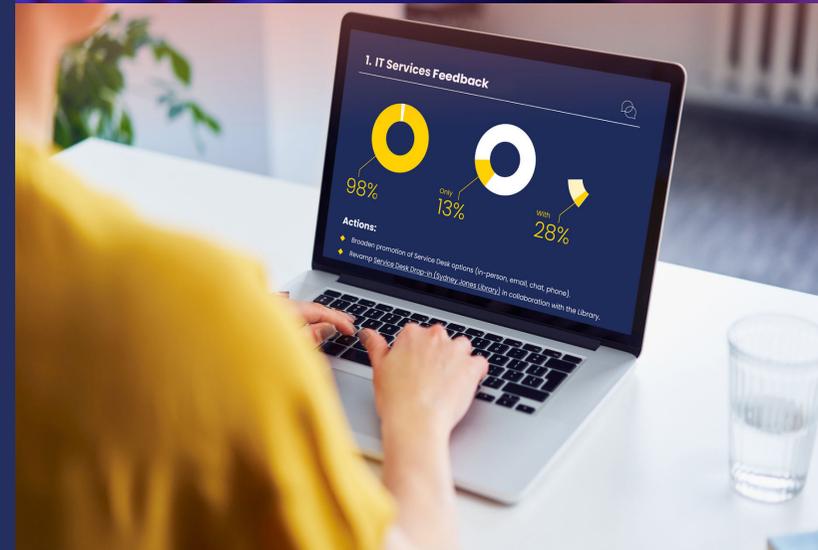


LIVERPOOL 2031 DIGITAL STRATEGY



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Foreword

We are proud to share with you our strategic vision and plan for digital in support of Liverpool 2031 and the University's wider strategic ambitions.

This is an enabling strategy for Liverpool 2031, designed to create a digital environment in which staff and students are able to succeed. It will drive innovation, collaboration and efficiency whilst providing a seamless digital experience for our community.

In today's digital era, a well-defined and adaptable Digital Strategy is paramount for universities aiming to thrive in a highly competitive, evolving domestic and international Higher Education landscape – with its growing opportunities and challenges.

By leveraging emerging technologies, optimising systems, strengthening and growing our industry-led partnerships, and prioritising cyber

security, our vision empowers us to embrace digital transformation across the University, enhance operational agility, and deliver exceptional value to our customers and stakeholders.

This strategy is the result of consultation with staff and students across the University – along with wider industry experts – through which the core ambitions, ideas, priorities, and delivery roadmaps have been shaped and tested.

Our achievements and ongoing work have generated real excitement and opportunity, with continual advances in data-driven insights and forecasting, AI embedding within education, and



Lucy Everest, Chief Operating Officer.

the ability to track our agility and efficiency gains with our new Customer Relationship Management (CRM) capabilities.

The new Digital Strategy presents a long-term vision which will support Liverpool 2031 with a level of ambition and enthusiasm that is truly exciting. We invite you to join us and help shape our digital journey.

“...our vision empowers us to embrace digital transformation across the University...”

Introduction

Established in 1881, we are the original redbrick.

Originality shapes everything we do; ideas are born here that transform industries and travel the globe, touching and improving millions of lives as they go.

Institution

The University of Liverpool's diverse, multicultural community makes us a home for all kinds of ambitions and all kinds of achievements. We have:

- Over 7,000 staff, 30,000 students, and 270,000 alumni globally
- A significant number of international research collaborations spanning diverse subject matter across our 3 faculties – including 3 new research frontiers with a focus on Digital Chemistry, Fundamental Physics and Longitudinal Therapeutics

The digital needs and expectations of our students, educators, researchers, and professional services teams have fundamentally changed – alongside our interaction with and use of technology more broadly, in our daily lives.

Within this context, both the University and the wider Higher Education sector continue to face significant

challenges associated with inflationary pressures, disruption to global construction supply chains, the decreasing value of the domestic tuition fee, and increasing competition in international recruitment markets.

Given this backdrop, it is essential we work to fully exploit our digital opportunities across the University – to drive efficiencies, maximise income generation, and enhance the experience for staff and students, including through strategic partnerships and innovation, to augment and build upon our reputation as a globally recognised, research intensive institution.

Our digital landscape

Enterprise systems:

The University has developed a complex, varied eco-system over many years, geared toward delivering our key academic, research, management, and administrative functions – from digital education

to the student experience, research IT to finance, HR, and data insights.

Entrenched legacy practices and customisations, alongside challenges linked to evolving requirements, technologies, and approaches have resulted in systems which have often become cumbersome to use and require significant manual effort and intervention – stifling digital benefits, innovation, and user-experience, including opportunities linked to AI, automation, and machine learning.

Data and insights:

The demand for data, insights, and reporting services is considerable and will continue to grow. Whilst a level of governance and devolution is in place – with steps taken in recent years to introduce and build upon our platforms and services (including the introduction of dashboards) – key challenges remain in terms of fragmented data, flows, and integrations, legacy processes and operating structures, and toolsets which are limited or outdated.



