

Developing an action plan at Itec

To support the development of Itec's new Digital 2030 strategy, we engaged Jisc to facilitate a digital review workshop. The aim of the workshop was to identify drivers for the development of digital delivery, prioritise areas for attention across our business, explore those priority areas and devise and agree a digital strategy action plan.

The workshop involved a rich mix of Itec employees from across the organisation (including SMT, Directors, Award Body Managers, ICT and MI support, Quality Managers and assessors / tutors). It was important that employees from all levels of the business and a range of subject specialists were involved, to ensure the collective knowledge within the business contributed to develop our Digital 2030 Strategy. Our inclusive approach ensured knowledge and understanding of the agenda was cascaded throughout the business, and initiating a culture change across all departments to support the future rollout of our digital strategy.

The purpose of the workshop was to review our current organisation holistically - vision and strategy, operational delivery, systems and processes, communications, staff development, infrastructure and current digital capability - and make suitable decisions on the way forward based on our current position. Discussions took into consideration:

- The Welsh Government 2030 strategic framework;
- Estyn's common inspection framework;
- Jisc apprenticeship journey toolkit; and
- The results from Itec's *digital learner experience* review (January 2018 to April 2018), which sought feedback on learners experience of accessing and using digital tools, techniques and curriculum

The digital review workshop was facilitated by Dr Esther Barrett, Jisc and included the following structured activities:

- Identification of key business drivers and the business benefits of a digital strategy to support new ways of digitalised ways of working; e.g. improved learner experience, increased service accessibility, employer engagement and inclusivity and performance results.
- Exploration of the [Welsh Government 2030 strategic framework](#), [Estyn's CIF](#) and the [Jisc apprenticeship journey toolkit and how they should / could inform our strategy](#);
- Prioritisation of considerations (there were 17 / 18 per section plus room for our own – in preparation, planning, delivery and assessment);
- Tension pairing for the top priority strategy considerations e.g. easy, difficult, nice to have, essential etc.; and
- Action mapping the chosen considerations e.g. environment, skills, knowledge and motivation

Communication was open and highly participative throughout the workshop, supported by collaborative tools such as Backchannel Chat and Lino, which captured all images from the day.

The workshop concluded with the development of an internal action plan to inform the development of Itec's Digital Strategy 2030 using the following headings;

- Priority area
- What we need to do,
- When

- Who
- Success Measure
- How will we know

This action plan was reviewed and supported by Jisc, who followed up with a report that highlights the key priorities that were identified on the day and offered a series of recommendations, services and resources. Services recommendations included; the Jisc digital leaders programme and [digital experiences insights service, inclusive of guides available](#) (most of which are freely available or funded as part of your Welsh Government contract).

The key priorities that were identified on the day were:

- Vision and strategy – what the organisation needs to look like;
- Cloud services;
- Commitment of resources to change management and engendering a digital first culture;
- Communication and staff development;
- Recommitment to current systems, especially relating to multimedia evidence and e-Portfolios; and
- SMT to focus on management skills and digital ways of thinking

Itec are now working towards its initial key milestone, the introduction of an digital learner customer relations management system, inclusive of an on-boarding element, online e-portfolio and IQA elements, which links all data into one holistic system by April 2019.

The new digital learning strategy development is included in the company SAR and QDP as a companywide strategy, not limited to certain programmes or contracts.