# Introduction

The **Transformation Board** (TB) is appointed by SMG to a) challenge and shape the transformation strategic direction and b) to ensure the delivery of the transformation portfolio and its impact on the operations of the University. This is the transformation decision-making body, and will be driven by the sponsors and key enablers from University Services

This group will provide guidance to the component Project Boards as they form and disband during the project lifecycle. The TB will report Transformation Team (TT) progress to SMG (and Court).

# Transformation Board remit

The mandate for the TB is as follows:

**Sponsorship:**

* Develop and communicate the Transformation Programme, ensuring full alignment to the University Strategy and associated thematic and enabling strategies
* Ensure the scope, budget, timescales and resources are in place to deliver change
* Pre-Investment Committee review and approval of business cases and benefits realisation plans
* Approval of change requests requiring additional funding

**Enabling Change:**

* Provide functional expertise to enable specialist aspects of the transformation, focusing on technology, people and organisation design, financial control and data
* Prioritisation of new and changes to scope as the University strategy and operational needs evolve

**Programme Assurance:**

* Ensure appropriate governance is being applied at a programme and project level and that business cases are periodically reviewed
* Assure business readiness before implementation of the new solution in terms of knowledge and capability of users
* Ensure effective post implementation reviews are undertaken to identify the lessons on what has worked and what needs to change for future implementations

**Transformation Delivery**:

* Oversight of Transformation Roadmap
* Approve transformation funding and resource requirements within set budget
* Oversight of all programme and project communications and ensure awareness across the University of the change that is being proposed
* Ensure sufficient advice and support is in place to those impacted by change that allows transition and adoption of new ways of working
* Assess and mitigate programme level risks, escalating to SMG as necessary
* Act as the escalation point for project level risk

# Scheme of Delegation

The following diagram shows the delegated authority for the TB and shows how it is placed in the overall University Scheme of Delegation with escalation to SMG, advising other committees as required:

|  |  |  |  |
| --- | --- | --- | --- |
| **Area of Responsibility** | **Limit** | **Decision Making Delegated Authority** | **Escalation To** |
| Approve spend within approved budget | <£500k | Senior Vice-Principal and Deputy Vice-Chancellor | Senior Management Group |
| Approve business cases prior to submission to Investment Committee | N/A | Executive Director of Finance | Investment Committee |
| Approve sequencing and delivery timescales for all transformation projects | N/A | Executive Director of Transformation | Senior Management Group |
| Pre-approve resource requirements prior to following P&OD recruitment policy | N/A | Executive Director of People & OD | Senior Management Group |
| Approve changes to funding prior to Investment Committee | N/A | Executive Director of Finance | Investment Committee |

# Board Membership

This is an executive led group with the following membership. Relating back to the remit, membership can be categorised into:

**Sponsorship:**

* Senior Vice-Principal and Deputy Vice-Chancellor (Chair)
* Deputy Vice-Chancellor (Operations) and Chief Operating Office (Senior Responsible Officer)
* Project sponsors for each of the main projects

**Enablers:**

* Executive Director of Finance
* Executive Director of Planning, Insights and Analytics and Deputy COO
* Executive Director of Information Services & University Librarian
* Executive Director of People and OD or delegate

**Assurance:**

* SRC President
* Vice Principal Research and Knowledge Exchange
* Vice Principal Learning and Teaching

**Delivery:**

* Executive Director of Transformation
* Director of Business Change
* Director of Programme Delivery

# Substitutions and Quorum

There are no substitutions. There is no minimum attendance.

# Board Member Responsibilities

Court has final accountability for the approval of strategy and investment. Each Board member has a responsibility to:

* Act as a conduit between Transformation and other decision-making forums within the University, ensuring continuity of information cascade and prioritization decisions
* Act as an advocate for change within the University to support the implementation of delivery
* Provide insight, scrutiny and challenge to the transformation portfolio shape and size
* Provide challenge on delivery timescales including cost and resource constraints
* Assess and mitigate transformation risk at a programme and project level
* Openly and constructively challenge where investments do not meet our Change Strategy outcomes
* Take ownership for specific actions and risks in the TB Action and Risk Logs. All actions and risks must have a committee member as overall owner
* Activity and behaviour should embody the University’s values ([click here for details](https://www.gla.ac.uk/myglasgow/staff/values/))

# Conflict of Interest

The TB will follow the UofG procedure for the management of any conflicts. The procedure defines declaration of conflicts as a standard agenda item at the start of the meeting, the maintenance of a register of conflicts, and a process for managing all conflicts which are declared.

# Format and cadence

The meeting schedule will be every 6 weeks.

**INPUTS**

* Transformation Roadmap
* Strategic priority decisions required related to programme deliveries in the following semester
* Board dashboard summarising the programme budget, risks and communications
* Update papers as required or summaries of showcases
* Business cases as appropriate
* Transformation Benefits Tracker

**OUTPUTS**

* Business cases, change requests and papers as required
* Decision Log
* Action Log
* Minutes