Introduction

Infrastructure and enabling:

The delivery of our services and operations is through a predominantly campus-based infrastructure and traditional, locally provided services – including data centres where space, power, and cooling constraints limit the capacity available for existing and future growth of systems. We also provide a proportion of our own HPC infrastructure, managed Windows devices for our staff, and managed teaching centre workstations.

Over recent years, significant investment and progress has been made to modernise, secure and stabilise many centrally provisioned and managed IT Services, however, there remains significant faculty managed services. A key challenge is to provide secure central infrastructure capability that enables researchers to undertake extensive processing and interconnectivity and leverage the latest advances.

Security:

Security is key to our ongoing successful operation within a digital and evolving world, with a significant level of progress having been made in recent years, including through partnership and systems, managed support and awareness. In the last year, we have securely blocked 1.8 billion connections, and 9.14 million malicious emails.

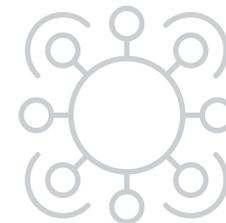
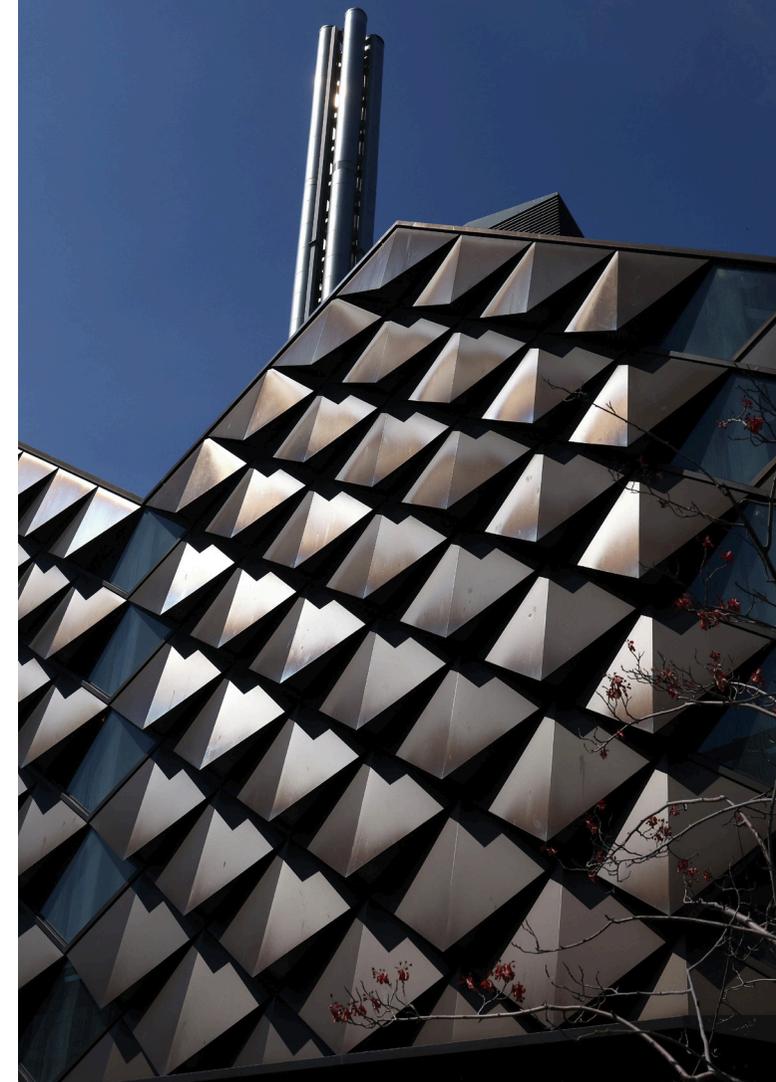
However, with an ever-evolving environment and security threat, standing still is not an option and ongoing developments within this space remain vital to maintain day-to-day operations, our research and learning activities, our strategic partnerships, and the viability of the overall business.

Powered by relationships with our partners:

We have existing and developing strategic partnerships at local, national, and global levels, including regional partners such as within the Liverpool City Region (LCR), with key organisations and suppliers, and institutional. The University can be proud of its position within this space, with progress key to our ongoing growth, competitive advantage, and income generation, through technology advancement and research capability.

Partnerships will remain key to our growth and will drive the direction for other areas of our digital landscape with needs including region wide, secure data sharing platforms. Our diverse requirements, and often locally built partnerships limit the leveraging of opportunities in the constantly evolving environment, trends, and technology advancements.

“The demand for data, insights, and reporting services is considerable and will continue to grow.”



Digital vision and values

Liverpool 2031

The University of Liverpool will be recognised for globally leading research and education, the quality and scale of its partnerships, and its positive impact on people, our place, and the planet.

Digital vision

Together, we will shape a future where digital is at the core of everything we do – where technology drives agility and innovation, providing an enhanced, efficient service delivery and experience.

