1. Introduction

The roadmap provides institutional leadership and direction for the support and development of building a BI capability in line with the BI / MI Strategy and overall University Strategy. The purpose of the roadmap is to provide a detailed articulation of how we will achieve the vision set out in the Business Intelligence strategy of creating the capacity for Business Intelligence at the University of Edinburgh.

It provides the framework for a programme of works with clear links to the identified strategic priorities and what we can achieve in the short, medium and long-term. Achievement of the strategy will require a large and far reaching cultural change programme that involves all areas and levels of the organisation.

The development of the BI/MI Project roadmap provides direction to the University in terms of both an overall strategy for the work that needs to be completed as well as more specific details of certain project work that needs to take place in order to reach our institutional goals. The roadmap will help ensure that resource and effort are focussed in line with the University strategic goals and with the priorities that have come out of the work taking place during the project.

2. Objectives

The objectives of the roadmap are:

- To provide a clear vision for how we wish to achieve the vision set out in the Business Intelligence Strategy
- To act as a framework for the programme of work that will take place
- To articulate what we want to achieve and the way in which we want to achieve it over a timeframe of three years

3. Who is the roadmap for?

The roadmap is designed to be of use to a number of different groups across the University. The key stakeholders for the BI/MI roadmap can be broken down into the following categories:

- System Owners across the University
- Decision makers who use information to create strategic plans and make informed decisions
- Data owners who input data into the systems at the University
- Data analysers and report writers who use the data and produce reports
- IT departments across the University who own the tools used to analyse data

BI / MI cannot be taken on by a sole business unit. The roadmap requires collective buy-in from multiple units across the University. In addition oversight of the roadmap as a whole is required to
align the business to ensure the projects are tackled in a consistent fashion and fit within the timing structures outlined.

The roadmap tackles the areas that require improvement across the University as well as providing an overarching structure and prioritisation of delivery. It is important that the roadmap reflects not only the approach to the delivery of projects, but also a high standard of support, training, engagement and communication.

4. The vision for BI / MI
As outlined in the BI / MI Strategy the vision for the future is to “Empower decision-makers with consistent, accurate and timely information that supports understanding and insight”.

It is important that the roadmap accurately focusses on improving the quality of fit-for-purpose data that is needed for decision-making. The University already holds a vast array of high quality data and while there are undoubtedly systems improvements that will be made, the areas that we need to focus are making it more accessible and understandable to University staff.

5. So what does the vision mean for users?
Easy access to high quality and understandable data is central to what we are trying to achieve. Articulation of success for the BI Programme is summarised as:

- Systems that collect everything we need to report on
- MI Systems that make the right information available to people who need it
- Provision of the correct BI tools, including dashboards and exploration software
- A culture where information drives decision-making
- Benchmarking data that is easy to compare
- Highly trained people
- Quick access to the information you need
- A clear and complete view of all the data held by the University
- A single place to access information

6. Strategic priorities for BI / MI
The strategy for improving the Business Intelligence capability of the University has four strategic priorities which are:

1. Creating a positive Business Intelligence culture across the University
2. Creating a common framework for data and its governance
3. Improving our MI, systems and tools
4. Creating BI capability which enables and supports better decision making

This roadmap therefore seeks to align the strategic priorities identified in the strategy with a way forwards for the University.
Principles of Roadmap Implementation
The following principles of the change process have been identified and these should be adopted throughout the programme of work.

1. **Iterative and Incremental change**
The change management process should recognise that the BI programme will not change all the systems at once. Incremental changes using existing solutions will be adopted in the short-term while new solutions will be added over time. There should be an agile approach to problem definition, solution development and implementation.

2. **Enterprise approach to Business Intelligence**
There should be a University-wide approach to Business Intelligence projects, not simply focussed on one department or information area. The benefits should be clear for the University as a whole and enable informed decision-making at different levels.

3. **Clear communication of benefits**
The benefits of the change process should be communicated in a way that ensures that there is full buy-in from users. Users are likely to be resistant to change and so the benefits need to be clearly articulated. A range of communication methods and communities should be utilised to ensure that users are engaged with the short and long-term benefits of the programme of work. Local champions should be used to engage directly with promoting the work and benefits for users.

