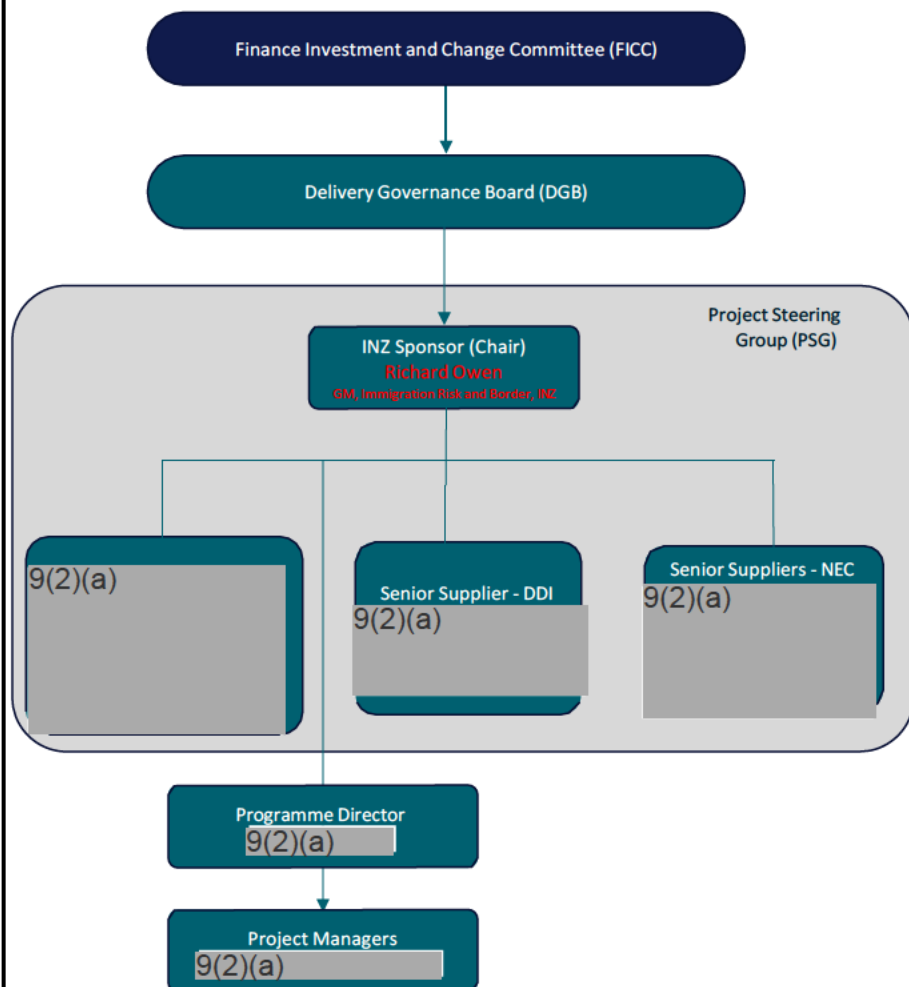
Biometric Capability Update (BCU) / In Person Enrolment (IPE)

Steering Group Terms of Reference

Project Code	Project Name	Business Group	Date
3644 3586	Biometric Capability Update (BCU) In Person Enrolment (IPE)	INZ, CDSS	04/02/2025

