



Information Services Strategy 2006 – 2011 Update II

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information services
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Preface

The period since the inception of the new Information Services organisation (INSRV) has been one of intense and immense structural and strategic change, and more than enough excitement! The INSRV of today is unrecognisable from that of August 2004, and we continue to stretch the boundaries to improve every aspect of our contribution to the success of the University.

The primary purpose of this document is to refresh our Strategic Objectives for the period to 2011. It sets out the high-level vision and the direction for developing INSRV's contribution to the University. The document builds on the INSRV Strategic Plan Update, endorsed by Strategy and Resources Committee in October 2005, and on subsequent updates. A summary of progress to date is provided but is reported on more fully in our Annual Report and on our webpages. The strategy is supported by detailed action plans which are available separately.

The INSRV strategy is ambitious by any standards. We are seeking to enable - with new ways of working - dramatic gains in the ability of our University to achieve a leading international position. The new futures programme in particular aims to: deliver significant development of the University Library Service towards a 21st Century hybrid model; implement, in a series of steps, an entirely new and modern Information Technology (IT) environment for all staff and students - moving us over time to a leading position in such provision; and establish a cost-effective centrally managed High Performance Computing facility to support research.

In fact, each of the constituent projects in the programme is bigger and more complex than anything similar previously attempted by the University, so it is satisfying at this point, two years into the life of the strategy, to note the significant progress that has already been achieved. The complex task of building the foundations of the MWE has been completed and rollout of the first phase of the portal begun; significant progress has been achieved in implementing the proposals of the Library Review towards a 21st Century Library. The recent hugely successful launch of ARCCA is a major achievement and marks the completion of the INSRV-driven phase in the development of this valuable resource for the University's research community.

The INSRV strategy can only be delivered by working in close partnership with colleagues all across the University community. This, indeed, is absolutely fundamental for success. It is therefore appropriate to acknowledge here the very significant support that INSRV has received from these colleagues.

The University is (rightly) a very demanding environment for INSRV. For this reason we are doubly encouraged by the continuing positive feedback from you. We recognise especially the confidence you have now placed in us by your active endorsement of our strategy to date and by your agreement to support the necessary one-off initiative funding and pump-priming to get the first years of the new futures programme underway.

Let me say to conclude that we are truly trying to be the INSRV that the University wants and needs. We know that we have more still to do. We have worked hard to equip ourselves to be fit for purpose. We have worked equally hard to release significant existing resources - both people and money - to support improvement in our day-to-day operations and to realise the new futures programme. You can be sure that across all areas of the strategy we will continue to do our utmost.

Martyn C. Harrow
June 2008

About Information Services

Our mission

To place Cardiff at the forefront in terms of Information Services provision, “making the difference” for realisation of the University’s vision and mission by:

- delivering world-leading systems, support and enablement, that give all staff and students a distinctive edge in realising their potential and achieving their objectives;
- becoming an organisation that contributes to – and stands itself within – the world-leading profile and reputation of the University, achieving international recognition in its own right;
- being measured by results.

Our values

We are committed to driving forward the success of our University. To achieve this we underpin everything we do with our values, which are firmly based on those established for the University as a whole. We recognise that our people are our major asset and that their talent, commitment and creativity is key to our success. In particular, specific to our remit, we strive to:

- engage in open, effective and efficient communication both internally and externally;
- work with integrity, achieving excellence and innovation in every aspect of our work;
- develop an inclusive, collaborative and consultative culture that values diversity and is based on dignity, respect and courtesy;
- promote and support sustainable development;
- get the maximum value from every pound of income, and every hour applying our skill and effort;
- embed continuous improvement in our culture.

We value people above everything, and our whole philosophy is that what we do is only worthwhile if *you* can use it to help *your* success.

Our organisation and environment

INSRV operates within a complex organisational context. Everything we succeed in doing is achieved in collaboration with others. We provide services, support and facilities to all Schools and Directorates, potentially every single person in the University, and to the local community and beyond. In Appendix C we include our organisation chart and some quantitative data about the scale and scope of services that we currently provide.

Our contract with the University

The INSRV annual allocation of recurrent funding, augmented by the significant income we generate ourselves, allows for delivery of the comprehensive range of day-to-day support and services that we provide to sustain all aspects of the University's activities.

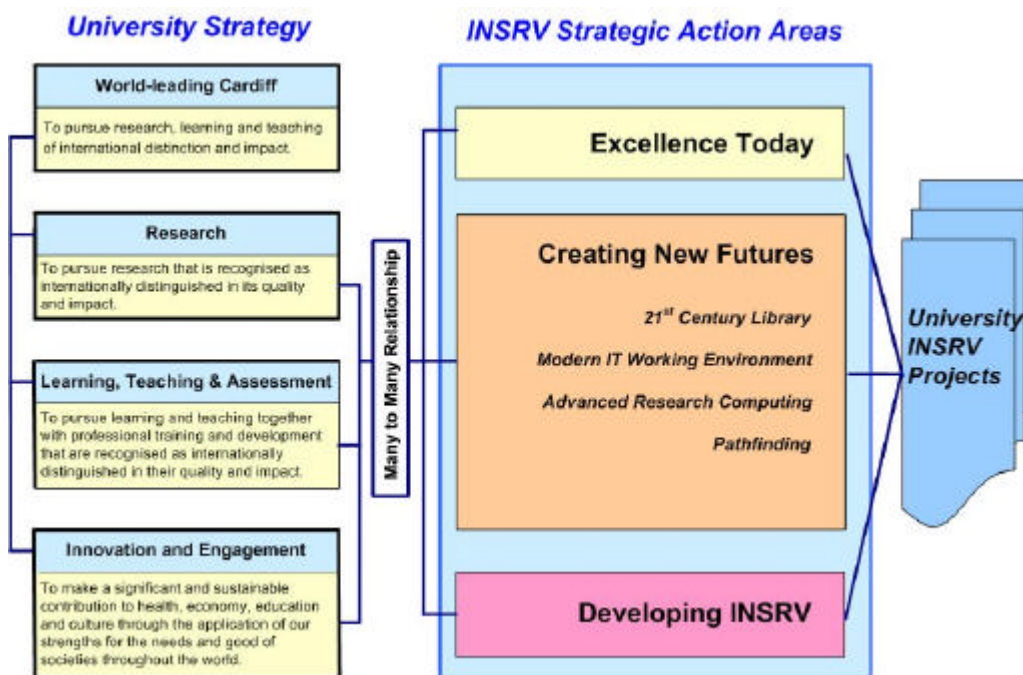
In addition, we have been entrusted with significant capital funding to support the developmental activity described in this Strategic Plan. The commitment of these two elements of funding represents our contract with the University to:

- provide, and incrementally improve, day-to-day service and support ("Excellence Today");
- deliver our Strategic Development Programme ("Creating New Futures").

