# DIGITAL LEARNING FRAMEWORK

## 2021-2024

## Introduction

Argyll and Bute Council is a Digital First organisation and our overall approach is set out in the ICT and Digital Strategy. This Digital Learning Framework is a key action to deliver on the People Theme of the ICT and Digital Strategy 2021-24 to enhance the Digital Skills of the Workforce. Our approach to Digital Learning is also set out in the Strategic Workforce Plan 2018-22 - We will support our workforce with the skills to be digitally enabled, flexible and efficient.

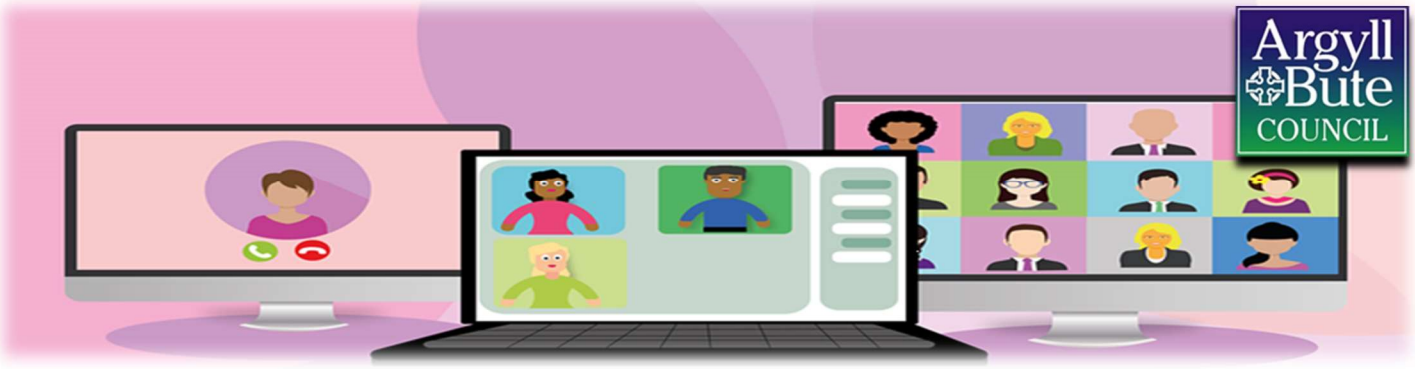
This document covers all elements of digital learning;

As part of our People Strategy we made a commitment to embrace the Council's digital agenda in relation to people and improvement and to ensure the workforce demonstrates the skills, knowledge and behaviours to achieve council objectives. This document sets out how we achieve do this by enhancing our current offering, transforming existing programmes and introducing new ways of learning to the organisation.

## Key Themes

The purpose of this document is to provide an effective framework to support Digital Learning. The framework is structured around the following key themes:

- Our employees have the digital skills they need to deliver services now and in the future.
- Our training delivery is inclusive to ensure all employees can access opportunities no matter where they are located
- Our eLearning is engaging and interactive
- We use digital media as an enabler for learning
- We deliver training centre qualifications digitally
- Our management development programme is designed to maximise engagement through the use of digital solutions




## Our employees have the digital skills they need to deliver services now and in the future

**Where are we now?**

The way we deliver our services is changing. Over the past few years there has been a requirement for employees to have digital skills to be able to deliver services. As we continue to transform digitally, employees will need to have the skills to be able to deliver new digital services. This includes having the skills required to undertake learning and development.

Non-networked staff have been encouraged to access LEON in order to undertake learning and development. For many of our non-networked staff, they do not have access within their daily role to LEON or have the time built into their jobs to complete training. As more employees move towards accessing and utilising digital learning, we need to ensure that we are identifying and overcoming the barriers they are facing. This might include literacy issues, a lack of digital skills or the accessibility to digital. As the requirement for digital increases both in and out of work, we need to ensure that we take into consideration the potential learning needs of all employees, and are providing them with the skills they require to deliver services.

**Where do we want to be?**

Our employees will have the digital skills and confidence to deliver services both now and in the future.

**How will we get there?**

- Undertake a digital skills survey by December 2021 to get a better understanding of the skills of our workforce.
- Implement a programme of digital skills training to ensure our employees have the skills they require.
- Develop and implement a digital champion's programme to support the development of digital skills within the organisation.
- Work with services to embed digital learning into roles.
- Improve the accessibility standards of our eLearning to ensure we are not prohibiting employees.
- Ensure guidance is available to support employees with the use of digital learning.
- Working closely with the Scottish Local Government Digital Office we will adopt their Digital, Data and Technology capability framework to ensure our workforce has the skills required now and in the future.

