

Glasgow Kelvin College
Finance and Resources Committee - 4 June 2024
Digital Transformation Strategy – Year 4 Update
Report by Director of Digital and Information Services

1. Introduction

The purpose of this report is to update Committee members on progress of year four of the Digital Transformation Strategy. This year, prices for ICT services, software and devices continued to rise with higher inflationary costs, whilst operating with no increase to core funding. Despite the challenges, ICT budgets were delivered to target and opportunities were maximised to achieve strategic objectives in a creative yet cost effective manner.

A copy of the Digital Transformation Strategy can be found at **Appendix 1**.

2. Year 4 Strategy Update**Access to Digital Resources**

Strategic objectives: A1, A3, B1

Achievements

- Expansion of Lapsafe self-service system and increase to laptop loan provision.
- Improvements to student Wi-Fi access.
- Successful relocation of West Campus curriculum digital resources.

An addition of 205 laptops was purchased with the latest round of SFC Digital Poverty funding. These devices were utilised to provide students with access to digital resources for loan and to upgrade aging classroom portable devices.

Digital devices from the closure of the West End Campus were relocated across the College estate. New labs and teaching spaces were implemented while maximising the use of existing devices and minimising overall costs. The East End campus benefited from the installation of a Lapsafe secure storage unit for short-term student laptop loans, ensuring that all campuses now provide this service.

Access to the student Wi-Fi network was simplified through the use of QR codes, improving the student experience at the start of the academic year and reducing the volume of helpdesk support calls to ICT.

Digital Skills Development

Strategic objectives: A1, A3, B2, C2, C3

Achievements

- Digital themed staff development month.
- Sustainability and Low Carbon Technology digital module.
- Third level of 'Digital Headstart' online module developed.

Developed in collaboration by the Digital team and the Environmental Sustainability Manager, the Sustainability and Low Carbon Technology training course was launched on Earth Day (22 April). It was designed as a self-paced digital learning module for use within the College and across our Learning Network.

Working alongside the Organisational Development Business Partner, a schedule of targeted digital training for staff was developed to align with the actions from staff Personal Development Reviews. Digital training sessions were delivered during staff CPD days, the "Digital February" themed month-long event, as well as ad-hoc requests with the majority of sessions being recorded and posted online to ensure greater access to CPD for staff.

System Development and Digital User Experience

Strategic objectives: A1, A2, B1, B2, B3, C1, C2, C3

Achievements

- Launch of new staff Intranet.
- AI assisted systems supporting course material development
- Upgrade of VLE Moodle platform.
- Launch of student learner support plans.
- Increased digital signage and a wider variety of visual content.

The staff Intranet was updated early in the academic session and offers staff a dedicated departmental team page that integrates with Microsoft Teams, a centralised news hub and a modern user interface using the latest cloud hosted SharePoint system.

The College has set up a working group to explore the application of artificial intelligence to College activities. One of the notable technologies has been the trial use of TeacherMatic (<https://teachermatic.com/>), which has helped teaching staff to quickly create learning materials that are relevant to their subjects in much less time than before. Subject knowledge is still required, but the decrease in administration has been welcome. This technology and others are expected to become more popular in the future.

As part of a wider systems software upgrade project, our Moodle VLE platform underwent a major update to the latest version. This was necessary from a cyber-security compliance perspective, but also to ensure that students had access to a rich user experience that is mobile ready and contains the software features to improve student engagement and learning.

Infrastructure and Security

Strategic objectives: A2, B1, B2, C1, C2, C3

Achievements

- Student Multi-Factor Authentication (MFA).

- Cyber Essentials Plus certification.
- Security Information and Event Management (SIEM) solution.
- Migration of servers and database systems to new platforms.
- New inter-campus data network circuits.

For the seventh year running, the College has successfully passed the Cyber Essentials Plus audit. Each year, the requirements to remain compliant with the scheme become tougher and more rigorous. The main significant change recently is that all of our students must now sign in with a secondary form of authentication to prevent unauthorised account access. The College implemented this for all 12,500 enrolled students this academic year.

A recommendations from a cyber security internal audit was to implement a Security Information and Event Management (SIEM) solution to detect and respond to potential cyber threats, such as malware, phishing, or unauthorised access in real time. The College implemented a solution from JISC that is monitored 24/7 365 days a year by a team of experts who can alert us and provide guidance in case of any incidents. This new addition will help to improve our security posture and protect our data systems from cyber-attacks.

Our data network circuits between each campus form part of our core infrastructure and enable computer systems to talk to each other over a wide geographical area. After a procurement exercise, we successfully migrated the service to new circuits with no detriment to staff or students and made a 40% financial annual recurring saving.

