

ISC16D016

Title: UEA Digital Strategy 2017-2022: Project Proposal
Author: Jamie Barwick, Digital Strategy Programme Manager
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Issue

A project proposal and supporting documentation for the development of a UEA Digital Strategy 2017-2022.

Recommendation

ISSC are being asked to:

- Consider the project proposal and the approach for developing the digital strategy.
- Advise on the stakeholder engagement plans.
- Consider the risks associated with the project.
- Note the use of a Project Support Officer.
- Endorse the recommended option.

Resource Implications

ISD led horizon scanning and stakeholder engagement activities, a Project Support Officer and the possible use of external consultancy services. ISD budget has allocated £81,430 for the digital strategy development.

Risk Implications

A broad assessment of potential risks and responses is included in the project proposal.

Equality and Diversity

Stakeholder engagement activities are planned covering all groups that hold an interest in the digital capabilities of the UEA (full list included in the documentation). These activities provide all individuals with the opportunity to input into the development of the strategy through online discussions, surveys and dedicated mailbox and drop in sessions.

Timing of decisions

- Operation management of the project will be led by ISDMT
- UEA Digital Strategy 2017-2022 and Budget Proposal presented to ISSC for consideration on 13/06/2017.
- Programme of Work presented to ISSC for consideration in October 2017.

Further Information

ISC15D027- Development of a Digital Strategy for UEA by Jonathan Colam-French, Director of Information Services for ISSC on 14th June 2016.

Background

The UEA's 2030 Vision specifically endorses the move towards a "digital campus" and the building of a "reputation for embracing technology". In response the present UEA Plan requires that a "wide-ranging review" of current and potential UEA digital capabilities be undertaken and that changes are implemented in order to meet the digital "requirements of curricula, research and administration".

Discussion

N/A

Attachments

Project Proposal



Project Proposal

Priority: A

Document Control Information

Title: UEA Digital Strategy 2017-2022: *Discovery Phase*
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Authors: Jamie Barwick
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REVISION	DATE	REVISION DESCRIPTION
v1.0	06/01/2017	First Draft
v1.1	13/01/2017	Second Draft
v1.2	19/01/2017	Third Draft
v1.3	23/01/2017	Final

Project Proposal

Project Title :	UEA Digital Strategy 2017-2022: <i>Discovery Phase</i>
Proposed Project Sponsor:	PVC Research and Enterprise
Proposed Project Board:	ISSC (with operational oversight by ISDMT)
Proposed Project Manager:	Jamie Barwick
Target start date:	31/01/2017
Target completion date:	<ol style="list-style-type: none"> 1. UEA Digital Strategy 2017-2022 and Budget Proposal presented to ISSC on 13/06/2017. 2. Programme of Work presented to ISSC on 17/10/2017 (TBC).
Outline business case:	
Background & Rationale	<p>The UEA’s 2030 Vision specifically endorses the move towards a “digital campus” and the building of a “reputation for embracing technology”. In response, the present UEA Plan requires that a “wide-ranging review” of current and potential UEA digital capabilities be undertaken and that changes are implemented in order to meet the digital “requirements of curricula, research and administration”.</p> <p>In order to successfully achieve this ISD plans to undertake wide ranging stakeholder engagement activities to promote digital capabilities and seek the views of all relevant groups with an interest in the digital capabilities of the UEA. These will increase stakeholder interested in, and understanding of, contemporary HE digital capabilities as well as allow ISD to better understand current and future digital requirements. The results of these activities will inform the development of a new UEA Digital Strategy covering the period 2017-2022, replacing the current ISD Plan, as well as a proposed budget. From these a Programme of Work will be derived initiating specific projects to implement the strategy.</p>
Objectives	<ol style="list-style-type: none"> 1. ISD to horizon scan the digital capabilities of HE and the UEA, and make recommendations to key stakeholder groups. 2. Increase interest in, and understanding of, contemporary HE digital capabilities amongst key stakeholder groups. 3. Gain a deeper understanding of the UEA’s current and longer term digital requirements through stakeholder engagement activities between January and May 2017. These will be conducted within the following areas of focus: <ol style="list-style-type: none"> a. Teaching Requirements (physical and virtual). b. Research Requirements. c. Administrative/Business/Support Requirements. d. Student Experience. e. IT Infrastructure and Support Structures.

