

IT Services Annual Report

August 2009 to July 2010

Executive Summary

This annual report highlights some of our contributions and activity to the life of the University during the last twelve months. This version is presented in a broadly chronological format. An accessible version of this document will be prepared for staff and students as part of the Annual Reporting process within Learner Support Services and made available here:

<http://www.brad.ac.uk/lss/it-services/reports/>. The report is presented in its final form to Information Systems Committee. There are a significant number of activities, many of them "business as usual" which do not appear in this report, but are no less important to the success of the University. I would like to thank every member of staff in the IT Services team who has contributed to a successful year for the IT Service at the University of Bradford.

Graham Hill
Director IT Services

Key activities and highlights in broadly chronological order

Student Survey: "You said this, .we did that"

We have responded to the issues raised by students in our first ever survey. A web site was created which sets out the responses we have made and we have also put up a number of large format posters in each of the student PC cluster rooms with a detailed summary of the actions: <http://www.brad.ac.uk/lss/it-services/survey/response.php>

In a related initiative to improve the overall environment on level 01 JBP Building in particular, a site survey took place with Caroline Hick our Fellow In Arts. Caroline identified some really exciting new visuals for corridors and open spaces which complemented the current exhibition of student photography on display in the Richmond Building atrium. We therefore now have an art space that has transformed the look and feel of this part of JBP Building. Liz Mortimer replaced signage for office doors to identify who we are and where we live.



Ensuring high quality IT and telephony for Clearing and Enrolment 2009

These critical activities were a success in association with Academic Schools and Academic Administration. The clearing operation went well in a brand new location, with new equipment and technology (F42 Richmond Building). This reflected on the professional and pro-active way

in which the IT Services team and SAINT team worked together. Admissions reported an increase of over 50% in clearing telephone activity throughout the clearing period. There were almost 3,000 calls to the Clearing Helpline on the Thursday, compared with 1,800 in 2008. The new location worked very well, with easy access to the Great and Small Halls, the Admissions Office and School of Life Sciences. A new management reporting system was introduced enabling accurate reporting and all Schools welcomed the statistics and reports available before each of the clearing review meetings.

Student Enrolment and the new Points Based System

Overall, there were a number of specific improvements this year in terms of improving the student experience. As always there are many things that can be continually improved. The major advances were the “shared secret” password, allowing student to set their own account passwords themselves. The new computer hardware running the SAINT Service provided high level performance and availability for the pre-enrolment portal (PEP) web site. The new scanning operations driven by the Points Based System worked exceptionally well to a very tight timescale, although we are looking for improvements in how the documents are properly checked during scanning processes. The new scanning solution was delivered on time and to budget to support the new requirements of the Borders Agency – an investment of around £100k. This meant capturing student data at enrolment rather than taking photocopies of student passports and visa documentation and then storing them in the document management system at a later stage (i.e. we scanned almost 30,000 images to meet new Borders Agency external requirements). We distributed the equipment around the Academic Schools to enable year-round scanning. Via the pre-enrolment portal, over 4,100 new Undergraduate and Postgraduate students enrolled at the University. The University systems have ably managed the increased volume and also the new business processes introduced this year

From The Hub Team: “Now that we are ‘sort of’ calming down after enrolment I would like to say thank you to yourselves and all the staff that have helped to make enrolment a success this year. Any minor hiccups we had have been dealt with quickly and efficiently, so thank you, we really appreciate it.”

Shared Services and Collaborative Working Project

KPMG were involved in co-ordinating this activity with support from colleagues in Finance. This project included an initial data collection exercise and workshop meetings in October. The potential areas that the groups came up with included printing/copying (where all participants have “spare” capacity including InPrint and Design at Bradford University) and also shared call centre operations. Our interest was in Clearing and Enrolment and potential plans to contact alumni for fundraising in the New Year (this was eventually delivered in-house).

Leeds College of Music Merger

Although the proposed merger was called off in December 2009, IT Services were heavily involved with an impact analysis in relation to the proposed merger between the University of Bradford and the Leeds College of Music. There was a lot of activity in preparing the bid to the Funding Council (HEFCE) for the set-up costs of merging the University with the College of Music. This was done in consultation with colleagues at LCM. There were a number of new opportunities from closer collaboration with what would have become a new “Academic School” and there were also a number of challenges with merging a wide range of corporate and support services and systems.

The University continued to invest in its IT Services

The E-Strategy Board met in September and approved three major new investments this academic session

- SUN Global Desktop to allow off campus access to University image desktop via web browser. This project covers expanding the service with additional licenses and infrastructure. Total investment of £54k and now available at: <http://www.brad.ac.uk/lss/it-services/working/>
- Upgrade to latest network cabling (called CAT 6) in all remaining buildings on City and Emm Lane Campus total investment of £181k over two years. Emm Lane completed, City campus linked to building refurbishment program.
- Elluminate Virtual Classroom to support distance learners, host online conferences & meetings total investment of £21k for one year licence renewal.

Staff Satisfaction Survey of IT Services

A rolling staff satisfaction survey was initiated from the beginning of 2010. There are normally over 1,500 contacts made to our service desk each month making requests and reporting incidents. Each month about 10 percent of our customers have responded to an automated email asking them to rate our services. We have been very pleased with the results which have been consistently higher than 90% either satisfied or very satisfied with our service. In the last three months of 2009 the average was 98%.

Success with new wireless service on campus

This is a "less visible" success story for IT Infrastructure Team who manage the service. A new wireless service was launched with the support of our partner The Cloud. This is a "free" wireless service available in hotspots on all three campuses. Summary statistics show that:

- There have been over 15k sessions since its launch in June 2009.
- The number of users of this new service has grown each month from 140 to 664 users (a fivefold increase)
- The number of individual sessions has grown from 2k to over 7k each month - on average there are over 230 sessions every day
- The number of Apple iPhone users has increased each month to almost 300 during October

There have been occasional issues during the launch of the service; however, it is generally robust and reliable. We also continue to monitor monthly usage statistics for the campus Roamnet wireless service. In October 2009, there were 19k sessions (16k in October 2008) and over 3,400 users (3k users in October 2008). This represents annual growth in the order of 15-20%.

