

Strategy Title: Digital: “The What”:

Aligning to the college’s vision by utilising the very best of digital technology and processes to engender transparency, connectivity, and innovation.



To make people’s lives better

Affecting long-term change by investing in and shaping the college’s leadership

Using automation, systems and technology to reduce workload and increase the time and space required high-value activity

Enable flexible working to support a diverse workforce that will add value and enrich the college

Ensuring greater transparency in all our practices to allow true accountability and ownership



To keep us safe and better connected

To be a cloud and digital-first college, maximising the use and benefits of our technologies

Creating a college that is more connected and integrated, using digital to reimagine services and delivery that is user-focussed

To ensure that we optimise our work by creating and utilising a single source of the truth/data

To enable frictionless learning and collaboration from classroom to workshop to online



To be efficient and more productive

To continually shape and sustain the future of the college

Design thinking will be at the core of our ongoing development

Working together as a cooperative ecosystem, and helping to change perceptions of the College as we become widely recognised as a leading EdTech institution

By investing in people to master our technologies and to foster our cultural ethos

Strategic Action Title: “The Why”:

Since the closure of colleges for most students in March 2020 we have seen more innovation in the last year than we have in the last three years. There is a need to respond to a global problem with the accelerated use of technology. We have moved from cloud reticent to cloud confident almost overnight.

To close the door on the past where our systems and processes had evolved rather than had been designed, where the consequences of our actions and inaction have produced behaviours and outputs that do not match our vision, we need to embrace the opportunity that has been presented to us. The global pandemic and the college’s new strategic vision and purpose have propelled us into a new decade where education and training will change forever and for the better.

The use of technology in everyday life has been accelerating more quickly than its use in education. In a world where a two-year-old can ask a £30 smart speaker to read them a bedtime story, we must ask, what are our future students going to expect and need from education? What will those interactions and conversations look like? How will learning happen?

The future of teaching, learning and assessment and our working practices need to be responsive, agile and individualised. Flexible and smart ways of working and the adoption of technology will create the most accessible and fair environment that we have ever had. We must place emphasis on productivity and not presenteeism.

The college is in a strong position which has positioned us to be a reliable partner for learning and for the region’s recovery. From this baseline, the college should and can forge new partnerships and provide its services to more end users which will, in turn, grow the college financially and further improve its stability.

Strategic Action Title: “The How”:

We need to make focused interventions to move forward in a series of coherent impactful steps. The priority is to focus on important changes to each area of college life, from management practice, staff and student technology and skills, core business systems and ensuring the sustainability of these interventions.

System Review: Undertake a detailed evaluation of our current systems in stages, initially focussing on college-wide core systems that have the most significant impact on our students and staff; assessing effectiveness, whether they support our vision of how we want the college to operate and the value they will add, and assessing upfront and recurrent cost, interoperability and sustainability. Assessment of duplication of activity, inefficiencies and bureaucracy that negatively impact college life.

Modernise our communications channels: Review communications technology across the college to enable mobile working and support staff wellbeing. Move away from desktop devices and towards softphone, computer-based telephony solutions that follow the user. Encourage greater use of chat functions to reduce email burden and embed video conferencing expectations to support flexible working.

Digital Leadership: Empower college leaders to become digital leaders, setting best practices and driving operational change through the introduction of a digital leadership initiative by investing in effective IT solutions for the College Leadership Team and providing training on how to maximise their use. Agree on an expectation that all meetings should be digitally driven, supported and minuted.

Modernise our classroom resources: Allowing flexibility in the classroom is essential to move from fixed / restrictive classroom setups to environments where IT resources are on demand. Embark on a structured programme of replacing traditional desktops with mobile IT resources based in the classroom. Invest in audio/video solutions to facilitate live streaming from the classroom, while maximising existing solutions to ensure affordability.

Support flexible working: Invest to provide all teaching staff with mobile devices to replace current desktop solutions. Train staff on how to maximise the use of the devices, to drive innovation in the classroom and in wider college life.

Modernise the college infrastructure: For all solutions to work effectively - managing risk, delivering cloud-first, digital-first, mobile working and meeting expectations by modernising the college infrastructure will be fundamental. We must develop an infrastructure investment plan with clear budgets and objectives. We must mitigate the risk of cloud-first working with improved network resilience. We must modernise our WIFI infrastructure across the college. We must focus on the security & resilience of our infrastructure.

Team Structure EXAMPLE (who will deliver the strategy?)




Lead: Head of Strategy, Systems & Information

Student Records & Funding	FTE	Scale	£
MIS Manager			
ILR & Funding Officer			
MIS ILR Administrator			
MIS Administrator			
MIS Attendance Officer			
Timetabling			
Timetabling Manager			
Timetabler			
Timetabler			
Timetabler Apprentice			
Planning & Analytics			
MIS Planner			
Business Analyst			
Business Analyst Apprentice			
Digital Systems Implementation			
Systems Implementation- Project officer			
Systems Developer			

Digital Systems			
Digital Systems Manager			
Service Desk Team Leader			
Service Desk Engineer			
Service Desk Engineer			
Services Desk Engineer Apprentice			
Services Desk Engineer Apprentice			
IT Technician			
IT Student Helpdesk Placement			
IT Student Helpdesk Placement			
Senior Network Engineer			
Senior Systems Engineer			
Senior Developer			
Configuration Engineer			
Network Engineer			
Learning Technology Manager			
Learning Technology Apprenticeship			
Learning Technology Apprenticeship			
Learning Technology Placement			
Learning Technology Placement			