4. **Credible, cross-functional teams**
Small groups of stakeholders representing key business users, system owners and IT will be involved in the complete lifecycle of each project. It will ensure that the needs of the business are accurately captured and involved in the suitability and effectiveness of planned solutions. Cross-functional teams are likely to be virtual groups of individuals from different areas of the University. Teams should be credible in their ability to successfully deliver.

5. **Tight integration with existing business processes**
Any changes made to the Business Intelligence capability of the University need to be aligned with existing business processes that exist within the organisation. It will be necessary to ensure that existing performance for business users is not affected.

6. **Senior support and buy in**
There should be clear support from senior management that the programme of work is both necessary and they fully support the benefits to the organisation. Senior sponsorship should be actively involved and visible in the programme of work, manage resistance where this exists and communicate directly with business users.
7. Functional role of Business Intelligence in the University

Business Intelligence has a cross-cutting role and co-ordinates efforts to align information provision that supports the University’s strategic vision. In order for Business Intelligence to be successful in achieving the vision, it must have an enabling and leveraging role and also fit within the existing organisational structure of the University. The functional role of Business Intelligence is summarised in figure 1. The driver for a Business Intelligence function in the University is that it must add value to current activities and for this reason it must be central to the organisation facilitating the work of the enablers and the final customers.

*Figure 1: the functional role of Business Intelligence within the University.*

It is proposed that the function of Business Intelligence will evolve as time progresses. In the short-term it is proposed that the co-ordinating function of Business Intelligence should sit within the central department of Governance and Strategic Planning (GaSP). By sitting in a central department that has oversight of the strategic goals and objectives of the organisation, it will ensure that Business Intelligence activities are aligned to the strategic needs of the University. To ensure a smooth transition from the BI Strategy project to a programme of work, GaSP would oversee the programme of work in this area. The role is a co-ordination and facilitating role in the short-term that encourages system owners and colleges to take the lead in developing short-term solutions. The role of Business Intelligence is likely to evolve and increase as time progresses and work on a number of programme areas. Roles and responsibilities of stakeholders is outlined in Appendix A.

8. Proposed approach

It will be important to maintain momentum from the Strategy development project through to the programme of work. In the short-term there are opportunities to improve the user experience using existing resources and tools through a collaborative approach. Longer-term there will undoubtedly be an increasing role for a Business Intelligence unit although this will be dependent on the outcomes of the first phase of work.
8.1 Short-term
It is proposed that the work required in the short-term should be embedded into the work of existing functional departments through a collaborative approach to improving management information in an iterative and incremental way. A collaborative approach from system owners, college representatives, Information Services and other key stakeholders will ensure that progress is made on discrete projects that visibly improve the user experience. This network of people will form a virtual BI team that is based on existing skills and knowledge of the issues, data and solutions. It should be noted that this approach will be adopted in the short-term to ensure an effective transitional phase from the strategy project through to implementation of change, thus maintaining momentum. The business cases for medium and large-scale projects will be made and resourced appropriately through dedicated project teams.

Although a central Business Intelligence team is not proposed in the short-term there will be a need for coordination and programme management role based in Governance and Strategic Planning. Figure 2 shows the structure of such a virtual network.

Figure 2: Virtual BI network for short-term improvements

For those areas that are identified as having a short-term collaborative solution, a holistic methodology should be adopted that includes key stakeholders and takes the problem right through to a solution that can then be embedded into the business. Tackling business issues in this agile way should ensure that traction is made with tackling areas of the business.

8.2 Medium and long-term
In the medium-term it is anticipated that there will be a programme of scheduled work to improve the Business Intelligence capability of the University. Business cases for larger projects will be submitted and resourced if approved. The nature of the way in which Business Intelligence is resourced will evolve over time, in the short-term focussing on programme management and facilitation of projects across the University but potentially expanding into a dedicated team. A clear business case outlining the benefits of such a team would need to be made.

8.3 Leadership
The leadership for the programme of work will come from the Programme Board, Governance and Strategic Planning, System Owners and Information Services. The transformational change
programme will require an approach that requires strong support and clear leadership from Senior Management and communicating the benefits of this work and change. It is proposed that Programme Board members should lead on one of the strands to ensure that there is sufficient senior representation and drive. Membership of the Programme Board could be adapted to include new members if it was felt that this would be beneficial.

