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Project Information			
Project Acronym	Project **CAIRO**		
Project Title	**C**orporate **A**pplications **I**ndependence **Ro**ehampton		
Start Date	1 November 2008	**End Date**	30 April 2010
Lead Institution	Roehampton University		
Project Director	Christopher Cobb, Pro Vice-Chancellor, Roehampton University		
Project Manager & contact details	Dr. John King j.king@roehampton.ac.uk 0208 392 3109 0782 553 9442		
Partner Institutions	None		
Project Web URL	Internal : https://my.roehampton.ac.uk/communities/cairo/default.aspx External:		
Programme Name (and number)	Institutional Innovation Programme		
Programme Manager	Andrew Dyson		
Document Name			
Document Title	Project Plan Version 1.0		
Reporting Period			
Author(s) & project role	Chris Cobb, Project Director John King, Project Manager		
Date	21/11/08	**Filename**	Projectplantemplate_final_Cairo.docx
URL	Internal : https://my.roehampton.ac.uk/communities/cairo/default.aspx		
Access	☐ Project and JISC internal		☐ General dissemination

Document History		
Version	**Date**	**Comments**
1.0	17/11/08	Version delivered to JISC

JISC Project Plan

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Overview of Project

1. Background

In common with most Universities in the UK, Roehampton University has a standard "best of breed" application infrastructure supporting its business processes. These processes and systems have been in place for around 7 years and are relatively unchanged in a rapidly changing organisational and HE environment. During this time and before, significant developments have taken place in the private sector which seek to bring the business and supporting systems infrastructures together in a more agile manner so that the whole "architecture" of a business can become more responsive to changes in the consumer environment (Enterprise Architecture Frameworks). Equally, the view has developed that software and systems should provide a "service", orchestrating different software functions to integrate applications and build new customer oriented systems (Service Oriented Architecture).

The current HE landscape was researched and described by Duke & Jordon in their reports on Shared Services (JISC Study of Shared Services in UK Further and Higher Education : Report 1: the current landscape of shared systems implementation and planning for administrative systems in UK FE and HE: April 2008. http://www.jisc.ac.uk/media/documents/programmes/jos/sharedservicesreport1.pdf). Report 1 states that *"It is clear that systems integration is a more pressing issue to most institutions than are shared services".*

The premise of this project, however, is that the Duke & Jordon statement belies a cause and effect, that in fact, the complexity of systems integration is a significant barrier to systems replacement and therefore to the adoption of shared services. As Duke and Jordan also state *"Pursuing a business process analysis and engineering agenda with institutions would enable service sharing and service integration as well as yield knowledge of service costs. It would also facilitate institutional agility: an improved capability to respond to new challenges."* And again *"Business process alignment between partners will carry with it economic benefits….."*.

Furthermore, the inertia in systems renewal has led to complacency amongst suppliers. While institutions are unable or unwilling to flex procurement muscle, suppliers will remain unresponsive to changing demands. To bring about systems improvements, business efficiencies and competitive prices, the sector must first catalyse market momentum and one way of achieving this is to simplify the renewal and replacement of systems.

Currently, the most significant way to achieve this is through the implementation of Service Oriented Architecture (SOA). Despite large scale adoption in industry and other public sectors, SOA has yet to gain significant penetration in HE. This project will provide a lingua franca for defining systems interfaces and pave the way for a dialogue with suppliers over future development of their systems using a services orientated approach. Duke and Jordan once more: *"While Service Oriented Architectures are new and largely untried (in HE), they appear to offer considerable potential as a means of allowing considerable numbers of applications*

to interoperate in a manageable way. SOAs impose no architectural barrier…….They therefore appear to be a powerful means of facilitating both integration and service sharing."

This project will build on the work of HILDA (High Level Domain Architecture) and MUSIC (Measuring and Understanding the Systems Integration Challenge) and it links directly to the JISC programmes on the E-Framework and Enterprise Architectures. It will also inform the JISC and HEFCE Shared Services initiatives as well as aid the on-going dialogue with suppliers over development of standards.

Importantly, the project also has significant synergy with existing cross institutional projects at Roehampton University: "Project 3R" will define an "As Is" and a "To Be" for the University's Corporate Systems architecture and "Project 3A" seeks to examine the business processes that are devolved to Schools and departments and their interaction with central departments and systems. Both these projects already have the backing of the University's Executive Management Team and Senate and tie closely to several of the University's key strategic objectives.

