

Portfolio Board: Terms of reference

V2

January 2024

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1 Purpose and Objectives

The Portfolio Board has the following responsibilities:

- Maintain oversight and approval authority of new business cases within the agreed Policy and Budget Framework, ensuring allocation of resources, funds and strategic vision are achieved.
- Active management of/creation of the correct programmes to deliver strategic and delivery plan objectives
- Assure that the portfolio is consistently in line with corporate priorities and strategic objectives and ensure communication
- Ensure benefits are realised in line with the business case, by holding programme/project sponsors to account
- Ensure decisions are made to support the prioritisation of the pipeline by considering resources, funding and member agendas.
- Monitor spending against the profiled budget – Return on investment, ensuring that appropriate action is taken to mitigate overspends, and that when underspends occur, timely action is taken to explore options and recommend actions.
- Contribute, or seek to contribute enough towards closing the MTFP
- Monitor resource allocation in relation to scheduled pipeline plans to ensure that appropriate action is taken to manage risks and challenges, as well as actions to consider reallocating resources to other projects if necessary.
- Examine, monitor and mitigate and escalate portfolio risk, issues and dependencies.
- Approve portfolio progress communications and provide portfolio assurance to the governing board (CLT)

2 Members and Responsibilities

The board should comprise of the following members:

- Portfolio Sponsor (Chair)
- Programme Sponsors (as required)
- Programme Managers
- PMO Lead
- Transformation Representative
- S151 Officer or nominated representative (as required)
- Communication Lead (by exception)
- IT / Digital Lead (by exception)

Members may nominate one delegate to attend those meetings when they are unable to attend said board.

In the event that the Portfolio Director/Sponsor is unavailable, the board may be rearranged, however this is up to the discretion of the Sponsor.

The board will be supported by the Project Management Office, to ensure that all documents and agenda items are up to date. The Project Management Office will ensure that meeting Agendas are agreed and circulated 5 working days prior, along with relevant papers.

3 Authority and Decision-making

Projects/Business Cases can only progress if they are in line with the approved budget and policy framework. If not, it will need to be referred to CLT or Cabinet for either approval and/or change in policy direction.

The board is quorate with the following members present:

- Portfolio Sponsor
- A Programme manager
- Representation from the PMO.

If an urgent decision is required between meetings, the Portfolio Sponsor may consider reports by correspondence including quorum above, as long as an audit trail is kept by saving copies of these conversations and shared/communicated with relevant/impacted parties.

Projects that require a decision that have fallen outside of the defined tolerances of the Programme Board should provide supporting documentation showing all available options at least 5 working days prior to the Portfolio Board meeting.

4 Meeting timetable

The portfolio board should meet no less than 10 times a calendar year, in either a virtual or in person capacity. The chair may call additional meetings if required.

Meeting agenda including any required decisions should be circulated at least 5 working days in advance. Any agenda additions should be requested at least 7 working days prior.

5 Agenda

Each Portfolio Board should follow a standard agenda. The agenda template can be seen in the Appendix.

6 Risk Management

Everything we do as two Councils involves a degree of risk whether it is delivering our portfolio, purchasing a new system or equipment, determining priorities, or making decisions about the future. It's important that we manage our risks effectively and put the right actions in place to mitigate them.

Risk Management Policy

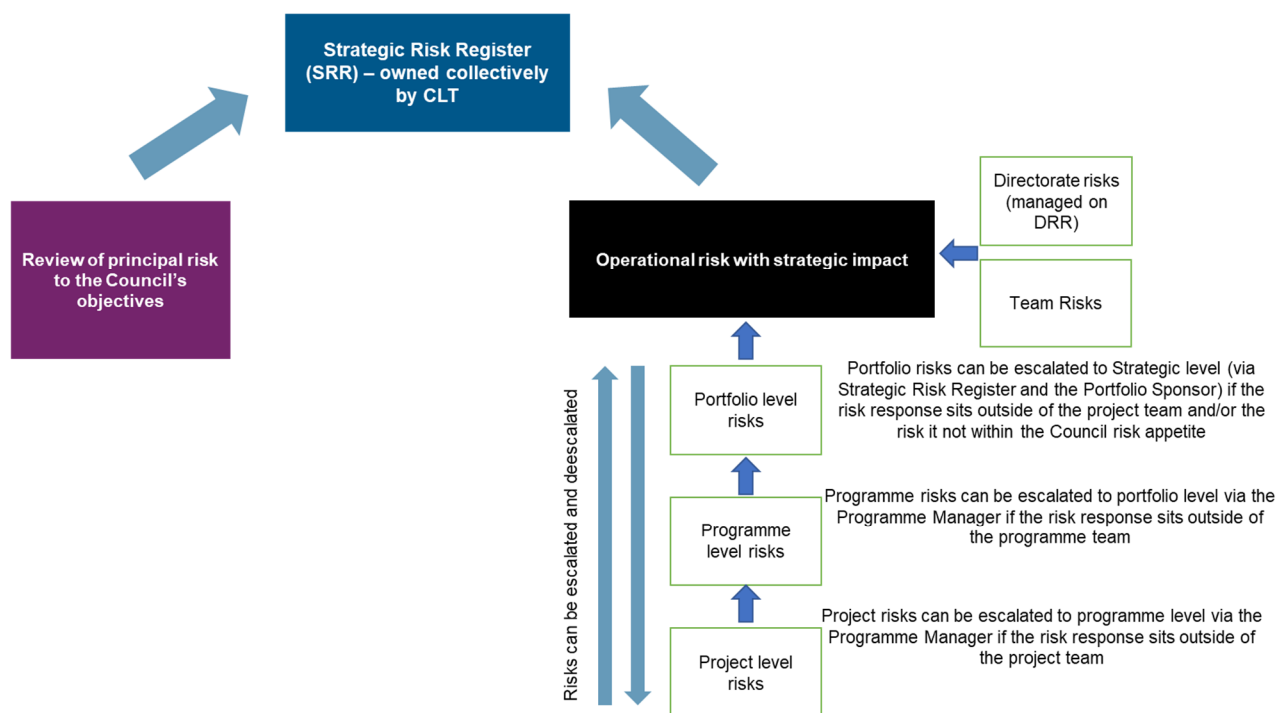
Our [Risk Management Policy](#) sets out the framework for how we identify, manage and respond to risk across the organisation and should be used when managing risk within our portfolios.

