

London Met Digital First

2021- 2026



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Introduction

This Digital First Strategy is a high-level plan, designed and resourced to support the delivery of the University Strategy, a reminder of which is at Appendix 1.

In consultation with a wide range of stakeholders our shared vision is to ensure that by 2026:

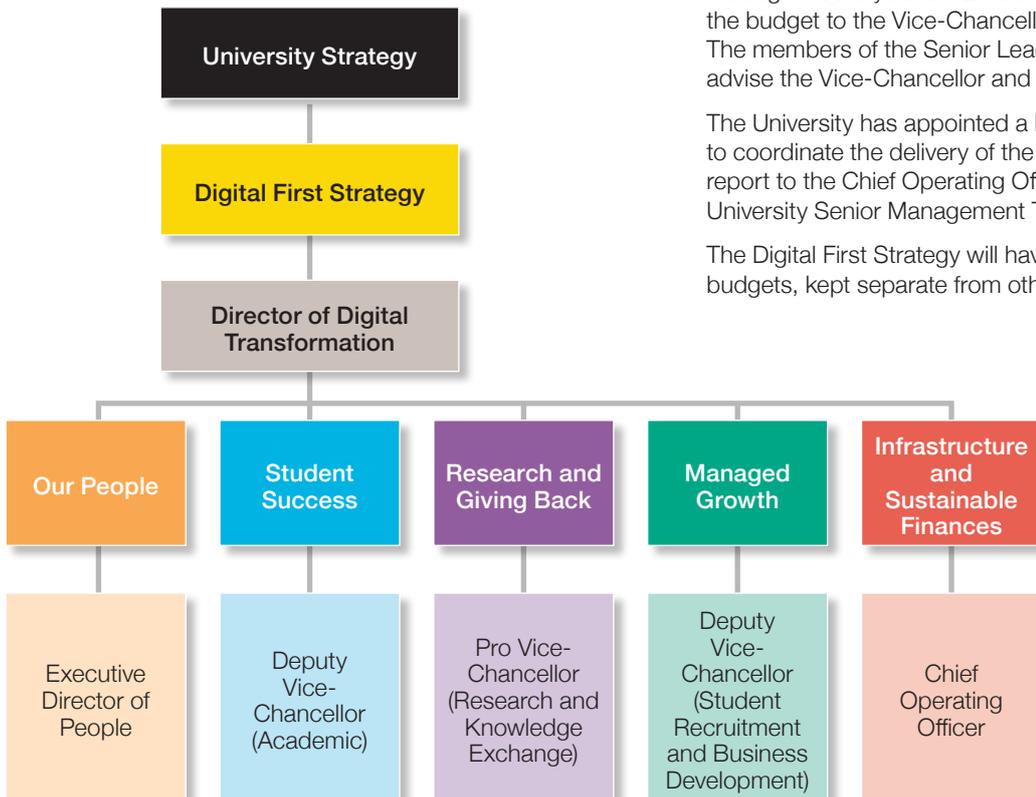
- All of our staff will be digitally competent
- Every course will have digital learning at its core
- We will create an outstanding digital environment for students from awareness to enrolment to lecture theatre.
- Personalised learning via multi location and multi device access will be standard
- Access to networks and data will be cyber secure
- Our infrastructure will be smart – sensing when students and staff are on site – and delivering exceptional value to our stakeholders
- Decision making will be data informed

Success will be achieved when:

- Applicants using London Met's digital resources feel valued as individuals and get the best understanding of what their London Met experience could be.
- Students can build a digital learning environment that is personalised, flexible and easy to use in order to meet their needs of learning at any time, and any place. They should be confident and competent working in and competent working in an agile, digital environment. Digital approaches will make it clear where they can add value.
- Researchers can make use of the digital facilities of the University, to allow them to be more innovative with their research, obtain more grant funding, and generate higher research impact.
- Decision makers in the University will have secure access to, and be able to share all the information and data that they need to make fully informed decisions promptly. They can be confident that this information and data is comprehensive and accurate, and it has been generated and will be preserved by digitally optimised, efficient and effective, business processes governed by appropriate controls and alerts.
- Partners working with the University will be able to access they information they need, share data and co-create resources with members of the University easily and securely.

