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Foreword

I am delighted to share with you The University of Manchester IT Services Business Plan for 2016/17.

We start this academic year with a substantial set of challenges; we need to ensure that our core IT services deliver day to day for our University and that we are staffed and focused to deliver significant change. We also need to collaborate on defining our future purpose and operating model, such that we can deliver a strategic and sustainable suite of services that will support Manchester 2020.

Last year, we undertook some restructuring and said goodbye to a number of colleagues – part of our challenge this year is to fully deal with the consequence of that, reflect on the learning that brings us and plan jointly for our future strategy.

Before I look ahead to 2016/17, I’d like to reflect on some of our achievements from 2015/16:

- Through the combined efforts of Service Delivery and our Projects function, we moved the University’s primary Data Centre facility from the Kilburn Building to a new, secure, reliable and efficient offsite location at Telecity Joule house
- The Data Centre move has enabled space to become available to begin refurbishment works in a section of the Kilburn Building, in preparation for bringing all of our people together into a fit for purpose environment, to facilitate better interaction with ourselves and our customers
- We created a new IT Support Centre and now plan to embed further service improvements through a new delivery model for 2016/17
- We supported the establishment of the University’s Cyber Security programme to improve our underlying threat detection and encourage behavioural change through increased cyber security education and awareness
- We implemented initial standards and a framework for project delivery, which we will now work to mature during 2016/17
- Working in partnership with the Directorate of Student Experience we delivered a revised MyManchester platform and now have a robust foundation to build on for our students
- We initialised the Student Lifecycle Pilot and concluded the approach for delivering a broader Student Lifecycle Programme across the University which will underpin excellent services for our future students
- Our IT Strategy and Roadmap has matured and has gained senior buy-in for future direction
- Our Research IT services are now well defined and provide an excellent platform for defining and delivering the Research Lifecycle and other Research IT capabilities

I want to acknowledge the difficult circumstances that our IT colleagues went through last year and thank them all for continuing to focus on delivering these significant achievements in the light of those changes - a very challenging year. Collaborating closely with University customers and IT suppliers, IT Services has responded quickly and positively to customer needs - bringing to bear our combined capability. Where IT problems have threatened to impact delivery of key services, our combined efforts have been prompt, decisive and effective.

There is no doubt that the coming year will present the University with more challenges still, as it endeavours to proactively support students and colleagues in the uncertain times ahead. Working with and through our IT Business Partners and our many IT Services teams, our aim is to deliver sector-leading digital and IT services solutions, which enable the University to provide an outstanding experience for students and researchers, and underpin Manchester 2020.

I look forward to working with our University colleagues, our IT staff and our suppliers to make these ambitions a reality.

Malcolm Whitehouse
Director, IT Services
Our mission

“To deliver sector-leading digital and IT services solutions, which enable the University to provide an outstanding experience for students and researchers, and underpin Manchester 2020.

We will achieve this through innovation, collaboration and technical excellence which will be responsive to the changing needs of the University community.”

Our vision for the future

21st century technology for a 21st century University - seamlessly shaping our future together.

The use of information and digital technologies has the power to disrupt and reshape the higher education landscape. Our University currently has a complex legacy of interwoven technologies and applications which need investment for simplification, rationalisation and modernisation to enable future excellence.

Our vision is to deliver excellence in service, change and innovation, by leveraging our existing IT staff, technologies and processes together with industry ‘thought leadership’ and a modernisation agenda, we can deliver a digital experience that is fit for our University’s global vision.

We will use an agreed set of Key Performance Indicators (KPIs) to measure our performance against this vision, from the starting baseline established in July 2016.

Our priorities

Today and every day, we will:

• Maintain delivery of our live services across the University
• Resolve incidents quickly
• Provide agile IT solutions to support the University’s business objectives

Tomorrow and in the weeks ahead, we will:

• Deliver incremental improvements to existing services
• Enable the University’s strategic goals through our Student Lifecycle, Research Lifecycle and other IT Roadmap developments
• Deliver and prepare the key enablers for 2016/17 and beyond (Cyber, Estates, Infrastructure, Sourcing, Digital Roadmap, Agility and Innovation)

In the coming months and years, we will:

• Modernise IT Services to be fit for Manchester 2020 and beyond
• Work with the University to agree sponsorship and funding for our IT Roadmap
• Define and implement a revised operating model for IT Services
Delivering our services

Our key services are delivered through a collaborative framework which we are continuing to refine. At the heart of this refinement will be various programmes of work to modernise IT Services, championed by our IT Leadership Team. These will involve all people in IT Services as well as colleagues across the University in contributing to define our future IT operating model.

For the start of 2016/17 however, we will continue to deliver through our current service model.