Roehampton University is a relatively small institution and benefits from centralised, agile decision making and a focus on efficiency (typical of that described by Duke and Jordon as an institution which stands to gain the most from shared services). The University already has successful shared services with the University of Surrey for procurement, internal audit and application hosting for the University's virtual learning environment.

Roehampton University has an excellent IT and Media Services department with staff experienced in TOGAF and SOA albeit in an industry context. The systems in use are a typical portfolio of industry standard, best-of-breed applications representative of the heterogeneity in the sector.

2. Aims and Objectives

This project aims to improve the university's business processes and the responsiveness of the major administrative computer systems by using an enterprise architecture framework (TOGAF 8) and a formal process modelling tool (BiZZdesign Architect). As a key part of this activity the project will identify key data sets which integrate core corporate systems and will define and develop a Services Orientated layer between the business processes and the application systems such that information content and transfer can be standardised and systems can be exploited, replaced (or hosted) in a more straightforward manner.

There are very specific aims attached to the project in terms of achieving improvements in customer experience and business efficiency, in aligning business requirements, system functionality and overall responsiveness. There are also important, but less tangible aims, attached to the project relating to the value of an Enterprise Architecture approach in an HE context, the extra agility of businesses and systems within an EA framework, the use of a framework as a communication medium (using viewpoints) to engage with senior management and other stakeholders and the evaluation and exploration of grounds for further project work in enterprise Architecture and SOA.

3. Overall Approach

The Cairo (**C**orporate **A**pplication **I**ndependence **Ro**ehampton) Project will use the TOGAF 8 Architectural Development Method (ADM) to ensure a sound and effective basis to the detailed analysis work which the framework requires. Phase 1 of the project will involve the completion of a number of activities which must be in place before further work should continue, although these objectives themselves are open to iteration and amendment.

1. To confirm the commitment of the Stakeholders
2. To confirm the people responsible for the architectural work and what their responsibilities are
3. To define the scope of the work
4. To define the methodologies to be used
5. To set up and monitor fitness-for-purpose, including an initial pilot
6. Establishing Project Governance

This Phase equates with the TOGAF 8 "Preliminary Framework and Principles" and the" Architectural Vision" These activities are the responsibility of the Project Executive and Board. Item 5 above is covered by Roehampton University's Project TAUGA.

Phases 2 and 3 of the project will use the TOGAF 8 framework and the Architect modelling software to expand the scope of 2 projects which are already underway at Roehampton (Projects 3R (Phase 2) and 3A (Phase 3)).
These 2 Phases equate with the TOGAF "Information Systems Architecture" analysis, the "Business Architecture" analysis and the development of architectural building blocks.
Phase 4 will develop "Services" based integration between some of the key application systems. This Phase equates to the TOGAF concept of "Architectural Building Blocks".

Sub-Project 3R (Revision, Re-implementation or Replacement) is a current project assessing the fitness for purpose of Roehampton's corporate information systems, managing student, staff and financial data and underpinning the University's administrative operations and strategic planning. This Information Systems Architecture phase will review and map out the purpose of each system and pay particular attention to the connecting data interfaces. The project will recommend revisions, re-implementations or replacement as necessary (the 3R's). The current project will be leveraged by the use of business analysis tools (BizzDesign Architect) and will conform to TOGAF ADM standards and methodology. It will have significant input from the Business Architecture phase. The project is being undertaken by an already designated small team of system experts drawn from the University's Planning and Business Analysis Teams. Crucially, this team will be supported by expertise in the Business Analysis applications BizzDesign Architect and the Archimate language so that the University achieves a focus and a consistency of output which will support analysis using the TOGAF framework.

Sub-Project 3A, (Assessing Administrative Activities) aims to review the devolved administrative activities in Schools and Departments within the University to identify processes which can be improved or discontinued and whether new technologies and approaches, e.g. Web 2.0 and mashups, can be used to improve the student and staff experience and reduce costs. This Business Architecture phase builds on the 2007 SUMS review on Academic Workload Analysis and devolved Administration Report (Report 1044/07) as well as the domain mapping work of HILDA. This project is being carried out in parallel with sub-project 3R and it is intended that there will be a high level of commonality between them. This project will be leveraged by the application of TOGAF 8 and ArchiMate standards.
The process will also have significant input from the Information Systems Architecture phase.