	<p>4. Horizon scanning and stakeholder engagement results to feed into the development of a UEA Digital Strategy 2017-2022 and Budget Proposal. This will be submitted to ISSC by 05/06/2017, and presented for consideration on 13/06/2017.</p> <p>5. Programme of Work to implement the UEA Digital Strategy 2017-2022 developed and submitted to ISSC by 09/10/2017 (TBC). This will be presented to and considered by ISSC on 17/10/2017 (TBC).</p>
<p>Options</p>	<ul style="list-style-type: none"> • Doing Nothing. • Option 1: A digital strategy and programme of work are developed primarily by ISD management. • Option 2: Use internally led stakeholder engagement activities to discover the digital requirements of key stakeholders, before ISD management use the results of this to develop a new digital strategy and programme of work. • Option 3: Use specialist external consultancy services to undertake stakeholder engagement and the development of both the digital strategy and programme of work. • Option 4: Use a blend of internally led stakeholder engagement activities and external consultancy services to support ISD management in developing a new digital strategy and programme of work.
<p>Benefits</p>	<ul style="list-style-type: none"> • Doing Nothing: This is not a viable option as both the current UEA Plan and Vision 2030 require a review to be undertaken and changes implemented. • Option 1: The quickest and cheapest option with minimal disruption to UEA business as usual. However, proceeding without effective stakeholder engagement that feeds into the development of strategy and a programme of work could lead to ineffective and/or unnecessary outcomes. • Option 2: This option will ensure that Digital Strategy and subsequent Programme of Work meet the needs of key stakeholders and the digital requirements of the UEA. This is a cheaper option than Option 3 and 4 as it only utilises internal resources, which can also be deployed quickly. However, due to the large scope of the project, this option will require significant internal resources and specific expertise being utilised, increasing the risk of negative impacts to business as usual services. Further potential drawbacks of internally led stakeholder engagement activities include a lack of independent input/balance into the project and the risk of an unwillingness from some stakeholders to fully engage with internal management. • Option 3: This option can ensure that there is independent and specialist input into the development of the strategy, and stakeholders can be more willing to fully engage with external consultants rather than internal management. It also means that less UEA specific resources and expertise are needed, and consequently business as usual services should suffer only minor disruption. However, such external services are costly, and may not be available for the timescales outlined in the objectives.

	<ul style="list-style-type: none"> • Option 4: This is the recommended option. It combines the benefits of Option 2 and 3, and negates many of the drawbacks. Internal resources can be used where these are available and where the specific skills sets exist, and external services can be used if necessary to fill any gaps and provide independent input and balance. External services will come with a cost; however, this will be less than Option 3.
Outline Costs:	<ul style="list-style-type: none"> • Do Nothing: No associated costs with the development of a digital strategy and programme of work. Potentially costly however as UEA digital capabilities could either stagnate or develop in ineffective/unneeded directions. • Option 1: Minimum costs (time of ISD Management only). • Option 2: Limited costs, however significant use of ISD resources. • Option 3: High cost, low use of ISD resources. • Option 4: Medium cost and medium use of ISD resources.
Key Deliverables:	<ul style="list-style-type: none"> • ISD Horizon Scanning. • HE Digital Futures Roadshow. • Stakeholder Views Paper. • UEA Digital Strategy 2017-2022. • Budget Proposal for strategy implementation. • Programme of Work for strategy implementation.
Key Stakeholders	<ol style="list-style-type: none"> Undergraduate Students: <ul style="list-style-type: none"> • Full Time. • Distance Learners- Online only and Part Time. • International Students. • On/Off campus. Postgraduate Students (Taught and Research): <ul style="list-style-type: none"> • Full Time. • Distance Learners- Online only and Part Time. • International Students. • On/Off campus. Alumni. Prospective Students/Applicants. Researchers. Research Associates. Teaching Fellows. Lecturers. Associate Tutors. Executive Team. Faculty Executives. Information Services Directorate (ISD) Management. ISD Library and ITCS Staff. Administrative/Support/Business Teams: <ul style="list-style-type: none"> • Admissions, Recruitment and Marketing (ARMS). • Finance and Planning Group (FPG). • Learning and Teaching Service (LTS). • Accommodation Office. • Human Resources (HR).

