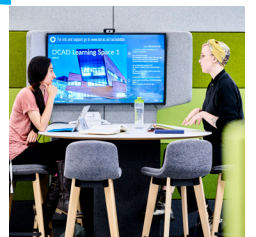


# Digital Strategy Overview

December 2020



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## Introducing our digital strategy

However we define the word digital, it is, and will increasingly be important to how the University works, how we interact with students, undertake our research, deliver the wider student experience, and interact with people around the world.

This Digital Strategy outlines how we will use digital technology to make life easier for our students, staff and prospective students while supporting the University to achieve its strategic goals.

The Digital Strategy is for the whole institution, not just IT. Efforts will continue to be made to make sure the core IT infrastructure is fast and reliable. However, the Digital Strategy also looks at the user experience and opportunities to change how we work, teach and study using new technologies and software.

As 2020 has shown us, nothing stays the same for very long. The same will be true of our Digital Strategy. It will be updated regularly to reflect the changes both within and outside of the University, to ensure we are on the path towards a brighter digital future at all times.

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## Why do we need a digital strategy?

As a University, we have a lot that we want to achieve. We want to inspire the extraordinary in everything we do. Digital technology has a big role to play in such an ambition. By having a single Digital Strategy that considers all of the strategic aims of the University, we can be sure that IT is planned for, delivered and that the most important projects take place first.

Our Digital Strategy therefore brings together the University's strategic aims with the knowhow and expertise of the IT department to deliver improvements in a well-considered way.



*The Digital Strategy must deliver tangible benefit for students, staff, alumni, and the wider society rather than focusing on the number of devices deployed or petabytes of storage available.*



## What do we hope to achieve?

We want to be “A leading University offering a digital environment that enables and empowers people towards the extraordinary”. That is the Digital vision for our University.

This supports the University’s 10-year, 2017-27 strategy, and we’ve developed our Digital Strategy to support the six key pillars of the broader organisational strategy. This in turn will ensure that digital innovation underpins the future of our institution in the six areas that the University has highlighted as important.

Naturally, we cannot do everything at once, so a plan has been developed with what work will be done sooner, and what needs to be delayed for a little while.

In conjunction with University Executive, Departments, Faculties and Colleges the immediate priorities, linked to the six University pillars, are shown in the picture below. This will be updated regularly to show when work is completed and priorities change.



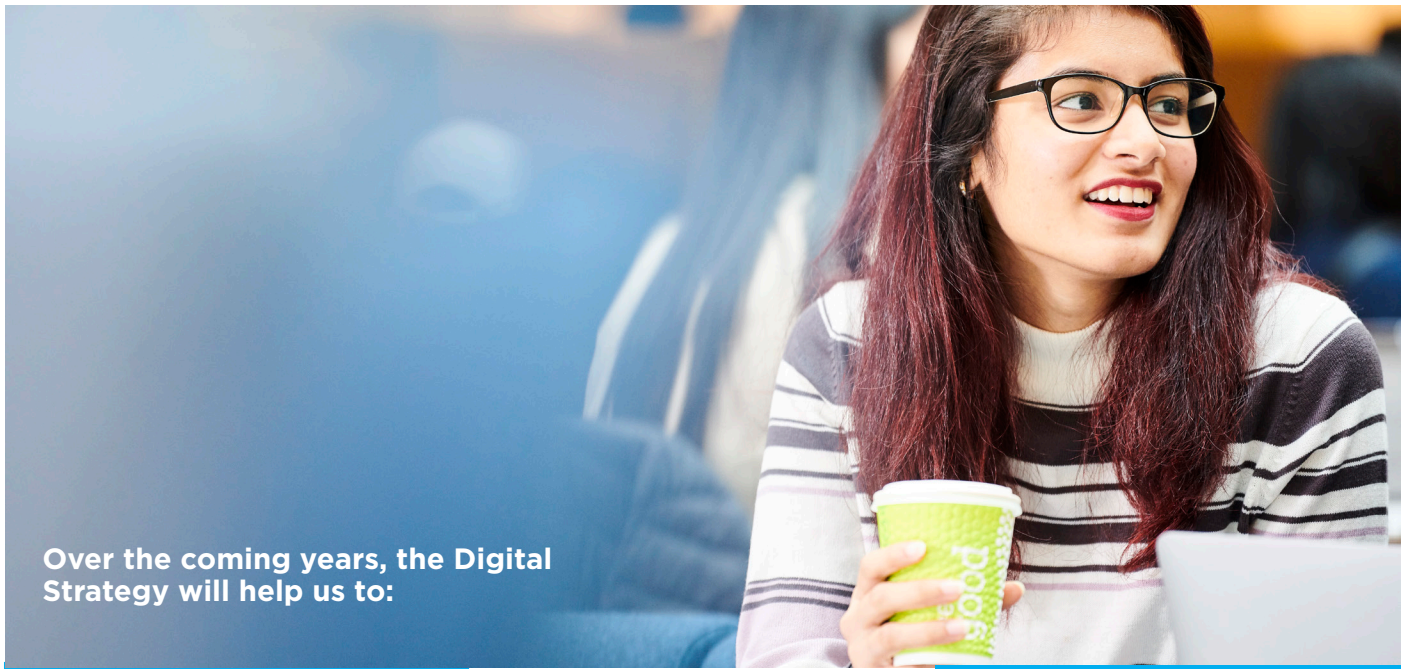
*A leading University offering a digital environment that enables and empowers people towards the extraordinary.*



