University of Sussex

University of Sussex

IT Strategy

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I also thank the various business stakeholders who provided value inputs into this Strategy.

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V1	A	30/3/2015	For general release	PD

Note: Please refer to the Appendix A for Glossary of technical terms cited in this document

[1] D = Draft; R= Ready for approval; A = Approved for issue; I = Issued

CONTENTS

1 Foreword

This IT strategy document outlines the Vision and Goals of IT Services at the University of Sussex (UoS). We state how we will provide information and technology services that support and enable our Institution to become a leading UK University, recognised for its achievements and success, endorsing our purpose of "*Making the Future*".

The strategy sets out the objectives for IT Services and provides a set of principles, initiatives, and technical and architectural plans showing how we expect to deliver these services. We will publish these provisions separately as part of IT Services Business Planning Framework.

Delivery will be aligned to institutional objectives identified in our University's *Making the Future* strategy. Success will be measured by the impact that IT has on University key objectives.

Overall, the intent is to ensure that IT has an agreed and understood roadmap, and plan for investment; to establish, maintain, and improve the IT infrastructure, systems and services, enabling the University to achieve its goals and long term success.

The intended audience includes the University Council, Stakeholders, Executive, Senior University Managers and leaders, as well as members and partners of IT Services. The concepts outlined are also intended to help the wider University community understand the alignment of IT with University priorities (beyond delivering end user point solutions), and provide the 'rail tracks' to guide IT and business teams in implementation.

University leaders will understand IT objectives and how those objectives are aligned with University priorities and business direction. IT will have a clear picture of what systems and services are needed and when and how these will contribute to the overall success of the University of Sussex.

The effectiveness of this IT Strategy will be measured and reviewed regularly. IT must be able to demonstrate that it has the right level of technology and services, at the best value, supporting the University to achieve its goals. The strategy must also demonstrate a vision and horizon that not only helps achieve our current University strategic plan but goes beyond, to ensure we continue to use and deliver modern technology solutions into the next decade.

The key message, and priority, is that IT Services will contribute to the University by enabling it to optimise existing processes, innovate: find new and better ways of doing things, and deliver solutions that add value.

Ultimately, I want IT services to be recognised as the leading IT organisation in any UK University.

Paul Davies

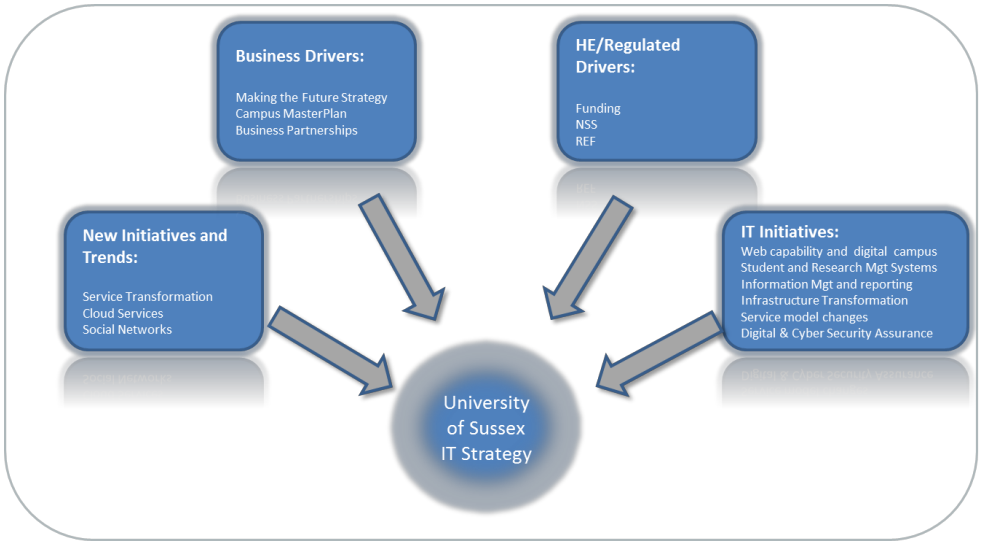
Director of IT Services

2 Introduction

The focus of this document is to outline the vision for IT Services, the objectives and the strategic principles which will enable IT Services to align with University objectives and targets. A successful IT strategy for UoS will help to deliver modern, effective teaching and learning environments, world class research and higher student satisfaction. This will be delivered through better service performance at a reduced cost, and provide innovation to the University supporting growth and reputation. IT Services will also establish the enablers to meet its strategy; better operating model alignment, service based transformation, and ongoing rationalisation are some of the key initiatives which will help IT achieve its strategic objectives.

As University of Sussex targets meeting its strategic objectives, and strives to achieve our "Making the Future" vision, IT is also continuously aligning its strategy to help achieve these targets. Since the publication of the last IT Strategy in 2009 (draft) the University of Sussex has refocused its strategic direction, through the updated 2013 "Making the Future" objectives. This 2015 version of the IT Strategy has been developed to ensure alignment to, and support for this approach, now and ongoing into the future.