Project Overview (Short)			Meeting Frequency	
The primary purpose of this project is to deliver an upgrade to the biometrics matching software and algorithms to provide improved matching rates including consolidation of the full identity, plus replacement of In Person Enrolment (IPE) used by a variety of business users including those from Border, Refugee Quota Programme and Compliance teams.			The PSG will meet fortnightly. Out-of-session meetings can be scheduled if necessary.	
			PSG Member Responsibilities	
Project Steering Group (PSG) Purpose			Member	Responsibility
This terms of reference lays out the purpose of the Project Steering Group (PSG) for the Biometric Capability Update (BCU) and In Person Enrolment (IPE) projects, the governance structure, membership and its roles and responsibilities.			Sponsor / SRO (Chair)	The Sponsor has overall accountability for the delivery and outcomes of the project. They are the final decision maker in the areas they have the delegated responsibility for. The Sponsor will: - Call and chair meetings and approve the agenda - Guide the strategic direction of the project to achieve its outcomes - Facilitate discussion
			Member	The members will: - Be committed to, and actively involved in delivering the project outcomes - Support the making of effective decisions - Review reports and recommendations in a timely fashion - Provide expertise, direction and resources to resolve escalated risks and issues - Provide guidance and direction to the project
PSG Role			Project Managers (Attendees)	The MBIE Project Managers (PMs) will: - Provide a status update on both MBIE and vendor aspects of the project - Support the Chair and PSG, and ensure project is managed in accordance with their guidance and direction - Manage the processing of project artefacts through the review and approval process - Follow MBIE project framework - Attend PMO project hygiene meetings
The PSG is the governance body responsible for providing strategic direction, enabling the benefits as agreed in the project business case and providing a level of assurance for the project to ensure its successful delivery. The Delivery Governance Board (DBG) and Finance Investment and Change Committee (FICC) have delegated authority in line with the MBIE financial delegation policy over all projects which they approve business cases for and supersedes any prior governance arrangements.			Vendor PM (Attendee as required)	The Vendor PM may be invited to attend certain agenda item(s) only and will: - Provide a status update on vendor specific aspects of the project - Work with MBIE PM to process vendor project artefacts through the review and approval process
			Secretariat (Attendee)	The Secretariat will: - Coordinate the meetings as directed by the Chair - Prepare PSG artefacts (minutes, agenda) and distribute to members
PSG Responsibilities			Other Attendees or Advisory As required	- A regular attendee only of the PSG (does not make decisions or hold decision rights). - Provides the views of the advisory group(s) as determined by the PSG.
- Provide strategic direction, guidance, support and endorsement for the project - Monitor project progress and provide direction to ensure the project delivers agreed benefits and outcomes - Formally accepts all project deliverables and endorses any governance documents requiring submission to the Delivery Governance Board (DGB), or Finance Investment and Change Committee (FICC). - Approve changes within tolerance (within Sponsor's delegation) and stage gates. - Provides direction and endorses change controls exceeding tolerance in scope, schedule, financials as well as key risks and issues through the appropriate governance process - Provides direction, advice, assistance or escalation in support of resolving high-priority issues and risks as required - Ensure scope is managed and controlled as issues emerge and/or change requests are presented for review - Ensure the project adheres to the Portfolio Governance Framework, central agency standards and Project Delivery Framework - Ensures the project remains strategically aligned and viable as documented in the approved Business Case throughout its life - Champion the project goals into the business through key stakeholder engagement, promote awareness, and facilitating communication. - Support resolution of stakeholder management issues - Reconcile differences in opinion and approach, resolve disputes, and remove roadblocks - Support all project assurance activities, ensuring regular reviews and lessons learned take place.			PMO/Assurance (Observer)	- An ad hoc attendee only of the PSG (does not make decisions). - Provides an independent view of the project progress and recommends corrective action as necessary.
			Quorum and Delegations	
Membership			- The PSG is chaired by the Sponsor. The final decision for all other matters rests with the Chair of the PSG. - At least half plus one of the PSG voting Members with agreed decision-making rights must be in attendance. This equates to 4 Members. - Member proposals to delegate must be agreed with the Sponsor/Chair at least two working days before the meeting. - PSG Members must confirm that their delegates have the appropriate delegated authority. - Final Decision rights and authority are held by the Sponsor. - Delegations: Time - 21 days (3 weeks) - Cost - 5% of the total approved budget (opex + capex) or \$150k whichever is less. - Chair cannot delegate for Medium or High complexity projects.	
Members (Decision making / Voting roles)	Sponsor	Richard Owen – GM Immigration Risk and Border, INZ (Chair)		
	Business Owner(s)	9(2)(a)		
	Senior Supplier – DDI			
	Senior Suppliers - NEC	Represents those who will design, develop, facilitate, procure, and implement the project		
Advisors (Non-voting roles)	Programme Director			
	Project Managers			
	Vendor representative (PM)			
	Secretariat			