We will use digital to accelerate our evolution as a future-ready, sustainable, and inclusive community – driving student outcomes, research and academic excellence, fostering partnerships, collaboration and skills, and inspiring success across our University.

Values

Our Digital Values are the same as our University values.

AMBITIOUS

We dream big and make things happen.

We have the confidence to make bold decisions to achieve success.

COLLABORATIVE

Together, we achieve more.

We make an impact through partnerships, releasing the power of collective expertise and shared endeavour.

INCLUSIVE

Shaped by diversity, powered by difference.

We champion a culture in which all are valued and supported to thrive.

INNOVATIVE

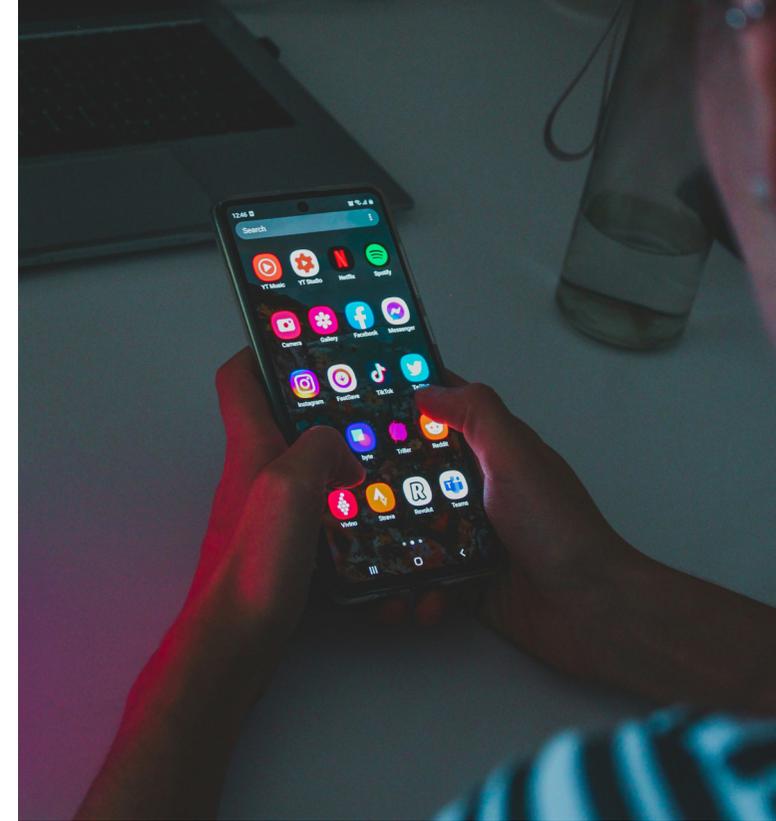
Original thinking with an independent spirit.

We create, reimagine, and break new ground.

RESPONSIBLE

A focus on doing the right thing.

We create positive change that improves lives.



“Together, we will shape a future where digital ambition is at the core of everything we do...”

Strategic alignment

Research and impact

Digital is integral to research and our ability to collaborate with local and global partners. This includes the development and use of digital solutions through AI and data science, and the exploration of the impact of digital technology within health, social, and cultural.

Our research is underpinned by significant infrastructure such as the Materials Innovation Facility, Digital Innovation Facility, High Performance Computing (HPC) and our flexible and secure digital research environments.

Over the course of Liverpool 2031, we will invest in High Performance Computing (HPC) and Trusted Research Environments (TRE) to deliver quality, leading-edge research. We will create digital ecosystems that streamline processes, enable secure access, foster the cross-pollination of ideas, and smooth pathways to future projects. We will share new ingredients for innovation through data and AI – strengthening strategic relationships with industry.

The Digital Strategy will support this as follows:

- **Enabling secure, frictionless research:** we will support secure, frictionless research, including access to data – meeting extensive processing and interconnectivity needs. We will seek to expand our TRE, re-imagine our Research IT Platform, and extend our HPC capability, and provide the opportunities for strategic partnerships.
- **Streamlining and enhancing research management systems and ways of working:** we will review and enhance our research systems and digital ecosystems to simplify the research lifecycle, administrative processes, and support our staff.
- **Boosting research analytics and exposure:** we will support the use of AI technology to enrich and accelerate outcomes and provide researchers with the digital skills and tooling required for the delivery of leading-edge research.

“Over the course of Liverpool 2031, we will invest in high performance computing (HPC) and trusted research environments (TRE) to deliver quality, leading-edge research.”



Strategic alignment

Education and experience

Digital helps to enable an enriched, user-centric learning experience. It delivers digitally enhanced teaching, supports our transnational education offer, and drives student engagement – improving individual learning outcomes and access to appropriate support through timely and appropriate intervention.

Over the course of Liverpool 2031 we will aim to provide a leading-edge digital learning experience, drawing on blended and immersive learning technologies. We will integrate modern student administration, education, and learning systems to enable a seamless student journey – supported by data, and powered by AI and chatbot technology, preparing students for success in the digital age.