Figure A: Digital Strategy projects (timeline indicative of project start times)

	People	Research & Engagement	Education	Accommodation, Estates & Infrastructure	Wider Student Experience	Global
AY 20/21	Common digital skills training for staff Talent management & staff training portal	HPC Upgrade Research outputs, profiles and contract management	Banner9 Digital learning environment improvements Attendance management Equipment for online education	E-Community (Web) Complete Big3 network upgrade Reduction of Technical Debt Digital aided business process efficiency E-commerce (Web) Assistive Technology service expansion Increased Cyber security coverage CIS DevOps & process automation Finance/Procurement Infrastructure improvements	Student Relationship Management System WSE Online channel E-Sports platform Wi-Fi Device Tracking	Virtual campus tours CMS Digital open day service
AY 21/22 - 23/24	Specialist digital skills training for staff	Digital Preservation REF module Secure research data environments Digital support for research High speed research connection RDM Service Single ethics system Big Data processing service	Digital Student feedback Digital skills for students Digital Assessment Innovation mainstream Pilot Lecture capture enhancements LMS improvements Unified curriculum reform Timetabling simplification	Next generation Web Digital Signage Legacy Data Archive Estate Security enhancements Mobile App Master Data Management Integrated Information Environment Identify Access Management Remote Access Improvement IPV6 network Disaster recovery Analytics & Reporting platform Real-time digital infrastructure monitoring Smart car parking Access control Smart utilities Campus Analytics AI platform Smart Vehicle fleet CAFM (Computer Aided Facilities Management)	Personalised AI coaching Digitise Durham Award Commercial partnerships	Enhanced digital content and training for Alumni Social Listening/ Media monitoring
AY 24/25+	Role based access Digital skills for local community AI enhanced recruitment	VR / AR AI Fund matching AI research contracts Experimentation Automation		Data centre upgrade Wi-Fi City partnership Robotic automation	AI digital careers	Digital school outreach Personalised content





Over the coming years, the Digital Strategy will help us to:

Make sure that the University systems and data are safe to **protect from cyber attack**

**Ensure the underlying technical infrastructure works well**, so IT just works when people need it

**Invest more in the information systems** used across the University to ensure they meet everyone's needs

**Improve our priority decision making**, balancing the competing demands so that the most important projects are taken forward first

**Innovate**, making the most of new digital technologies and ways of working

**Support people in using digital technology** so everyone is comfortable using it, and they can get the benefits they want from it



**Provide a single IT service**, so it is clear what IT CIS provides and what IT other departments provide, all working to common standards

**Be more end user focused**, so that the needs of every type of user is met, be that an introduction to IT or doing advanced features

