

## Strategic Management Group Terms of Reference

### Tobacco Control Capacity Programme

#### Overview:

The Strategic Management Group (SMG) will serve as the Executive Group for the award. It will be responsible for programme planning, developing policies for the grant and taking all key decisions. A risk management strategy will be developed by the SMG for the programme overall, and individual risk management plans will also be put in place for individual studies conducted as part of the award and will be reviewed and approved by the SMG.

#### Chair:

The SMG will be chaired by the PI, Professor Linda Bauld.

#### Membership:

The SMG will include all co-investigators from UK and LMIC organisations, as well as the Project Manager for the award.

#### Others in attendance:

The project benefits from the support of Cancer Research UK's International Tobacco Control Programme (ITCP). The team managing the ITCP will be invited to attend Strategic Management Group meetings.

#### Roles and responsibilities:

The Strategic Management Group holds overall responsibility for the progress and impact of the programme. The role of a 'Project Board' as outlined within the Prince 2 methodology for project management has been allocated between the Strategic Management Group and the Core Management Group to ensure that the workload of these groups is manageable.

The key roles and responsibilities for this group are as follows:

- Provide support and direction to the programme and Research Project Manager.
- Ensure effective communication within the programme team and with external stakeholders, in line with the communications plan for the programme.
- Overall responsibility for programme planning:
  - Active engagement in detailed planning of the programme, including development of individual work plans for work streams,
  - Support the Project Manager in developing programme management tools and documents for the overall programme and individual work streams,
  - Accountable for the achievement and impact of individual work streams.
  - Responsible for plans, policies, responsibilities and key decisions

- Owns programme risks and actively manages them. Provide inputs to the development of the overall risk management plan for the programme and risk registers for individual work streams.
- Implement all activities and approve expenditure in line with all compliance requirements of the programme.
- Identify and support the development of policies for the programme.
- Advise on current and future policy developments that relate to the programmes work.
- Advise on future research priorities and identify opportunities for new areas of research or funding that might benefit the programmes activities.
- Communicate with stakeholders as defined in the communication management plan.
- Link the programme with relevant international developments, expertise and opportunities

The Strategic Management Group is accountable for the overall success or failure of the programme.

#### **Meeting frequency and structure:**

- The SMG will meet each quarter for the first year of the grant and every 6 months thereafter.
- Cost for three visits to the UK have been included for all LMIC co-investigators and thus we anticipate that at least three SMG meetings will be held face to face in London during the award period. The first of these face to face meetings will take place within four months of the award starting.
- At least 50% of the membership will need to be in attendance for the meeting to take place.

#### **Documentation:**

The business conducted at the Strategic Management Group meetings and actions required will be recorded and signed off by the chair. The agenda and minutes will be circulated to group members and others in attendance within 4 weeks of each meeting. The Terms of Reference for the SMG will be made publicly available on the programmes website.