IT Services
Business Plan
2020/21

The University of Manchester

Contents

Becoming a digital university together

Creating a 'digital university'

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

Create a better digital experience

- Transform journeys - enabling stakeholders to interact with our 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 and 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 2019/20

The University of Manchester's IT Services Business Plan for 2020/21 builds on our digital vision for the future and outlines our high level objectives to support us in getting there.

Looking back, 2019/20 was about bringing to life a digital vision and strategy and prioritising change activity in support of wider strategic plans.

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

- We further developed effective governance and project delivery and strengthened our business relationships, underpinned with effective University governance;

- Our strategic programmes of work progressed, which saw new services implemented and delivered for our University;

- We transitioned some key IT Modernisation projects into business as usual;

- We embedded a 'hybrid' service delivery model working with our strategic delivery partners (HCL and Roc Technologies);

- Our IT organisation saw some structural changes last year and we will continue to reshape as we move towards our Target Operating Model;

- We introduced some new governance arrangements, processes and ways of working;

- We implemented 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;

- We delivered some significant improvements to the University's network;

- We delivered some key technology advancements University wide, namely Windows 10 upgrades, Microsoft 365, remote desktop access and Microsoft Teams;

- We augmented the IT Support Centre provision, working with our strategic delivery partners HCL to enhance the service during peak times;

- Business Intelligence and Management Information (BI/MI) Analytics launched providing a Data Lake and the PowerBI reporting tool;

Research Lifecycle Programme (RLP):

- The Manchester Digital Collections project was completed;

- The Pure Awards Management Module was delivered;

- Further investments in compute capacity and resources and High Performance Computing were delivered;

- Strategies for Research Data Management and Research IT were approved by the Programme;

- The RLP also established 6 Innovation Communities while providing support for and introducing networking and collaboration tools to the research community, such as Microsoft 365 and Overleaf.

Student Experience Programme:

- The new My Manchester for students launched;

- My Manchester Direct debit and My Financials for students was released early;

- Work on preparing the Campus 9.2 upgrade completed and released in October 2020.

Our key success factor for this year is to continue to build upon what we achieved in 2019/20, ensuring that we drive through organisational, technological and operational improvements collectively with our people, and further develop the services we deliver.

Target Operating Model Principles

To achieve our vision, we are working towards a Target Operating Model (TOM). This model incorporates the support we will provide to our partners and stakeholders, and the processes, functions, teams, roles, technology, governance arrangements and management reporting required to do this work effectively. There are a number of underpinning principles that we will work towards as part of our Target Operating Model.

Find out more about the Target Operating Model in our short video.

'Outcomes Driven' Culture
The TOM will be driven by a one-team culture, where 'the whole is greater than the sum of the parts'; a talented community driven by Business Excellence and the digital experience.

Value for Money
The TOM will deliver Value for Money (VfM) through cost transparency, efficiency, and optimum total cost of ownership.

Continual Improvement
The TOM will ensure the work of IT continually improves its ability to meet the Business Outcomes of the University (UoM).

Industry Good Practices & Environmental Sustainability
The TOM will be underpinned by Industry Good Practices and Environmental Sustainability across its End-to-End Value Chain.

Digital Product/Service Management
The TOM will align the work of IT to Products or Services to enable the UoM's Business Capabilities and Outcomes, including the delivery of a personalised experience through Digital Services.

Strategic Architecture and Portfolio Management
The TOM will govern IT solutions against strategic principles and technical architecture standards, whilst managing the end-to-end portfolio of work and ensuring it is delivered with the optimum total cost of ownership.

Optimum IT Change Delivery
The TOM will ensure that IT delivers Change based on business and strategic priorities, using approaches that ensure the optimum delivery of products and services, increased quality and improved time to market.

Customer Focused
The TOM will be focused on understanding and meeting the requirements of our UoM Stakeholders.

Service Excellence
The TOM will ensure its products or services are designed, transitioned, operated, and continually run in a way that reflects Agile values ('just enough' control and structure), including the provision of an online consumption experience, which allows our University to acquire products and services, knowledge and support.

Governed Technology Services
The TOM will ensure IT Services are aligned to how they are consumed as Business Outcomes (products and services), focusing more governing standard solutions and commodity services.

