Oral Fluid Testing

Programme Governance Board – Terms of Reference

29th July 2021 (v1.2)

Purpose of the ToR

Programme Governance

Governance provides control and direction of a programme or project.

Governance ensures: Decision making is aligned with organisational objectives.

Programmes and projects are delivered in an effective and sustainable manner.

Police has adopted four principles of effective programme governance:

1. Ensure a single point of accountability for the success of the programme (normally the project executive). This ensures clarity of leadership, plus clarity and timeliness of decision making.

2. Service delivery ownership (i.e., business ownership) determines programme ownership. This places the business at the heart of programme delivery.

3. Ensure separation of stakeholder management and programme decision-making activities. This will prevent decision making forums from becoming clogged with stakeholders.

4. Ensure separation of programme governance and organisational governance structures. This will reduce the number of programme decision layers, since the programme decision path will not follow the organisational line of command.

Programme Boards are accountable for:

- **Ensuring programmes and projects are effectively delivered and investments cost-effectively realise their expected benefits.**
- **Approving changes within their level of tolerance.**
- **Assurance of the primary stakeholder interests (business, user and supplier).**
- **Ensuring evidence-based decisions and criteria are applied.**

Note: *Programme assurance should not be confused with quality assurance. Programme assurance is the Programme Board's accountability for assuring that the programme is conducted properly in all respects. Quality assurance is an independent check that the organisation and processes are in place for quality planning and control.*

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Purpose of this ToR

1. The purpose of this ToR is to provide the terms under which the Programme Board for the Roadside Oral Fluid Testing Programme will operate.

2. The Programme Board is accountable to the business owner for the success of the programme and has the authority to direct the programme within the remit set by the business owner or National Road Policing Centre (NRPC) Portfolio Governance Board (PGB). The Programme Board is also responsible for the communications between the programme management team and external stakeholders, including NRPC PGB, Waka Kotahi NZ Transport Agency and Ministry of Transport.

3. The ToR defines the purpose and structure of the Programme Board. The ToR provides a documented basis for making future decisions and for confirming or developing a common understanding of the scope among stakeholders.

Background

New Zealand's *Road to Zero* road safety strategy targets a 40% reduction in road deaths and injuries by the year 2030. One step to achieving this goal is to enhance the drug-driving testing regime. The New Zealand Government has introduced the Land Transport (Drug Driving) Amendment bill which, when enacted, will introduce a compulsory random roadside oral fluid (saliva) testing regime administered by Police. This programme will be managing the following work streams (but is not limited to):

- Police operational Policy:
  - Update Police Instructions and the NRPC toolkit.
  - Develop standard operating procedures related to OFT.
  - Update Police forms and systems.
  - Provide health and wellness guidance.
  - Draft and manage the Gazette Notice(s).
- Training guidelines and enablement.
- Procurement of suitable OFT equipment.
- Ongoing calibration and servicing.
- ICT solutions to support operational delivery (On Duty and mobility).
- Deployment Model Development.
- Police Prosecution guidelines and processes.
- Programme baseline data and evaluation criteria development.
- Police communications and engagement (internal and external).

Purpose of the Board

The programme board has oversight and responsibility for the successful and equitable delivery of the Oral Fluid Testing Programme. The board is a decision-making body that will provide direction and guidance to the programme and/or project managers on the delivery of the Oral Fluid Testing Programme.

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- The purpose of the Oral Fluid Testing Programme Governance Board (the Board) is to: Approve initiation of the programme.
- Provide resources and support to the programme manager to deliver the agreed outputs as highlighted in the planning documents and business case.
- Provide guidance and direction to the Programme manager to ensure agreed outputs are understood and the business case remains desirable, achievable, and viable.
- Provide programme assurance and monitor delivery of outputs against agreed performance parameters (i.e. budget, timescale, quality, scope, risk, and benefits).
- Confirm programme level tolerances.
- Confirm stage level tolerances for each management stage and approve stage plans and/or exception plans.
- Receive highlight reports from the programme manager and monitor progress/authorise deviations outside of change authority delegation.
- Review risks, issues and exceptions and determine appropriate course of action based on recommendations from the programme manager.
- Decide whether to appoint a change authority to sign off changes to programme parameters within tolerances agreed to in the planning documents and business case and specify the level of delegated authority.
- Communicate programme updates to the sponsor and stakeholders external to the project team in line with the communications management approach.
- Escalate issues to the corporate sponsor for decisions or guidance when project level tolerances are forecast to be exceeded.
- Confirm acceptance of the project product and provide assurance to the corporate sponsor that products have been delivered satisfactorily.
- Sign off programme and project stages and final closure. Ensure any issues, lessons and risks are documented and passed on to the appropriate body.