	<ul style="list-style-type: none"> • Centre for Staff and Educational Development (CSED). • Estates and Buildings Division. • Student Support Service. • Careers Service. • Research and Enterprise (REN). <p>o. Students Union.</p> <p>p. 3rd Parties/Other:</p> <ul style="list-style-type: none"> • Sports Park. • Sainsbury's Centre. • JISC/JANET. • INTO • CCN • Other NRP members.
Key Resources	<ul style="list-style-type: none"> • ISSC- Governance. • ISDMT- Governance and Operational Management. • ISD Heads- Project Support e.g. specialist input into stakeholder engagement activities, budgeting and programme planning, horizon scanning and papers. • ISD Teams- Consideration of strategy and development of the Programme of Work. • Project Support Officer- Note taking for stakeholder engagement, communications/administration, and data analysis. • ARMS- Communication and engagement with some stakeholder groups. • ISD Website Project- stakeholder engagement with some stakeholder groups. • Potential events management for the HE Digital Futures Roadshow. • Potential external consultancy to input into each area of focus for impartiality and to explore digital architecture.
Considerations	
IT environment	<p>Considerations:</p> <ul style="list-style-type: none"> • UK Data Protection Act 1998 (DPA). • General Data Protection Regulation (GDPR) implementation. • Payment Card Industry Data Security Standard (PCI DSS). • Centre for the Protection of National Infrastructure (CPNI) Standards. • Research Councils UK (RCUK)- Cyber Essentials Standards. • NHS and Social Services Standards. • Equality Act 2010. • HEFCE and National Student Survey. • Teaching Excellence Framework.
Security policy	<ul style="list-style-type: none"> • No potential conflicts with UEA Security and Information policies identified at this stage. Discovery phase only.
PCI DSS	<ul style="list-style-type: none"> • SPC InfoSec team to be consulted if necessary.

Long-term support arrangements	<ul style="list-style-type: none"> • To be detailed in the Programme of Work.
Other considerations	<p>Project Interfaces:</p> <ul style="list-style-type: none"> • ISD Website Project and Worth Services (Consultants). • ISD Security Project. • Online Learning Working Group and Simon-Kucher & Partners (Consultants). • Estates Strategy Board. • GDPR implementation. <p>Budget: Funding has been allocated from the ISD budget for the development of the Digital Strategy 2017-2022 amounting to £81,430.</p> <p>HE Digital Futures Roadshow options:</p> <ol style="list-style-type: none"> 1. ISD delivered lectures/seminars based on horizon scanning activities. 2. Externally delivered lectures/seminars by industry experts. 3. Service/Technology Stalls and Demonstrations. 4. Mixture of the above.

Appendix A- Timeline

Blue = Stakeholder Engagement Green = Output Red = KPI

Activity	Feb 17	March 17	April 17	May 17	June 17	July 17	Aug 17	Sept 17	Oct 17
ISD Horizon Scanning/Papers	X*								
HE Digital Futures Roadshow	X	X**							
Teaching Requirements		X	X						
Research Requirements		X	X						
Admin/Support Requirements		X	X						
Student Experience	X	X							
Paper-Stakeholder Engagement Results				X***					
UEA Digital Strategy and Budget Proposal				X	X****				
IT Infrastructure and Support			X	X	X	X	X	X	
Programme of Work					X	X	X	X	X*****

* ISD horizon scanning papers completed.

