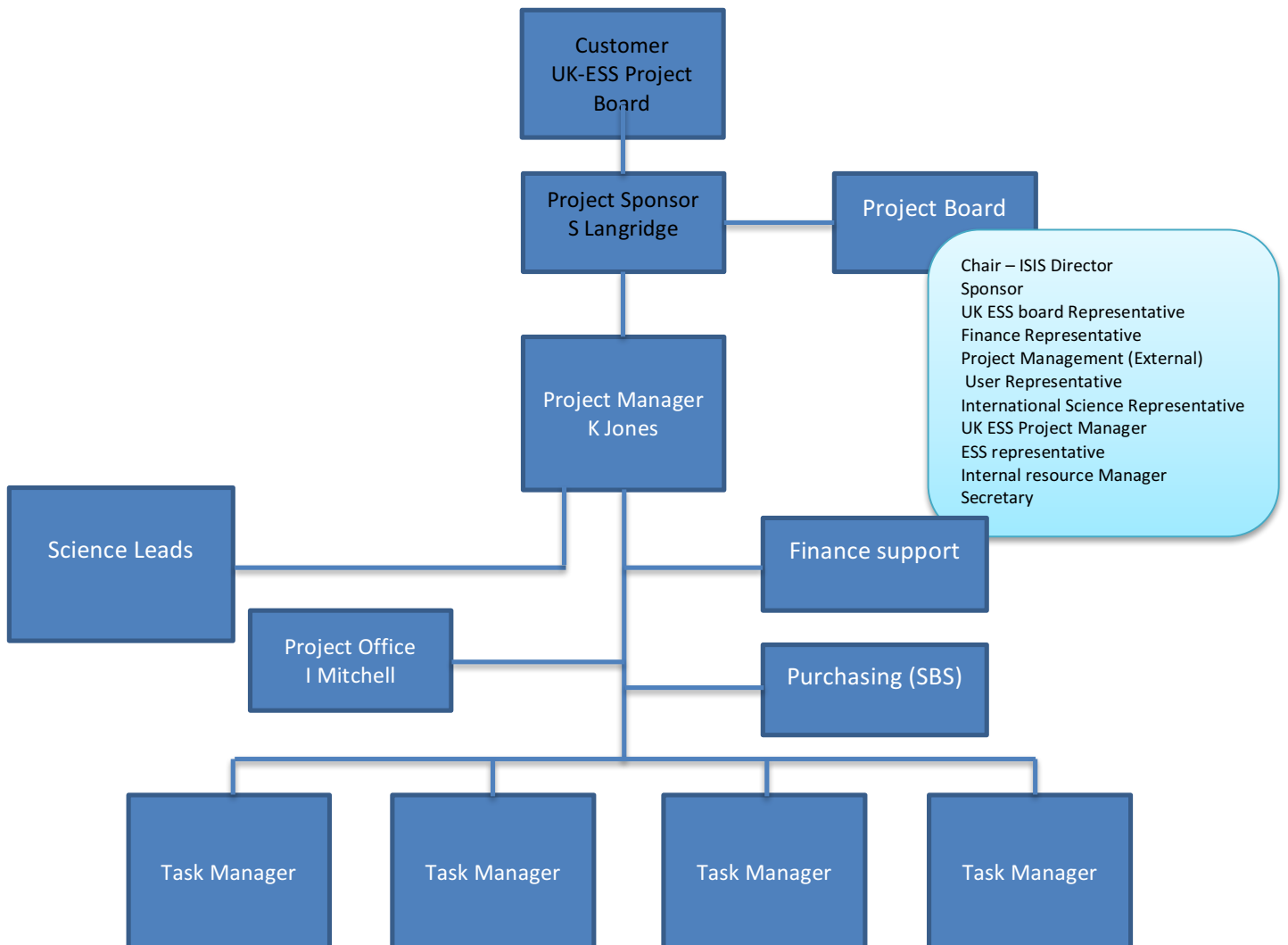# ESS Instruments Project Board Terms of Reference

The terms of reference are given below. These will be amended as required after approval at the first meeting:

The top level structure of the project is defined below:

```
                    ┌──────────────────┐
                    │   Customer       │
                    │  UK-ESS Project  │
                    │     Board        │
                    └──────────────────┘
                            │
      ┌──────────────────┐      ┌──────────────────┐
      │ Project Sponsor  │──────│  Project Board   │
      │   S Langridge    │      └──────────────────┘
      └──────────────────┘
```