Prioritising the Principles

'Outcomes Driven' Culture   **Continual Improvement**   **Customer Focused**

The wider portfolio of TOM principles underpin our development, but each year we undertake specific activities that help us better deliver on those principles. This year we are focussing on delivering for our stakeholders and providing services from which colleagues and students can benefit.

Our focus will be on the implementation of a new, stakeholder engaged service improvement approach in digital platform delivery. This year we have provided a foundational collaboration platform by introducing Microsoft Teams. Through governed engagement with the Teaching and Learning, Research and Professional Services communities, we aim to introduce a series of further improvements to Teams that will unlock real value for our University.

We are working to ensure colleagues can exploit the technologies available to support productivity, through creation of a new self-serve first support model that incorporates the creation of a champions network for Microsoft 365 supported by the IT Support Centre. We are working across roles, functions and organisational boundaries to support colleagues in understanding how to get the best out of the new digital platforms.

This year, we will undertake a review of our engagement model, launched in 2019 with a view to understanding what is working, what isn't and what we need to do differently. Within the stakeholder engagement review, we will include a survey on our IT Business Partner and Service Relationship Manager capabilities.

One of our aims for this year is to further engage with stakeholders and colleagues to agree a set of key performance indicators that will define how we measure a performing IT service and allow full transparency of that performance underpinned by regular reviews and improvement planning.

We are working in partnership with the Strategic Change Office to focus our change delivery away from ungoverned requests and prioritise activity on demand, driven through governance to support the University in achieving agreed, strategic outcomes.

This year will see the IT Robotic Process Automation Team work with colleagues in our University community to enable, through engagement and support, to build their own process automations and drive their own efficiency and productivity outcomes.

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

Key outcomes

- Agree University of Manchester Digital and IT Strategies, to support the agile development of digital capability to deliver new ways of working, teaching and researching;

- Produce an overarching strategic change roadmap;

- Focus on managing demand aligned to the strategic roadmap;

- Complete the alignment with strategic governance groups for technology roadmap outcomes, and governance sub-groups for service improvement plans;

- Initiate effective communication and engagement with key stakeholders across Faculties, Teaching and Learning, Research, Professional Services, Cultural Institutions and affiliated organisations, to ensure they feed into and understand how to make the digital strategy work for them;

- Continue to develop and deliver the Cyber Security Strategy;

- Through technology, support the delivery of the University's Environmental Sustainability goals, including the carbon action plan for zero carbon.

Deliver the IT Modernisation programme objectives and benefits

Key outcomes

- Establish a formal Business Design Authority to define and agree IT Services' organisational KPIs, develop the 3-year change roadmap/plan to move from current state to the Target Operating Model;

- Improve strategic service delivery partner maturity across IT Security, End User Computing, Networks, Testing and our change delivery flex partner;

- Improve the customer and stakeholder engagement model through full review and service planning, specifically;
  - ◊ In technology services to focus delivery of the agreed enabling technologies for our strategic transformational programmes to defined timescales. These services include End User Computing, Networks, Hosting and Cloud. The aim is to deliver these services through automated deployment where appropriate, with full cost ownership;

- ◊ Achieve alignment of Research IT, where appropriate, with wider IT service delivery, without losing speciality (eg Research);

- ◊ Improve project delivery to ensure change delivery is standards driven;

- ◊ Define and implement a full project recharge capability;

- ◊ Develop Project Management competencies against an agreed set of delivery standards;

- ◊ Define and deliver the IT Programme Management Office capability in terms of organisation/team structure and competencies;

- ◊ Accelerate the development to the Target Operating Model for Strategy, Delivery and Architecture;

- ◊ Mature the architecture and analysis function, including the Technical Design Authority and its role in support of the strategy and delivery needs of our University;

- ◊ Define and deliver a new quality of service through an "application delivery on time" capability to meet the agile needs of the University, supported by a risk-based approach to quality and testing;

- ◊ Develop the innovation and automation capability across the wider University to increase awareness and self-sufficiency.

Deliver value through the exploitation of technology

Key outcomes

- Develop agreed, strategic roadmaps for our key platforms and services;

- Develop a set of prioritised service improvement plans that are defined and agreed with key stakeholders for all appropriate services;

- Engage more widely with stakeholders to increase exploitation of the Analytics platform, targeting additional and agreed success stories, through governance sub-groups;

- Support strategic exploitation of technology in partnership with key stakeholders, through the IT and service relationship engagement model.