**What will success look like?**

- Informed by the digital skills survey a programme of digital skills training is in place to support employees by the end of 2021.
- Identifying and supporting the development of new resources to meet accessibility standards by 2022.
- A digital champion's programme will be implemented by December 2023.

## Our training delivery is inclusive to ensure all employees can access opportunities no matter where they are located

**Where are we now?**

Corporate training has slowly been transforming from face to face to digital over a number of years. To date, although our mandatory training is done through eLearning, we still rely on face to face courses to complement our corporate training offering. All our face to face courses take place centrally in Lochgilphead this providing a barrier for employees in other areas to access training. Although our eLearning offering is seen as corporate training and its utilised more frequently it will not alone replace face to face training. Instead we must look to enhance our digital offerings to enable us to deliver virtual face to face training which will ensure corporate training can be accessed by all.

**Where do we want to be?**

Digital solutions are utilised to eliminate barriers and deliver high quality learning and development for the organisation.

**How will we get there?**

- Develop digital training solutions where appropriate for topics which were previously delivered face to face.
- Undertake research and identify a solution to enable the use of webinars as an effective training tool within the organisation.
- Action with IT the possibilities of Microsoft Team's functionality for delivery and enhancement of the corporate training programme.
- Develop support and guidance to facilitate the use of webinars within the organisation to deliver learning and development opportunities.
- Identify a process for the promotion, booking, attendance, evaluation and recording of digital training delivery.
- Keep up to date with relevant best practice and development within the digital learning environment.
- Work with services to provide access to mandatory training for all employees in work time.
- Work with services to identify potential digital solutions to meet the needs of individual services.
- Work with employees to identify barriers faced when participating in digital learning to enable us to develop solutions where possible to minimise these.

**What will success look like?**

- By April 2022 a webinar solution has been identified.
- By June 2022 our corporate training programme is fully digital utilising a wide range of digital learning to support it.
- Managers are supported to provide access to mandatory training for all employees by the end of 2022.
- By 2023 75% or more participants are satisfied with the digital learning they are receiving.

## Our eLearning is engaging and interactive

**Where are we now?**

Argyll and Bute Council has had the current Learning Management System (LEON) since 2015. The system is supplied by an external company called Brightwave. The system has served well since implementation in 2015, it has provided a more streamlined learning experience for employees, has made learning accessible on mobile devices and on any device. Courses are built and designed by the Talent Management Team using the Articulate 360 authoring software. Content for the courses is provided by a number of services and experts from across the organisation. Every employee has access to the system however this does not mean that they have accessed it.

**Where do we want to be?**

Providing an increased level of high quality, engaging and interactive content by developing our skills and working with colleagues to ensure we are continuing to support the learning and development needs of the organisation.

**How will we get there?**

- Linking course development to the organisations learning and development needs facilitated through workforce planning and ongoing needs analysis.
- Developing engaging, eLearning courses by using software to create videos, animation and scenario based training where appropriate.
- Develop our knowledge and understating of the barriers faced by learners so that we can reduce these as far as possible and support them to the best of our ability.
- Develop our knowledge and skills to provide learning solutions for the systems we use within the organisation.
- Take a proactive approach to employee feedback to ensure continual improvement of our resources.
- Take a proactive approach to promotion and awareness raising of the role eLearning plays within employee development.
- Develop and communicate our role as professionals within the digital learning field to support and facilitate the development of eLearning content.
- Adopt a bite size learning approach to facilitate flexible learning.

**What will success look like?**

- By 2022 we will increase the numbers of employees using the system to 75%.
- By 2022 we will increase the number of visits to LEON by 30%.
- Annually we will increase the number of courses we develop with services and build ourselves for LEON by 10%.

## We use digital media as an enabler for learning

**Where are we now?**

Digital learning is changing, it no longer just includes formal purpose built content but also includes self-taught resources which are usually in the form of videos, podcasts or even e-books. Tutorial videos are an inbuilt part of learning, and as a training centre, we need to do more to support the use of videos and other digital media within our offering. Videos also play a role in our eLearning, with a number of our courses now including a video to improve interactivity and break up content heavy courses. We need to build upon this to include more digital media in our eLearning. To date some services have been using videos in place of line managers delivering training to employees, these are known as digital toolbox talks. A recent pilot with equalities training also created a video to support the delivery of mandatory training. The use of videos integrated within an eLearning course also allows quick development of content which can be tracked for employees training records.

**Where do we want to be?**

Digital media is an integrated part of our learning offering and employees are confident with using this on a regular basis to support their learning experience.

