Terms of reference for the Change and Programme Management Board

Purpose

1. The purpose of the Change and Programme Management Board (CPM Board) is to direct the development and management of the University's change programmes[1] included in the CPM Board portfolio, and the stewardship of the funds allocated to the CPM Office, part of the Unified Administrative Service that supports the CPM Board's activities. The portfolio of programmes managed from time to time by the CPM Board and their respective programme boards is set out in the Schedule below.

2. Change programmes deemed to sit within the CPM Board portfolio are defined as large-scale cross-University initiatives with significant resource implications for the University's overall operations.

Objectives

3. The objectives of the Board are:

   (a) to balance the need to implement change with the capacity to absorb change and maintain sufficient service standards in support of the University's operations;

   (b) to optimise the delivery of the University's change programmes, by:

       (i) effectively managing the sequencing of programmes across the CPM Board's portfolio;

       (ii) ensuring resources are used effectively to support the CPM Board's portfolio;

       (iii) monitoring identified benefits within the CPM Board's portfolio to assist with realisation;

       (iv) sharing any lessons learned and other good practice on matters within the CPM Board's remit.

Delegated authority

4. The CPM Board is a standing sub-committee of the General Board. In the pursuit of its objectives, the CPM Board may exercise the authority of the General Board, granted by the Council[2], for the overall coordination and monitoring of the implementation of the change programmes.

Responsibilities

Supervises

5. The CPM Board is responsible, on the basis of reports on the progress of individual programmes, for assessing the progress of the portfolio as a whole, including:

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[1] Where these terms of reference refer to programmes, they are also understood to refer to projects within those programmes where those projects are managed as separate entities.

[2] The change programmes, owing to their University-wide coverage, usually concern operations within both General Board and Council institutions. The Council agreed that the General Board would oversee the implementation of the recovery plan (now the Recovery Programme) at its meeting on 20 July 2020, and extended that authority to cover the transformation programmes on 22 March 2022.

(a) the monitoring of issues and risks and determining the necessary mitigating actions where the CPM Board agrees that those actions do not require referral to the General Board;

(b) the identification and reconciliation of programme interdependencies.

Shares

6. The CPM Board:

(a) provides regular updates on the overall plan for implementation of programmes within its portfolio to the General Board and the individual programme boards;

(b) evaluates programmes as they develop and on completion, sharing lessons learnt with programme boards, through its annual report to the General Board and other means as the CPM Board or CPM Office considers appropriate.

Approves

7. The CPM Board approves:

(a) the assignment of staff and funding from resources allocated by the Planning and Resources Committee to the CPM Office for the management of the CPM Board's portfolio, the Board determining prioritisation between programmes;

(b) the removal of programmes from its portfolio when the CPM Board is satisfied that its oversight is no longer needed, following a report on the conclusion of the programme to the General Board.

8. The CPM Board approves the establishment of any sub-committees of the Board and appointments to those sub-committees.[3]

Recommends

9. The CPM Board recommends to the General Board:

(a) the addition of new programmes to its portfolio, after assessing them against priorities and risks[4] and considering capacity and the impact on business-as-usual activities, prior to the submission of business cases to the Planning and Resources Committee;

(b) the referral of matters for further approval, including the approval of the Council and/or the Regent House;

(c) actions to address issues affecting or expected to affect programme delivery or business-as-usual activities that the Board considers significant, including those which are likely to require additional funding prior to the submission of a request for funding to the Planning and Resources Committee by the relevant programme board.

10. The CPM Board recommends to the Planning and Resources Committee through the General Board:

(a) an annual review of expenditure for the CPM Office to support the activities of the CPM Board against the approved budget;

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[3] The existing programme boards, listed in the Schedule, were formed before the CPM Board was founded. Programme boards for new change programmes are expected to be established as sub-committees of the CPM Board.
[4] These assessments take account of existing frameworks, including the Priorities Framework and the University Risk Register.

(b) by exception, in-year operational expenditure to meet unforeseen and urgent costs through the Resource Management Committee.

Membership

11. The membership of the Board comprises:

    (a) the Pro-Vice Chancellor for Enterprise and Business Relations or another member appointed by the General Board, as Chair;

    (b) a deputy chair appointed by the General Board;

    (c) the Pro-Vice Chancellors who oversee functions sponsoring a change programme;

    (d) the Head of a College appointed by the Colleges' Committee;

    (e) at least two Heads of School appointed by the General Board;

    (f) the head of a non-School institution appointed by the General Board;

    (g) the Registrary;

    (h) the Director of University Information Services;

    (i) the Director of Human Resources;

    (j) the Director of Finance;

    (k) two or more external members appointed by the General Board.

The members appointed in classes (c), (d), (e) and (i) shall be appointed for such period or periods as the appointing body may determine, but shall not normally serve for more than six years consecutively.

12. The Academic Secretary and the Head of Investment Appraisal shall attend meetings of the CPM Board. The Chair may invite other persons to attend for the whole of meetings of the Board or for particular items of business.

Meetings

13. The Board shall normally meet three times a term. The Chair may cancel any meeting if there is insufficient business. Meetings will have pre-circulated agendas and papers and agreed minutes and actions.

14. No business may be transacted at a meeting unless a quorum of at least eight members is present, including either the chair or a deputy appointed by the CPM Board from among the members. Members are authorised to send a delegate on their behalf if appropriate.

15. In any vote, each member in attendance at the meeting will have a single vote and voting will be decided by a simple majority of the members in attendance. If two sides receive an equal number of votes, the chair may make a second, casting vote.

16. The CPM Board may approve business between meetings by circulation, except that no business will be approved by circulation if any member requests that it be discussed at a meeting.

17. Conflicts of interest in relation to the business of the CPM Board will be handled in accordance with the University's Conflicts of Interest Policy. In addition, members with an active role in a programme will be excluded from voting on decisions related to that specific programme.

18. The business of the CPM Board is confidential unless expressly stated otherwise. Members are required to respect that confidentiality.

Reporting and review

19. The CPM Board shall report to the General Board through termly and annual reports, and/or by such other means as the General Board determines. The General Board shall report onward to the Council. The CPM Board's annual report to the General Board shall be published in the *Reporter* after the Council has received it.

20. The CPM Board shall review its performance annually and its terms of reference every three years. The CPM Board shall refer any changes to its terms of reference to the General Board for approval.

Schedule

The following programmes were originally part of the Recovery Programme but have since graduated and are no longer considered part of the CPM Board's portfolio. They have consequently been integrated into business as usual:

Programme name:
Cambridge Impact on Society
Cambridge International Infection Initiative
Digital Workplace
International Student Recruitment
Research Culture
Reshaping our Estate
Supporting our Staff

The following transformation or change programmes are in the CPM Board's portfolio:

Transformation / Change programme	Programme board
Data Management Framework	Business Data Governance Group
Financial Transformation Programme	Finance Transformation Programme Board
HR Transformation Programme	HR Transformation Programme Board
Reimagining Professional Services	Reimagining Professional Services Steering Group
Transforming Research Support	Transforming Research Support Programme Board

The West Cambridge Sharing Project remains within the Recovery Programme with funding available until December 2023.