Balanced Scorecard report for e-strategy "Green and Improving"

The E-strategy Board was asked to prepare its annual return to the Balanced Scorecard activity with respect to e-strategy for session 2008/09. This is reported through University Senate and University Council. The overall judgment was "Green with improving Trajectory". The colour is a traffic light system with Green (ok), Amber (warning) and Red (danger). The Executive Summary reads like this:

Over the year we are able to report the successful completion of 10 more projects with delivery according to the original project plans and budgets. There were 9 projects completed successfully in the last annual report. The e-strategy programme tracker demonstrates that a number of the approved projects are now completed or in the final process of project closure. Projects regarded as High Risk/High Impact have been completed successfully:

- Content Management System (completed – now business as usual)

- SAINT developments relating to progression and award (completed – now business as usual)
- HR and Payroll integrated system (completed – new requirements incorporated in HRX project)

Projects regarded as High Risk have been closed or have now moved into a managed implementation phase which is no longer considered High Risk versus the feasibility and procurement phase.

- Portal project (closed)
- Finance Business Services System project (lower risk)

Projects regarded as High Impact have been completed successfully

- Lecture Room Technology upgrades (GTA space)
- Access Control (also mainly relating to GTA space)

The e-strategy programme currently has two ongoing projects that are considered high impact and these are:

- Sun Global Desktop project enabling flexible and web-based access to IT services and
- Final investment phase of the business continuity project.

We feel that the programme can sign off the five year review period in excellent overall shape – the e-strategy programme has broadly delivered its many projects on time, and it is has delivered them within budget.

New IT Strategy for 2009-14 approved at Information Systems Committee (ISC)

The new IT Strategy was approved at Information Strategy Committee (ISC) and was subsequently updated and refined for ISC2 in January 2010:

<http://www.brad.ac.uk/admin/planning/mkw/plandres.php>

Sunrays in the Estates Rest Room

IT support team installed and launched six sunray terminals in the newly refurbished Phoenix North East Building for use by a wide range of Estates and Ancillary staff so that they can access University information simply and easily – including the on-line payslip system in MyView. This new system has been well received by staff in Estates.

Working Off Site

This project was first initiated by the emergency project board and prioritised as a result of the adverse weather in December and January. A number of staff and student sabatticals trialled the service: <http://www.brad.ac.uk/lss/it-services/working/>

The University branded Sun Global Desktop service provides staff with a remote PC through a web browser. The service should allow for up to 100 concurrent PC sessions.

Process Review: Student Account Provisioning Workshop

Russell Allen facilitated the first of several workshops with representatives from every Academic School and colleagues from IT Services. We looked at how we currently provision IT accounts for new students, with a particular focus on the needs of flexible, distant and “non traditional” student entry. This is going to be a growth area in the new Corporate Plan for the University and we are trying to facilitate some more streamlined and effective working procedures. It is

already clear that the current approaches in Schools can be fragmented and sometimes down to individual preference – and we reached a consensus that there were some opportunities to make this better in terms of both student experience and reducing our manual administration.

Improving the student printing experience

The self-service student printing facility has continued to work very effectively. The total annual volume across the main self-service printers exceeded 1.5 Million pages in the last year. We have compared the print volumes with the new service compared to the previous system and although there is an increase in the volume of paper that is being printed there is almost no waste paper (the problem we had in the past). Highlights include:

Self-service print volumes have increased by at least 75% year-on-year total volume in 2009/10 to over 1.5 Million pages.

Printing that involves LSS staff intervention has decreased by at least 65% with total volume of 62k pages in the JBP Building.

The self-service printing volume in the non-JBP Building facilities (Chesham, Richmond) have overall decreased by at least 18% with a total volume in 2009/10 of 64k pages.

Launch of CampusM

<http://www.ombiel.com/campusm.html>

The University has procured this system initially for iPhones and iTouch, and also available cross platform (on smartphones and via a web browser). Bradford already has a dotmobi site <http://www.braduni.mobi/> and has been a pioneer in accessibility in particular. We are already active members of the inaugural University User Group and have been partners in the ALPS (Assessment of Learning in Practice Settings) initiative, hosting the multi-institution helpdesk. Our IT strategy reflects the fact that more and more students will have access to this sort of mobile technology which enables new ways of accessing a wide range of University services. We are also working on facilities which will complement the CampusM project, such as preferential student deals on mobile contracts and links with the Pebblepad and Questionmark Perception software. We are also collaborating with colleagues in the Academic Development Unit and SCIM towards a JISC funded project which could improve the student experience by interaction with the lecturer in the lecture theatre.

Finance Business Services System (FBSS) Project

At the FBSS Project Board there was a message of thanks and appreciation to IT Service teams in delivering the COA system infrastructure against tight time timescales to enable the training and development work to commence according to schedule. There was a particular appreciation from COA on the ease of use and capability of the Sun Global Desktop (SGD) set-up that they were provided with during this process. The first module of the system called Accounts Receivable was launched at the end of May and the team involved must take great credit for their continuing commitment to delivering this project and the various interfaces to other University of Bradford systems. That team includes colleagues from COA Systems (the supplier), IT Infrastructure team, and the Finance project team. This is only “the end of the beginning” however, with other modules following in August 2010 which will cover Purchasing and Budgeting, and then further phases after that.

Electronic Mail Services

IT Services continues to deliver around 400,000 messages each week, so around 22 million this year. We currently reject around 95% of email that is sent to us because it is spam. If we didn't

do this then we would have to have a much larger primary email system. The AntiVirus software and hardware system costs us around £10k per year. The total cost of this service is about £70k/year, or about 1/3p per delivered message.

Award Ceremony Services

The December awards were a fantastic celebration for everyone involved. There is now an automated system which manages all those people who assist the event which operates on-line using the e-vision system. Claire Cuvier and Louise Tomensen the award ceremony co-ordinator have developed a great example of self-service administration which is enabled by IT Services.

Electronic Questionnaires

IT Services and the SAINT team worked together on launching electronic module and end-of-year student questionnaires. This successful pilot, delivered via e:Vision from Semester 2 2008/9 onwards, was to three academic Schools: SCIM, SoH and SSH. Advantages have included paper-saving, greater anonymity, tailoring of questions for specific Schools or modules, instant access to results by staff, easier interrogation of data, cost savings. The Learning and Teaching Committee has approved in principle that electronic questionnaires should be rolled out to all Schools.

Online Applications

Online applications have been developed in eVISION and launched. This is the conclusion of a major piece of work which pulled together four strands;

- Enhanced Undergraduate online application process with standardised forms.
- Enhanced Postgraduate online application process.
- Online applications for School of Health non-UCAS courses.
- A “portal approach” to allow Agents to enter applicants online and track status.
- On the non-agent side (standard applications using the same process), we had almost 2,000 application records created in total since January , when we launched the new process.

