



Case Study & Testimonial

IMPLEMENTING STRATEGIC CHANGE GOVERNANCE AT A SOUTH COAST UNIVERSITY

BACKGROUND

A leading University on the south coast, investing over £30 million in the future, had over 40 active strategic change projects and 30 more planned across its campuses, Schools and Professional Service functions covering service delivery, business processes, IT systems and estates infrastructure.

Reporting to the Deputy Vice Chancellor the assignment successfully:

- Implemented, embedded and evolved a change governance framework for capital projects comprising:
 - A Change Management Board to approve, align and prioritise new strategic projects.
 - Four Programme Boards to strategise, monitor project progress and manage change control.
 - A Change Management Office to support the portfolio, programmes and project delivery.
- Created a prioritised portfolio of change projects aligned to the strategic plan and vision.
- Improved quality, financial control and sponsor accountability for project and benefits delivery.

OTHER ACHIEVEMENTS

- 1 A portfolio dashboard provided leadership with the status of all active and planned projects.
- 2 A scoring method ensured stakeholders objectively prioritised projects aligned to strategy.
- 3 A consolidated resource plan identified staff constraints and forecasted issues six months ahead.
- 4 Enhanced financial reporting brought greater transparency, decision-making and control.
- 5 Defining benefit types, creating business cases and costing tools improved project justification.
- 6 Benefits tracking and realisation tools enhanced delivery and ongoing business case justification.
- 7 Standard procedures and templates captured best practices and lessons learnt.
- 8 Post project investment appraisals demonstrated Value-For-Money to the accountable committee.
- 9 Training, coaching and advice on project and change management built confidence in project teams.
- 10 A risk management framework ensured individual and aggregate project risks were actively managed.
- 11 Document reviews, health-checks and process audits provided Quality Assurance to mitigate failure.
- 12 A Lean review of student administration processes was initiated to save >10% of cost to re-invest into academic staff, enhancing the student experience and achieving Service Excellence.



University Case Study & Testimonial

TESTIMONIAL

THE UNIVERSITY PERSPECTIVE

“In 2010 at the University, we were aiming for a step change in our infrastructure, processes and performance and were bringing this about through a large portfolio of projects and programmes. We engaged ChangeWise in March 2011 at a time when we were seeking to strengthen our governance and oversight of this wide portfolio. Mike Williams from ChangeWise brought rigour, expertise and experience to this role. Mike’s ability to work alongside business managers and project sponsors throughout the University was a major reason why this work has proceeded with success. He has seen the linkages between different projects which we may have missed. He has never held back from advising us when he feels that something is going off plan or where there are risks that need managing. But nor has he sought to impose his view; his understanding of the relationship with us as client has been excellent. The University has gained greatly from its engagement with ChangeWise, allowing us to drive forward a wide range of projects in a short period of time. I would not hesitate in engaging ChangeWise again in this area of programme management and governance.”

David Willey, Deputy Vice-Chancellor, (2002-2012)

ASSIGNMENT OUTCOMES

- Created a shared vision for change with people and resources focused on the top priorities.
- Greater engagement and involvement of stakeholders in project scope definition and delivery.
- Streamlined governance procedures improved decision-making and enabled more delegated authority.
- More successful delivery of strategic change projects in terms of time, quality and budget.
- After a steady decline in the National Student Survey (NSS) student satisfaction results to 70% in early 2011 the University has improved its score in 2012 to 79% through year-on-year improvement initiatives taking them closer to the sector average of 85%.



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