

Strategic Change Board

Terms of Reference

Purpose: To drive and support the organisational and cultural change required to deliver Strategy2020, by providing a platform for the oversight of strategic projects and work-streams, with a focus on prioritisation, monitoring, gap analysis, evaluation and sharing lessons learned.

(See over for working principles & definitions)

Remit

1. To act as the programme board responsible for overseeing and coordinating the delivery of Strategy2020, making recommendations to ULT and other committees, as required.
2. To make decisions regarding the prioritisation and sequencing of strategic projects and work-streams, in light of the full programme of change, dependencies, and resource requirements, alongside 'business as usual' commitments.
3. To recommend the designation of resources (including from Strategic Investment Funds), to support the effective delivery of Strategy2020
4. To identify and manage the key risks in relation to the delivery of Strategy2020, taking into account the aggregate impact of individual strategic project risks
5. To be the forum to which strategic projects/work-streams escalate issues unable to be resolved locally, report progress and seek approval for changes in relation to deliverables/scope/timing, which may have an impact in relation to the wider programme.
6. To consider gaps between the commitments made in Strategy2020 and the change programme, recommending the scoping and initiation of pipeline projects/work-streams.
7. Provide advice in relation to strategic fit between operational plans and Strategy2020
8. To track the realisation of benefits expected from Strategy 2020, linking with KPIs and Outcome Agreement Commitments as appropriate.
9. To input into the development and delivery of a Stakeholder Engagement Plan to support awareness of and engagement with the delivery of Strategy2020
10. To share good practice across the change programme

Specific Policy Responsibilities

To discuss policy and procedures in relation to supporting the effective delivery of Strategy2020 (for example with respect to change management), and make recommendations as required.

Quorum

NA – members views will be sought prior to significant recommendations/decisions being made

Frequency of Meetings

Monthly

Reporting Line

University Leadership Team

Minutes

- Copies of decision/action log will be forwarded to the University Leadership Team.
- All minutes and papers will be held electronically on the SCB SharePoint.

Membership

1. Assistant Principal - Organisational, Corporate, & Partnership Development (Chair)
2. Executive Manager (Strategy)
3. Director of Finance
4. Director of IS
5. Director of Student & Academic Services
6. Internal Communications Advisor
7. Head of Planning & Business Intelligence
8. Academic (TBC)

In attendance:

Administrator, Principal's Office

Strategic Project Definition

Strategic Projects are those projects which the Strategic Change Board requires regular updates from due to either:

- their level of contribution to Strategy2020 i.e. those projects considered critical to delivering the strategic objectives set out within Strategy2020 or an underpinning plan/strategy

and/or

- their significance in terms of reputation, complexity, risk, resources or their interdependencies with other strategic projects
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Working Principles – the approach at all times should:

- Enable and facilitate effective and efficient change, using a light touch, scalable approach, rather than increase complexity/workload – help not hinder
- Drive decision-making at the right level e.g. through exception reporting, supporting the premise that decision making will actively be driven down the organisation
- Promote collective responsibility for delivery rather than reinforce functional silos/agendas
- Take ownership for ensuring change is embedded and benefits realised
- Foster trust and honesty through support & challenge, surfacing issues to be resolved by collective innovation
- Use existing expertise where possible, building capacity and resilience in order to be sustainable and tailoring support to needs
- Draw on best practice and be ambitious, whilst being cognisant of the starting point
- Stakeholders should be at the heart and play an active role in championing change
- Embody the university values
- Not everything is a project & jargon should be avoid where possible