INSRV is neither authorised, nor funded, to take on major work outside these areas.

Information Services Strategy

Our strategy is totally aligned with the University's Aims and Strategic Plan, and is focused through 3 Strategic Action Areas. The underlying aim is to transform the contribution of Information Services as a key enabling partner in realising the University's ambitions.



The INSRV work and development programme is based on the Information Services Strategy endorsed in 2005. Our progress to date against this strategy has been extensively reported both formally through committees and through periodic communications. Some of our more important actions are summarised in Appendix A.

Our key strategic action areas

Excellence Today

Getting the basics right - achieving the best possible return from current facilities . Focussing on helping all our customers realise their objectives by constantly improving the range, quality and accessibility of those INSRV services, support and training facilities that make the greatest difference.

INSRV is committed to continuing our progress on moving from a service delivery model of support to one of enablement and partnership. We will do all we can to ensure that all our users derive full benefit from the services and support available to them. At all times we will prioritise what we do against the University's needs , and resources will be focussed on 'making the difference' for all staff and students. Through a clear framework of action plans and targets, we aim to:

Strive for the highest levels of service excellence

- through continuing development and investment in front-line services, including our IT Helpdesk, and the introduction of a 'virtual librarian' service;
- by improving the level of support and enablement to researchers, and their access to all that INSRV has to offer;
- by making accessibility a key design criterion in all the services and publications that we deliver;
- by enhancing and streamlining access to worldwide electronic information resources through the implementation of cross-searching tools and secure authentication and authorisation.

Deliver benefit through enablement and education

- by improving liaison with Academic Schools, focussing always on what the user wants and needs, and always seeking to add value to existing investment;
- by further embedding Information Literacy in the curriculum and by extending and developing innovative approaches to the educational role that INSRV plays in IT knowledge transfer;
- by developing a new model of Distributed IT Support in partnership with Schools and Directorates;
- by offering an advisory service to Schools on IT accessibility.

Pursue continuous improvement, efficiency and effectiveness

- through continuing to focus on operational efficiency, driving down costs and doing more for less wherever possible and by the selective use of technology to improve efficiency and speed of response;
- through a more systematic treatment of changes to our systems and processes , thus maximising availability;
- by continuing to refine our communication strategy and plan;
- by increasing the focus on improved energy management and sustainability of all University IT.

Creating New Futures

With colleagues University-wide, define and implement the new modernised services, IT environment and tools, and the advanced access to information resources necessary to keep the University competitive and provide an edge for all staff, students and teams.

The overarching philosophy of enablement will be embedded in "Creating New Futures" to ensure that the University will derive maximum benefit from each new component of the developing IT and Information landscape. Each of the programmes in this action area will be overseen by a University Steering Group and be implemented with clear action plans and deliverables.

Working in partnership with colleagues from other University Directorates, this ambitious Strategic Action Area has the following themes.

Developing the 21st Century Library

Actions, under the following three headings, derive from the recommendations of the University Library Service Review, approved by Senate and Council in December 2005:

Implementing the Library Tactical Plan to deliver 24 short to medium term recommendations (3 year plan 2006 – 2008). Examples include projects to:

- improve self-service facilities using new technology;
- further develop and implement the Information Literacy Strategy and plan;
- refurbish Aberconway Library;
- provide improved physical access for all students and staff;
- enhance the range of e-resources;
- improve efficiency of inter-library transactions and access to materials held in store.

Carrying out Phase 2 of the University Library Service Review focusing on the additional needs of Heath Campus, the nearby Trust sites, and the all-Wales role.

Delivering the long term Library Strategic Plan creating a modern technology-enabled library service for a 21st Century University. The specific action plan and timeline will be developed by a Project Board of stakeholders and external members (5-10 year plan), and will include actions to:

- consolidate the number of existing Cathays Park libraries from 11 to 3;
- plan a new flagship library building for Cathays Park;
- re-furbish the other libraries to the same standard;
- implement any additional recommendations from Phase 2 of the review.

Delivering the Modern IT Working Environment (MWE)

The MWE programme will enable a world-class IT environment at Cardiff through the integration of people, processes and technology. The MWE vision is set out at a high level in the INSRV Annual Report 2006 and in more detail in the MWE Programme Governance paper.

Priorities will be determined by the University MWE Steering Group and will be delivered via three main project strands - **Programme Leadership**, **Business Requirements Definition and Change Management**, and **Technology Realisation**.

Benefits will be delivered in a phased way throughout 2007 – 2011, and beyond. Examples can be found in the concluding section of this document; a full programme plan and documentation set is available separately. The MWE will also provide the fundamental enabling infrastructure for the LEAN University project.

Although previously highlighted as separate initiatives, as the development of the MWE gathers pace, all innovation in the following areas will eventually become part of the MWE infrastructure or delivered via the MWE interface:

Providing a virtual learning environment that supports and stimulates, enables and empowers

As the work of the University Learning Environment Group develops it will increasingly recognise, and enable us to deliver in a unified way, the benefits of both the physical and the virtual environments involved in modern learning. Here the main element is development of the virtual learning environment as part of the Learning Environment Strategy approved by the Learning & Teaching Committee. A major component is enhancement of the Cardiff VLE system, including support for a richer variety of media and improved monitoring and assessment. We are currently developing support for Video Streaming and are actively discussing with the Learning Support Team how to promote use of, and fully resource funding for, the online assessment tool Questionmark Perception. In addition, we are engaged in an ambitious plan to enhance pool room facilities and support, including provision of remote diagnostic and management tools.

Enabling world-class University / MIS Processes

As part of the MWE, the main thrust of this group of projects will develop lean IT-enabled business processes University-wide that integrate the existing standalone applications into the new environment. The specific priorities will be determined by the MWE Steering Group in liaison with MISAR and the LEAN University Project Group.

Further objectives include those to:

- improve University Finance Systems provision;
- continue to extend the benefits of SIMS across the University and, in particular, to migrate LEARN student management into this environment.

Providing a robust, transparent, secure infrastructure

This area will comprise a set of projects continually raising the standard of the University IT infrastructure, to provide new services, and to meet the demands of advancing technologies. Major work currently planned includes that to:

- extend the provision of wireless access points to key locations throughout the University;
- further enhance network resilience and management tools;
- rationalise server provision and further increase resilience for corporate data services.

Enhancing the benefits delivered by Procureweb

Procureweb, the information hub supporting procurement within the UK HE Sector and Research Councils, is hosted by Cardiff University. Following the announcement that JISC have agreed to fund Procureweb for five years, a key aim will be to bring Procureweb into the MWE architecture, as the platform from which the beneficial impact to the sector can be extended and enriched, bringing value to both the project and the HE sector. A separate strategic document will be published for Procureweb.