Figure 1:- Drivers influencing the University of Sussex IT Strategy



University of Sussex IT Services has set its vision to be recognised as the leading IT service in a UK University. This vision will be achieved by delivering excellent services to our students and staff, supporting the business operations of the University through modern systems, and delivering agile and efficient IT operations. University of Sussex IT has set strategic objectives to provide a high performing, reliable, secure, and efficient IT service. To achieve these objectives, strategic principles have been set to provide guidelines, whilst making decisions on the IT initiatives and associated programmes. These principles will ensure that IT is on track to deliver the objectives. IT will also set strategic governance to ensure that all the initiatives are in line with the principles, and any exceptions are appropriately dealt with.

As technology continues to innovate, several modern and now established solutions are now available in the marketplace, which offer tremendous prospects in terms of greater business-fit, lower Total Cost of Ownership (TCO), better cost control, lower procurement cost and time. The use of Cloud services as an example is now common practice across Universities, and the direction and vision of agile, responsive services and growth plans will need to use these types of services to efficiently provide suitable solutions to the University. IT Services have already initiated projects to move transactional and commodity services to cloud based providers through student email, access to Office365 and storage solutions. These solutions can help IT to deliver faster and more cost effective services to the institution. University of Sussex IT will continuously evaluate these solutions and assess the emerging trends, and incorporate them as part of its IT strategy after careful analysis of the business benefits, risks and costs considerations.

The University of Sussex IT Strategy is focussed on three areas:

1. Strategic Vision, Objectives and Principles of delivery
2. Strategic Initiatives and Roadmap
3. Change and Improvement Delivery Plan

This document outlines the IT Strategic Vision, objectives and the principles of IT delivery which will ensure that objectives are met. More detailed documents will set out the main technology, organisational and process initiatives that will be implemented under the principles and the strategic roadmap. This change will be managed through a change and improvement programme delivery plan, which will be maintained as a separate document with clear alignment of the IT strategy with the “Making the Future” targets being established.

As business priorities and plans continue to change, it is also necessary to change the existing IT strategic documents in line with these changes. Therefore, appropriate governance will be established to maintain the strategy documents going forward. The documents and plans will be published and made available to University of Sussex staff, and communication will be provided when changes to the strategy are made.

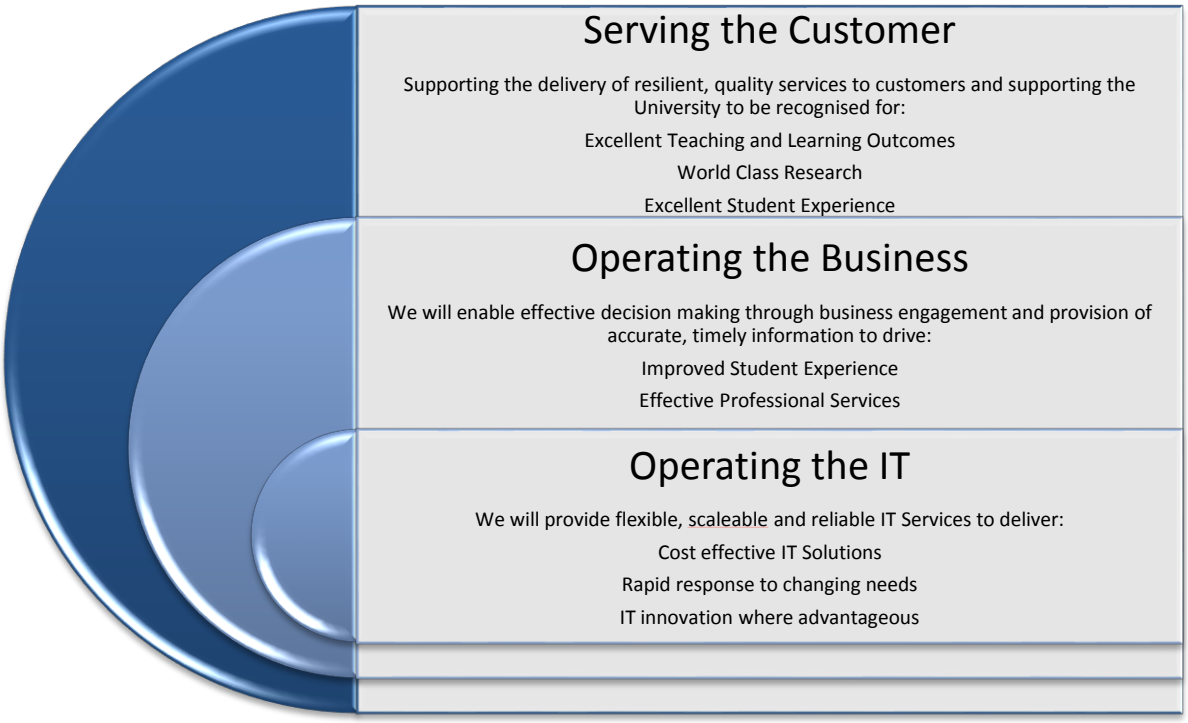
3 IT Vision and Goals

The Vision of University of Sussex IT Services is to be recognised as the leading IT service in any UK University. This will be achieved by demonstrating and proving how IT Services engage with the University functions, understand institutional objectives and technology needs, and delivering improved customer satisfaction, better service performance and optimised IT operations.

