PRINCIPLES FOR **DELIVERING CHANGE**

Before a solution is identified, we consistently model and analyse relevant processes, recognising data owners, sources and dependencies.









We document and use a control process to implement changes.

PROCESSES



We are clear about accountabilities and sponsibilities throughout

responsibilities throughout the entire scope and lifespan of a project and its implementation into normal operational state. We locate our decision-making and resource to align with this.

We identify problems and issues early, raise them objectively and are confident to recommend solutions. We resource
our projects appropriately
to the scale of change,
introducing change-relate
skills and subject matter
experts from the
organisation at the right
time and considering the
balance of staff.

PEOPLE AND ORGANISATION

Our project office spaces, technologies and ways of working encourage collaboration, allow flexibility and enhance delivery.



We use process methodologies that are consistent and interoperable, contain quantitative data and illustrate process flow and decision points.

We simplify the landscape of data and technology and control data quality at the point of input.

Our system environments are available, scalable, resilient, recoverable, operable, maintainable re-usable and secured.

We clearly define the aims and benefits of our projects early on.

DELIVERY AND BENEFITS REALISATION We complete in-project and post-implementation evaluations to support delivery, share lessons learned and make sure benefits are realised



We consider and act on project team development needs to enable success, and to build core skills within the University in a sustainable way.

owners and are securicompliant and FAIR:
Findable, Accessible
Interoperable and
Re-usable.

DATA, INFORMATION AND TECHNOLOGY Our solutions are configurable; meeting the widest need with the least bespoke work and adaptable to rapidly changing needs.

We work with focus and pace, following the process for managing change to time, cost and quality.

We embed sustainability into all aspects of our projects.



We consider benefits

and risks to the

University's reputation

and seek

Communications team

guidance as appropriate.

As part of our investment decision, we understand the whole-life cost of a project, relative to its benefits.

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We procure proven echnology, with preferre suppliers appointed on partner framework agreements that are periodically reviewed.

We use existing channels where appropriate and establish any new ones in conjunction with Communications team.



COMMUNICATION

AND ENGAGEMENT

We support visibility and good practice by logging and describing existing and new projects in the University Project Database.

GOVERNANCE



We bring people

with us; identifying audience groups and engaging them through plans which give them a voice and demonstrate listening.



We establish adaptable governance, proportionate to the risk or scale of the change, which considers options and makes decisions at a pace that supports delivery.