Establishing Advanced Research Computing at Cardiff (ARCCA)

The ARCCA initiative for high performance research computing will deliver the latest technologies and solutions to enable research of international distinction. After a long gestation period, the project to establish ARCCA is now coming into being.

ARCCA will create an institutional high performance computing resource delivering economic benefits and a wider enabling impact than previous individual provision by schools or research groups. In time, High Performance Computing (HPC) will be delivered as a standard service, where appropriate, through the MWE environment. Support will be available for groundbreaking and complex applications, but for many research applications HPC will be a self-service facility not requiring specialist knowledge, thus making HPC efficient to support and use.

ARCCA will operate as an organisation closely linked with INSRV to minimise overheads and to ensure good synergy with other key research-enabling projects such as the MWE. However, ARCCA will be wholly dedicated to the University's research agenda and will work fully under the strategic oversight of Research Committee.

INSRV has recruited an international figure as Director of ARCCA, and the next version of this strategy will include a strategy for ARCCA, fully integrated with that of INSRV. ARCCA's primary objectives will be: firstly to provide world-class enablement of our research agenda and the work of individual researchers and teams across all disciplines; secondly, to build a national and international reputation in its own right and to stand itself within the world-leading profile of the University as something we are known for and which fosters the recruitment and retention of outstanding research talent.

Pathfinding

Within the "Creating New Futures" element of the INSRV strategy, our first priority is to deliver the agreed and funded developments described above. However, in a fast moving world, what is today cutting edge will all too soon become mainstream, and it is important that we keep looking innovatively, drawing on our partnerships with major suppliers, and on the student community, to continually develop the groundbreaking strategies of tomorrow.

While taking care that we do not divert resources from delivery of our agreed programme, INSRV will continue to monitor and evaluate new technologies and emerging social trends, experimenting with new ideas and examining how they might modify our current vision, or take us in new directions to the benefit of the University.

Current areas of interest include:

- Student social enablement and developments in 'virtual' social networking
- The information and technology enablement vision for the University of 2025

Developing INSRV

Excelling as the enabling partner of choice, building on existing strengths, but going much further, continuously improving to become an exemplar in our field and an influential force for positive change and modernisation across the University.

This key element of our strategy underpins and enables our ability to deliver and sustainably support the vision laid out in this document. Through a focus on our people, the way we work, and on sound financial management, INSRV will continually seek to improve its capabilities and the value it delivers to the University, and be a collaborative and partnering organisation that embraces and catalyses positive change and

modernisation. The targets below are just examples of ongoing activity through the currency of this Strategic Plan.

People and Culture:

- The Directorate values above all our people and the contribution they make to the vibrancy and success of the University, and we will exploit to the full the potential of our diverse team profile.
- We will continue to strengthen the leadership capability of the Directorate by a major focus on management development, and recruitment where appropriate.
- We will further develop our staff performance programme using appraisal, mentoring, clear objective setting, and continuing high levels of investment in training, empowering individuals and teams to deliver.
- We will invest more in developing our culture to be people orientated, customer focussed and committed to continuous improvement .
- Our ambition is to become a University exemplar for equality and diversity, and safety at work.

Engagement and Profile:

- We will build on and strengthen our engagement with University communities through formal representation on Research and Learning & Teaching Committees, and through day-to-day schools liaison.
- We will continue to build our reputation and profile amongst our comparator UK University groups, and worldwide, promoting INSRV excellence as a distinct component of the University's excellence through engagement with our partners and stakeholders. Our goal is to be seen within the sector as an Information Services organisation that other seek to emulate, and a benchmark against which others measure their performance.

Processes and Effectiveness:

- We will continue to refine our internal processes including project approval and programme and workload management.
- We will move progressively to a more formal evidence and fact-based framework for managing and assessing our progress, contribution and impact, and publish our progress widely.
- We will employ Lean Techniques INSRV-wide.
- We will introduce a formalised IT standards process to enhance quality of service, reduce complexity, and lower costs. This will include progressive implementation of industry standard ITIL-based process improvements .

Financial Stewardship and Business Development:

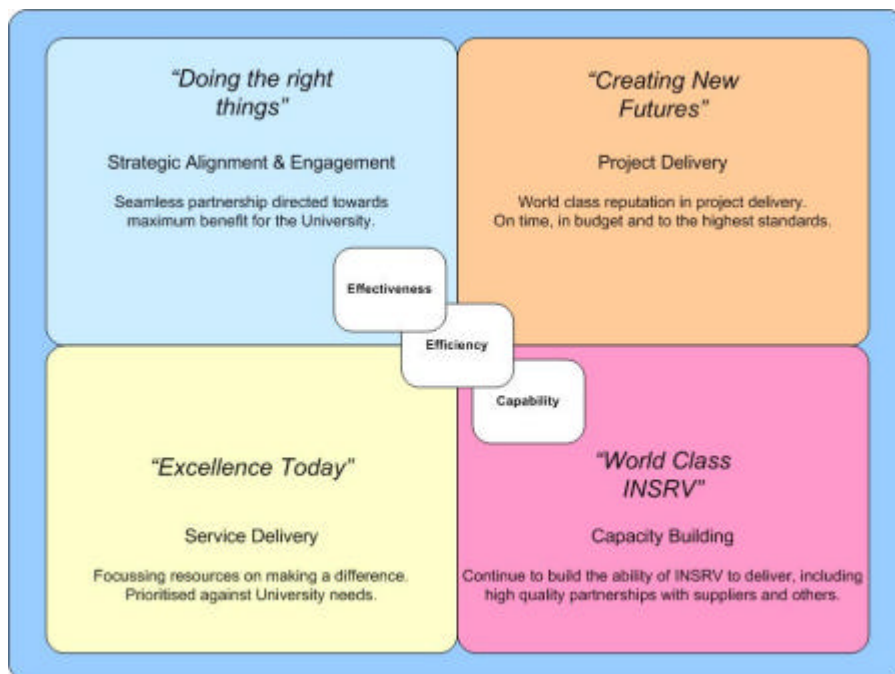
- We will continue to operate a strong financial management discipline with tight budgetary control and a process of continuous review .
- We will foster the development of value-adding relationships with suppliers and business partners.
- Our aim is to actively focus on attracting income to the Directorate, and we target to effectively realise more than £1m per year in savings and income from INSRV business operations, reducing the need for University resources.

Measuring success

The success of this Strategic Plan will be measured by delivery of the programmes within our key strategic action areas. INSRV must be able to show that delivering this plan has made a difference for Schools, and the University as a whole.