The goals of IT Services are:

1. ***Serving the Customer*:** Enable improvements in the quality of services and the value for money offered to our customers.
2. ***Operating the Business*:** Enable the operation of University of Sussex's business by improving the effectiveness and efficiency of our assets, our staff and our processes, so that we can meet our objective to be recognised as a leading Research Intensive University
3. ***Operating the IT*:** Provide improved performance, and customer satisfaction through robust, flexible, effective and efficient IT operations and show measurable value of the IT services provided.

Figure 2: University of Sussex IT Vision and Goals



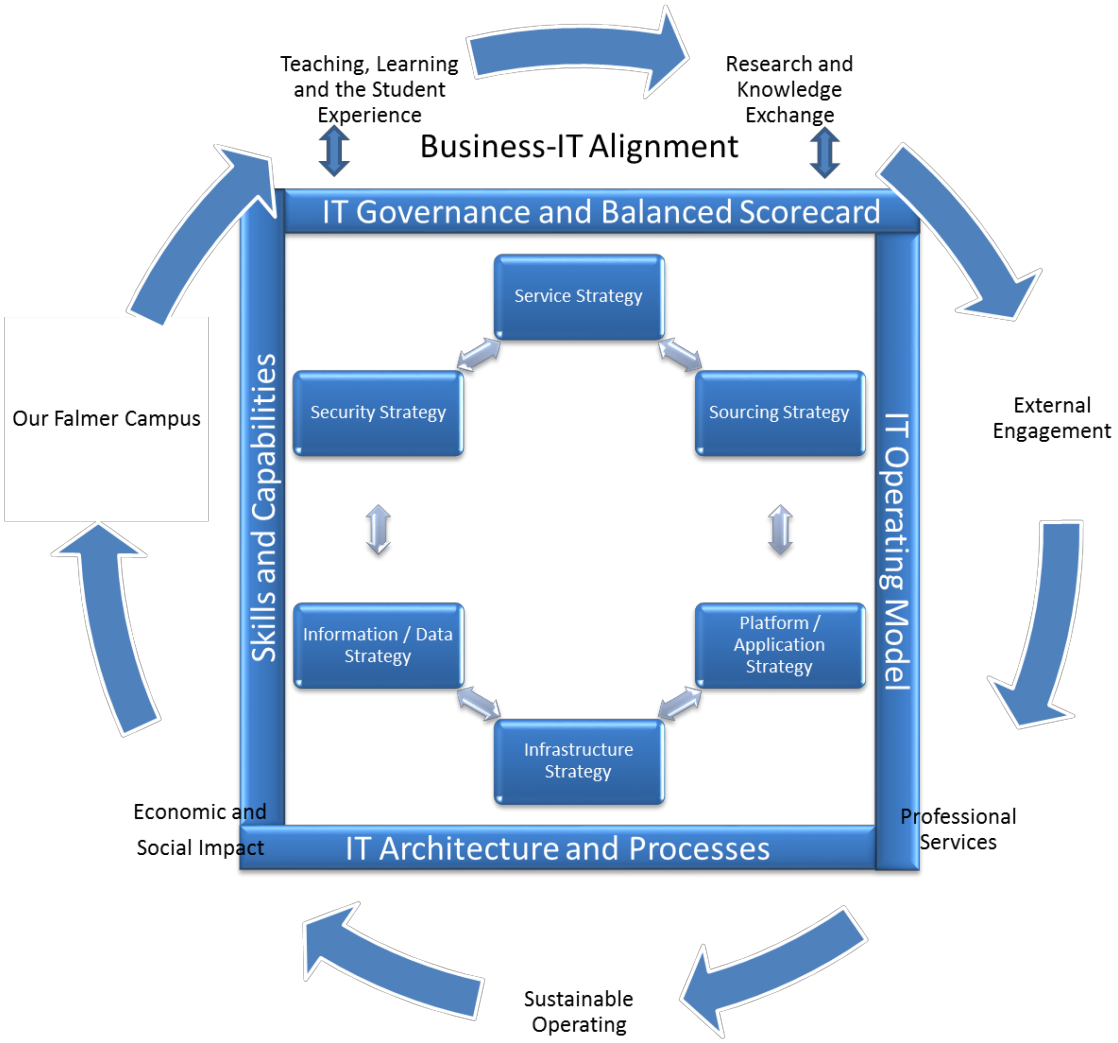
4 IT Strategy Framework and Structure

To define a comprehensive business aligned IT strategy it is essential to use a strategy definition framework. The framework will ensure that all essential components of strategy are considered and appropriately dealt with.

4.1 IT Strategy Framework Components

The IT Strategy framework shown below is used to define the University of Sussex IT Strategy. The framework aligns with the business strategy and objectives to develop an IT strategy which enables business plans and initiatives. The core framework consists of strategy components and enablers. Strategy components will help IT to achieve its vision and meet its objectives and the enablers will provide the necessary governance and competencies to ensure that the end goals are delivered.

