Building digital capability service support webinar

Tuesday 14 December 2021

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# Transcript

**SPEAKERS**

AM, JB, LG

**AM** 00:03

First of all I’d like to welcome you all to the quarterly support webinar for building digital capabilities, our last one before the new year. We have a number of different things that will be starting in the new year too, so please look out for those, I'll be covering those later on today. I'm very pleased to welcome our colleagues from South Gloucestershire and Stroud College, who are going to give us a presentation, first of all on their approach to building digital capabilities. They only signed up in October time, I think it was. The work they’ve done in such a short space of time, I think is nothing short of marvellous. To be honest, I'm really impressed with the work they have done so that's why I wanted to them to share their journey with you. We were going to have JW back for a presentation from Middlesbrough College. However, bless him, because of some work commitments he was unable to attend, so he has very graciously allowed me to talk on his behalf. So I’ve taken a particular approach to what he's doing with building digital capabilities and I’ll share that with you.

And although it might seem that there is a strong FE feel for the day, which is in light of the growing FE numbers that we are getting sort of week on week, of course what we're going to be talking about can transfer across HE, FE and private businesses too. So hopefully there's enough happening today to give everyone some tips and hints. We will be finishing on an interactive support activity. Of course I couldn't get away without theming it around Christmas, so my wonderful colleague JH is going to be hosting a Menti and we'll be covering that towards the end of the session, just to get some ideas off people and hopefully pass some Christmas presents around for everyone. So, JB, I'm going to stop sharing my screen now and, hopefully, you can start to share yours and I’ll let you begin your presentation.

**JB** 02:01

Thank you very much, AM, yes, I’m just going to start sharing my screen…

**AM** 02:26

There we go, I can see that now.

**JB** 02:42

Are we seeing it in presentation mode, or are we seeing it…

**AM** 02:51

Okay there we are. I’m going to mute myself.

**JB** 02:58

Okay, and welcome everybody I apologize, my colleague Lee also has some other commitments as well today so it's just me. And thank you to Andrew and to the rest of the community for inviting us along to share what we've done so far. And we are doing a little bit of the Christmas theme as well, although we have had this strap line for a number of weeks before Christmas. So our past, present and future proof is a bit of a strapline anyway. So I'm going to just go through with you briefly, what we are doing to recognize and build digital capabilities of staff and then I’m going to talk a little bit about how we're doing that, with our students and also a little bit about how we're going to move forward so there's a few different things in here. And please feel free ask lots of questions and I’d be really happy to have a big chat with everybody afterwards.

So what we have done. We decided as Andrew said, we've only just signed up really in October for the discovery tool, but we did do an awful lot of research beforehand. So I would encourage everybody to look at the Jisc resources that they've got. There was lots of great user stories as well, we went to lots of colleges, asked lots of questions, so we did a lot of background work before we actually signed up for the discovery tool. So we had a clear idea of what we were doing. We created this roadmap and we built it all around the discovery tool as well, so the framework helped us really to plan our training and support for the whole year. And we've built it around, as I said, the Jisc discovery tool, so we separated into three phases, as you can see here, so we are currently in phase one, we're just about coming to the end of phase one. So in brief we've got phase one is skills review phase, two is training and support, and then phase three is recognition, but that is ongoing as well.

**JB** 05:00

So I will just cover off what we did in the past, so, as I said, this was our skills review section, so we kind of SGSified Jisc, if you like, and we took the questions that would be asked for the overall digital capabilities questionnaire and we related it to our organization. And what we did was, we asked managers, then, to review their staff’s digital skills. Because we really wanted to recognize what staff can already do they've done such a lot of work over the last two years, and I’m sure all of your staff and others have as well, so rather than just keep repeating training we really wanted to recognize and take a snapshot of where they were. So in October we asked managers to review their staff skills, and then we also set up a couple of pilots groups of departments to trial the Jisc discovery tool, just so that we could get a really good feeling for it and how it was being received, how much hand holding we needed to do to take people through it, and all of the different parts of it. So that was really, really useful for us as well. And then we launched the Jisc in November, at the beginning of November, as well as a live event. But we didn't allow staff really to go ahead and start completing the questionnaire themselves at that point. What we did was we offered departmental sessions and we took staff through the questionnaire in a very bespoke way, and we got them to do that, so then November really was our month of getting around as many departments as we could. Obviously, things have been tricky this year, so we did provide some video resources as well that we'd created for staff to go through that in department meetings themselves and so that's what we've done in the past.