Position IT Services as a key enabler of new ways of working;

- Ensure the IT change projects have appropriate University-wide stakeholder representation for assurance of the technology delivery and to champion the exploitation of the new technology once delivered.

Our people, our values

Key outcomes

- To bring to life what 'our people our values' University core theme means for our people through the IT Leadership teams to ensure, through collective effort, that we adopt a values-based approach to the way IT Services operates;

- Drive the 2019 staff survey and the IT Services 2020 staff morale survey improvement plan forward;

- Ensure that 'our people our values' priorities are embedded in our leadership and management development programmes;

- Develop a people and capability strategy within each area of IT Services;

- Define and develop the required competences and capabilities for our teams;

- Support Cyber Security awareness and training for all staff and students;

- Ensure our objectives have a behavioural focus and are aligned to the principles of 'our people our values';

- Plan to proactively and systematically manage flight risk and single points of success, and take advantage of recruitment opportunities to support our Modernisation programme of work;

- Raise awareness of IT Service management capabilities across IT Services and mature process compliance through engagement at the team level;

- Increase engagement across IT Services and shadow IT to raise awareness of all capabilities, and to build a sense of a single delivery community for IT, making this part of the way we work;

- Develop the right culture of delivering effective outcomes with our strategic service delivery partners.

Objective 5

Delivering critical change

Key outcomes

- Improve the consistency of delivery of key project and programme outcomes between project delivery, commercial management, finance and communications;

- Build key service management capabilities such as Service Design, Service Delivery and Service Transition planning early into the lifecycle of digital service change delivery;

- Plan and deliver the portfolio of agreed critical and must-do IT projects, and continue to review and manage this portfolio through strategic governance;

- Deliver the agreed Modernisation programme milestones and technology capabilities for the year to budget, focused on Microsoft 365 and Microsoft Teams for improving the Teaching, Learning and Student experience;

- Deliver the Research Lifecycle Programme to the agreed outcomes, eg:
  - ◊ Provision of increased compute capability for research including cloud demonstrators;
  - ◊ Delivery of Secure Data capabilities for research;
  - ◊ Support for research external collaboration through Microsoft 365 delivery and exploitation;
  - ◊ Improve research administration processes and professionalisation;
  - ◊ Produce a case for ongoing RLP delivery beyond 2023.

- Plan and deliver Teaching and Learning projects, including:
  - ◊ Provision of a new, highly accessible Virtual Private Network (VPN) service from China;
  - ◊ Delivery of IT support required for Semester 1 and beyond;

- ◊ Support the delivery of the Flexible Learning strategy;
- ◊ Re-plan the technological delivery of the Student Experience Programme;
- ◊ Deliver the first phase of the Engagement Monitoring solution.

- Improve ways of working to be Cyber Security-aware across all programmes of work.

Deliver efficient and effective services

Key outcomes

- Combine capabilities of service desk and field support to provide an improved customer support outcome;

- Establish a commodity "device as a service" model to improve the procurement, fulfilment, recover and reuse of University PC assets;

- Establish a distinct chargeable, specialist PC lifecycle service;

- Improve service reporting: standard metrics and evidence, together with trend analysis;

- Share lessons learned from any Major Incidents and mature Problem Management as a result;

- As part of Academic Calendar Services, develop independent assurance of service change delivery across the year for stakeholders;

- In partnership with the Research community, agree a set of service improvements outside of wider services;

- Increase uptake of the current successful Research Software Engineering service to improve technology deliverables across research projects;

- Increase reputation of Research IT as a beacon of excellence for The University of Manchester, across Russell Group;

- Transition Research Lifecycle Programme outcomes into exploited and supported services;

- Leverage our strategic delivery partners, to deliver expected service outcomes and challenge them to help the University innovate around those services;

- Deliver on a series of savings opportunities and improve the combined finance, vendor management and budget management capability of IT Services. Improve processes and governance by which we track and manage spend. The outcome being proactive, responsibility driven financial management;

- Work in partnership with the Information Governance Office to improve Incident Response Planning;

- Deliver the agreed critical infrastructure maintenance and improvement plan for 2020/21.