CREATING VALUE
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Objectives

• Increase awareness of the Creating Value online resource and the workshops offered to universities
• Hear how University College Falmouth are identifying efficiencies using Enterprise Architecture
• Discuss what Creating Value could offer to the sector that would be of most use.
Creating Value

- Aimed to develop learning resources for managers in HE to aid them in generating efficiencies

- Funded by HEFCE (matched-funding) and led by the University of Exeter in partnership with the University of the Creative Arts, University College Falmouth and the University of Sussex.
Project Activities

- Literature review
- Interviews with managers across different sectors
- Projects at participating institutions
- Evidence
- Online Learning resource (e.g. conditions for success, step by step guide for delivering efficiencies, practical ‘toolkits’, case studies, strategic issues)
- Workshops (for clusters of universities or individual institutions)
Learning from each other

• What from your practical experiences to date are the main learning points to take account of for delivering efficiency/effectiveness programmes?

• What do staff need from you/their senior leaders/managers in order to deliver creating value agendas?
Creating Value online resource

1. Resource to aid managers in delivering efficiencies and improving effectiveness:

- Conditions for success
- Step by step guide
- Strategic issues
- Tools and approaches
- University case studies

www.exeter.ac.uk/value
Creating value
Learning resources for managers to deliver efficiencies whilst improving effectiveness

Conditions for success
These are the areas that need to be got right in order to deliver efficiencies successfully. Under each of the broad areas below there are a number of key principles to follow. Evidence suggests that if institutions follow these principles, they are more likely to deliver efficiencies successfully.

- Get the planning right
- Consider the culture of the institution
- Make the best use of staff
- Make good use of data
- Communicate effectively with all stakeholders
- Drive out all the benefits

Success
Step by step guide to delivering efficiencies

This is a guide to help think through the main issues involved in delivering efficiencies. Addressing the questions in the five sections below will help avoid some of the main pitfalls that organisations come across when attempting to become more effective and efficient.

Answer the questions in each section as far as possible before moving onto the next section. Then use the answers to develop a clear implementation plan.

1. Setting the foundations for success
   - Are there any obvious problems with the organisational structure?
   - Is there an agreed and accepted strategic vision for the organisation?
   - Is the information needed to make good decisions about and how where savings can be made available?

2. Choosing an approach
   - What approach will deliver the required results?
   - Does the approach need to be modified to fit the organisation?

3. Putting the key elements in place
   - What measures should be used to assess progress and drive change?
   - Which people with what skills are needed to deliver success?
   - How will staff be involved in change activities?

4. Getting the delivery right
   - What is the best way to keep staff up to date with progress?
   - How will staff be brought on board so that they are supportive?
   - How will success be demonstrated early on?
   - How will staff be continually motivated and enabled to change throughout?
   - What training and information will staff need?

5. Maximising the benefits
   - How can the benefits from the investments and changes be maximised?
Identifying and realising efficiencies using Enterprise Architecture

Johanna Smith,
University College Falmouth
Vision for UCF

• World class specialist University for the Creative Industries by 2014.
• 4000 students.
• £9000 fee.
• High Level of expectations from students.
• Staff required to deliver top class services.
• Considerable efficiencies delivered in last 2 years.
• Continue to drive for more efficiency and scalability.
The Business Need

- Ensuring change initiatives are planned and managed effectively.
- Standardise project proposal process (not just who shouts the loudest).
- Calculate ROI’s on change initiatives and measure delivery.
- To ensure we are utilising our investments/resources to their maximum capabilities.
- Identify efficiencies.
Leading Transformational Change Project (LTC)

- £43k HEFCE and £5k from JISC.
What is Enterprise Architecture?

- “EA is high-level strategic technique designed to help senior managers achieve business and organisational change. It provides an evolving, dynamic way of describing and aligning the functional aspects of an organisation, its people, activities, tools, resources and data/information, so they work more effectively together to achieve its business goals. EA is also about achieving desired future change through design. It holds that by understanding existing information assets, business processes, organisational structures, information and application infrastructures (the ‘as is’ state) it is possible to ‘do something different’, something new and innovative (the ‘to be’ state).”

Taken from the JISC Doing Enterprise Architecture EA early Adopter study.
What does that mean?

• Long term vision making what we have work harder and smarter via a schedule of process review and redesign.

• Ensuring that the core administration tasks are where possible, automated, standardised and reliable – ensuring Managers can concentrate on strategic tasks and delivery.

• Continuous improvement.
Duplication of effort
Automation needs extending
Some automation not utilised
Benefits

• Identified potential savings over £90k over next 5 years.
• Communication – improved between departments.
• Awareness of whole process and impacts.
• Holistic Overview – breaking down silos between departments.
• Identifying gaping holes in processes.
• Improved business case preparation.
• Capturing ROI on proposal
• Improved clarity on project selection.
Pain points

• Time to develop and maintain process maps.
• Attitude to change – in time of economic hardship.
• What is EA?
• Communicating project.
• Gaining support internally.
Toolkits

- PEAT – Live and being rolled out.
- Knowledgebase of information for managers on building the case for change and delivering change.
- Useful and usable tools – available to all staff.
- PEAT toolkit link
- LTC Toolkit link -
Summary

• Process mapping now integral to new project start up process.
• PEAT rolling out to staff and possibly students.
• Integrated into annual planning cycle.
• UCF continue to explore EA and anticipate that as we begin to understand more about our core business processes our modeling will develop and change its focus from problem solving existing processes to strategic redesigning of services.
Learning from each other

Creating Value will be offering tailored workshops to universities to aid them in applying the lessons from the project to their situations...

• What would be most useful for you?
• How can we best provide useful intelligence and information?
• Are there any issues that would be particularly useful to cover? Or any staff groups that would be most appropriate to target workshops at?
Find out more

www.exeter.ac.uk/spc/stratplan/hefceccreatingvalue/

www.exeter.ac.uk/value

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