8.4 Governance and Programme Management

It is proposed that the existing Governance structure for Business Intelligence remains in place for the duration of the programme. The Programme Board will be central and responsible for the programme of Business Intelligence work and they should oversee all of the future projects in this area. The Programme Board reports to Knowledge Strategy Committee which in turn reports to the University Court.

The role of the proposed data governance group is essential in the future development of Business Intelligence and will have an advisory role to the Programme Board as part of its remit. The data governance group will report to KSC when the programme board no longer exists after the three year period. Appendix A shows the roles and responsibilities of key stakeholders going forwards.

The role of the Programme Manager will be central to the initialisation and co-ordination of a future BI initiative. Programme Management will sit within Governance and Strategic Planning and act as the central linking point of contact for many of the activities and projects. Responsibilities of the Programme Manager will be to manage and plan future activities in conjunction with stakeholders, Information Services and the Programme Board, act as secretary to key groups such as the Data Governance Group, co-ordinate the communication efforts of future plans and current success.

Figure 3 shows the reporting lines and the central function of the Programme Manager for the Programme of work.

*Figure 3: Governance and reporting lines for the BI Programme*
9. Implementation

It is proposed that a programme consisting of eight strands of work will be carried out over a period of three years. The timescales are dependent on funding and resources available but in order to maintain momentum in this area an ambitious target is necessary. A programme of work spread across three years is proposed, structured within a framework of eight strands of work. The strands will be carried out in parallel and enable short-term improvements that are cheap and easy to achieve while enabling the work that is required to empower decision-makers across the University.

It is proposed that a Programme consisting of eight strands of work will be carried out over a period of three years. The timescales are dependent on funding and resources available but in order to maintain momentum in this area an ambitious target is necessary. A programme of work spread across three years is proposed, structured within a framework of eight strands of work. The strands will be carried out in parallel and enable short-term improvements that are cheap and easy to achieve while enabling the work that is required to empower decision-makers across the University.

It is vital that we Embed a BI Culture and Establish a Common Framework for data and this work will give us the foundations that we need to develop future BI solutions. We need a framework that allows us to assess and improve the quality of our data and improve the robustness of its use in decision-making e.g. improved and consistent data definitions. This part of the work will also focus on maximising the use of existing corporate reporting tools. By Strengthening and Building fit-for-purpose MI we will look to make system improvements to core systems and MI sources that allow us to make better decisions. Empowering decision-makers is about transforming data into information that can be used in decision-making effectively at a range of levels. Work in this area focusses on developing a corporate scorecard and our capability to plan the future more effectively.

- Embed a BI Culture and Establish a Common Framework for Data
  - 1. Creating a Positive BI Culture
  - 2. Data Governance
  - 3. Maximising use of SAP BI Suite

- Strengthen and Build Fit-for-Purpose MI
  - 4. System Improvements
  - 5. MI Improvements

- Empowering decision-makers
  - 6. Measuring Success
  - 7. Enable Future Planning
  - 8. Access to Information
Examples of the work across the eight strands that could make up the programme of work is summarised in table 1.

*Table 1: Summary of work within each of the BI strands*

<table>
<thead>
<tr>
<th>Strand of work</th>
<th>What will we do?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture</td>
<td>Provide strong leadership and direction Clear communications on new initiatives and enhancements Create a Learning and Development Strategy Communities and networks for knowledge sharing and best practice</td>
</tr>
<tr>
<td>Data Governance</td>
<td>Establish a Data Governance group Review of data quality and how to improve it Review data definitions Catalogue of standardised MI reports Review of the organisational hierarchy</td>
</tr>
<tr>
<td>Maximising the use of BI Suite</td>
<td>Maximise the use of BI Suite Advanced training to support MI experts Bespoke training on University datasets All key data to be made available in BI Suite</td>
</tr>
<tr>
<td>System improvements</td>
<td>Improvements to e:Recruitment Creation of Payroll Universe Availability of Student fees, funding and scholarships data Centralising HR record data</td>
</tr>
<tr>
<td>MI improvements</td>
<td>Dashboard reporting Standard reports Exploration spaces Make HESA datasets available MI improvements across Student, People, Finance, Research and Estates</td>
</tr>
<tr>
<td>Measuring success</td>
<td>Developing a corporate Scorecard Making external data available Creation of Learner Analytics</td>
</tr>
<tr>
<td>Enable future planning</td>
<td>Integrated Planning and forecasting models</td>
</tr>
<tr>
<td>Access to information</td>
<td>Creation and improvement of Information Portal</td>
</tr>
</tbody>
</table>
BI Programme Plan