06:50

As I said, we did this managers review, and this is kind of how we did it. We took some detail from Jisc, we translated into a more SGSified way for our organization. So what exactly did we mean by that? So managers had a really clear idea of the kinds of skills that we were looking for our teachers to have. So I will just sort of say this was just curriculum that we did this for to start with, but I will talk a little bit more about corporate a bit later. So we did this, we sent out a Microsoft form to our managers, it was quite clear, they just had to make a judgment, where their staff developing or were they capable.

07:36

Okay, so these this is sort of results that we got, these type of things, so as you can see we've got a number who are still developing and quite a number capable. So we are spending at the moment, this month is reviewing the data from these managers’ reviews. So we're having a look, we can drill down to individuals and find out who's developing and who's capable in all of the different capabilities strands that we've asked them to review. The other thing that we're doing is we're looking at the data from the discovery tool. So, although we can't drill down to individual level, and we think that's right, that is correct that we can't do that, what we can do is, we can look at departments, and we can try and pull out some common threads really within areas that we can, and target specific training and support and talk to learning area managers about the needs of their particular department. So we're doing a bit of a review of data, this month and we're also creating the next steps so alongside all of the learning resources that Jisc has, all of the wealth of resources that they are collating and curating for us, we're also creating some specific learning pathways and I’ll talk a little bit about that in a second. And we're also in the process, along with some other local organizations we're creating some digital badges as well, so that we can recognize, through a digital badging system, the capabilities of our staff and also of our students.

09:15

So, moving on to staff in the future, then, so what does the future look like? So each month in January to July to June we're going to focus on a different capability strand from Jisc. So, as I said, we've built our roadmap really for the year around Jisc and that's providing a really good structure for us. So January, we are going to focus on ICT proficiency so that particular strand, and as I said, we're looking at the data at the moment, we will be providing bespoke communications to all staff, informing them whether they'll be getting a digital badge for their capabilities, or whether we would like them to do some further work on developing their skills. So we will be directing them to the learning pathways if they are identified as developing and will be recognizing their capabilities through digital badges if their manager has said that they're capable. We also have a monthly live event that we do, and that will be around that proficiency strand as well. So obviously we're just talking about developing and capable, we have again taken the language from Jisc, we're using the proficiency word as well, and we’ll provide opportunities for staff to achieve some proficiency badges through the learning platform that we're putting together. And this will really give them the opportunity to showcase what they can do. So obviously their manager knows them very well, but I think the proficiency badge’s a higher level badge and so that will require some kind of evidence for them to provide so that we can then badge them accordingly. As I said, we'll be offering departmental training, based on the reports and the discovery tool in that particular strand, so everything through January will be targeted at that and then we'll move on throughout the strands throughout the month.

11:15

Okay, so I talked a little bit about where the staff will be directed, I mean that they will be encouraged to use, the resources that Jisc provide. And we've also reviewed a lot of those resources and we've picked some out that we think are particularly useful for our staff and we've added into those some of our own as well, so that is some content that we've created ourselves. That’s some content we found elsewhere that we feel would be useful and we've built them into some learning pathways that we use SharePoint pages for. So staff will be directed to this, and they will then be able to click on a particular Jisc strand for that particular month and we won’t actually release the future months until that month is finished, if you like, so they will only be able to click on in January, the ICT proficiency. And that's because we don't want to dilute it really we want them to focus just on a particular area so that they can work really well on their skills for that particular area rather than just dipping into each of them. So ICT proficiency is the first one, what it will look like is sort of a series of learning resources for that particular area. And they'll just be able to work through those, they’ll be given lots of instructions about what they might want to do with that and what we'd like them to do. And then, at the end of each of the bits, there will be an opportunity for them to reflect on their learning. So this is just a short reflection just talking about, you know, what they've learned and how that might impact on their practice moving forwards. So that's where they will, if they've been deemed developing by their manager, they'll be able to convert that then to capable. So for each of the areas they'll have this and then they will obviously be able to, if they wish, submit some evidence to be able to achieve a proficiency badge in that particular area.

