

## Digital Transformation

Digital transformation is about change. This means that our Digital Transformation Strategy must be agile and iterative, with the portfolio of activities required to deliver it evolving and developing over time.

**Our vision:** Data, technology and digital that is fit for a leading, innovative and empowering university.

This vision looks to the future – where DMU will be recognised as a leading university for engaging students with inclusive, personalised, digital spaces that bridge the physical campus, virtual and social worlds for learning. We will transform our communities through effective use of digital technologies and innovation. We will use digital as an accelerator, adopting the most useful, appropriate and secure digital assets, empowered by new behaviours, modern work practices and technologies, to create a more resilient institution.

There are three core strategic priorities that will support delivery.

### **Digital Working: moving from traditional IT working to a true modern digital approach**

- For DMU, this means adopting a more innovative, agile approach to solution development, ensuring the focus is on adding value – balancing investment, risk, speed of progress and delivery. We will achieve this by starting small and creating an ‘innovation hub’ with highly collaborative teams that can move at pace, generate ideas, develop proof of concepts and demonstrators, and then deliver.
- We also need to understand our current infrastructure, capabilities and digital maturity, so we can produce a clear roadmap of activity to drive improvement across all areas and create a safe, secure, effective and modern digital workplace.
- At the same time, we will optimise what we already have, making the most of our existing platforms and technology, simplifying our business processes and adopting more efficient working practices.

### **Digital Mindset: creating the culture that supports digital working and study**

- Creating a ‘digital mindset’ is about helping people play their part in this transformation. It’s about bringing our staff and students on a journey, and developing their skills and confidence so that they can take advantage of the ‘new’ ways of working and studying.
- For our staff this will be about providing access to the knowledge and skills needed to deliver sector-leading and inclusive digitally-enhanced learning and teaching, as well as maximising the network of digital innovators across DMU; fostering collaborative working practices for the good of the university and our wider communities.
- For our students, this means creating a dynamic, technology-enhanced learning environment where they can maximise the interactions with their teaching and learning activities to develop the digital skills and mindset to use the technology of today while being equipped for employment tomorrow.

### **Change Management: introducing a portfolio approach as a way of managing this complex change**

- Delivering a large portfolio of change is a complex and integrated undertaking. Adopting a portfolio management model, led by a ‘Transformation Portfolio Office’ (TPO), will ensure a clear framework and methodology for identifying, prioritising and managing the programmes and projects required to deliver DMU’s transformation, while demonstrating clear business value and benefits.
- The TPO will also deliver a mechanism for clear oversight and structure to the commissioning of discovery/experimental projects, to identify the most valuable differentiators for DMU that can help us meet the vision and ambition for transformation at the university.

## Section 2: Strategic priorities

### Implementation Template

<b>Priority 1: Digital working: moving from traditional IT working to a true modern digital approach</b>				
<b><u>Success indicators:</u></b>	<b><u>Targets:</u></b>	<b>Current:</b>	<b>Target:</b>	
The university's organisational capability and performance are at levels which allow it to deliver digital transformation	Component Model maturity assessment score	Scores of 0s – 2s (average 1s) across 39 components	No 0 scores and 20% of components will have increased by 1 level (by June 2023)	
<b>Strategic Objective</b>	<b>Activity</b>	<b>Timing</b>		<b>Owner</b>
		<b>Start</b>	<b>End</b>	
1. We will understand our current infrastructure, capabilities and digital maturity, and be clear on the steps required to create a safe, secure, effective and modern digital workplace.	Develop a Component Model, using industry standard descriptors.	October 2022	December 2022	Director of ITMS
	Complete a maturity assessment of the components, to create a gap analysis and inform development of a programme of activity which will drive improvement across all areas over time.	October 2022	January 2023	Director of ITMS
	Enhance the internal capability required to support the strategy's priorities around digital working and modernisation, via recruitment of a Director of Technology Transformation (replacing current Director of ITMS).	October 2022	Spring 2023	CTO

	Engage an external partner to support the university in developing a Cloud adoption pathway and roadmap to achieve infrastructure renewal and modernisation.		December 2022	CTO/ Director of ITMS
2. We will implement a modern approach to data management.	Begin a data review designed to understand our data assets, capability, quality, risks and needs.  A project to address the need for manageable data dashboards to support corporate reporting, looking at Microsoft 365 and PowerBI capabilities.  Develop a job description for a Data Transformation Specialist to augment the university's internal team.		December 2022  January 2023  December 2022	Director of ITMS  Director of ITMS  CTO
3. We will optimise what we have, making the most of investments already made by utilising existing platforms, simplifying business processes and adopting more efficient working practices.	Pipeline project of small, low-effort/high-reward SAP rapid improvement activities to achieve positive change at speed is in place.  Identify critical business process improvements that will deliver measurable efficiency improvements (e.g. workforce information, expenses, HR processes).  Onboard an external partner to assist with a project to agree working practices and maximise the value of existing Microsoft Office 365 software licence investment.	October 2022  October 2022  November 2022	December 2022  December 2022  Feb/March 2023	Director of ITMS  CTO  CTO/ Director of ITMS