Phase 4 of the Project involves the selection and re-engineering of particular data integration pinch-points within an SOA context e.g. the interface between Finance and HR systems or the interface between the Student Records and Timetabling systems. These equate with the concept of TOGAF architectural building blocks, at this stage concentrating on the interface standards, data content and formats, protocols, APIs. Successful conclusion of this aspect of the project will be the integration of the selected systems based on acceptable SOA principles.

The many facets to the project mean that there are a number of milestones and critical success factors to be achieved. These are spelled out fully in the Gantt Chart and the Workpackages. In terms of Phases 2 and 3 (3A and 3R), it will be more important to achieve a TOGAF 8 implementation and competent and productive business models than to cover all aspects of all systems and business processes. A critical success factor will be to achieve one full iteration through the TOGAF ADM from Preliminary Phase to Phase D Technology Architecture with the appropriate documented outputs, especially the Statement of Architectural Work, from each Phase.

4. Project Outputs

The key tangible deliverables from this project will be:-

- A website detailing progress and work outputs
- Definition of Business Goals and Business Drivers
- Statement of Data principles

- Baseline and "to be" Business Architecture and building blocks for key business areas – Business process maps and diagrams
- Baseline and "to be" Systems Architecture and building blocks for key business areas – Business process maps and diagrams
- Gap Analyses in Business Processes, Information and Systems for key business areas
- Structured Data Requirements and Flows between key business areas
- Enterprise Service Bus and SOA based integration - Standard Schemas and diagrams for the systems architecture based on sector standard systems in widespread use
- Pilot code for SOA based integration between the systems supporting the key business areas above
- Statements of Architectural Work at the TOGAF phases of Business Architecture and Systems Architecture
- Review Reports and Final report

The key intangible deliverables from the project will be:-

- Leverage the project through the application of TOGAF templates and concepts
- Empirical evidence of the relevance of Enterprise Architecture, TOGAF 8 in particular, and SOA
- Begin the exploration of the concept of shared services and how to move towards this aim
- Contribute significantly from a point of view of experience of real implementation, to the JISC e-framework community

5. Project Outcomes

The following are seen to be the major outcomes of the project:-

Internal to Roehampton University:-

- Commitment of the University's stakeholders to the process of change using TOGAF as a means of understanding and controlling the process of change
- Greater appreciation of the contribution of a properly architected solution to the alignment of business needs and systems
- The recognition of the requirements for formal standards and procedures

External to Roehampton University

- Dissemination of experience at sector conferences and seminars e.g. JISC, UCISA, Open Group
- Contribution directly from experience into the JISC Enterprise Architectures, E-Framework and Shared Services initiatives
- Interim and final reports and final dissemination workshop
- Hosting learning opportunities for other HE institutions
- An effective study on Return on Investment for SOA used in this context

6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
JISC	Relevance and applicability of TOGAF 8	High
Open Group	Empirical testing of concepts in real HE business context	High
Roehampton University Vice Chancellors Advisory Board Projects Implementation Board (PIB)	 Project Governance Operational implementation and delivery of change	 High High

Universities of Cardiff, Salford, John Moores, Kings	Also involved with the implementation of trials of the TOGAF 8 Framework and Service Oriented Architecture	Medium
Agresso Ltd	Exploitation of Student Information System / Finance System / portals functionality and integration	High

7. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Staffing				
• Staffing problems (inability to attract and retain staff with appropriate skills and experience	3	4	12	• The key significant staff are already employed within Roehampton • Wide spread of input from Administrative units • Analysis of business functions carried out using business tools assists standard approach and interoperability • Wide inclusion of staff from across the business units reduces the impact of loss in a particular area and facilitates substitution of skills • Full and consistent approach to documentation and version control
• Difficulties getting staff to buy into the change process	2	3	6	• Ensure use of Business Tool is seen as supportive not threatening through how it is implemented • Ensure staff analysing situation are working in their area of expertise • Offer support from the centre and commitment from senior management highly visible • Publicise and communicate successful analyses during the project • Approach solutions iteratively and bit by bit Hold regular open forums on progress
Organisational				
• Complete solution cannot be devised within the project timescales	2	3	6	• Absence of a complete solution is not a failure anyway • All data, all requirements etc help to build the “building blocks” in an iterative framework • All experience gained is a bonus • Celebrate achievements in subsets of the big picture