The Project Steering Group Structure



Conflicts of Interest

19. All PSG members are responsible for declaring any actual, potential or perceived conflicts of interest.
20. In all cases where a conflict of interest exists, or may be reasonably perceived to exist, the Chair will decide on whether the member, having disclosed the interest may participate as an active member of the PSG, or is not suitable to sit on the PSG going forward.

Process

21. **Input documents** (using PMO templates):
 - a) The PSG meeting agenda, minutes of the previous meeting and a formal status report.
22. **Output documents:**
 - a) Meeting minutes that record the outcome of all agenda items, updated action register.
 - b) Minutes, actions and a record of decisions for PSG meetings are taken during the meeting and are distributed no later than three working days after the meeting.
 - c) It is the responsibility of each Project Manager to ensure the minutes are stored in the MAKO project folder and decisions are recorded in Project Server.
23. **Intra meeting:**
 - a) The PSG will receive project status reports on progress and exceptions by email.
 - b) All PSG artefacts will be stored in the PSG's Mako folder and each project's Mako folder.
24. In order for members to review submitted material, all papers submitted for inclusion on the PSG agenda must be distributed to the Secretariat at least three working days prior to the meeting.
25. Meeting papers will be disseminated to all members at least two working days prior to the meeting.
26. Full copies of the Minutes, including attachments shall be provided to all members no later than three working days following each meeting with any feedback or corrections provided within 1 day to enable revision and redistribution

Non-Decision-Making Groups

27. An advisory / reference group may be established to support the project.
 - a) The role of the advisory group is to provide subject matter advice to the project team and the PSG.
 - b) The advisory group does not have decision making responsibilities with respect to the delivery of the project

Acceptance of Terms of Reference

The PSG has agreed that the Terms of Reference are appropriate and accurate for the PSG's role and function in governing and supporting the project.

The acceptance of the Terms of Reference is captured in the PSG meeting minutes dated <insert date>.

TOR – previous version

[BCU Steering Group TOR v7.0.docx](#)

All Decision makers must approve this document. This document has been approved by:

Name	Role	Version	Date	Signature	Embedded email or PSG Minutes
Richard Owen	Chair, Project Sponsor, INZ	7.2			
9(2)(a)		7.2			
		7.2			
		7.2			
		7.2			
		7.2			

Document Control and Version History

Date	Version	Author	Description of change
04/09/2023	7.1	9(2)(a)	TOR moved to new template; Steering Group Attendees updated
21/08/2024	7.2	9(2)(a)	Steering Group Attendees updated



Biometric Capability Update (BCU)

Steering Group – Terms of Reference

1 Purpose

The purpose of this document is to outline the roles, responsibilities, and workings of the Biometric Capability Update (BCU) Steering Group.

2 Background

The Biometric Capability Update (BCU) Project delivers an upgrade to the biometrics matching software and algorithm to provide improved matching rates S 6(c) plus replacement of In Person Enrolment (IPE) used by a variety of business users including those from Border, Refugee and Compliance.

3 Role of the Steering Group

The role of the Steering Group is to govern the achievement of the Biometric Capability Update (BCU) objectives to enable the benefits as agreed in the project business case. The Steering Group will maintain oversight of the project deliverables, alignment of delivery with benefits, provide direction to the Project Director and Manager, as well as monitor and review the project status.

The Steering Group provides direction, guidance, and decision-making to support the successful delivery of the project. This guidance includes the readiness of the business to realise the benefits of the project.