Key services

1. Collation of new IT requirements and conducting feasibility assessments – our pipeline of IT initiatives, owned and managed through our IT Business Partners

2. Project setup and mobilisation – from feasibility studies into projects, managed through our IT Business Partners and into our Projects function

3. Setting up new IT services, managed through our Project teams following initial requests via our IT Business Partners

4. End to end management of IT services – as defined in our Service Catalogue, including the channels to access these services

5. Management of end user computing services – including PC and telephony, hardware and applications, overseen by our Service Delivery and Infrastructure team

6. Day to day support for both using and accessing existing services, through our IT Support Centre

7. Management of IT incidents, queries and requests through the online, self-serve IT Support Centre

8. Local support services, provided through our Field Support teams and supported through the University Library and its Digital Support teams where relevant

9. Specialist IT support and consultancy services, provided through our Research IT and specialist computing teams
Working to agreed principles

It is important to outline the principles that we will recognise, make space for and embed in all that we do, in terms of the design, development and delivery of great solutions for our University:

- We will be creative: exploring and evaluating possibilities beyond the obvious, to deliver an excellent customer experience
- We will respect, trust, value and develop our people, ensuring that IT Services is a great place to work
- We will communicate consistently and honestly with ourselves and our stakeholders
- We will support and learn from each other to achieve our clearly aligned individual and shared goals, in order to deliver success for the University
- We will take accountability; challenging ourselves, asking whether we are doing the right thing in the right way

Our IT Business Partners

As our key touch point with the University, our IT Business Partners and the Head of Research IT ensure smooth dialogue with our business colleagues. They work to:

- Shape and oversee the IT Strategy for their customers and colleagues, enabling change at the pace the University needs
- Leverage capability from across IT Services to provide a professional, business focused and seamless IT service
- Deploy the business held IT budgets effectively, to deliver value in terms of quality, cost and timeliness of service

Managing risks

We deliver our services within a formal risk management and governance framework, working to reduce the University risk profile, in partnership with the University Risk and Emergency Management Group (REMG). IT risks are managed as:

- Strategic risks, by our IT Leadership team
- Operational risks, by our Service Delivery and Infrastructure team
- Security risks, by our IT Security team
- Project risks, by our Project Management teams
- Strategic project risks, by our Portfolio Management team
Our plans for 2016/17

Introduction

IT Services operates within the framework of the University’s Strategic Plan; ensuring our objectives and KPIs are in tune with the overall goals of the University.

The key goals to which IT Services contributes are captured within Manchester 2020.

We will work through annual objective setting and management processes, as a key partner within the University’s Professional Support Services, to drive and support University priorities and enabling strategies; prioritising what we do and working effectively across organisational boundaries, both within the University and outside.

The key enabling strategies for the University are summarised as:

1. Quality people
2. World-class estate
3. Financial sustainability
4. A reputation for excellence
5. An international institution
6. Quality services

The University's priorities for 2016/17 are to:

• Create the financial headroom to invest in our future ambitions, through identifying sources of additional funding, efficiencies and areas for strategic investment
• Increase efficiency and effectiveness in University processes and procedures through simplification and standardisation

Our objectives

The objectives for IT Services 2016/17 are:

1. To live within our financial allocation
2. To continue to increase IT capability
3. To transform and innovate in areas that deliver digital transformation
4. To continuously improve the performance, robustness and resilience of the University’s IT systems
5. To continuously improve our performance in managing current IT suppliers
6. To successfully deliver our future IT contracts
Objective 1 -
To live within our financial allocation

Planned outcomes for 2016/17:
To deliver programmes and services within our agreed budget, managing associated risks.

Our approach:

• Conduct regular financial appraisals to ensure IT Services lives within its core and investment funding allocations
• Manage the consumption of IT resources across the Directorate, sharing knowledge and expertise to embed a demand focused, cost conscious culture
• Deploy our skilled IT Services and contractor resources appropriately to deliver IT services that add real value
• Continually review our workforce plans and take action to alleviate over-reliance on key IT colleagues - 'single points of success'
• Continually review and prioritise a pipeline of investment, assessing the financial benefits and business opportunities.

Objective 2 -
To continue to increase IT capability

Planned outcomes for 2016/17:
To increase the capability and professionalism of our staff, achieving the priorities within our People Development Strategy.

