

Draft ICT Strategic Plan Summary and Future

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<http://www.ict.ox.ac.uk/strategy>

<http://www.ict.ox.ac.uk/strategy/plan>



Plans for first talk

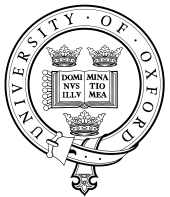
Overview of ICT Strategy Programme (PWJ)

- Very brief ICT Strategy Programme
- Highlights ICT Strategic Plan
- Status and Future
- Impact on ITSS

ICT Forum (PB)

- Vision
- Plans

Discussion

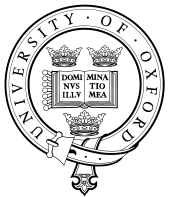


ICT Strategy Programme



Foreword

- Thank you to all those who have made major contributions
- Interesting and challenging process!
- Very useful meeting with ITSS on December 5
 - Important feedback into process
- Excellent ITSS representation at Open Meeting on May 18
- Apologies if many of you have heard much of this before
- At least some parts should be new!



Dec 5: Potential Impact on ITSS

Effective federated ICT structure (unpacked further...)

ITSS contribute to University decision making (cf Manchester)

Ability for the 'University' to set ICT priorities and build ICT plan

Improved 'interconnections'

- Across collegiate University; between units and centre
 - Eg common difficulty of accessing departmental facilities from colleges..
- Helping to ensure consistent ICT provision across units (cf Metrics)

New definition of 'ICT Community'

- We are all part, and have roles; share efforts and work together
- Do we need to be more specific?

'Value-added ICT'

- More interesting and challenging ICT infrastructure; scenarios
 - <http://www.ict.ox.ac.uk/strategy/scenarios/>
- But:-
 - Only intended as examples; must be careful to manage expectation!



Dec 5: Questions for ITSS

Advice on best procedures to adopt with ITSS – very welcome

- Must derive a Strategic Plan with you, - which is acceptable to you
 - How do we make sure that we do not miss ITSS in consultations?
- Representatives on ICT-SG
 - Forward your ideas, lobby them!
- Follow WT developments on the web and contribute
 - Debate your ideas with Tony, the programme manager
- Submit your thoughts..

ict@ox.ac.uk

- Open consultations in the New Year

Related Questions:

- Further presentations to ITSS?
- Discussion of Strawman Strategic Plan as it develops?

-> Really complex task; all advice gratefully received!



Dec 5: Feedback

What would you want changed?

Duplication of intent –Ability to liaise

Develop a knowledge base

What areas can be centralised, which areas best handled by units (e.g. anti-virus, mirrors etc).

More information about scale of IT in the University. There are apparently 200 separate IT units and 500 ITSS. What is the overall spend on IT?

Clear idea about what users actually do and how they interact with IT

Where should the IT strategy focus?

One of the most important things is to change IT culture?

How will IT strategy fit into other activities – many other activities are underpinned by ICT and need joining-up.

[Most other comments related to ICT Forum]



V-C's launch of ICT Strategy exercise

Three main points, summarised as follows:

- The University's draft corporate plan includes a firm commitment to developing a coherent ICT strategy by (April) 2006.
- Secondly, there would never be sufficient resources to meet all of the University's aspirations. This underlined the importance of **using, to the best possible effect, resources** provided for support activities such as ICT.
- Finally, **one of the University's great strengths is its federal structure** and none of the thinking behind the establishment of the ICT Strategy Steering Group challenges the federal nature of the University. Indeed, conversely, there is **scope for a more coherent ICT strategy and set of policies to underpin the enhanced fulfillment of individual aspirations.**



“Strategy developed by consensus”

