

2022-23 Annual Report of the Change & Programme Management Board (CPMB) to the General Board

Overview

Since its inception in May 2022, the Change and Programme Management Board (CPMB) has met 11 times, with the Change and Programme Management Office (CPMO) set up in August 2022 to support the work of the CPMB. As set out in the Terms of Reference, performance of the CPMB shall be reviewed annually, and this report aims to provide an overview of the main activity within the CPMB's portfolio, some achievements of the Board in its first year, and other findings of note. Any information contained herein relates to the period May 2022 to May 2023.

1. Change and Programme Management Board

a. Portfolio overall

- The CPMB's portfolio comprises the HR Transformation Programme (HRTP), the Finance Transformation Programme (FTP), the Transforming Research Support programme (TRS), and Reimagining Professional Services (RPS). Each of these programmes has submitted brief summaries later in this report.
- At each Board meeting, the CPMO provides the CPMB a dashboard of the programme's overall status, highlighting specific areas of concern. It also summarises the CPMO's overall assessment of the portfolio, including risks individual programme boards have escalated, emerging important themes, and key portfolio-wide risks and issues for the Board to consider.

b. What has the Board achieved?

- In response to a collaborative and transparent risk assessment of the overall portfolio, conducted by the CPMO from August through October 2022, the Board introduced an initiative to determine a sensible **sequence of the transformation programmes**. Because the programmes were all designed independently, there is a real risk that they conflict, or that they expect too much change from the same group of people at the same time. The CPMB established a Sequencing Steering Group as a sub-committee of the Board, chaired by Alison Rose (Principal of Newnham College and member of the CPMB). The Sequencing Steering Group membership includes the divisional sponsors of each of the transformation programmes, the Director of UIS and a School Secretary. This sub-committee is evaluating in greater detail programme priorities. Its goal is to develop a roadmap of key milestones and impact, including those activities which sit outside the portfolio but which may in time affect the performance of the portfolio. This prioritisation exercise aims to help the CPMB prioritise the work of the overall programme by identifying any clashes and potential options for resolving those. So far, only HRTP has produced detailed milestones and impact plans, so this work is not proceeding as quickly as hoped. However, the Group is identifying some of the issues around priorities and helping individual programmes reflect on the interaction of the differing timetables and adapt their emerging plans accordingly.
- The Board approved the set-up of the **Business Data Governance Group** to make decisions about the integrated management of the University's business data. The overall **data agenda** is also currently being sponsored by the Chair of the Board, and the Board has consequently approved recruitment to a new Data Office.
- The Board has maintained **consistent communications**, providing updates after each Board meeting to senior leaders and other important stakeholders.
- The Board has provided an **additional level of scrutiny** for business cases written by the transformation programmes prior to being submitted to PRC for approval.

- The Board has enabled discussion about **cross-portfolio risk management**, including the impact of activity outside the portfolio, e.g. Cambridge Casual Worker System. The Sequencing Steering Group also considers a list of cross-cutting issues or themes that are outside the CPMB's portfolio, but which will have an impact on the success of the portfolio.
 - The Board has had, and continues to have, **important conversations** around where **accountability** lies for decisions made within the transformation programmes, culminating in a workshop being held with the Chairs and Sponsors of each transformation programme to build on this.
 - The Board has agreed to oversee a **coordinated assurance programme** across the portfolio, in collaboration with the Governance and Compliance Division.
 - Following an assurance review (detailed below) and a subsequent review of its Terms of Reference in early 2023, and given its evolving nature, work is currently underway with Programme Boards to establish **clear reporting lines** between them and the CPMB.
- c. What has worked well / what is it currently working on?
- In November 2022, Deloitte carried out an **assurance review** of the activity of the CPMB. It was recognised that the setting up of the CPMB was an important and positive step in working towards a more joined-up approach to deliver and assure the University's large transformation programmes. Five key themes were identified as part of this work, namely:
 - Governance framework
 - Role and remit of the CPMB
 - Set up of the CPMB
 - Dependencies and sequencing
 - Reporting and management information

This piece of work was important in clarifying the role of the CPMB and its relationship to the CPMO, strengthening both its governance processes and its standing amongst the Programme Boards. The CPMB is on track to complete the recommended actions of the review by the end of 2023.
 - The Board recognised the value of **people with deep experience** in delivering transformative change and has engaged additional external perspectives, both to join the Board as members as well as experts sharing at meetings.
 - The Board has recognised that the **resource capacity of UIS** needs increasing to minimise impact on the department of the various scheduled system enhancements / replacements that have perhaps been assumed to be possible.
 - The need for a clear portfolio roadmap has helped motivate work on an **FTP integrated plan**, which will enable a higher level of understanding around scheduling and impact.

