Sample Data Improvement Plan

Management briefing pack post completing DIP process

What are the drivers for change?

Internal – Differentiation and growth

- Recruitment and retention of all student cohorts
- Revenue target of £XXM per college by 2020
- Advancement of research income
- Create efficiencies and lower cost of operation
- Deliver a more responsive and collaborative institution
- Differentiated student analytics capability

External – Change is everywhere

- External reporting/funding is going to change
- Commercialisation of Higher Education
- Changing sector data landscape
- Demand for responsive data supply and collection
- Student demographics are changing
- Competition in all markets for students

What can Data Management do?

Strengths and Opportunities

- Data Rich Repositories
- Outputs understood
- Collaborative culture
- Student experience
- Change Readiness
- Links to wider sector/initiatives

Weaknesses and Threats

- Inefficiency and duplication
- Outputs not well aligned
- Silo Structures
- Lack of roadmaps and to-be states
- Lack of governance and trust
- HESA transformation timescales
- Low Data Management capabilities

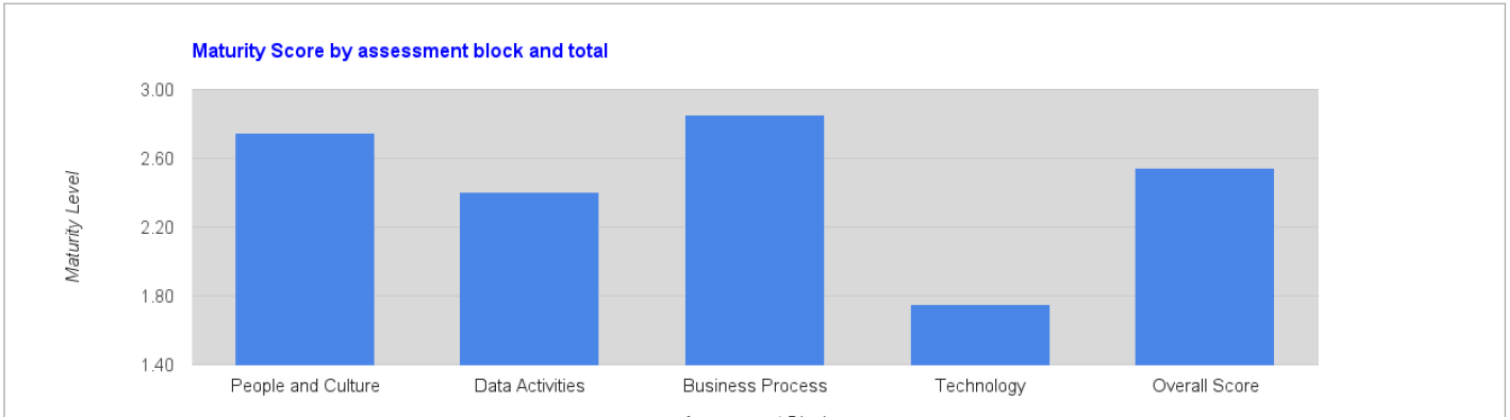
Where are we now?

