Foreword

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Chief Information Officer

We must continue providing the infrastructure and vital support systems to keep College running and support study and research, day to day.

Imperial College is a world-class player in an increasingly competitive higher-education sector, operating on a global scale in a rapidly changing technological landscape.

Staying at the cutting edge of research means fostering an open access culture, integrating digital solutions that facilitate multidisciplinary working and global collaboration. Big data research challenges require data capture and analysis on an unprecedented scale. But openness, access and disclosure, of course, must be carefully considered alongside escalating and ever-evolving data security risks.

It’s clear that fast-paced innovation, growing consumerism and increased access to digital knowledge and data, drive not only the desires and needs of College’s student body, but staff expectations too.

These prevailing external pressures define what ICT’s users need from their ‘digital experience’. ICT’s Strategic Plan aims to recognise that, by first and foremost putting users and service experience first.

Whilst innovation and dynamism is key to being relevant and responsive, the core fundamental of ICT’s role must persevere. We must continue providing the infrastructure and vital support systems to keep College running and support study and research, day to day.

Whether delivering new technologies or maintaining trusted, secure networks, everything must be delivered with an eye on value for money and sustainable investment. This operational and economic reality guides our strategic planning too.

To deliver this Plan, ICT has already put in place a service-oriented structure, working in partnership to understand and deliver to user needs. This organisational design provides a platform for responsive and flexible working that can support digital transformation and deliver service excellence.
Mission
To facilitate world-leading research, teaching and learning and enhance the digital experience, through provision of sustainable and reliable IT solutions.

Vision
We will take a ‘user first’ approach to deliver service excellence, staying agile to drive digital innovation, whilst keeping core assets safe and resilient.
Values

User first
Consider the user experience in everything we do

Clear and simple communication
Committed to using accessible language and being transparent

Stay secure
Be champions of good practice, proactively managing risks related to information technology

Equitable and open
In our service provision and professional approach, providing access to our expertise and resources

Agile approach
Adopt a flexible operational approach and mindset by anticipating and adapting positively to change

From provider to ‘partner’
Develop a partnership approach to working, through close collaboration and integrated processes

Develop our people
Contribute to staff development, continuing to build capabilities and talents to deliver excellent service
In a dynamic business context, shifting economic and technological drivers for change, including rapid development and consumerism in new technologies, present challenges for strategic planning and delivery. A flexible approach to change is needed, to keep pace with innovation whilst keeping core ICT assets safe and resilient.

Flexibility and understanding is also key to ICT’s role as an enabler within a world-class institution, working globally. ICT must be adaptable to support diverse business imperatives across faculties and departments, whilst assuring value and sustainability of services.

Imperial College’s Strategy 2015–20 sets out global challenges, faced by Medicine, Engineering, Natural Science and Business School faculties, throughout which advances in technology and the need for greater sustainability are recurrent themes. This presents significant opportunity for ICT to play an important supporting role in achieving College’s strategic objectives.

Reflecting College’s key strategic capabilities, partnerships, collaboration and innovation, and College’s Digital Strategy (2017–19) principles, ICT’s Strategic Plan 16/17–19/20 sets out the department’s commitment to stakeholders, underpinned by four core imperatives:

1. **Service Excellence**
   - Provide a responsive and user-centric service

2. **Digital Leadership**
   - Engage leadership to exploit digital opportunities

3. **Better Trust and Control**
   - Embed value, agility and scalability into operations

4. **Develop our People**
   - Adopt a flexible approach and develop competencies

These imperatives are the framework for ICT’s strategic priorities, aiming to embed a ‘user first’ approach to deliver service excellence, transformed by leadership in digital technology.
Strategic Priorities
1 Service Excellence: Provide a responsive and user-centric service

1.1 Strive to develop a partnership approach to working with colleagues through a shared planning process, by recognising and understanding our customer and user needs better, and by integrating our ICT strategy with all activities required to deliver customer value.

1.2 A more proactive and integrated service approach will provide a more effective service:
   • ICT will aim to increase the ‘first-time fix’ support provision via multiple channels to improve accessibility, irrespective of location.
   • Relationship management (e.g. Digital Partner engagement) and strategically aligned Service Line roadmaps will enable ICT to deliver enhanced new services.
   • Service Catalogue, usage monitoring and availability dashboards will be used.
   • Service levels will be defined in conjunction with users and reviewed regularly.
   • Out of hours provision will be reviewed to ensure alignment with changing user demand patterns.
   • The ‘Information Insights’ service will be expanded.
   • We will continue to invest in, exploit and support technology innovation, to deliver services across a range of devices.

1.3 Deliver change to rapidly develop and deliver benefits and utility to the College:
   • ICT will enhance the project approval process, giving the Projects Resource Investment Board (PRIB) and the Transformation Investment Board (TIB) visibility of investments and project progress (via reports).
   • Develop a bi-modal operating model, with capability to deliver low-risk change benefits rapidly, and more complex change incrementally.
   • In line with Operational Excellence principles, the focus for ICT will be on project delivery and benefits realisation. Benefits will be tracked and reported regularly.

