Project Board Terms of Reference

[Project Name]

*Purpose of document*

* *To agree the purpose, authority, roles, responsibilities and conduct of business of the project’s Board of senior stakeholders*

Approvals

|  |  |  |
| --- | --- | --- |
| **Role** | **Name(s)** | **Date signed** |
| Project Sponsor | *e.g. Name &**Title* | *DD/MM/YYYY* |
| Senior User |  |  |
| Senior Supplier |  |  |

Contents

[1. Purpose 3](#_Toc71189906)

[2. Authority 3](#_Toc71189907)

[3. Membership and Attendance 3](#_Toc71189908)

[3.1 Membership 3](#_Toc71189909)

[3.2 Quorum 4](#_Toc71189910)

[3.3 Attendance 4](#_Toc71189911)

[4. Roles and Responsibilities 4](#_Toc71189912)

[5. Conduct of Business 6](#_Toc71189913)

[5.1 Administration 6](#_Toc71189914)

[5.2 Frequency 6](#_Toc71189915)

[5.3 Notice of meetings 6](#_Toc71189916)

[5.4 Reporting 6](#_Toc71189917)

Version Control

|  |  |  |  |
| --- | --- | --- | --- |
| **Version number** | **Description of version change** | **Date** | **Author** |
| *e.g. v0.1* | *Initial draft* | *DD/MM/YYYY* | *Name* |
|  |  |  |  |
|  |  |  |  |

# Purpose

The Board is established to provide the Digital Strategy Group (DSG) with assurance and formal governance structure for the delivery of [insert summary of solution / the project’s objective]. The project board will provide steer and direction on:

* [e.g. Scope
* Business case
* Timeframes
* Budget
* Risks and issues]

|  |  |
| --- | --- |
| **Date Adopted**  | [dd/mm/yyyy] |
| **Review Frequency**  | [Monthly/annually/fortnightly]  |
| **Terms of Reference Drafting**  | [Role of person drafting this TOR] |
| **Review and Approval**  | [Insert name of Project Board]  |
| **Adoption and ratification**  | [Insert name of Executive Sponsor / Senior Responsible Officer]  |

# Authority

* The Executive Sponsor hereby resolves to establish a Project Board to be known as [Insert name of Project].
* The Project Board will report, and escalate if necessary, into [Insert name of committee, e.g. Digital Strategy Group (DSG)].

*Ensure that any other committees currently in place within the Trust’s* [*Integrated Governance Framework*](http://intranet/website/staff/policies/standingfinancialinstructionsandorders/integratedgovernanceframework.asp) *are also accounted for within reporting lines. Where possible, please provide an example diagram to demonstrate reporting structure from Board up to the Trust’s Board of Directors (e.g. the Trust Management Committee).*

# Membership and Attendance

## 3.1 Membership

* The Project Board will be made up of representatives of the following parties:
	+ [insert names and job titles of key players, e.g.
	+ Executive Sponsor
	+ Senior member(s) of staff representing users / staff affected by the change
	+ Senior member(s) of staff representing supplier of service/solutions e.g. Informatics, Medical Devices, a third party organisation
	+ Project Manager
	+ Procurement Manager (if third party suppliers involved)]
* The Executive Sponsor will be appointed as Chair of the Project Board.
* Each member must nominate a deputy to attend in their place when they are unable to attend. These nominated deputies will have voting rights and be counted towards the quorum (see below).

## 3.2 Quorum

* + Quorum shall be at least half the members being present, including the Executive Sponsor or their nominated Project Sponsor.

## 3.3 Attendance

* + Project Board meetings shall normally be attended by:
		- the Executive Sponsor (or their nominated Project Sponsor)
		- one or more Senior representative(s) of the Users affected by the change the project seeks to deliver
		- one or more Senior representative

# Roles and Responsibilities

The duties of the Project Board can be categorised as follows:

[Insert the duties of the Project Board. For example:

* Provide governing steer, direction, oversight and assurance during the lifetime of the project
* Consider and approve (or reject) proposed change requests to the project’s boundaries (e.g. scope, timeframe, cost)
* Assess high impact risk, issues, assumptions and dependencies that threaten the success of the project and its set boundaries (e.g. scope, timeframe, cost)
* Escalate to high impact risk, issues, assumptions and dependencies to other governing committees within the Trust’s Integrated Governance Framework where appropriate
* Remove any barriers to resolution of issues, assumptions and dependencies and mitigation of risks that fall outside of the project manager’s control
* Ensure the project’s communication strategy is fulfilled and remove any barriers to communication that fall outside of the project manager’s control
* Increase the visibility of the project and ensure that it is fully supported at Director / Executive level
* Ensure the viability of the business case/justification remains valid through the lifetime of the project
* Reduce, and avoid where possible, delays decision-making particularly if they threaten the project’s planned timeframes and ultimately its agreed target implementation date.
* Ensure that the project is suitably prioritised within the Trust’s strategic plans and its departments’ work schedules, in order for the project to achieve its planned target implementation date]

# Conduct of Business

## 5.1 Administration

* The Project Manager shall be Secretary to the Project Board.
* The Project Board shall be supported administratively by the Project Manager whose duties in this respect will include:
* Agreement of agenda, attendees and collation of papers with the Chair
* Recording and distribution of Board meeting minutes
* Keeping a record of decisions and actions to be carried forward
* Advising the Project Board on exceptions to project boundaries set out in the Project Brief (accounting for any subsequent change controls)
* Presenting high impact risks, issues, assumptions and dependencies to the Board for assessment, decisions and direction.
* Provision of a Highlight Report with a summary view of the exceptions and high impact items affecting the project. *(template available)*

## 5.2 Frequency

* Meetings of the Project Board will be held on [a weekly/fortnightly/monthly/bi-monthly basis].

## 5.3 Notice of meetings

* An agenda of items to be discussed will be forwarded to each member of the Project Board and any other person required to attend, no later than five working days before the date of the meeting. Supporting papers will be sent to Project Board members and to other attendees as appropriate, at the same time
* In normal circumstances, a minimum notice period of two weeks must be given for any other meetings of the Project Board. Emergency meetings can be arranged, at shorter notice, if this is approved and evidenced as such, by the majority of the members of the Project Board.

## 5.4 Reporting

* Minutes of Project Board meetings will be recorded; and will normally be checked for accuracy at the next meeting of the Project Board. Project Board members will be expected to confirm accuracy of previous minutes and to raise challenge on any inaccuracies.
* Actions agreed, and any decisions taken, by the Board will be recorded in an Actions & Decisions log *(template available)* with date raised, person responsible for completing the action and an expected completion date.
* The Chair of the Project Board shall escalate any exceptions that require disclosure to, assessment and decisions (where authority lies) by [insert name of committee, e.g. Digital Strategy Group (DSG)].

*Ensure that any other committees currently in place within the Trust’s* [*Integrated Governance Framework*](http://intranet/website/staff/policies/standingfinancialinstructionsandorders/integratedgovernanceframework.asp) *are also accounted for within reporting lines. Where possible, please provide an example diagram to demonstrate reporting structure from Board up to the Trust’s Board of Directors (e.g. the Trust Management Committee).*