				• Allow for subsets as milestones in the project plan and recognise as achievements • Proof of concept does not require full completion of project
• Failure to meet project milestones	2	3	6	• Progress will always be made more surely in some areas than others so project can continue • Interrelationship of business units does not need to be disabling – approximation at this stage would be acceptable Nevertheless plan will be continuously monitored and support applied where necessary
• Objectives extend beyond the life of the funded project	4	4	16	• Ensure attitude to the project is correct – the direction is the correct one University is committed to the concept and will carry the principles on
Technical				
• Complexity of project	4	4	16	• Appropriate scoping at commencement of project • Project Planning to identify significant milestones • Identification of success factors at subset level • Project complexity layered to assist in identifying vision and path with significant milestones Support from the JISC community and interworking with the successful EA bidding Universities through existing networks
• Different approaches adopted to analysis by different teams	1	3	3	Application of TOGAF templates in the analysis phase controlled by trained team and using Business Analysis s/w

8. Standards

BizzDesign Architect is the chosen industry standard business modelling tool which uses the concepts embedded in the Archimate modelling language. This language conforms to the "recommended practice" of the Computer Society's standard IEEE 1471-2000. This standard, in turn, can be used to meet the requirements of other standards such as the Reference Model for Open Distributed Processing.

For the building of the ESB and the SOA based integration the following standards are deemed appropriate. The SOA in this project will focus on integration of systems so Web Services standards are appropriate in this case.

Name of standard or specification	Version	Notes
XML		
WSDL		
SOAP		

9. Technical Development

The term "best practice" implies that that there are set "best" ways to tackle software development. This is an oversimplification of a complicated area. However Roehampton will endeavour to work to the most appropriate standards throughout the development lifecycle and to be transparent about those standards.

10. Intellectual Property Rights

Roehampton University will own the IPR for the project outcomes. However, the intention is that the project outcomes will be dispersed as widely as possible without restriction to interested parties.
Agresso Ltd, suppliers of Roehampton University's Student Information System will offer consultancy regarding the exploitation of their product in an enterprise architecture context which may be incorporated into the project outputs if appropriate.

Project Resources

11. Project Partners

The Project is comprised of the following partners.

The University of Roehampton, Lead Partner, Main Contact : Mr Christopher Cobb
The JISC, part funder, Main Contact : Mr Andrew Dyson
Agresso Ltd, Main Contact : Mr. Colin Colegate

12. Project Management

Project Cairo will be managed according to the Prince 2 framework. The management of the project will integrate the specific Project Cairo work with the work being carried out concurrently on projects 3R and 3A and with other University projects with a significant IT input which are due to commence within the period of the project. This inclusive approach will enable the University better to structure and exploit the IT resources within the University in line with Project Cairo requirements.
The Project Board for this work will be constituted as a formal Senate Committee entitled "**Project Implementation Board**" (PIB). The Committee will be chaired at Pro Vice-Chancellor level.

The Project Implementation Board will consist of **Lead Users** in the areas of:

- Subject Heads
- School Managers
- Trade Unions
- Students
- Strategy and Projects

And **Lead Providers** in the areas of:

- Academic Registrar
- HR operations
- Finance
- Recruitment, Admissions and Student Records

Although formally part of the University Senate, this Board will provide input to the **Vice Chancellors Advisory Board** which will act as the Project Executive for Project Cairo responsible for resourcing and high-level review.

This structure will help to ensure that knowledge of TOGAF and Enterprise Architecture concepts can be understood and applied at a high level and will facilitate buy-in from senior University Staff to bring about the institutional change which is fundamental to the project. An early meeting of the Board will introduce the members to the concepts of project management using PRINCE2 and of Enterprise Architecture using the TOGAF framework. The Board will meet **monthly** for the lifetime of the JISC project. The Project Cairo Gantt Chart shows how this Board oversees the Cairo plan.

The project will be supported by a full time Project Manager. In order to ensure governance of the project, effectively, within the ITMS Department, there will a project structure of **ITMS Executive** comprising:

Director of ITMS
Senior Business Analyst
Project Manager

This team will meet **weekly**.

In addition, there will be a **Project Management Team** consisting of:

Director of ITMS
Project Manager
Senior Business Analyst
Business Analyst
Head of Infrastructure Services
Infrastructure Architect

This team will meet **monthly** for the duration of the project.
The purpose of this structure within ITMS is to manage the I.T. resourcing for the project, both internal and contractual, in relation to existing demands and activities and to assist in managing the process of change in business and systems structure which is a significant aim of the project.