Our approach:

• Encourage all corporate IT staff to complete an assessment against the Skills Framework for the Information Age (SFIA) and to agree a development plan by January 2017
• Review our recruitment activity and challenge it to create headroom for new, key roles whilst living within our financial means
• Increase investment in learning and development to enhance our IT capability, evaluating the benefit of learning interventions
• Continue to increase our leadership and management capability and consistency across all functions
• Build on the success of existing Communities of Practice to develop and share standards and methodologies, building on our relationship with the British Computer Society to help achieve this
• Develop a collaborative working space in the Kilburn Building in support of a modern IT organisation
• Establish a measurement framework of excellence in IT delivery, based on leading industry standards, including IT Infrastructure Library (ITIL); Capability Maturity Model Integration (CMMI) and The Open Group Architecture Framework (ToGAF)
Objective 3 -
To transform and innovate in areas that deliver digital transformation

Planned outcomes for 2016/17:

• To fully realise the business and financial benefits of projects prioritised by the University’s Change and IT Projects sub-committee (CITP)
• To achieve an annual increase in the pace and quality of change delivery
• To increase delivery and use of shared services across the University

Our approach:

• Deliver a portfolio of IT changes on behalf of the University, taking remedial action where appropriate to ensure that business and financial benefits are realised
• Identify and agree the approach to deliver our IT Strategic Roadmap
• Deliver the key IT enablers for the Student Lifecycle Programme
• Deliver the key IT enablers for the Research Lifecycle Programme
• Lead in embedding an innovative approach across the University to generate, evaluate and rapidly deploy ideas that add real value
• Respond faster to business priorities through development of Agile delivery and federated delivery models
• Use customer insight to ensure that student requirements are built into system designs
• Deliver a programme of support and assurance to ensure that projects are fully compliant with our IT Strategy
• Work with the University to define an approach to business strategy and architecture, that can provide oversight to our IT Strategy

Objective 4 -
To continuously improve the performance, robustness and resilience of University IT systems

Planned outcomes for 2016/17:

• To increase service availability to meet University needs
• To ensure agreed enhancements to IT systems are delivered to time and budget
• To capture and implement improvement ideas in accordance with University priorities, that demonstrate significant business benefits
• To achieve a positive customer satisfaction score using an industry acknowledged measure (eg: Net Promoter Score)
• To implement additional safeguards over the privacy of sensitive information, further mitigating the risk of data loss – most notably through completion of the Cyber Security Programme

Our approach:

• Exploit available management information to drive further improvements in system availability, in order to increase business productivity and the quality of service to customers
• Define service levels, implementing essential maintenance regimes and improvements to our IT infrastructure and services
• Better understand the impact of IT system down-time on our customers, to inform and guide the scheduling of future planned changes
• Prioritise enhancements to MyManchester, establishing an Agile delivery service
• Deliver the portfolio of projects as agreed for 2016/17 following the project review
• Listen and respond to the voice of our customers, through our IT Business Partners
• Set up and introduce an ‘ideas management’ system across IT Services
• Implement improvements to cyber security and behavioural change through education and awareness, as defined within the Cyber Security Programme
**Objective 5 -**
To continuously improve the performance of our IT suppliers

Planned outcomes for 2016/17:

To secure £1.2m of supplier savings whilst maintaining our ability to deliver key services.

Our approach:

- Identify opportunities to work collaboratively with suppliers to drive greater efficiencies and value for money from our services
- Complete the transition to our preferred supplier list
- Establish the means to deliver services via third parties
- Create a framework for the review and management of our top 20 contracts
- Establish Supplier Governance Meetings for critical suppliers
- Segment and categorise our top 20 suppliers; agreeing our IT Supplier Strategy and service improvement plans
- Establish a SharePoint site to better collaborate in managing our suppliers
- Draft and agree commercial awareness coaching and training processes, especially for colleagues involved in engaging with suppliers
- Review benchmark clauses in our existing contracts and plan future benchmarking activities

**Objective 6 -**
To successfully deliver our future IT contracts

Planned outcomes for 2016/17:

To further define and refine our IT Sourcing Strategy, in line with both the needs of the University and the needs to deliver our target IT Services Operating Model.

Our approach:

Establish a Sourcing Board that will govern the following key procurements in 2016/17:

- **Storage infrastructure**
  - Contract award due, Q3 2016
  - Service due to commence, Q4 2016
- **Two-factor authentication**
  - Contract award due, Q4 2016
  - Service due to commence, Q4 2016
- **Systems integration**
  - Alliance Manchester Business School Worldwide:
    - Contract award and service due to commence, Q3 2016
  - University wide:
    - Tender due, Q4 2016
    - Contract award and service due to commence, Q2 2017
- **Campus Solutions hosting**
  - Tender due, Q3 2016
  - Contract award and migration due to commence, Q4 2016
- **Testing (as a managed service)**
  - Service due to commence, Q3 2016
- **Contractor preferred supplier list changes**
  - Due to complete, Q3 2016
- **Networks**
  - Tender due, Q4 2016
  - Service due to commence, Q3 2017
Our people

Development

Our People Development Strategy summarises our people priorities.