Monitoring Our Services

Proactive Service Monitoring is one of the many more “invisible” things that we do but which deserves recognition. Sue Gregson and colleagues in IT Infrastructure team have been setting up improved service monitoring. This service (called nagios) is now monitoring the external facing email servers among other things. It checks the logs to see if they have stopped responding, enabling us to be proactive about possible service interruptions through improved monitoring and alerting.

Saving Money

We reviewed and re-tendered a number of our long term support contracts with a view to delivering budget savings where possible. Roger Goodair completed a successful tendering process for maintenance of the telephone switch (PABX) and telephones systems support, a two year contract was awarded to Telent Technology Services Limited. This process provided a budget saving to the University. We also completed the review of the corporate mobile carrier contract retaining Vodafone.

Self-Service for annual leave

The MyView service was extended to include the Annual Leave module. This is part of the HRX project developments. It initially allows staff to request holidays online and receive confirmation

(or rejection!) from their line manager. This replaces the current variety of paper and electronic systems across campus, and also allows the added functionality of viewing annual leave details online for both individuals and teams. The service was prepared for launch during March with support from Paula Burnett, and went live from 1st April.

New service to streamline annual research monitoring

A new system was released to support collection of management information from researchers. The Individual Research and Knowledge Transfer Monitoring system (IRKTM) which provides a web-based data collection and validation mechanism for the Individual Research Monitoring return. This has been released initially to a small group of users before full rollout. Tamsin Holt in RKTS is very pleased with the system and thinks it is a great improvement on what went before. She's particularly pleased with our plan to bring disparate R&KT data from across several University systems into this one for checking in future years. Thanks to Andy Walmsley for making great progress on this project.

Boards of Examiners

As the academic year moves towards its final stages and exams are approaching there have been some further developments to exam board processing. Peter Jones has now completed a suite of 10 separate reports, each of which is available in two distinct formats and with multiple selection criteria. This provides a flexible structure for a wide range of awards to be viewed on-screen.

UK Border Agency

We completed the first electronic transmission of data between the University and the UK Border Agency, with thanks to Rick Graves. This uses the new module which provides student data from SAINT to the UKBA's SMS database.

UCISA Conference 2010

The annual conference at Harrogate is available to view on-line at the UCISA website – this includes the videos of each presentation. The conference was opened by our Vice Chancellor Mark Cleary. One of the most moving presentations was from Larry Hincker of Virginia Tech about the challenges they faced before during and after the terrible massacre three years ago – including the impact on IT Services in ways you might not have imagined:

<http://emea.mediasite.com/mediasite/Catalog/pages/catalog.aspx?catalogId=008ef989-214f-4c92-a175-ae750fa8d88c>

Renewal of NorMAN out of hours service.

We are pleased to have secured external funding to enable us to extend the NorMAN out of hours telephone support service for a further 12 months. We will be reviewing the first pilot year's operation shortly and believe that there are a number of opportunities to extend the service already offered. In this regard we are planning a meeting with the University of Huddersfield who also use NorMAN and have achieved even higher resolution rates than we are currently achieving, before jobs are returned to our own team(s).

Continuation of voice and Resnet services to Laisteridge Lane Halls (CRM).

There has been a degree of uncertainty about the continuation of the service as a result of the Sustainable Student Village (SSV) development and also the "For Sale" sign posted for by the owner AIG over the Laisteredge Halls. Never the less we have concluded negotiations with CRM and will supply a "refreshed" service, including NorMAN facilities for at least one further academic session.

PC Cluster Usage

A significant amount of data analysis was completed by Peter Jones in order to put together a PC Cluster usage paper which has found its way to various University committees including Building and Estates Committee (BEC). We are pleased that the recommendations have been accepted, which includes the provision of new capacity (that's incremental not substituting) PC clusters on campus. Therefore, a 30 seat purpose built cluster modelled along the F42 provision in Richmond Building has been approved and will be included in the "Learning Mall" of the new Student Central building hopefully available from start of next session. This is already work that is in progress:



Electrical Service Interruptions

One of the "hot topics" as we are an important part of the team preparing for a campus electrical shutdown during Summer 2010. This power down is to facilitate the new Combined Heat and Power facility for the University. This is a major project and we are being effectively represented by Geoff Bell. By way of practice, we dealt with two service interruptions to the Richmond Building Server Room within the last month. Despite one or two issues in respect of continuing resilience, the Uninterruptable Power Supply and external generator did their jobs as intended. For most of our staff and students there was no IT service interruption. We have demonstrated (a little unintentionally) that the disaster plan "works". Thanks to the IT Services Infrastructure Team for the planning and dealing with the recovery on the day.

Summer Planning

As always, there is a lot of planning taking place for the Summer period, and this year, we are also co-ordinating our efforts with colleagues in Estates and Facilities. Russell Allen has helped us to produce a program plan for the critical items this Summer which includes a variety of projects such as Richmond C/D/E/F refurbishment, PC cluster cyclical PC replacement, Horton D24 access changes, Chesham B4.02 upgrades and networking various plant rooms for the Building Management System. There is also the usual IT "at risk" period coming up with various system updates and maintenance works planned.

CONNECT Survey

We once again ran the Connect survey, which is kindly supplied and interpreted by Rick Graves. This survey is designed to measure the level of connection that you have with your job. It was an anonymous survey. The results are now available for each of the five teams who participated (that's the three IT Services teams, LSS Customer Services, and the IT Service Managers).

“Account Management” Meetings continue

The new account management process has been established. We have continued to meet the School IT Manager’s (and/or nominees) every month since the start of this Session and we are also meeting Academic Schools and Corporate Services teams in regular review meeting including Deans and Directors. We are also getting some excellent feedback from the LSS representatives on the Staff Student Liaison Committees which we are using to follow up and improve services. This process will evolve over the next year but appears to have got off to a good start.

eFile - the new name for ePository

eFile is the name of the University’s document management system. Previously known as ePository, it has had a major overhaul and is accessible at <http://efile.brad.ac.uk>. The basic service is available to all staff and students on-campus, with extended permissions you are also able to access further features. Key features include:

- Students can access Past Exam papers
- Staff can store documents electronically, such as Word/Excel direct from the PC. The documents are
- checked-in, viewed but only changed under version-control. This allows sharing of documents, but also protecting them from unauthorised changes.
- With extra software staff can scan paper documents into eFile.
- With extra software staff can transfer emailed documents into eFile without opening or scanning the document.

