

Information Services Strategic Plan 2013 - 2017

Team aim

To offer excellent professional support, comprehensive information resources and a reliable information infrastructure for the University's strategic priorities

Team Purpose and Definition of Success

- To provide expert advice and support services to students, academics and other colleagues
- To develop excellent information collections and facilities that remain fit for purpose
- To develop reliable and high performance IT infrastructure and information systems

Key Objectives and main activities to deliver above

Customer Services

What we will do	How we will do it
Our <i>Customer Services</i> will <ul style="list-style-type: none">• place customers' needs at the heart of everything we do• Meet needs and exceed expectations• Deliver accessible personalised services to professional standards• Maintain prompt and effective two-way Communication• Continually improve to match best practice	<ul style="list-style-type: none">• Identify Professional Standards and Best Practice for Customer Service Excellence and Service Management for all of our current and future services delivered on all campuses to all customers and determine resources required to implement as working practice within Information Services.• Verify and document the portfolio of services that Information Services, its strategic partners and suppliers provide on all university campuses and to all customers.• Liaise with all Customers to identify their needs and priorities, then determine gaps and short falls in current services and identifying new services required to meet needs.• Document new services and identify enhancement to or retirement of current services then quantify resources required to deliver services to professional standards using best practice and prioritise delivery against customer's needs.• Create a plan to implement required new and enhanced services and implement plan over planning period.• Implement best practice Continual Service Improvement for all Live Services to ensure that they are still valid and meet the needs of the customer at all times and deliver customer service excellence

Liaison Services

What we will do	How we will do it
Our Liaison services will <ul style="list-style-type: none"> • Maintain and develop effective two-way communication with Schools, Directorates, user communities, remote campuses and other groups to nurture close relationships • Encourage trust by establishing and collaboratively addressing the needs of our customers • Maintain a culture of co-operation and openness in which IS staff are knowledgeable, professional and approachable 	<ul style="list-style-type: none"> • Discover what liaison activities IS staff are currently involved in • Get feedback from our customers to establish ways of improving our liaison activities • Establish ways of benchmarking and measuring the quality of our customer liaison activities • Develop descriptions of the services we provide • Quantify the effort required to develop the liaison service • Develop a realistic implementation plan

Skills Development

What we will do	How we will do it
Our Skills Development activities will <ul style="list-style-type: none"> • Lead by example • Best meet the needs of our users • Represent the very best professional practice • Are sustainable financially by offering best value for money 	<ul style="list-style-type: none"> • Complement the University Learning and Teaching Strategy • Integrate with the Research Strategy to support researchers (in conjunction with Academic Enhancement) • Support staff and student induction • Investigate best practice in on-line learning delivery

Communications and Marketing

What we will do	How we will do it
Our communications and marketing will <ul style="list-style-type: none"> • Best meet the needs of our customers, with customers at the heart of everything we do. • Be clear, succinct, meaningful, jargon-free ways and in a timely manner. • Provide Accurate information that is accessible • Clearly identifying ourselves as Information Services. • Engage with our customers in meaningful two-way collaboration 	<ul style="list-style-type: none"> • Professionalising the appearance and content of our communications and marketing material. • Improving the planning of communications and marketing, including ensuring our messages are appropriately delivered across all university campuses. • Developing a range of methods to facilitate two-way communication with customers, alongside encouraging feedback and suggestions. • Fostering improved internal communication within Information Services.