Senior Leadership Accountability and Resources

There are five strands to our Digital First Strategy with a member of the Senior Leadership Team responsible for the sponsorship and delivery of their strand.



Resources to deliver the plans will be coordinated as part of the annual budget setting process for Board approval.

Throughout the year the Board delegates authority for delivering the budget to the Vice-Chancellor and Chief Executive Officer. The members of the Senior Leadership Team report to and advise the Vice-Chancellor and Chief Executive Officer.

The University has appointed a Director of Digital Transformation to coordinate the delivery of the Strategy. This postholder will report to the Chief Operating Officer and will be a member of the University Senior Management Team.

The Digital First Strategy will have its own revenue and capital budgets, kept separate from other activities.

Our people

Led by
**Chloe Milano – Executive
Director of People**



Aims:

- a. Recruit and retain highly effective staff
- b. Digital skills development
- c. Change the work we do – driving efficiency

Plans:

To do this we will:

- Ensure all job descriptions and person specifications for all newly advertised posts contain reference to digital skills.
- Develop the digital skills of our staff and prioritise accessible digital staff development delivery as our method of choice for learning management planning and tracking and meeting routine staff development training needs.

- Utilise digital systems to communicate with, evaluate and gain input from our staff to enhance performance and engagement.
- Use a single source of digital employee data that our systems connect with to support our processes and meet our information and reporting needs.
- Move all our employment information and processes online.
- Use smart interconnected digitally enabled and efficient process workflows that eliminate unnecessary process steps and ensure data capture is not duplicated.
- Ensure our HR/Payroll systems deliver enhanced self-service so that staff and prospective staff can interact with our organisation and business processes wherever they are and however they are working, directly and securely in compliance with regulations and the law.

Key performance Indicators:

Staff

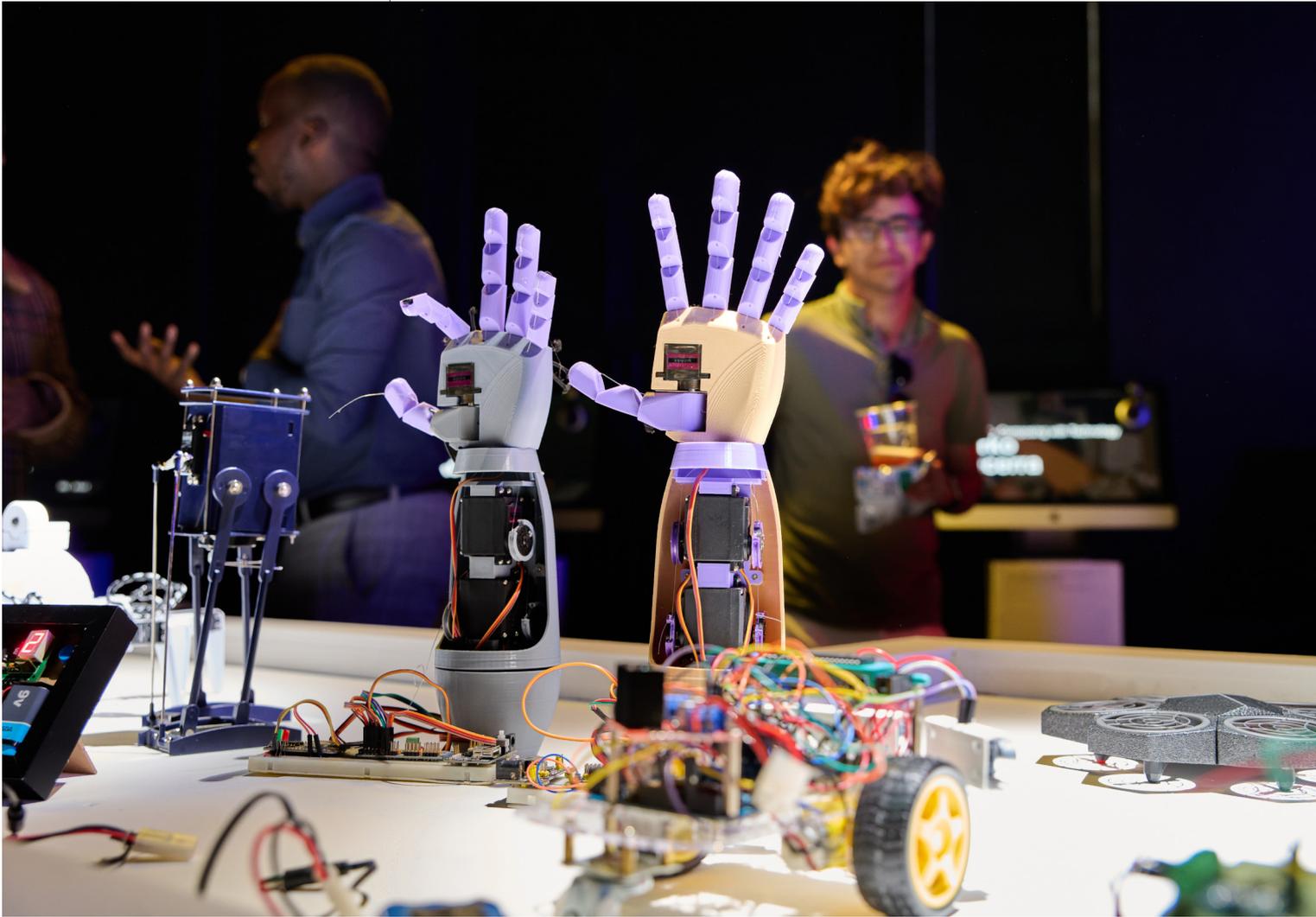
All our staff will be digitally competent, based on a defined standard by 2025.