The Power of Data

Strategic objectives: B1, C1, C2, C3

Achievements

- Power BI steering group established.
- Credits planning and delivery reports.
- Use of SFC benchmarking in reports.
- Integration with SCM annual course evaluation.

Strengthening our reporting capability is an important pillar in measuring and improving performance. A Power BI steering group was established to guide the development of our reporting priorities. Closer links were established to curriculum teams to ensure that reports were meaningful and impactful to bring about positive change.

The development of Power BI continues and now allows monitoring of curriculum credit plans and comparing them to actual delivery in real time. More student feedback reports are available to examine quantitative and qualitative data from surveys at the end of teaching blocks.

A pilot to embed BI reports into bespoke business systems has commenced with the digitisation of the SCM annual curriculum review reports. Faculty management can compare course key performance indicators, organised by Education Scotland groupings, with national performance benchmarks from SFC data, all within one system.

3. Resource Implications

There are no immediate resource implications assigned to this report. Future investment may be required to ensure the College is able to deliver on its digital transformation strategic ambitions.

4. Impact on Students

No adverse impact on students have been identified as a consequence of this report.

5. Risk and Assurance

This report seeks to provide members with assurance that positive progress has been made in the delivery of the College Digital Transformation Strategy.

6. Equality

No adverse impacts on individuals with protected characteristics have been identified as a consequence of this report.

7. Data Protection

There are no data protection concerns with the contents of this report.

8. Environmental and Sustainability

There are no environmental and sustainability concerns with the contents of this report.

9. Recommendations

Members are recommended to note the contents of this report.

10. Further Information

Members can obtain further information on the contents of this report from Jason Quinn, Director of Digital and Information Services – jquinn@glasgowkelvin.ac.uk.

Glasgow Kelvin College
Jason Quinn
20 May 2024

GLASGOW KELVIN COLLEGE



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STRATEGY PURPOSE	2
STRATEGIC PRIORITIES & OBJECTIVES	3
STRATEGIC ENABLERS	4
5 YEARS	5
FAST TRACK	6

WELCOME:

I am delighted to introduce this Digital Transformation Strategy which sets out our ambition to become one of the most digitally advanced colleges in Scotland. Achieving this vision will be critical to ensuring we continue to deliver high quality learning experiences which respond flexibly to our learners' needs, and which support more of our learners to develop the skills they need to prosper in their lives.

Through this Digital Transformation Strategy we will deliver a 21st century learning environment which empowers our learners, staff and stakeholders to interact with information in new ways which best suit their needs. Digital transformation will also contribute significantly to College sustainability, with intelligent business processes maximising use of data analytics and automation, helping us to deliver more efficient and effective College services.

This strategy is very ambitious in its scope and intended impact. However, I am extremely confident that the College has the skills and determination to achieve these goals and deliver the modern digital infrastructure and services our learners, staff and stakeholders deserve.

Derek Smeall
Principal

STRATEGY PURPOSE:

To be recognised as one of the most digitally advanced colleges in Scotland, delivering richer learning experiences, better student outcomes and more intelligent business processes through the effective application of informatics allied to a workforce with advanced digital skills.

And

To build a modern digital infrastructure which will meet the anticipated needs and expectations of future learners and partners and will enable the development of innovative approaches to learning and teaching.

STRATEGIC PRIORITIES:

A.

Enriched learning experience – delivering services through technology which allows users to interact with information in ways which best suit their needs.



B.

High quality digital architecture & platforms – using technically agile and integrated platforms which are flexible, secure and accessible.



C.

Intelligent business processing – using systems orientated solutions which integrate data and maximise the use of analytics, Artificial Intelligence and automation.



STRATEGIC OBJECTIVES:

A.1

To provide access to high-quality digital services to the communities we serve to enable local people to acquire digital skills to enrich their lives, improve access to employment and educational opportunities.

A.2

Place people at the centre of digital by developing a culture of innovation where communities grow and staff and students are empowered to achieve in a 21st Century learning environment.

A.3

Place inclusion and accessibility at the heart of everything we do – breakthrough language, location, disability, cultural barriers.

B.1

Build fast, secure and robust services and infrastructure and environments – developing a mobile and cloud first culture.

B.2

Gain the trust of our users by ensuring our systems and user data are secured and governed to the highest level.

B.3

Maximise value, a competitive edge and the evolving business needs using advanced turn-key cloud based systems that support streamlined Agile systems development.

C.1.

Develop robust, integrated, high quality data with flexible management reporting options which is aligned with business needs.

