MANCHESTER
1824

The University of Manchester

IT Services
Business Plan
2019/20

Contents

Our digital vision

Creating a 'digital university'

Our vision is to connect our community so that the University of Manchester is a better place to live, learn, and work. We will do the following:

Create a better digital experience

- Transform customer journeys - enabling customers to interact with the University digitally for better and quicker outcomes;

- Develop smarter working habits - creating a 21st century workforce that is focused on delivery with bureaucracy minimised through automation;

- Deliver high availability technology - ensuring our services are available when and where they are needed.

Build a stronger community

- Encourage a connected place - locally provided technology brings our communities together and improves quality of life within the University.

Redefine how we operate as a University

- Enable collaboration - allowing us to work more effectively with our partners and each other;

- Become more digitally capable - building our future capability to deliver technology services through a broader range of partnerships including suppliers and other organisations.

How will we realise our vision?

Our strategic approach to creating a 'digital university' comes from two perspectives:

The behavioural, commercial and social outcomes we aim to achieve and the information technology we have in place which will evolve to enable these outcomes.

We will provide a stable, sustainable infrastructure that gives us flexibility and capacity to change.

We will provide the capacity to change and grow via application and information platforms architected with the future in mind and we will follow a set of defined, strategic principles to help shape our organisation.

Look back at 2018/19

The University of Manchester's IT Services Business Plan for 2019/20 builds on our digital vision for the future and outlines our high level objectives to support us in getting there.

Looking back, 2018/19 was about bringing to life a digital vision and strategy and prioritising change activity in support of wider strategic plans.

We started to implement activities to modernise our delivery of end-to-end services for customers, and provide the agility to respond to future customer demand.

We maintained the delivery of our services as defined through IT Modernisation; a radical organisational programme of change that will enable us to realise our digital vision.

Our key success factor in this was to build a collective ownership with our people for the services we deliver and to put them at the heart of how we modernise those services for the future needs of a fully digital university; a university with global reach.

Our aims for 2019/20

At a high level we will:

- Review and refresh the IT digital strategy in partnership with the new University strategy and vision, further aligning to longer term University goals;

- Further develop effective governance and project delivery through the embedding of the new strategic demand processes and strengthening our business relationships, underpinned with effective University governance;

- Continue to progress our strategic programmes of work, which will this year result in new services for the University;

- Build on further strengthening customer engagement with the University;

- Transition our IT Modernisation programme into business as usual;

- Work with our strategic partners (HCL and Roc Technologies) on a robust 'hybrid' service delivery model;

- Continue to reshape the organisation as we move towards our Target Operating Model;

- Introduce new governance, processes and ways of working;

- Implement a new set of agreed Service Integration and Management (SIAM) processes and capabilities to assure the delivery of current and new end-to-end services;

- Continue to progress our strategic programmes of work.

Our key success factor in this is to continue to build upon what we achieved in 2018/19, ensuring that we drive through organisational, technological and operational improvements collectively with our people, and further develop the services we deliver.

Objective 1

Define and agree a digital and IT strategy for The University of Manchester

Objective 2

Deliver the IT Modernisation programme objectives and benefits

Key outcomes for 2019/20

- Delivery of the 2024 strategy and roadmaps that meet the needs of the University;

- Initial assessment of digital capabilities across the University, together with the identification of existing capabilities;

- Build a 'change' capability into 'business as usual' to better align to the IT strategy;

- Improvement of governance in support of delivery time frames to ensure the IT strategy can be implemented;

- Embed an effective customer engagement channel and process and align demand to the IT strategy.

Key outcomes for 2019/20

End User Computing:

- Virtual Desktop Integration project;

- Cloud hosting project implementation;

- Office 365 roll-out University wide;

- Improved Service Integration and Management capabilities;

- Implementation of the Networks transformation;

- New end-to-end delivery framework implemented;

- Commencement of benefits realisation;

- Progressing towards the Target Operating Model;

- Extended Leadership Team refresh - defining and agreeing the role, remit, structure and engagement;

- Create and implement operational services with our selected partners.

Objective 3

Build the next five year capability model for IT Services

Key outcomes for 2019/20

- Career development support available for all staff;

- Training and development opportunities provided;

- Partnership working and upskilling with our chosen delivery partners;

- Workforce development strategy created;

- Competency framework created;

- Learning and development strategy created;

- Progress working towards the Target Operating Model.

Objective 4

Work with colleagues and partners to better articulate their needs and outcomes

Key outcomes for 2019/20

- Integrate the governance of IT-related change with the governance of all University-wide strategic change projects through the Strategic Change Sub-Committee (SCSC);

- Applications and digital: deliver and leverage the key strategic platforms and implement the platform way of working;

- Demand and engagement: refine and evaluate how we engage colleagues from across the University from demand to delivery through a maturing Customer Engagement Model.

Objective 5

Deliver our transformational programmes

Key outcomes for 2019/20

Research Lifecycle Programme (RLP)

- Further develop and formalise end-to-end engagement with Research customers and platform team;

- Move into co-development phase of Manchester Digital Collections project;

- Establish a new Secure Data Service to meet a wider range of researcher needs;

- Establish the change programme to enhance the administration of research support;

- Establish capabilities for enhanced collaboration and network for researchers;

- Build Edge Compute and Satellite Storage Service for our research community.

Student Experience Programme (SEP)

Support the SEP to introduce new technology and processes to improve services for students, staff and the organisation, including:

- Launch the new, enhanced version of My Manchester;

- Technical release of the first phase of new functionality in October 2019;

- Continue building and testing for release to live operations in October 2020;

- Align work previously known as the Student Lifecycle Project with SEP.

Business Intelligence and Management Information (BI/MI) Analytics

- Decommission current Discoverer tool;

- Develop and launch the Data Lake;

- Launch the Power BI reporting tool.

University's Estates Master Plan

Design and planning for:

- New Engineering Campus (MECD);

- New Royce Institute;

- Jodrell Bank First Light Pavilion;

- Chemistry Building refurbishment.

Deliver efficient and effective services that demonstrate year-on-year improvement

Key outcomes for 2019/20

- Effectively manage key suppliers: working with service colleagues to monitor and engage, using industry standard performance management approaches;

- Deliver on the agreed stages of modernisation of the Networking Services and End User Compute already well underway, working with our selected partners to plan and deliver service transformations;

- Take forward similar approaches with Identity Access and Management (IDAM) and Hosting services, including the development of the IDAM processes and developing our technology hosting strategy;

- Develop a detailed infrastructure strategic platform roadmap that will support the goals and objectives of the University;

- Ensure control of budgets and spend through effective management and reporting of our finance management processes;

- Improved risk capture, governance and reporting;

- Continue to improve health and safety management through staff understanding and awareness;

- Improved management of our IT supply chain across the faculties of the University.