MATURITY ASSESSMENT ANALYSIS

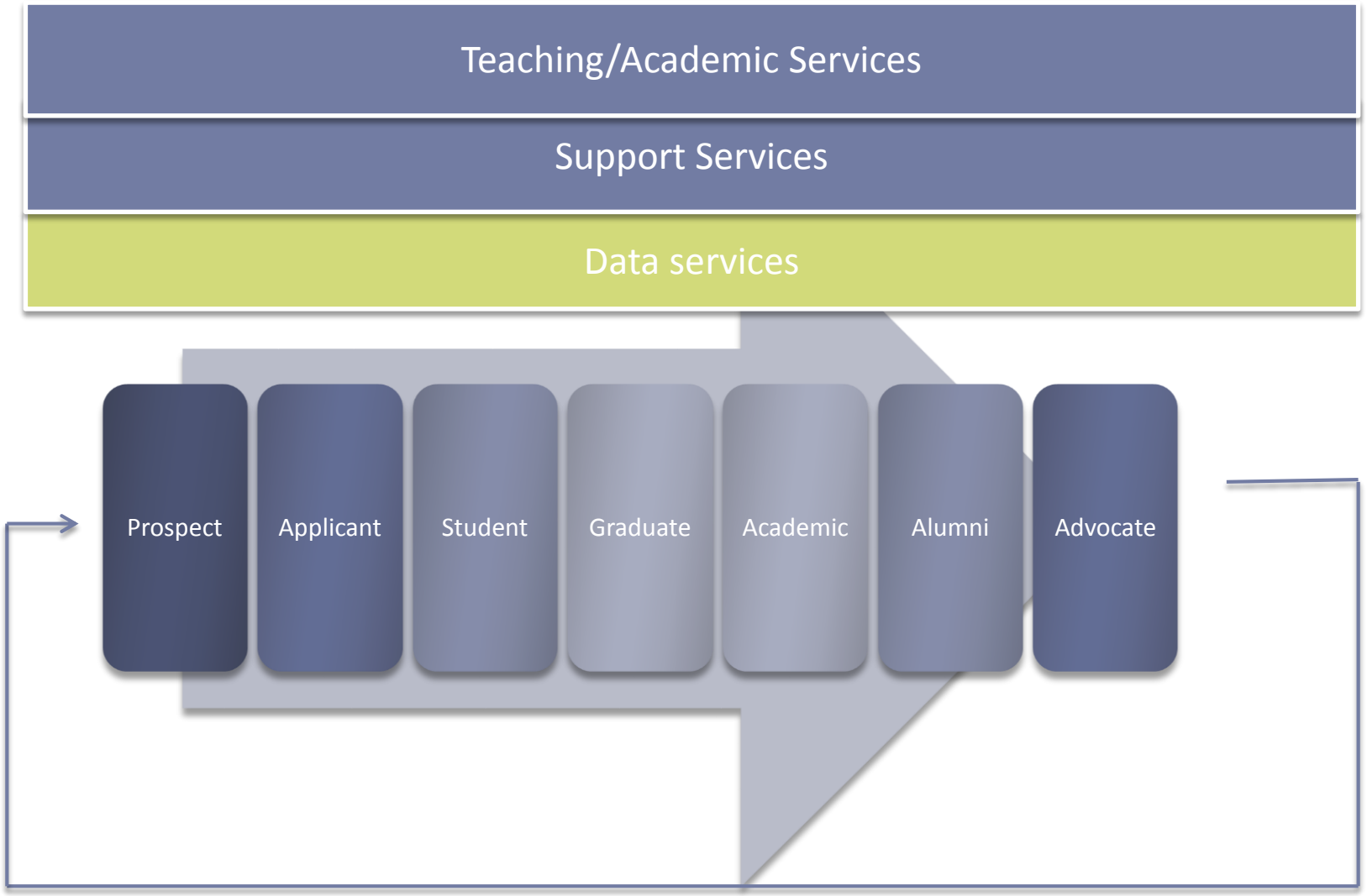
Weighted Score	2.54	MATURITY LEVEL 3: STABLE	PDF Test

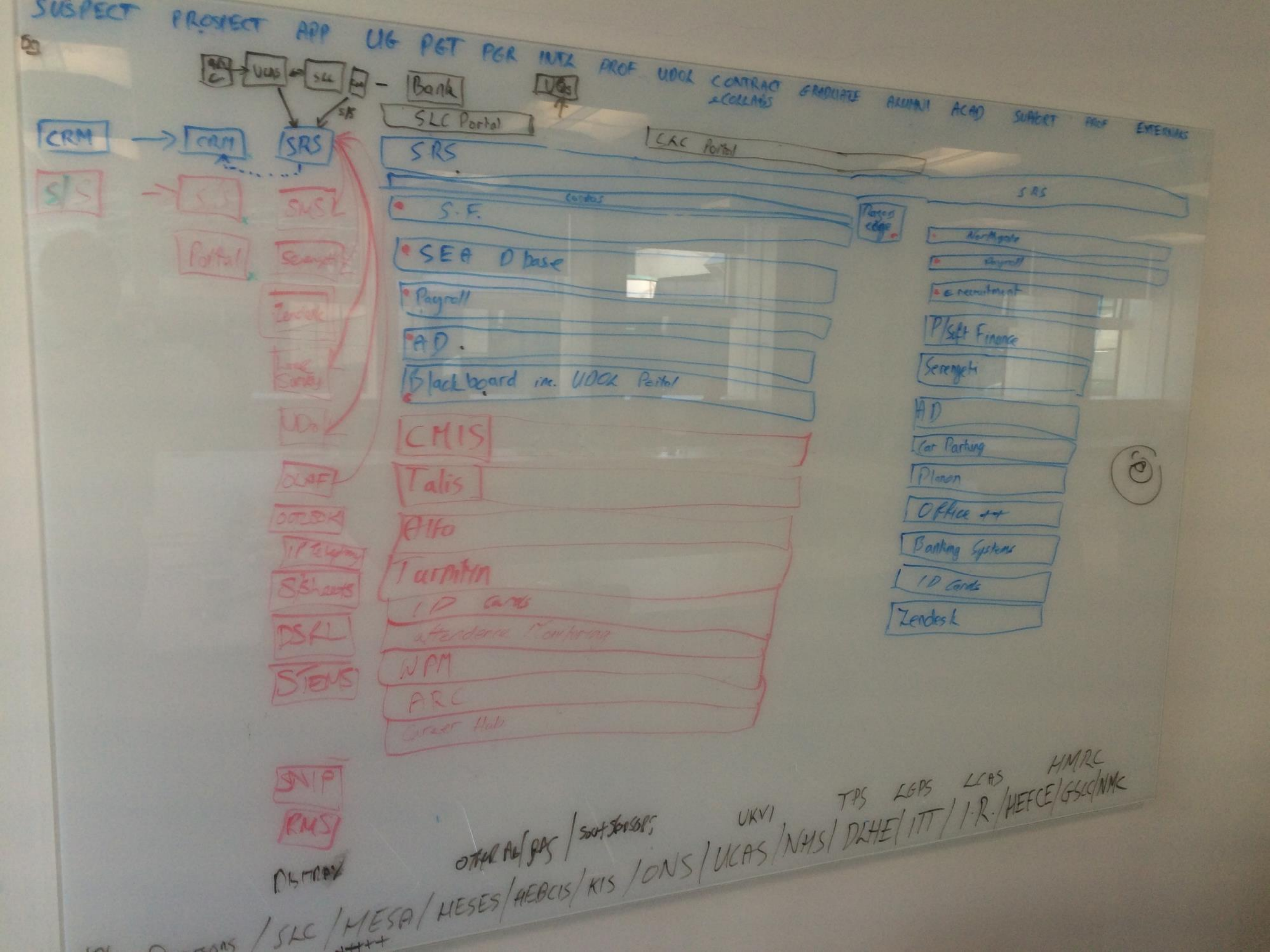
What does this mean? How should my organisation 'feel' like at this level?	Data management is embedded for key datasets and statutory outputs. Roles have emerged and business process reduce reliance on individuals. Data quality measurement will be patchy, focused on where information asset accountability has been devolved. Technology is likely to be support some parts of the lifecycle. The value of data is likely to be championed in sections of the organisation, but it will not have senior management interest except during periods of crisis. There is likely to be a push for the 'single version of the truth', but this is very difficult to achieve at a stable level, because of the lack of reconciliation of data sets that 'have gone wild'.