2. Change and Programme Management Office

- a. What has it done as an office?
- The **CPMO team** is establishing itself as a broad as well as deep resource to support the delivery of the overall portfolio, including the following areas (as at 1 June 2023):
 - Head of Strategic Change and Delivery (1)
 - Portfolio Management Office (PMO) (4 plus 1 vacant)
 - Reimagining Professional Services (RPS) (3)*
 - Continuous Improvement (CI) (5)*
 - Cross-portfolio Communications (5)*
 - Organisational Development (OD) (9 plus 2 vacant)*
 - Change Leads (3)*
 - Digital Transformation (1)*

** These areas support the transformation programmes.*

- The CPMO has brought increased **transparency** to the progress of the portfolio as a whole. For each CPMB meeting, it provides an update on overall progress since the last meeting, providing an **independent view** based on both the programme reports as well as regular conversations with programme leads.
 - The CPMO has provided important support across the portfolio where required, e.g. actively supporting the progress of the **data agenda**, including facilitating the establishment of a Data Office and supporting the administration of the Operational Data Group, established to identify and resolve cross-portfolio data dependencies.
 - It has provided the ability to work **cross functionally**, enabling a more **holistic view** of progress, impact, engagement, risk, benefits awareness, capacity, etc, and highlighting areas for improvement where needed.
 - The CPMO facilitates the **Sequencing Steering Group** and is developing the portfolio roadmap and working with the programmes to help them define milestones and impact. Its approach to this work has been collaborative and organic rather than directive.
 - It has convened a **Change Forum** designed to bring together knowledge and expertise around change, comms and engagement and project management, to ensure collaborative working across the portfolio of activities currently under the CPMB's portfolio.
 - It has also convened a **Business Leads Forum** to raise awareness and share insight from those leading the transformation programmes.
 - The CPMO has established a working relationship with the **Delivery Management Office** in UIS and other project management groups across the institution. This is important in strengthening the cross-portfolio working and ensuring information is shared as necessary for the portfolio to be a success.
 - It has set up the '**Change at Cambridge**' SharePoint site, a central point for members across the institution where colleagues can get up to date information about change activity taking place within the portfolio.
 - The CPMO has provided a **sounding board** where advice has been sought, intervention requested and issues escalated.
 - It is maintaining the list of **cross-cutting issues** or themes that are beyond the scope of the portfolio, but which will have an impact on progress, as requested by the Sequencing Steering Group. However, it is not clear who can take responsibility for resolving these issues, including some of the questions around the wider vision for the University and what it is looking for from its corporate services, into which the CPMB would ideally fit.
- b. What has worked well / what is it currently working on?
- The CPMO has created and maintained a supportive and collaborative relationship with the CPMB, **focusing conversations on the things that matter most to the institution**.
 - The CPMO is building a reputation as a **neutral, trustworthy and reliable** critical friend, with the desire to find solutions and help, rather than be a hindrance.
 - It maintains open and regular engagement with the **sponsors, business leads and programme teams** within the portfolio.
 - The CPMO has been working to align the Terms of Reference of the CPMB with that of the Programme Boards to **improve collaboration** across the portfolio.
 - It is working with specialists across and outside the portfolio to bring about a consistent and concrete approach to reporting and **realising benefits**.
 - The CPMO is exploring an approach to **resource pooling** to enable the University to retain project-specific talent and deploy it effectively where it is needed.
 - The CPMO continues to try to coordinate a **shared approach to communication and change** and supports the development of a common narrative for change.
 - Without formal authority over the delivery of the transformation programmes, it continues to **work transparently and collaboratively** to assure effective, coordinated delivery.

- In recognition of the potential impact of **change projects outside the portfolio**, the CPMO maintains relationships with those projects as well. Some examples are the Cambridge Casual Worker System project, the decommissioning of CHRIS, the Student Payments project, and Reshaping our Estate.