“We will integrate modern student administration, education, and learning systems to enable a seamless student journey – supported by data, and powered by AI and chatbot technology, preparing students for success in the digital age.”

The Digital Strategy will support this as follows:

- **Enhancing experience:** we will trial and scale emerging hybrid technologies to elevate and bring together remote and in-person teaching. We will evolve our digital platforms and enhance digital skills to transform the way that students engage with content and take control of their learning journey
- **Delivering future-ready systems and technologies, supporting service design and processes:** we will create positive interactions for students with their Digital Environment by enabling more user-focused and automated processes, where AI supports self-service without removing human contact, and we will continue to support our achievement of successful graduate outcomes
- **Increasing student satisfaction:** we will modernise, simplify, and consolidate the solutions and systems that underpin the learning journey, and enhance it through AI and other cutting-edge technology and data-driven insights, engendering a culture of continuous improvement and agility across the digital ecosystem.



Strategic alignment



Global engagement and partnership

To be recognised as a global Top 100 university, we must make a positive impact in the places we operate and the relationships we build through outstanding research and education.

Digital enables this by providing new opportunities to connect and collaborate in meaningful ways with our wider community, to share data and insights securely with our research partners, and to drive meaningful outcomes and positive change both locally and globally.

Over the course of Liverpool 2031 we will continue to strengthen and extend the digital ecosystem within which the University and its global partners will connect and share ideas, safely and seamlessly.

The Digital Strategy will support this as follows:

- **Unlocking academic insight:** we will unlock academic and professional insights to enhance productivity related to global activity, working to co-create our digital vision for an innovative and connected experience
- **Enhancing international engagement:** we will identify and develop the technical and digital enablers required for scaling international education, distance learning, and collaborative research with our global partners
- **Supporting global innovation:** we will remove barriers to innovation wherever possible through the secure sharing of systems and data, digital skills, collaboration tools, and use of AI.

“...we will continue to strengthen and extend the digital ecosystem within which the University and its global partners will connect and share ideas, safely and seamlessly.”



Strategic alignment

Place and innovation

Digital provides the platform to support research and innovation across our locations, within the Liverpool City Region and beyond – including the Materials Innovation Supercluster, the Digital Innovation Facility and the Investment Zone for Life Sciences, our Leahurst campus, and facilities at Daresbury.

Digital also allows macro-economic data and insights to be shared securely, creating the ingredients for innovation and enterprise to enhance local skills, build competitive advantage for the city region, and unlock private sector investment, which the University and its global partners will connect and share ideas, safely and seamlessly.

Over the course of Liverpool 2031 we will build digital technologies and infrastructure into our estate to become digital first and technologically aligned. We will deliver greater efficiency and effectiveness within our existing estate, as well as an enriched campus experience, and improved interconnectivity.

“We will deliver greater efficiency and effectiveness within our existing estate, as well as an enriched campus experience, and improved interconnectivity.”

The Digital Strategy will support this as follows:

- **Enabling our Smart Campus:** we will digitally equip our estate, catering for increased digital and data capabilities, using digital to help drive business and LCR to innovate and become more sustainable
- **Enhancing civic engagement:** we will foster a collaborative approach to using data across the city, developing insights and creating tangible value to citizens, business, and investors. We will explore opportunities with our academic colleagues to develop joint investments and potentially high-profile initiatives with LCR and other strategic partners
- **Innovating in health, science, culture and heritage:** we will leverage the latest advances being explored within faculties to improve experiences across sectors, including telemedicine, extended reality, immersive exhibitions, and digital twins (a virtual model of a real-world object, system, or process).



Strategic alignment

Sustainability

In a rapidly evolving landscape, there is a need to balance digital demand and innovation with our commitments to environmental and social responsibility.

Digital activities and research-intensive infrastructure can increase our carbon impact; we need to rethink how we operate.

Over the course of Liverpool 2031 we will consider the impact of the growing use of digital technologies, especially AI, on energy consumption, review how we deliver our services, educate our users, and operate within and beyond our organisational boundaries to support a transition towards net zero in scope 1 and 2 emissions by 2035, and scope 3 by 2050.

We will support our Research Frontiers work, addressing key research questions and global challenges, and the University's new Interdisciplinary Centre for Sustainability Research, a key strategic research and impact development within Liverpool 2031. The centre will make significant use of our digital infrastructure through the development and application of AI techniques within interdisciplinary research, addressing UN Sustainable Development Goals. Collaborating on initiatives with partners in the



Liverpool City Region and beyond, to grow the region's digital infrastructure and AI capabilities, and research outcomes arising from use of these.

The Digital Strategy will support this as follows:

- **Embedding sustainable digital technologies:** we will understand the impact of digital technologies and storage on scope 1 and 2 carbon emissions, working to implement energy efficient measures and cloud enablement, exploring opportunities to reduce the carbon emissions associated with our research-intensive computing and servers.
- **Driving sustainable procurement and reducing waste:** we will pursue a circular economy approach for the procurement and disposal of IT equipment, aiming to contribute to social value, reduce e-waste and circulate resources where possible.