Guiding Principles	The guiding principle of the Programme Board is the support and delivery of the Oral Fluid Testing Programme outputs and benefits. The Board will role model Police's values (PRIMED) and behaviours generally expected in a professional environment. This means the Board will: - Act with Integrity: The Board will be honest and uphold excellent ethical standards. - Be Collaborative: The Board will understand how the work connects, share knowledge, communicate, and act with awareness of what else is happening inside and outside of Police. - Be Professional: The Board will take pride in representing the Police and in making a difference in the communities we serve. - Be Respectful: The Board will treat everyone with dignity. - Have a Customer and Citizen Focus: the Board will know who its customers are, will care about what is important to them and will strive to enable them to

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	live the best life they can, will role model our own road safety messages, and will provide public value through its work. • Honour our Commitment to Māori and the Treaty: The Board will enable a partnership approach to the development of the deployment model, to align with the broader work underway in Police on mitigating bias.
Frequency	The Roadside Oral Fluid Testing Programme Board will meet monthly for 60 minutes, or on an ad hoc basis as required for urgent matters.
Membership & Representation	Permanent board members (by role): ⯈ Assistant Commissioner Deployment and Road Policing (Executive and Chair) ⯈ Director: Road Policing, NRPC (Deputy Chair) ⯈ Manager: Strategy and Relationships, NRPC (Senior User) ⯈ District Commander (Senior User) ⯈ Director: Police Prosecution Service (Senior User) ⯈ Manager: Procurement and Contracts Management (Senior Supplier) ⯈ General Manager Training (Senior Supplier) ⯈ Director: Mobility and Digital Group (Senior Supplier) ⯈ Director: Deployment (Senior Supplier) ⯈ Director: MPES Engagement and Operations (Senior Supplier) ⯈ Manager: Portfolio and Programmes, NRPC (Programme Assurance) ⯈ Director: Finance ⯈ Director: Legal Services ⯈ Director: Policy Other workgroups that may be required to contribute (ad hoc) including: ⯈ Chief Information Officer ⯈ Safer People ⯈ Evidence Based Policing Centre ⯈ National Organised Crime Group ⯈ Financial Crime Group ⯈ National Drug Intelligence Bureau **Note:** Quorum for decision making is 50% of the members. **Additional board meeting attendees (by role):** ⯈ Programme Manager: Oral Fluid Testing If members/attendees are unable to attend, they will nominate a suitable delegate with decision making rights and will ensure that any report they are responsible for will continue to be provided to the meeting.

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	Additional attendees will be invited to these Board meetings when it is appropriate to do so.
Administration	Secretariat services for the Board, including meeting organisation, agenda preparation, minute taking, distribution of papers, etc. will be provided by the Programme Coordinator.
	All members/invited attendees are responsible for providing requested reports/papers to the Programme Coordinator no less than ten (10) days prior to the meeting date.
	Papers for the meeting will be sent out five (5) days in advance of the meeting date.
Terms of Reference (ToR) review	A review of the Terms of Reference will be undertaken quarterly to ensure that.
	• The intention of the Board is being met. • Representation reflects achieving the required outputs from the Board and, if required, to identify additional members.
	The first review will be in September 2021 and will be coordinated by the Programme Manager.

Signed: _____   **Date:** 20/09/2021 **Name**: Stephen Greally

Role: Director: National Road Policing Centre

Signed: _____   **Date:** 20/09/2021 **Name**: Bruce O'Brien

Role: Assistant Commissioner: Deployment and Road Policing

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APPENDIX 1

Responsibilities

Project Executive

The Project Executive is the Chair of the Project Board. They are the ultimate decision maker with support from the Senior User and Senior Supplier. They are responsible for ensuring the project is focussed on:

- Achieving its objectives.
- Delivering a product that will achieve the forecast benefits.
- The Business Case, throughout the project.
- Overall business assurance of the project, unless this is delegated to a Project Assurance role.

Senior User

The Senior User is responsible for:

- Specifying user needs.
- User liaison with the project management team (usually by designating a 'users' representative').
- Committing user resources.
- Realising project benefits.
- Business change management and communication.
- Project assurance from the user perspective, unless this is delegated to a Project Assurance role.

Senior Supplier

The Senior Supplier is responsible for:

- Representing the interests of those designing, developing, facilitating, procuring, implementing (and possibly operating and maintaining) the project products.
- Committing or acquiring supplier resources.
- Project assurance from the supplier perspective, unless this is delegated to a Project Assurance role.

The Senior Supplier is accountable for:

- Quality of products delivered.
- Technical integrity of the project.

Handling Instructions

Method	Rules
Electronic transmission	IN CONFIDENCE data can be transmitted across external or public networks but the level of information contained should be assessed before using clear text. Username / Password access control and/or encryption may be advisable (with the aim of maintaining confidence in public agencies).
Manual transmission	May be carried by ordinary postal service or commercial courier firms as well as mail delivery staff in a single closed envelope. The envelope must clearly show a return address in case delivery is unsuccessful. In some cases involving privacy concerns, identifying the originating department may be inappropriate and a return PO Box alone should be used.
Storage and disposal	IN CONFIDENCE information can be secured using the normal building security and door-swipe card systems that aim to keep the public out of administrative areas of government departments. Must be disposed of by departmental arrangements.

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