

# **CSCS Strategy**

High Level Aims and Objectives for 2018-21

## **Introduction**

The Clinical School Computing Services provides IT Services to departments in the School of Clinical Medicine, and a smaller number of institutions across the University. Its primary purpose is to support the aims of the School of Clinical Medicine. This Strategy;

- Defines the core values, aim and remit of the department
- Defines specific strategic objectives to achieve our aim

## **The Clinical School Computing Service's core values are:**

- To understand and respond to the IT needs of the research, teaching, administrative and support staff of the School.
- To recognise the value of the data we hold, and to fulfil the trust placed in us to ensure the confidentiality, integrity and availability of the data in our care.
- To strive to deliver the best possible value for money with the financial investment made in us by the School and our users.

## **Our Aim**

- To provide a comprehensive suite of IT Services on an effective cost recovery basis designed to support education, research and its supporting disciplines, administrative and support services.

## **Our Remit**

- Provision of IT Services to the School of Clinical Medicine and associated institutions, including; wireless and wired networking, high availability file and email storage, cross platform managed desktops, remote access, remote and on-site user support, server hosting and support, content managed website hosting, learning technology and virtual learning.
- Outside of our remit is; software procurement, programming tools, medical specialist hardware, data recovery, relocation of IT equipment and user training.

## **Strategic Objectives**

1. Develop and continually maintain a current and forward-looking view of the School's requirements, realised as a living document approved by the School IT Committee, and use that to drive the development of our own and the University Information Services portfolio.
2. Continue to offer a service portfolio (based on CSCS, UIS or public cloud infrastructure) to meet the School's core requirements, including;
  - a. Reliable, secure and accessible network and storage infrastructure with the capacity to support the growing needs of research, teaching and administration.
  - b. Cross-platform and responsive web based collaboration tools which allow the sharing of documents and data within and between Institutions.
  - c. Subscription model managed desktop and user support services to further support research, teaching and administration
  - d. Specialised support services to enable delivery of undergraduate and postgraduate teaching, including a Virtual Learning Environment, Student Computing facilities and Teaching Room audio-visual systems.

- e. Specialised research support services to enable the conduct of research, including server, database and application hosting and support, and secure environments for the storage and analysis of identifiable data.
3. Continually improve our service portfolio, driven by demand from departments, with a focus on a balance between resilience, value for money, and user focused service delivery. New or existing drivers of improvements include;
  - a. The benchmarking and improvement of Administration across the School, improving efficiency and limiting growth in support costs resulting from expansion of the School.
  - b. New or increased collaboration between the School and pharmaceutical partners (AZ & GSK), CUHP, and the Schools of Biological Sciences, Physical Sciences and Technology.
  - c. Increased pressure to maximise benefit at existing funding levels, requiring restructure of services to provide unmanaged (free at point of use), managed (mid-tier) and proactive managed (top-tier) pricing.
4. Continue to improve value for money by reducing the cost of service to users as a result of economies of scale, implementation of service management and project management best practice, efficiency of procurement and implementation, and building a close working relationship with the University Information Services (UIS) as a service partner and infrastructure provider. Improvement areas include;
  - a. Cost of the primary user services (Network Connection, Computer Support, User Account) through unit cost reduction or restructuring to provide different tiers.
  - b. Business process support systems, through use of UIS run cloud services, building on the School's track record and capability in process improvement.
  - c. Efficiency of endpoint and infrastructure systems management through adopting a more unified approach ('DevOps') automating workloads and increasing collaboration between the Development, Infrastructure and Systems Support teams.
  - d. Increasing collaboration and re-use of code between CSCS, UIS and Bioinformaticians across the Life Sciences by adoption and promotion of a centrally managed development environment.
5. Continually improve our capability in information security to enable us to successfully balance risk (based on knowledge of threats and vulnerabilities) and the needs of researchers, underpinned by the University core values of freedom of thought and expression.
6. Continually improve the capability and agility of our Development Team to allow them to respond to new and emerging requirements within the School through use of technologies including containerisation and automation of virtualization platforms and web publishing firewalls.
7. Improve staff recruitment, retention and wellbeing through increasing the agency and autonomy of staff, increasing skills share between all teams and defining clear development pathways through the department.
8. Support and utilise the School's relationship with strategic partners including major funders (by ensuring that services support and enable research supported by those funders) and the NHS (by maximising the research benefits of the ePIC system)
9. Support new capital projects on the Cambridge Biomedical Campus (including Capella, CRH and HLRI) ensuring IT is designed into the building from the beginning and represents high quality and value for money.

10. Demonstrate our value for money through a transparent cost model and financial operations, and measurement of service performance and user satisfaction, to ensure we are accountable to the School and our users.
11. Support the School's drive to be energy efficient through efficiency of CSCS core infrastructure, and driving improvements in the power consumption of end user computing.

### **Governance**

- The Strategy will be reviewed annually by the Head of CSCS and the School Secretary
- Progress against the aims and objectives in the strategy will be reviewed under a standing agenda item of the School IT Committee (Strategic Planning)
- The Head of CSCS will be responsible for a programme of projects to deliver the objectives 1 to 11