- **Supporting Digital sustainability education and skills:** we will equip our user community with the skills and awareness to support the responsible use of digital technologies and AI, mitigating environmental impact; digitally connecting stakeholders to maximise opportunities for collaboration whilst minimising activities the University's carbon footprint.

“...we will equip our user community with the skills and awareness to support the responsible use of digital technologies and AI...”

Strategic alignment

People and culture

Digital platforms help to enhance communication and engagement across diverse communities, both within and beyond our University – providing equitable access to information and resource whilst ensuring high-quality support for all.

Digital can improve the personal connection that people have with the University, making sure that the individuals behind the groups are heard, valued, and supported, fostering an environment where everyone can thrive.

Over the course of **Liverpool 2031**, we will bolster the University's commitment to people and culture by making our online environment more seamless, engaging, and inclusive. We will leverage the latest digital tools and platforms to enhance communication, making it easier for diverse communities to connect, share ideas, and celebrate their roles within the University.

The Digital Strategy will support this as follows:

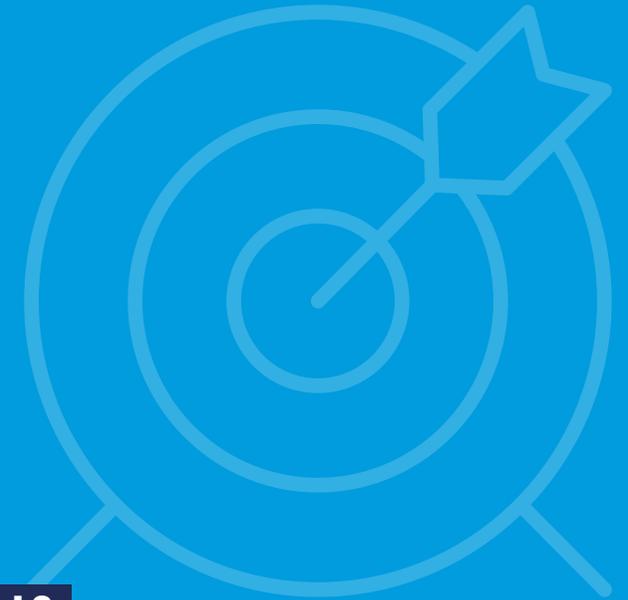
- **Harnessing the power of digital to improve communication:** we will create a joined-up collaboration experience to bring people together and foster a stronger, shared culture of teaching and research excellence
- **Supporting wellbeing:** we will leverage technology and digital insights to inform our understanding of student and staff welfare, taking into consideration the context of demographic information and trends, ensuring that our digital solutions are accessible by all
- **Developing digital skills:** we will enhance the digital skills of our digital community, empowering students and staff to navigate the digital landscape effectively and securely, contributing to a digitally aligned organisational culture.

“We will leverage the latest digital tools and platforms to enhance communication, making it easier for diverse communities to connect...”



Delivering the strategy – digital goals

6 goals underpin the delivery of our Digital Vision and our strategic alignment to Liverpool 2031.



Goal 1

Be digital-first and future ready

Respond to change, embedding continuous improvement throughout our institution, through user-centred technologies and accessible, inclusive digital services and skills.

Goal 2

Underpin leading edge research

Provide the trusted research environments, high performance computing power, and digital enablers required to accelerate the delivery of world class research and global collaboration.

Goal 3

Enhance University agility

Develop and deploy digital solutions, underpinned by modern data principles that enable the University to respond dynamically and effectively to opportunities and challenges, as well as sector insights.

Goal 4

Optimise operational efficiency

Deploy technologies to streamline business processes, improve productivity, and drive income generation.

Goal 5

Empower people and process

Ensure seamless design between people and process, empowering people through technology – delivering a culture of proactive collaboration.

Goal 6

Secure data and ensure privacy

Protect the University by implementing robust cyber security measures and enabling easier regulatory compliance.

Delivering the strategy – digital goals



Goal 1

Be digital-first and future ready

Respond to change, embedding continuous improvement throughout our institution, through user-centred technologies and accessible, inclusive digital services and skills.

- Clear digital roadmaps and approach, aligned with and driving delivery of Liverpool 2031
- Simplified and consolidated eco-systems implemented in an efficient manner, simplifying the student, staff and research administration lifecycles and journeys, while reducing our carbon footprint
- An integrated and rationalised future ready toolset that enables shared culture and partnerships
- Modern and positive interactions for students, though user-focused, automated, AI-driven, accessible portals and chatbots
- Moving increasingly to buy, not build – focusing ongoing development and investment on income generation and efficiencies
- Promotion of digital skills across all our communities, to enhance our teaching, research, and student employability.