This Strategic Plan will have been successful if by the end of five years:

- INSRV has provided leadership for the University in our area of expertise, has increased its collaborative and partnership activities with its Stakeholders, and can demonstrate that it is an organisation that has delivered on its commitments.
- INSRV and the University in partnership have evaluated the outcomes of the development programme and shown that the expected benefits have been achieved.
- INSRV has become an organisation that contributes to – and stands itself within – the world-leading profile and reputation of the University, achieving international recognition in its own right.
- INSRV has put in place a Performance Review mechanism – a Strategic Dashboard – to enable progress to be monitored in an open and transparent manner.



The framework for Performance Review is presented above. Measures of performance within this framework are being developed.

Benefits and Resource Implications

Realisation of our strategy, in partnership with colleagues, will bring about a step-change in the IT and Information capability of the University. With this will come an increasing dependence of the University on IT and Information provision. Hence an important theme of the strategy must be for the University and INSRV in partnership to address the sustainability of the new environment.

This update to our strategic plan concludes with a summary of the benefits that will be (and are already are being) realised by its implementation and a commentary on the resource implications.

Benefits

“Excellence Today”:

The drive for higher standards of service and enablement, increased reliability and reduction in costs will continue to deliver year-on-year incremental improvement.

Significant gains have already been achieved. In 2005 and 2006 INSRV achieved savings, productivity, workload management, and performance gains equivalent to an additional allocation of £1.75m p.a.

These savings have been reinvested in service development, in making up funding shortfalls, in satisfying very large increases in demand, and in releasing resources to work on the “Creating New Futures” programme. In addition a step change in the quality of services – from system reliability, to speed of helpdesk response, to level of engagement with schools and other groups – has been achieved, delivering real benefits to the University. This improvement in quality of service has been marked by a significant increase in unsolicited positive comments from our user population across all areas of the INSRV operation.

“Creating New Futures”:

We plan to develop ‘next generation’ research, learning & teaching, and administrative support environments that deliver a world-class capability and a distinctive staff / student experience. The objective is to modernise, moving the University as quickly as possible to a position where its ‘information infrastructure’ is a key enabler for achievement of our ambitions.

The specific priorities to be implemented will be set by the relevant steering committees for each project. For this reason, it is not yet possible to be definitive about implementation plans. However, benefits are already being realised, particularly in the areas of the Library Tactical Plan and Learning Environment; examples of some of the achievements already delivering benefits can be found in Appendix A. Further less tangible benefits are being realised in the national and international publicity for the University resulting from the signing of the MWE partnership agreement with IBM in October 2006.

Obvious candidate areas for future early development include:

- provision of up-to-the-minute collaborative tools to support all inter & multi-disciplinary research projects;
- faster and less burdensome IT-enabled administrative processes - especially in key areas such as recruitment, on-line student enrolment and budget monitoring;

- higher availability of subject librarian support and improved utilisation / availability of information resources;
- more advanced virtual learning environments including high-quality assessment tools, and the ability to use modern techniques like pod-casting and video-streaming;
- access to all University IT facilities - including email, collaborative tools, key applications and data storage - from anywhere at any time;
- pervasive wireless access, campus-wide.

A key feature of every project will be the focus on equipping every member of the University community to gain the maximum benefit from new facilities as they are introduced. In order to achieve this, there will be requirements - particularly time from the right people - that will fall on Schools & Administrative Directorates. This will be planned in as part of the mobilisation of each project once specific priorities have been set, so cannot be quantified at this stage.

In return, it is anticipated that in the medium to long term the “Creating New Futures” element of the INSRV strategy will enable all sectors of the University to take advantage of major efficiency gains. This will release effort that can be directed towards value-adding activity to drive forward the University’s national and international standing.

Resource implications

The new enabling environments to be delivered from the INSRV Strategy carry the advantage of bringing benefits to the whole University community. They will have a long operational life and lasting impact on the capability of the University. Thus, overall, the results will be both powerful and cost-effective.

To achieve this it is essential that a ‘critical mass’ of skills and capacity are in place in INSRV to deliver both successful realisation (primarily a **one-off** capital requirement) and ongoing support of the new facilities (primarily a **recurrent** requirement).

With these needs in mind, an overview of the resource picture is set out below.

One-Off:

The University has signalled its commitment by sponsoring £13m of initiative funding to meet the capital funding requirements. This covers development of the MWE, the Library Tactical Plan, Learning Environment initiatives, Cardiff LEAP, and HEC.

This funding will enable the crucial MWE ‘technology tool-set’ to be acquired. It will also enable significant progress to be made, and consolidated, across all of the ‘New Futures’ projects. However it should be noted that due to the nature of the awards available, no specific funding has been earmarked to support work on administrative systems.

The major area for which capital funding is yet to be sought is the implementation phase of the Library Strategic Plan. Primarily, this will comprise the funding to consolidate and refurbish the existing multiple libraries & service points, and also to build a new flagship library / ‘information commons’.

Because it will involve substantial building work, this funding requirement will be on a very different scale to the rest of the Strategy and is being tackled as a specific programme in its own right, overseen by a Project Board chaired by the Vice-Chair of Council. A very positive first step has been made in a successful bid to the Wolfson Foundation CURL Library Programme to support the refurbishment of the Trevithick Library, which will be match funded by the University.

Recurrent:

By far the major portion of the work required to implement and sustain the Strategy is being, and will be achieved from within existing INSRV resources.

As outlined above, much has already been done to achieve this. INSRV will continue to play its role in efficient and effective use of recurrent funding by :

- continuous improvement and a focus on organisational effectiveness;
- active management of workload to maximise efficiency;
- leveraging suppliers – deriving much higher benefits through partnership;
- innovative use of technology , doing more for less wherever possible.

In addition INSRV seek to realise around £1m annually through savings and income , and we will continue to actively manage our resource position, constantly re-optimising to release maximum benefit from every pound of investment.

However, even with these significant efficiencies and gains we could not stretch our existing resources to cover all needs. To date the University has agreed pump-priming funding to support the start-up of ARCCA, and some recurrent funding to support the MWE programme, primarily for the acquisition of additional skills and capacity in a limited number of targeted areas.

Work is continuing on the overall forward funding model necessary to sustain and derive full benefit from the investment that has already been made. As an illustration of the needs to be considered: the MWE will extend, improve and enrich very considerably the University's enabling IT infrastructure for everyone in our community ; in order to reap the full benefits it is essential that we manage this new environment well and provide good support to all users.

The Information Services strategy endorsed by Strategy and Resources Committee in 2005 estimated the uplift in support costs to do this, and to maintain all the new hardware and software platforms, to be between £1.0 - £1.25m p.a. This estimate (at 2005 levels) is still valid.