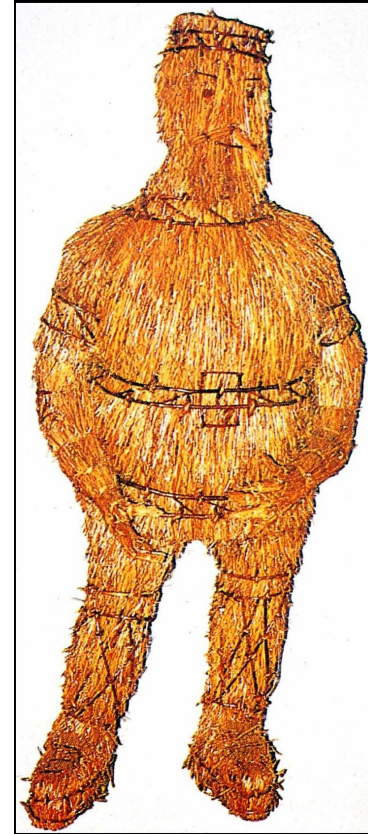
An adventure!

Try something new

- Bottom-up approach through set of Work Tasks (WTs)
- More than fifty contributors from across collegiate University
- Information related to WT's available on the web
- Organic process!

Biggest challenge:-

- Bring together outputs from WT's coherently
- Iterate ideas - whilst retaining shared responsibility
- *Strawman* Strategic Plan crucial
- **Three *Draft* ICT Strategic Plans produced**
- **Companion ICT Strategic Programme Formal Record (web doc)**



Communication

Consulted:-

- FCPSG
- PRAC
- Council
- ICT Strategy Sub-committee
- MSD
- ICTC
- Division Heads
- ICTC Strategy
- IT Research Committee
- MPS ASUC
- MPS ICT Panel
- Manchester
- Warwick
- ASUC meeting with H of Division
- Standing Committee of Conference
- Cornell
- Chicago
- Gartner
- One day discussion with John Hosking (IT Director at Auckland)
- Social Science Divisional Board
- P-V-C Education
- IT Users' Group
- Colleges' IT Group
- UCLA
- Julie Maxton
- MPS Divisional Board
- IT SS workshop
- Central Purchasing (Gerald Hawke)
- Standing Cttee of Conf of Colleges
- Staff Consultative Forum
- Three college consultations
- Continuing Education Board
- University Open Consultation

ICT Strategy Seminar Series

8 Newsletters; <http://www.ict.ox.ac.uk>

/strategy/news/



Full ICTS SG Membership

Chair: Project Sponsor (Dr Bill Macmillan)

Prof Paul Jeffreys (Acting ICT Director)

Prof Ken Peach (Director, John Adams Institute for Accelerator Science University of Oxford and Royal Holloway University of London)

Dr Jo Ashbourn (Chair of Colleges' IT Group and representing users)

Dr Pete Biggs (Chair of IT Users' Group and representing academic users)

Dr Alan Bowman (representing Humanities)

Prof Keith Burnett (representing MPS)

Prof Mark Clark (external representative, CIO at Manchester University)

Dr Jim Davies (representing Continuing Education and Software Engineering)

Dr Jurgen A Doornik (Representing Social Sciences)

Prof Bill Dutton (vice chair of ICTC and *observer*)

Mr Jerry Fishenden (Business External)

Mr Alan Gay (representing OUCS systems)

Prof Mike Giles (representing Computing Laboratory and MPS)

Mrs Annette Haworth (external representative, Director of Information Services, Reading University)

Mr Nigel Herriott (Business External)

Mr John Ireland (Conference)

Mr Giles Kerr (Central Administration)

Dr Stuart Lee (representing OUCS)

Mr Jonathon Marks (Conference)

Mr Bill Olivier (Member from JISC)

Dr Stephen Parkinson (representing Humanities Division)

Mr David Perrow (representing OULS)

Dr David Popplewell (representing Medical Sciences Division)

Mr Oliver Russell (Vice-President (Graduates), representing students)

Sir Michael Scholar (Conf of Colleges representative)

Prof Bernard Silverman (Conf of Colleges representative)

Mr Michael Sibly (representing business systems)

Mrs Margaret Taylor (representing business systems)

Dr Anne Trefethen (representing research computing)

Mr Jeremy Worth (Chair of ITSSG and representing users)

Dr David Watson (Business External)

Niall Hedderley, Wylie Horn, Bridget Lewis, Mark Round, Nigel R-Brown, Peter Robinson, Kate Lindsey, Howard Noble, Graham Lee, Robert Taylor...