The eFile system can be made to link directly into other software applications. For example, there is a link into SAINT which allows a student’s record to connect to the supporting documents. We intend to set up a showcase event during the next academic session, allowing University staff to have a say in which features are developed next.

Document Scanning: beyond enrolment

Admissions documents are now scanned by all Schools/Depts, with the newly re-launched eFile system providing a paperless central document management system. Four Schools are also using eFile to store their internal student files, again reducing the amount of paper being stored.

APPENDIX 1

IT Services Awards 2009/10

Handheld Learning Award Winners - Supported by IT Services at Bradford

A University project - The Assessment of Learning in Practice Settings (ALPS) <http://www.brad.ac.uk/alps/> won the 2009 Handheld Learning Awards for Innovation & Best Practice in the Tertiary, FE & HE category. This involves colleagues from across the University with participation led by the School of Health Studies. We are particularly pleased that this award is shared with John Fairhall and Zee Miran who provide the pioneering "shared support service" on behalf of the consortium based at the University of Bradford.

Excellence in Knowledge Transfer Interdisciplinary Working Award

Colleagues involved in the MEDS project were invited to present to the judging panel and received the award at a formal dinner. Congratulations to John Fairhall and colleagues Chris Dearnley, Stuart Walker and Jak Radice.

Green Impact Award Winners

IT Services obtained a Silver Award and two special awards at the internal Ecoversity Award event in June 2010. One award was for Innovation which related to a range of energy saving initiatives introduced by the Infrastructure Team led by Geoff Bell, including the purchase of energy compliant equipment, improvements to student printing, and a continuing reduction in the number of computer servers to run systems using new virtualisation technologies. The other award was the Best Energy Saving Idea which was awarded for the introduction of the Pharos "pull printing" solution led by Simon Bower and Dougie McHattie in the Infrastructure Team.

Submissions to Times Higher Education, UCISA and Green Gown awards

The Vice Chancellor's Group supported the request in January to submit successful IT activities for national awards. It was agreed that we should make a submission to the Times Higher Education awards for Outstanding ICT initiative for the Computer Aided Assessment facility (F42). We received help and support from colleagues in TQEG and Marketing to put together the bid. The project has been a team effort involving many people and various external supporters – in January 2010 over 1,500 student assessments took place (there were 400 in 2009). We followed up the submission to the Times Higher Award, with submissions to the UCISA Award for Excellence and the Green Gown Awards (first stage submission for outstanding ICT initiative). We were unsuccessful in the UCISA submission which has been awarded to Canterbury Christ Church with its iBorrow project.

National Student Survey 2009/10

- 85% of students said they have been able to access specialised equipment, facilities or room when I needed to.
- 84% of students they had been able to access general IT resources when they need to.

IT Satisfaction Survey conducted monthly during 2009/10 – some verbatim comments

- "Very helpful, explained what needed to be done, work done very promptly. Very pleased indeed"
- "Really good and clear explanations regarding the situation both verbally and via follow up email"

- “The ICT service desk provided prompt responses to my query with successful outcome”
- “Good that I was given advice on how to solve problem myself in the future.”
- “Very quick turnaround and very helpful in explaining the problem to me”
- “I have had several different problems attended to over the past couple of weeks. The service has been absolutely excellent, in all cases.
- “Thank you for explaining where I had gone wrong, I have since been able to correct this problem on my own now I know how to do it.”
- “very good service thank you”
- “The staff in ICT are very helpful and pleasant.”
- “I find that anything outside of a very rigid set of criteria is not supported by this service leading to incredible amounts of stress, and a feeling which is the opposite of support.”
- “I could not communicate with clients which has caused delays in the work i do.
- “No option to choose 'dissatisfied'. Didn't have access to user area for nearly all of my working day. However, I understand it was an exceptional circumstance”
- “I was not notified that the job had been resolved. This would have been useful”

APPENDIX 2: Staff Reflections

New structure for LSS and IT Services

At the start of the year, Sara Marsh announced the changes to both the Learner Support Services structure (as a result of the creation of a new Academic Development Unit), and also the recruitment process for two new posts (Head of LSS Customer Services and Head of Library Services). IT Services announced that it was to establish three teams to be known as:

- IT Infrastructure Team. Geoff Bell is Head of IT Infrastructure and also Deputy Director of IT Services
- IT Systems Team. Philip Briggs is Head of IT Systems
- IT Support and Telecoms Team. Roger Goodair is Head of IT Support and Telecoms

The PVC for Strategic Systems Development (Prof Rae Earnshaw) stepped down at the end of July 2009 after almost 5 years leading the e-strategy and related developments. We established a process to continue the embedding of e-strategy developments within LSS and the IT Service. Rae brought a particular focus to delivering improvements to the student experience and supported vital investments in IT and business projects throughout his period of office.

IT Services Staff Departures

- Susan Fellows after 35 years service making a wide range of contributions in Data Processing, Administrative Computer Unit through MIS to IT Services.
- Sara Eyre's retirement from the end of July having completed over 30 years service to the University. Colleagues have expressed sincere appreciation for all that Sara has contributed to our University and the broader Higher Education community in such a long and distinguished career.
- Julie Wilson in the ICT Service Desk team successfully applied to begin a full-time degree course at Bradford University commencing September 2009. Julie is studying Psychology and Crime.
- Rachel Watson left for a period of maternity leave.
- Michelle Peel moved on to a new part-time role with the Finance and Purchasing team at the School of Management.

IT Services Staff Arrivals

- Rick Graves to an indefinite appointment in the IT Systems Team
- Zeeshan Miran (Zee's) fixed term appointment as ALPS Support Officer within IT Services was extended for a further fixed term until 31 August 2010.
- Jamie Ansell's to an indefinite appointment as Computer Officer in the Infrastructure Team.
- John Fairhall to an indefinite appointment as Mobile Technology Adviser in the IT Systems team.
- Sian Norman and Javed Iqbal began with us in September to deliver the Finance Business Systems Support project.
- Hamza Kabani joined the team on a fixed-term basis to help with externally funded project work for ALPS and related mobile support.
- Douglas McHattie fixed term appointment as Computer officer within IT Services was extended for a further fixed term to 31 July 2010.

- Shukhrat Hodjaev joined us via the Jobshop as a student helper in the ICT Support team. Shukhrat is a final year undergraduate here at Bradford, studying Computing and Information Systems.
- Chris Brogden joined the IT Support and Telecoms Team on a one year fixed term contract.
- Verity Taylor to an indefinite post of ICT servicedesk coordinator in the IT Support and Telecoms Team.

