Organising For Success

Project Operational Group

Terms of Reference

Purpose: To act as the design authority for the implementation of the new institutional operating model, ensuring a holistic approach across all components of the Organising for Success Project. Responsible for making decisions within parameters approved by the Oversight Group.

Responsibilities:

- Coordinate across the five agreed project strands, holding to account those operationally delivering every aspect of the project
- Make decisions in accordance to parameters set by the Oversight Group who manage by exception, providing the group with monthly progress reports
- Define KPIs for individual strands and achieve overall KPIs set by the Oversight Group
- Agree strand activity as proposed by Strand Leads and Project Managers within approved parameters
- Manage by exception when change proposals are received and facilitate clearing obstacles encountered
- Receive strand highlight reports; endorse option and recommendation papers provided by Strand Leads and Project Managers
- Devise design principles against which to review strand proposals
- Manage ongoing measurement of benefit realisation and benefits realisation plan for the long term
- Estimate and control resource for the project overall and allocate budget and resources for each project strand and their dependencies
- Monitor and mitigate project and strand level risks
- Ensure appropriate level of engagement with stakeholders including students
- Recommend issues to be escalated to the Oversight Group by the Chair of POG
- Ensure change management is embedded at every stage of the project process
- Ensure that the project delivers the cultural changes through deploying appropriate organisational development activities and that they are sustainably embedded into business as usual following completion of the project.
- Members of the Operational Group influence, persuade and negotiate effectively with all stakeholders
- Agree stakeholder communications

Review: A quarterly review of the terms of reference and membership will take place.

Meeting Schedule: fortnightly, day and time TBC

Membership:

Organising For Success role	Name	Institutional role
Full Members:		
EG Project Lead and POG Chair	Denise Everitt	Chief Operating Officer
O4S Project Director	Mark Ellis	Assistant Director, University Operations Support
Strand 1 – Executive Leadership		
Strand Lead	Alison Ross-Green	Director of HR
Strand 2 – Establishing Divisions		
Strand Lead	Georgina Randsley de Moura	DVC Academic Planning, Strategy and Performance
Strand 3 – Divisional Operations		
Strand Lead	Mark Ellis	Assistant Director, University Operations Support
Strand 4- Professional Services, Devolution and Financial Model		
Strand Lead	Rosie Holden	Director of Student Services
Strand 5 – Standing Down Faculties		
Strand Lead	Melissa Mulhall	Assistant Director, Student Engagement and Experience
Professional services support for all strands		
HR Coordinator	Nikki Hyde	HR Assistant Director (Major & Strategic Projects)
L&OD Coordinator	Clemence Marest	HR Assistant Director (L&OD)
Finance Coordinator	Garry Beesley	Head of Financial Planning
Estates Coordinator	Helen Holland	Head of Space Management
IS Professional	Bonnie Ferguson	Head of IT Support
Communications Coordinator	Tim Davies	Strategic Communications and Engagement Manager
Note taker and operational support:		
Supporting Project Manager	Claire Southon	Assistant Project Manager, BIPU

Standing agenda:

1. Welcome and apologies	Chair
2. Minutes from the last meeting	Chair
3. Matters arising	Chair
4. Strand Highlight Reports	Strand Leads & PMs
5. Professional functions reports (HR, Finance, IS, Estates)	Professional leads
6. Change management highlights	Change Lead
7. Project Documentation review (Risk register; Issues log; Decisions log; Actions Log; Changes Log)	PMs
8. Substantive items	All
9. Communications summary	TD
10. Any Other Business	All