

## Board of Management

### Finance & Physical Resources Committee

<b>Date of Meeting</b>	<b>Wednesday 20 November 2019</b>
<b>Paper No.</b>	<b>FPRC2-E</b>
<b>Agenda Item</b>	<b>4.1</b>
<b>Subject of Paper</b>	<b>Systems Integration Strategy: Outturns Report 18-19</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>Stuart Thompson, VP Corporate Services Paul Clark; College Secretary/Planning</b>
<b>Date of production</b>	<b>November 2019</b>
<b>Action</b>	<b>For Discussion and Decision</b>

#### 1. Recommendations

1. To review and endorse the report for consideration by the Board of Management, subject to any agreed changes.

## **2. Purpose of Report**

2.1 The purpose of this paper is to provide the Committee with an opportunity to review the Systems Integration Strategy Initiative Outturns Report for 2018-19, and provide development direction as appropriate.

## **3. Strategic Context and Key Points**

3.1 In 2017, the College developed and approved five Supporting Strategies to deliver the 2017-25 College Strategic Plan thus:

- Student Experience
- People and Culture
- Corporate Development
- Systems Integration
- Sustainability

Each strategy is owned by a member of the Executive Leadership Team.

3.2 These strategies were aligned with the College priorities, and mapped against the strategic aims within the College Strategic Plan, as a crucial element of the College's planning framework.

3.3 Each Supporting Strategy includes a set of initiatives developed by the Strategy owners in collaboration with the Performance Director and guidance for EFQM . The initiatives include a range of actions (with owners), with benchmarks, measures, and targets set against a yearly target to 2020. It is these yearly targets that enable the Board and its Committees to monitor the progress of strategy delivery over the longer term.

3.4 The Supporting Strategies therefore provide line of sight from Strategy to Delivery, and the Outturns Reports help to inform the Board as to the required strategic focus and further action to ensure successful delivery.

3.5 The Board of Management reviewed all these outturns reports at its Planning and Development day in October, and agreed that the respective Board Committees, responsible for each strategic area, should review the future development of the reports, in line with the five Supporting Strategies. This in accordance with the governance of strategy proposals approach approved by the Board in February 2018.

#### **4. Impact and Implications**

4.1 The effective delivery of strategy is a primary function of the Board of Management, and the executive leadership of the College, with clear implications in terms of potential impact upon College students and staff, as well as the College's wider reputation.

4.2 All five supporting strategies have a potential strategic impact upon the College and the achievement of all eight strategic priorities. This includes matters relating to the student experience, attainment, financial sustainability, development, legal compliance, assurance in governance, and the range of systems and processes required across the College to deliver these strategic imperatives.

#### **Appendix:**

Systems Integration Strategy: Outturns Report 2018-19

College Supporting Strategies: Outturns vs Targets to 2020

Systems Integration Strategy					
College Initiative	Initiative Outcome	Measure Description	Target to 2020	2018-19 Outturn commentary to date; SMART targets to follow	RAG
Core Business Systems	Effective deployment and usage of College systems	Stakeholder Engagement Strategy	<ul style="list-style-type: none"> <li>Complete Stakeholder Engagement 2017-18 (Completed)</li> <li>Action Report Findings by 2019</li> </ul>	<p>College email platform upgraded and migrated to Exchange online (Office 365: Phase 1). Intelligent Process Automation solution configured with initial proof of concept application “go live” due 1<sup>st</sup> November 2019.</p> <p>Phase 2 of our Office 365 rollout supports college-wide collaboration using Microsoft Teams. Wider project scope being agreed however pilot sites already “live”.</p>	Target superseded
		Federated Access and Authorisation Deployment	Initial Evaluation by 2017-18	Revisiting objectives to ensure that an enterprise-wide Strategic approach has been taken.	
		Staff posts/roles mapped to system roles and security access lists	<ul style="list-style-type: none"> <li>iTrent Implementation: Evaluate leadership change requirements by 2017-18</li> <li>Wider systems implementation (2018-19)</li> <li>Full Implementation (2020)</li> </ul>	iTrent phase 1 implementation completed. Gaps in the data structures to be identified to provide the baseline for a reliable single source of staff data. IT & HR Teams working together to develop more robust procedures to ensure IT Active Directory authentication database syncs with iTrent as required.	
		Primary data sources identified and data mapped to appropriate systems	Data Sources assessed, identified, and integrated.	Both main data sources agreed for staff (iTrent) and students (unit-e). iTrent future phase project planning is being re-evaluated by the Director of HR. IT	

				working with new Data Protection Officer to identify, document and risk assess sources of Personal Identifiable Information	
<b>IT Standards and Governance</b>	Secure and ethical implementation of the highest standards of information governance	Capability Assessment Approved and Initiated	Complete by 2017-18 (Completed)	Capability assessment completed	
		Planning and Training Programme Delivery	Complete by Sept 2018	Completed	
		Service Improvement Plan Delivered	Programme Delivery Deliver by January 2019	Initial key objectives identified for improvement are email, Connected (intranet), IT Service Desk and collaborative storage options.	Target superseded
		Pilot Implementation	Commence by January 2019 (Contingency to Aug '19)	Legacy College Operations Help Desk function now replaced by dedicated IT Service Desk using automated call options. This ensures that IT Team are only answering IT calls improving end user experience.	
		Proposals for ISO Accreditation	Starts August 2019	Cyber Essentials Plus accreditation achieved. ISO 27001 accreditation not feasible with current resources so no longer a realistic objective.	Target superseded
		IT Compliance Register specification and development	Portal to present content by October 2018	Initial IT Compliance storage area now set up within SharePoint containing IT Risk Register. Vendor/Contact management and regulatory/legal requirement documentation under development	
<b>Process Integration and Improvement</b>	Integrated key business processes aligned with College systems	Key strategic projects* identified, prioritised and project plans created.	Projects identified, requirements spec. (2017-18) Project plans complete (18-19)	IT Operational Plan developed for 19/20 identifying key strategic initiatives including collaboration, mobile working and data analytics.	Target superseded

		Development and deployment of identified projects	Systems Development and Implementation Delivery and Enhancement	Project delivery delayed due to focus on Cyber Essentials accreditation. Development Team have a prioritised development list including UK V&I checks for enrolments and replacement for the College Website.	
		Develop Agile Project Management capability and processes	Pilot agile methods within software development (2017-18).	Completed - Agile development methodology now being followed by the Development Team.	Previously Amber
		Develop staff to deliver Agile Project Management and improved business analysis capability.	Training and Awareness cost proposals (2017-18) Wider practitioner certification (2018-19)	Training and certification for staff in business analysis completed. Further staff development now tied to our planned individual "development conversations" aligned to department/College objectives.	Target superseded
		Systems Development change requests	Project Mandate / Development Request process established, reporting on current workbook to FPRC (2017-18).	Completed	
* College Evaluation System; Curriculum Manager; Federated Access; Connected update to Drupal 8 and enhancements; Website Upgrade and process enhancements; Enquirer Upgrade; Secure Safe Building; "First Foot" application; New Cross Platform Student and Staff Mobile App.					

Note: The Systems Integration Strategy will be revised in 2019-20, including new success measures and targets.