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| **Xxx Steering Group**  **Terms of Reference** | |
| **1.** | **Purpose and Scope of Authority:** |
| **1.1** | **The purpose of the Project Steering Group (PSG):**  The purpose of the Project Steering Group is to provide strategic oversight, direction, and decision-making authority for the programme/project to ensure it delivers the expected benefits within the agreed-upon constraints of time, cost, quality, scope and risk. |
| **1.2** | **Scope of Authority:**   * To approve project scope, objectives and deliverables. * To approve project plans, schedules and budgets. * To resolve escalated issues and risks. * To approve changes to project scope or objectives. * To monitor project progress and performance. * To approve project closure and acceptance. * To ensure benefits are articulated in SMART terms and with defined ways of tracking and measuring them. * To monitor identified lessons learned and recommend improvements for future projects. |

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| **2.** | **Membership:** | |
| **2.1** | **The xxx Steering Group will typically consist of the following members: (***Example members below, amend accordingly)* | |
| **Role** | **Department Representation** |
| Senior Responsible Owner (SRO) (Chair) | xxx |
| Project Manager  *(Responsible for day-to-day management of the project and providing updates to the PSG)* |  |
| Key Stakeholders  *(Representatives from relevant Teams/Directorates or organisations impacted by the project)* |  |
| Subject Matter Experts  *(Individuals with specialised knowledge or skills relevant to the project)* |  |
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| **Optional Membership:** | |
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| **Responsibilities:** | |
|  | Chairperson  *(Facilitate PSG meetings, provide strategic direction and ensure alignment with organisational goals)* | |
|  | Project Manager  *(Prepare and present project updates, manage project risks and issues, capturing actions and resolutions, benefits realisation and implement PSG decisions)* | |
|  | Members  *(Provide input, guidance, and support based on their expertise and stakeholder interests)* | |
|  | All PSG members are expected to maintain confidentiality regarding sensitive project information. | |
| **3.** | **Meetings:** | |
| **3.1** | * Frequency: Regular meetings as required, typically monthly or quarterly. * Agenda: Prepared by the Project Manager and approved by the Chair, focusing on actions, project progress, risks, issues, benefits and decision points. * Minutes and/or Actions: Recorded and distributed to PSG members and key stakeholders after each meeting. | |
| **4.** | **Decision-making Process:** | |
| **4.1** | * Consensus-based decision-making is preferred. * In the absence of consensus, the Chair will make the final decision after considering all inputs. | |
| **5.** | **Communication:** | |
| **5.1** | * The Project Manager will provide regular updates to PSG members and key stakeholders. * Communication channels and protocols will be established to ensure timely and transparent communication. | |
| **6.** | **Review and Evaluation:** | |
| **6.1** | * Conduct period reviews to assess project performance against objectives, schedule and budget. * Identify lessons learned and recommend improvements for future projects. | |
| **7.** | **Amendments to Terms of Reference:** | |
| **7.1** | Changes to the PSG Terms of Reference (ToR) can be proposed by any PSG member and will require approval by the majority of the PSG members. | |
| **8.** | **Duration:** | |
| **8.1** | * The PSG will remain active for the duration of the project unless otherwise determined by the Project Sponsor or senior management. * By adhering to these Terms of Reference, the Project Steering Group can effectively oversee the project’s progress, ensure alignment with organisational objectives, and make informed decisions to drive project success. | |