MI Improvements
- Assess Current State
- Propose Business Cases
- Implement Improvements & Review

Measuring Success
- Establish Performance Measures
- Develop Corporate Scorecard
- Make Benchmarking Data Available
- Learner Analytics

Enable Future Planning
- Assess Current State
- Establish Best Practice Group
- Integrated Planning & Forecasting Model

Access to Information
- Creation of Information Portal
- Improve & Refine Content
- Embed use of Portal
- Information Portal Enhancements
<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State</th>
<th>Benefits</th>
<th>Actions / Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Creating a Positive BI Culture</strong>&lt;br&gt;• Information not always used for decision-making&lt;br&gt;• Staff not always sure of how to access and use information&lt;br&gt;• Lack of trust in outputs&lt;br&gt;• No focussed programme of work for BI&lt;br&gt;</td>
<td>• Information is easily accessible and integrated into decision-making&lt;br&gt;• Skilled and knowledgeable staff&lt;br&gt;• Learning and Development Strategy for BI&lt;br&gt;• High quality and consistent data used for decision-making&lt;br&gt;• Clear and consistent leadership and communication of BI Programme</td>
<td>• Highly trained and engaged staff&lt;br&gt;• High quality data and reporting&lt;br&gt;• Expectations of staff are managed&lt;br&gt;• Increased engagement with BI&lt;br&gt;</td>
<td>• Set up Communities and Networks&lt;br&gt;• Communication of work taking place&lt;br&gt;• Establish clear role and responsibilities&lt;br&gt;• Learning and Development Strategy</td>
</tr>
<tr>
<td><strong>Data Governance</strong>&lt;br&gt;• Data is in silos&lt;br&gt;• Inconsistent approach to the management of data&lt;br&gt;• Poor data quality in some areas&lt;br&gt;• No University-wide approach to data and information&lt;br&gt;</td>
<td>• Enterprise approach to data and its management across different information areas&lt;br&gt;• Fit-for-purpose information&lt;br&gt;• High quality data&lt;br&gt;• Data Governance Group that manages University data and policies&lt;br&gt;</td>
<td>• Clear roles and responsibilities of users and system owners&lt;br&gt;• Agreed University standards for data&lt;br&gt;• Accurate, high quality data and information that the business needs&lt;br&gt;• Universal view of data&lt;br&gt;</td>
<td>• Establish Data Governance Group&lt;br&gt;• Standard approach to data management&lt;br&gt;• Data Quality review&lt;br&gt;• Reporting standards&lt;br&gt;• Identifying Business Process enhancements</td>
</tr>
<tr>
<td><strong>Maximising use of BI Suite</strong>&lt;br&gt;• Limited current use of BI Suite by staff&lt;br&gt;• Staff are not skilled in its use&lt;br&gt;• Training is limited&lt;br&gt;• Structure of Universes not always fit-for-purpose&lt;br&gt;</td>
<td>• BI Suite is used by all who need it&lt;br&gt;• All key information is accessible through BI Suite&lt;br&gt;• Bespoke and advanced training is available&lt;br&gt;• BI Suite features are exploited for maximum value&lt;br&gt;</td>
<td>• Increased knowledge of what information is available&lt;br&gt;• Easy access to information&lt;br&gt;• Consistency of outputs&lt;br&gt;• Highly skilled and knowledgeable users&lt;br&gt;</td>
<td>• Bespoke BI Suite Training&lt;br&gt;• Advanced training for expert users&lt;br&gt;• BI Suite Universe Development&lt;br&gt;• Key sources of corporate data in BI Suite</td>
</tr>
<tr>
<td>Current State</td>
<td>Future State</td>
<td>Benefits</td>
<td>Actions / Projects</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>• Not all data needed for effective MI is being collected in existing systems</td>
<td>• Data is collected and made available through high quality Systems</td>
<td>• The right information for decision-making</td>
<td>• e:Recruitment improvements</td>
</tr>
<tr>
<td>• Data is not always made available through MI datasources</td>
<td></td>
<td>• Systems that record the correct information</td>
<td>• Payroll Universe</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Systems that make the correct information available</td>
<td>• Student Fees, funding and Scholarships</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Centralising HR record data</td>
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<td></td>
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<td></td>
<td>• e.g. Annual review and leave</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Learning and Development module</td>