Figure 3:- The University of Sussex IT Strategy Framework



Strategy Components

- Service Strategy: deliver better and cost effective services to the business and customers
- Information/Data Strategy: maintain integrity, availability and accuracy of business data across business processes
- Platform/Application Strategy: deliver the required business functionality with lower TCO, easy maintainability, and reduced delivery time
- Infrastructure Strategy: provide a high performing, reliable, energy and cost efficient environment to run IT services
- Security Strategy: protect confidentiality, integrity and availability of information by establishing physical and logical controls
- Sourcing Strategy: procure services with the right quality, at the right price and with right controls

Strategy Enablers

- Governance: processes, structures and mechanisms to control and manage the strategy and ensure the realisation of IT strategic objectives
- Operating Model: functional alignment of business and IT structures and IT supplier groups
- Architecture: business process and technology map to enable effective change delivery, business continuity and strategic decision making
- Processes: Industry frameworks and models (e.g. ITIL for service delivery) to ensure consistent delivery, reduced rework and greater productivity
- Skills and Capabilities: Expertise and proficiency in aligning IT with the business, managing the business relationship, understanding business strategy and plans, delivering solutions and services, and enabling continuous improvement

4.2 IT Strategy Definition Approach and Structure

A rigorous approach was undertaken to define the IT Strategy and ensure the alignment of IT with the rest of the business. This section highlights the approach and the structure of the documents, which will help the audience in understanding the remaining strategy documents and navigation across the documents.

Approach

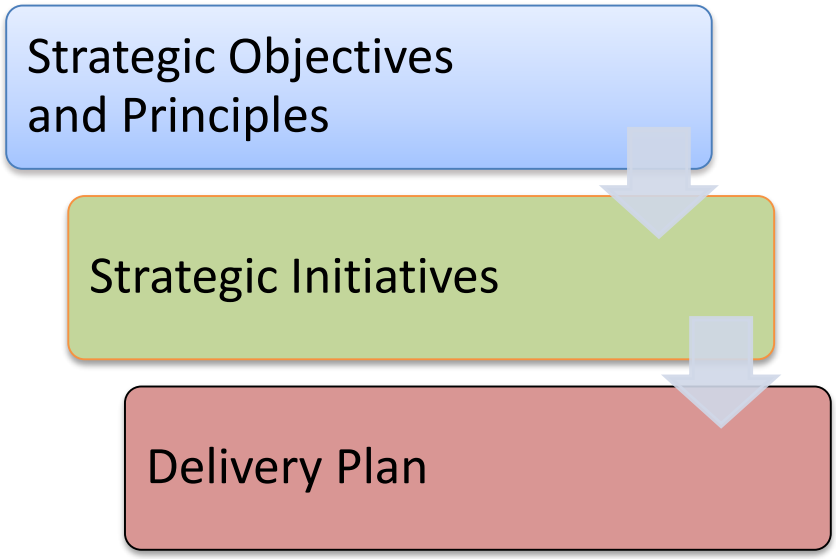
University of Sussex IT strategy definition process was conducted in four stages:

1. Understand the business priorities, business objectives and expectations from IT
2. Definition of strategic objectives and principles
3. Definition of strategic initiatives and roadmap
4. Alignment of investment programmes with “Making the Future” targets

Discussion with the business stakeholders were conducted to understand the business priorities and objectives. During these interviews business perception of IT was gathered and the areas of

improvement were identified. Key IT stakeholders were also consulted to understand the pressures and challenges on IT. These inputs and strategic drivers were analysed using the strategy definition framework and key strategic IT objectives were identified. To deliver these objectives, IT strategic principles were defined against each framework component. To address these principles, strategic initiatives were defined and prioritised. Following that, a strategic roadmap was developed highlighting the short-term, mid-term and long-term priorities. Finally the linkages between strategic objective, principles, initiatives and programmes were established to ensure that the alignment between different layers of strategy definition is maintained. During this process the investment programme delivery plan was also aligned with "Making the Future" targets and strategic initiatives.

Figure 4:- The Three levels of IT Strategy Definition



4.3 How the Strategy will be Governed and Maintained

For IT strategy to be successfully implemented and realised, it is important to establish governance to ensure proper alignment of the programmes with the strategic initiatives and the delivery of successful strategic targets. Along with the strategy governance, processes will be implemented to maintain the strategy in line with the changing business and IT strategies. The following leads will be responsible for governing and maintaining the different IT Strategy areas:

1. Governance of Strategic IT Objectives: Director IT Services
2. Governance of Strategic IT Principles: Director IT Services
3. Governance of Strategic IT Initiatives: Head of Technology and Architecture
4. Governance of Investment Programmes and Planning Plan: Head of IT Business Solutions

5 IT Objectives

Based on the IT Vision and Goals and using the COBIT5 framework, the following key objectives have been identified, which will enable better alignment with the business, and establish a strategic focus across IT. These objectives will be considered while defining and evaluating any strategic principle or initiative as this will impact business/IT alignment and achievement of our strategic IT targets.