Oxford University ICT Strategy Programme

Running from September 2005

What is happening?

- ◆ The ICT Strategy was commissioned by Professor Paul Slack, former ICT Committee Chair, in Summer 2004.
- ◆ It will deliver an ICT Strategic Plan for the University which is in accordance with its Corporate Plan.
- ◆ Recommendations will be reported to Council in Summer 2006.



What are the Main Objectives of the Programme?

- ◆ Facilitating the best collegiate University's teaching, learning, research and administration systems.
- ◆ Ensuring a co-ordinated and coherent approach to the development, deployment and support of ICT services.
- ◆ Assessing current ICT provision and support within the global context of higher education in the 21st century.

What is the Focus of the Programme?

- ◆ Provisioning of ICT infrastructure, including support and standards.
- ◆ Delivering high-quality and cost effective ICT services and training.
- ◆ Fostering innovation, best practice, and value for money in the use of ICT in teaching, learning, and research across the University

How is the Programme being run?

The ICT Strategy Steering Group (ICT SSG) has been formed with a wide [membership](#) from across the whole collegiate University in order to oversee the programme.

So far the ICT SSG has...

- ◆ Met [six times](#)
- ◆ Launched 11 separate [Work Tasks](#)
- ◆ Reports progress in a monthly [newsletter](#)
- ◆ Held several major [consultation events](#)
- ◆ Approved the first draft of the [Strategic Plan](#)

How can you become involved?

Search

IT Oxford University

Go!

Latest News

[Third Draft of Strategic Plan Published](#)

The third draft of the ICT Strategic Plan was published on 20 June 2006. It is accompanied by a second draft of the Summary and Recommendations document (previously entitled, Highlights from the ICT Strategic Plan). This draft is intended for consideration by PRAC at their meeting on Tuesday 27 June 2006.

[Final ICT Strategy Newsletter now available](#)

The eighth and final edition of ICT Strategy News is now available. Highlights include results of the online surveys and a report on the open meeting of 18th May. Click the title of this item for the newsletter

2006-2007 Calendar

19 June

Third Draft of the ICT Strategic Plan Published for PRAC

ICT Home Page

ICT Strategy Home Page

ICTS-SG Terms of Reference

ICTS-SG Membership

Main Meetings and Background

ICTS-SG Additional Papers

Presentation and Consultation Events

Work Tasks

Newsletters

Formal Record

Strategic Plan Drafts

Draft ICT Strategic Plan



Draft ICT Strategic Plan - contents

Executive Summary

Document *Route Planner*

Purpose

1. User-Oriented ICT Requirements
2. Strategic ICT Requirements
3. Oxford ICT Structure
4. Integration of Enterprise Activities
5. The ICT Budget and Priority Plan
6. ICT Structure for Coordinated Decision Making
7. ICT Strategy Implementation -- Phase 2

Conclusions

Appendix A: ICT Investment – Five Year Roadmap

Appendix B: Terms of Reference of the PRAC Sub-Committee Structure

Appendix C: Role and Responsibilities of the Director of ICT

Appendix D: Organisation Structure for ICT Projects

Appendix E: Scenarios for Success

Appendix F: Glossary

Appendix G: Consultations and References



PWJ Take -- 1

1. Devolved ICT structure for Oxford – absolutely vital
 - Local support, coherent infrastructure
 - Collective responsibility to deliver services to the user
2. University must recognise consequences
 - More complex than centralised system
 - Needs to be operated effectively
 - Teamwork vital
3. The ‘Centre’ is there to support, and provide services for, local units
 - Consistent approach to enterprise systems (OUCS, BSP, OULS)
 - Enable local applications to work effectively
 - Enable local investment to be cost-effective
 - Must be ability for collegiate University:
 - to set priorities in central expenditure
 - to ensure central services meet their needs
 - Onus on units to use satisfactory central services



Section 3 – Oxford ICT Structure

Tune Oxford's devolved ICT structure, create ICT Forum for IT Staff

- Refine the devolved Oxford ICT structure through application of a 3-layer model comprising local services, standards-based shared services, and enterprise-wide services.