Measure:	20/21	21/22	22/23	23/24	24/25
% of staff who meet the standard	N/A	70%	80%	90%	100%



Student success

Led by
**Julie Hall – Deputy Vice-Chancellor
(Academic)**



Aims:

- a. Improvement in student satisfaction
- b. Improvement in continuation
- c. Eradicate degree awarding gaps
- d. Improvement in graduate outcomes
- e. Ensure digital poverty does not limit the aspirations of our students

Plans:

To do this we will:

- Digitise our curriculum in line with the aspirations set out in our Education for Social Justice Framework: inclusive, flexible, engaging and accessible learning
- Develop a London Met blended delivery model that is attractive to the market and also delivers outstanding outcomes for all of our students
- Use data to inform decisions and to monitor our progress
- Support our students who face digital poverty

Key performance Indicators:

Student Success

Digitise our curriculum					
Measured by:	20/21	21/22	22/23	23/24	24/25
% of undergraduate and postgraduate courses that meet the London Met digital standard. (to be defined)	60%	80%	90%	100%	100%



Research and giving back

Led by
Don MacRaid – Pro Vice-Chancellor –
Research and Knowledge Exchange



Aims:

- a. Digital management of research activity
- b. Data compliance and security
- c. Improved web presence to expand the reach of our research
- d. Data returns integrated with normal business

Plans:

To do this we will:

- Develop rounded management of Research, Impact, Knowledge Exchange, Outreach and Partnership, Prizes, Awards, Grants, Fellowships and Funding Opportunity, and all other metrics – including expertise for business and other use – through the acquisition of integrated computer software.
- Ensure we have in-person and online provision in all areas of training and event organising (training for PhDs, staff, supervisors, etc., and in our contribution to wider intellectual life, through online seminars, conferences, and always with blended approaches to these things) to ensure volume, quality and accessibility.
- Ensure we have appropriate policies and provision of training in data compliance (storage, retrieval and destruction of data from partners); achievement of qualification to participate in data-sharing and access with leading authorities, for example ONS; measurement and maintenance of good data handling practices.



- Maintain a portal of our research activities to ensure we capture all of our outputs to maximise exposure
- Stay ahead on the requirements to make all of our REF-submittable research outputs open access and thus compliant with the requirements of publicly-funded activities.
- Utilise our web presence to bring together the London Met Lab, clinics, research centres, and all Knowledge Exchange and Research activity to provide a better picture of our work.
- Integrate the Clinics with academic research, student and graduate opportunities to participate in Knowledge Exchange, and to unite these strands with REF impact activities.