It is important that the members of this management structure understand, to varying degrees, the fundamentals of the project, the concepts of TOGAF 8 and of Business and Systems Architecture modelling. The costs of training, both overview and detailed, has been built into the successful bid to the JISC.

13. Programme Support

Project Cairo is a substantial piece of work lasting for 18 months into 2010. The project is a partnership with the JISC and as such Roehampton would like support in the following areas:

- Additional funding if required (over and above Project Funding) for dissemination activity over and above that contained in the Project Plan if agreed with the JISC
- Use of JISC skills and resources to refine and make more productive, aspects of the plan to do with Evaluation, Dissemination and Sustainability

14. Budget

Attached as Appendix A

Detailed Project Planning

15. Workpackages

Attached as Appendix B

16. Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Project lifetime	Stakeholder understanding of the issues	Has the use of an EA contributed to the management and promotion of change?	Discussion at VCAB and PIB	Commitment of the University's stakeholders to the process of change
Formative Review Final review	Effectiveness of the EA framework in promoting new business processes	Has there been an Improvement in the university's business processes and responsiveness?	Discussion at PIB	New business processes implemented
Formative Review Final review	Extent of learning achieved from the project	Can Roehampton contribute to ongoing discussion in a productive and empirical manner?	Discussion at VCAB and PIB	Contribution to dissemination / conferences / seminars

17. Quality Plan

Output	"as is" and "to be" models for each of 4 Business Areas				
Timing	**Quality criteria**	**QA method(s)**	**Evidence of compliance**	**Quality responsibilities**	**Quality tools (if applicable)**
During project	Accurate representation of business process	Agree standard definitions of model elements; Change Control	Documentation Appropriate sign off	PIB	BiZZdesign Architect
		Good industry standard software tools	Visibility of product in the marketplace		
		Training and mentoring	Training days Number of staff trained		
Completion of each Phase	Consistency and completeness	Review	Sign Off	PIB	

Output	Gap Analyses				
Timing	**Quality criteria**	**QA method(s)**	**Evidence of compliance**	**Quality responsibilities**	**Quality tools (if applicable)**
During Project	Accurate representation of gaps in the business and systems	Set common standards; Documentation	Standards and documentation widely available	PIB	BiZZdesign Architect
		Continuity of personnel /			

		management in Analysis Team			
		Training and mentoring; Good industry standard software tools	Roehampton's choice of tools: Training mentoring by approved person(s)		
Completion of each Phase	Consistency and completion	Review	Sign Off	PIB	

Output	Structured Data Analysis and Flows				
Timing	**Quality criteria**	**QA method(s)**	**Evidence of compliance**	**Quality responsibilities**	**Quality tools (if applicable)**
During project	Accurate representation : fitness for purpose	Use in building SOA	Effective building of ESB / SOA	ITMS Executive	

Output	Enterprise Service Bus and SOA code				
Timing	**Quality criteria**	**QA method(s)**	**Evidence of compliance**	**Quality responsibilities**	**Quality tools (if applicable)**
During project	Effective system integration	Incorporation into systems/business activity	Operability	ITMS executive	

Output	Statement of Architectural Work				
Timing	**Quality criteria**	**QA method(s)**	**Evidence of compliance**	**Quality responsibilities**	**Quality tools (if applicable)**
Completion of each Architectural Analysis	Consistency and completion	Review	Sign Off	PIB	

Output	Formative and Summary Reports				
Timing	**Quality criteria**	**QA method(s)**	**Evidence of compliance**	**Quality responsibilities**	**Quality tools (if applicable)**
During Project	Complete and consistent	Review by ITMS Executive, PIB and JISC	Sign Off / Acceptance by JISC	Project Manager	

18. Dissemination Plan

Timing	Dissemination Activity	Audience	Purpose	Key Message
Throughout project	Information on external website	General	Inform, Interest, invite comment Provide updates on project	Work Area and general progress
Weekly and quarterly	Monthly newsletter	Internal – all staff	Raise awareness Follow progress	EA will change the way we work