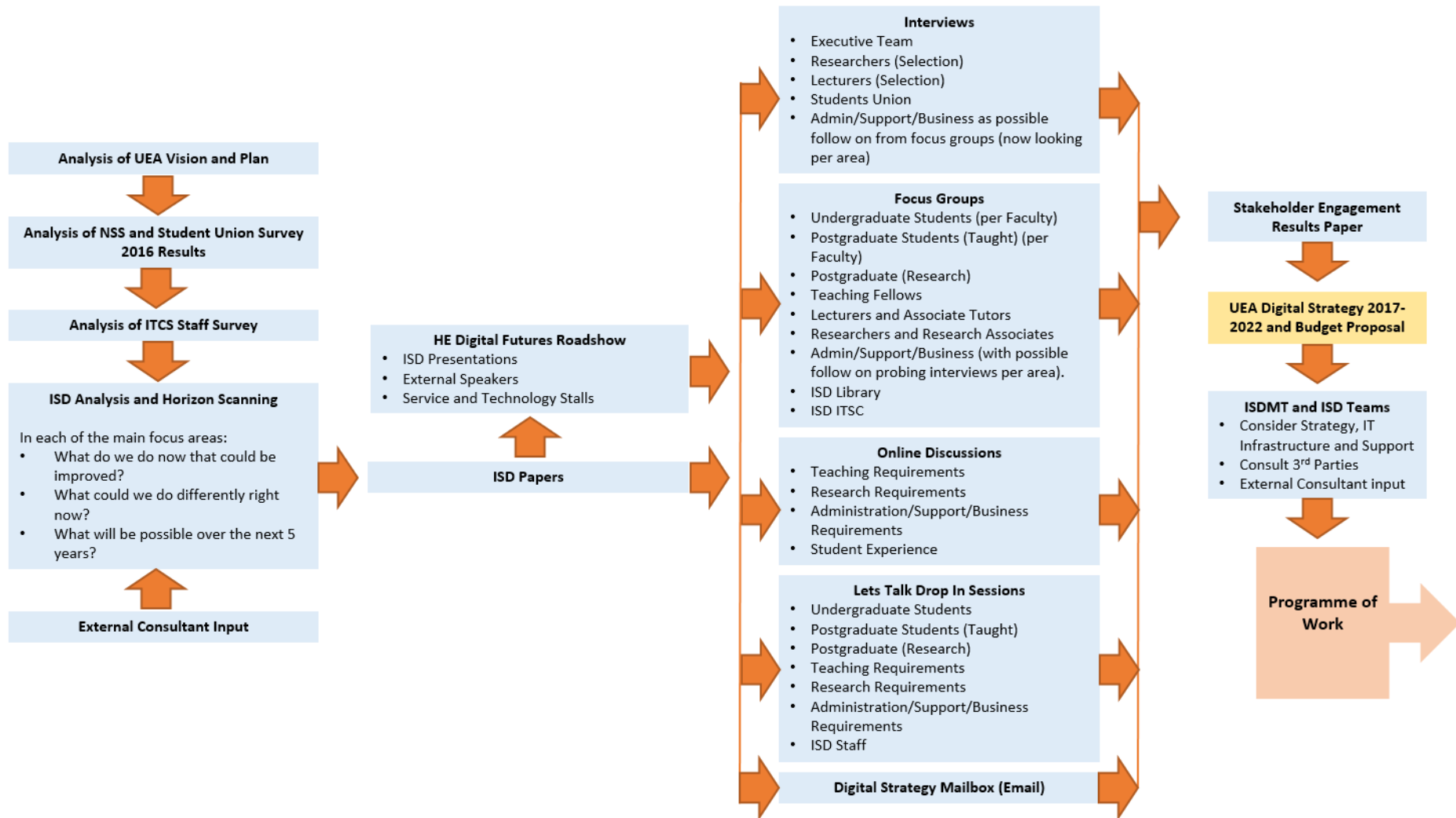
** Stakeholder interest in and understanding of HE digital capabilities increased. Potential to capture stakeholder views at the event.