3. Portfolio programme summaries (provided by the transformation programmes)

a. Reimagining Professional Services (RPS)

- In May 2022, PRC approved the budget for the development of the second phase of RPS, under the Change and Programme Management Office, which enabled the building of the team. An RPS Steering Group was established in December 2023 to provide oversight of the scope and activities of RPS, ensuring alignment towards the RPS vision. The Steering Group includes School Secretaries and Directors of Professional Services functions (UAS and NSIs).
- A series of workshops with Directors of Professional Services Functions and School Secretaries were run to initiate the thinking around a Professional Services target Operating model (TOM) and to agree initial priorities for RPS. Four priorities for the next year were identified:
 - i. Establish a team to create a high-level map of our people, processes, capabilities and resources, and co-create our future operating model;
 - ii. Resource Schools and NSIs based change teams to support faculties/departments/institute and Non-School Institutions to influence and deliver prioritised and effective changes across the whole University;
 - iii. Develop and support our managers to create a positive culture where our people can thrive and deliver excellent services; and
 - iv. Develop a shared narrative for professional services activities in support of our academic mission.
- RPS team-specific updates:
 - Continuous Improvement (CI): The Continuous Improvement team have been embedding continuous improvement tools via workshops, lean training and supporting local initiatives such as Childcare services, improvement of exams processes, degree committee automation, strategy workshops etc.
 - Communications: The Cambridge Operations Group was established in May 2022 and has been successfully meeting since with the aim of bringing together Departmental Administrators, Operations Managers and similar roles across the Institution. A Cambridge Champions' meeting was also established and work is taking place to organise an event for all professional services staff.
 - Organisational Development (OD): Completed activities include the establishment of the Communities of Practice model; Cambridge Works (the return to workplace and the support of the hybrid policy); staff review and development practices; the creation of a Self-matching mentoring programme.
 - Digital Transformation: RPS is taking a service-led approach focusing on how to deliver services that respond to the users' needs and has developed a high level service map (describing all of the processes involved in delivering a service), a business capability map (what we do and where) and a map of people (who does what, where) which will provide a framework for service design. This will, in turn, inform how we develop our target operating model.

b. HR Transformation Programme (Processes and Systems) (H RTP)

- The H RTP awarded a contract to perform System Implementation services to Symatrix, with the contract signed on 31 May 2022. From August through December 2022, Symatrix led a scoping phase, which was concluded with a scoping document and final costs for the implementation of myHR, the new HR system. From January 2023, implementation tasks

were undertaken, and these continue with configuration, design, and build activities due to complete at the end of summer 2023.

- In parallel to scoping and implementation activities, process design activities were conducted. These sought to harmonise and simplify HR processes and will underpin the system design, based on agreed To-Be process maps. The work to document process maps for the first deployment is concluding in June 2023.
- The H RTP Change Team has been extremely active with key activities related to engagement and communications being top of the agenda during this period. The wide reach of the programme, including a new system to be used by all employees across the University, means that these activities have been particularly challenging, but the success of the work by this team can be seen in the number of individuals who have volunteered to join our Advocates Network.
- The programme has reported an overall Green status throughout the duration of the period from May 2022 to May 2023. The programme remains on time and on budget.

c. Finance Transformation Programme (FTP)

In the past year, the Finance Transformation Programme has filled the remaining vacancies in its structure to become a fully resourced Programme Management Office. During this time, the Programme has continued to deliver for Finance and the University, including the following:

- Concur, the University's new expenses system, completed its rollout to all staff at the University.
- The Finance Systems Replacement project identified a preferred vendor, Oracle, for the University's new finance system.
- The Enhanced Finance Transparency (EFT) project has drafted a new contribution policy, as well as developing a new income and expenditure-based business plan.
- The Planning and Resources committee agreed to provide funding for the implementation of the new finance system, and interim funding for EFT.
- The Strategic Procurement and Purchasing Programme has delivered a new Procurement helpdesk and new supplier frameworks, as well as completing the foundational work to select a new Procurement system.

In addition to these core projects, the Finance Transformation Programme has worked closely with the Finance Director to create and share the new Finance vision and strategy.

The Programme helped re-engage Finance Division staff by arranging and coordinating an all-day, off-site event focused on the strategy and customer service.

It also conceived and hosted the University's first Data Symposium for staff across the University, to discuss the findings of the Business Data Review and agree next steps.

The Programme is currently reviewing how it is structured and governed to make sure it keeps delivering for Finance and the University in the year ahead.

d. Transforming Research Support (TRS)

The TRS Programme is a five-year university-wide initiative that aims to strengthen and support the university's continuing role as a world-leading research institution.

The first phase of work being delivered in calendar years 2023-24 is the Grant Management Support (GMS) Project that will improve the services offered to researchers and administrators at the pre-award, contracts and post-award stage of the research process. This will be partly achieved by implementing a market leading system provided by Worktribe.