Risk Registers

To support us to deliver our strategy for risk management, the Councils maintains a variety of risk registers set out below, more info on these can be found in the guidance:

- **The Strategic Risk Register (SRR)** records the strategic risks facing the Councils. The SRR's get updated quarterly and can be found here ([BDC Strategic Risk Register](#)): ([SNC Strategic Risk Register](#))
- **Directorate Risk Registers (DRR)** provides a record of the significant operational risks facing each directorate. You can get access to these by speaking to your manager or assistant director.
- **Portfolio Risk Register** provides a record of the important risks identified from Programmes across the Portfolio. They are managed by the Programme Manager.
- **Programme Risk Register** provides a record of the significant risks to the programme of work. They are managed by the Programme Manager.
- **Project Risk Registers** provide a record of the risks that have been identified from individual projects. These will be managed usually by the project manager or service manager running the project. A copy of this can be found in our [CARDI Log Template](#).

Below shows how risks are identified, and the route for escalation/escalation:



The image above demonstrates that project level risks can be escalated to programme level via the Programme Manager if the risk response sits outside of the project team. Any Programme level risks can be escalated to Portfolio level should the Programme manager report that the risk sits outside of the Programme team. Portfolio level risks can be escalated to the Strategic Risk Register via the Portfolio Sponsor should the risk sit outside the project and programme team and not within the Council Risk appetite. Please note that all of these risk levels can be escalated and de-escalated.

Any risks that sit within the operation risk with strategic impact can be inputted from escalated Portfolio level risks, team risks and Directorate risks (managed on Directorate Risk Register). These risks are fed into the Strategic Risk Registers (SRR) which is owned collectively by CLT. The only other feed into this is a review of the principal risk to the Council's objectives.

7 Performance Monitoring

The Portfolios help by actively participating in the realisation of the designated Strategic Key Performance Indicators (KPIs). Portfolios are key to the achievement of these KPIs and provide essential support in ensuring that the strategic goals and milestones are met.

8 Communication

Communication channels and tools for Portfolio Boards are listed below.

Communication channel	Reason for selection	Effective reach to audience
Email	Direct and personal channel suitable for targeted messaging	It allows for personalised communication, providing updates and meeting invitations to stakeholders
Board Meetings	Offer the opportunity for in-person engagement with stakeholders	Allows for face to face interaction, networking and the ability to share and learn from each other.
Teams	Allows for real time communication that is convenient.	Allows documents to be shared and easily editable and accessible. Also provides access to up-to-date information on multiple devices
SharePoint	Central store for our documentation	Allows all project and programme documents, to be stored for easy access by members before board.
CLT Report	Essential to convey information, findings to our senior leadership team and the member arena	Structure of the report remains as per the template, enhanced by visual aids and to be tailored appropriately to the senior leadership team and both local authorities members.

Cabinet Reports	Key to provide transparency of the Portfolio's progress and provide a basis for informed decision making	<p>Structure of the report remains as per the organisational template, enhanced by visual aids and tailed to suit to both local authorities' members with their requirements. Reporting to Cabinet will be undertaken initially with reports back as & when requested.</p> <p>Depeding on level of decision this report may then need to go onto Council.</p>
Scrutiny	Essential to provide evaluation and identify areas for improvement as well as complying with our organisation governance	<p>Pre-scrutiny (BDC only) - will be the above Cabinet report.</p> <p>Scrutiny work programme – both Councils – will be added to the work programme as deemed appropriate by the Committee at the time of the initial decision or following implementation</p>

9 Amendments

Initially this document will be reviewed once every six months until embedded into the organisation. After this, review and amendment of the Terms of Reference will take place annually, however alterations may happen at any time by the Project Management Office.

Communication of changes will be communicated when this occurs to those impacted.

APPENDIX A – AGEDNDA PLAN

Item (approximate timings)	Description	Lead	Purpose	Content	Ask (decision, for information, for discussion)
Item 1 2:00pm	Welcome and Introductions				Information
Item 2 – 2:05pm	Portfolio Overview <ul style="list-style-type: none"> - RAG status - Budget & Benefits - Resource - Portfolio Risk & Issues Portfolio Risk Register .xlsx InProgress Project Tracker.xlsx		Strategic level progress update		Information
Item 3 2:20pm	Programme Overview <p style="text-align: center;">-</p>		Programme level progress update risks, issues and decisions shown for projects that require escalation.	To be determined through Programme Board escalations (will vary each month)	As required

Item 4 2:50pm	New triaged ideas		To give PB visibility of ideas submitted	New ideas from the idea drop box	Discussion
Item 5 2:55pm (max 3)	New Business Cases				Decision
Item 6 3:40pm	Comms Update				Information
AOB 3:45pm	Any other business	All			Discussion