Strategic Objective	Description
1. Customer Satisfaction	Ensure satisfaction of end users through continuously improved service offerings and service levels
2. Effective Change Delivery	Deliver solutions on time and on budget, meeting quality standards. Right First Time.
3. Regulatory Compliance	Ensure IT compliance with laws, regulations and contracts.
4. Security	Ensure that critical and confidential information and assets is only available to those that need it.
5. Value for Money (VfM)	Deliver value through cost-efficiency and lower total cost of ownership (TCO) Optimise the IT applications, infrastructure, resources and capabilities to support the University to be productive and efficient
6. Our People	Ensure our people can develop and maintain the skills and capabilities to deliver an excellent service
7. Flexibility and Scalability	Ensure that IT delivers services which can adjust to varying business demand patterns and are flexible in responding to different business requirements
8. Agility and Responsiveness	Ensure that IT delivers services faster and is responsive to University needs
9. Innovation	Ensure we explore and consider innovative solutions
10. Business Continuity	Ensure minimum business impact in the event of an IT service disruption or change

6 IT Principles

The following principles statements will act as guidelines for effective decision making within University of Sussex IT Services and form the basis upon which the IT Strategy has been built.

6.1 General IT Management Principles

These principles will guide the strategic management of IT and alignment with University objectives. Broadly, the principles fall into three main areas i.e. University and IT strategic alignment, Operational Improvement and efficiency, and Controls. These principles apply to all the areas of IT (e.g. service delivery, application delivery) and help in establishing consistency of purpose across the different IT groups.

Principle: G1.1	IT will deliver solutions that support University needs and initiatives.
Justification	This principle will ensure that IT focuses on delivering solutions that meet University requirements. It is important for IT to understand University needs and translate the requirements into a technical solution thereby reducing the risk of post-delivery quality defects. To achieve this, governance and processes will be established to proactively engage with the University.
Objectives	• User Satisfaction • Value for Money • Business Continuity

Principle: G1.2	Solutions selected will conform to Strategic Principles and Technical Architecture Standards, and will be delivered with lowest total cost of ownership.
Justification	There is a strong need to align technical solutions with the IT strategic landscape and emerging architecture, and establish appropriate controls to ensure this alignment. This will help IT to manage complexity, better integration of applications, and faster solution delivery. While selecting the solutions, careful consideration will be made for the TCO, value for money and supportability requirements of applications.
Objectives	• Business Continuity • Value for Money • Effective Change Delivery • Agility and Responsiveness

Principle: G1.3	IT will deliver solutions that will be flexible to adapt to changing University direction and regulatory changes.
Justification	IT will implement initiatives and solutions to better align to the University (e.g. introduction of IT Business Engagement Managers) to improve understanding of the University need and direction, and changes that could impact the solution design. This will enable a flexible and robust solution design that will address current requirements and account for future University and regulatory changes.
Objectives Delivered	• Agility and Responsiveness • Regulatory Compliance

Principle: G1.4	IT strategic outputs will be reviewed and agreed with the University, and delivered within the organisational constraints on costs and delivery capacity.
Brief	As IT faces ongoing demand for new applications and services, and also has to operate within budgetary, staff, resourcing, and technical capacity challenges. It is important to agree with the University the strategic IT outputs and targets so that University expectations are met and IT challenges are understood and dealt with.
Objectives	• User Satisfaction • Value for Money • Effective change delivery

Principle: G1.5	IT will continually seek to optimise and lower operational costs.
Justification	To support the University in meeting its sustainability targets, IT will initiate programmes to lower operational costs through initiatives such as application rationalisation, infrastructure optimisation, license and support cost optimisation, energy efficiency and effective sourcing strategies. This will help IT in reducing its operational expenses and release capital for funding new growth initiatives.
Objectives	• Value for Money • Innovation

Principle: G1.6	IT organisation will remain abreast of new technologies and IT innovations, and will continue to assess their usefulness to the University in terms of support for short, medium and long-term goals.
Justification	With so many new innovations in the technology area e.g. cloud based services, tablets and smart-phones, and social media, it is important for IT to continuously evaluate and conduct proofs of concept to identify business innovation that could be achieved through these technologies. This will also better serve our users and provide services to meet their changing needs and demands.
Objectives	• Innovation • Agility and Responsiveness • Flexibility and Scalability

Principle: G1.7	IT will manage its assets to ensure that proper controls exist, cost is optimised and asset audit is supported.
Justification	Control of IT assets is important to manage change effectively and seamlessly. Asset Management will be key in supporting technology upgrades or technology refresh programmes. Asset Management will also provide better visibility on total cost of ownership and help optimisation initiatives.
Objectives	• Value for Money • Effective Change Management • Regulatory Compliance

6.2 Service Principles

Service is key to enable University processes and help the University in meeting its objectives. Continuous improvement in the service model is a must to achieve ongoing service improvements and better end user satisfaction. Engagement at the service level will help IT to make informed operational decisions based on University priority, criticality and value drivers. The following principles outline the need for service based alignment and the improvements IT will undertake to deliver better and faster services to the University.