1.4 Deliver more projects, more effectively providing incremental, regular deliverables to customers:
   • ICT’s Project Process, introduced in 2016, will continue to be reviewed and developed, incorporating Quality Assurance checks.
   • Dashboards will be built via Project Online, allowing shared access and instant visibility to track project progress.

1.5 Make the project pipeline and process more transparent to customers:
   • Our Digital Partners will work in partnership with customers to identify opportunities and agree priorities, in line with Faculty and Department strategic imperatives. Progress updates will be provided via quarterly management briefings and termly stakeholder meetings.
   • Service Line Roadmaps for education, research, business support and infrastructure, compiled by Service Line Managers, will be made available to colleagues and customers via SharePoint, planning delivery, outlining priority projects and tracking progress.
2 Digital Leadership: Engage leadership to exploit digital opportunities

2.1 Empower digital leaders at the College to make evidence-based decisions on future IT investments with confidence:

- ICT continues to collaborate with leaders across College to facilitate the development of College's Digital Strategy, exploring, developing and exploiting opportunities for digitally-enabled transformation across areas providing greatest impact for the student and staff experience, and optimum value from investments.

- ICT’s strategy will be informed by the opportunities and capabilities identified in the College’s Digital Strategy, framing five areas of focus: experience, process, content, collaboration and infrastructure. The Digital Strategy framework will guide prioritisation of the College’s investments in digital technology.
3 Better Trust and Control: Embed value, agility and scalability into operations

3.1 Adopt a ‘right sourcing’ approach to service delivery, working with strategic non-commercial partners, commercial partners and key service vendors to achieve a blend of internal and external skills. It is unrealistic for ICT to attempt to sustain internally all the skills needed in a wide range of quickly changing technologies:

- Drive efficiency, removing waste, effort and duplication from processes across the College. ICT will support Operational Excellence by: facilitating the definition of value; providing governance for design for change and planning, prioritising and delivering excellent services.
- Creation of robust business cases for all major proposed ICT activity, to demonstrate a project’s value and highlight the impact of expected business change.
- Development and communication of strategic context for prioritisation of initiatives, supported by Service Line governance frameworks, to ensure alignment with College priorities and promote decision-making confidence in service design.

3.2 Improve visibility of all IT costs across the College and develop a more coordinated IT financial management model:

- Operate a ‘show back’ mechanism of ICT costs in order to:
  - inform operating unit decisions about their consumption of ICT services;
  - support effective control of ICT costs;
  - enable adequate recovery of ICT costs in research grants.
- Align Service Line Roadmaps with budget forecasts, supporting a robust and efficient financial management process.
3.3 Establish a robust Enterprise Architecture supported by stronger governance, linking clear design principles to a flexible and service-oriented operational approach:

- Introducing Service Line governance boards and employing Enterprise Architecture tools (including: Business capability and Operating models to support Research and Education imperatives; Strategic Technology Maps outlining technologies, processes and applications essential to future success; and Service Line Roadmaps) will support robust decision-making, budgeting and prioritisation. Institution and operating models will be explicitly designed to deliver value and increase knowledge creation and sharing.

3.4 Work collaboratively to improve business processes and optimise the use of technology. Standardising ‘convergent’ processes to improve efficiency and improving data sharing (and governance) to improve effectiveness will:

- improve academic utilisation (by harmonising processes);
- increase agility to return benefits faster;
- remove duplicated and redundant processes;
- enable more information to be shared by making it more available – isolated and inaccurate data sets to be removed; and
- provide a platform for innovation.

3.5 Continue to develop ICT’s processes and procedures in line with industry standards:

- Attain ISO27001 and 9001 accreditation.
- Adopt more automation to deliver more changes, more frequently, with activities including automated testing and test-driven development, to ensure consistency and stability of solutions.
Develop our People: Adopt a flexible approach and develop competencies

Building capability and capacity

4.1 Skills auditing has identified capacity gaps within ICT’s current resources over the next three years. A flexible resourcing model will be introduced in conjunction with recruitment.

4.2 Through continuing development of current staff, we will:
   - enhance soft and technical skills in recognition that our staff work in a demanding and changing technical environment, often under pressure;
   - leverage Imperial Expectations to achieve the College goal of a supportive, inclusive and highly motivated staff community. For ICT, this means celebrating the successful delivery of our services and creating an environment where new ideas and a ‘can do’ attitude are encouraged; and
   - develop ICT capabilities across three core areas: leadership and management of people; project and programme management; and account and relationship management.

4.3 Work to embed ICT’s values through leadership and communications – prioritising users, cultivating partnerships, facilitating agile working, communicating clearly, being equitable and open and acting as champions for IT security.

Approach to Learning & Development

4.4 To attract, develop and retain talent, ICT’s Learning & Development approach will focus on:
   - building a strong network of leaders and managers; and
   - ensuring that we have in place a structured performance development and planning process.
ICT Service Desk

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