Goal 2

Underpin leading edge research

Provide the trusted research environments, high performance computing power, and digital enablers required to accelerate the delivery of world class research and global collaboration.

- Opening additional investment and engagement opportunities with the Liverpool City Region and our strategic partners
- Providing secure infrastructure capability that enables researchers to undertake extensive processing and interconnectivity, to leverage the latest advances, and be future-ready for our strategic partnership requirements, moving away from faculty owned services
- Provision of sustainable funding models for research grants to procure and provide IT infrastructure and digital services
- Enable digital solutions for partnership relationship management and gateways to appropriately showcase our academic community and research
- Ongoing co-creation of sustainable solutions to extensive processing research requirements.

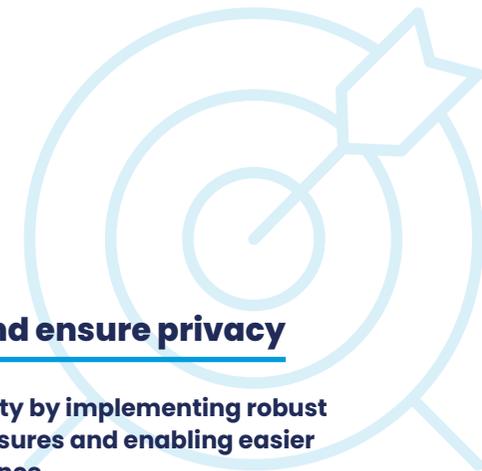
Goal 3

Enhance University agility

Develop and deploy digital solutions, underpinned by modern data principles that enable the University to respond dynamically and effectively to opportunities and challenges, as well as sector insights.

- Enhanced values and advantage across all areas, through digital, eg AI, automation, machine learning, region-wide data platforms to support partners, and predictive analytics
- Leverage technology and data insights to inform understanding of student and staff welfare alongside increasing data quality and operational efficiencies by supporting enrolment, retention, and effective decision making
- Support partnerships at a local, national, and international level with business, suppliers, other universities, research and public bodies, enabling alignment with evolving trends, needs, and technology
- Develop digital enablers for exploring opportunities and scaling international education, distance and hybrid learning, and collaborative research with strategic partners and other universities
- Digitally equip our estate as a smart campus for increased digital and data capabilities and flexible space that can adapt and respond to the changing needs of our stakeholders.

Delivering the strategy – digital goals



Goal 4

Optimise operational efficiency

Deploy technologies to streamline business processes, improve productivity, and drive income generation.

- Set ambitious targets for recruitment, retention, and welfare and support progress through predictive analytics and user focused communications
- Optimise business processes and improved income streams through data-driven decisions in research, recruitment, and financial governance, and ensure review of digital/IT costs early within the research bid process
- Simplify, consolidate, and automate student, research and staff administration processes and frequently asked questions
- Support cost savings and sustainability goals through analytics around the optimised utilisation of space as part of the Smart Campus initiatives within the Estates Strategy
- Embed sustainable procurement practices to reduce e-waste and circulate resources where possible.

Goal 5

Empower people and process

Ensure seamless design between people and process, empowering people through technology – delivering a culture of proactive collaboration.

- Support an engaged stakeholder community with effective mechanisms to influence digital direction, driven by academic, researcher, supplier, and wider insights
- Enhance proficiency in the use of digital tools among students and staff with a culture of sharing knowledge and best practice, proactively empowering our staff and students to navigate the digital landscape effectively and securely and supporting our ongoing graduate outcomes
- Create a joined-up collaboration experience to bring people together, foster stronger, shared culture of teaching and research excellence, and allows our skills to be showcased externally
- Provide unified service support models and optimised business processes that underpin our learning, research and staff journeys
- Establish effective system and functional governance with understood and enhanced operating models and service catalogues.

Goal 6

Secure data and ensure privacy

Protect the University by implementing robust cyber security measures and enabling easier regulatory compliance.

- Maintain a robust approach to cyber security, ensuring the University maintains its services and operations, safeguards its information, and meets its compliance obligations, alongside a cyber security culture and the capability to respond to day zero events
- Enhanced University profile and funding opportunities including reviewing appropriate and future-proof segregated cloud environments and through opportunities within partnerships
- Remove barriers to innovation through the secure sharing of systems and data, enabling frictionless collaboration within secure spaces, balancing our security requirements against the needs of research to push boundaries
- Embed security and value for money into IT purchasing of hardware and software
- Enable a robust and secure strategy for AI, identifying opportunities and threats within emerging technologies
- Supported by information management, granular access, data classification and sharing.

Delivering the strategy – digital roadmaps

We have developed roadmaps that demonstrate how the 6 goals will be implemented within each part of our digital landscape –co-created with colleagues from across the institution, outlining how we will prioritise, invest in, achieve, and promote our digital ambitions.

Roadmap 1

Enterprise systems

Addressing challenges linked to legacy technology and practices, restricted agility, and user experience.

Roadmap 2

Data and insights

Addressing challenges linked to inefficiency, fragmentation, and reactive development.