Key performance Indicators:

Research and Giving Back

Source and implement a research management information system such as Elsevier's Pure					
Measure:	20/21	21/22	22/23	23/24	24/25
Software sourced and implemented in stages to be fully operational in 2023/24.	N/A	50%	75%	100%	100%
Source and implement a CRM system to ensure that all our partnerships are effectively managed and integrated into University operations.					
Software sourced and implemented in stages to be fully operational in 2024/25	N/A	25%	50%	75%	100%

Managed growth

Led by
**Gary Davies – Deputy Vice-Chancellor
(Student Recruitment and Business
Development)**



Aims:

- a. A digital recruitment journey from awareness to enrolment
- b. Ready made plug and play systems to support partnerships both academic and commercial
- c. Outstanding onboarding experience for students

Plans:

To do this we will:

- Continue to lead the market with a digital first customer service strategy offering twenty-first century expected levels of customer service and response times.
- Build on Covid learning to continue to enhance the digital version of our physical on campus events bringing both domestic and international students together in a peer-to-peer environment.
- Ensure our digital marketing is agile and well targeted to reach prospective students at each point in their decision-making, with a focus on low and no-cost campaigns.
- Continually enhance both our digitised marketing and nurture tracks to communicate and meet with students where they are. (e.g., WhatsApp and international social media), with content they will consume and with messaging that drives them to action.
- Develop our connectivity with the outside world so we are safe but capable of working at pace to take opportunities that partnering can bring to the University, in particular letting partners inside the digital walls of the University.
- Ensure that students who choose London Met experience a smooth process from Enquiry to Classroom, enabling them to undertake that process remotely and digitally.
- Connect with students using the most commonly used and expected technology available.
- Ensure our applications deliver enhanced self-service so that students and prospective students can interact with our organisation and business processes wherever they are; directly and securely.

Key performance Indicators:

Managed Growth

A fully digitised and paperless applicant to enrolled student pipeline.					
Measure:	20/21	21/22	22/23	23/24	24/25
Enrolled Student Digital Survey at end of cycle*	2.3	2.0	1.8	1.7	1.6
Decliners Digital Survey at end of cycle**	15%	16%	17%	18%	19%

* 5 point scale with 1 highest (2.3 scored in 2020)

** participation rate from decliners 2020 = 10%

Infrastructure

Led by
Eugene McCrossan – Chief Operating Officer





Aims:

- Our **IT Services team** – Enabling digital transformation through foundational technologies
- Our **Planning and Insight team** – Improved use of data and decision support
- Our **Estates team** – Developing a smart Estate
- Our **Library team** – Supporting digital learning experiences

Plans:

IT Services team

Continually challenge and change our IT infrastructure, keeping up to date with Security, Technological Advances, Application Development and ensure all aspects of our technical debt are at the forefront of investment decisions.

To do this we will:

- Provide a resilient reliable IT and digital infrastructure to support business as usual activity and provide a foundation for digital transformation ensuring that we provide high-quality learning resources and facilities to support student success.
- Deliver personalised working environments for staff and students ensuring access anytime and anywhere to support learning, teaching and work targeting an identity driven experience through understanding user context; and tailoring access and services appropriately.
- Ensure cyber security is central to change considerations so that data and services are protected against threats and that connectivity to services is secured and optimised onsite and remotely.
- Use modern methodologies such as Agile delivery and composable architectures to co-design and deliver digital services with cloud native and software as a service as a principle.
- Support integrated, efficient business solutions to improve systemisation and automation of the evolving needs of the business with a view to simplification and consolidation of existing systems.

Key performance Indicators:

IT Services

Infrastructure/Service Availability					
Measured by:	20/21	21/22	22/23	23/24	24/25
Calculate the metric based on ITIL framework of best practices	95%	97%	98%	99%	99.9%

Planning and Insight team

Build infrastructure that will enable us to accurately measure data to support decision-making, and provide accurate and timely support material which is targeted to our key audiences.

To do this we will:

- Develop a centralised enterprise data platform to ensure consistency, ownership, and accountability across our data.
- Adopt the best practice in data governance, compliance, and transparency.
- Continually improve our data quality through timely review and monitor progress over time to ensure our information provides better insights.
- Improve data and information literacy through training and development for users and providers of information.
- Resource the team with highly skilled individuals to ensure that we can develop our capacity with predictive analytics, curriculum design and high-level support for key decision makers.

Key performance Indicators:

Planning and Insight

All core, decision support information will be available on demand.

