

Website Redevelopment Project Board – Terms of Reference

1. Purpose/scope of group

The Website Redevelopment Project Board is responsible for overseeing the project to redevelop the PSA's website, this has been designated as a major project.

It will ensure that this project is delivered on time, to a high standard, and operates within resources and will evaluate whether it has met the objectives agreed.

The Project Board will:

- Take major operational and strategic decisions related to this project.
- Ensure appropriate project management processes and systems are implemented and followed
- Make key decisions and be responsible for the commitment of resources including funding to the project
- Report via the Project Manager/Lead to ELT and the Board
- Sign off the completion of each project stage
- Provide oversight and management of project risks
- Approve major changes to project scope, budget and duration
- Resolve issues escalated by the Project Manager

2. Project Objectives

This project is designed to deliver a website that:

- Is compliant with accessibility and legal requirements in terms of the design and usability
- Is easy to navigate for PSA's users including those who access the site on mobile devices
- Allows us to showcase priority or new content more effectively
- Is more useful, attractive and reflects the diverse, modern organisation we aspire to be
- Is more flexible to our needs with a back-end that makes uploading content simpler
- Is more energy-efficient and contributes to meeting our environmental commitments
- Will see the organisation through the next decade

3. Benefits Realisation

3.1 The following are the target benefits set for this project:

Benefit	How measured	Target Realisation
<ul style="list-style-type: none">○ Improved user experience on the website	<ul style="list-style-type: none">○ Initial user research will set benchmarks to assess redesign against	April 2025
<ul style="list-style-type: none">○ Improved accessibility	<ul style="list-style-type: none">○ Full compliance as measured by accessibility audit	January 2025
<ul style="list-style-type: none">○ Better audience engagement	<ul style="list-style-type: none">○ Increase in average views○ Longer dwell time○ Increase in downloads○ Website survey	April 2025
<ul style="list-style-type: none">○	<ul style="list-style-type: none">○	

4. Resources

This programme of work has been allocated a budget of up to £100,000 incl. VAT (approved by the Board as part of business planning) to cover both the main redevelopment work, hosting and associated expenses incurred by the external developer. Additionally, a budget of £43,200 incl. VAT has been allocated to secure the temporary services of a Project Manager for part of the project.

Staff time will need to be allocated within Directorates to contribute to various aspects of this project. Time allocations for different teams has been outlined in more detail in the Project Brief. The initial estimates of time required may need revisions when the full extent of the work is scoped in more detail, once the project commences.

5. Project Board and Working Group membership - roles and responsibilities

The Project Board consists of:

- **Project Sponsor** - Christine Brathwaite, Director of Standards & Policy (Chair)
- **Senior Responsible Owner** - Jane Carey, Director of Corporate Services
- **Project Lead** - Oyinkan Onile-Ere, Head of Stakeholder Engagement & Communications
- **Project Manager** – to be recruited
- **Technical Lead** – Ashim Bhauggerutty (Subject Matter Expert)

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- The **Project Sponsor** is accountable for the achievement of the business case and providing senior-level commitment to the programme and owns the benefits post-programme.
- The **Senior Responsible Owner (SRO)** is a member of ELT and is appointed by the sponsor to represent them in the programme organisation. The SRO will be responsible for ensuring that the project meets its overall objectives. The SRO is empowered to make decisions in conjunction with the sponsor.
- The **Project Manager (PM)** will scope and plan the project, put in place appropriate reviews and controls, and will analyse and manage risks. The PM will act as the link between the business and the project supplier and will track progress against milestones and deliverables. The Pm will also manage the project budget and will report to the project and programme boards, and to ELT as required.

- **Subject Matter Experts (SME)** will provide expert technical and procedural input and support for the project from the business area (the 'customer'), including signing off process maps, working directly with the appointed supplier as required and leading on testing and training in conjunction with the supplier. SMEs will also engage other business area team members to provide additional support for the project, particularly during periods of greater activity.

Working Group

There is a Working Group set up for this project which includes members of each team. The Working Group consists of:

- Senior Responsible Officer (SRO) – Christine Braithwaite
- Project Lead – Oyinkan Onile-Ere
- Project Resource – Lesley Loughran
- Technical Lead – Ashim Bhaugeerutty (and Corporate Services representative)
- Working Group member – Siobhan Carson (PR representative)
- Working Group member – Briony Alcraft (s.29 representative)
- Working Group member – Melanie Venables (AR representative)
- Working Group member – Polly Rossetti (Policy representative)
- Working Group member - Karen Smith (Comms representative)
- Working Group member – Joella Hazel (EDI Manager)
- Project Manager – temporary resource to support project delivery

Working Group members are required to:

- Attend the meetings
- Ensure timely progression of the actions by liaising with their teams
- Ensure that risks, issues, dependencies are identified and managed effectively, with escalation where appropriate
- Approve key group documentation
- Provide expertise, intelligence and input on matters under discussion
- Ensure that Equality, Diversity, Inclusion and climate change are considered.
- Refer key decisions to the Project Board for approval

The Working Group will be chaired by the SRO or by the Project Lead and will meet as and when needed based on the detailed project timeline setting out the project milestones.

6. Ways of working

Monthly updates will be provided by the Project Lead or Project Manager to the Project Board.

The Project Board will meet monthly but more frequently (including at short notice) as needed where Board decisions are needed. Meetings for the duration of the project will be arranged once the more detailed timeline for the project has been set out by the website developers, identifying milestones. Dates can be amended if the Project Board needs to review changes to the timetable or due to risks or issues arising.

If a Project Board member is unable to attend a meeting, comments or updates can be passed onto the Project Lead for inclusion in the discussions.

Actions, risks and decisions will be recorded and circulated after each meeting following review by the Project Lead and the SRO.

Project Board members may be contacted between meetings/updates for advice should the need arise.

Sub-groups may be arranged to work on discrete parts of the project if needed but substantive decisions or changes to the project plan must be approved by the Project Board.

7. Reporting and Escalation

The Project Lead or Project Manager (once in place) will provide a fortnightly email update to the Project Board from when Phase 2 is underway. There will also be regular updates to wider staff and the Board (based on key project milestones) through the Internal Update, at staff meetings and at Board meetings via the project dashboard.

The Project Board will decide when decisions, risks or fuller updates are to be escalated to ELT and/or the Board.

8. Version control

Version	Status	Description of version	Date	Approved by
0.1	Draft	Project Board terms of reference	11/03/24	