Roadmap 3

Infrastructure and enabling

Addressing the challenges of meeting local needs whilst further modernising, securing, and stabilising institutional services.

Roadmap 4

Security

Addressing the challenges of an ever-changing threat landscape, and gaps in institutional capability.

Roadmap 5

Partnerships

Addressing the challenges of locally managed partnerships, local solutions, diverse ways of working, and reducing hidden research costs.



Delivering the strategy – digital roadmaps

Roadmap 1

Enterprise systems

Addressing challenges linked to legacy technology and practices, restricted agility, and user experience, through the delivery of:

- **modern digital solutions** which comprise current, scalable, and rationalised enterprise platforms and services and that are essential to drive improvements in efficiency and effectiveness across all University operations and to meet the expectation of our students and staff in this digital era
- **clear strategic roadmap** focused on our required business capabilities, delivered through simplified ecosystems that are user-focused and underpin our learning and research journeys, building in efficiency, interoperability, and the ability to respond to change, including decision-points and investment cases
- **enabling an enhanced operating model** built around efficient and effective service and innovation, over maintenance and support.

Roadmap 2

Data and insights

Addressing challenges linked to inefficiency, fragmentation, and reactive development, through the delivery of:

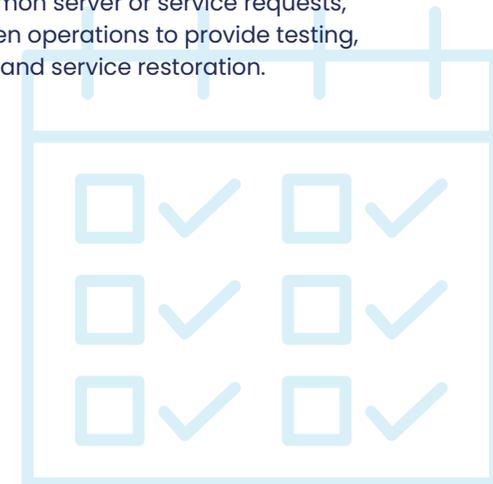
- **governance and ownership** to ensure prioritised alignment with strategic goals – an operating model encompassing functional, technical, and security structures will ensure that direction and oversight within the overall data space is maintained
- **a modern data platform** as an up-to-date, integrated data infrastructure is essential to unlocking the benefits of digital transformation
- **accessible data and insights** driving data-led decisions, innovation, and efficiency through prioritised initiatives and development of our data and statistical capabilities, to deliver an enhanced data environment and culture.

Roadmap 3

Infrastructure and enabling

Addressing the challenges of meeting local needs whilst further modernising, securing, and stabilising institutional services, through the delivery of :

- **an integrated data centre and cloud strategy**, combining to provide the secure and scalable hybrid infrastructure required to underpin other roadmaps and our digital vision
- **research enablement** which includes high performance computing (HPC), high throughput computing (HTC), and trusted research environments (TRE) capabilities within appropriate, secure environments
- **modern infrastructure and enabling services** for compute types, storage types, and by delivery mode
- **an expansion of automation initiatives** to deliver repeatable, common server or service requests, including AI-driven operations to provide testing, problem solving, and service restoration.



Delivering the strategy – digital roadmaps

Roadmap 4

Security

Addressing the challenges of an ever-changing threat landscape, and gaps in institutional capability, through the delivery of :

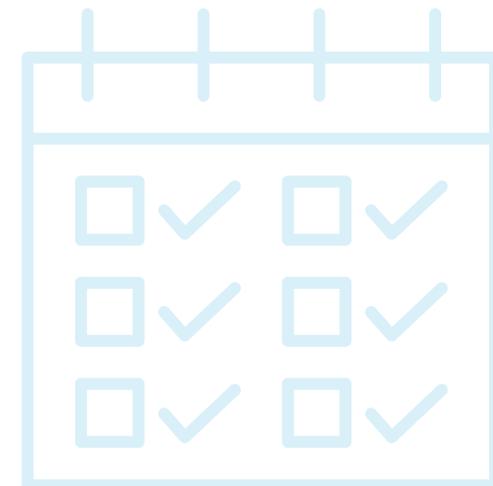
- **secure infrastructure and services** by default and design, ensuring the University maintains its services and operations, safeguards its information, and meets its compliance obligations
- **robust security operations centre** incorporating responsive tooling and monitoring which continues to evolve, alongside a cyber security culture and capability to respond to day zero events
- **secure and flexible research environments** enabling frictionless collaboration within secure spaces, balancing our security requirements against the need to push boundaries
- **secure cloud strategy** incorporating appropriate and future-proofed segregated cloud environments
- **continuous threat landscape assessment** identifying opportunities and threats within emerging technologies.