In addition there is growing pressure for an academic year spanning the entire calendar year, replacing the former pattern of peaks and troughs of activity, and also pressure for extended opening hours and support for both IT and library facilities. This is coupled with the need to accommodate the ever-growing volume of activity across almost all IT services. (As examples: since merger, the volume of file storage has increased by 3 Terabytes per annum, the number of email messages handled every day has increased by 100,000 and network traffic is increasing by approximately 15% per annum.)

As part of our general efficiency drive , we have been responding to these pressures by extending our opening hours and the provision of support, strengthening systems, and ensuring the availability of online services. However, it is clear that the demands ahead are going to outstrip our ability to resource these changes from our internal efficiency gains alone. This may lead to further pressure for additional resource to support a 365, 24x7 University. At this stage in the forward resource picture that we have been presenting, no account of this particular aspect has been included.

The Contribution of the INSRV Strategic Plan to the 10 Strategic Goals of the University

1. Creating a **balanced integration** between research, learning & teaching and innovation & engagement;

INSRV Strategy Area	Contribution to University Goal	Key Achievements ¹	Next Steps ²
Creating New Futures: MWE	<ul style="list-style-type: none"> The MWE environment will contribute at a personal level to the integration between research, learning & teaching and innovation & engagement by presenting each member of the university with a unified view of all aspects of their University life delivered via the portal. 	<ul style="list-style-type: none"> MWE Infrastructure built Rollout of MWE portal and collaborative tools underway Training and guidance on use of new tools in place. MWE achievements more fully reported under physical and virtual environment. 	<ul style="list-style-type: none"> Continue development of the MWE infrastructure and data processes to support personalisation of services. Continual improvement of the range of materials and media giving advice and guidance on best use of the MWE toolset to maximise benefit to the University.

2. Developing, recruiting and retaining **world-class staff**;

INSRV Strategy Area	Contribution to University Goal	Key Achievements ¹	Next Steps ²
Creating New Futures: MWE	<ul style="list-style-type: none"> The MWE will be fundamental in distinguishing Cardiff from other Universities and attracting ambitious and innovative individuals. Online enablement of key business processes will assist in streamlining the physical tasks associated with recruitment and staff development. 	<ul style="list-style-type: none"> MWE Infrastructure built Rollout of MWE portal and collaborative tools underway Training and guidance on use of new tools in place. MWE achievements more fully reported under physical and virtual environment. 	<ul style="list-style-type: none"> Future versions of the MWE will provide services tailored to the different needs of the University's range of users.

Creating New Futures: 21 st Century Library	<ul style="list-style-type: none"> o The vision for Cardiff's Library Service is of a rich, flexible information resource and a highly attractive study and research environment bringing the best students, researchers and staff to Cardiff. 	<ul style="list-style-type: none"> o Work to implement the recommendations of the Library review continuing. o Phase 2 of Library Review completed. o 21st Century Library achievements more fully reported under student experience. 	<ul style="list-style-type: none"> o Continue implementation plan of Library Review recommendations and additional recommendations of Phase 2 Review.
Creating New Futures: Advance Research Computing	<ul style="list-style-type: none"> o The ARCCA central HPC facility available for use by all researchers will enhance the appeal of Cardiff in attracting world-class research staff. 	<ul style="list-style-type: none"> o ARCCA division launched. o Advanced Research Computing achievements more fully reported under physical and virtual environment. 	<ul style="list-style-type: none"> o See under physical and virtual environment
Excellence Today: Service Excellence	<ul style="list-style-type: none"> o INSRV aims to build a reputation of first rate service to users of Information and IT services that will become itself a point of distinction in attracting high quality staff. 	<ul style="list-style-type: none"> o Implementation of new Service Desk environment. o New streamlined help service for library and IT queries. o Ongoing process to introduce ITIL-based processes. 	<ul style="list-style-type: none"> o Continuing development and investment in frontline services. o Following Service Desk implementation, progressively move to a formal ITIL-base model of incident, change and release management.
Developing INSRV: People & Culture; Engagement and Profile	<ul style="list-style-type: none"> o INSRV's emphasis on leadership, staff development, equality and diversity, and values is a key element in attracting high performing staff to the Directorate. o The profile of INSRV nationally and internationally is becoming a further point of distinction in attracting world class staff. 	<ul style="list-style-type: none"> o 'Unstoppable INSRV' staff development programme in place. o Mentoring scheme and annual appraisal of staff in place. o Equality and diversity action plan in place o Appointment of internationally renowned figure as Director of ARCCA. 	<ul style="list-style-type: none"> o Continuing focus on people in all INSRV activities. o Continue to report INSRV successes widely for the benefit of the University's profile and reputation.

3. Creating a "can-do" way of working and high performance **teamwork** among academic and support staff

INSRV Strategy Area	Contribution to University Goal	Key Achievements ¹	Next Steps ²
Creating New Futures: MWE	<ul style="list-style-type: none"> o The MWE environment will support team working by providing a collaborative toolset to aid communication and team working. o Automating our business processes will contribute to major improvements in team performance and productivity. 	<ul style="list-style-type: none"> o MWE Infrastructure built o Rollout of MWE portal and collaborative tools underway o Training and guidance on use of new tools in place. o MWE achievements more fully reported under physical and virtual environment. 	<ul style="list-style-type: none"> o See under physical and virtual environment.

Developing INSRV: People & Culture	<ul style="list-style-type: none"> o INSRV's recognition of the value of our people and the development of our culture and talents to cultivate high-performing teams is at the core of our strategy and values. 	<ul style="list-style-type: none"> o 'Unstoppable INSRV' staff development programme in place. o Mentoring scheme and annual appraisal of staff in place. o Equality and diversity action plan in place. 	<ul style="list-style-type: none"> o Continue measures in place to develop and support staff excellence.
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4. Improving the **student experience** that equips students for life beyond the University;