13:24

Okay, so I think that that is our staff, I'm just going to move on to our students, and we're following a similar type of program really. So again we've got a roadmap for learners and we have got the skills review that we're doing with them, some training and support and again some recognition. Now the aim originally was to roll out the Jisc discovery tool with all of our learners as well as our staff this year but obviously, things are tricky at the moment and we've made the decision just to start piloting it with certain groups, and I think that's the right decision. I think it's better to do it small scale, and do it well, take the lessons learned from this year and then move them into next year. So we've got a roadmap for them, and this what we've done so far.

14:24

So, in the past, up until sort of this week really, we've done quite a lot already, so even before the learners came to the College, all of the learners that had applied were put into some prepared Microsoft Teams. And we started giving them information about digital skills, along with everything else that they needed to know in that prepared Teams space. So between May and August this year they had an induction into digital, they learned about the importance of digital skills and we really started talking about them in those terms, right from the very get go. They then had a session, which was an introduction to digital SGS and we made sure that was delivered by our digital education team, rather than just by tutors because we wanted to have the same message to all of our learners across the organization about, again, the importance of digital skills and why they were important in their particular vocational areas as well. So we made it very specific and bespoke for departmental areas. Then they've been getting lots of hands on practice within their curriculum. So we've asked teachers and tutors to really embed our digital systems into the curriculum so that learners have good opportunities to build the skills that they need for learning and so that's what's been happening. There's been some tutorials dedicated to digital as well during the year.

15:56

And then we're going to sort of move into our next phase of the present. We're piloting some targeted groups of full time further education learners who are having again a similar delivered presentation on the Jisc discovery tool, so we present it, we explain it, we run through it we show them how to access it, how to create their account, talk about some of the question types, take them through it in a very controlled way. I'm happy to say over the last couple of weeks it's been really well received by learners. They've really liked the resources that come out of the back of it, and they like to be able to identify their skills and so we've you know we've taken through it in a quiet controlled way. And then, what we've done is we've started to promote to them and then next steps and part of that is the future plans for learners, which is a new digital education academy. So we're launching this in January, and we are using an online learning platform called Learnworlds, where learners will be able to be enrolled on a course in a particular area. So, again we're taking the strands from Jisc, they may want to focus on finding information resources, for example, we will enrol them on that particular course, they can go through the resources in their own time. They will also put on some online training events for them, they'll all be collected together in a Microsoft Team so they'll be able to have conversations within there. We've got one of our lovely LibraryPlus assistance, who is going to be their virtual tutor, if you like, so she's going to be encouraging them and offering online support along the way. And then, our LibraryPlus staff are going to be offering face to face sessions as well, for any one-to-one support that students need as they are working through some of these resources on their own. Then along the way, will be obviously using our digital badging platform to confirm their capabilities. They'll also be able to get some of the industry recognized awards, for example through the Idea platform. And so we're really encouraging learners to do this, it's not a requirement, although some departments have chosen, for example, all of their level three year one animal care students to do this as an enrichment. So it's very bespoke, it's very, you know, taking lots of different approaches this year, so we can really take some lessons forward.

18:33

So this is what's in the pipeline as well. We're going to roll out the Jisc discovery tool with our corporate staff and we're going to tweak what we've done for curriculum and make it more appropriate to corporate. Then, once we've got the basics in there, in terms of the different courses, in terms of the learning pathways we can certainly make some very quick changes for different cohorts. The academy as well, will be offered to, we will do a higher education version for higher education learners, we will offer an apprenticeship version for apprentices, and we'll also look at if there is a need for part time and adult learners as well to have a version for them. And we've also got quite a number of MIEEs this year so we've got, I think, there are eight across the organization, some are curriculum some are corporate. We've also got a big team of digital innovators and we're really starting to share the work, and harness the expertise and use some of their some of their skills, really to roll out and to enhance our program that we're doing this year.

