

# Business transformation board – terms of reference

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## Organisational purpose

The University's business transformation board (BTB) is the governance body responsible for making investment decisions and monitoring progress of all change initiatives within the business transformation portfolio (BTP).

Board responsibilities are to:

- approve and prioritise initiatives in line with strategic objectives
- incorporate relevant initiatives approved and prioritised within strategic planning
- endorse and promote the portfolio plan across the institution
- review and resolve key risks and issues impacting the portfolio plan
- promote collaborative working across the portfolio
- allocate sponsorship for initiatives, ringfencing capacity, and ensuring appropriate seniority, independence and operational expertise
- monitor the progress of initiatives within the portfolio and provide corrective direction as required
- evaluate initiatives in terms of performance and realisation of expected outcomes and benefits
- own institutional lessons learnt and ensure that associated actions are put in place
- ensure all initiatives comply with the business transformation policy

## Membership

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- Vice-Principal (Strategy, Policy and Planning) (Chair)
- Deputy Principal
- Master
- Quaestor and Factor
- Vice-Principal Education (Proctor)
- Vice-Principal (Governance)
- Vice-Principal (People and Diversity)
- Vice-Principal (Digital Education, Research and Environment)
- Vice-Principal (Communications)
- Chief Information Officer
- Chief Financial Officer
- Executive Officer to the PO
- Director of Human Resources
- Director of Business Transformation
- Deputy Director of Business Transformation

Membership will be reviewed by the Chair as required.

In the event the chair is unable to attend a meeting, a PO member of BTB will be asked to take on the role of vice-chair.

## Roles and responsibilities

Quaestor & Factor	Deputy Principal	Vice-Principal Education (Proctor)	Vice Principal (Governance)	VP People and Diversity	VP Communications	Chief Financial Officer	Chief Information Officer	Director of BT	Deputy Director of BT
VP Strategy, Policy & Planning (Chair)	Master	Executive Officer to the PO	Vice-Principal (Digital Education, Research and Environment)	Director of HR					
Business				People	Communication	Finance	Information Technology	Transformation	

The above table highlights the interests that each member represents within the investment and monitoring activities as detailed in the board’s organisational purpose.

1. Chair has the following responsibilities:
  - Provides overall direction and leadership for the planning and delivery of the portfolio
  - Ensures the portfolio reflects strategic objectives and business priorities and that resources are allocated where necessary
  - Gains relevant senior management approval for the portfolio plan
  - Chairs meetings
2. Members representing ‘Business’ have the following responsibilities:
  - Represent the University’s strategic plans within portfolio prioritisation
  - Represent the University’s operations within portfolio planning and monitoring
  - Endorse and promote the portfolio plan across the institution
  - Review and resolve key risks and issues impacting the portfolio plan
  - Monitor the progress of initiatives within the portfolio and provide corrective direction as required
3. Members representing ‘People’ have the following responsibilities in addition to ‘Business’:
  - Represents the University’s human capital and strategic workforce plan within the context of the transformation portfolio
  - Senior assurance role re. people resource required to deliver the portfolio’s initiatives or support the enhanced operations moving forward
4. Members representing ‘Communication’ have the following responsibilities in addition to ‘Business’:
  - Supports the communication approach for the business transformation portfolio and associated plan
  - Senior assurance of the portfolio communications plan
5. Members representing ‘Finance’ have the following responsibilities in addition to ‘Business’:
  - Represents the University’s budget
  - Responsible for portfolio/programme/project budget allocations
  - Senior assurance role re. financial elements of business cases
6. Members representing ‘Information Technology’ have the following responsibilities in addition to ‘Business’:
  - Senior architect in relation to data, applications, hardware infrastructure
  - Senior owner of IT and Data strategies
7. Members representing ‘Transformation’ have the following responsibilities in addition to ‘Business’:
  - Facilitating the development of the portfolio plan

- Reporting progress and escalating portfolio risks and issues where required
- Communicating the portfolio plan to stakeholders across the University
- Independently assure programme and project activity

## Quorum

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- A minimum of five members of the board, including Chair or Vice-Chair and at least 3 Vice-Principals, must be in attendance before any investment or monitoring decision can be made
- For investment decisions, please see further detail in the approval thresholds section below

## Meeting dates

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- BT will produce a schedule of dates for meetings throughout the academic year, to be published annually in advance, in order to assist inter-committee co-operation.

## Approval thresholds

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- The board can make investment decisions in line with the Quorum above and the University's Scheme of Delegation as below:
  - Up to £0.5million: The Principal, Deputy Principal, Quaestor & Factor or Director of Finance
  - Over £0.5million to £1.0million: The Principal or Deputy Principal in agreement with the Quaestor & Factor or Director of Finance
  - Over £1.0million to £5.0million: Planning and Resource Committee (PARC)
  - Over £5.0million Court

Please note: Project delivery costs should not include a costing for staff time that is drawn from existing capacity but should include additional staffing costs required to deliver the project, e.g. backfill. Project solution costs should include new staffing costs required to operate the changed business activity delivered by the project, alongside other solution costs such as software, equipment and training.

## Other Governance bodies/committees

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- **Principal's Office (PO)** – For Business Transformation initiatives that include University policy changes within their scope, PO will make the policy decisions or approve proposed changes acknowledging this may materially impact the business cases in question. For PO policy changes that require wider business change of a complex nature, a Business Transformation initiative may be required to implement its full scope. In addition, the Principal's Office will act as the main assurance/consultation group where appropriate during the lifecycle of a Business Transformation initiative.
- **Workforce Planning Group** – For business transformation initiatives that include additional staff resource within the scope of the required operational changes, BTB will make the investment decision and notify WPG. For WPG decisions that require wider business change of a complex nature, a business transformation initiative may be required to encompass the additional elements in scope.
- **Space and Asset Management Committee** – For business transformation initiatives that include space/asset changes within scope of the required operational changes, SAMC will make the investment decision, on the understanding this may materially impact the business cases in question. For SAMC decisions that require wider business change of a complex nature, a business transformation initiative may be required to encompass the additional elements in scope.
- **Annual reporting to PARC** – BT will submit an annual report on portfolio progress to PARC.