PROJECT BOARD TERMS OF REFERENCE

Roles and Responsibilities
## DOCUMENT CONTROL

### Change Control Table

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<tr>
<th>Version</th>
<th>Amendment</th>
<th>Description</th>
<th>Release Date</th>
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<td>0.1</td>
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### Approvals

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1 Purpose

The purpose of this paper is to define the role of the Project Board detailing the responsibilities and authority afforded to each Board member, and to the Board as a collective, in order to dispense proper governance throughout the lifecycle of a project.

2 Objective

The aim of this paper is to ensure that all Board members understand their own role, and that of the collective Board, and associated responsibilities.

3 Project Board Overview

3.1 Directing the Programme

The IT Strategy Board (ITSB) will delegate authority to the Project Board to direct the project within a set remit. The Project Board reports to the ITSB via the AD for Projects and Change and is held accountable for the successful delivery of the project by the ITSB.

3.2 Directing the Project

The Project Board, whilst remaining within the tolerances and constraints set out by ITSB, will have authority to govern, direct and monitor the delivery of the project throughout its lifecycle by exercising overall control and making key decisions for a successful project outcome.

3.3 Project Board Composition

Three key roles of Project Executive, Senior Supplier and Business Sponsor/ Senior User are required to form the Project Board collectively representing QMUL business needs. A Project Manager, with delegated authority from the Project Executive, will run the project on a day-to-day basis and will also be in attendance at all Board meetings to take direction from the Board.
### Definition of stakeholder roles on a Project Board:

<table>
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<tr>
<th>Stakeholder Area</th>
<th>Stakeholder Role</th>
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<tr>
<td><strong>QMUL interest:</strong></td>
<td><strong>Executive:</strong>&lt;br&gt;This role is defined to look after the business interest and ensure this remains throughout the project and have the appropriate level of authority to make decisions and balancing the demands of business, user and supplier. The Executive is responsible, with the assistance of the Project Manager, for appointing the Project Board and is accountable for the delivery of the project.</td>
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<tr>
<td>QMUL Business Sponsor/Senior User interest:</td>
<td><strong>Business Sponsor/ Senior User:</strong>&lt;br&gt;As well as looking after QMUL business interest the Business Sponsor/ Senior User is responsible for specifying the needs of the users and for user liaison with the project management team and monitoring that the solution will meet those needs within the constraints outlined in the business case for the quality, functionality and ease of use. Business Sponsor/ Senior User is responsible for realising the business benefits.</td>
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<tr>
<td>Supplier interest:</td>
<td><strong>Senior Supplier:</strong>&lt;br&gt;This role will represent the viewpoint of those who will provide the necessary skills to deliver the project product and be accountable for the quality of the products. The Senior Supplier is responsible for ensuring supplier resources are available and committed to the project</td>
</tr>
<tr>
<td>Project Manager Interest:</td>
<td><strong>Project Manager:</strong>&lt;br&gt;The role of the Project Manager is to run the project on a day to day basis on behalf of the Project Board within the constraints laid down by them. The Project Manager is responsible for producing the required products within time, cost and quality that will meet the requirements and business benefits set out in the business case.</td>
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- **QMUL interest:**<br>The project’s product or change should meet a business need to justify the investment and provide value for money.

- **QMUL Business Sponsor/Senior User interest:**<br>The interests of the Business Sponsor should be captured and incorporated in the project products, and address the user needs to enable them to realise the benefits.

- **Supplier interest:**<br>The resources and skillset are appropriate and readily available to produce the project products and overall delivery.

- **Project Manager Interest:**<br>Obtaining Board approval for plans, resources and expenditure, guidance and decisions on escalated risks and issues.
4 Project Board Role Descriptions

4.1 Project Board

The Project Board is accountable for the success of the project to ITSB, overseeing the project delivery and providing the governance required to ensure the product or service delivered is aligned to that set out in the business case. They have sufficient authority to direct and manage the project within the constraints set out by the ITSB and will be responsible for:

- Providing steer and direction to the project
- Setting the constraints & tolerances for the Project Manager
- Approving all project gateways, project expenditure and resourcing within agreed tolerances, escalating to ITSB where tolerances are exceeded.
- Approving Change Requests, Exception Reports and the project Closure Report, for ratification by the ITSB when agreed tolerances are exceeded.
- Overseeing, disseminating and guiding project communications.
- Constant monitoring of the project Business Case to ensure the project remains viable and beneficial to QMUL, (at a minimum reviewing at each gateway).
- Ensuring the project continues to meet the QMUL and IT Services strategic objectives
- Ensuring the Projects Risks and Issues are being tracked and managed effectively escalating to the ITSB as necessary
- Ensuring that the project is being managed and controlled effectively.
- Provide assurance that all project products have been delivered satisfactorily and confirm acceptance of project products and provide assurance that all project acceptance criteria have been met