Roadmap 5

Partnerships

Addressing the challenges of locally managed partnerships, local solutions, diverse ways of working, and reducing hidden research costs, through the delivery of:

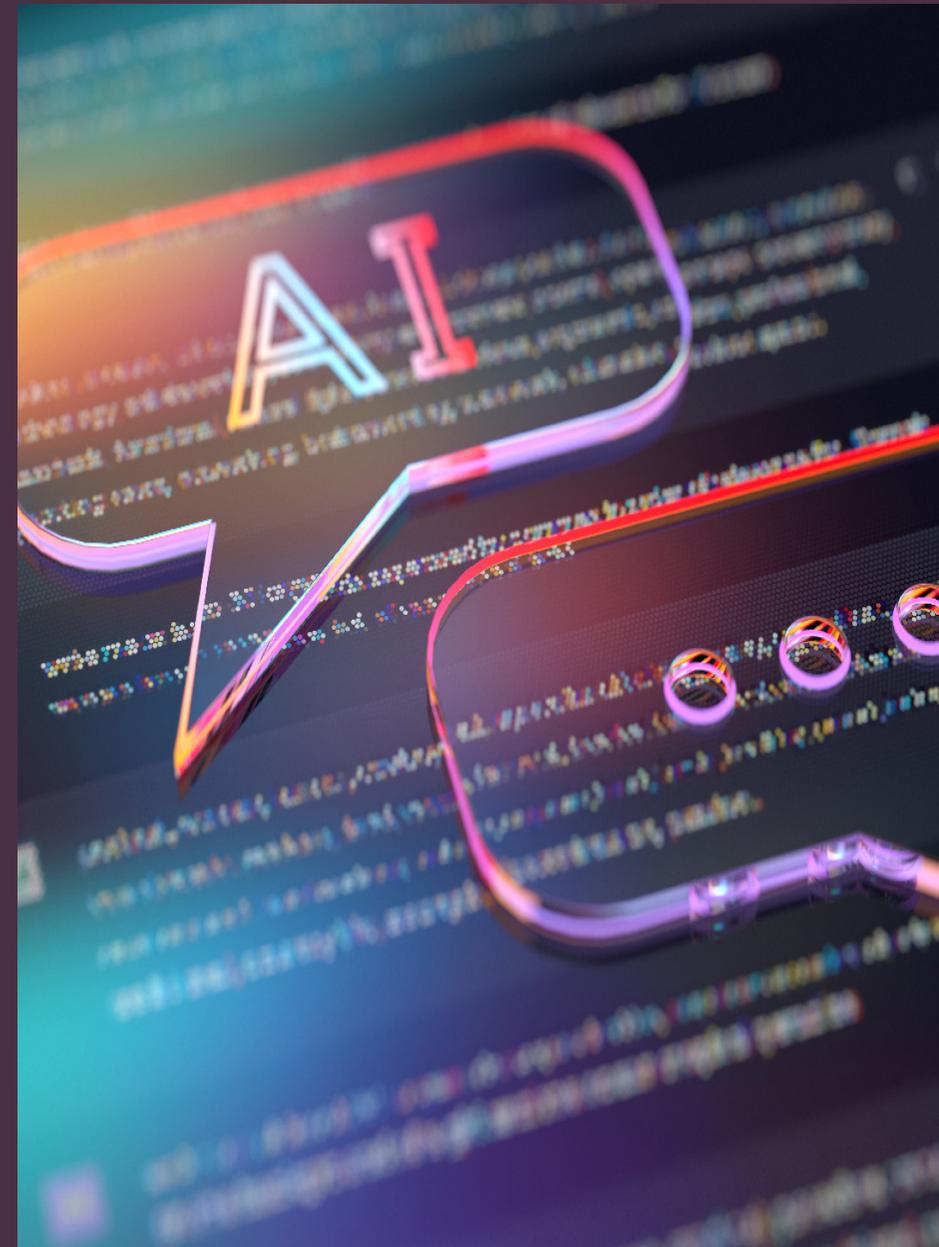
- **promotion of joint investment** – fostering collaborative efforts to develop shared resources and solutions, encouraging knowledge exchange and collective action, and aligning with evolving opportunities, market trends, and technological advancements
- **partnership relationship management and gateways** – digital technologies to enable and appropriately showcase and support our academic community and research initiatives
- **enhancing digital skills and literacy** – to ensure the benefits of modern digital services, analytics, artificial intelligence and automation are maximised
- **support for IT technicians in non-IT departments** across the University, providing forums for them to improve their skills, understand the standards and principles that are required and ensure that they are not isolated, within a standard governance framework.



Closing statement

We stand at a pivotal juncture, with a real opportunity to harness the collective expertise across the University, capitalise on the progress made thus far, and embark on an exciting journey of strategically aligned technological innovation.

By seizing this moment and investing, proportionately, in the core elements outlined in our Digital Strategy, we can ensure that the University of Liverpool is best placed to transform its digital capabilities and unlock substantial value for our community.



We are big ideas and bold,
independent thinkers.

Individual triumphs
and world firsts.

Lively debates and
life-changing research.

Flashes of inspiration and
hard-earned breakthroughs.

liverpool.ac.uk/strategy