INSRV Strategy Area	Contribution to University Goal	Key Achievements ¹	Next Steps ²
Creating New Futures: MWE	<ul style="list-style-type: none"> o The MWE will provide a vibrant and exciting online environment giving access to a wide range of services encompassing the variety of academic and other interests that make up a rich student experience. 	<ul style="list-style-type: none"> o Online enrolment gives a simpler, smoother service for new and returning students. o Online registration for use of RESLAN by student laptops and PCs. o Ongoing development to enrich and support growing use of the Cardiff VLE. o MWE achievements more fully reported under physical and virtual environment. 	<ul style="list-style-type: none"> o See under physical and virtual environment.
Creating New Futures: 21 st Century Library	<ul style="list-style-type: none"> o Our aspiration is to provide world class libraries rich in resources and in the abilities of their staff to support academic work o Flexibility of space to suit all learning needs will encourage independent and collaborative work to bring out the potential in all learners and researchers. 	<ul style="list-style-type: none"> o Work to implement the recommendations of the Library review continuing. o Phase 2 of Library Review (Heath Park) Completed. o Aberconway Library re-modelled and integrated with Guest. o Biomedical Sciences Library refurbished. o Trevithick Library refurbishment underway. o RFID enabled self-service installed in 3 Libraries cutting queues and freeing library staff to support teaching, learning and research needs. 	<ul style="list-style-type: none"> o Secure sponsorship for iconic new library on Maindy Road site and oversee the design and build of the new library. o Carry out interim refurbishment of ASSL. o Continue phased rollout of RFID self circulation across whole library service with ASSL as next step. o Devise and carry out a phased plan to consolidate Cathays Libraries into three locations. o Seek to provide more group study space and more flexible multi-use space in libraries. o Pursue recommendation to merge Duthie and Nursing & Healthcare Studies Libraries into single library sited in new

			<p>School of Medicine building</p> <ul style="list-style-type: none"> o Merge Whitchurch and Llandough Libraries into new site under construction at Llandough o Take advantage of early opportunities to provide 24x7 support and work towards 24x7 library opening hours through resource and building management and the use of new technology.
<p>Excellence Today: Service Excellence; Enablement & Education</p>	<ul style="list-style-type: none"> o High standards in service to users of Information and IT services will enhance the experience of all students and staff. o A clear focus on user education and enablement will ensure all users gain maximum advantage from the tools and services available to them. 	<ul style="list-style-type: none"> o New streamlined help service for library and IT queries. o IT Shop opened in Student's Union as a new service to students and staff. o Information Literacy Training now embedded in 48% of teaching modules. 	<ul style="list-style-type: none"> o Ongoing development of the user education programme via a variety of media and new technologies. o Continue to pursue Information Literacy strategy

5. Defining the **distinctiveness** of Cardiff

INSRV Strategy Area	Contribution to University Goal	Key Achievements ¹	Next Steps ²
<p>Creating New Futures: MWE</p>	<ul style="list-style-type: none"> o Cardiff's MWE will be a leading edge virtual environment that will be fundamental in distinguishing Cardiff from other leading Universities. 	<ul style="list-style-type: none"> o Partnership with IBM to deliver the groundbreaking MWE project has generated much interest in the media and amongst our peers. o MWE achievements more fully reported under physical and virtual environment. 	<ul style="list-style-type: none"> o See under physical and virtual environment.
<p>Creating New Futures: 21st Century Library</p>	<ul style="list-style-type: none"> o A modern and attractive Library estate and an iconic new library building will create a point of distinction for Cardiff. 	<ul style="list-style-type: none"> o Work to implement the recommendations of the Library review continuing. o Phase 2 of Library Review (Heath Park) Completed. o 21st Century Library achievements more fully reported under student experience. 	<ul style="list-style-type: none"> o See under student experience.

Creating New Futures: Advance Research Computing	<ul style="list-style-type: none"> o The development of the ARCCA HPC facility provides Cardiff with the 3rd largest HPC facility in UK HE. 	<ul style="list-style-type: none"> o ARCCA launch widely reported. o Advanced Research Computing achievements more fully reported under physical and virtual environment . 	<ul style="list-style-type: none"> o See under physical and virtual environment .
Excellence Today: Service Excellence	<ul style="list-style-type: none"> o INSRV aims to build a reputation of first rate service to users of Information and IT services that will become itself a point of distinction. 	<ul style="list-style-type: none"> o Implementation of new Service Desk environment. o New streamlined help service for library and IT queries. o Ongoing process to introduce ITIL -based processes. 	<ul style="list-style-type: none"> o Continuing development and investment in frontline services. o Following Service Desk implementation, progressively move to a formal ITIL-base model of incident, change and release management.

6. Increasing disposable **income**;

INSRV Strategy Area	Contribution to University Goal	Key Achievements ¹	Next Steps ²
Developing INSRV: Financial Stewardship & Business Development	<ul style="list-style-type: none"> o INSRV actively focuses on attracting income to the Directorate, minimising the need for central funding. o Strong financial management and processes ensure costs are minimised and good value for money delivered for every pound of investment. o By strong negotiation and a focus on relationship management INSRV maximises benefit for the University from our supplier partnerships. 	<ul style="list-style-type: none"> o Establishment of the Business Development Team with the remit of generating income and driving down costs. o Business income generation has more than doubled in two years and totals £330k over the past 3 years. o MWE software deal negotiated with IBM to supply software at a fraction of normal cost. o £268K Wolfson Foundation funding secured for Trevithick Library upgrade. o In excess of £600k in JISC funding secured for projects directly benefiting the delivery of University's Modern IT Working Environment. o The selection of high capability quad-core technology for ARCCA effectively delivered double the research capability to the University at no additional cost. 	<ul style="list-style-type: none"> o Continue to actively seek funding opportunities to support the development of INSRV initiatives for the University. o Secure sponsorship for the planned iconic new Library building.

<p>Excellence Today: Efficiency & Effectiveness</p>	<ul style="list-style-type: none"> o Energy management and sustainability of the University's IT systems is a key area of focus for INSRV. o INSRV has an ongoing focus on efficiency and effectiveness, delivering value for money in everything we do. 	<ul style="list-style-type: none"> o A raft of energy saving initiatives have been implemented which overall will save the University an estimated £600,000 per annum in energy costs. o By working smarter we have driven down INSRV's operational costs – these are now lower in real terms than 2004/5 levels. o INSRV has achieved savings, productivity, workload management, and performance gains equivalent to an additional allocation of £1.75m p.a. over the past 3 years. 	<ul style="list-style-type: none"> o Ongoing focus on minimising energy costs to the University. o Continuing focus on working smarter and delivering more for less.
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7. Improving strategic investment;

INSRV Strategy Area	Contribution to University Goal	Key Achievements ¹	Next Steps ²
<p>Creating New Futures: All areas</p>	<ul style="list-style-type: none"> o The INSRV Strategy, and most particularly 'Creating New Futures', seeks to direct investment to initiatives that will deliver the greatest strategic benefit to the University. o Ongoing monitoring and evaluation of new technologies and emerging social trends will ensure that investment continues to be focussed on strategically important goals. 	<ul style="list-style-type: none"> o Focus on strategic development embedded in INSRV culture. o Foundations of MWE built. o Strategic improvement to key libraries. o Council endorsement of plans to build an iconic new Library for the University. o ARCCA HPC facility and new Directorate launched. o Ongoing assessment of the direction and impact of social networking / Web 2, technological and information advances. 	<ul style="list-style-type: none"> o Continuing focus on IS strategy for the University.
<p>Excellence Today: Enablement & Education</p>	<ul style="list-style-type: none"> o To maximise strategic benefit to the University every major INSRV-led project has a clear focus on user education to ensure all users gain advantage from new investment. 	<ul style="list-style-type: none"> o User enablement and training is a key element of the current rollout of the MWE and Collaborative Toolset. 	<ul style="list-style-type: none"> o Ongoing development of the user education programme via a variety of media and new technologies.