Principle: S1.1	All services will be delivered with a focus on end user needs, delivering user self-service where practical.
Justification	IT services will be focussed on serving the end user needs and priorities. This will be determined by the business impact of the services, users of the services, and the regulatory considerations. IT will also implement initiatives to continuously enable end-user services through a self-service based model, thus reducing the time and cost of manually handling the requests.
Objectives	• Customer Satisfaction • Value for Money • Agility and Responsiveness

Principle: S1.2	IT will work towards a service-based model for the delivery of all University application system functionality and services.
Justification	A service based model will help IT to better engage with the University business units to understand their requirements and identify the best possible services that can fulfil the requirement. This will help IT to design and align its service levels to University services and Key Performance Indicators.
Objectives	• Customer Satisfaction • Flexibility and Scalability • Agility and Responsiveness

Principle: S1.3	All services, performance and costs will be measured, improved and managed in comparison to the value delivered to the University.
Justification	This principle ensures that IT service performance is managed and delivered as per the University service requirements. By aligning its services to the University, IT will be in a better position to prioritise its investments and focussing on the areas with high business value or criticality.
Objectives	• Value for Money • Customer Satisfaction

Principle: S1.4	All services will have adequate business continuity and disaster recovery plans, which are tested annually.
Justification	To ensure that University services continue to be delivered and supported either during a business as usual routine or during disturbances caused by natural or human-induced disaster, IT will define its business continuity and disaster recovery plans aligned to the business plans.
Objectives	• Business Continuity

6.3 Data/Information Principles

University of Sussex runs on a complex set of processes and these processes continuously access and update data, and exchange information with other processes. A successful outcome of a business process is dependent on the accuracy of the data maintained within the applications and rigour in the governance to maintain the data. As datasets are constantly accessed and modified by different processes, it is important to establish data management principles to ensure consistency, integrity and quality of the data.

Principle: D1.1	Data governance, roles and responsibilities will be defined for managing all University data.
Justification	Data quality is key to provide desired business process outcomes and to meet University expectations. Data governance is essential to ensure data quality and consistency is maintained across business processes and applications. A good data governance framework will establish clear roles and responsibilities.
Objectives	• Regulatory Compliance

Principle: D1.2	University and IT functions will jointly manage an enterprise data and governance model.
Justification	University involvement is essential for establishing a successful data governance model and continual benefits from the model. As University units owns the business processes which use the data to carry out the activities and deliver the objectives, and IT owns the applications which maintain the data and enable the access and updates through the various application functionalities, the joint operating model is a key to maintain end-to-end data lifecycle and achieve data accuracy, integrity and effective deployment of controls.
Objectives	• Security • Value for Money

Principle: D1.3	IT will define initiatives for managing master data, seeking consistency and quality of data across business processes and application systems.
Justification	Master data management is important to ensure that data integrity is maintained for all the enterprise data elements which are accessed by enterprise wide business processes. This will help in achieving accuracy of information, faster access to the information, consistency in the outcome, and reduced cost.
Objectives	• Value for Money • Customer Satisfaction • Agility and Responsiveness

Principle: D1.4	Data resilience and archiving will be carried out as per University and regulatory requirements.
Justification	An effective data resilience approach will help reduce data loss and maintain integrity, high availability and business continuity during a planned or unplanned systems outage. Archiving will address compliance with the University data retention policy as part of regulatory directives and University requirements.
Objectives	• Business Continuity • Security • Regulatory Compliance

6.4 Applications/Platforms Principles

Applications deliver the services which University functional processes use to carry out a University activity and deliver the outcome. A well-defined and managed application landscape will result in faster delivery of solutions to the University, lower total cost of ownership, better maintainability and supportability, and better integration of business processes. The following principles will help in achieving these benefits.

Principle: A1.1	Applications will be continuously assessed for their business fit, serviceability, and overall value for money.
Justification	IT applications enable business processes by providing the right set of functionality and services which helps in achieving University outcomes. However, as the University is changing continuously it is important to assess the application fit to deliver the changing needs. Application end-of-life assessments will be conducted to identify the potential risks and planned mitigation against the serviceability risks. IT will regularly assess the applications against their Total Cost of Ownership (TCO) and identify initiatives to reduce the cost.
Objectives	• Customer Satisfaction • Business Continuity • Value for Money

Principle: A1.2	Preference will be given to best of breed commercial applications over bespoke development or open source software.
Justification	Best of Breed solutions provide higher benefits mainly through use of standard processes and integration between applications, lower complexity to manage the applications, faster delivery of solutions, and consistency across user interfaces. A defined and published architecture with a common approach to master data management and control will support this principle
Objectives	• Effective change delivery • Value for Money • Flexibility and Scalability • Agility and Responsiveness

Principle: A1.3	Software as a Service (SaaS) will be considered against building application services or deploying proprietary software.
Justification	SaaS services provide lower TCO, reduced switching cost and better cost transparency compared to proprietary solutions. Procurement time is reduced significantly since the services are up and running in a cloud based environment providing higher agility. Most of the services are offered on pay per use and demand based consumption pricing models thus providing better cost control
Objectives	• Value for Money • Agility and Responsiveness

6.5 Infrastructure Principles

IT Infrastructure provides an environment to run IT services. This includes end user services e.g. student/staff desktops through which applications are accessed, data centre services where the applications are hosted, and network and communications which enable sharing of data and information across systems. Infrastructure components play a vital role in delivering high performing IT services and ensuring the business continuity and availability of services.