			High Level	
Periodic	Participation in conference calls, meetings , programmed events – JISC / Open Group / UCISA	Open Group / JISC / professionals in HE	Share findings / approaches / impart and intake experience	Providing learning opportunities / learning from others. Effectiveness of approach
Throughout project	Work with Oxford Brookes support, synthesis and benefits realisation team	Other	Contribute at a clustering level to give greater relevance	Contribution to clustered groups
Throughout project	Contribution to JISC websites as per project plan	General	Inform, Interest, invite comment	Work Area and general progress
End of Project	Hosting learning opportunities / seminars on site	Other HE	Dissemination of experience	What is useful
During / End of Project	Work with Intelligentcontent as agreed to provide case study material	Jisc Community / Open Group / HE community / other potential users	Evaluate approach / demonstrate achievements / outcomes	Usefulness of EA / effectiveness of ESB and SOA
Duration of Project	Feedback sessions with Business Analysts	PIB . ITMS Exec	Updating, understanding, contribution	Progress report and gather feedback from involved colleagues
Duration of Project	ITMS Product Showcases	University staff	Updating, understanding, being available to receive comment	Progress is taking place, change is happening, nothing to fear

19. Exit and Sustainability Plans

Project Outputs	Action for Take-up & Embedding	Action for Exit
Project documentation	Register with JORUM Maintain on External Project Website	Lodged with Jorum or otherwise in the public domain through the JISC Ensure maintenance of external website for specified period
Project code (ESB / SOA)	Documentation	Training of staff
Staff skills	Continuity of approach for systems and business development	Documentation Embedded approach
Architectural Models	Communication with staff, publicity Change Management	Embed culture of change

Project Outputs	Why Sustainable	Scenarios for Taking Forward	Issues to Address
Architecture models	Iterative nature of project	Further refinement of the TOGAF 8 ADM – iteration with better data and knowledge	Productivity of repeated iteration Increase scope of project
Statements of Architectural Work	Iterative nature of the ADM	Further refinement of models and building blocks	Refinement of the Architecture Framework

Appendixes

Appendix A. Project Budget

JISC Project Plan Budget Template

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Figures are in Pounds Sterling

Directly Incurred Staff	**Year <08-09>**	**Year <09-10>**	**Year <10-11>**	**TOTAL £**
Project Manager, 1 FTE	[redacted]			
Project Assistant, 1 FTE.				
Senior Business Analyst, 1 FTE.				
Business Analyst 1, 1 FTE				
Business Analyst 2, 1 FTE				
Developer 1, 1 FTE				
Developer 2, 1 FTE				
Total Directly Incurred Staff (A)	**81,900**	**350,000**	**28,500**	**460,400**
Non-Staff				
Travel and expenses	2,000	8,000	4,000	14,000
Hardware/software		12,000		12,000
Dissemination		4,000	6,000	10,000
Evaluation				
Other				
Total Directly Incurred Non-Staff (B)	**2,000**	**24,000**	**10,000**	**36,000**
Directly Incurred Total (A+B=C) (C)	**83,900**	**374,000**	**38,500**	**496,400**
Directly Allocated				
Pro Vice-Chancellor	[redacted]			
Director ITMS				
Technical Management				
Technical Support				
MIS Support				
Web Management				
Web Technical				
Senior Business Analyst				
Estates	27,766	86,681	7,223	121,670
Other				
Directly Allocated Total (D)	**69,366**	**182,681**	**16,923**	**268,970**
Indirect Costs (E)	**113,606**	**345,658**	**29,554**	**488,818**

Total Project Cost (C+D+E)	**266,872**	**902,339**	**84,977**	**1,254,188**
Amount Requested from JISC	**83,333**	**199,992**	**16,675**	**300,000**
Institutional Contributions[1]	**166,872**	**702,339**	**84,977**	**954,188**
Percentage Contributions over the life of the project		**JISC 23 %**	**Partners 77%**	**Total 100%**

Nature of Institutional Contributions

Directly Incurred Staff				
Post, Grade & % FTE	[redacted]			
Directly Incurred Non Staff				
Hardware/Software etc.				
Directly Allocated				
Staff, Estates etc.				
Indirect Costs				
Indirect Costs				
Total Institutional Contributions	**183,539**	**702,347**	**68,000**	**953,886**

[1] If the institutional contributions include a contribution towards the direct costs of the project please complete a table along the lines of the example overleaf