*** All stakeholder groups consulted and robust data gathered.

**** ISSC presented with UEA Digital Strategy 2017-2022 and Budget Proposal and accepts.

***** ISSC presented with Programme of Work and accepts.

Appendix B- Development Process



Appendix C- Stakeholder Analysis and Engagement

Green = High Amber = Medium Red = Low

Stakeholder Group	Influence	Interested in the impact of the Digital Strategy on:						Stakeholder Type	Engagement Methods
		Teaching Requirements (Virtual and Physical)	Research Requirements	Administration /Support/ Business Requirements	Student Experience	IT Infrastructure	IT Support		
Executive Team	High	X	X	X	X	X	X	Key Player	Involved in Governance Roadshow Interviews Staff Survey
ISD Management		X	X	X	X	X	X	Key Player	Involved in Governance Horizon Scanning
Faculty Executives		X	X	X	X	X	X	Key Player	Roadshow Faculty Executive Meetings Staff Survey
Researchers		X	X	X		X	X	Meet Needs	Roadshow Focus Groups Online Discussions Selected Interviews Staff Survey Let's Talk Drop In Mailbox
Teaching Fellows		X		X	X		X	Meet Needs	Roadshow Focus Groups Staff Survey Mailbox
Lecturers		X	X	X			X	Meet Needs	Roadshow Focus Groups Online Discussions Selected Interviews Staff Survey Let's Talk Drop In Mailbox

Admin/Support/ Business Teams**		X	X	X	X		X (Estates)	X	Meet Needs	Roadshow Focus Groups Selected Interviews Online Discussions Staff Survey Let's Talk Drop In Mailbox
Students Union		X	X	X	X			X	Consider Needs	Interviews Consult- Union Council
Undergraduate Students*	Medium	X			X			X	Meet Needs	Focus Groups Online Discussions Let's Talk Drop In Online Survey Mailbox
Postgraduate Students (Taught)*		X	X		X			X	Meet Needs	Focus Groups Online Discussions Let's Talk Drop In Online Survey Mailbox
Postgraduate (Research)*		X	X		X			X	Meet Needs	Focus Groups Online Discussions Let's Talk Drop In Online Survey Mailbox
Prospective Students and Applicants		X			X				Meet Needs	ISD Website Project Mailbox
ISD Library and ITCS Staff		X	X	X	X	X	X	X	Meet Needs	Roadshow Focus Groups Online Discussions Staff Survey Let's Talk Drop In Horizon Scanning Mailbox
Research Associates	Low		X	X				X	Meet Needs	Roadshow Focus Groups Online Discussions Staff Survey

										Let's Talk Drop In Mailbox
Associate Tutors		X		X				X	Meet Needs	Roadshow Focus Groups Online Discussions Staff Survey Let's Talk Drop In Mailbox
Alumni					X				Consider Needs	Online Discussions Mailbox
3 rd Parties***						X	X		Keep Informed	Informed and possible consultation for programme of work

* Full Time, Distance Learners (Online only and Part Time), International Students, On/Off campus.

** Admissions, Recruitment and Marketing (ARMS), Finance and Planning Group (FPG), Learning and Teaching Service (LTS), Accommodation Office, Human Resources (HR), Centre for Staff and Educational Development (CSED), Estates and Buildings Division, Student Support Service, Careers Service, Research and Enterprise (REN).