Principle: I1.1	IT will move towards a private cloud for its infrastructure services, this will also include utilising virtualisation across the technology stack.
Justification	Internal shared infrastructure assets will be deployed as a cloud service to achieve greater flexibility, scalability and agility across University services. Demand based charging models will be developed to help IT to understand and control cost. Cloud based models will enable anytime anywhere access to our workforce and will enable mobile and Distance Learning solutions. The private cloud model is not constrained to the University Campus
Objectives	• Value for Money • Customer Satisfaction • Agility and Responsiveness • Flexibility and Scalability • Business Continuity

Principle: I1.2	Use of Public Cloud Services will be evaluated for solutions that don't pose significant risk to personal data or confidential University intellectual property.
Justification	Public cloud services both for application and for infrastructure services are setting a revolutionary trend and disruption to the traditional model of service delivery. The prospects of this model offer significant benefits in terms of greater agility, lower TCO, better cost control, lower procurement cost and time, which can help IT to deliver faster and cheaper services to the University. However, careful consideration will be made if moving confidential data to the public cloud as the loss of data may prove detrimental to the institution.
Objectives	• Value for Money • Customer Satisfaction • Agility and Responsiveness • IT Security • Regulatory Compliance

Principle: I1.3	IT will define policies, standard assets and configurations, and ensure all delivery must use these standards.
Justification	Through standard assets and configurations, IT can deliver services faster, achieve efficiency to manage assets, reduce time and effort to serve the University end users, apply uniform security and access policy, and deploy the upgrades and patches faster.
Objectives	• Effective change delivery • Customer Satisfaction • Flexibility and Scalability • IT Security

Principle: I1.4	IT infrastructure will be continuously assessed and refreshed to ensure University fit, serviceability, and lower TCO.
Justification	As new technology innovations are launched, enabling better and faster services, it is important to assess the current infrastructure and identify the improvement necessary to optimise the infrastructure estate. Infrastructure refresh helps in achieving better performance of the IT services, greater energy efficiency, ease of management, and better supportability.
Objectives	• Customer Satisfaction • Business Continuity • Value for Money

6.6 IT Security Principles

IT Security deals with protecting the University and Student information and assets from unauthorised access, malicious attacks, theft, and unwanted disclosures. Security breach can result in loss of business continuity, loss in revenues, heavy penalties, and reputational loss. The University of Sussex has a responsibility to secure its students, research and University information, and comply with regulatory legislation. Security management principles are therefore necessary to fulfil this responsibility.

Principle: SE2.1	IT Security Management will be aligned to ISO27001.
Justification	ISO 27001 is the international best practice standard for information security management. Information security management is a systematic approach to manage confidential or sensitive corporate information so that it remains secure, and confidentiality, integrity and availability of information is protected.
Objectives	• Business Continuity • Regulatory Compliance • Security

6.7 IT Sourcing Principles

IT sourcing strategy helps in procuring the right services from the right supplier and retaining the University focus on its core competencies. A well-defined sourcing strategy helps organisations to reduce costs, transform operations, and bring service innovations from the supplier partners. Over the years, sourcing models have gained significant maturity and offer sustained benefits to the organisation. The following principles will drive our sourcing decisions.

Principle: S3.1	IT Services will use partners to provide expertise and support for key systems and applications
Justification	Although currently a large proportion of IT systems and applications are supported and developed in house, where new requirements and replacement is identified, aligned to principle A1.2, IT Services will seek partners to provide expert and flexible support services and partners that improve the user experience and service performance.
Objectives	• Effective Change Delivery • Value for Money • Customer Satisfaction

Principle: S3.2	The IT organisation will leverage its supplier partners for technology leadership, offerings and innovative solutions to enable leading technologies within the University
Justification	Our IT supplier partners are leaders in technology services and continuously invest in innovations and service offerings to stay ahead of their competition. IT will leverage their expertise and work with them to build innovative solutions that enable business solutions and optimise IT landscape
Objectives	• Value for Money • Customer Satisfaction • Innovation

Principle: S3.3	IT Services will seek best value through established University and HE Frameworks wherever possible
Justification	Established Consortia and industry frameworks exist to provide value to HE institutions by working with established suppliers and organisations to provide transparent and value pricing frameworks. IT Services will ensure that wherever possible, advantage is taken from these frameworks to help deliver value for money to the University
Objectives	• Value for Money • Customer Satisfaction

6.8 IT Operating Model and Governance Principles

The IT Operating Model enables a successful delivery of IT strategy by defining functional and operational alignment of University and IT structures, roles and responsibilities, processes and information flow. Governance helps in ensuring that the strategic objectives are met. This is enabled by setting up appropriate structures and processes to measure and monitor IT's performance and take corrective action when required. The following principles will guide the University of Sussex IT operating model and governance.