19:40

So just wanted to share with you, I know that Andrew is going to do a little bit about giving some Christmas presents to each other, but I just wanted to share really my thoughts on why I think it's going well, so far. I mean obviously we're only halfway through the year, but it is looking good so far, and these are the things I think are the reasons why it is going well. We've taken some pilot schemes we've taken some lessons learned and we're really trying to plan it around the practitioners and what they need rather than dictating, we were kind of going and asking lots of questions and helping getting them to help us design. Obviously, in our team we've got lots of people who are hands on practitioners as well, so that that really helps. We've got great support from our senior leaders. Our senior leadership team fully support what we're doing and we've got strategies in place that help us as well, and our senior leaders, you know, they see the vision, they are also having the same conversations with their teams that really help us as well. We keep putting those roadmaps in front of people so it's really visible, you know we keep talking in the same terminology, we keep pushing it every point. I even heard some of our strap lines appearing in our panto this week as well, so clearly the message is getting out to our staff and our students. And I also think the time is right, you know every dog has its day, and I think it's the day for digital at the moment, so it's not such a hard sell. I think staff and students are really receptive when we're offering training or offering support they want to get better, they know how hard it is, they know how vital they are, we don't need to sell it really. And finally, I think just you know getting out and about even in a virtual way and building strong relationships with departments and really finding out what they need and we've talked an awful lot of people. Even if it's been remotely, we haven't dictated to people we've just talked to them and found out what they need, and then we've tried to help - we are the team that help, so that’s fantastic. I think that that’s me done. I’m sorry if I’ve talked for longer than I needed to, AM.

**AM** 21:56

That was absolutely perfect, thank you so much, I really, really appreciate that. As I said before, when I first spoke to you after you onboarded with the whole service, the speed with which you have implemented things, I think’s just incredible. And as we can see the fact that you've planned in the future this isn't just some kind of short term plan that you've just created, something to get out now for one day, and then kind of lose its energy. This is a long term plan for you, hopefully everybody else can see, and this is obviously, someone put in the chat here about how much you’ve developed in such a short space of time is phenomenal. I just wanted to open up to some questions if there's anybody out there would like ask a question. There’s certainly one question I’ve got. I do have to say one thing, however, I hope I wasn't the only person who wanted to say, “oh no, you haven't” when you mentioned about the panto stuff. Does anybody have any questions they would like to ask? If not, can I ask a question about one thing that really struck me when I first spoke to you, a couple of weeks back, was the bespoke learning pathways that you created for staff because you mentioned obviously that you're not necessarily drilling down into individuals reports, are the individuals, the staff members, etc., are they coming to you? Is there a mechanism that they come to you for that support? I know you mentioned that an email gets sent out, so I just wanted to know and you've constructed that bespoke pathway

**JB** 23:38

Perfect, so again, because obviously we can't drill down into the individual data from the discovery tool that's kind of what made us think about how we could personalize it a little bit more and really drill down into individuals’ capabilities. And we felt that the people that knew them the best really were their managers. So it was a two pronged approach, and so, then so it's the manager’s review that determines whether or not they are directed to that learning pathway. So, for example, if the manager says, you know, in the communication and collaboration strand, for example, that they are capable in the communication elements, but they have some work to do it in collaboration one we would send them an email that said, this month, you have, you know, been deemed capable in this, well done, here's your digital badge there. But that you need to develop in this area, and here is the link to the learning pathway – we host that sort of within a team, and they can access that and just go through that, so that that's kind of how we've done that.

**AM** 24:50

Excellent. Thank you. There's a question from [participant] about why did you choose Learningworlds, and do you have a VLE?

**JB** 25:01

So no we don't we made the decision to take Teams really as our VLE, we completely did away with Moodle, we actually did that. So it was the September before the pandemic hit. So we've actually made the decision to move over to Teams anyway. So with the previous year we ran some pilot groups, we moved to Teams wholesale in September, did away with Moodle, and so we were already working in that platform so our staff, yeah, they were very comfortable with it anyway.

**AM** 25:39

We’ve got a question here from [participant] as well, how did the staff respond to that? The competent/needs more work/analysis from managers? Have you got a sort of a responsive group there?

**JB** 25:50

I think because we went into departments and we spoke to people face to face, I think had it been an email or anything else, I think it would have been a lot harder for them to sort of take that information. But because we went into departments and spoke to them and said, you know, we have to do it in a two pronged way, we don't want to keep reiterating training, and that was the selling point really. We need to know what you can do, and the best person to tell us that really is your manager and once we do that we can draw a line under it and say you can do this, we know you can do this. So I think that they were appreciative of the fact that we wanted to recognize what they could do so, but we did need to sort of take on all of our diplomatic sort of skills and make sure that that came across in the right way. But that came from having good relationships.