	ASSESSMENT BLOCKS	Scores	1	CHAOTIC	2	REACTIVE	3	STABLE	4	PROACTIVE	5	PREDICTIVE
Break down	PEOPLE and CULTURE	2.75		FRAGMENTED		LOCAL		EMERGING		COMMITTED		ENABLING
	DATA ACTIVITIES	2.40		INSULAR		LIMITED		KNOWN		EFFICIENT		AUTOMATED
	BUSINESS PROCESS	2.85		UNPLANNED		AWARE		LIMITED		FORMAL		INTEGRATED
	TECHNOLOGY	1.75		POINTLESS		POINT		SUPPORTIVE		ENABLING		PREDICTIVE



Why is everything ‘data’ so hard?





SUSPECT
PROSPECT
APP
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UDOL
CONTRACT & COLLABS
GRADUATE
ALUMNI
ACAD
SUPPORT
PROF
EXTERNALS
UCAS
SLC
Bank
SLC Portal
CRM
CRM
SRS
SRS
S.F.
SEA Dbase
Payroll
AD
Blackboard inc. UDOL Portal
CMIS
Talis
Turnitin
ID Cards
Attendance Monitoring
WPM
ARC
Career Hub
Portal
SNIP
RMS
SRS
Northgate
Payroll
e-recruitment
P/Soft Finance
Serengeti
AD
Car Parking
Planon
Office
Banking Systems
ID Cards
Zendesk
HMRC
TPS
LGPS
UKVI
NHS
DLHE
ITT
HEFCE
UCAS
ONS
KIS
HESES
MESA
SLC

Why does that matter ?

Business Process misalignment

- End to End process is not documented or understood
- Barriers to change due to complexity/lack of focus/short termism

Lack of governance

- Limited accountability and ownership
- Propagating poor practice and inconsistent business rules

Reactive to events

- No holistic view – changes are made in silo
- Complexity of landscape makes large change terrifying

Architectural debt

- Not responsive because business rules in each silo
- Inefficient because end to end thinking is not joined up

What are our options?

Do nothing

- Reactive declining to chaotic capability
- Wait for the impact of internal and external change
- Grow architectural debt
- Encourage silo working
- Lose goodwill and talent
- Can’t take advantage of opportunities
- Deterioration of market position

Change focus

- Holistic not Silo
- Institutional benefits not department
- Create ‘Trust’ in our data
- Better decision making
- Operational efficiencies
- Understand change
- Framework for all not different methods for everyone
- Create Data Analysts for free
- Support/enable corporate plan

What will change feel like?

Approach

- Working from the same set of models
- Sharing the same philosophy
- Cross functional teams/break out of the silos
- Collaborative solutions

Rationale

- Limited initiatives – don’t’ try to do too much
- Clearly linked to institutional objectives
- Quick wins first within a view of strategic delivery

DO NOT DO THIS!

What is the plan

Requires

- Project
- Full time team
- Senior Sponsor
- Focus and drive
- IT buy in
- Governance Framework
- Collaborative approach

Design

Data Strategy
Data Principles
Data Modeling
Business metrics
Info Asset Model
Governance Model
Education Programme
Data Improvement Plan
Priorities

Review

Roles/SIRO
Skills/Capability
Report Library
Tools
Business Process
Reference data
Mastering
In flight projects
Priorities

Transform

Perception of data
Business Process
Data Ownership/Steward
Priorities
Data Problem resolution
(Potential) Structure
Monitor/Response to metrics
Data Activities/best practice
Ref/Meta Data
Data Mastering
Data risk Management
Data Quality