

Strategic Information Management Programme: **Proposal**

1. Background

This proposal was drafted in response to a request received by Myles Danson on 3rd September 2009. JISC infoNet believes it can offer an approach that will deliver the desired outputs and add considerable value, based on our acknowledged expertise in the field of information management and the complimentary skills required to undertake this work contained within the Service.

2. Summary of the stated work packages and our proposed deliverables

The following table illustrates the main objectives outlined in the 'JOS Strategic Information Management Planning June 2009' document forwarded by Myles Danson in July 09 as clarified and amended following subsequent email and verbal discussions, resulting in our proposal document submitted on July 10th, combined with an overview of how JISC infoNet proposes to meet, and in many cases exceed these expectations. As the table demonstrates, JISC infoNet intends to make use of many of its existing products and methodologies when completing meeting the stated requirements. These are proven techniques and their application in this work will not only ensure its successful completion but will also help reduce start up time and overall costs.

Work would commence on this programme on 1st February 2010.

Table 1

Proposed approach from JISC infoNet	Estimated level of consultancy required	Timescale	Outputs
WP1. Information Requirements & Usage Investigate, identify and evaluate what can be derived from the information base of institutions that can be used to improve the decision making process of senior managers in particular in the following areas: <ul style="list-style-type: none"> • recruitment and retention • resource use • energy use • strategic planning data 			
1. Follow-up survey to the strategic concerns survey focusing on the questions senior mgrs want to be able to answer. UUK will be contacted to bring this survey to the attention of members at their Spring Members Day via promotional material and/or a presence at the event	N/A	Feb – Mar 10	A suite of online resources to form part of the 'Environment Scanning' section of the new Strategy infoKit.. To include: <ul style="list-style-type: none"> • survey results • report providing evidence for improved information
2. Follow-up interviews with selected senior managers to add clarify and detail to the issues emerging during the survey	£ [REDACTED] [REDACTED]	Apr – Jul 10	

Proposed approach from JISC infoNet	Estimated level of consultancy required	Timescale	Outputs
3. Mapping exercise (based on experience of 1-2 institutions) designed to identify processes/information sources which either exist or would need to exist in order to achieve the requirements identified in the survey	████████████████████ ██████████	Apr - Jul 10	<p>handling and its use in key areas of institutional concern. This output will focus on how adopting and adapting the identified information methods and reports will enhance institutional planning, reporting and strategy</p> <ul style="list-style-type: none"> • online collaborative space (e.g. wiki) to facilitate and capture discussion between interested professional groups
4. Research and synthesis of relevant external data sources (e.g. HESA) and their reuse potential (including technical and legal issues surrounding access and reuse potential and links to the Govt's 'Open data' initiatives	████████████████████ ██████████	Apr - Jul 10	
5. Consultation with IT, information and records managers to identify the operational barriers which currently prevent or hinder them from being able to achieve the level of progress desired (expect to surface deep-seated issues relating to data quality, processes, culture etc). To be achieved via survey, interviews/visits and online discussion fora.	████████████████████ ██████████	Apr - Jul 10	
<p>WP2 Business Intelligence & Visualisation Systems: Landscape and Lessons Learnt</p> <p>This work package will seek to discover which institutions are currently considering or adopting business intelligence and data visualisation systems and their experiences to date. It will seek to engage with the vendor community and to learn lessons from outside the sector. In particular it will focus on the business case for investment in this area and how return on investment can be assessed.</p>			

¹ Although for the sake of planning we have assumed that WP 1.6-1.9 will be outsourced to consultancy it is also possible that some of the work required may end up being conducted by members of the JISC infoNet team (for example if appropriately skilled and trusted consultants cannot be sourced or if it is felt that operational or quality issues favour this route. It is assumed that the costs currently associated to consultancy within these WP can be vired to cover such staff costs within these stated amounts as and when required.

Proposed approach from JISC infoNet	Estimated level of consultancy required	Timescale	Outputs
<p>1. Survey (possibly in association with UCISA and the RSCs) designed to ascertain the following:</p> <ol style="list-style-type: none"> a. how widespread interest in and understanding of business intelligence is as both a specific term and a concept within the sector b. what approaches and technologies (if any) institutions are using to progress this agenda c. what benefits they hope to achieve and how success is / will be defined d. what issues institutions feel are currently preventing them from making the level of progress they would ideally like to make in this area e. whether there is a constructive role which JISC could play in helping to overcome them. 	<p>[REDACTED]</p>	<p>Apr – Jul 10</p>	<p>A suite of online resources to form part of the ‘Environment Scanning’ section of the new Strategy infoKit. To include:</p> <ul style="list-style-type: none"> • Survey results • An agreed definition of ‘Business Intelligence’ within the context of the FE/HE sector • links to exemplars of information usage and manipulation to support decision making • A ‘Top 10’ list of recognised issues when trying to successfully implement Business Information & Visualisation technologies, together with practical advice for overcoming them
<p>2. Liaison with a selection of the vendors identified through WP2.1 (possibly in association with UCISA and the RSCs) with a view to achieving a better understanding of their existing ‘offers’ and future development paths, plus the vendor perspective of the FE/HE sector and lessons learnt from their engagement with it to date</p>	<p>[REDACTED]</p>	<p>Apr – Jul 10</p>	