**AM** 26:49

And it sounds like you've put a lot of importance on the fact that this is a personalized report and no one's sort of peering over your shoulder to look at it, that you're coming to this conversation as an equal rather than us demanding you do something.

**JB** 27:05

Absolutely, yes, yes.

**AM** 27:09

Thank you so much, I really, really appreciate that looks like… one last question just coming from [participant], how are you going to track the impact of teachers’ digital upskilling?

**JB** 27:19

Well, I think again, that will be an ongoing conversation, so we are, as I say, we've built into our roadmap for this year and we will build it in. So we were planning to build it into our annual conversation as well. So we're going to be constantly talking to staff about their about their digital capabilities, and so it is an ongoing program and I think that it will evolve and there are still some decisions to be made. So in terms of measuring impact, I think that there is still some work to do agree that we do it, we do need to do that, but it is going to be built into part of the annual conversation and we'll keep that going. And I also just wanted to quickly add that if anybody wants to talk on an individual basis we're really happy to you know have some conversations with you, you know, please feel free to reach out and we were very happy to talk in more detail.

**AM** 28:11

That's lovely, thank you for that, I really appreciate that. Hopefully everyone's got something from that presentation, so you can have yourself a breath now, and relax for the rest of the session. I really appreciate that. Thank you so much, and as I’ve said before, I’m really impressed with the work you've done such a short space of time.

**JB** 28:28

Thank you.

**AM** 28:28

Thank you, so what we're going to do now is on behalf of JW from Middlesbrough College, I’ll share my screen, we’ve had a quite comprehensive overlook at South Gloucestershire and Stroud’s approach. I’ve just picked out, in conversation with JW, just a couple of things that Middlesbrough College have been doing. They have been using building digital capabilities for quite some time now, so it’s a more ingrained into their approach, however, hopefully you'll see some similarities, maybe with what we've just heard, but also things that you're doing yourself, or some hopefully new ideas from what you see.

29:13

And, hopefully, you can all see that. So the approach and what I have picked out as one of the key elements, which was sort of highlighted just before the about the badging issue, was the staff development approach that has been ingrained Middlesbrough College’s own CPD approach has been led by JW, who's the director of digital innovation support at the college. The overarching approach to staff development has the name digital culture 2.0 and that was split to focus on teaching staff, those dealing with apprenticeships, learning support and business support stuff. So it was a fully comprehensive approach that they have undertaken to ensure that all staff get the development in the right areas that they need for their specific job roles. The aim as mentioned is to achieve that authentic active blended learning approach, so what they really wanted to do was make this an ongoing issue and part of the daily life of a member of staff within the college, so that everybody could get something really productive with it and develop themselves personally and professionally.

30:46

So the first approach that was taken was two pronged and the digital culture CPD initiative had that first phase, which was looking at how to enhance the understanding of what effective planning, design and delivery of online learning was. Of course, with pandemics, etc, we've become reliant on online learning and maybe not so much now, but I’m sure there are different institutions working on online learning still, so that was the key phase there - how do we support that approach to online learning. The second phase was to develop the ability to use a wider range of tools within the college, so looking at the VLE platforms, obviously can see the ones mentioned there, Canvas and Teams, other platforms that might be used, Smart Assessor, etc. So not just focusing on particular online learning and how to support that, but also making sure that the wider staff team felt that they could utilize all the different tools that are being used across the college, so that they become maybe a bit more intuitive in adapting to new platforms and making sure that they have the skills to use any particular platform that may bubble up and be used as part of a college approach.

31:47

So, to make sure it was successful, JW had set up a really supportive approach to make sure that all staff had - from those who we know may be what we might call tech phobic, up to those who are tech savvy, to the top end, the tech competent ones - and so the approach to using the discovery tool was very supportive, as you can see from the graphic there, it made the pathway into using the discovery tool, nice and simple for everybody. That support was supplemented by ongoing physical support too, so JW ensured that every single member of staff across the college could get the support they needed to start that journey to self-assessment.