C.2

Facilitate the standardisation and simplification of business processes and cross-functional working through integration, 'single point of entry' data principles and automation of functions.

C.3

Consult widely to establish needs and work with partners/suppliers when external solutions offer best value.

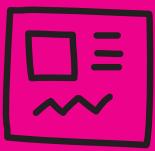


STRATEGIC ENABLERS:



RESOURCE PRIORITISATION:

We will review and identify high impact digital developments, with staff and resources organised to maximise delivery of our digital transformation strategy.



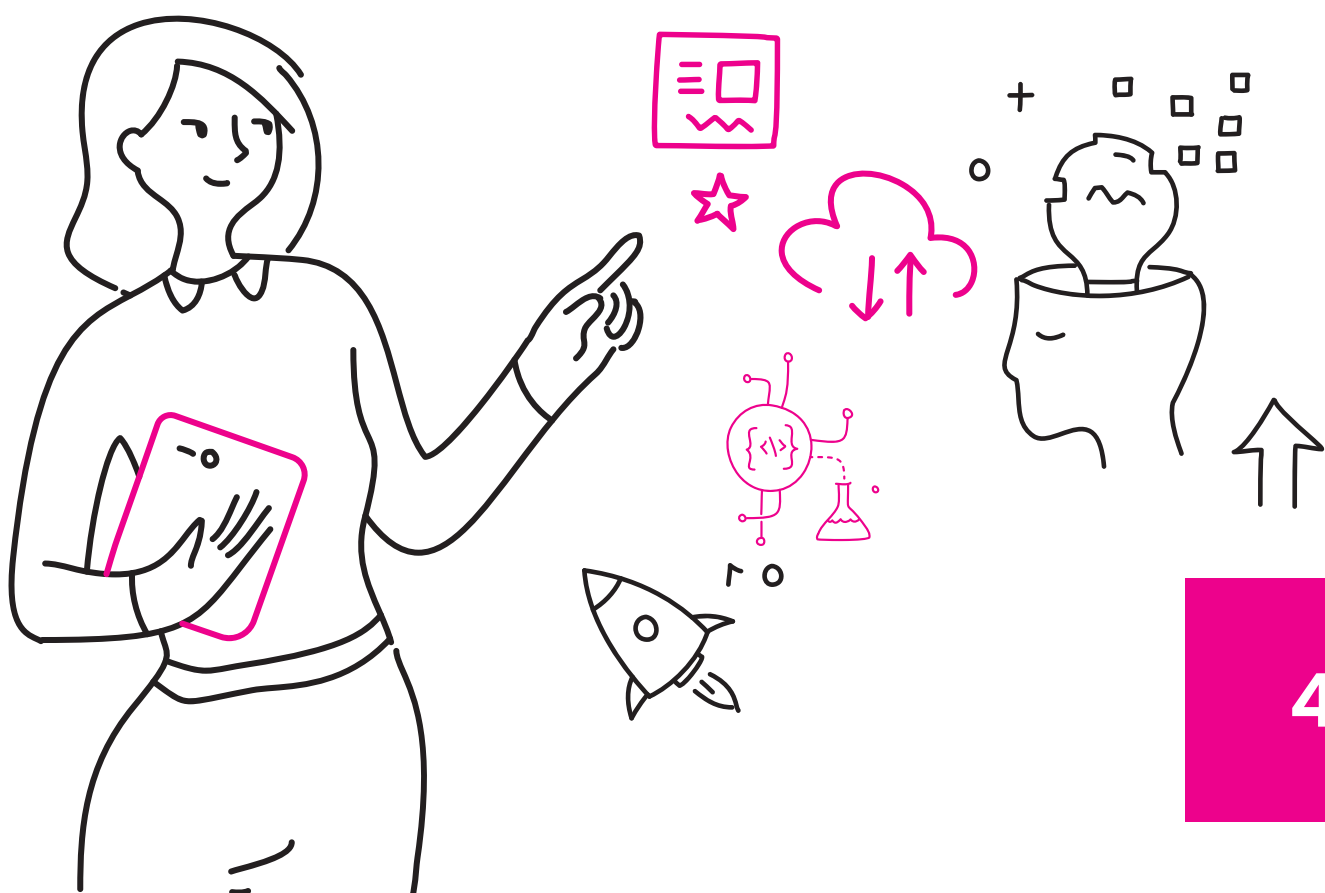
EFFECTIVE PROJECT MANAGEMENT:

We will promote cross-college working, with high profile sponsorship of digital transformation projects and clear end-point outcomes.



