1. Introduction

This policy exists to ensure high complexity business change across the University’s operational activities is prioritised, developed and delivered in a consistent and controlled manner following principles of portfolio, programme and project management best practice.

The structures, roles and processes addressed, exist to provide consistent information across the University’s portfolio of change, to enable decision-making and to ensure the University invests in initiatives that release maximum benefit and delivers these successfully.

Although this policy is not mandatory for less complex business change, the principles contained herein should be considered, tailored and applied.

Failure to adhere to this policy could result in disciplinary action.

2. Governance

The Business Transformation Board (BTB) is the governance body responsible for making investment decisions and monitoring progress of all high complexity initiatives within the Business Transformation Portfolio. BTB acts as a prioritisation point for all Business Transformation programmes and projects.

High complexity initiatives are those that meet any of the criteria below:

- total costs charged to the initiative for the entire business transformation lifecycle, are over £25,000 (inc. VAT)
  This includes:
  - non-pay costs such as consultant support, new equipment, software or other expenditure required for implementation
  - pay related costs resulting from any change to the staffing complement on a temporary basis
  This does not include:
  - Recurring pay and non-pay costs within and beyond the initiative lifecycle. These should feature in the business case as appropriate, but would be articulated as recurring operational costs
- total staff effort including initiative board, team and project manager/business analyst time is more than 100 days
- the elapsed time from proposal to initiative completion is over 6 months
• there will be major impacts on or major behaviour change required from students and/or external customers
• there will be major impacts on the work processes of the business area and/or any ripple effect on work processes of other business areas
• there will be major impacts on the work processes of suppliers, partners or other external stakeholders
• there will be major impacts on the organisational structure of the business area and/or any ripple effect on the organisational structure of other business areas
• there are more than five key stakeholders, with each representing a group of people either internal or external to the organisation
• there is limited knowledge of the technology, especially if not in house and not easily available
• it involves software applications and business processes where limited knowledge or documentation exists
• it involves IT platform infrastructure that is complex, including middleware, operating systems, systems software
• the key systems have more than one interface, data exchange with external sources or data of a sensitive nature
• multiple suppliers (internal or external solution providers) are working together to provide a solution
• there is high risk of major impact to reputation and/or downstream systems/processes if errors were found in the solution being implemented
• other initiatives have dependencies on the outputs from this initiative

3. Proposal submission

If you expect a seed idea will meet the criteria set out in section 2, a proposal should be submitted to the Business Transformation Board (BTB) as detailed on the Business Transformation web pages.

If you expect your idea will not meet the criteria set out above, please use the Business Transformation Guide as you engage the right expertise across the institution, ensuring you reconsider complexity as the business case develops. If, following further work, your idea meets the criteria set out above, you should submit a proposal to BTB.

Technology focused initiatives where no business change is required will not be considered Business Transformation initiatives and will instead be managed by IT Services within a local portfolio.

4. Approvals

BTB has the authority to approve any initiative that can be delivered within the resources of the Schools and Units involved in the process and the resources of the BTPO. Additionally, BTB has the authority to approve any initiative that will require additional financial resources, subject to meeting the delegated authorisation levels contained within the University Scheme of Delegation, to cover non-pay costs such as consultant support, new equipment, software or other expenditure, required for implementation or as ongoing investment to operate changed services. Separate approval routes will have to be followed where financial resources are for additional facilities (buildings) or additional staffing, as outlined in Section 5.
BTB also has the authority to stop projects that have been taken forward by Schools or Units, operating within their own resources if they believe such a project is working against established University strategy or is in itself inhibiting progress of higher priority projects.

5. Other Governance Committees

In carrying out its remit, the BTB must liaise with other decision-making bodies as below:

Principal’s Office (PO)
For Business Transformation initiatives that include University policy changes within scope, PO will make the policy decision in relation to this element, on the understanding this decision could materially impact the business case of the wider Business Transformation initiative.

For PO policy changes that require wider business change of a complex nature, a Business Transformation initiative may be required to encompass the additional elements in 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 (WPG)
For Business Transformation initiatives that include staff recruitment within the scope of the required operational changes, WPG will make the investment decision in relation to this element, on the understanding this decision could materially impact the business case of the wider Business Transformation initiative.

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.

In addition, any additional staffing required to deliver the project (e.g. backfill) will be recommended to WPG by BTB.

Space and Asset Management Group (SAMG)
For Business Transformation initiatives that include space/asset changes within scope of the required operational changes, SAMG will make the investment decision in relation to this element, on the understanding this decision could materially impact the business case of the wider Business Transformation initiative.

For SAMG decisions that require wider business change of a complex nature, a Business Transformation initiative may be required to encompass the additional elements in scope.

4. Business Transformation Method

The Business Transformation Method supports the delivery of all initiatives within the Business Transformation Portfolio, ensuring continued business justification at key points via a series of stage gates.

All initiatives must follow the method’s lifecycle, establish the prescribed governance arrangements and use the associated templates and information systems unless granted special dispensation from BTB. Please see the Business Transformation Guide for further information.