32:37

The badging system was created, and this is what I find most interesting, it's not just a really simple badging system to say you've completed a particular level of proficiency, so you've set you’re proficient, or developing, or capable, or what have you. What JW did was to create, along with his wider colleague group within the college, a really integrated, embedded badging system which fits right into the CPD approach. And I think this is what's, for me, very interesting and allowed this to be as successful as it is. So we have here the initial stages, the digital explorer, those who want to get better at digital work, however, might not have the competence or skills at the moment. So, as you can see there are a number of different things that have to be achieved to get this particular badge. So obviously the discovery tool has to be completed and then they have some physical support going on, as well as some other online support, which is provided on a daily system for staff to complete as and when they can.

33:45

For the next stage, which is the digital pioneer stage, again, you can see that question sets have to be completed, beyond the overall digital capabilities question set, there needs to be another one. And again, there was some extra embedded work going on to make sure that staff can do a certain amount of particular digital tasks, I guess.

34:10

The final stage is the digital innovator one, and that is being able to complete all of the modules within that particular pathway. And, what I think is really important is that ability, that desire to share good practice with either your department or across the college, and I think this is my kind of golden nugget, I think, when I was reading through and speaking to JW about this. I think that ability to share good practice with others - sometimes we do become silos in ourselves as individuals or departments or small working groups, I guess, and putting that as a really key feature of - if you're a digital innovator, you must be able to share good practice - I think it's a really important aspect to look at. And, of course, looking at your progress is essential to, I think, that critical reflection, something that educational staff do all the time, anyway. I think that's really important to allow yourself the time just to not necessarily just thinking about your own job role and how you reflect on how you're doing things there but also reflecting on your digital journey too. So we've got a really embedded approach there with lots of additional support picking out those key areas that will allow staff to develop, which obviously then helps the students develop too.

35:37

So the result has been a combined approach across the whole executive team at Middlesbrough College. So JW wasn't working in isolation here, he had support from above, with HR and the digital innovation and support team he leads anyway. On the back of that, lanyards and pin badges were produced for the different badging systems that existed, that has resulted in a bit of a competitive nature with stuff, so people are looking at others and badges and lanyards and wanting to get the next level up. And that has been a sort of a fairly natural thing, JW mentioned, that, because it's now part of general CPD, this isn't just sort of an additional bolt on to what we do at Middlesbrough College, it's now in the weft of the fabric of the whole CPD approach. That’s resulted in an overall improvement in competence levels. Because that support is there, backing that up for staff, that means students are getting that support as well. So, sadly, JW couldn't come along and explain that himself I’m sure he would have done a far better job that I have there. I appreciate I can't really answer any questions, but I would like to open up just for a few moments just some chat just to go back over any questions that are there, but also just to see if anyone's got any points that they would like to make, based on Middlesbrough’s approach.

37:01

And let me just have a quick look at the chat. So there was a question there, JB, for you, from [participant], when do new stuff take the Jisc discovery tool, how frequently do you plan to run that. I don’t know if you would like to respond to that? I beg your pardon, you’ve respond to that already. And [participant]’s how did the decision come to be made about creating a badge per pathway, we are trying to look at pathways per capability. [Participant], was this aimed at JB and South Gloucestershire or was aimed more at Middlesbrough? Middlesbrough. Okay, unfortunately I can't really answer on behalf of JW as he can’t be here, but I’ll pass that message on if you don't mind and get a response back to you, and what I’ll do is I’ll add that to the Teams site, to the community of practice Teams sites, which hopefully you can all join if you haven’t joined already. So two, I think, interesting presentations - lots of similarities, but some differences, and hopefully some food for thought. [Participant]’s just commented again, is this to do with your comment on South Gloucestershire, are teachers offered remission to complete this?

**[Participant]** 38:40

Yeah, South Gloucestershire. How does it happen? Because I imagine that you're in this position too, where teachers are pretty much up to hours and find it difficult to take on anything else. So some guidance or advice, or just some experience of what you’ve done, will be really, really helpful, thank you.

**AM** 39:04

Thanks. JB, are you happy to answer that?