**How will we get there?**

- Investigate the potential link into Microsoft stream as part of Microsoft 365 and how it could support learning.
- Provide access to short tutorial videos to support self-directed learning.
- To identify relevant existing digital resources and work with services to determine their suitability and accessibility.
- Maximise and support the use of digital media in our learning, particularly in content heavy courses.
- Liaise with IT to ensure videos will be successfully viewed by all employees. Identifying potential issues and developing methods to overcome these and offer guidance to employees.
- Change the culture of the organisation regarding the use of digital media as a preferred learning solution.
- Facilitate the use of videos in employees learning and development.

**What will success look like?**

- Satisfaction with video resources remains above 80%.
- Employees and managers view videos as an effective learning resource.

## We deliver Training Centre qualifications digitally

**Where are we now?**

Argyll and Bute Council Training Centre is an accredited Scottish Qualifications Authority (SQA) provider which delivers a variety of different qualifications including, Scottish Vocational Qualifications (SVQ's), Foundation Apprenticeships, Modern Apprenticeships, Professional Development Awards and First Aid Courses. These qualifications are strictly governed by SQA who provide a set of standards and guidelines which we are required to adhere to this making digital transformation difficult. Digital plays a different role in each one of these qualifications. For example we have an e-portfolio system for our SVQ's and some of our NPA's are delivered completely remotely using Google Classroom and LEON. Due to the nature of delivery and the geography of Argyll and Bute a lot of time is lost through travel which is required to undertake elements of SVQs. Although this cannot be removed, we want to push the boundaries to make as much as possible available digitally to eliminate the requirement for as much travel.

**Where do we want to be?**

Digital solutions are identified, developed and implemented to reduce travel yet continue to provide a high quality service to our learners and recognition of high quality from awarding bodies.

**How will we get there?**

- Our National Progression Award (NPA) will be delivered fully remote utilising technology to provide an engaging learning experience and allow us to overcome geographical challenges meaning we can offer the Foundation Apprenticeship to all schools in Argyll and Bute.
- Learner portfolios for our NPA will become electronic utilising existing software, minimising the paper used within the training centre and creating resilience within the qualification delivery.
- Where possible in line with awarding and funding bodies, online forms will be created and rolled out to support delivery of qualifications. This making the process more efficient but also providing additional GDPR assurances.
- Online inductions developed and implemented to ensure learners are fully supported to achieve their qualifications remotely.
- Utilise technology to reduce learner visits per qualification without reducing level of support or engagement yet minimising the time assessors spend traveling.
- Explore Learning Assistant to ensure we are using it to its full capability and ensure a consistency of approach and all efficiencies are discovered.

**What will success look like?**

- Foundation Apprenticeships in Social Services Children and Young People are able to be offered in every school within Argyll and Bute by academic year 2023-24.
- Average learner visits per SVQ is 2 by March 2023.
- Awarding body feedback remains high despite digital transformation.

# ARGYLL AND BUTE MANAGER

## LEADERSHIP AND MANAGEMENT DEVELOPMENT PROGRAMME

**Our management development programme is designed to maximise engagement through the use of digital solutions**

### Where are we now?

The Argyll and Bute manager management development programme is currently delivered via face to face training and eLearning. Based on feedback from employees who had participated, the programme was reviewed and more of the content was moved online, eliminating the need for time away from the desk, yet maintaining the core elements as face to face and enabling interaction for participants. This also aims to support the geographical challenges faced by our managers in terms of accessing training remotely. The current delivery and management of the programme is not yet facilitated with a fully robust programme management approach. A further review is due to be carried out which will take this further to create a fully online robust programme, eliminating the need for time away from the desk yet enabling interacting among participants. This will be achieved by utilising an online system to help support and facilitate the programme more effectively.

### Where do we want to be?

Digital solutions will be identified, developed and implemented to support the delivery of our Management Development Programme without compromising the learning experience of participants.

### How will we get there?

- Our eLearning will be reviewed and updated to adopt a bite sized approach where possible and utilise more video content to break up heavy courses.
- We will identify the best technology available to support the delivery of the programme without compromising the learning experience to participants.
- We will work with our suppliers to ensure that all courses will be accessible in all locations either through remote delivery from Whitegates to areas or through webinar.
- Networking opportunities will continue to be provided and facilitated through technology, this continuing the networking/cohort approach which participants benefit from.
- We will identify and develop a system to enable an improved programme approach, creating a one stop place for all information for participants and generating efficiencies for management and tracking of programme completion.

### What will success look like?

- Participant's satisfaction with the delivery of the programme is measured and remains above 80%.
- The programme will be fully digital by the end of 2021.