

Navigating the path to achieving Flexible Service Delivery



centre for educational technology & interoperability standards

Overview

- Introduction to FSD
- Enterprise Architecture and Business Process Review and Re-engineering
 - Enterprise Architecture, the Practice Group & Archi the EA tool
 - The opportunity for flexible delivery within an fe college; Richard Thwaites, North Hertfordshire College
- Exploring new IT service delivery models
 - Higher Education & Local Authority Shared Services (HELASS); Roger Hall, University of Plymouth
 - Other cloud sharing projects
- Product Modularisation
 - Project Cumulus; John King, Roehampton University
- Conclusion



JISC Flexible Service Delivery

- The three "E"s:
 - Efficiency
 - Data and service sharing
 - Streamlining processes
 - Enablement
 - Institutional agility
 - Enhancement
 - Decision support
 - User experience
- How:
 - Shared services / cloud
 - Modularised systems and interoperability
 - Business Process Management and Enterprise Architecture



JISC Flexible Service Delivery, this session:

FSD Goal	Efficiency	Enablement	Enhancement
Method			
Business Process Management and Enterprise Architecture	North Herts: savings from business process re-engineering	EAPG & Archi: using EA to facilitate rapid change with minimal disruption	EA adopters: optimised system, service and data re-use and change
Shared services / cloud	HELASS: explored joint procurement with council	HELASS: looking to pilot joint service provision	HELASS: Improve provision by documenting and comparing
Modularised systems and interoperability	Cumulus: Joint development	Cumulus: Choose best-of-breed component	Cumulus: better, more joined up service experience

Enterprise Architecture

The experience, the practice group and the tool

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What is Enterprise Architecture?

- A coherent whole of
 - Principles
 - Methods
 - ModelsThe practice
- That are used in the design and realisation of an enterprise's
 - Organisational structure
 - Business processes
 - Information systems
 - InfrastructureThe thing

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The Enterprise Architecture pilots

- Ran from 2008 – 2009
- Involved:
 - Liverpool John Moores University
 - Cardiff University
 - King's College
 - (Roehampton University)
- Lessons:
 - Governance is crucial
 - Use The Open Group Architecture Framework (TOGAF), but selectively and pragmatically
 - ArchiMate EA modelling language is useful as a communication tool
- Download the report: <http://tinyurl.com/3amjmts>



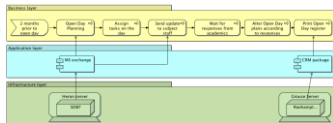
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The Enterprise Architecture Practice Group

- Meets 3 to 4 times a year
- Share good practice
- Learn new aspects of EA
- Develop a common approach
- Focal points for:
 - Management
 - Practitioners
- Contact me <w.g.kraan@ovod.net> or David Rose <d.rose@opengroup.org>

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ArchiMate Language and Archi tool



- ArchiMate language
 - Designed to communicate different views to different stakeholders
 - Open Group standard
 - Implementations range from Visio templates to BiZZdesign Architect, a full feature EA repository
 - Used by all Dutch HE institutions
- Archi
 - Inbetween Visio and BiZZdesign Architect
 - Focussed on ease of use and learning the language
 - Deployed nationally and internationally
 - Open source
 - <http://archi.cetis.ac.uk/>



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Enterprise Architecture and Flexible Service Delivery

- EA is an increasingly widely used approach to manage change and increase agility that considers IT systems and the organisation simultaneously
- Expertise in UK HE is increasing, with EA Practitioner Group as focal point
- A range of tools are available to get you started

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JISC STG FLEXIBLE SERVICES PROGRAMME

THE OPPORTUNITY FOR FLEXIBLE DELIVERY WITHIN AN FE COLLEGE



Richard Thwaites (Head of Finance) 

Project Objectives



The project sought to:

- Test the overall conclusion made in the JISC April 2009 report on shared services that “little appetite” existed for a shared service solution.
- Understand the potential for an outsource &/or shared service solution for the delivery of financial administration activities within North Hertfordshire College (NHC).
- Understand the level of alignment between NHC and other FE colleges.



Project Outline

- ▶ In the course of the project it was felt that neither outcome was appropriate as the research findings pointed to a different conclusion.
- ▶ As such, this paper represents a third option agreed with JISC, based upon the emerging findings.
- ▶ This is a joint paper prepared by SHM and NHC.



