

The IT Strategy will align with the wider University Strategy. It will be used as the criteria for setting priorities within the Strategic Planning Process.

This document defines a vision for IT based upon the consultations with Schools and Functions carried out during the Efficiency and Effectiveness Programme.

The IT Strategy includes an assessment of current gaps and future requirements around the four key areas of Services, People, Systems and Infrastructure. An indicative development map is included to outline key priorities for the next five years.

A set of five key principles for IT are defined. An explanation of these principles and how they will be applied in the context of impact to people, processes and technology is provided. Relevant metrics to measure the progress for each of these principles is also included.

A strategic focus requires systems that are less fragmented and easier to support, which in turn will improve the service.

Using a digital first approach we will deliver valued services which are agile and aligned to the needs of the University.

We will agree and publish an IT Service Catalogue and Service Level Agreements
We aim to minimise internal cross-charging for standard services where levels of demand can be accurately predicted, and where resources are available to meet peaks in demand

We will provide a single IT Service Desk, managed using contemporary, industry standard processes and practices

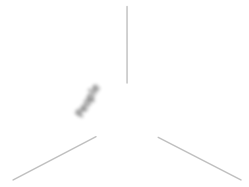
We will provide the ability to deliver IT Systems which can be accessed remotely and allow users to self-serve to a greater extent where possible

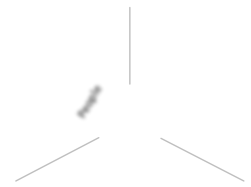
We will provide standard IT policies to guide IT developments and operations

Through clear governance we will continue to develop a strategic Service Portfolio aiding the University in prioritising programmes and projects underpinned by IT developments

We aim to develop a roadmap for the University's IT underpinned by clear architecture principles and standards

We will act as a trusted advisor to Schools and Departments in terms of





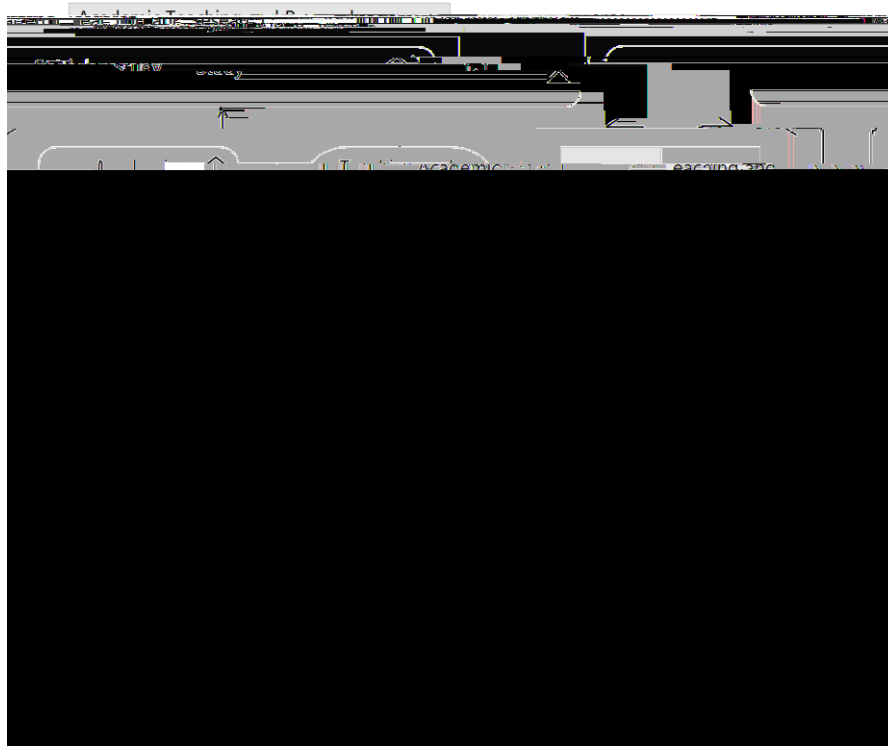
We will improve our agility by architecting service orientated systems and take a strategic approach to systems integration.

Systems development decisions will be made by the University with the aim of maximising the benefit to the University as a whole. Decisions made from a University-wide perspective have greater long-term value than from any individual perspective. However, we will not preclude an individual's need for innovation or responsive change

We will advise on application development priorities but priority decisions will be made by the University. We will ensure efficient and effective designs with clear benefits are established when identifying the importance of a particular change

Applications will be independent of specific technology choices allowing them to operate on a variety of technology platforms. This will prevent technology and vendor dependency becoming a driver over user requirements. Middleware will be used to decouple applications from specific software solutions

Cloud solutions will be considered before in house development. We will manage and integrate all cloud services on behalf of the University ensuring availability, capacity and security needs are met whilst taking advantages of economies of scale



We will ensure a stable and available platform for our Services by designing Infrastructure which accommodates current and future needs.

We will ensure that securely architected systems are integrated and accessible from a range of technologies and locations

The five Key Principles will form the backbone of the IT Strategy t

Commodity services from external suppliers encouraged wherever these are cost-effective.

People	

Able to react more quickly to change and respond to service developments.

People	IT Business Partners to build strong relationships with Schools and departments to predict future needs Multi-skilled IT teams, able to react flexibly to demand Continual investment in IT staff training to keep skills up to date
Process	Advanced planning in collaboration with P

Remove duplication to improve efficiency.

People	Staff working to clearly defined, measurable processes Individuals multi-skilled and able to perform different roles to react to demand Better productivity through use of service management & remote support tools
Process	