Strategic Action Title: “The Strategic Metrics”:

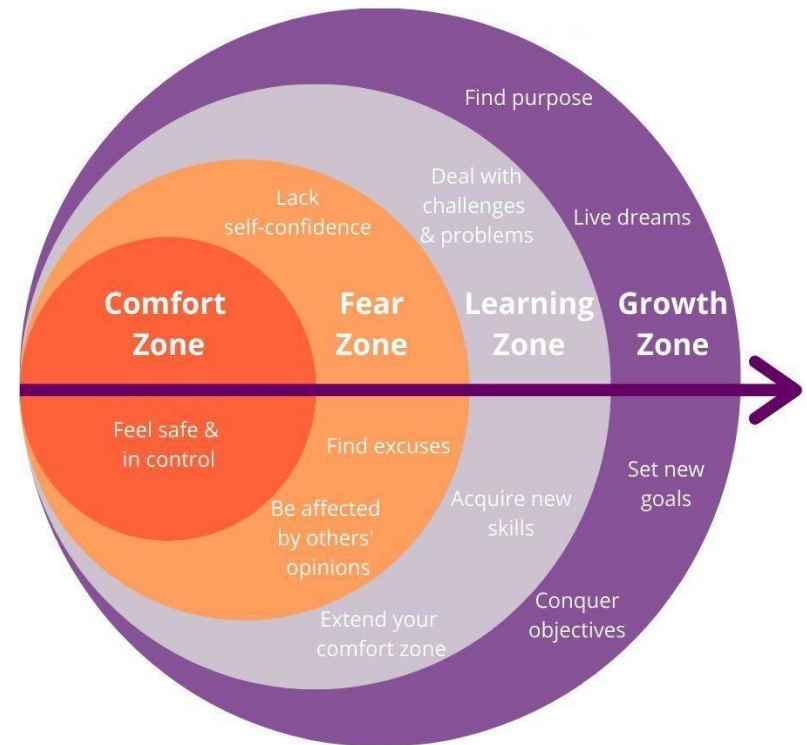
- In the 'How' can you please add costs of resources, assets and materials
- A proposed organisational chart
- x3 clear metrics, taking into consideration that they will be targets. (needs to be a number).

		
<p>To become a Digital Learning College within 2 years. We will support all staff members per year to gain their Learning Educator Level 1 as part of our journey to become a digital learning lead College</p>	<p>Deliver 3 seamless digital journeys: Recruitment, Student Journey, Progressions & Destinations. Improve the workload of teaching and business support staff by implementing fully integrated systems that support our core operations within student records, finance and HR systems.</p>	<p>Frictionless agile working on campus or anywhere in the world to drive connectivity creativity & community with 100% of core college processes undertaken through digital technology.</p>

Strategic Action Title: “The Culture”:

For an effective digital strategy to work this strategy will be central to driving the capability and cultural position of the College. Starting with Leadership and middle management the development of a digital-first movement will bring the initial changes that can build on the catalyst that has been the COVID19 pandemic. Open and transparent collaboration will be the cornerstone of our new college culture.

As a good college, our college is operating within its comfort zone (see illustration right). To achieve high levels of performance and excellence that will catapult the college into a digital future of excellence, a culture of 360% feedback and healthy, professional challenge will be essential for continuous improvement, evolution and innovation. If we do not put digital at the heart of everything we do the College will not be able to meet its future demands and support the local and regional communities it serves.



- The college should visualise itself as aiming for digital excellence. This should be a core college goal and part of our culture.
- The college should be a Digital First, Cloud First environment.
 - These principles must be embedded into all management practice and decision making, staff development, Finance & procurement activity, assets and estates work, system and process design and any project initiation.
- Digital practice should be celebrated and encouraged with digital champions in all areas of the college who are seen as exemplars and sources of support and guidance.
- Digital skills should be supported and nurtured and seen as essential business skills across teaching and learning, business support and all levels of management. Staff and students should see digital skills and technology as an enabler and an enhancement to their college life.

Strategic Action Title: “The Risks and Mitigations”:

Risk	Impact	Mitigation
Incoherent activity	Confusion in terms of objectives, lack of staff buy-in, technology delivered without key anchors	Clear objectives Focussed time dependant planning regular review and assessment of timelines and dependencies, detailed communication plans
Lack of sustained, long-term action once initial impacts are seen.	Loss of engagement, initial goodwill and gains lost. Likely reversal to a worse situation with incomplete incoherent systems, no cost savings, and greater inefficiencies.	5-10 year college commitment to digital transformation. Financial commitment. Formal Leadership ownership and oversight.
Uncontrolled or misaligned spend	Poor decisions in IT are very expensive and will delay or prevent spend in other core areas. Key activities may become unaffordable.	Detailed planning and assessment of needs and objectives, form partnerships with an experienced 3rd parties use of trials and short-term testing
Delivering desirable marque outcomes rather than essential underpinning transformations	These outcomes are exciting and can achieve staff buy-in however focus and energy can be lost from core activity which can undermine the overall effectiveness of change	Clear objectives Focussed time dependant planning regular review and assessment of timelines and dependencies, detailed communication plans
Too much change at once	Staff become overwhelmed and lose confidence and feel pressured	Staged release of new initiatives, transparent road map, dialogue with staff and student body
Chosen systems not adopted by key partners	Limitation of outcomes & success driven by partial implementation & outcomes	Communication of plans with key partners, discussion and clarity

