Project Board Terms of Reference

[Project Name]

[Program/Branch Name]

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| Document status: |  |
| Version: |  |
| Date: |  |
| Author: |  |
| Owner: |  |

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# Purpose

The purpose of the Terms of Reference is to describe the governance, structure, roles and responsibilities of the Project Board governing <Project Name>.

# Background

Projects are required to establish a Project Board as part of the Department’s Project Management Framework exception being ‘Simple’ project. Project Boards are different to Branch or line management meetings as they focus purely on project delivery and progress of project products.

*<NOTE: Refer to project categorisation framework and/or project deliverables matrix document to assess if you are required to setup a project board. Delete this before finalising the document>*

# Role of the Project Board

The Project Board is responsible for the overall direction and management of the project. The Board is accountable for the success of the project. The Board will:

* Provide guidance around the strategic direction and oversight of the project to ensure timely, efficient and effective delivery of quality outcomes;
* Ensure all aspects of the project are managed in compliance with the Department’s Project Management Framework;
* Provide sign off on the Stage Plan and ensure alignment with the approved Project Plan;
* Monitor project progress and review Project Highlight Reports;
* Manage, mitigate, escalate and resolve risks and issues managed by the project in accordance with the Strategic Risk Management Plan and take action as required; co-ordinate with other Branches for coordinated management of shared risks; escalate risks to the Programme Board as necessary;
* Ensure project products and deliverables are fit for purpose including acceptance of key deliverables and changes in scope as required;
* Ensure required resources are committed to the project such as staff, budget and equipment;
* Provide advice and guidance to the Project Manager, as required;
* Provide advice and collaborate on prioritisation of Outstanding Business Issues, dependencies and plans;
* Ensure a coordinated approach to stakeholder communications in conjunction with other projects;
* Perform stage gate reviews and sign off; and
* Provide sign off of final product release.

# Project Board Structure and Membership

The Project Board membership includes the Project Executive (sponsor), Senior User and Senior Supplier, as well as the Project Manager and other specialist representatives as required by the project.

## Project Board

The following people and organisations form the project:

| Role | Name | Responsibilities |
| --- | --- | --- |
| Project Sponsor |  | The Project Sponsor has overall accountability for the project. The Project Sponsor ensures that the project delivers the agreed business benefits. The Project Sponsor is the representative for the organisation and plays a vital leadership role. |
| Project Executive |  | The Project Executive is ultimately responsible for the project, supported by the Senior User and Senior Supplier. |
| Senior User |  | The Senior User is responsible for the needs of all those who will use the final product(s), for user liaison with the project team and for monitoring that the solution will meet defined needs within the constraints of the Business Case in terms of quality, functionality and ease-of-use. |
| Senior Supplier |  | The Senior Supplier is responsible for designing, developing, facilitating, procuring and/or implementing the project’s products.  |
| Senior Supplier / CIO |  | This role provides knowledge and experience of the main discipline(s) involved in the production of the project’s deliverables. The CIO is responsible for the Technical Assurance Authority including architecture and security. |

##

## Project Team Roles and Responsibilities

| Role | Person performing the role | Description |
| --- | --- | --- |
| Project Manager |  | Manage the scope, schedule and budget of the project according to agreed tolerances. Report project status regularly to the Project Executive and to the governance board as required. Ensure that the final product leads to the benefits outlined in the business case. Coordinate the Post Implementation Review. |
| Technical Adviser |  | Provide advice regarding business transformation opportunities. Facilitate the agile service design and delivery process. Provide advice on technical solution. |
| Architect |  | Technical/architectural advice and assistance as required. Represents the interests of the CIO. |
| Business Analyst |  | Communicate with NAIDOC round stakeholders, gather and document requirements and identify opportunities for streamlining and simplification of business processes. Ensure that the final product meets the documented requirements. |
| User/SME |  | Describes the business requirements and business processes that are required to support the NAIDOC grant round. Participates in product reviews and user acceptance testing. |
| Contract/Relationship Manager |  | Manages the contractual relationship between Department and DSS for delivery of the technical solution. Facilitates discussions at a senior level regarding anticipated risks in the risks and their possible mitigation.  |
| Comms/Change Manager |  | Coordinates all communication between the Project Team and the key stakeholders for the project. Responsible for implementing the Communications strategy via the stakeholder engagement plan. |
| Project Coordinator |  | Coordinates all logistics associated with the project. Serves as secretariat for all meetings. |

The structure of Project team is as follows:

*<NOTE: SmartArt version (delate as appropriate)>*

# Managing Project Board Meeting

Governance module within the StrategyDotZero [SDZ] tool is used to manage the end to end project board meetings that includes the following –

* Creating meeting record
* Agenda
* Meeting Minutes
* Actions
* Reporting

## Meeting Frequency

The Project Board will meet monthly at the beginning of each month. Out of session meetings may be arranged on an ad-hoc basis, as required.

Extraordinary Project Board meetings can be called by the Project Executive if:

* The project is forecast to exceed its tolerances in relation to scope, schedule or budget;
* Significant risk has arisen which requires a decision or direction from the Board; and/or
* Urgent escalation to the Project Board is required for other reasons

## Agenda

The meeting agenda and papers should be presented to members at least 3 working days before meetings unless it is an exception.

It is suggested that the Project Board have a standing agenda as follows:

|  |  |
| --- | --- |
| Item | Description |
| 1 | Welcome and apologies |
| 2 | Action Items & Decision Register  |
| 3 | Project Highlight Report – review and discussion |
| 4 | Papers for discussion / endorsement |
| 5 | Stage Gate approval – as required |

## Records of meetings

The key decisions and actions arising from each meeting will be the responsibility of the Secretariat and captured in the Decision Register and Action Log.

Full copies of the key decisions, including action items and all attachments, will be circulated to all members and advisors as part of the Project Board pack prior to the next meeting.

The outcome of each meeting will be monitored and maintained by the Secretariat as a complete record in accordance with Department’s Records Management requirements.

## Reporting

A summary of the project status will be provided in a Highlight Report. Highlight reports are generated on a fortnightly basis via the portfolio management tool, StrategyDotZero. The project manager is to provide the latest Highlight Report in the Board papers.

Project Board reporting will operate as articulated above; the Project Executive (supported by Project Manager where applicable) will prepare and socialise status updates and papers as required to meet the expectations and requirements of the reference groups and Executive roles. An invitation should be extended to the Enterprise Project Support [EPS] for all reference group sessions to ensure that a portfolio view is maintained.

The reporting obligations external to the Project Board are constrained and aligned to the EPS requirements and therefore regular reports from Project Boards will be required for further promulgation into the Programme Reports.