**JB** 39:05

I am, yes indeed. So we don't offer any remission because it’s all about building your own digital capabilities and what we've tried to do is to make it as least onerous as possible, so we're not asking them to jump through a million hoops, we're really keen to not make that happen, so the learning pathways are fairly short. Lots of them are just videos and then a brief reflection, and they can take them when they have a bit of downtime. To be honest, I mean, we've been delivering digital training, we did it every week, to be honest, during the height of the pandemic, where we've now dropped it down to once every three weeks, staff are really keen to develop their digital skills, as I say, I don't find anybody complaining that they haven't got time to develop their skills, because they appreciate that they need to do it, and they wants to do it. So remission’s not something that we can offer, as you know, as we all know, teachers are up to hours, so they're doing it, they're doing it, yeah.

**AM** 40:23

Is there anything you'd like to add to that, [participant]?

**[Participant]** 40:29

No, food for thought.

**AM** 40:23

Yes, of course.

**[Participant]** 40:29

I feel that we’re beginning to unpick a wider cultural problem, and I’ll leave it at that.

**AM** 40:39

**I** think it is an issue, yeah. It is a really thorny issue for teaching staff across the board, FE and HE as well, when you’re up to hours and you are being asked to do extra things too. It would be interesting to hear your approach if you don’t mind us picking that up in the future.

**[Participant]** 40:56

Yeah we can, yeah, absolutely. It’s just nice to hear that there are people who are very positive about this stuff and embracing it, so there is hope for us all.

**AM** 41:08

Yes, absolutely. Thank you. So the final activity - and our Christmas themed activity - JH if you wouldn't mind sharing your screen - we have a simple kind of well - the spirit of Christmas, based on the Christmas Carol - and what we'll be looking to do is asking you to offer some Christmas gifts to your colleagues and your peers and that will be the gifts of Christmas past, present and future. So once the board, JH, can you share your screen, and what we'd like you to do is on the Menti that JH will share with you is to.

41:52

It looks like it's coming up now, thank you, JH, there we go. So you can see, the information in the chat there, so if you want to – if you can – jump on to Menti and use the particular code, and I’ll do that myself. What we’re looking for are some one-word responses here, so we’d like you to do is offer, from your building digital capabilities past, one tip or piece of advice that you could offer, that you could give to your colleagues and peers. So if you go to www.menti.com and the code is 74371045 and then, if you could offer just one word, you know, if you want to add more than one word that's okay, but if you can offer a piece of advice to your colleagues, anything that you have found that has worked really well for your institution with building digital capabilities, I appreciate that one word replies are quite awkward but it might just be something as simple as engagement or planning or timing.

43:11

There we go, that’s a great one. Thank you. And so anything along those lines if you can offer your responses, thank you.

43:29

The human aspect has come across loud and clear for me there.

43:37

Engaging HR and getting a senior lead on board. All of those institutions, I have spoken to who have had the greatest success have all had some support from above as well. Resilience. Patience. There’s two sides of the same coin.

43:59

Excellent. The one thing I think that shouts out to me more than anything there, is that human aspect, building relationships, communication, knowing your audience, patience and resilience, talking, language. I think that's really important as well. Some really great ideas there. I appreciate they’re sort of small snapshots. But for those who maybe are just starting their journey or maybe come to a sort of a bit of a roadblock and want to reassess and have another go at pushing it out further, there might be some little tips there.

44:36

So if we can move on to the next one, please JH, and that is the spirit of Christmas present. So is there something that you are doing now, so thinking about the past where maybe you've been using this for quite some time, is there something that you thought about at the moment that maybe you haven’t had the chance to do yet or something that you have done, just sort of very recently, again, that you have you think has been really successful for your institution in rolling out or helping develop and staff or students digitally.

45:21

So is there anything that you are currently doing that seems to be working well. And again, it might be… collaboration, teacher-led, that's interesting. Being approachable. Grassroots engagement, again I think that's really key to success isn't. Sharing snippets of info. Collaboration. Support early adopters. SharePoint pages, that's interesting, so we've got that sort of scaffold behind what's going on that can help. Look for role models. Connect with others. Plan interventions, that's really interesting as well because sometimes that can be tricky to work out what's the best way to intervene. Articulate, as well. Excellent. Some really good ideas again. What really strikes me, and I suppose it’s the main element of lots of different things that we do, especially in education is that the human element. I really like the idea of reviewing the data as well, I think that's really important to give yourself a chance to stop and think and taking in everything that's happened. As sort of educationists, research and review are really important skills that we do, time and time again. It's worthwhile trying to do that - if you have the time - within building digital capabilities. And then, JH, can we move on to the final one which is the spirit of Christmas future.