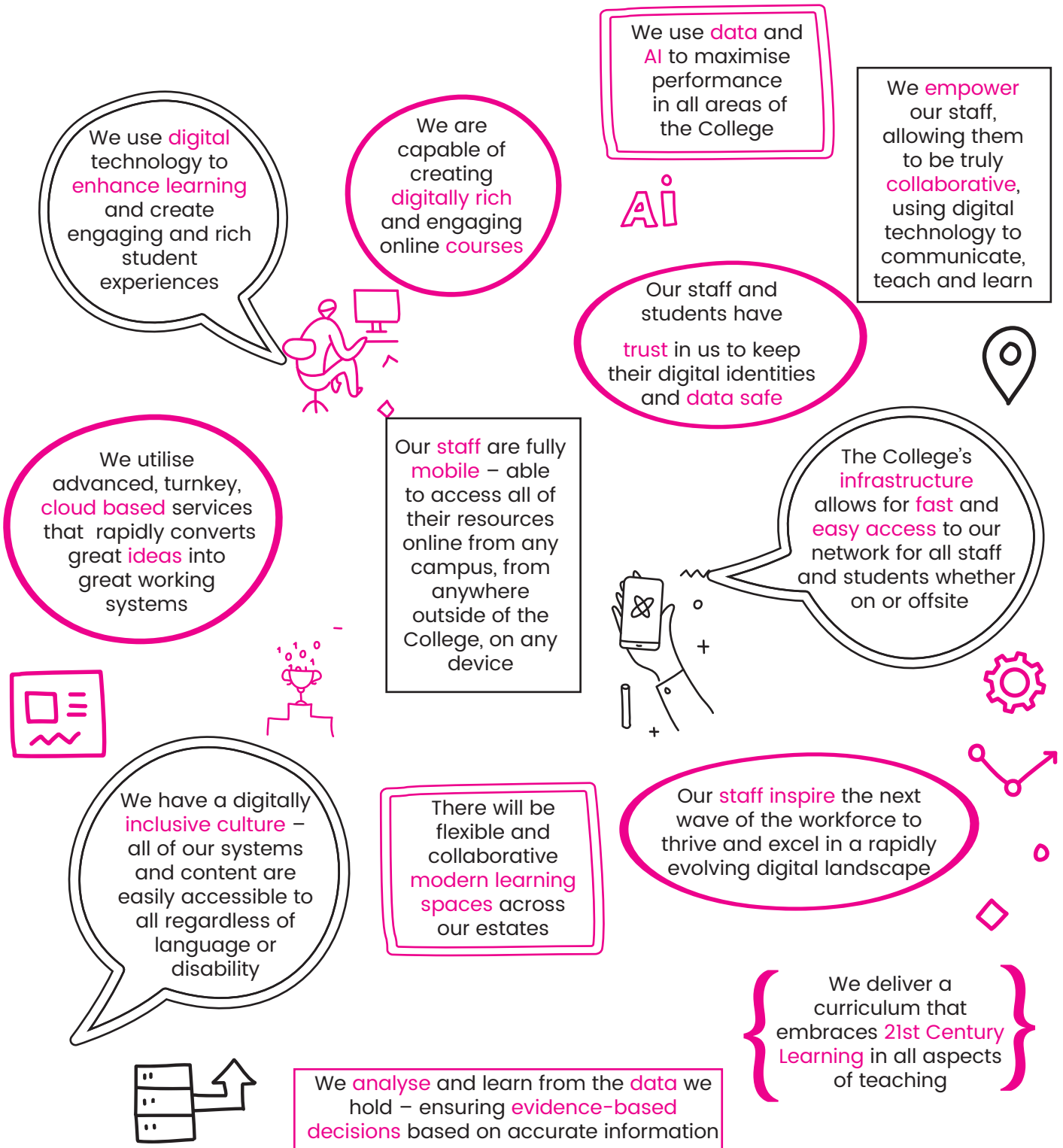
DIGITALLY SKILLED STAFF:

Valuing and developing staff digital skills, our staff will inspire the next wave of the workforce to thrive and excel in a rapidly evolving digital landscape.



5 YEARS:

In **5 years** time through the implementation of our digital transformation strategy, we will create a college where:



FAST TRACK:

We will fast track delivery of our strategic objectives through large scale digital transformation projects, including:

Implementation of a Power BI reporting interface proving enhanced access to College information

Development of new online courses to enable remote access to college study for school pupils, employees and college students (YES, BSmart, and Glasgow Code Learning developments)

Improved online admissions and digital student support services (Online services and MyDay implementation)

Produce a fully inclusive, secure and online enrolment process for the John Wheatley Learning Network

Ensure staff are digitally mobile and can easily access online services from any location with a mobile device





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