We will invest in and develop the capability and professionalism of our people, working collectively to:

- Equip our people with the skills needed to improve services for our customers
- Demonstrate real business and personal value from our investment in learning and development
- Improve our leadership and management capabilities
- Introduce a ‘People Development Forum’ helping us to develop our approach for talent identification, succession planning and career progression, in order to allow our staff to follow a professional career path
- Introduce new talent into the organisation through a range of recruitment activities, in order to enable our people to support our strategic goals

Equality and diversity

Improving equality and diversity remains a priority, so we will:

- Identify how we can attract and support women in IT
- Improve access to IT roles for University staff, continuing to review our recruitment processes so that our vacancies reach a more diverse audience
- Deliver accessibility improvements to our most frequently used IT systems, expanding job opportunities and improving access to online services
- Demonstrate an improved end of year position against the University’s equality and diversity targets

Wellbeing

As we re-develop our working environment, we will introduce a ‘Colleague Forum’ to engage staff, taking an inclusive approach in order to make IT Services an exciting and motivating place to work. The forum will:

- Enable staff consultation on changes which will affect their roles
- Promote personal wellbeing and healthy lifestyles, helping to reduce the number of working days lost through sickness absence
- Consider the results of health and safety checks to support improvements in overall levels of compliance
- Review results and take action from the University’s biennial Staff Survey
Recruitment

Our IT organisation in 2016/17 will consist of circa 330 staff across all disciplines.

We will continue to recruit to key roles, ensuring that we maintain capability in critical areas, while living within our financial means by re-evaluating non-critical roles. We will also focus on our support of recruitment activity, to improve the timescales and outcomes of the recruitment process.

To fully support the recruitment lifecycle, the IT Directorate Support team will work closely with HR and managers to ensure that the delivery of services and projects is not adversely affected by staffing changes; while the Continuous Improvement and Reporting team will deliver a standard process for knowledge transfer when colleagues leave, building on lessons learned from staff movement in 2015/16.

Throughout 2016/17 we will be looking to recruit to a number of roles, encompassing a mix of skills and expertise across a range of areas.

Key roles we will be actively seeking to appoint to, include:

1. Head of Research IT
2. Head of Service Delivery and Infrastructure
3. IT Security Manager (Strategy, Security and Architecture)
4. IT Service Delivery Manager
5. IT Supplier Manager
6. IT Test Delivery Manager

Other key areas that we will be looking to recruit to, include:

1. Application Development and Maintenance
2. Application Support
3. Business Analysis
4. Business Relationship Management
5. Directories
6. Infrastructure
7. Research Software Engineering
8. Support Centre (including Field Support)
9. Service Integration
10. Service Transition
11. Solution Architecture
12. Supplier Management
13. Testing
Sustainability is integral to our thinking

Technology represents a major investment of the University and as such needs to ensure social, economic and environmental factors are built into its processes.

We will focus on delivering process efficiency throughout the University and ensure effective prioritisation so tangible benefits are realised from investment in IT projects.

We will continue to measure and reduce the carbon footprint of the IT estate and work with estates to find technology solutions for the provision of green buildings.

Sustainability is integral to our delivery

We put continuous effort into measuring and understanding our energy consumption, specifically metering the power usage of certain services and their associated costs.

We also report monthly on Data Centre power consumption and are looking to improve our reporting to cover the wider estate. Our aim is to understand what the complete IT carbon footprint is.

Further initiatives being explored to help reduce our energy consumption, include:

- Purchasing lower energy devices
- Managing desktop power consumption, via direct power on/off management
- Looking to new and emerging technologies that can further reduce our carbon footprint such, as Virtual Desktops

Sustainability is integral to our roles

In 2016/17 we will nominate an IT Services Sustainability lead and work to re-establish the IT Sustainability Group; cementing our commitment to sustainability initiatives and supporting working relationships with wider University sustainability partners.

The development of a longer term IT Sustainability Strategy will be a key priority for 2017, while we remain open to any ‘quick win’ opportunities to reduce our carbon footprint in the interim.
Working towards Manchester 2020

This Business Plan, supported by our IT Services 2020 Strategy, sets out our vision, goals and direction over the coming year. Together with our IT Business Partners and IT teams we will work to deliver sector leading IT solutions while supporting the wider objectives of the University as set out in the Manchester 2020 vision.

From developing our people and supporting diversity in the workplace, to increasing service capabilities while delivering an excellent customer experience, IT Services will enable our staff and students to work towards the University’s strategic vision:

“The University of Manchester will be a world-leading university recognised globally for the excellence of its research, outstanding learning and student experience, and its social economic and cultural impact.”

Contact: it.marketing@manchester.ac.uk