Principle: O1.1	University of Sussex will align its investments in information technology with the University's core strategy, and ensure all IT investment decisions are prioritised and aligned to University drivers.
Justification	To ensure that IT delivers the programmes which are aligned to University strategy objectives, it is important that the IT investments are prioritised jointly with the University. For this, the University will establish appropriate governance processes which will ensure that the proper investment decisions are made against an agreed framework and that governance around exceptions is established.
Objectives	• Customer Satisfaction • Effective Change Delivery • Value for Money

Principle: O1.2	IT will align its measures with University business targets, and establish mechanisms to continuously track and manage delivery against these measures.
Justification	To ensure IT's alignment with University objectives, IT will define targets against its strategic objectives. These targets will help IT to focus its priorities and implement initiatives to meet these objectives.
Objectives	• Customer Satisfaction • Effective Change Delivery • Value for Money

Principle: O1.3	The IT operating model will align with the University operating model.
Justification	This principle will ensure that a proper engagement with business and academic functions is established to understand the challenges, priorities and objectives. This will help IT to define solutions to address University need, undertake initiatives in line with the University strategy, and deliver better end user satisfaction.
Objectives	• Customer Satisfaction • Our People • Agility and Responsiveness

6.9 Architecture and Processes Principles

An enterprise architecture establishes the relationship between various layers of an organisation i.e. from business process to data to applications and then to infrastructure. By understanding the impact of business processes and applications and vice versa enterprise architecture enables effective change delivery, business continuity and technology decisions. An effective IT Architecture serves as an essential guide in planning, acquiring, building, modifying, interfacing and deploying IT services. Processes enable delivery quality assurance, reduced rework, high productivity and consistency across different areas of operation. The following principles will guide the architecture and process decisions in the University of Sussex.

Principle:AP1.1	The delivery of IT services will be conducted by standard and consistent processes, in line with industry frameworks (e.g. COBIT, ITIL, PRINCE2)
Justification	IT project and service delivery frameworks provide an effective foundation to achieve desired results and drive consistency. University of Sussex will deploy the ITIL framework across its service delivery organisation and will seek continual service improvement initiatives. Other frameworks e.g. eSourcing Capability Model (eSCM), COBIT will be assessed and considered as appropriate.
Objectives	• Effective Change Delivery • Value for Money • Customer Satisfaction

Principle: AP1.2	IT will continuously seek process optimisation, automation, and continual process improvement.
Justification	Process optimisation helps in streamlining the operations and achieving operational efficiency and reduced effort. However, careful analysis will be considered before undertaking process optimisation so that process outcome is not impacted. Process automation reduces the manual effort, reduces errors and also delvers higher operating efficiency and productivity.
Objectives	• Value for Money • Customer Satisfaction • Flexibility and Scalability • Innovation

Principle: AP1.3	IT will define initiatives to seek better collaboration between Students, Staff, Governing bodies, Supplier Partners, and third Parties.
Justification	Through effective collaboration the University of Sussex can establish better engagement with various parties and enable a foundation to share ideas and leverage distributed knowledge and experience. This will help fostering ideas and innovation by reaching a wider audience and understand their needs to serve better.
Objectives	• Customer Satisfaction • Value for Money • Innovation

6.10 IT Skills and Capabilities Principles

To enable the University initiatives and to operate IT effectively, we need to maintain and develop a core set of skills and capabilities. The following principle will guide the skills and capabilities considerations in IT.

Principle: SC1.1	IT will continually assess its staff skills and capabilities, in line with organisational policy and strategic direction, and will focus on defining, retaining and developing its core competency.
Justification	To achieve better alignment with the University and help University in achieving its objectives and plan, the University of Sussex IT will focus on building and retaining the core competencies aligned to the organisation strategy. The skills gap will be bridged by a training plan and acted upon in consultation with the employees and the human resources department. Mechanisms will be established t continually reassess the IT skills and competencies in line with the changing organisational strategy and initiatives will be taken to address the skills gap.
Objectives	• Our People • Effective Change Delivery • Value for Money • Customer Satisfaction

7 Appendix A - Glossary of Terms

Acronym	Description
ITIL	The IT Infrastructure Library – a set of concepts and practices for Information Technology Services Management (ITSM), Information Technology (IT) development and IT operations.
ITSM	Information Technology Services Management – a structured management methodology for delivering IT Services
Virtualisation	A method of delivering IT Infrastructure and Application systems in an efficient way, based on the creation of a virtual (rather than actual) version of something, such as a hardware platform, operating system, a storage device or network resources.
COBIT	Control Objectives for Information and Related Technologies, a framework for Business-IT alignment and IT Governance
eSCM	The eSourcing Capability Model (eSCM) is a framework developed by ITSqc at Carnegie Mellon University in order to improve the relationship between IT Services providers and their customers.