Measured by:	20/21	21/22	22/23	23/24	24/25
Average number of ad hoc information requests to planning and insight	30	24	18	16	12

Estates team

Create a smart estate in collaboration with our newly engaged integrated infrastructure partners. This will connect our Students and Staff to our Buildings and Services and ensure that our Estates Strategy Objectives are fully integrated to this Digital plan.

To do this we will:

- Create learning spaces that support the Education for Social Justice Framework's blended learning approaches. Data derived from occupancy sensors and other sources will enable the optimal configuration of teaching spaces which enhance the learning experience. Additionally, implementing a range of high-impact collaboration technologies and applications will create a more dynamic, personalised learning experience both in the classroom and remotely.
- Prioritise estates maintenance and investment to bring the greatest benefit to our students and staff – Data on building usage and systems performance will enable a proactive demand led maintenance and investment regime. Maintenance and investment in building systems, services and improvements can be pinpointed to the areas which give the greatest benefit and equivalent savings can be made from avoiding unnecessary maintenance costs.
- Deliver on carbon savings targets – Control of building systems such as lighting, heating and audiovisual systems will be increasingly linked to real time usage data. Greater automation will lead to efficient on demand use of energy and enhance strategies for energy procurement and production.
- Enhance the welcome and navigation experience. We will digitally map the campus environment and make wayfinding technologies and applications available to all users. We will optimise and integrate the digital touchpoints of students, staff and visitors when they arrive at the University. This will enable a frictionless, personalised user experience, from being invited to campus, to signing in, booking rooms, meeting people and accessing facilities to optimising journey times and simplifying campus navigation.
- Enhance the internal environment – Internal environmental factors such as Co2 levels have been shown to affect learning outcomes. We will measure internal environmental factors and develop strategies that will enable our spaces to achieve recognised Wellbeing standards.
- Embed the digital strategy in all new building developments and improvements – We will ensure that all future building developments and improvements incorporate and support the requirements of this digital strategy.

Key performance Indicators:

Estates

Develop a digital estate – linking control systems to the use of space.					
Measured by:	20/21	21/22	22/23	23/24	24/25
% of control systems linked to digital sensors.	10%	25%	50%	75%	100%



Library team

Connect our Virtual Learning Environment (VLE) and our reading lists to our Learning Resources procurement and budget setting processes to ensure that students have the right materials to study wherever they are located.

To do this we will:

- Maintain the book stock budget and get more hard copies scanned and integrated into reading lists via specialist software so that students can use the book stock even when not on campus.
- Increase funding for online resources and provide tailored user guides for students.
- Introduce new staff roles offering permanent, continuous training and enhancing our digital services.
- Improve self-service capabilities
- Introduce enhanced public access to our archives, through use of content management and distribution systems.

Key performance Indicators:

Library

Ensure learning resources are fully aligned to support the staff and students move towards more digital delivery models.					
Measured by:	20/21	21/22	22/23	23/24	24/25
% of reading lists that contain the option of digital only resources	10%	20%	40%	75%	100%

Appendix 1

University strategy –

2019-2025

Our themes

Starting with our people

Focusing on student success

Growing our research and impact

Giving back to our City

Managed growth and diversification

Infrastructure

Sustainable Finances

Our targets

By the end of 2024/25:

- We will continue to be one of the most socially inclusive universities in the UK
- Over three-quarters of our staff will recommend our University as a good place to work
- We will have been awarded Athena SWAN Silver and Race Equality Bronze. We will be in the top 25% of the Stonewall Index and we will be a Disability Confident Leader
- Over 90% of our students will continue with their studies after their first year of entry
- We will be the top modern university in London for National Student Survey scores
- Our graduate-level employment indicators will be ahead of benchmark
- We will have significantly reduced the degree-awarding gap for Black, Asian and Minority Ethnic students and those coming from areas of high socio-economic deprivation, as well as the gap relating to Black, Asian and Minority Ethnic progression to highly skilled employment or further study
- Over half of our academic staff will be producing internationally excellent and world-leading research, and this figure will be growing year-on-year
- We will be working with over 250 partners to make a real difference to London
- We will have over 10,000 students on campus, and we will have a strong collaborative partnership network
- We will have reduced our carbon footprint to be one of the best-performing universities in London
- We will be delivering year-on-year surpluses and we will have significant cash reserves to invest in our University