4 Functions

The primary function of the Steering Group is to provide governance and oversight of the Biometric Capability Update (BCU) project to ensure its successful delivery. This includes:

- Ensuring that the project remains viable (with reference to the business case) throughout its life;
- Monitoring progress to ensure that the project is successfully delivered to the agreed schedule; budget; scope; and quality and that the expected benefits are on track for realisation;
- Making effective decisions that will maximise the realisation of the expected project benefits;
- Formal acceptance of all project deliverables, and endorsement of any governance artefacts requiring submission to the Portfolio Board;
- Providing assistance to the project when risks and issues are escalated to the Steering Group;
- Escalating, if required, any matters that cannot be resolved at a Steering Group level to the next tier of governance;
- Ensuring that the project is following the MBIE Project Delivery Framework;
- Ensuring that appropriate project quality assurance activities are in place to support the successful delivery of the project; and
- Ensuring that the project is appropriately resourced to deliver a successful project outcome.



5 Collective Responsibilities

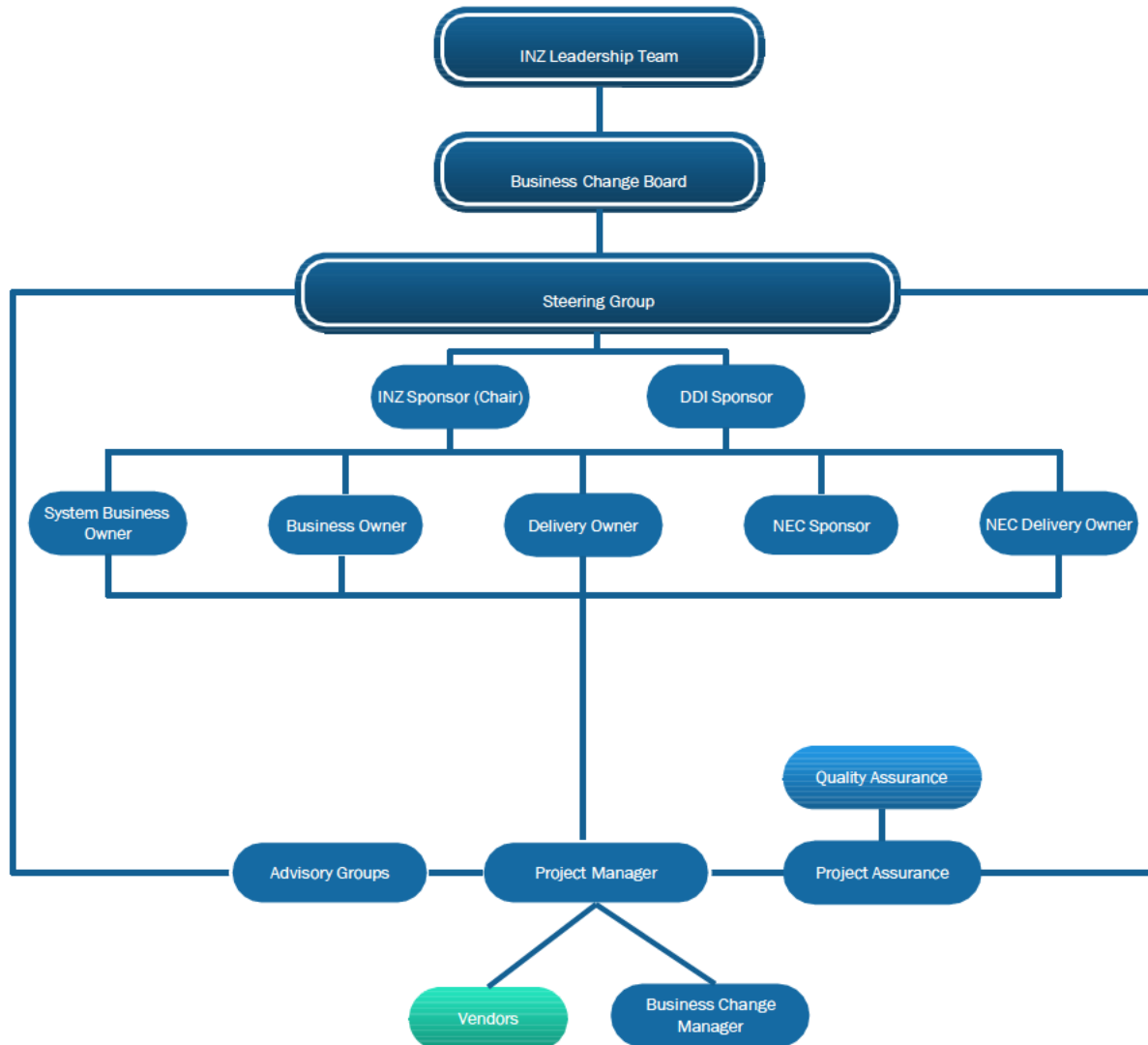
The following lists the key responsibilities of the Steering Group:

At the start of the project	- Ensuring the Steering Group has the appropriate membership to fill the required roles. - Review, feedback, and accept the Terms of Reference document. - Acquire an in depth understanding of the project deliverables; their priorities, and the planned benefits to ensure they are clearly defined.
During the project	- Ensure the Project has the required level of support to deliver the project. - Monitoring progress by exception - schedule; budget; scope; risks; and issues to ensure the expected benefits are on track for realisation. - Endorse the Business Case for submission to the Portfolio Board. - Following the approval of the Business Case, endorse any changes to the project's baseline by the Change Control process¹ before submission to the Portfolio Board. - Signing off that the project deliverables have been delivered to the required standards. - Ensuring the appropriate financial management of the project is in place. - Provides guidance and direction to the project keeping it within the agreed constraints/ tolerances. - Provides the main point of escalation for the project. - Ensure appropriate communication about the project takes place with relevant stakeholders. - Approve the project go live – the go/no go decision.
At the end of the project	- Gain assurance that there has been effective integration of the relevant project outputs into business as usual activities. - Ensure that any benefits that will be realised post project have Benefit Owners and a clear realisation schedule. - Endorse the formal closing of the project and submission of the Project Closure Report to the Portfolio Board.

¹ Refer to section: 8.10 Change Control Process



6 Individual Roles and Responsibilities





The responsibilities of the Steering Group members are as follows:

Steering Group Role	Responsibility
INZ Sponsor	• A full member of the Steering Group. • Chairs the Steering Group and is responsible for making all Steering Group decisions (may delegate both responsibilities to the DDI Sponsor and/ or Business Owner). • Has shared accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Advises the Project of relevant protocols, political issues, and potential sensitivities. • Makes the project visible within the organisation. • Negotiates funding for the project.
DDI Sponsor	• A full member of the Steering Group. • Works closely with the INZ Sponsor and has responsibility for all Steering Group decisions. • Has shared accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Makes the project visible within the organisation.
Business Owner	• A full member of the Steering Group. • Supports the Sponsors in the decision making process. • Represents the business area that will be most impacted by the project and the expected benefits. • Represents the end-users' interests in the project's deliverables. (There may be multiple representatives from different areas to cover all user interests). • Is responsible for the successful delivery of the project. • Commits user resources / subject matter experts to the project when necessary. • Typically involved in benefit realisation post project. • Is a primary point of contact for the Project Manager. • Owns the management of change into the business areas that are impacted, and ensures that communications and stakeholder engagements are effectively managed. • Responsible for specifying the business user needs, establishing acceptance criteria and monitoring the development of the solution to ensure that the business user needs will be met in terms of quality, functionality, and usability. • May chair the Steering Group if requested by the INZ Sponsor.