4.2 Project Executive

The Project Executive is accountable for the successful outcome of the project. Their primary objective is to keep the project focused on achieving the objectives as set out in the Project Mandate and the Business Case. Ensuring that the product or service delivered will achieve the forecasted benefits. In addition to the Project Board’s collective responsibilities, the Project Executive is responsible for:

- Selecting the Board members with the assistance of the Project Manager (ensuring the Board is kept to a minimum, consisting of the key stakeholders capable of steering the project and making decisions).
- Overseeing the development of the detailed Business Case and ensuring it aligns with QMUL and IT Services Strategic aims and is approved by ITSB
- Holding the Senior Supplier to account for the specialist approach and specialist products created by the project
- Holding the Business Owner/ Senior User to account for realising the benefits in the business case, ensuring that benefits review takes place to monitor to which extent the business case benefits are achieved
- Identifying a Business Owner for transfer of responsibility from the project during the Project Closure stage
- Monitoring and controlling the progress of the project at a strategic level in particular reviewing the Business Case regularly with reference to the evolving environment that the project is being delivered into
• Ensuring that risks associated with the business case are identified, assessed and controlled in the project
• Ensuring the Board make timely decisions on escalated issues, with particular focus on continued business justification
• Chairing Project Board meetings and ensuring the Board’s effectiveness.
• Accountable for assurance that the project remains on target to deliver products that will achieve the expected business benefits, and that the project will be completed within its agreed tolerances.

4.3 Business Sponsor/ Senior User

The Business Sponsor/ Senior User is responsible for specifying the needs of those who will use the project’s product/s and monitoring the assurance that the products/s will meet those needs within the constraints of the Business Case. In addition to the Project Board’s collective responsibilities, the Business Sponsor/ Senior User is responsible for:

- Providing the customer quality expectations and defining acceptance criteria for the project
- Ensuring the desired outcome of the project is specified
- Ensuring the project produces products that will deliver the desired outcomes and meet user requirements
- Ensuring the expected benefits derived from the projects outcomes are realised
- Provide a statement of actual versus forecast benefits at benefits reviews
- Resolving user requirements and priority conflicts
- Ensuring user resources required for the project are made available to undertake user quality inspections and product approval
- Making decisions on escalated issues, with particular focus on safeguarding the expected benefits
- Cascading information to the user community as relevant
- Providing the user view and any impact on follow-on action recommendations that may be suggested as a solution.
- Undertaking project assurance from the user perspective and where appropriate, delegating user project assurance activities.

4.4 Senior Supplier

The Senior Supplier represents the interests of those designing, developing, facilitating, procuring and implementing the project’s products and are accountable for the quality of the products delivered and responsible for the technical integrity of the project. In addition to the Project Board’s collective responsibilities, the Senior Supplier is responsible for:

- Assessing activities involved in delivering the project and confirming the viability of the project approach
- Advising on the selection of design, development and acceptance methods for the project delivery
- Ensuring the proposals for designing and developing the products are realistic
- Ensuring the supplier resources required for the project are made available
- Making decisions on escalated issues with particular focus on safeguarding the integrity of the complete solution
- Resolving any supplier requirements and priority conflicts
- Briefing non-technical management on supplier aspects of the project
• Ensuring quality procedures are used correctly so that project products adhere to requirements specified by the users
• Undertaking project assurance from the supplier perspective and where appropriate delegate supplier project assurance activities.

4.5 Project Manager

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by them. The prime responsibility of the Project Manager is to lead the project management team and ensure that the project produces the required products within the specified tolerances of time, cost and quality. Managing scope, risk and benefits as well as being responsible for the project producing a result capable of achieving the benefits defined in the Business Case. The Project Manager’s responsibilities include the following:-

• Preparing project documents and deliverables in conjunction with the PMO and obtaining Project Board acceptance.
• Managing the information flows between the different areas of the project
• Advising the Project Board of any time, cost, scope, quality, risk and benefit deviations beyond the tolerance thresholds established by the Board
• Authorising work packages
• Managing the production of the required documents and deliverables, taking responsibility of the overall progress and use of resources and initiating corrective action where necessary
• Preparing reports e.g. Highlight & Exception reports
• Maintaining records e.g. Lessons Learned Log, Risks Register & Issues Log
• Liaising with stakeholders

5 Ways of working

Project Boards are responsible for ensuring Board Meetings are scheduled regularly as per an agreed meeting schedule.

A set quorum for the Project Board must be established which shall include the minimum required membership for the meeting to be recognised as authorised. Furthermore a minimum quorum for decisions must be defined.

Minutes must be taken at each meeting and will be circulated to the board no later than 5 working days after the meeting.

Papers should be circulated to the board a pre-agreed number of working days prior to the board and must include as a minimum; minutes from the previous meeting, agenda, project highlight report, risks and issues, action logs, financial summary.

Board performance reviews are to be conducted at pre-determined intervals.

All Board members are expected to attend each meeting, and shall nominate an empowered representative to attend should they be unable to. The nominated representative shall have voting rights at the attended meeting and shall provide relevant comments/feedback, of the Project Board member they are representing.