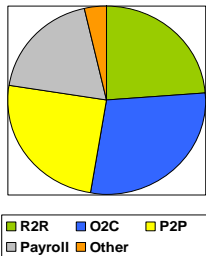
Methodology

- ▶ Identify and map processes within Finance.
- ▶ Group processes into type of activity.
- ▶ Identify skills and location required for each process.
- ▶ Identify processes requiring the greatest amount of time.
- ▶ Check processes are consistent with other colleges.



Types of activity

- ▶ The finance function at NHC is consistent with those found in other sectors. It is also consistent with the two 'test' colleges in terms of activities undertaken.
- ▶ The function essentially perform four financial tasks:
 - Record to report
 - Order to cash
 - Purchase to pay
 - Payroll
- ▶ SHM & the NHC team categorised 91 sub-processes. 88 were identified as being one of these 4 generic types.

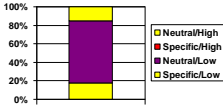


Location/Skills Matrix



- ▶ The analysis revealed that no activities were high skill and location specific and therefore out of scope. The majority of sub-processes (56) were deemed low skill and location neutral.
- ▶ In conclusion, **no sub-process was considered to be out of scope** on the grounds of complexity or location.

	Skills	
Location	Specific/Low	Specific/High
	Neutral/Low	Neutral/High





- ▶ Analysis was completed to see how long in a typical week was spent on each process.
- ▶ Processes that took more than 5% of an individual's time were re-engineered.
- ▶ The attempt was to make the best possible process by:
 - Handling of information once
 - Allowing transparency of information
 - Removal of unnecessary steps
 - Reduction of human input



Conclusion



- ▶ Colleges have an appetite for shared services.
- ▶ Any optimisation requires buy in by all members of the team.
- ▶ The process re-design should be completed in no more than three months to keep momentum.
- ▶ Route optimise systems> bring in technology> outsource
- ▶ Savings of over 30% were achieved just through optimisation of the Finance department.



QUESTIONS

► Contact Details

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Exploring new IT service delivery models

Working collaboratively to implement cloud-based shared service pilots

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Higher Education & Local Authority Shared Services (HELASS)

Roger Hall
University of Plymouth
5 November 2010



The Partnership





Project Summary (1)

The overall aim of **Project HELASS (Higher Education & Local Authority Shared Services)** is to explore the possibilities, under Strand B: Business Process and ICT Change, of developing a shared services framework for ICT infrastructure and support services across a HE institution and a large local authority.

In partnership with Serco plc, the University of Plymouth intends to work collaboratively with Plymouth City Council to explore innovative ways both of cutting costs and of improving service quality and efficiency through the appropriate sharing of ICT infrastructure and support services.



Project Summary (2)

It is expected that this project will also identify opportunities for co-working, joint procurements, sharing of knowledge and experience and resource rationalisation between the two individual ICT services in the delivery of back office and front end facilities.

If appropriate, a small-scale pilot implementation may be undertaken in order to demonstrate the viability of integrating a selected ICT service.



Progress To Date

- . Team fully established and running and holding regular project meetings
- . PCC and UoP initial data collection complete – ICT Practitioners in both orgs responding to SERCO detailed requests
- . NDAs in place - Collaboration agreement in draft
- . Scheduled to attend JISC EA Foundation workshops
- . Working on WP3.. analysis of PCC and UoP information



Initial Findings

- . Analysis under way so no recommendations yet (should start to emerge late December)
- . Clearly there are cultural differences
Attitude toward networks very different
(University quite open, Council quite closed)
- . Council have huge security concerns (mainly about hackers)



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Other FSD cloud and shared service projects

- Bloomsbury media cloud
 - A shared digital media platform, which provides the facility to electronically distribute a range of media content through radio, podcast and videocasts
- Flexible Services for the Support of Research (FleSSR)
 - Develop a public-private Infrastructure as a Service (IaaS) cloud solution for the on-demand provision of computational and data resources in support of research
- Intelligent decision support systems in HE
 - To scopes the demand and requirements for, and possible solutions to, an Intelligent Decision Support in HE (IDS-HE) as a shared service to the sector.

