

Business transformation board

Terms of Reference

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
- schedule initiatives to make best use of finite resources
- monitor the progress of initiatives and resolve escalations
- ensure any conflicts between portfolio initiatives and business as usual are addressed effectively
- evaluate the outcomes of initiatives
- promote collaborative working across the University
- review and resolve key portfolio-level risks and issues
- ensure all initiatives comply with the business transformation financial operating procedure

Membership

- Quaestor and Factor (Chair)
- Deputy Principal and Master
- Vice-Principal Education (Proctor)
- Vice-Principal for Governance
- Director of Strategy and Policy
- Chief Information Officer (Vice-chair)
- Chief Legal Officer
- Finance Director
- Director of Residential and Business Services
- Director of Corporate Communications
- Executive Officer to the PO
- Head of Business Transformation
- Portfolio Analyst.

Membership will be reviewed by the Chair as required.

Roles and responsibilities

Q&F (Chair)	Dep Principal & Master	Vice- Principal Education (Proctor)	VP Gov	Chief Legal Officer	Director of Strategy & Policy	Director of RBS	Director of Corp Comms	Executive Officer to the PO	Finance Director	CIO (Vice- chair)	Head of BTPO	Portfolio Analyst
Business									Finance	Technical	Change	

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 implementation and delivery of the portfolio
 - Gains relevant senior management approval for the portfolio strategy and delivery plan
 - Ensures the portfolio evolves to reflect strategic objectives and business priorities and that resources are reallocated where necessary
 - Chairs meetings
2. Vice-chair has the following responsibilities:
 - Taking on Chair responsibilities when Chair not in attendance
3. Members representing 'Business' have the following responsibilities:
 - Represent the University's strategy
 - Represent the University's business as usual commitments
4. Members representing 'Finance' have the following responsibilities in addition to 'Business':
 - Represents the University's budget
 - Responsible for port/prog/proj budget allocations
 - Senior assurance role re. financial elements of business cases
5. Members representing 'Technical' have the following responsibilities in addition to 'Business':
 - Senior architect in relation to data, applications, hardware infrastructure
 - Senior owner of IT and Data strategies
6. Members representing 'Change' have the following responsibilities in addition to 'Business':
 - Responsible for change related support services at portfolio, programme and project level
 - Responsible for allocating resource from delivery team of Business Analysts and Project Managers

Quorum

- A minimum of five members of the board, including Chair or Vice-Chair, 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

- BTPO 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

- 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

- **Principal's Office** – the Principal's Office is the main Executive Management Group for the University. It has formed the Business Transformation arrangements to ensure that opportunities for improvement are considered and prioritised appropriately, and where then approved, to give an assurance that management of delivery is effective with appropriate lessons learned from the process.
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** – 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 cost required to deliver the project (e.g. backfill) will be recommended to WPG by BTB.
- **Space and Asset Management Group** – 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.
- **Annual reporting to PARC** – BTPO will submit an annual report on portfolio progress to PARC.