Steering Group Role	Responsibility
Systems Business Owner	• A full member of the Steering Group. • Supports the Sponsors in the decision making process. • Represents the technology systems in the project's deliverables. • Ensures the project deliverables meet the system needs and expectations and will enable the expected benefits. • Typically involved in benefit realisation post project. • Directs quality assurance activities on behalf of the project • Responsible for specifying the system needs, establishing acceptance criteria and monitoring the development of the solution to ensure that the system needs will be met in terms of quality, functionality, and usability. • Is a primary point of contact for the Project Manager.
Delivery Owner	• A full member of the Steering Group. • Supports the Sponsor in the decision making process. • Represents those groups who will design, develop, facilitate, procure, and implement the project. (There may be multiple representatives to represent all interests). • Responsible for ensuring that the solution meets the requirements. • Responsible for ensuring appropriate resources / expertise are committed to the project. • Ensures the deliverable / product scope and plan are feasible and realistic. • Accountable for producing the project deliverables / products to the specified quality, within the agreed constraints. • Ensuring that the project deliverables are reliable, appropriately integrated, and can be maintained efficiently. • Monitor progress towards the outcomes and manage risk from a supplier perspective.
NEC Sponsor	• A member of the Steering Group. • Has accountability for the success or failure of the project. • Ensures that the project is focused on achieving its objectives and enabling the expected benefits. • Owns the relationship with NECAM. • Makes the project visible within the NEC organisation.



Steering Group Role	Responsibility
NEC Delivery Owner	• A member of the Steering Group. • Supports the NEC Sponsor in the decision making process. • Represents those groups who will design, develop, facilitate, and implement the project. • Responsible for ensuring that the solution meets the requirements. • Responsible for ensuring appropriate resources / expertise are committed to the project. • Ensures the deliverable / product scope and plan are feasible and realistic. • Accountable for producing the project deliverables / products to the specified quality, within the agreed constraints. • Ensuring that the project deliverables are reliable, appropriately integrated, and can be maintained efficiently. • Monitor progress towards the outcomes and manage risk from a supplier perspective.
Project Manager	• A regular attendee only of the Steering Group as needed. • Runs the overall project on a day-to-day basis on behalf of the project sponsor • Ensures the project is delivering in line with strategic business goals and is positioned to deliver identified benefits • Ensures that the project deliverables are of the required quality, i.e. are capable of delivering the benefits defined in the business case, and produced within the agreed time and cost. • Provides management of project: ○ Scope, Budget, Schedule, Risks, Commercials, Benefits, Escalations, Stakeholders, and Assurance. • Provides a regular report to the Steering Group, keeping them informed of progress and highlighting any risks and issues.
Advisor	• An attendee of the Steering Group by invitation only. • Provides advice or reports on specific areas within their knowledge base/expertise.
Project Assurance	• An ad hoc attendee only of the Steering Group. • Provides an independent view of the project progress, and recommends corrective action as necessary.
Other Vendor Participation	• By invitation only. • Provides a view of their delivery progress. • As an external party, the vendor is not a decision maker nor will they form part of the quorum.



7 Steering Group Membership

Roles	Name	Title
INZ Sponsor (Chair)	Richard Owen	GM, Verification and Compliance
DDI Sponsor	Robyn Moriarty	GM, Partnerships & Programmes, DDI
System Business Owner	9(2)(a)	
Business Owner		
Delivery Owner		
NEC Sponsor		
NEC Delivery Owner		

During the different phases of the project the membership may change.

It should be understood that neither the Project Manager nor the Project Team alone can successfully deliver a project. Every project requires the active participation and action of the Steering Group to succeed.

8 General

8.1 Quorum

For the Steering Group meeting to be effective, at least two thirds of the Steering Group full MBIE members must be in attendance for decision making. This equates to 3 full members from MBIE and 1 full member from NEC.

8.2 Decision Making

The final decision for all other matters rests with the Chair of the Steering Group. The Steering Group is chaired by the Sponsor, but the Sponsor may delegate this responsibility to the Business Owner. Only full members of the steering group are decision makers.

8.3 Attendance

Steering Group members are expected to prioritise and attend all meetings unless unavoidable.

Where possible attendance will be in person, on occasions where it is not possible a TEAMS link will be provided by contacting the Project Coordinator in advance.

8.4 Delegates

Members of the Steering Group can delegate attendance to the meeting provided there is formal approval from the Chair prior to the meeting.