The GMS team has completed the Service Discovery and Co-creation phases for pre-award, engaging with Principal Investigators and Departmental Administrators from across the University to ensure their needs are being met.

The pre-award and contract modules of the Worktribe systems are being configured and integrations with finance and HR systems planned for.

TRS has also recently established a Data & Reporting Project whose outcomes will support other projects in TRS (e.g., GMS) as well as specific deliverables for Data & Reporting. The Data & Reporting project team is progressing on defining their goals and focus for the coming year.

During this year we have fully resourced the programme and project teams. There have been challenges that have been resolved and we will continue to monitor the resourcing position.

The programme has sharpened its focus on the people side of change, creating a Change Management Strategy to support the adoption and usage of new ways of working. Colleagues working across change management, communications, training and content design are preparing and implementing plans to ensure projects are delivered successfully by supporting people.

Demonstrations of the new Worktribe system are now beginning as well as a TRS communications campaign to Schools and Departments.

The programme and project teams are well established and are looking forward to delivering benefits in the coming year.

4. Lessons Learned and Opportunities Going Forward

- To avoid overwhelming the University with change, it will be necessary to evaluate the impact of changes to appropriately prioritise and sequence activity. However, this work requires clear and consistent plans within the transformation programmes, which is in progress but taking longer than expected.
- In addition to evaluating the impact of the transformation programmes, it is emerging that other significant change activities may also need to be considered. These could include the Cambridge Casual Worker System project, the decommissioning of CHRIS, the Student Payments project, and Reshaping our Estate. The CPMO is currently engaging with that activity, and the CPMB will consider its role.
- To implement a sensible implementation plan, effective and recognised governance structures and business (including service and process) ownership and accountability are essential. The CPMB is facilitating conversations to ensure these are in place and fit for purpose.
- To realise the intended benefits of the transformation programmes, it is important that the University prioritise every opportunity to 'adopt' the existing configurations of the new Cloud-based technical solutions, and avoid 'adapting' them through customisation or unnecessarily complicated configuration. This will require increased consistency across the University, which could provide challenging at times but will increase efficiencies and process effectiveness well into the future.
- The successful delivery of all the transformation programmes hinges on the availability of key resource and skill from UIS and other functions. This includes the clear identification, resourcing and timing of technical and related work, especially process and behaviour changes, that result

5. Membership and Attendance

Membership of the CPM Board, at its commencement, consisted of (total number in brackets) Pro Vice Chancellors (4), Head of a College (1), Heads of School (3), the Registry (1), Head of a non-School institution (1), Directors of Professional Services (3), external members (1-2), and the Head of Strategic Change and Delivery (1).

Average attendance across these groups, from **May 2022 to June 2023** (extended to incorporate the whole academic year 2022/23) was as follows:

- Pro Vice Chancellors – 79%

- Head of a College – 83%
- Heads of School – 67%
- Registry – 83%
- Head of a non-School institution – 67%
- Directors of Professional Services – 90%
- External members – 100%
- Head of Strategic Change and Delivery – 100%

6. Measures of Success

As the CPMB has been evolving over the course of its first year, no formal measures of success have yet been implemented. However, it is proposed to introduce an annual self-effectiveness review, similar to that carried out by the General Board, which by recording the following metrics seeks to recognise areas of strengths and weaknesses:

- The frequency of CPM Board meetings is appropriate for dealing with planned matters and enough time is allowed for questions and discussion.
- CPM Board papers are distributed in sufficient time for members to give them due consideration.
- It is clear what the purpose and remit of the CPM Board is when compared to other University bodies.
- The CPM Board only considers items that are appropriate for its purpose and remit.
- The CPM Board is given adequate opportunity to provide input on all matters appropriate for its purpose and remit.
- Over your time on the CPM Board, the chairing of the Board has been satisfactory in terms of promoting effective and efficient meetings.
- The CPM Board has the appropriate membership to conduct its business.
- There is appropriate attendance of officers to provide clarity to papers when required.
- All members have a chance to contribute, and discussion is not dominated by one or two members.
- Meetings have a structured agenda which focuses on the right areas for discussion and avoids minutiae.
- CPM Board papers are well written, comprehensive, concise and highlight key issues and requirements.

Once these metrics are agreed, it is proposed to commence this process in readiness for the second annual report – at the end of the 2023/24 academic year.