

Capital Programmes Board

1. Constitution

- 1.1. The Vice Chancellor has established a committee known as the Capital Programmes Board (CPB), which reports to the VCE and the Strategy Programme Board (SPB).
- 1.2. CPB will oversee the delivery of projects related to the [Estates](#) and [Digital](#) enabling strategies.

2. Scope

- 2.1. CPB leads on the design and implementation of the Estates & Digital enabling strategies.
- 2.2. CPB is responsible for the prioritisation and governance of Capital Programmes. It recommends all major investments requiring Finance Committee or Governing Body approval and approves delegated approvals where the Vice-Chancellor has authority to approve the investment under the University Delegation Framework.
- 2.3. CPB oversees all approved major investment projects ensuring delivery to time, cost, quality and the realisation of planned benefits.

3. Membership

- 3.1. The membership shall be as follows:

Ex Officio

- Vice-Chancellor and Chief Executive Officer (*Chair*)
- Chief Operating Officer
- Chief Financial Officer
- Executive Director of Estates and Facilities
- Executive Director and Chief Information Officer
- Deputy Director of Estates and Facilities

4. Attendance at meetings

- 4.1. The Deputy Director of Estates and Facilities shall attend the meetings. At the discretion of the Chair, other staff who are not members of the Board may be invited to attend on an ad hoc basis for specific items where their attendance can inform and support the Committee.

5. Frequency of meetings

- 5.1. The CPB will normally meet quarterly. The Chair may call additional meetings if necessary.

6. Delegated Authority

- 6.1. The Board is authorised by the Vice Chancellor to approve:

- 6.2. Plans for implementing the Estates & Digital enabling strategies including the approval and closure of projects, provided the Vice-Chancellor has authority to approve the investment under the Delegation Framework;
- 6.3. The membership and terms of reference of any working groups to be overseen by the Capital Programmes Board;
- 6.4. Projects related to the Estates & Digital enabling strategies and oversee their delivery until completion, when their formal closure can be agreed by the Capital Programmes Board. Report to the Strategy Programme Board on enabling strategy projects;
- 6.5. Regularly review the risk register for the Estates and Digital enabling strategies. Develop and approve action plans to take advantage of opportunities and mitigate risk;
- 6.6. Action plans to address risks and issues where projects exceed their agreed tolerances as to time, cost, quality and benefits realisation; and
- 6.7. Good practice and procedures relating to Capital Programmes.

7. Other Duties

The other duties of the Board shall be to:

- 7.1. Develop and review the University's Estates & Digital enabling strategies for approval by the VCE and the Governing Body. Champion and promote reflection, excellence and innovation across all areas covered by the enabling strategies;
- 7.2. Plan, monitor and audit implementation of the Estates & Digital enabling strategies including the review of key performance indicators and metrics, ensuring delivery as to time, cost, quality and the realisation of planned benefits. Report to the Strategy Programme Board on the implementation of the enabling strategies;
- 7.3. Ensure that the Capital Programmes priorities are appropriate and are in accordance with the overall University Strategy and the Estates & Digital enabling strategies;
- 7.4. Oversee prioritisation and programming of capital projects ensuring alignment with strategic priorities and the capital investment envelope;
- 7.5. Recommend business cases and project plans for Finance Committee or Governing Body approval where this approval is required under the Delegation Framework. Ensure standard business case formats are used to provide additional focus on strategic objectives and fit, KPIs, options analysis, return on investment and net present value;
- 7.6. Delegate authority to approve business cases that are within the remit of the CPB to the Business Case Review Group. The Business Case Review Group is a subgroup of CPB, chaired by the Vice-Chancellor, which meet between

Capital Programme Board meetings as needed. Decisions of the subgroup are reported to CPB to provide a formal record of decisions.

- 7.7. Regularly scan universities and other organisations for best practice and innovation worth considering for implementation ;and
- 7.8. Ensure active consideration of equality, diversity, inclusion and sustainability in the conduct of its business.
- 7.9. Have particular regard to the importance of freedom of speech and academic freedom in the committee's business, acting in accordance with the commitments in the University's [Freedom of Speech Code of Practice](#).

8. Standing Orders

- 8.1. The Board must adhere to the [Standing Orders](#) for Academic and Executive Committees.

Amended February 2026

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Approved by Vice-Chancellor February 2026