

# Shared Services – the HEFCE View

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Shared Services

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- Background
  - Shared services in higher education
  - Evolution Model
  - Engagement with the HE sector
  - Some examples
  - The future

# Background

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- Legally independent institutions
- Governing bodies responsible for effective management and planning
- Governed by Companies Acts and Charities Acts
- Income from Public and Private sectors
- Competition for students and research

# HE Shared Services

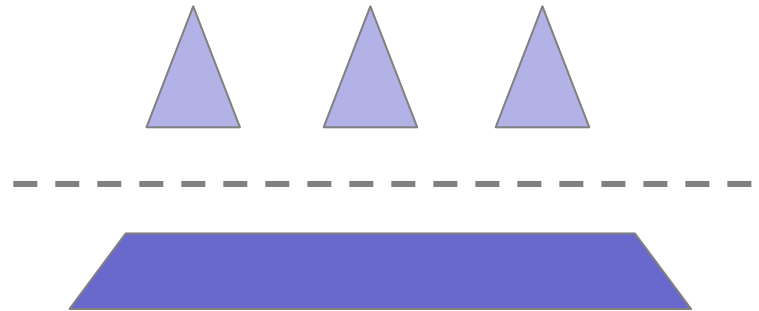
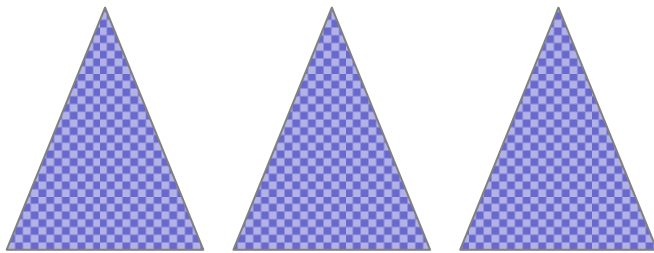
- 50 years experience
- Universities Central Council on Admissions
- Regional Purchasing Consortia
- JANET
- Higher Education Statistics Agency
- COSMOS Consortium



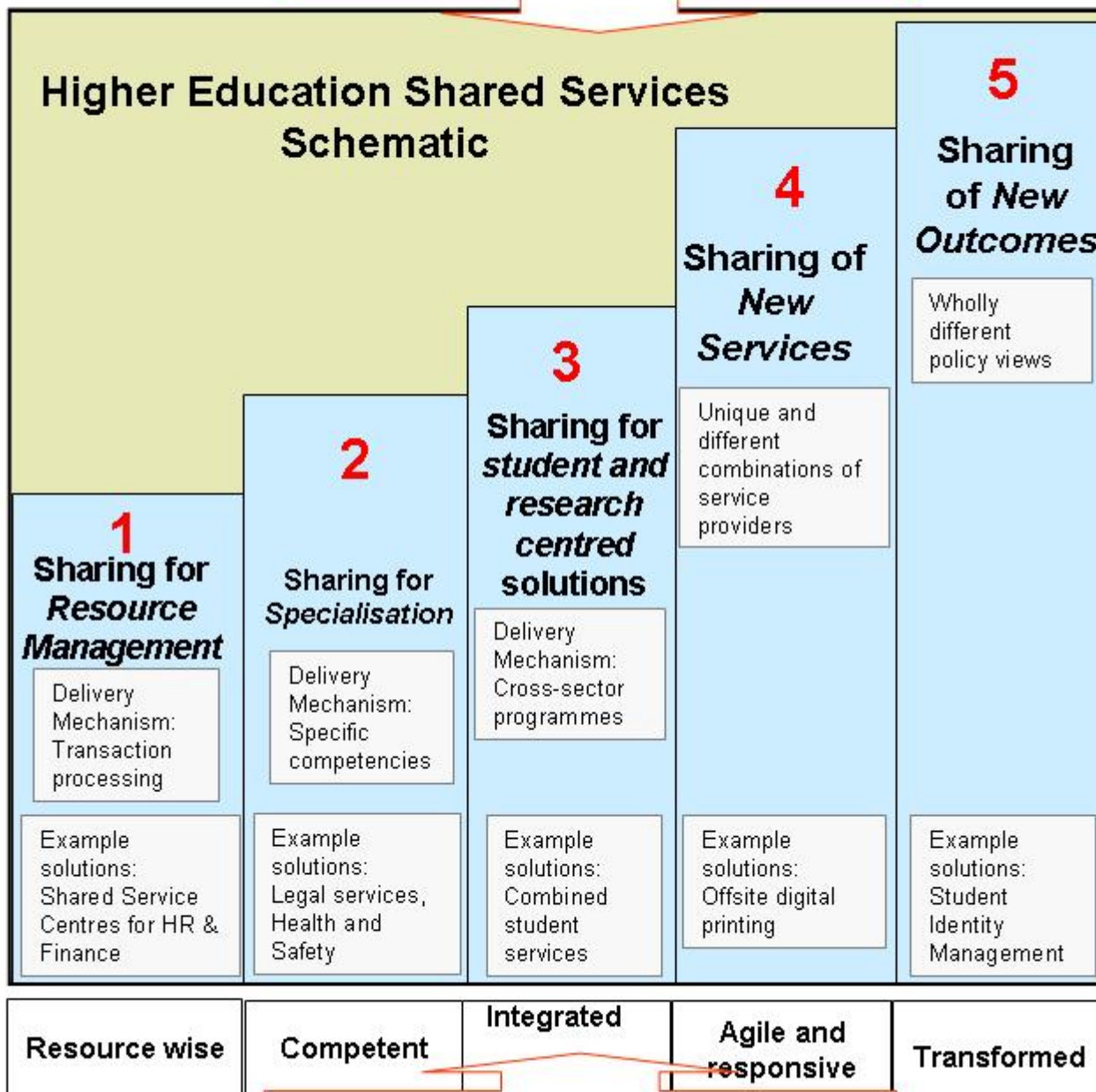
# What is a Shared Service?