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<td></td>
<td></td>
<td></td>
<td>• Pre-entry / CRM</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Non-traditional students and MOOCs</td>
</tr>
<tr>
<td><strong>System improvements</strong></td>
<td><strong>MI Improvements</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Not all data is available within existing MI datasets</td>
<td>• Information that meets the needs of business users</td>
<td>• Less time to find information</td>
<td>• MI Enhancements</td>
</tr>
<tr>
<td>• Structure of data does not always facilitate effective reporting</td>
<td>• Standard reporting for data</td>
<td>• Fit-for-purpose MI</td>
<td>• Learning and Development module</td>
</tr>
<tr>
<td>• A large variety of reporting tools used locally</td>
<td>• A comprehensive and effective range of tools for extracting and exploring information</td>
<td>• Better decision-making</td>
<td>• Pre-entry / CRM</td>
</tr>
<tr>
<td>• MI datasets that need to adapt to needs of the business users</td>
<td>• At a glance reporting</td>
<td>• Information that people use</td>
<td>• Non-traditional students and MOOCs</td>
</tr>
<tr>
<td></td>
<td>• Forecasting tools used for planning</td>
<td></td>
<td>• Dashboards</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Standard reports catalogue</td>
</tr>
<tr>
<td>Current State</td>
<td>Future State</td>
<td>Benefits</td>
<td>Actions / Projects</td>
</tr>
<tr>
<td>---------------</td>
<td>--------------</td>
<td>----------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Measuring Success</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• No single framework for measuring success on a regular basis</td>
<td>• Corporate scorecard approach to measuring performance for senior management</td>
<td>• Easy access to University performance data</td>
<td>• Developing Corporate Scorecard</td>
</tr>
<tr>
<td>• Inconsistency in approach to producing KPIs</td>
<td>• Agreed, established and integrated KPIs for decision-making</td>
<td>• Compare how we are doing on the world stage</td>
<td>• Make external benchmarking data available to staff through corporate tool e.g. KIS, NSS, HEIDI data</td>
</tr>
<tr>
<td>• Benchmarking data is not available from central systems</td>
<td>• Benchmarking data integrated into assessment of performance</td>
<td>• Increased confidence in information</td>
<td>• Develop capacity for learner analytics</td>
</tr>
<tr>
<td>• No activity in area of learner analytics</td>
<td></td>
<td>• Better information for students</td>
<td></td>
</tr>
<tr>
<td>Enable future planning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• MI currently produced is not used effectively in future planning</td>
<td>• Both current MI produced and future MI is used to enable future planning</td>
<td>• Better quality planning information</td>
<td>• Integrated Planning and forecasting models</td>
</tr>
<tr>
<td>• Limited use of MI produces a lack of focus on future investment</td>
<td>• MI highlights key areas for future investment to allow the University to meet its goals</td>
<td>• Scenario planning for Colleges and Support Groups</td>
<td>• Dissemination of outputs for use</td>
</tr>
<tr>
<td>• Lack of integrated planning models</td>
<td>• Integrated planning models for corporate data</td>
<td>• Increased confidence for future planning</td>
<td></td>
</tr>
<tr>
<td>Access to Information</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• No central resource for Management Information</td>
<td>• Single source and access point for Management Information</td>
<td>• Easy access to information</td>
<td>• Develop, maintain and embed Information Portal for staff to use and access MI</td>
</tr>
<tr>
<td>• Information is currently held in different areas across the University</td>
<td>• Portal that is flexible and adaptable to changing MI needs</td>
<td>• Consistency in outputs</td>
<td>• All key information available through Portal</td>
</tr>
<tr>
<td></td>
<td>• Information that is up-to-date</td>
<td>• High quality data</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Information that people engage with</td>
<td></td>
</tr>
</tbody>
</table>
9.1 Projects

The roadmap sets out the general direction and timeframe of how we can take forward the work required to reach the BI vision. The Programme Board will decide on the specific projects to take forward in each year based on the priority and impact. Any dependencies of other projects will be taken into consideration e.g. RMAS project.