47:14

So it’s the one thing that you’ve seen or heard today or the community of practice event at the end of November, is something that is bubbling up inside you, that you'd like to do for the future, so just anything that you would like to try out that you're hoping is going to work in the future successfully, if you could put that here as well, please. Immersive learning, excellent. Show and tell new tools. Regular drop in sessions. That consistent approach that you can get through regular check in sessions, I know through the work I've done at university, can be really, really powerful. Skills audit. Engaging HR. Discussing reports. Include digital badges, yes, that seems to be working quite well. Students as partners. Excellent. Skills for life absolutely. I think sometimes, it was really interesting, LG and I spoke to an institution just this week, who mentioned that the executive team had said something along the lines of, well because everyone's teaching online there, we’ve got that sorted and we don't need to develop any further. I think understanding that approach that you can continuously develop is a really powerful one to ensure success.

49:05

Excellent. Thank you. Thanks for that, JH, as well, I really appreciate you setting it up for us.

49:18

Hopefully for those who maybe are on different parts of your building digital capabilities journey, you've got some little ideas, some little nuggets that will be useful for you. So what I’ll do now, is share my screen.

49:42

And just to finish on, there are a couple of things I'd like to go over. The first thing to cover is the community of practice Teams site. So the form – the link for the form to complete - is in the chat, the very beginning of the chat. So I'd be really grateful if you could all join that and what we would love to do is to build that Teams site together, so rather than coming from Jisc staff it belongs to you all and you're getting the support and the advice and the tips and sharing best practice from everybody else that you need. So rather than us driving that, it's driven by the members, rather than sort of us doing that.

50:28 So things to look out for in the future, so that Teams site, that link is in the chat, as I mentioned before. We would love you to be part of that there is a Yammer conversation board on there, which again is just a quick and easy sort of, ask a question or leave a tip. We are going to be doing some coffee mornings and afternoons beginning in late January, so that will just be sort of a 45 minutes, quick get together, we will have a particular focus, so again, if you want to jump on to the Teams site and offer some ideas of what we should focus on, is there a particular issue you're really keen on, It might be that staff engagement issue [participant] mentioned before. Whatever it is you want to cover that's what we like to do, is to give you a place to ask those questions and have those conversations with people who are going through that same journey as you. And hopefully that will be really powerful to help you all develop your particular building digital capabilities journey. So look out for those coming in late January. We’ll make sure there's enough notice. I didn't want to do that before Christmas, because we had our community of practice event, and we have this support webinar as well. It seemed to be overload. But hopefully when people are back in January a bit more refreshed and ready to start again, we can get some really interesting conversations going there as well.

51:51

And then finally. I hope this doesn't embarrass LG too much, but I would just like to say a huge thank you to LG. For those who don't know, LG, our HE senior consultant leaves us at the end of this month. I'd like to personally thank you for all the support you've given me since I started in August, it's been absolutely invaluable and, hopefully I'll scoop the rest of your brains out before you leave and by Christmas, so I can learn as many things as I possibly can. I don’t know, LG, if you'd like to say anything, or you might want to just leave that for the moment?

**LG** 52:31

Only to say thank you so much, and thank you to everyone who messaged me as well, and I will very much miss everyone and look forward to, hopefully, following your journeys from the outside, so thank you very much.

**AM** 52:44

Thank you LG, I really appreciate all the hard work you've done. It’s made my job so much easier, as well. So I suppose that brings me just to give you five minutes back of your time, so you can get some lunch, and to wish you all a Merry Christmas and Happy New Year. And hopefully we’ll see you engaging in the Teams site next year and coming along for the coffee mornings or afternoons, as well as the quarterly support webinars and the community of practice events. Fingers crossed if we're very lucky we might even have a physical event, come maybe May-time, that would be fantastic to see you all in person. So thank you all for your support and I hope you get some time over the break to relax and recharge. If there's anything you'd like us to focus on the New Year, please let us know. We want to make sure that this community of practice is for you and that you're getting out of it, the things that you would really benefit from, so with that I shall say, thank you, a warm farewell. Thanks everybody.