

FINANCE & GENERAL PURPOSES COMMITTEE REPORT

Subject: ISLT Strategy Implementation Update	Purpose: For Approval <input type="checkbox"/> For Discussion <input checked="" type="checkbox"/> For Information <input type="checkbox"/>	
Prepared by: Hazel Robertson, Vice Principal Finance and Corporate Services	Date: 23 September 2019	
Purpose: To provide the Committee with an updated action plan for ISLT		
Linked to Strategic Goal 3: Provide a high quality College experience.		
Executive Summary The attached paper provides further detail on specific projects in regards to implementation of the College's ISLT Strategy.		
Recommendation: Members to note the progress on these projects and discuss.		
Previous Committee Approvals: n/a		
For publication <input checked="" type="checkbox"/>	For publication with redactions <input type="checkbox"/>	Not for publication <input type="checkbox"/>

BORDERS COLLEGE

FINANCE AND GENERAL PURPOSES COMMITTEE

ISLT Strategy Implementation

1 INTRODUCTION

- 1.1 This paper updates the Committee on progress in implementing the College's ISLT Strategy.

2 BACKGROUND

- 2.1 The Borders College ISLT Strategy 2016 – 2020 identifies four overarching themes to support the College's Strategic Plan “*Towards 2020*”:
- 2.2 The strategic priorities from an ISLT point of view are to provide a sustainable and secure infrastructure, support efficient resource deployment, and crucially to enable transformative change in digitalisation of curriculum delivery. Significant enabling funds have been received from South of Scotland Enterprise Partnership to establish the South of Scotland Skills & Learning Network across Borders and Dumfries & Galloway.
- 2.3 We have undertaken a programme of engagement to develop a new Digital Delivery and Development Programme. This programme aligns ISLT strategy work closely with curriculum delivery. A tool called logic modelling (sometimes known as outcome based planning) was used to ensure that the Delivery and Development programme is firmly linked to the delivery of short and long terms outcomes of the college. As a result the action plan is presented in the following workstreams.

Workstream	Components
Operational solutions	Software systems and processes Support for staff to maximise use of technology – advice on design Supporting communications processes (eg Microsoft teams)
Platform	Organisation of materials to assist operational delivery Virtual Learning Environment (Moodle and other tools) Storage and communications (shared drive, intranet)
Infrastructure	networks, servers, desktop, mobile, AV and communications technological capacity Wireless network, UPS, back up, disaster recovery, campus connectivity.

3 REVIEW OF 2018/19

3.1 Increase in Digital Teaching and Learning

Baseline measurements to allow us to track online content and assessment for each course were gathered in December 2018 and shared with staff, these will form the basis for tracking progress in 2019-20. As well as ongoing support to staff developing online content and assessment, ISLT delivered sessions to teaching staff at CPD days throughout the year, covering basic skills in Moodle and Office 365 and introducing new tools such as H5P to allow staff to create more interactive content. Additions to Moodle in time for the new session included a new online Moodle Book, so that guidance for staff is in one place, and improved User Tours for instant help on Moodle tasks. The summer rollover of courses on Moodle was improved this year by more automation of importing content so that teaching staff had less set up to do on their return. Staff have increased their use of technologies such as video, 360 cameras and drones in lessons with support from the new Digital Learning and Teaching Facilitator. Success so far has led us to invest in four Digital Toolkits that can be hired out to curriculum staff. We anticipate investing further in this area in 2019-20.

3.2 Bursary Laptops

Borders College expanded on its 2017-18 bursary laptop loan pilot, moving from around 30 devices to over 300. Eligible students were able to make use of a personal loan laptop that allowed them to participate in Bring Your Own Devices (BYOD) groups. These groups were able to take advantage of having personal mobile devices that could be used for note taking, evidence collection and collaborative working. This has been especially impactful for student groups that spend part of their year out in workplaces such as hospitals, childcare providers or practical trades. Feedback from these groups has been very positive and lecturing staff are keen to expand on the number of BYOD groups in future years.

3.3 LapSafe Lockers

A new solution for allowing students to safely and securely borrow laptops was introduced in September 2019 with great success. The LapSafe automated solution allows students to borrow and return laptops much more effectively than the previous manual system whilst also freeing up ISLT Helpdesk staff time to concentrate other work.