Long Service Awards

- Jill Bell and Paula Burnett received 25 year service awards. Congratulations to all those others who attended the celebration event, including Geoff Bell who has also completed 25 years service. Nadarajah Thirugnanasothy (Thiru) completed 25 years service in September.

APPENDIX 3: ICT Servicedesk Annual Report 2009/10

This report is available from: <http://www.bradford.ac.uk/lss/it-services/support/reports/index.php>

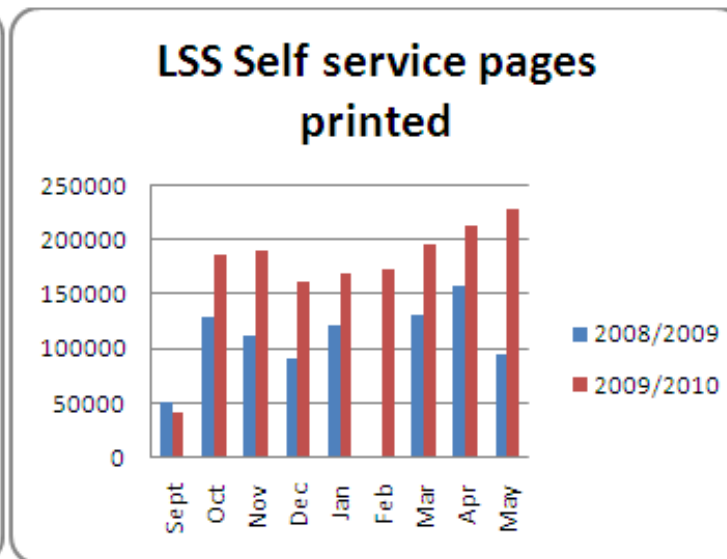
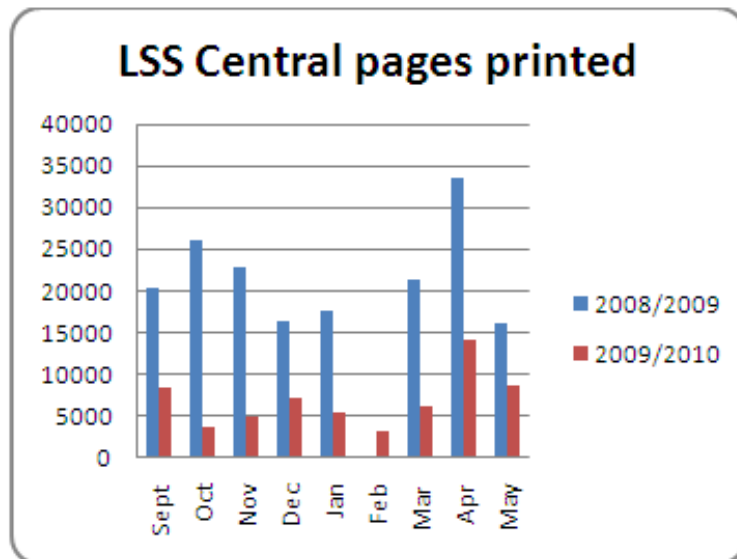
APPENDIX 4: IT Services – Key Metrics

Printing

1. Self-service print volumes have INCREASED by at least 75% year-on-year total volume in 2009/10 of over 1.5 Million pages.
2. Printing that involves LSS staff intervention has DECREASED by at least 65% with total volume of 62k pages in the JBP Building.
3. The self-service printing volume in the non-JBP Building facilities (Chesham, Richmond) have overall DECREASED by at least 18% with a total volume in 2009/10 of 64k pages.
4. Total student revenue from printing went up to £82k an increase of £17k despite a reduction in the price for each print. Clearly the operating costs for the service in terms of printers and consumables as well as the purchase and running of the Pharos system have also increased operating costs.

Notes

1. Pull printing (Pharos) introduced at start of session 2009/10
2. Pricing policy changed reduced by 20% from 6p to 5p per sheet for 2009/10
3. There is missing data for February in 2008/09 so the changes are “conservative”



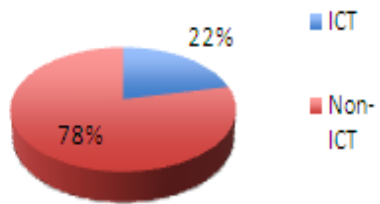
Energy Consumption (For all IT across the University)

Category	Energy Use (kWh/y)	%	Energy Cost (£/y)	CO ₂ emissions (kg/y)
High Performance Computing	183,303	5.8%	15,581	98,437
Servers	855,550	27.1%	72,722	459,448
PCs	1,046,155	33.1%	88,923	561,806
Networks	498,278	15.8%	42,354	267,585
Telephony	185,011	5.9%	15,726	99,355
Imaging	295,487	9.4%	25,116	158,683
Audio-Visual	96,395	3.1%	8,194	51,766
TOTAL	3,160,179	100%	£268,615	1,697,079

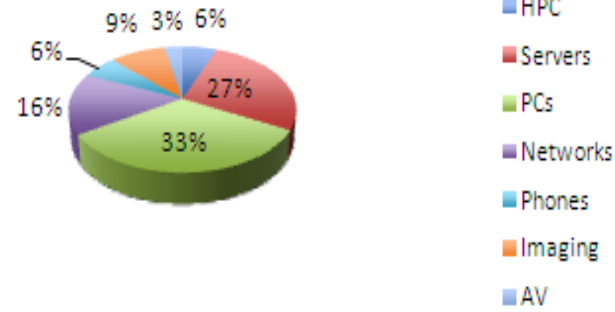
During 2009/10 we conducted the first comprehensive audit of IT energy consumption for all parts of the University. This was based on a benchmarking tool: SustelIT ICT Energy and Carbon Footprinting Tool. There is a tolerance of 10% in the figures produced by this benchmarking tool.

The total annual cost of energy for the University's IT estate is in the order of £250-300k. The total annual energy use is in the order of 3 to 3.5 Million kWh. This represents about 22% of the total energy bill for the University. The most significant component of energy use is desktop PCs.