Three layer model:-

Local Services – totally at discretion of local unit
Standards-based Shared Services – available for opt-in or opt-out
Enterprise-wide Services – standard for everyone

- Create an ICT Forum in which all ICT staff within Oxford are represented, coordinated by the IT Support Staff Group, and allocated a sufficient budget in order to develop a secondment scheme and fund other relevant activities.
 - See Pete's presentation



PWJ Take -- 2

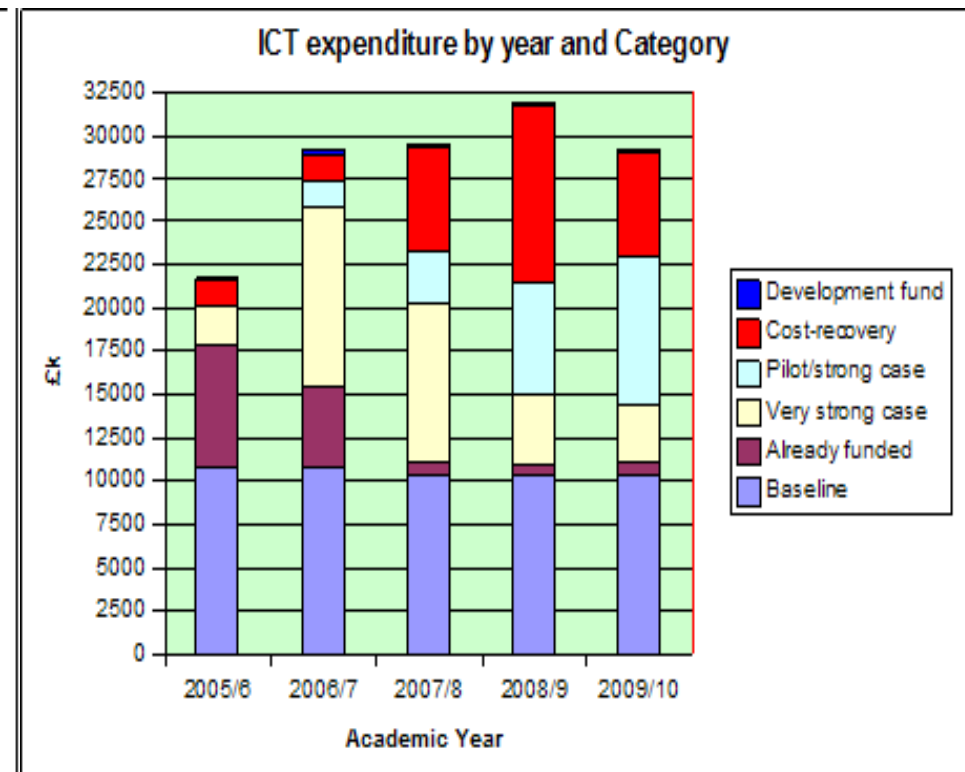
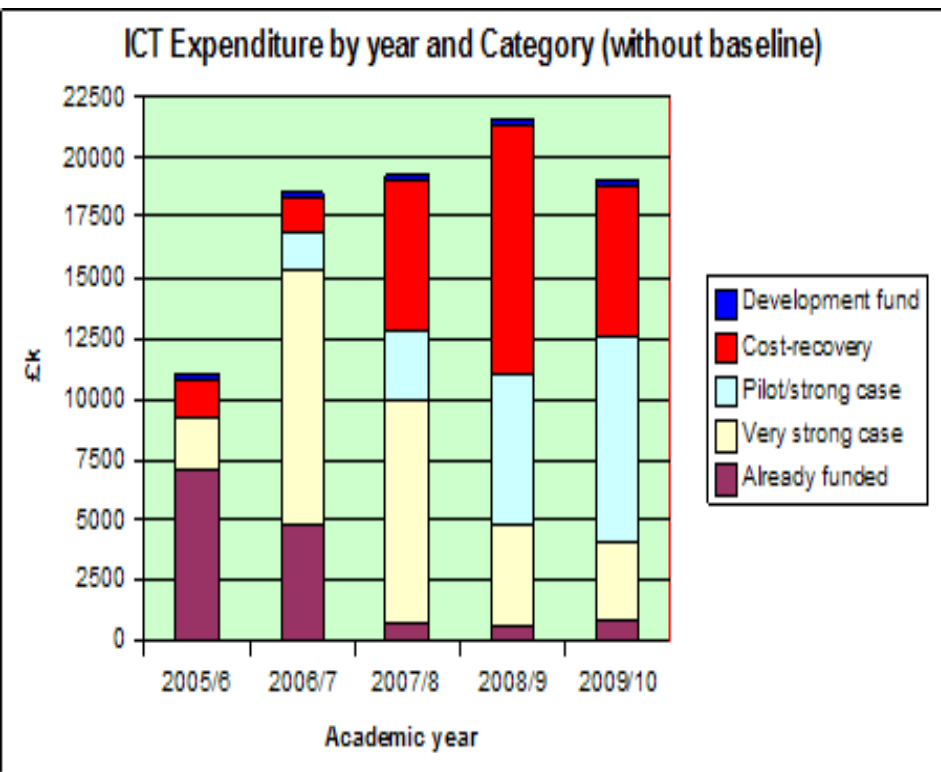
1. So .. inevitable that need to look at central expenditure
2. Create – for first time- roadmap of central expenditure
 - Illustrative amounts at present
 - Principles important