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Other FSD cloud and shared service projects

- Kindura
 - A project to pilot the use of a shared service provision via a hybrid cloud solution for repository-focused services for researchers.
- Shared Aggregation of Labour Market Information (SALAMI)
 - Streamlined and shared service LMI solution in the cloud ("IT-as-a-service") for learners, employees and institutions.
- SnUG Consortium
 - Identifies and delivers flexible/ shared service developments between HEIs that use the Oracle Peoplesoft Campus Solutions (CS) Student System.

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Shared services and cloud

- Questions?

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Product Modularisation

Enabling greater flexibility and modularity to your IT service provision through the cloud

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Roehampton University London

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Project Cumulus

John King

UNIT4 BUSINESS SOFTWARE

Canterbury Christ Church University

The University of Nottingham

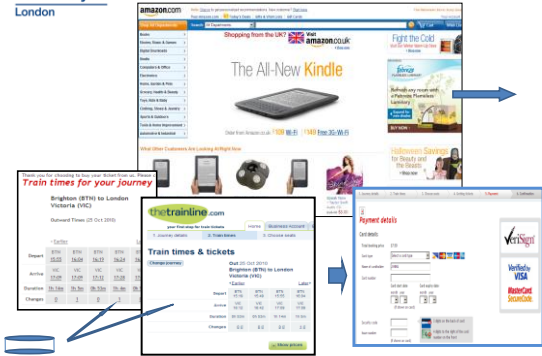
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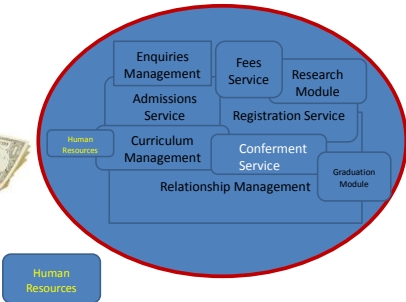
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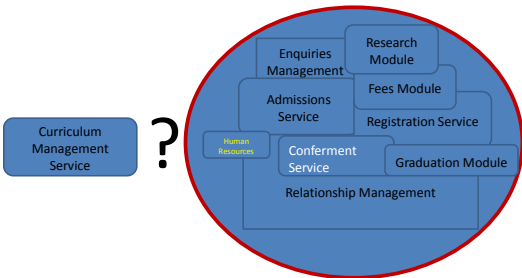
Roehampton University London

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This is not unfamiliar territory







Project Objectives

-Remove the dependencies of the ACMS module on other non-administrative modules in the ABW Framework and place it in the cloud.

-Facilitate communication with the "outside world" (workflow) through web services and Enterprise Service Bus technology.

-Raise and explore new issues relating to the storing of User Accounts and Passwords, integration with enterprise directories and with identity management systems on different platforms and from different suppliers.

-Explore the impact of these issues within the context of a modular, cloud based application deployment.

Flexible Service Delivery

-Demonstrate that it is no longer necessary for institutions to implement inappropriate systems software - introduces greater IT systems agility,

-Increases institutional choice over their business software

-Identify and implement a set of appropriate and effective operational and integration standards

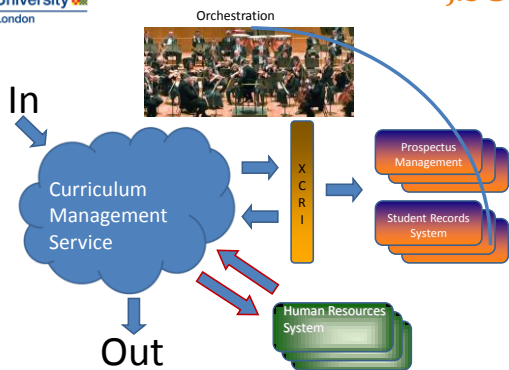
-Enable institutions to choose between suppliers at an appropriate level of granularity

-Produce better value for money – Utility Pricing / Multi-tenancy / Support and Maintenance

-Facilitate the implementation of safe, supported software which is more closely aligned to business requirements.

Change the landscape of the provision and management of administrative and student services

Deliverables





Modularisation and interoperability

- Questions?

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Flexible Service Delivery

- Overview:
 - <http://www.jiscinfonet.ac.uk/flexible-service-delivery/>
- News:
 - <http://fsd.cetis.ac.uk/>
- Contact:
 - Alex Hawker

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