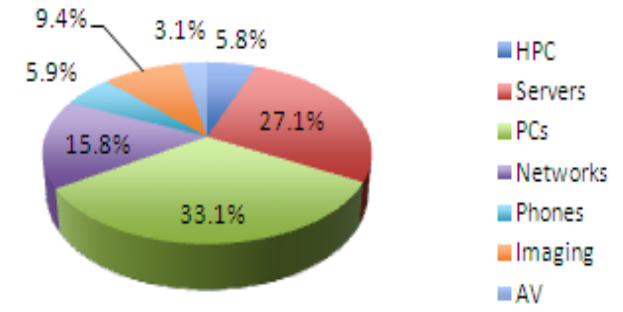
ICT and non-ICT electricity use



Energy Use (%)

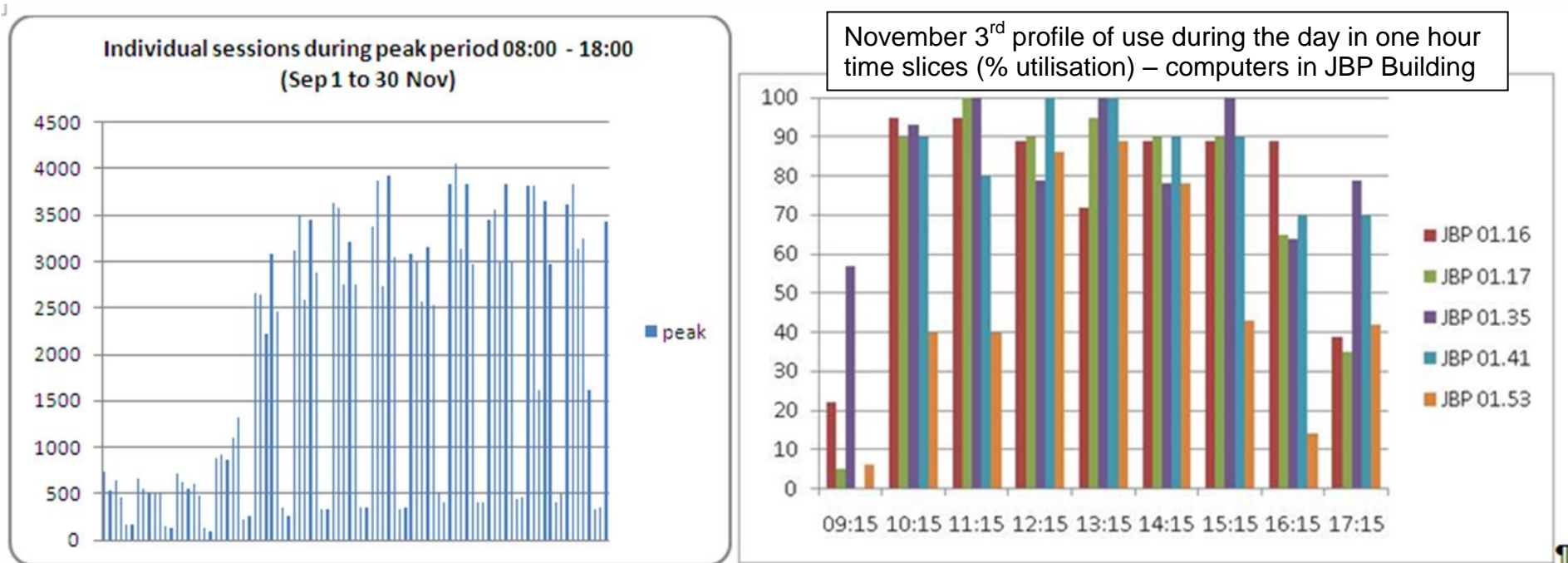


Energy Cost (%)



PC Cluster Analysis

- A preliminary analysis of PC cluster room use was developed during 2009/10.
- The University has a number of PCs that are centrally managed and which are available for bookable teaching or assessment purposes as well as general use by students when they are not timetabled. It is a capacity of over 550 computers available in a wide range of different size facilities in different buildings
- It is a complex analysis because students do not use PCs uniformly when they are available for general use. We have converted the usage into sessions which comprise a start and finish, and these times are spread throughout the day. Multiple sessions on one PC could be a student repeatedly logging onto the machine.
- We have provided an overview of the total number of individual sessions in a 24 hour period over a three month period from September 1st through November 30th 2009. In these charts there is less use on Saturday/Sunday and also a dip in use on Wednesday afternoons. There is also growth in use over the 3 month period as activity builds after the start of the Session.
- On the busiest day recorded there were over 4,400 sessions in a 24 hour period.
- Each session varies in length but taking the data across November and excluding “quick use” PC’s 43% of sessions last up to half an hour, 27% of sessions are up to an hour, 19% are up to two hours and the remaining 11% are over 2 hours with maximum duration of 8 hours.
- The profile in individual cluster rooms has been prepared for two of the busiest days for the Chesham PC cluster and for the range of facilities in the JB Priestley Building. All facilities are very busy – this confirms the student view that there are few PCs available for use during peak hours and within the JBP Building.
- A different profile has been generated to show the estimated number of “free” machines that are available across all of the facilities during peak hours. This has assumed that a 95% utilisation in a room is capacity on the basis that there may be some PCs out of service at any time.
- We have seen significant growth in CAA resulting in over 1,500 student assessments in January 2010 (from 900 in Summer 2009).

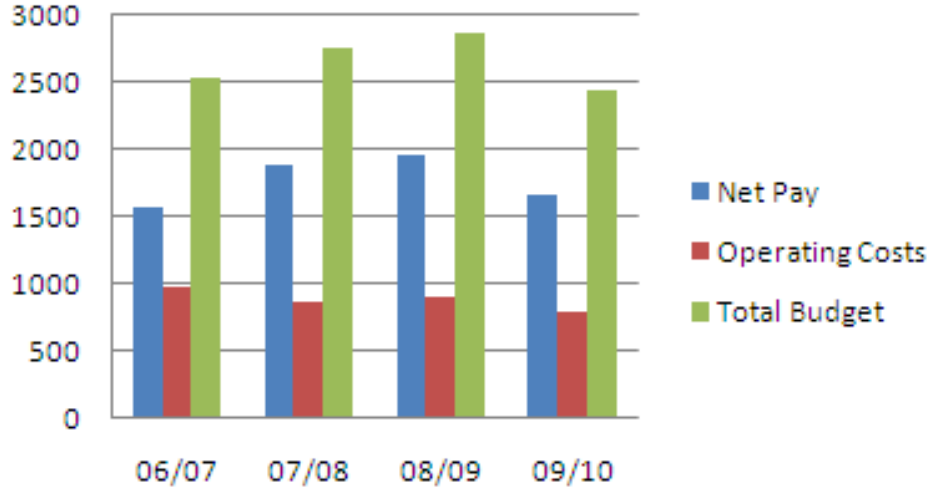


IT Services Budget

The profile of IT Services budget and how it has changed – these figures are taken from annual approved budgets:

	2006/07	2007/08	2008/09	2009/10
Income	£133k	£137k	£130k	£172k
Salary costs	£1695k	£1880k	£2013	£1711k
Vacancy Factor	(£135k)	(£47k)	(£54k)	(£60k)
Net Pay Costs	£1,559k	£1,833k	£1,959k	£1,651k
Operating Costs	£973k	£858k	£892k	£783k
Equipment Depreciation	£92k	£60k	£39k	£46k

IT Services Annual Budget £(000)s



IT Services Key Service Availability

The IT Service publishes real-time service information on the University home page at: <http://www.bradford.ac.uk/lss/it-services/status/>

This is a transparent mechanism for all students, staff and visitors to see how key services are operating using a simple traffic light approach. The information is also provided in a format called RSS which allows feeds to other web-based systems. It is also displayed graphically on large screens within the JBP Building.

There are three IT “at risk” periods during each year. These are published in advance and we reserve the right to interrupt service if necessary during these periods – this is recorded as scheduled maintenance and not included in the service availability. The following information is available for key services and the equivalent availability is based on 220 working days (8 hours per day)

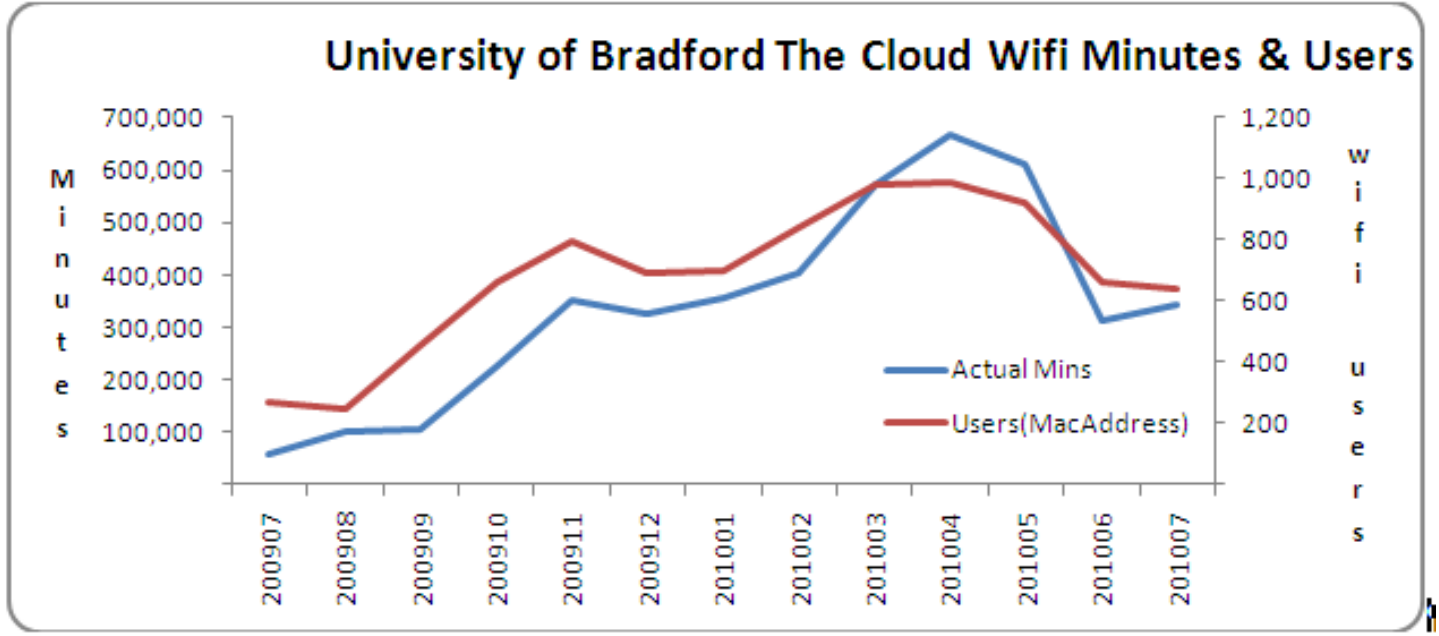
Key Service	Number of Service Interruptions (during the academic session 09/10)	Total Service Downtime (Hrs during working day)	Equivalent Availability during working hours (%)
Blackboard	11	24	98.64%
Email	6	5	99.72%
Filestores - Staff (G and H Drives)	5	7	99.60%
Filestores - Student (M Drives)	3	4	99.77%
Internet (external)	2	2	99.89%
Meeting Maker	4	4	99.77%
NotifyLink	2	10	99.43%
PebblePad	3	4	99.77%
Printing - Staff	1	1	99.94%
Printing - Student	5	5	99.72%

Key Service	Number of Service Interruptions (during the academic session 09/10)	Total Service Downtime (Hrs during working day)	Equivalent Availability during working hours (%)
Resnet / Roamnet	2	7	99.60%
Site Manager	0	0	100%
Web Catalogue	1	3	99.83%

Wireless Networks

Month	Actual Minutes	Unique Users
2009-07	57,468	271
2009-08	103,222	251
2009-09	105,292	455
2009-10	226,591	664
2009-11	351,475	794
2009-12	326,892	691
2010-01	357,162	701
2010-02	404,538	839
2010-03	570,281	983
2010-04	666,280	989

Month	Actual Minutes	Unique Users
2010-05	609,773	919
2010-06	311,550	661
2010-07	342,948	641
Grand Total	4,433,472	4,133



APPENDIX 5: IT Services Completed Projects 2009/10

Section One: Completed and Suspended Projects (tracked since January 2010)

Project Description	LSS/IT Services Lead	Link to Strategy
Points-Based system to support the Borders Agency requirements for international students – links between databases and also tier 4 attendance. COMPLETED	Philip Briggs	External (legal compliance) Link to project 8
Exploiting e-vision project: sub-project relating to web accessible portal for overseas agents and online admissions COMPLETED	Philip Briggs	Academic Administration
Snapshot admissions data comparisons (for Admissions) COMPLETED	Philip Briggs	Academic Administration
Marketing tracker (for Marketing and Corporate Communications) COMPLETED	Philip Briggs	Academic Administration
Oracle 10g grid control for database resilience improvements COMPLETED	Geoff Bell	Learner Support Services
Upgrade application databases to Oracle10 COMPLETED	Geoff Bell	Learner Support Services
Further work on F42 Sunray cluster image management and performance to deliver computer aided assessment requirements. Performance issues with the HUB resolved. COMPLETED	Geoff Bell/Philip Briggs	Learner Support Services
Withdrawal of network services to CRM in the Halls (Summer 2010) including impact on network routing to other University sites (e.g. Unity). Service extended for further year including NorMAN	Roger Goodair	Finance and Commercial Services