## How will we do this?

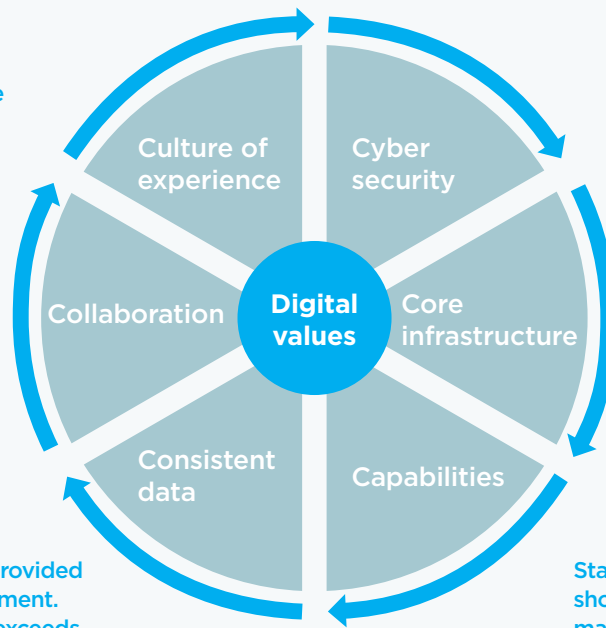
We have developed a set of values and principles that you can expect all CIS employees to live up to during the delivery of the Digital Strategy. However, it is important that these are understood throughout the University and all other staff and students also live out these Digital values and principles. Jointly, we can work together to make our digital future brighter.

**Figure B:** Digital Strategy core values and principles

All digital interactions should be considered from the end users' perspective, i.e. more than a service orientated culture. Delivering visible outcomes, within agreed costs

Through joint working, agree University positions on issues such as operating models (agility versus control), project prioritisation, user requirements, and process redesign

A single source of truth should be provided within defined Master Data Management. Ensuring the value of data capture exceeds the cost of data management



Infrastructure and data should be protected from malicious cyber attack through technical means, working practices and individual actions

The underlying technology must be fit-for-purpose, adaptable and flexible to changing business requirements

Staff and students, across the University, should have the digital capabilities to maximise the opportunities afforded by Digital technology

## Principles

### Governing

- Cyber security is the responsibility of everyone
- Digital by default
- Digital architecture led
- Green credentials
- Inclusive, useable, accessible and ethical
- Service adoption is locally owned
- Timely feedback loops
- Transparent
- University strategy aligned
- User requirements must relate to benefit

### Technical

- Accessible from anywhere
- Best of Suite applications
- Cloud first
- Guided by architectural principles
- Identify and monitor problem areas
- Out of the box by default
- Reduce localised Information Systems
- Zero trust environment

### Operating

- Balance demand against available IT resource capacity
- Deliver a multi-tiered service
- Deliver operations within the service catalogue
- Digital Strategy projects prioritised
- Embrace a dispersed operating model
- Innovate (Digital Innovation Fund)
- Operate clear project governance gateways
- Operate a swarming support model
- Perform to stated KPIs
- Strengthen vendor management
- Support flexible recruitment models
- Support self-service
- Support 'small' scale improvements (Digital Enhancement Fund)

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## What does the Digital Strategy mean to me?

The Digital Strategy is an exciting opportunity to improve how things work for staff, for our students, and for the University.

Our focus should not be on the technology, but rather on our vision of what a better University looks like. This is where we want to hear from you and your involvement is welcomed.

You will also need to be open to change. Things will be different and processes will need to be re-designed and re-learned. Like all change this will come at a cost. It will cost you time to get involved and give your feedback to new ideas. You may need to spend time learning new ways of working, and time may need to be found to develop future ideas.

We will support you with devices and software to do your job and study effectively, including supporting students in hardship to have the appropriate digital equipment. You will also be given access to training and learning materials, webinars, training sessions, as well as ongoing IT Service Desk support.

We therefore ask that, where you can, you get involved in this opportunity to transform the University and make it even stronger for the future.



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## When do we get started?

Some work outlined in the Digital Strategy is well underway and will be completed later this academic year such as our web project to deliver a new University website and connected services. We are also well underway with the rollout of our Office 365 adoption programme so that people have access to the new tools available from Microsoft. All other immediate priorities will be starting during the rest of this academic year.

We will be keeping you up to speed with the delivery of the Digital Strategy, and give you frequent opportunities to ask questions and get involved as it develops.



Stay connected by visiting our website:

[durham.ac.uk/cis/digitalstrategy](https://durham.ac.uk/cis/digitalstrategy)

and you can ask questions at any time by emailing [digitalstrategy@durham.ac.uk](mailto:digitalstrategy@durham.ac.uk)