Collections

What we will do	How we will do it
<p>Our Collections will:</p> <ul style="list-style-type: none"> • Comprise relevant and up to date materials - responsive to evolving needs of user groups • Be personalised, presenting tailored information to individual users and groups of users • Be accessible and easy to find for all user groups - location, ability, point of need • Be integrated with other systems, eg VISION • Be supported by professional and knowledgeable staff • Have transparent and visible supporting policies and processes 	<ul style="list-style-type: none"> • Annual review of utilisation to ensure relevance of the collections to the needs of the different user groups • Improve access to all our resources by enhancing relevant systems • Ensure all students have convenient access to core learning materials by developing our presence in VISION • Facilitate dissemination of the University's research output • Support the effective management of research data • Develop transparent and visible supporting policies and processes

Facilities

What we will do	How we will do it
<p>Our Facilities (Library and PC labs) will</p> <ul style="list-style-type: none"> • Meet or exceed the expectations of our users in terms of comfort, accessibility, availability of technology & support • Represents the very best professional practice in planning, design, functionality & sustainability 	<ul style="list-style-type: none"> • Enhance and ensure the appropriateness of facilities to the needs of different user groups • Ensure all users have appropriate access to our facilities - Improving access to those facilities. • Improve communication with our users – Establish appropriate links with relevant "interested parties" in professional services and within Schools • Establish a single point of contact for reporting issues for users in our facilities. • Identifying the Legislation relevant to our facilities and capacity issues affecting them to inform future planning. • Improve the environment within our facilities for all users – Ensuring the provision of comfortable space, lighting, climate etc • Explore flexible learning, teaching, study areas • Examine the "Student life cycle" and changing requirements on our facilities to inform future planning. • Establish a "Corporate image" within our areas

IT Infrastructure

What we will do	How we will do it
<p>The University's IT Infrastructure will:</p> <ul style="list-style-type: none"> • Be reliable, resilient, cost effective and evolve with the changing needs of the University • Centralise and consolidate components of the infrastructure to provide most efficient and effective services • Demonstrate professional standards, training, documentation and procedures in order to ensure a consistent, agreed level of service to all customers • Monitor and measure its availability and performance • Be proactively developed through the introduction of new technologies, systems and services where these will have a positive impact 	<ul style="list-style-type: none"> • Centralise management (as far as possible) of the overall IT infrastructure for the University • Align existing services and future developments with University strategy • Introduce industry best practice procedures and methodologies (e.g. Project management, ITIL and change control) • Performance monitoring, measurement, reporting and remediation • Rapid response to incidents leading to quick resolution with follow up to ensure no recurrence of the issues • Closely control resources both financial and human to ensure we can carry out work required in time frames promised

Information Systems

What we will do	How we will do it
<p>Our Information Systems will be developed to enable:</p> <ul style="list-style-type: none"> • Data consolidation: be able to describe in simple terms the data and data flows of the University's main data sets • Systems integration: have all main University information systems managed and integrated in a simple, transparent and robust manner • Information Architecture: design and implement systems looking at the whole picture across the University • Customer focus: support the University in its vision and strategic plan by responding quickly to customer needs • Portals: bring together the University's main applications where possible into a smaller number of easy to use portals • Working practices: use best practice from IT and HE to provide a first class service • Employing new technologies, including Cloud/SaaS/Mobile where these bring benefits to the University • Sector Leadership: be leaders in our field, whom other Institutions seek out for advice and partnerships 	<ul style="list-style-type: none"> • Centralising system management of University Information Systems • Align existing services and future developments with University strategy • Introduce industry best practice procedures and methodologies (e.g. Project management, ITIL and Change Control) • Closely control resources both financial and human to ensure we can carry out work required in time frames promised • Understand the opportunities afforded by changes in technology • Work closely with the rest of the University to better understand needs and promote good IT practice

Enablers/Resource Plan

These ambitious service development activities are predominantly about professionalising our services and as such will require the CPD of the whole of IS staff. Much of this can be enabled in house, with targeted support from HRD. This will include management-led workshops, greater involvement in sector professional development activities and occasional external training courses. This can be accommodated within forecast budgets.

Risk issues

- Ambitious service development programme will tax managers and key staff members
- Possible funding squeeze would impair capacity to enhance service quality

Representative KPIs

NSS Questions about IT and Library provision (Q17/18)

ISB Questions about Physical/Online Library, Learning Support, Internet Access, etc