*** Sports Park, Sainsbury's Centre, JISC/JANET, INTO, CCN, Other NRP members.

Main Activities Summary:

Interviews	Focus Groups	Surveys	Online Discussions	Let's Talk Drop In	Other
<ul style="list-style-type: none"> Executive Team Researchers (Selection) Lecturers (Selection) Students Union Admin/Support/Business as possible follow on from focus groups (now looking per area) 	<ul style="list-style-type: none"> Undergraduate Students (per Faculty) Postgraduate Students (Taught) (per Faculty) Postgraduate (Research) Teaching Fellows Lecturers and Associate Tutors Researchers and Research Associates Admin/Support/Business (possible follow on interviews per area). ISD Library ISD ITCS 	<ul style="list-style-type: none"> ITCS Staff Survey NSS and Students Union Survey 2016 results. 	<ul style="list-style-type: none"> Teaching Requirements Research Requirements Administration/Support/Business Requirements Student Experience 	<ul style="list-style-type: none"> Undergraduate Students Postgraduate Students (Taught) Postgraduate (Research) Teaching Requirements Research Requirements Administration/Support/Business Requirements ISD Staff 	<ul style="list-style-type: none"> ISD Horizon Scanning Digital Strategy Mailbox (Email) Prospective Students and Applicants will link to ISD Website Project Faculty Executive Meetings Estates Strategy Group 3rd Parties-informed

Appendix D- Communications Plan

Stakeholder Name	Purpose	Type of Communication	Description	Frequency	Owner
Executive Team	Governance- Business/User/Supplier Representation, Benefits Realisation, Budgeting, Resourcing. Stakeholder Engagement	Email- List Document Events User Survey (Online)	<ul style="list-style-type: none"> • ISSC in June and October 2017. • Stakeholder Engagement Results Paper (May 2017) • UEA Digital Strategy 2017-2022 (June 2017) • Budget Proposal (June 2017) • Programme of Work (October 2017) • Roadshow (email invitation via newsletter). • ITCS Staff Survey. • Individual emails to invite for Interview. 	Monthly	ISDMT Project Manager
ET Sponsor and ISD Director	Operational Management- Project Monitoring, Risk, Issue and Change.	Email- Individual Document Event	<ul style="list-style-type: none"> • Updates and input at monthly ISDMT Meeting. • Highlight Reports –sent via email by Project Manager. 	Monthly	Project Manager
ISD Management	Operational Management- Project Monitoring, Risk, Issue and Change. Stakeholder Engagement	Email- Individual Document Event User Survey (Online)	<ul style="list-style-type: none"> • Updates and input at monthly ISDMT Meeting. • Highlight Reports –sent via email by Project Manager. • ITCS Staff Survey • Horizon Scanning- ISDOG 	Monthly	Project Manager
Faculty Executives	Stakeholder Engagement	Email- List Events User Survey (Online)	<ul style="list-style-type: none"> • Roadshow (invitation via newsletter). • ITCS Staff Survey. • Faculty Executive Meetings with ISD Director and Project Manager 	As Needed- Feb to April 2017	Project Manager
Undergraduate Students	Stakeholder Engagement	Email- Individual Email- List Events User Survey (Online)	<ul style="list-style-type: none"> • Email List = Student Newsletter. • Used for invitation to online discussions, Let's Talk Drop In. • Individual emails to invite selected students to undergraduate focus groups. • Analysis of National Student Survey and Student Union Survey 2016 results. • Digital Strategy Mailbox (Email) 	As Needed- Feb to March 2017	Project Manager
Postgraduate Students (Taught)	Stakeholder Engagement	Email- Individual Email- List Events	<ul style="list-style-type: none"> • Email List = Student Newsletter. 	As Needed- Feb to March 2017	Project Manager