JISC WORK PACKAGE

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WORKPACKAGES	Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Project Management		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
1: TOGAF Framework and Principles		X	X	X	X																				
2: Information Systems Architecture																									
Priority area A					X	X	X	X	X	X	X														
Priority area B					X	X	X	X	X	X	X														
Priority area C									X	X	X	X	X	X	X										
Priority Area D									X	X	X	X	X	X	X										
3: Business Architecture			X	X	X	X	X	X	X	X	X	X	X	X	X										
4: Enterprise Bus / SOA																									
Specification				X	X	X	X	X	X	X															
Build										X	X	X	X	X	X	X									
5: Dissemination (see Project Plan)		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
6. Reports (see Project Plan)				X						X						X		X	X						
7: Exit / Sustainability (see Project Plan)																X	X	X	X						

Project start date: 1 November 2008

Project completion date: 30 April 2010

Duration: 18 months

Workpackage and activity	Earliest Start Date	Latest Completion Date	**Outputs (clearly indicate deliverables and Reports in bold)**	**Milestone**	**Responsibility**
YEAR 1					
Project Management ***Objective: Ensure the Project runs on time and to budget and produces stated quality deliverables and outcomes***					**JK**
1. Develop project plan, achieve agreement on plan, review plan internally and with the JISC	1/11/08	30/04/10	Organisation set-up **Project Plan**, **Revised Plans** as necessary, **sign off plan internally and with JISC** Project meetings scheduled	**1**	JK
2. Maintain external Website and review JISC Website as appropriate	1/11/08	30/04/13	**External website, JISC website**		JK
3. Progress Report to JISC (end Jan 2009, July 2009, Jan 2010)	31/01/09	31/01/10	**Project Review Reports**		JK
4. Draft Final report to JISC and Final Completion Report to JISC (April 2010)		30/04/2010	**Project final draft and Completion Reports**		JK
5. Case Studies	01/11/08	30/04/10	Contribution to **Case Studies**		CC/MH/ML/JK

WORKPACKAGE 1: TOGAF Framework and Principles **<u>Objective</u>: Prepare the TOGAF Framework underpinning the Project. Establish the data principles**				**2**	**CC**
6. Confirm commitment of stakeholders	01/09	02/09			CC
7. Define Scope and assumptions	01/09	02/09	Statement of Business Vision and Architectural Principles		CC
8. Viability – defined by pilot project	06/08	02/09	**Architectural Models** from Project Tauga		MH
9. Establish IT Architecture Governance	10/08	12/08	Governance structure in place in IT		MH
WORKPACKAGE 2: Information Systems Architecture **<u>Objective</u>: Build on the work of the 3R project using business modelling tools to define "as is" and "to be" for 4 priority areas**				**3**	**ML**
10. Develop definitions and concepts understanding	01/09	03/09	Definitions and concepts for use in the modelling process in Workpackages 2 and 3		CK
11. Create "as is"	02/09	08/09	Models in ArchiMate / Architect of "as is" in 4 priority areas		CK
12. Create "to be"	03/09	10/09	Models in ArchiMate / Architect of "to be" in 4 priority areas		CK
13. Analysis of difference / requirements for change	05/09	12/09	Models based Gap Analysis in system activity in 4 priority areas		CK
14. Produce Statement of Architectural Work	05/09	12/09	**Statement for use with Business Process work**		ML/CK

WORKPACKAGE 3: Business Architecture **<u>Objective</u>: Build on the work of the 3A project using business modelling tools to define "as is" and "to be" for the Administrative processes**				**4**	**ML**
15. Assimilate work of 3A project into TOGAF and ArchiMate conceptual framework	12/08	07/09	Models of "as is" and "to be"		CK
16. Analysis of difference / requirements for change	08/09	11/09	Models based Gap Analysis in business activity in 4 priority areas		CK
17. Produce Statement of Architectural Work		12/09	**Statement for use with Information Systems work**		CK
WORKPACKAGE 4: Enterprise Bus / SOA **<u>Objective</u>: Using the knowledge of the Business structure from the above workpackages, plan, build and implement an SOA solution to the integration of at least 2 major systems**				**5**	**MH**
18. Develop standards	02/09	03/09	Specification of standards		HP
19. Structured Data Requirements and Flows	05/09	07/09	Documentation		HP
20. Develop Schemas	05/09	07/09	Documentation		HP/JB
21. Build Enterprise Bus	08/09	12/09	**Software development** / Implementation		HP
22. Build SOA based integration	09/09	01/10	**Software development**		HP

Members of Project Team:

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ML	Marina Lim	HP	Hiren Patel						