Proposed approach from JISC infoNet	Estimated level of consultancy required	Timescale	Outputs
<p>3. Follow-up data-gathering with a selection of organisations identified during WP2.1 & WP2.2 as doing pioneering or otherwise interesting work with Business Intelligence & Visualisation technologies. This activity will include some or all of the following:</p> <ol style="list-style-type: none"> a. Site visits b. Interviews c. Mini case study write-ups d. Lessons learnt write-ups <p>Examples from <i>outside the sector</i>, identified during WP2.2 and which may have relevance to FEI/HEIs may form the subject of some of the activity within WP2.3.</p> <p>This work package will have a particular focus on the business cases used to justify expenditure on business intelligence and visualisation tools and if and how return on investment is being measured (for example whether it is possible to identify a direct causal link between improved access to business information and demonstrable improvements to decision making and the overall quality of strategic planning). The results of this aspect of the work package will build on the 'Measuring the Benefits of Records & Information Management' work recently conducted by JISC infoNet² and directly contribute to the recently launched Strategy infoKit.</p>	<p>[REDACTED]</p>	<p>Apr – Jul 10</p>	<ul style="list-style-type: none"> • Guidance on producing a business case for investment in such technology, together with consideration of benefits measurement issues • Recommendations to JISC for future areas of investment

² <http://www.jiscinfonet.ac.uk/records-management/measuring-impact>

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<p>WP3. Information management and planning officers event This work package will focus on the role of the institutional planning officer (through the Association of Planning Officers) and other key information managers. As a key target group, institutional planners can provide useful insights into how JISC activities can bring benefits to the sector. Planners are also able to benefit from the information provided by the work packages proposed in the programme. This work package will therefore engage with planner and information professionals, bringing both communities of practice together in one event.</p>			
<p>1. A 1 day event, possibly held in association with relevant sector bodies such as the Association of Planning Officers, and the HE/FE Special Interest Group of the Records Management Society. The main purpose of this event will be to draw together information and planning professionals to consider the outcomes of WP1 & 2; that is to consider the information demands of senior managers and to identify the barriers and obstacles to achieving them. A desired outcome from these discussions will be a prioritised list of issues which will require resolution before the objectives outlined in WP1 can be achieved. Where possible these issues will be worked backwards to uncover the core underlying issues (for example using techniques such as ‘the 5 whys’³. Vendors involved in WP2 will also be invited to participate in the event, both as exhibitors but also to help inform discussions where appropriate.</p> <p>The outputs from this list will then be synthesised and communicated back to the senior managers and others who participated in WP1.1 with the aim of creating a shared understanding between both practitioner and senior manager about objectives and the measures required to realise them. They will also be shared with the vendor community to make them aware of the particular cultural and organisational factors unique to the FE/HE sector which may influence the successful implementation of their technology.</p>	N/A	Oct 10	<p>A 1 day conference with associated online presence and communication channels.</p> <p>Management Bulletin focusing on key messages and issues if possible released in partnership with / through UUK, LFHE and HEFCE</p>
<p>WP 4. Pilots Sliding scale of pilot activity, aimed at addressing the core underlying issues identified in WP2.6 and WP3 and therefore realising the requirements of senior management identified in WP1.1 and WP1.2 of ‘areas’, re-engineer business processes / ICT systems in full consultation with all staff involved, possibly through service design methodology or similar).</p>			

³ <http://www.jiscfonet.ac.uk/tools/five-whys>.

