



University of Leeds - Student Lifecycle Programme

Case Study

Challenge

Caja were engaged by University of Leeds in spring 2021 to provide consultancy to support the upscaling of the Student Lifecycle Programme – a c£50m, VC sponsored programme delivering significant transformation to back-office systems and processes. The programme had been in a “holding pattern” through the first year of Covid pandemic with resources allocated to more pressing needs but post-Christmas 2020 was ready to re-energise and rapidly scale to ensure the delivery of key enablers and benefits and demonstrate this success to key stakeholders, specifically through the successful delivery of SLP Phase 2.

With the programme effectively re-starting there was a need to validate and enhance the overall approach including

- Programme structure

- Governance
- Use of appropriate Methodologies
- Resourcing
- Benefits definition
- Direct support (sounding board/mentoring) to the Programme Manager during this intense period of activity.

Solution

Caja provided a bespoke solution, tailored to the specific needs of the programme across three key stages and flexed to the client’s evolving needs:

Stage 1: Ensure a solid foundation for programme scale up and acceleration – ensured appropriate programme structure, governance, methodologies, resourcing, benefits definition, mentoring and advisory to provide a platform for launch and rapid upscaling

Stage 2: Increasing Certainty of Delivery - With pressure on the Programme to demonstrate some significant progress and benefit in 2021, we worked with the programme leadership team to define a clear baselined portfolio of projects – SLP Phase 2 – and put in place key supporting elements to help ensure successful delivery including: providing a phase 2 delivery lead, leveraging governance and board support, partnered with a strong strategic PMO.

Stage 3: Enhancing delivery capability – with phase 2 successfully in delivery we brought out attention to helping the UoL team ensure the sustainability of the programme.

Outcomes

Over a short period, over 120 HR & Payroll processes were identified & remodeled based on business requirements and best practice. These were being replicated within the new ERP system where appropriate, with our consultants acting as Business Solution design authority during the build and test phase.

As the project progresses, there were c.30 events that were delivered and designed by our consultants, involving employees from levels of the University (both faculties and directorates), to engage with the new ways of driving through the business transformation agenda.