	A project to establish control and cataloguing of all software applications within DMU to reduce risks, save money and increase transparency of capabilities already owned.	November 2022	January 2023	Director of ITMS
4. We will move away from traditional IT working and adopt a more innovative, agile approach to solution development, ensuring the focus is on adding value and achieving maximum ROI.	Work with Finance to pilot a more modern, agile approach to procurement to enable effective contracting with external digital partners on a number of near-term projects – starting with digital workspace project and SAP rapid improvements.	November 2022	January 2023	Director of ITMS/TPO/CFRO/Head of Procurement/Capital Finance Partner/Finance Business Partner
	Work with Finance to implement a financial model which takes account of the shift in the IT sector away from large capitalised investments (which depreciate to year on year) to more resource-based spend.	November 2022	July 23	CTO/CFRO
	Introduce an agile working style (an innovation hub) with a small collaborative team developing demonstrator projects/ proof of concepts that can deliver rapid improvement – starting with exploring potential for Robotic Process Automation to address manual administrative burdens.	Feb 2023		CTO

**Priority 2: Digital mindset: creating the culture that supports digital working and study**

<b>Success indicators:</b>	<b>Targets:</b>	<b>Current:</b>	<b>Target:</b>
----------------------------	-----------------	-----------------	----------------

<p>Our staff develop a 'digital mindset'.</p> <p>Our teaching staff have the knowledge and skills to deliver sector-leading, inclusive and digitally-enhanced learning and teaching.</p> <p>Our students develop digital skills and a 'digital mindset'.</p> <p>We offer high quality digitally enhanced learning and teaching that supports the development of students' digital capabilities and skills.</p>	<p>Training feedback/self-assessment to measure participants' growth in digital confidence.</p> <p>Agree a question in the staff survey to measure culture and digital confidence.</p> <p>Above sector benchmark for percent of staff that have a teaching qualification (TBC).</p> <p>Performance in NSS learning resources question.</p> <p>Performance in NSS learning resources question.</p> <p>Performance in NSS teaching on my course question.</p> <p>Performance in NSS learning opportunities question.</p>	<p>Low confidence</p> <p>TBD</p> <p>66.67% (2022)</p> <p>66.67% (2022) 71.3% (2021) 76.28% (2022)</p>	<p>High confidence</p> <p>TBD</p> <p>83.93% (2026)</p> <p>83.93% (2026) 87.5% (2026) 90.18% (2026)</p>	
Strategic Objective	Activity	Timing		Owner
		Start	End	
1. Staff will be able to access a range of digital teaching and learning CPD opportunities.	Revised academic CPD offer is refreshed to include a clear focus on digitally-enhanced learning and teaching.		Complete	
2. Staff will understand how they can play a role in DMU's digital transformation, using technology to improve how they do things and meet stakeholder needs.	Identify an external partner who can help raise the digital fluency of DMU staff and engage them.		Feb 23	CTO/ Director of ITMS/ POD
3. DMU will have a strong network of digital innovators, working in a cross-disciplinary way to optimise the available technological expertise and resources.	<p>Bring together digital innovators, increasing visibility of pockets of excellence across the university to maximise impact.</p> <p>Hold a Digital Festival to showcase digital expertise across the university (<i>also supports objective 2</i>).</p>		<p>Jan 23</p> <p>Autumn 2023</p>	<p>CTO/PVC CEM/PVC E</p> <p>CTO/PVC CEM/PVC</p>

	<p>Create a digital transformation microsite to communicate with key staff involved in the early stages of the Digital Strategy (<i>also supports objective 2</i>).</p> <p>Undertake an audit of physical digital and technological resources that exist at DMU.</p>		<p>Complete</p> <p>April 2023</p>	<p>E/MarComms</p> <p>Director of ITMS</p> <p>Director of ITMS</p>
4. DMU will be a leading university for engaging students with inclusive, personalised, digital spaces that bridge the physical campus, virtual and social worlds for learning.	Support the next phase of Education 2030 (TBC).			PVC E/CTO
5. Digital skills and fluency will be a core outcome and competency for DMU's students, enabling them to make the most of current and future technologies.	Develop links between digital skills, coaching and employability, to enable students to gain the sorts of skills that employers want.	Jan 2023		CTO/PVC Enterprise, DMU Works
<b>Priority 3: Change management: introducing a portfolio approach as a way of managing this complex change</b>				
<b><u>Success indicators:</u></b>	<b><u>Targets:</u></b>	<b>Current:</b>	<b>Target:</b>	
The university has adopted a portfolio management approach to its digital transformation.	An operational system of governance that can be monitored by accurate and trustworthy data dashboards.	N/A	In place by July 2023	
<b>Strategic Objective</b>	<b>Activity</b>	<b>Timing</b>		<b>Owner</b>
		<b>Start</b>	<b>End</b>	
We will manage complex change by creating a clear framework and methodology for identifying, prioritising and managing the programmes and projects required to deliver digital transformation.	Establish a new Transformation Portfolio Office (re-purposing the current CPMO) reporting to the CTO, with the right mix of skills and competencies.	November 2022	January 2023	CTO

			Complete	CTO/TPO
We will bring together existing, disparate activities and areas of digital innovation into the transformation portfolio to deliver a cohesive Digital Strategy.	Create an initial portfolio of programmes, projects and activities that together will deliver the Digital Strategy.			
We will maximise the value from investment in change.	Develop a benefits category for new investments to demonstrate business value in business cases.	Jan 2023	June 2023	TPO
We will have a clear oversight and structure to the commissioning of discovery/experimental projects, to identify the most valuable differentiators for DMU that can help us meet the vision and ambition for transformation at the university.	Develop a process for commissioning and funding demonstrator projects and proofs of concept, that supports agile project working delivered through the Innovation Hub.		Feb 2023	CTO/CFRO TPO/ Director of ITMS/ Finance