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<p>JISC infoNet is aware that plans for WP4 are still at a very early stage of development and that neither the remit and objectives, nor the level of funding, has yet been defined. Given this situation we do not believe that it would be either possible or appropriate to submit binding proposals in relation to this WP at this stage. Ideally we believe that it would be preferable to run the WP4 pilots commencing now earlier than Jan 2011 so that it can be shaped by and based upon the work emerging from WP2 & 3 or potentially managed as a separate, tandem programme to these other WP if the funding available is at the upper end of the sliding scale.</p> <p>What follows within this section should therefore be treated as a non-binding indication of the type of support JISC infoNet may be able to offer as and when plans for WP4 are advanced further and therefore as the basis for future discussion. It should be noted that we are <i>not</i>, therefore, currently seeking funding for any of the below and that the costs indicated are only included to provide an illustration of likely costs to assist in JISC's further planning in this area.</p>			
<p>1. JISC infoNet will seek to work with relevant agencies and representatives from the sector to help JISC to identify the business processes / operational areas which are either most in need of improved integration of information management and process design or traditionally prove to be the most difficult to achieve progress in.</p> <p>This will result in a 'Top 10' list of hotspots where it is felt that JISC could most usefully target its resources during the WP4 pilots to achieve most impact within the sector.</p>	<p>[REDACTED]</p>	<p>Sep – Nov 10</p>	<p>A report, including a list of the 'Top 10 hotspots' – primarily intended for internal consumption as part of the planning for the WP4 pilots, but also to be made publicly available in abridged and repurposed form as part of the WP4 outputs.</p>
<p>2. To provide training opportunities for pilot project teams and project support in the following areas:</p> <ul style="list-style-type: none"> • records & information management • change management • Portfolio, programme and project management 	<p>N/A</p>	<p>Jan 11 – Jul 11</p>	<p>Delivery of this project support activity will incorporate any combination of the following (largely dependent on the final scale of this work package and number of projects funded)</p> <ul style="list-style-type: none"> • bespoke tailored training workshops • visits to project sites (within a maximum number) • provision of online discussion and collaboration spaces • telephone support where possible
<p>3. JISC infoNet will run a one day event designed to showcase the achievements of the WP4 pilot projects and to help generate interest in their findings and outputs. It will also include elements of WPs 1,2 & 3 and will not only aim to 'tie up' this programme of work, but hopefully</p>	<p>N/A</p>	<p>Dec 11</p>	<p>Event + pre and post event online materials</p>

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to stimulate further activity within the sector through a greater awareness of the issues plus adoption of the programme outputs to help address them.			
WP5 Synthesis Communications output			
<p>Synthesis and communication will take place throughout the programme with the majority of outputs being delivered via the JISC infoNet website. JISC infoNet will ensure that the emerging outputs from this programme are considered in the light of related work being undertaken within the JISC community. This will include (but necessarily be limited to the following agendas:</p> <ul style="list-style-type: none"> • Flexible Service Delivery • Records Management & Digital Preservation • Research Information Management <p>It is expected that the use of multimedia sources, particularly video, may be used to illustrate and add value to the case studies mentioned in WP4.</p> <p>All conferences and events will have as full and interactive an online element as possible to enable the broadest possible reach.</p>	N/A	Jan 10 – Dec 11	<ul style="list-style-type: none"> • Attendance at internal JISC planning meetings + programme events • Provision and maintenance of collaborative online environments • Synthesis and repurposing of case studies and other outputs into innovative online resources – linking where possible to pre-existing or planned strategy and information management tools. • Use of social media and other online tools to present material in novel, interactive and extensive ways • hard copy publication intended for a senior management audience
WP6 Monitoring & Evaluation			
<p>JISC infoNet will run the elements that they are responsible for within this proposal according to their tried and tested project management and quality processes. We will also fulfil our obligations to JISC in this regard. The following measures are therefore proposed to ensure the effective and transparent monitoring and evaluation of the proposed work packages:</p> <ul style="list-style-type: none"> • Survey-based quarterly reports to JISC • Completion report 	N/A	Jan 10 – Dec 11	<ul style="list-style-type: none"> • 8 quarterly reports • Completion Report • The results of structured online review processes

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<ul style="list-style-type: none"> • Engagement with practitioners and senior managers to inform proposed outputs and review drafts. This may well follow the model successfully pioneered during our recent Strategy infoKit review process which involved small grants of funding to a panel of reviewers responsible for completing a structured online review process • Ongoing engagement with sector bodies representing both information practitioner and senior managers <p>Benefits measurement is implicit in the programme as a whole, by work packages which encourage institutions to identify where they want to be, identify the barriers to achieving it and then funding institutions to clear these barriers.</p> <p>Given the nature of the outputs described above, a final report is considered superfluous and unlikely to add any discernable value to JISC or the community.</p>			

Total Directly Allocated (D)	0	0	0	0
Total Direct Costs(C+D=E)	74,089	42,178	16,783	133,050
FEC Contribution (25%, excluding application to consultancy)	2,897	8,045	4,196	15,138
Total including 25% Contribution to Overheads	76,986	50,223	20,979	148,188

Total funding requested from JISC

[REDACTED]

Service contribution from core

Senior Adviser (@ 0.4FTE for project duration)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Total service contribution to strand proposal

[REDACTED]

36%