Section 5 – ICT Budget and Priority Plan

Prepare 5 year ICT central expenditure roadmap

- Demonstration of process: - numbers and valuations illustrative
- Collect proposed central ICT expenditure, assign priorities based on feedback
Future tool for Oxford to set ICT priorities
- Central ICT annual expenditure > £20m, cf total ICT estimated to be c. £50m



PWJ Take -- 3

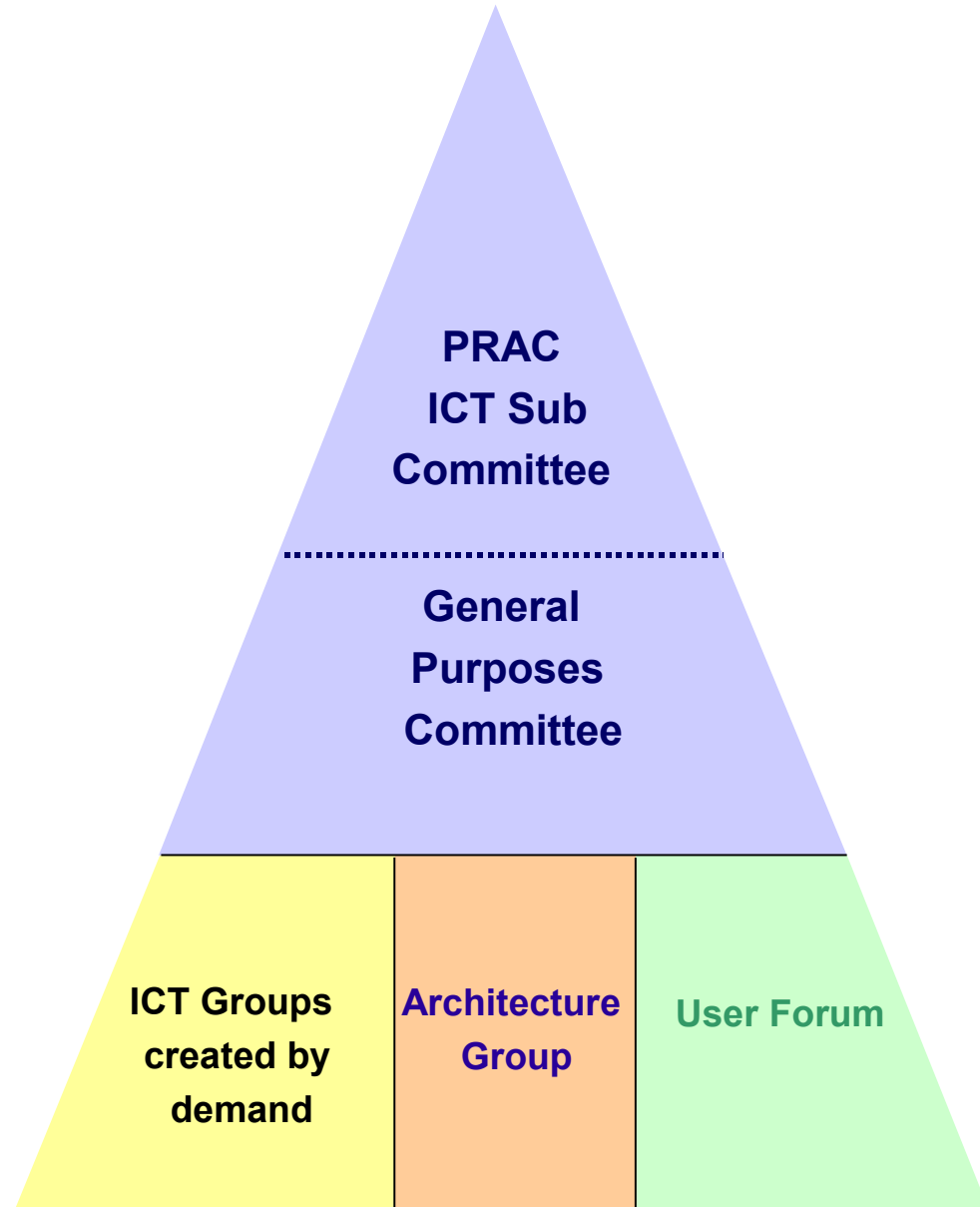
1. Some tricky decisions ahead
2. Need to ensure that mission-critical services are adequately resourced
3. University facing difficult financial future
4. Set of challenges:-
 - Adequate funding for essential services
 - Cohesive cohort of ICT staff (see Pete's presentation)
 - Appropriate 'glue' for devolved ICT structure
 - Identity management
 - Shared filespace
 - Wireless
 - ...
 - Correct allocation of applications to layers
 - Interoperability – crucially important
5. Necessary for Oxford to have new structure to meet these needs
 - NB – means structures through each Division, Colleges, Central Admin...
6. Information Strategy required..