8.5 Frequency of meetings

The Steering Group will meet fortnightly and may change to monthly at a later date.

Additional out of cycle meetings may be arranged at the request of the Chair when required to support the delivery of the project.

The Steering Group will be active until the project has been formally closed.

8.6 Vendor Participation

NEC as the key vendor will have two representatives as full members of the steering group. Other vendor attendance will be by invitation only and for a set time within the meeting. At the conclusion of the full steering group meeting, time will be allocated for MBIE group members only to review and/ or discuss commercially or financially sensitive information. Where required, an extract of meeting minutes and actions pertinent to the specific vendor will be provided following the release of the Minutes internally.

8.7 Meeting Inputs

Meeting information (including an agenda) will be distributed to Steering Group members two working days prior to the Steering Group meeting. Information will be collated and distributed by the Project.

It is expected that members will have read the papers in advance of the meeting to facilitate expedited decision making.

Meeting papers are 'in confidence' and will not be issued to external parties.

8.8 Meeting Minutes

The Chair of the Steering Group is responsible for ensuring minutes (or a record of decisions) for Steering Group meetings – including actions – are taken during the meeting and are distributed no later than five working days after the meeting. It is the responsibility of the Project Manager to ensure the minutes are distributed and stored in the MAKO project folder.

Meeting minutes will be classified as 'in confidence' and will not be released externally.

8.9 Conflicts of Interest

All Steering Group members are responsible for declaring any actual, potential or perceived conflicts of interest. In all cases where a conflict of interest exists, or may be reasonably perceived to exist, the Chair will decide on whether the member, having disclosed the interest, may participate as an active member of the Steering Group, or is not suitable to sit on the Steering Group going forward.

8.10 Change Control Process

When it is identified that the project cannot be delivered as per the approved business case, and it is forecast that time, cost, scope or benefits will be altered from the approved baseline, a Change Request must be raised and submitted to the Project Steering Group for endorsement / approval, prior to exceeding these baselines.



Changes within project tolerances can be agreed at the Project Sponsor's discretion at any time; this includes changes raised both by Vendors and by MBIE. These changes will be managed and tracked using a Joint Decision Register.

If a change exceeds project tolerances, a Change Request must be raised for the full value of the change, and brought to the Steering Group for endorsement before it can be submitted for DGB and ICDC approval. Change Requests can only be endorsed by full members of the Steering Group.

8.11 Non Decision Making Groups

An advisory / reference group may be established to support the project. The role of the advisory group is to provide subject matter advice to the project team and the Steering Group. The advisory group does not have decision making responsibilities with respect to the delivery of the project.

8.12 Acceptance of Terms of Reference

The Steering Group has agreed that the Terms of Reference are appropriate and accurate for the Steering Group's role and function in governing and supporting the project.

8.13 Document control

Date	Version	Author	Description of change
20/09/20	0.1	9(2)(a)	Initial draft version
01/10/20	0.2		Review & update
06/10/20	0.3		Incorporated feedback
08/10/20	1.0	Final Version	Document finalised and distributed
25/03/20	1.1	9(2)(a)	Three month review – membership updated
13/04/2021	1.2		Project Director role added & Project Manager role updated.
18/04/2021	2.0		Document changes accepted by Steering Group. ToR finalised for distribution
27/06/2022	3.0		Membership revised based on DDI restructure and change of project ownership from INZ to DDI.
10/08/2022	4.1		Membership revised post Sponsor review
25/08/2022	4.0		Finalised
12/09/2022	5.0		Feedback incorporated & Document reissued
3/10/2022	5.1		Further information re Change Control included
4/10/2022	5.2		Quorum numbers revised



Date	Version	Author	Description of change
18/10/2022	6.0	9(2)(a)	Document changes accepted by Steering Group. ToR finalised for distribution
01/02/2023	6.1		Membership and Roles & Responsibilities revised due to changes in Steering Group Members
07/02/2023	7.0		Document changes accepted by Steering Group. ToR finalised for distribution