8. Ensuring the physical and virtual **environment** are fit for purpose;

INSRV Strategy Area	Contribution to University Goal	Key Achievements ¹	Next Steps ²
Creating New Futures: MWE	<ul style="list-style-type: none"> o The establishment of the MWE infrastructure will ensure that Cardiff has a modern resilient fit-for-purpose IT environment and infrastructure to support the full range of its activities. 	<ul style="list-style-type: none"> o Construction phase of major MWE technical components complete including commissioning of Redwood second data centre. o MWE systems designed to give enhanced resilience and reliability. o Energy and space-efficient solutions selected. o Comprehensive first phase technical and user acceptance testing completed. o Phased rollout of MWE portal and collaborative tools to schools and directorates underway. o MWE education and enablement programme being delivered in parallel with rollout; online guidance on use of new tools in place. o Strategy for mobile working in place. o Wireless expansion programme underway to give Cardiff the largest local area wireless network in UK HE. o Introduction of resilient network configuration underway. o Poolroom management, Smartboards and enhanced AV facilities installed in poolrooms across campus. 	<ul style="list-style-type: none"> o Continue enhancement of MWE and development of new portal services as agreed by the MWE Steering Group. o Develop data and information architecture to support business processes and personalisation of services. o Complete rollout of new network topology and management capability (Layer 3). o Complete rollout of wireless to areas throughout the University. o Continue work on initiatives to minimise space and energy use. o Continue upgrade programme of poolroom facilities including remote management and AV. o Develop an integrated communications plan encompassing mobile and traditional desk based telephony.
Creating New Futures: 21 st Century Library	<ul style="list-style-type: none"> o Implementing the recommendations of the Library Review will improve the quality of the University estate in key library locations and free a significant number of locations for other uses. 	<ul style="list-style-type: none"> o Work to implement the recommendations of the Library review continuing. o Phase 2 of Library Review (Heath Park) Completed. o 21st Century Library achievements more fully reported under student experience. 	<ul style="list-style-type: none"> o See under student experience.

<p>Creating New Futures: Advance Research Computing</p>	<ul style="list-style-type: none"> ○ The development of the ARCCA HPC facility adds an exciting new dimension to the virtual environment for researchers at Cardiff University. 	<ul style="list-style-type: none"> ○ Partnership agreement with Bull to supply leading edge quad-core solution creating the 3rd most powerful cluster in a UK University. ○ Refurbishment of Redwood site to house ARCCA and the Cardiff HPC Centre of excellence. ○ Appointment of an internationally acknowledged expert, in the field of HPC and its application to research, as Director of ARCCA. ○ Formation of ARCCA expert support team to assist the research community in the use of ARCCA facilities. ○ Launch of ARCCA and Cardiff HPC Centre of Excellence in June 2008 attracting much interest from stakeholders competitors and the press. 	<ul style="list-style-type: none"> ○ The future development of ARCCA is presented in a separate strategy for the ARCCA Directorate. INSRV will continue to provide support services for ARCCA.
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9. Expanding the **PG community**;

INSRV Strategy Area	Contribution to University Goal	Key Achievements ¹	Next Steps ²
<p>Creating New Futures: MWE</p>	<ul style="list-style-type: none"> ○ The MWE will provide a vast range of new facilities to assist researchers in the University personalised to their individual needs. 	<ul style="list-style-type: none"> ○ See under physical and virtual environment. 	<ul style="list-style-type: none"> ○ See under physical and virtual environment.
<p>Creating New Futures: 21st Century Library</p>	<ul style="list-style-type: none"> ○ World class libraries rich in resources and in the abilities of their staff to support academic work will provide space to suit all academic needs, encouraging independent and collaborative work to benefit all learners and researchers. 	<ul style="list-style-type: none"> ○ Establishment of the University's Special Collections and Archives (SCOLAR) giving high-quality archive space to attract further research collections and to provide primary sources for research. ○ Continuing expansion of the breadth and depth of e-Journals and e-Books to improve the online research resource. 	<ul style="list-style-type: none"> ○ Continue to develop SCOLAR facilities, including introducing archive cataloguing facilities and management software for locally created digital resources

Creating New Futures: Advance Research Computing	<ul style="list-style-type: none"> o The development of the ARCCA HPC facility adds an exciting new dimension to the virtual environment for to attract researchers to Cardiff University. 	<ul style="list-style-type: none"> o See under physical and virtual environment. 	<ul style="list-style-type: none"> o See under physical and virtual environment.
Excellence Today: Service Excellence	<ul style="list-style-type: none"> o INSRV aims to improve the level of support to researchers enabling easier access to all that INSRV has to offer and making the Cardiff research environment a point of attraction to the most able individuals and research groups. 	<ul style="list-style-type: none"> o Subject Specialists now meet with all researchers to enable maximum support. o Post of Senior Consultant for Research Development established to engage with researchers schools and research centres. 	<ul style="list-style-type: none"> o Continuing development of services to support research needs. o Continue to develop depth of online resources.

10. Securing a **global reputation**.

INSRV Strategy Area	Contribution to University Goal	Key Achievements ¹	Next Steps ²
Developing INSRV: Engagement and Profile	<ul style="list-style-type: none"> o INSRV seeks to promote its excellence as a distinct component of the University's excellence, building its reputation and profile amongst its comparators worldwide. 	<ul style="list-style-type: none"> o Director of ARCCA is an internationally known expert in his field. o INSRV Director a member of the JISC Board, JISC Collections Board and JISC Transition Advisory Board. o INSRV Board members appointed to Chair of UCISA and RLUK Board. o INSRV invited by the American Library Association to present at a Philadelphia conference the Cephalonian Method of Information Literacy teaching developed by INSRV at Cardiff. o Many INSRV staff contribute publications and conference presentations and are recognised among their peers as leaders in their field. 	<ul style="list-style-type: none"> o Continue to report INSRV successes widely for the benefit of the University's profile and reputation.