Stakeholder Name	Purpose	Type of Communication	Description	Frequency	Owner
		User Survey (Online)	<ul style="list-style-type: none"> Used for invitation to online discussions, Let's Talk Drop In. Individual emails to invite selected students to taught postgraduate focus groups. Analysis of National Student Survey and Student Union Survey 2016 results. Digital Strategy Mailbox (Email) 		
Postgraduate (Research)	Stakeholder Engagement	Email- Individual Email- List Events User Survey (Online)	<ul style="list-style-type: none"> Email List = Student Newsletter. Used for invitation to online discussions, Let's Talk Drop In. Individual emails to invite selected students to research postgraduate focus groups. Analysis of National Student Survey and Student Union Survey 2016 results. Digital Strategy Mailbox (Email) 	As Needed- Feb to March 2017	Project Manager
Prospective Students and Applicants	Stakeholder Engagement	Events	<ul style="list-style-type: none"> Link to ISD Website Project stakeholder engagement (Focus Groups). Digital Strategy Mailbox (Email) 	As Needed- Feb to April 2017	Project Manager ISD Website Project Manager
Researchers	Stakeholder Engagement	Email- Individual Email- List Events User Survey (Online)	<ul style="list-style-type: none"> Email List = Newsletter. Used for invitation to Roadshow, online discussions, Let's Talk Drop In. ITCS Staff Survey. Individual emails to invite research staff focus groups and selected interviews. Digital Strategy Mailbox (Email) 	As Needed- Feb to April 2017	Project Manager
Teaching Fellows	Stakeholder Engagement	Email- Individual Email- Lists Events User Survey (Online)	<ul style="list-style-type: none"> Roadshow (email invitation via newsletter). Individual emails to invite to a single focus group. ITCS Staff Survey. Digital Strategy Mailbox (Email) 	As Needed- Feb to April 2017	Project Manager
Lecturers	Stakeholder Engagement	Email- Individual Email- List Events User Survey (Online)	<ul style="list-style-type: none"> Email List = Newsletter. Used for invitation to Roadshow, online discussions, Let's Talk Drop In. ITCS Staff Survey. Individual emails to invite selected staff to lecturer focus groups and selected interviews. Digital Strategy Mailbox (Email) 	As Needed- Feb to April 2017	Project Manager

Stakeholder Name	Purpose	Type of Communication	Description	Frequency	Owner
Admin/Support/ Business Teams	Stakeholder Engagement	Email- Individual Email- List Events User Survey (Online)	<ul style="list-style-type: none"> Email List = Newsletter. Used for invitation to Roadshow, online discussions, Let's Talk Drop In. ITCS Staff Survey. Individual emails to invite selected staff to focus groups and possibly more probing interviews. Digital Strategy Mailbox (Email) 	As Needed- Feb to April 2017	Project Manager
ISD Library and ITCS Staff	Stakeholder Engagement	Email- Individual Email- List Events User Survey (Online)	<ul style="list-style-type: none"> Email Lists = ISD Mailing Lists. Used for invitation to Roadshow, online discussions, Let's Talk Drop In. ITCS Staff Survey. Individual emails to invite selected staff to focus groups per team. Horizon scanning. Digital Strategy Mailbox (Email) 	As Needed- Feb to April 2017	Project Manager ISD Heads
Research Associates	Stakeholder Engagement	Email- Individual Email- List Events User Survey (Online)	<ul style="list-style-type: none"> Email List = Newsletter. Used for invitation to Roadshow, online discussions, Let's Talk Drop In. ITCS Staff Survey. Individual emails to invite selected staff to research focus groups. Digital Strategy Mailbox (Email) 	As Needed- Feb to April 2017	Project Manager
Associate Tutors	Stakeholder Engagement	Email- Individual Email- List Events User Survey (Online)	<ul style="list-style-type: none"> Email List = Newsletter. Used for invitation to Roadshow, online discussions, Let's Talk Drop In. ITCS Staff Survey. Individual emails to invite selected staff to lecturer focus groups. Digital Strategy Mailbox (Email) 	As Needed- Feb to April 2017	Project Manager
Students Union	Stakeholder Engagement	Email- Individual Events	<ul style="list-style-type: none"> Interviews with key Officers. Consult- Union Council meetings. 	As Needed- Feb to April 2017	Project Manager
Alumni	Stakeholder Engagement	Email- List User Survey (Online)	<ul style="list-style-type: none"> Email = ueagraduates@uea.ac.uk (restricted list) for Alumni newsletter. Online Discussions Digital Strategy Mailbox (Email) 	Minimal	Project Manager Alumni Office
3 rd Parties	Stakeholder Engagement	Event	<ul style="list-style-type: none"> Inform and consult as needed. 	Minimal- June to October 2017	Project Manager ISD Heads