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Current Corporate functions  
e.g. Finance or HR



**'Competitive Advantage Pull'**



**'Effectiveness / Efficiency Push'**

# Shared Services Critical Success Factors

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- Shared services initiatives must not threaten the core mission of the institution
- There must be a will to participate
- Vocabulary of shared services must be common
- Vocabulary of shared services must be understood

# HE Shared Services Strategy

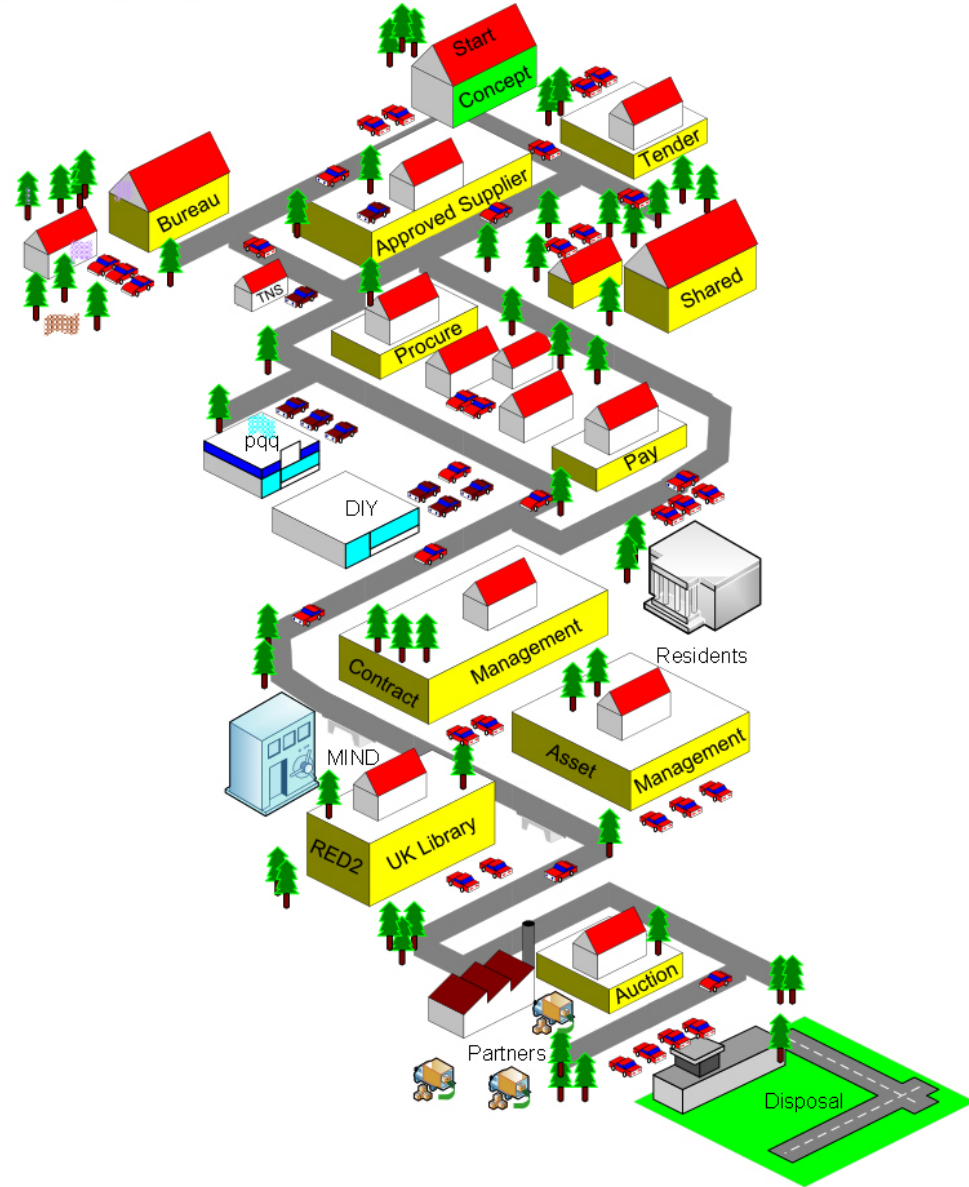
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- KPMG Review
- Engage with sector
- Identify potential SS areas
- Feasibility studies
- Pathfinder projects
- Project outcomes
- Business case & dissemination
- Measuring and reporting

# Examples Shared Service Feasibility Studies

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- InTend – eTendering and PQQ database
- University of Salford – data centres
- HERO – higher education qualifications portal



# University of Salford

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- Shared Data Centre
- Sheffield Hallam and University of Derby
- Burning platform
  - Growth in data
  - Sustainability agenda
  - Limited budgets
- Communication network (JANET)
- Growing awareness of issue in higher education sector
- £10s of millions

# HERO – Qualifications Verification

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- HERO is the higher education web portal
- Potential employers need to check applicants' stated qualifications
- Qualifications data is public information
- HEIs currently service these requests separately
- HERO proposal is to make all publicly available qualification data accessible from a single point.

# The Future

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- Top Down approach ?
- SOA – Administrative Systems
- Data Centres
- National Services eg legal services
- OR.....

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Something more radical ?

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