Creating New Futures: All	<ul style="list-style-type: none"> ○ The strategic advances made by INSRV in developing the MWE, in modernising the University's Libraries and in the establishment of ARCCA all raise the profile of Cardiff with our international peers and comparators. 	<ul style="list-style-type: none"> ○ Partnership deal with IBM to deliver the groundbreaking MWE project widely reported. ○ Launch of ARCCA attended by key Welsh and international figures. 	<ul style="list-style-type: none"> ○ Continue to report INSRV successes widely for the benefit of the University's profile and reputation.
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Notes

1. It is not possible to list all of INSRV's achievements in this document. A comprehensive summary of progress against the INSRV plan can be found in the INSRV Annual Report 06 and 07 and in previous versions of this document. Reports on MWE progress are presented periodically to Strategy and Resources Committee and to Council. Cardiff staff and students can find news about implementation of the Library Review recommendations on the Library Review web page <http://www.cardiff.ac.uk/insrv/futures/libraryreview/index.html>, and about the MWE at <http://mweneews.cardiff.ac.uk/>. Progress is also regularly reported in the INSRV quarterly publication 'inform'.
2. A detailed action plan for the next period is being compiled as part of a more comprehensive update of this Strategic Plan. Some actions may require funding to be secured before progress can be made.

Risks

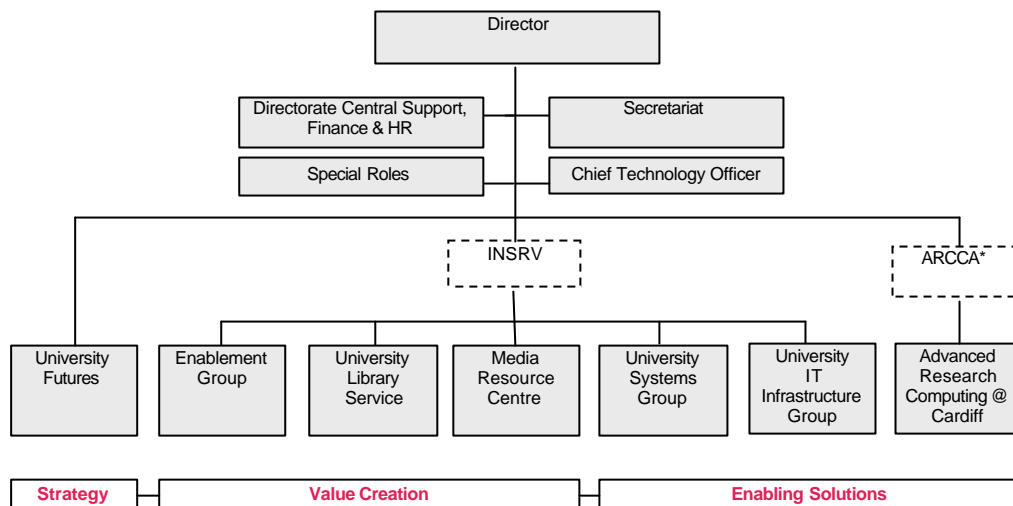
As with any ambitious programme, the implementation of this strategic plan is not without risk. The high level risks that we will manage are outlined below:

Risk	Probability x Impact	Impact	Responsibility	Comments
Insufficient continuing Capital Funding to support Strategy	Med x High	<ul style="list-style-type: none"> Inability to deliver promised enabling infrastructure Inability to support the University in deriving maximum benefit from capability delivered 	<ul style="list-style-type: none"> Director INSRV VC Strategy & Resources Committee 	<ul style="list-style-type: none"> Majority of funding approved for first 3 yrs Funding for Library Strategic Plan pending No specific funding earmarked for Admin component of MWE
Insufficient recurrent funding to deliver and support changes	Med x High	<ul style="list-style-type: none"> Inability to deliver promised enabling infrastructure Inability to support the University in deriving maximum benefit from capability delivered 	<ul style="list-style-type: none"> Director INSRV VC Strategy & Resources Committee 	<ul style="list-style-type: none"> Some recurrent funding has been agreed to support the MWE programme Pump-priming funding has been agreed to support the start-up of ARCCA Further work is continuing on the overall forward funding model necessary for success.
University does not derive the benefits from the changes and improved practices once implemented	Med x High	<ul style="list-style-type: none"> Failure to realise return on investment Below optimum working capability and practices 	<ul style="list-style-type: none"> Director INSRV VC HoS & Admin Directors Strategy & Resources Committee 	<ul style="list-style-type: none"> TEG and ULS have a specific brief to deliver value for all INSRV services Business change programme is integral to each project
Other priorities impact on relevant University and INSRV resources	Med x High	<ul style="list-style-type: none"> Failure to realise return on investment Below optimum working capability and practices 	<ul style="list-style-type: none"> Director INSRV VC HoS & Admin Directors Strategy & Resources Committee University Board 	<ul style="list-style-type: none"> Need for clear and joined-up priority setting at University level

The Information Services Organisation

Organisation

The chart below outlines the organisational structure and main focus area of each group within INSRV. The staffing complement is 369 FTEs, with the most people intensive group being the Library Service.



N.B. All groups will contribute to strategy
 *Reports to Director as linked organisation

INSRV is a constantly evolving organisation that will always take on the form that best fits the way it should deliver its contract with the University. Although the delivery groups look similar, there has been substantial revision of structure and approach within them in the period from August 2004.

The Advanced Research Computing @ Cardiff group (ARCCA) is completely new and is expecting to begin its operations in late 2007. The strategy for this Division will be developed separately and published in the next revision of the INSRV Strategic Plan.

Scale and scope

Below are some statistics which give an indication of the scale and scope of the current INSRV operation.

- Library, IT and media resources are made available to a user base of over 40,000 people.
- There are over 5,000 concurrent users of our network during normal working hours.
- There are currently 18 separate library sites with over 40 service points distributed across campus. Users make 2.5 million visits to these service points each year. There are over 1 million books and bound volumes to borrow from and there is access to upwards of half a million on-line digital and electronic resources.
- More than 13,000 students and 600 teaching staff use the Cardiff Virtual Learning Environment, Blackboard, every week during Semester.
- There are well over 1,000 public access PCs in 60 locations, with hundreds being available 24hrs. Networked computers offering a wealth of software applications are available to every student.
- Users also make more than 45,000 logged IT support requests per year (with 3 times as many 'quick queries').
- There are 200-plus major systems and software applications.
- 1,500 miles of network cable is used to link in excess of 18,000 Gigabytes of additional information, which is stored on several hundred servers.
- Annual email traffic is now around 60 million messages. In addition to this, each year INSRV will typically capture, stop and deal with (before they ever become visible to users) 70 million spam emails, as well as several thousand unsolicited network probes and attempted virus infections.
- Condor processed 500,000 hours of CPU time in 2006, equivalent to one PC running for 57 years.