Appendix E- Risk Analysis and Responses

Green = High Amber = Medium Red = Low

Identified Risk	Description	Potential Impact	Likelihood	Response	Owner
Low levels of stakeholder understanding and foresight on digital capabilities.	Stakeholders are unaware of current digital possibilities and future capabilities, and therefore their input into the strategy is limited.	M	M	<ul style="list-style-type: none"> • HE Digital Futures Roadshow and Horizon Scanning- inform and engage. • Clear links to UEA Vision and Plan. • Semi-structured interviews and focus groups, linked to horizon scanning and UEA strategy. • Project Support- specialists present. • External consultancy input if needed. • Senior stakeholders promote business analysis within teams. • Stakeholder engagement activities to be outcomes focused, not technology focused. • ISD to focus on the how (technology) during IT infrastructure and Support analysis. 	Project Manager
Unable to meet stakeholder expectations.	Stakeholders may request and expect digital outcomes with cannot be delivered- e.g not possible, too costly, limited business case etc.	L	M	<ul style="list-style-type: none"> • HE Digital Futures Roadshow- show appropriate possibilities. • Clear links to UEA Vision and Plan. • Semi-structured interviews and focus groups, linked to horizon scanning and UEA strategy. • Stakeholder engagement activities to be outcomes focused, not technology focused. • Manage stakeholder relationships. 	Project Manager
Brexit impact is unknown.	As yet unknown impact on HE and UK economy. UEA business model may need to evolve to respond, and so to will	H	M	<ul style="list-style-type: none"> • Monitor Brexit developments and respond appropriately. • Ensure stakeholder engagement and strategy considers likely Brexit impacts and is responsive e.g. falling numbers of EU students and a rise in online only learning. 	Project Sponsor and ISD Director Project Manager

	the digital strategy/requirements.				
HE Digital Futures Roadshow not delivered at optimum time.	Timescales are tight to plan and implement. This may only be delivered midway or after stakeholder engagement.	L	L	<ul style="list-style-type: none"> • Delivery of HE Digital Futures Roadshow a priority at project implementation. • If necessary, utilise internal resources only rather than external. This reduces cost and time for delivery. • If the roadshow is delivered midway through stakeholder engagement, this will still deliver benefits. • If the roadshow is delivered after stakeholder engagement, this will still deliver benefits and can feed into the Programme of Work development. • Horizon scanning will still inform stakeholders regardless of roadshow delivery. 	Project Manager
Other projects currently defined and ongoing, the digital strategy may affect them.	Digital strategy may have impacts on projects already defined and ongoing.	L	L	<ul style="list-style-type: none"> • Digital Strategy and Programme of Work to incorporate these ongoing projects- current status and planned activities. • This project to consider the lessons already learned from these projects. • Project Managers to communicate and co-ordinate effectively. 	Project Manager
Low stakeholder engagement.	Low response from some stakeholder groups.	M	M	<ul style="list-style-type: none"> • Effective promotion of stakeholder engagement activities. • Communication and coordination with senior stakeholders. • Stakeholder engagement to offer broader means of input e.g. online discussions and Let's Talk Drop In's, mailbox. • External consultants can be used to fill gaps in stakeholder engagement. 	Project Sponsor and ISD Director Project Manager