Appendix B shows a summary of projects that should be integrated into a programme of work to improve our BI capability. These projects are the result of the stakeholder engagement and prioritised as areas we need to address.

Appendix C shows what we can do within the first three months and rest of the first year.

9.2 Programme dependencies

The programme of work outlined here has many different dependencies on existing and planned future work and activities in the area of systems implementation and development, MI enhancements and reporting tools. It is essential that the programme of work outlined here acknowledges and leverages value from this existing work to create useful MI and outputs. There are also dependencies within this programme of work that should be recognised, for example the work on data definitions and data governance is crucial before embarking on any further metrics development.

The Data Governance group will be central in ensuring that any current and planned IT systems and project enhancements are communicated to the Programme Board. Communications from the Programme Board will be facilitated by the Programme Manager who has a holistic view of all the work going on. The communications strategy in Appendix A shows s full details on planned communications with a stakeholder analysis.

10. Resources required

The projects that make up the programme of work will require resources to scope develop and implement. While the approach in the short-term will be to leverage existing resources and expertise to develop new MI, many of the projects identified will require additional resources. Funding for larger systems and MI projects will require business cases to proceed and will be assessed by the Programme Board in terms of priority and impact on the University. Planned work will be aligned with the three year IS Planning round.

The Programme Manager post is essential to the central facilitation and co-ordination of current and planned Business Intelligence activities and the communication of programme progress and successes. This post, based in Governance and Strategic Planning is an additional post and will require resources to implement.

As we build our BI capability, we may wish to revise the structure of how we carry out and develop strategic management information, particularly if there is a desire to create a single reporting structure or learner analytics through a data warehouse approach.
Appendix A: Key stakeholders and roles and responsibilities

The key to success in the area of BI will be effective engagement with stakeholders. The table below outlines the roles and responsibilities for the departments involved and the remit of groups who are responsible for taking the work forward across the University. Leadership for the BI / MI Programme will come from the BI / MI Programme Board, GaSP and IS.

<table>
<thead>
<tr>
<th>Who?</th>
<th>Remit / how do they contribute?</th>
<th>Membership of group if applicable</th>
<th>Frequency of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>BI / MI Programme Board</td>
<td>Provide leadership and Governance to the BI / MI Programme. Approve resource for projects.</td>
<td>Senior representation from Each College and Support Group, Chaired by Vice Principal Professor Dorothy Miell.</td>
<td>Three times per year</td>
</tr>
<tr>
<td>Data Governance Group</td>
<td>To provide an enterprise approach to how we access, store and process data for decision-making. Advice on policies, data quality, reporting standards and working towards a common approach to data and its management.</td>
<td>Representation from all three colleges, Information Services, GaSP and representatives from the user communities.</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Programme Manager</td>
<td>Facilitate and co-ordinate BI activities across the University. This post will sit within GaSP. Responsible for communications strategy and programme management. Provides secretariat to the Data Governance Group.</td>
<td>N/A</td>
<td>Ongoing</td>
</tr>
<tr>
<td>System Owners</td>
<td>Develop new MI and system solutions for users. Contribute and lead within the data governance group and BI communities. Work alongside the Programme manager to identify priorities for the future.</td>
<td>Data Governance Group, BI Communities</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Users</td>
<td>Users contribute to the Programme of work and feedback on what the needs of business are and the changing requirements.</td>
<td>Key users will be involved through Communities and Networks and every user has a responsibility to feedback to system</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
| BI Communities            | There will be three communities:  
|                          | 1) Best practice community  
|                          | 2) System owners and IS  
|                          | 3) Benchmarking and external data  
|                          | The communities will be self-sustaining virtual groups of people with the aim of establishing and sharing knowledge on BI and reporting. The communities will feed into the Data Governance Group.  
|                          | There will be representation from Colleges, Schools, information areas, IS and GaSP in each of the communities.  
|                          | Quarterly meetings but communication should be continuous  
| Virtual College Network  | The virtual college Network is to ensure a more joined up approach to tackling BI problems. Working with the Programme manager to identify areas that should be tackled. Disseminate any new developments within Colleges.  
|                          | One contact from each College and the Programme Manager will form the central group although system owners will be involved when required.  
|                          | Ongoing  