



Estates & Campus Services Works Projects Project Boards

Standard Terms of Reference

Role

A Project Board will be set up to oversee all projects that have a Project Charter as implemented by the Physical Estate Programme Implementation Board, or those projects that are in progress, comprising projects that are likely to exceed £1.0m in construction value or where the project would benefit from such governance. The project board shall exist until the final account for the project has been agreed and the Project Implementation Review has been completed.

Each Project Board will have a Sponsor, as defined in the Project Charter. The Sponsor will act as the main point of contact between the College or Directorate they represent and the Estates and Campus Services Directorate. The Sponsor will play an integral and focal part of the project. The Sponsor shall be aware that all projects require a certain time commitment on their behalf which at times, depending upon the complexity of the project may be substantial.

To be effective, the Sponsor must have a commitment to the success of the project, together with a clear understanding of the business drivers. They must have authority, responsibility and understanding and will have the accountability and responsibility to lead the project to a successful outcome ensuring the project objectives are met.

If a project covers more than one user group or College then Sponsors will be required from each user group but with a Lead Sponsor agreed.

The Sponsor must be able to act with the full authority of the College or Directorate they represent. They must be the point of contact for the design brief responsibilities in collaboration with the Estates and Campus Services Programme/Project Manager.

The Sponsor will act as an arbiter on any disputes which occur between the delivery team, support the Director of Estates and Campus Services and act on behalf of the University in any specific challenging matters concerning Stakeholders external to the University. The Sponsor will also approve or recommend for approval any changes to the scope of the project, ensuring that any impact on time, cost, quality or other key objectives are assessed and reported to the Physical Estate Programme Implementation Board and senior management as appropriate.

Where the project is LTM the sponsor will have reduced responsibilities as the business driver and business case will be the responsibility of Estates and Campus Services Directorate. For LTM the Project Owner will be the Director Estates and Campus Services.

The Project Board is responsible for:

1. Review the Project Status Report (e.g. Project Manager Dashboard) which will include a status report covering:-
 - a. Clearly defined project brief and scope as defined in the Project Charter
 - b. Establishing an approved budget
 - c. Current forecast total expenditure, under or overspend forecast, contingency forecast
 - d. Summary and overall status RAG
 - e. Programme RAG
 - f. Cost RAG
 - g. Design & quality RAG
 - h. Risk RAG
 - i. Communications RAG
 - j. Escalating issues to the Physical Estate Programme Implementation BoardThe RAG status will be determined by Green – project on course and no action envisaged; Amber- minor problems some of which may need escalation; Red – major problems which are raised in the report and require escalation to the Programme Board.
2. Monitor and review the risk register for the project.



3. Ensure timely decisions are made and that the brief and design are signed off and frozen at the defined work stages.
4. Review and manage all change control requests; the project board able to approve change that remains in-line with the approved project budget allocation, however considers risk apportionment.
5. Ensure work streams (e.g. IT, Communications, Finance, HR, and Operations etc.) are resourced adequately and review work stream reports by exception.
6. Escalating issues to the Physical Estate Programme Implementation Board when required.

Note: Where change requests (individual or cumulative) exceed acceptable pre-construction levels e.g. 10% contingency (design and construction), this would require escalation. Once in post-contract (construction) stage, a risk/contingency drawdown schedule should be produced by the project team for approval by the project board to encourage effective allocation/apportionment of risk contingency as risk reduces throughout the project lifecycle.

The Project Board will be convened monthly and chaired by a member of the Estates Directorate. The 'Project Owner' will attend as defined in the Project Charter. The Chair will be responsible for ensuring the Board adheres to the Terms of Reference. The Chair will also be responsible for:-

1. Establishing the project Board and setting out the necessary communication processes.
2. Where appropriate, identify and obtain all necessary resources (financial and people) to ensure that the Project Board completes its work effectively.
3. Ensure that a Project Charter and Project Manager Dashboard are in place before proceeding with the Project.
4. Ensure that any changes in circumstances affecting the project are evaluated and that appropriate action is taken.
5. Ensure that a post occupancy evaluation is carried out and considered by all users and key stakeholders on the project.
6. Balance the needs of the University and the user's requirements.

Secretariat

Normally to be provided by Estates and Campus Services.

Reports to

Physical Estate Programme Implementation Board

Constitution and Membership

Project Chair

Project Sponsor

Project Owner

Head of Programme

University Project Manager

External Consultants (as required)

Senior End-User representative

Student Representative(s)

Board Secretary

Work stream Leads as required include Estates, IT, Communications, Space and Operations, Legal/Procurement etc.

To enable the project board to fulfil its responsibilities, an update on project status will be issued 3 days in advance (minimum) of the meeting and presented by the University Project Manager. This will be presented in the form of the Dashboard Report and contain the following;

- An illustration of project programme including assessment of performance against key tasks/milestones/gateways,
- A short review of progress, by reference to key dates and project milestones.
- A review of principal actions undertaken during the period.
- Elemental summary of financial performance; Anticipated Final Cost of the project, compared with the approved budget.
- 'Headline' review of contract administration.
- Project approval status.
- An explanation of departures from, and updated forecasts for, project performance, programme and budget objectives.
- Resolution of key decisions required.
- Establish problems requiring resolution.
- A forecast of principal actions for the forthcoming period.
- A list of key issues including potential changes in scope of the Works.
- A list of outstanding information or decisions required to maintain project progress in accordance with the programme.
- Change control status.
- Risk status, including factorised cost.
- Forthcoming key meetings.

Duration of Appointment

For the duration of the project.

Frequency of Meetings

To be agreed at the first meeting.

Quorum

All who are required to attend a project board meeting must make a concerted effort to ensure continuity of personnel is maintained for the full duration of the project to encourage proper discharge of their responsibilities. If deputies are to be nominated, they must be fully briefed prior to attending and hold delegated powers to facilitate decision making.

Note: When required, a 'Quorum' project board may need to be convened to facilitate key decisions preventing delay to programme. As a minimum, the following must be represented at such a meeting;

Project Chair

Project Sponsor or Senior End-User Representative (Delegate)

Project Owner

Project Manager