Section 6 – Structure for CDM

Prepare new ICT Governance Structure...

- Create a CDM structure - setting policy, providing strategic direction, meeting objectives, identifying/managing risks, complying with legislation and ensuring optimal ICT operational delivery.
- Form other groups within the structure, as needed, to report to the PRAC ICT subcommittee and GPC, and terminate groups on project completion or completion of activity.
- Create Architecture Group
 - Interoperability
- Set up a User Forum ...
- Establish an ICT Director post
 - Make it work



Status and Future

Many Strawman documents created

Three Draft *ICT Strategic Plans* created

- Third published on 19 June
- Together with ‘Summary and Recommendations’ document

Submitted to PRAC - for consideration on 26 June

- Hope that agreement will be given for formal consultation period
- May go through Council on 11 July

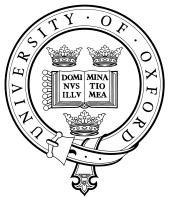
Consultation period through MT 2006

- Another opportunity for input from ITSS
- Another round of presentations...

Assuming reasonable degree of support, final *ICT Strategic Plan* document prepared

- Submit to Council for final consideration

Subject to modifications required, start implementation



Impact on ITSS

- New holistic approach to ICT, and its coordination
- New focus on centre providing services appropriate for local units/users
 - Consistent approach to enterprise systems (OUCS, BSP, OULS)
 - Authority of local units unaffected (of course)
- New focus on interoperability
 - Architecture group, agreed standards, identity management,...
 - Information Strategy needed (as at Open Meeting)
- ICT Forum
 - Fast-track connections
 - Professional body for ITSS
- New way - collegiate University set central ICT expenditure priorities
 - And ensuring mission-critical services adequately funded
- New ICT Governance structure
 - PRAC ICT S/c – single point of convergence
 - With increased contribution from/connection with ITSS



End of presentation

<http://www.ict.ox.ac.uk/strategy/>

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