TEMPLATE 25 · CONSULTANT TOOLKIT

Steering Committee Pack

A short, decision-focused pack: status on a page, the decisions needed, and the actions agreed.

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A steering committee exists to make decisions. If the pack is forty pages of updates, it will spend the hour reading, not deciding.

> *Lead with the decisions. Put the detail in the appendix.*

WHAT'S IN THIS PACK

01 **Programme status on a page:** overall RAG, six dimensions, milestones, highlights and next steps.

02 **Decisions and escalations:** each with options, a recommendation and a deadline.

03 **Actions and decisions log:** what was agreed, by whom and by when.

A 60-MINUTE AGENDA

01 **5 min** Actions from last time: done, or a new date.

02 **10 min** Status on a page. Exceptions only, not a read-through.

03 **30 min** Decisions and escalations, in priority order.

04 **10 min** Top risks and what you need from members.

05 **5 min** Recap decisions and actions out loud.

Send it 48 hours before. Members should arrive having read it, with questions, not hear it for the first time.

SETTING THE RAG HONESTLY

- **Green.** On track within agreed tolerances. No help needed.
- **Amber.** At risk. The team has a credible plan to recover without escalation.
- **Red.** Beyond tolerance, or no credible recovery plan. Needs a decision from this group.

RULES FOR PAPERS

- Each decision paper fits on one page.
- Always give options, including doing nothing.
- Make a recommendation, and say what it costs.
- Name the deadline and what happens if you miss it.
- A watermelon report, green outside and red inside, destroys trust faster than a red one.

QUESTIONS A GOOD STEERING COMMITTEE MEMBER ASKS

01 What do you need from us?

If the answer is nothing, the item probably didn't need meeting time.

02 What would make this red?

Tests whether the RAG reflects reality or optimism.

03 Are the benefits still there?

Delivery on time is pointless if the reason for doing it has gone.

04 What are we not doing?

Keeps scope, and the team's capacity, honest.

Overall status

Circle one

Summary

Two or three sentences: where we are, what changed, what we need.

Achieved this period

Outcomes, not activity.

Planned next period

What will be true by the next meeting?

Status by dimension

Circle the RAG for last and this period

DIMENSION	LAST	NOW	COMMENT
Scope	○ ○ ○	○ ○ ○	
Schedule	○ ○ ○	○ ○ ○	
Cost	○ ○ ○	○ ○ ○	
Benefits	○ ○ ○	○ ○ ○	
Resources	○ ○ ○	○ ○ ○	
Risks & issues	○ ○ ○	○ ○ ○	

Key milestones

Baseline vs forecast date

MILESTONE	BASELINE	FORECAST	STATUS	COMMENT
			R · A · G	
			R · A · G	
			R · A · G	
			R · A · G	
			R · A · G	
			R · A · G	

Decisions required from this meeting

In priority order. Detail goes in the appendix.

#	DECISION REQUIRED	OPTIONS CONSIDERED	RECOMMENDATION	IMPACT: COST, TIME, BENEFITS	NEEDED BY	OWNER
D1						
D2						
D3						
D4						

Record the outcome of each decision in the log on page 4.

Actions and decisions log

PROGRAMME

MEETING DATE

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What we agreed

Read it back before the meeting closes

#	ACTION OR DECISION	TYPE	OWNER	DUE	STATUS
01		ACTION · DECISION			OPEN · DONE
02		ACTION · DECISION			OPEN · DONE
03		ACTION · DECISION			OPEN · DONE
04		ACTION · DECISION			OPEN · DONE
05		ACTION · DECISION			OPEN · DONE
06		ACTION · DECISION			OPEN · DONE
07		ACTION · DECISION			OPEN · DONE
08		ACTION · DECISION			OPEN · DONE
09		ACTION · DECISION			OPEN · DONE
10		ACTION · DECISION			OPEN · DONE
11		ACTION · DECISION			OPEN · DONE
12		ACTION · DECISION			OPEN · DONE