



This guide identifies the **MATERIAL MATTERS** that should be primary focus for Project Steering Committees* (PSC)

* PSCs are sometimes referred to as Project Boards

MATERIAL MATTERS are significant items that have a direct and material impact on the objectives, outcomes, and success of a project. Addressing material matters effectively ensures that the project remains on track, aligned with organisational goals, and capable of delivering its intended benefits.

1. Decisions and Approvals



Make critical decisions (through the Project Sponsor). This includes approving project artefacts (business case, project plans, etc.), scope changes, major procurement decisions, budget allocations, and significant project deliverables. The PSC must ensure decisions support strategic objectives, project objectives, and the project business case.

2. Exceptions

- **Performance Deviations** - Address significant deviations in project performance to prevent adverse impacts on project outcomes. When parameters such as scope, budget, schedule, quality, risk, and benefits deviate from established baselines/thresholds or agreed plans, these are tabled for PSC attention. The PSC assesses the causes, determines necessary corrective actions, and approves revised plans if needed.
- **Optimal allocation and utilisation of resources** - Address unexpected resource needs or significant changes in utilisation. This includes reallocating budget, personnel, or equipment, ensuring resources are aligned to project priorities and organisational goals.
- **Deviations from Agreed/Enterprise Standards** - When the project deviates from enterprise standards, including PM methodologies, compliance with regulatory requirements, and adherence to quality standards, it must be tabled with the PSC.
- **Compliance and Regulatory Requirements** - Table with the PSC when the project deviates from regulatory compliance requirements, environmental standards, industry-specific regulations, ESG requirements/expectations, and internal governance policies.



3. Strategic Alignment and Organisational Change Impacts
Ensure the project contributes to organisational goals and manages impacts on structure, processes, and culture. Address instances of misalignment with strategic objectives by assessing the project's contribution to long-term business goals and adjusting its direction as necessary. Additionally, manage organisational change by preparing for transitions and ensuring employees are adequately prepared and supported.



4. Stakeholder Issues



Address internal and external stakeholder concerns and requirements. Resolve conflicts and ensure that stakeholders' needs and expectations are appropriately met throughout the project lifecycle. Bring emerging conflicts to the attention of the PSC early to ensure they are understood, and action taken to address possible negative impacts.

5. Key and Emerging Risks and Issues



Proactively manage risks and issues. PSC to maintain a focus on key and emerging risks and issues, including reviewing the effectiveness of risk treatment activities.

6. Escalated Matters



Address issues that are escalated from lower-level governance bodies. Review and resolve matters that cannot be addressed at lower levels, ensuring they are escalated appropriately, if required (refer 7 below). Escalated matters include both matters that exceed decision tolerances and where advice/direction is sought.

7. Matters for Escalation



Ensure critical issues and matters that exceed the delegated authority of the Project Sponsor are escalated to higher governance levels when necessary. Identify and escalate matters that require attention from program, portfolio, or corporate governance groups. This ensures significant risks, strategic decisions, and major project, program, or portfolio impacts are addressed at the appropriate level.

8. Matters Raised by Stakeholder and Advisory Groups



Consider input and recommendations from stakeholder and advisory groups. Review and demonstrably address recommendations from these groups, ensuring that their insights and expertise are appropriately incorporated into project decision-making. This helps align project outcomes with stakeholder expectations and organisational objectives.

9. Issues with interdependencies and interactions



Address complexities arising from project interdependencies and interactions. Address issues related to project interfaces and interdependencies with other projects or programs. The PSC ensures (as far as it is practicable within their delegated authority) that any interactions are managed effectively to prevent conflicts, delays, or resource constraints.

Note: While access to appropriate insights and evidence is important for PSCs, meetings should not be treated as information sharing sessions but should focus on MATERIAL MATTERS.



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