Project Description	LSS/IT Services Lead	Link to Strategy
COMPLETED		
Complete outstanding actions from the IT Services Change Management Board COMPLETED	Graham Hill	Learner Support Services
Research Support Systems – e.g. research data capture and Individual Research Monitoring Exercise – process review (by Jan) COMPLETED	Philip Briggs	Research
Online Module Catalogue web-search (for ASSU) COMPLETED	Philip Briggs	Academic Administration
PC Cluster Usage – Analysis and potential follow up action COMPLETED	Graham Hill	Estates Strategy
Purchase of Finance Inventory Management Module COMPLETED	Graham Hill	Finance and Commercial Services
Contact Management/Alumni/Fundraising – system “thankQ” COMPLETED	Philip Briggs	Academic Administration
Research tool (for Marketing and Corporate Communications) COMPLETED	Philip Briggs	Academic Administration
Tender Exercise for mobile telephony corporate contract COMPLETED	Roger Goodair	Learner Support Services
PABX Maintenance invitation to tender process and contract award COMPLETED	Roger Goodair	Learner Support Services
Electronic Notebook for Researchers extension of initial pilot NOT FUNDED (ISC DECISION APRIL 2010)	Sara Marsh	Des Tobin (e-strategy project sponsor)

Project Description	LSS/IT Services Lead	Link to Strategy
Annual Student Experience Survey for IT Services (April 2010) SUSPENDED (to April 2011)	Pricilla Preston	
Authentication: Simplified Sign On project – ATHENS replacement. SUSPENDED	Polly Dawes	E-Strategy (Project D)
Impact analysis and planning in relation to the proposed University of Bradford and Leeds College of Music merger MERGER DISCUSSIONS CONCLUDED NO FURTHER ACTION	Graham Hill	Senior management led
Collaborative Working Project – looking at potential opportunities in securing greater efficiency and productivity by adopting more joint working practices and sharing services (6 pilot projects) NO FURTHER ACTION	Graham Hill	Senior management led

APPENDIX 6: Major Service Interruptions and IT Services response in Academic Session 2009/10

Date	Problem	Duration	Impact	Cause	Follow up action
18 Nov 2009	Systems Unavailable	7.5 hours	Blackboard	Electricity Interruption	
27 Jan 2010	Blackboard unavailable	3.5 hours	Students and staff unable to access	Oracle Database Problem	
4 Mar 2010	Blackboard unavailable	2.5 hours	Students and staff unable to access	Disk storage containing Blackboard content unavailable	
10 Apr 2010	Library Catalogue not available	2 days	Manual workaround	Millenium fault	New backup procedure in place
19 Apr 2010	Blackboard unavailable	1 hour	Students and staff unable to access	Oracle Database Problem	
21 Apr 2010	Systems Unavailable	8 hours	Some PCs shutting down and refusing to log back into network	The supplier, McAfee, issued a defective update to the campus-wide anti-virus software that caused part of the Windows systems to be recognised as a virus.	New procedure
30 Apr 2010	M Drive not accessible	2 days	A number of students unable to access file storage over Bank Holiday weekend	Comms Error and system needed restart	

Date	Problem	Duration	Impact	Cause	Follow up action
17 May 2010	Blackboard unavailable	4 hours	Students and staff unable to access	Disk storage containing Blackboard content unavailable.	The disk storage responsible for this and a previous incident is being replaced during the July 2010 "at risk" period.
24 May and 7 June 2010	Email Blacklisting	1 day	Some email delivery was delayed for several days.	The University was blacklisted by third parties including Yahoo. In both cases this was because a user had replied to a "phishing" email that requested their account details. The username and password were then used by professional spammers to send tens of thousands of email messages through our mail system.	Information and advice regarding "phishing" were republished. Note that this still represents a significant risk that can only be reduced by a fundamental change in the way that services are provided to remote users.
28 May 2010	Loss of all power to the E60 Computer Server Room including air conditioning	4 hours	Many services were affected but the service impact was minimal due to the successful operation of the standby generator.	Unplanned electricity interruption during Estates testing for the CHP/HV project which caused failover onto the standby generator.	Two items of equipment failed due to incorrect cabling. These will be rectified during the July 2010 "at risk" period. Lessons Learned Document Prepared

Date	Problem	Duration	Impact	Cause	Follow up action
10/11 June 2010	Systems Unavailable	16 hours	Various services interrupted	Planned Electricity Interruption as part of the Communal Building refurbishment project.	Lessons Learned Document Prepared
Ongoing	Issues with synchronizing mobile devices with calendar and email	ongoing	Unable to access email and diary on mobile devices	Issues with Notify link software	Ongoing

Major successful changes during "at risk" period

Christmas 2009: A number of major changes and upgrades were implemented during the agreed at risk period including launch of new data storage capacity (for staff filestore on Novell), upgrades to the email service, hardware upgrades to the SAINT test, development and web environments, and Blackboard software patches.

Easter 2010: During the April period a number of actions were taken including the SAINT service upgrade, which was effectively a double upgrade as the users had postponed one upgrade from Christmas. The upgrade is a team effort including the supplier (Tribal), Sue Schmassmann and Richard Davis on the e-vision functions. We were also performing a three day pro-active performance test on the Blackboard service with the supplier to predict the service capability when fully loaded and beyond. The tests which were mainly conducted overnight went well and we await the results. Finally a number of services were patched and re-started and this included a switching one of the fibre network channels which also went without a hitch.

Business Continuity – real life successes

Unfortunately the main campus suffered two electricity interruptions in the last six months. On each occasion they lasted only a few seconds but sufficient to cause various service interruptions within Buildings (trip switches for example) and also to various IT Services. The good news is that all services were restored within the current "Recovery Point" targets and "Recovery Time" Objectives. These were established during 2009 as part of the University project on emergency planning and were developed using external consultants. No data was lost despite data storage systems being affected. There are several things being followed up, and potential new investment to put right. There is a tracker of those issues and we will be following up.

Business Continuity Improvements

IT services has taken part in a national initiative supported by UCISA to identify the costs of IT downtime to the HE sector.