Project Board box detail:

Chair – ISIS Director
Sponsor
UK ESS board Representative
Finance Representative
Project Management (External)
User Representative
International Science Representative
UK ESS Project Manager
ESS representative
Internal resource Manager
Secretary

```
      ┌──────────────────┐
      │ Project Manager  │
      │    K Jones       │
      └──────────────────┘
┌──────────────┐              ┌──────────────────┐
│ Science Leads│              │ Finance support  │
└──────────────┘              └──────────────────┘
      ┌──────────────────┐    ┌──────────────────┐
      │  Project Office  │    │ Purchasing (SBS) │
      │    I Mitchell    │    └──────────────────┘
      └──────────────────┘

┌────────────┐ ┌────────────┐ ┌────────────┐ ┌────────────┐
│Task Manager│ │Task Manager│ │Task Manager│ │Task Manager│
└────────────┘ └────────────┘ └────────────┘ └────────────┘
```

Project Board Membership

- Chair – ISIS Director (Robert McGreevy)
- Sponsor (Sean Langridge)
- UK-ESS Board Representative (Roger Pynn)
- Finance Representative (STFC Finance, Jane Warren)
- Project Management (James Treadgold)
- User Representative (External to STFC) Adrian Rennie

- International Partners - Christian Rüegg
- International Partners – Giuseppe Gorini
- ESS Representative – Shane Kennedy
- UK ESS Project Manager – Justin Greenhalgh
- Internal Resource manager – Matt Fletcher

In attendance:

- Instrument Subproject Manager   Kevin jones
- Instrument Scientific Leads
- Secretary   Peter Baker

Terms of Reference

The board will:

- Approve the Project Specification and monitor compliance.
- Approve all changes to the Project Specification (above an agreed threshold level).
- Approve the Project Schedule and monitor progress.
- Approve the Cost Plan and monitor expenditure.
- Approve bids to the contingency funds controlled by Project Board.
- Approve bids for contingency funds controlled by the UK-ESS Project Board
- Monitor compliance with Procurement Strategy.
- Sign off the Project on completion on behalf of STFC.

Role and responsibility

To support and challenge the project through the implementation phase. The board will be chaired by the ISIS Director, Robert McGreevy, members have been selected on the basis of their experience, independence and as such will provide valuable advice and guidance to the sponsor.

It will have the responsibility to monitor cost, scope, time and risk within the project. This board will report into the high level UK-ESS project board.

The project board will agree/endorse the following at the first board:

- Business case
- Project Management plan
- Project Board ToR

Financial Contingency Management

The project has been costed following a bottom up approach by the project team, and following current successful practice in ISIS, this has been then top sliced to create a level of contingency within the project.

The project is working within a financially constrained overall project of the UK ESS and therefore the UK-ESS project board will hold some contingency to allocate to the sub-projects as appropriate, or allocate to emerging projects.

The project manager will be given a working margin of 5%, which is expected to be used in delivering the project. The project manager will report on the use of this margin to the project board.

The ESS instrument Project Board will hold an additional 5% contingency (which is expected to be spent throughout the project) and bids to use this will be sought at project board meetings by the project manager / project sponsor.

The UK ESS project board will hold 15% contingency, which can be bid for by the sponsor after review with the local project board.

Scope Management

The local project board will have responsibility to make scope changes to the delivery and the responsibility to feed these to the overall project board for information.

Time contingency Management

The local project board will be able to make direction on time changes, with ratification at the UK-ESS project board.

Risk Management

The local board will oversight risk and advise on key risks to the UK-ESS project board.

Frequency and format of meetings

It will be the responsibility of the sponsor to agree the frequency, format and duration of the project board meetings. It is expected that the project board will form and meet twice per year. It is at the discretion of the sponsor to allow a virtual board to occur on occasion.

The project board can request any documentation from the project to inform itself as to the progress. As a starting point it is expected that the following be presented from the project team:

- Project manager's report – written paper few pages long detailing progress, risks and highlights.
- Financial Plan – what has been spent, what is expected to be spent and when.
- Milestone plan - these will occur approximately quarterly through the project implementation and allow for a simple mechanism to track progress.
- Risk register – overall risk register, highlighting the key, current risks
- Formal change requests requiring project board approval.
- All formal change requests will be presented to the project board.

It might be expected that the science lead is also present at times to deliver information to the project board.