3.4 South of Scotland Digitals Learning and Skills Network

SOSEP funding has enabled the installation of a network of digital hub rooms across our campuses. These offer first class video conferencing for staff and students. They will be connected to digital spoke sites in local schools and other locations, early in the 2019-20 academic year to allow remote delivery, commencing with Higher Psychology. This significant activity has involved the college working with multiple IT partners, Scottish Borders Council and schools across the Borders. Planning is underway for how the digital hub and spoke network will be used to connect and collaborate with other colleges such as Dumfries & Galloway. The partnership with Dumfries and Galloway College has resulted in the creation of a common platform for shared material to be available through DigiSkillScotland.com.

3.5 iLearn room

A series of room moves involving MIS, finance, HR and the Executive offices has enabled the creation of an iLearn Independent Digital Learning space. We await delivery of the remaining furniture for the room and the start date for our new learning facilitator, anticipating the room opening in October 2019.

3.6 System Developments

Having both Tom Fladro and more recently Paul Foster as database developers has allowed us to complete some long outstanding work to bring information systems up to a level where the data can be used for meaningful purpose. Many projects were completed and a few which had the largest impact were:

- Development of Advantage package
- Automated process of emailing BYOD and BDU new students
- Design, implementation and migration of Unit-E warehouses to the new solution
- Unit-E upgrades and changes to suit college needs and resolve sometimes years old issues
- Setting up emailing system to identify failed SQL jobs on various SQL servers.

3.7 Constantly high helpdesk and critical system uptime figures

The department consistently achieved the 90% resolution SLA target for helpdesk calls as well as ensuring that business critical systems had an average uptime of over 99% thus providing staff and students a high quality ISLT service.

3.8 Cyber Essentials Plus Accreditation

The College achieved CE+ accreditation in August after an extensive programme of work to bring all our systems up to the level required in terms of latest software/hardware versions and security patches. This is of great benefit to the college as it provides confidence to the students and other stakeholders that we take the security of our systems and data seriously.

3.9 Procurement of Identity Management Solution

Extensive investigation, scoping and research has went into sourcing a greatly improved Identity Management solution which will provide efficiencies, security and enhanced functionality moving forward, this is planned for implementation in October 2019.

3.10 VPN

A Virtual Private Network has been put in place to allow staff to work remotely on their staff laptops. This provides them with the same user experience as if they were sitting at the desk in a secure manner allowing more flexible work.

3.11 Staffing

We have expanded the team thus providing a better quality of service to staff and students:

- Teigan Scobbie has joined us on the QA Modern Apprenticeship programme and has predominately been on the helpdesk assisting users at the first point of contact. Teigan will work in all areas of the team and combined with technical training provided by QA this will provide her with an industry standard qualification as well as invaluable experience
- Paul Foster has joined the team as a permanent Database Developer assisting the college with getting the most out of the information stored in our various systems and ensuring they communicate effectively with one another. Tom Fladro who currently works in this role on a contract basis will leave once his contract ends in November.
- Sam Anderson was seconded from a teaching role for 12 months. This role has been a crucial addition providing an interface between the ISLT team and teaching staff, identifying, demonstrating and helping staff to use the technological options available to them in creating engaging digital content.
- Due to the very sad and sudden passing of Stefan Pflug who was an invaluable member of the team for 20 years we are in the process of recruiting a replacement taking into consideration skill gaps that have been identified within the team.

4 DIGITAL DELIVERY AND DEVELOPMENT PLAN

4.1 Priorities for this year and the following two years are summarised below. We remain significantly constrained by available funding and in this coming year the top priorities will be to ensure that we have digital devices in students hands, implementing web filtering, upgrade identity management and roll out Office 365.

4.2 Significant projects for delivery in the next three years:

- ensure that we can have digital devices in students hands
- continue to support teaching staff to develop digital content
- commencement of delivery of digital content in schools
- establishment of further digital spokes in schools, businesses and communities
- review the implementation of online admissions and progress towards online enrolment
- implement a new eportfolio solution
- continue to develop UnitE and its dependencies allowing improved management information to support improved management of attendance, tracking and monitoring
- upgrade Identify Management System
- full roll out of Office 365
- implementing web filtering technology
- improvements in data protection through secure means of sharing data and implementation of a data retention schedule
- single helpdesk across all College services (IT, Facilities, Reception)

- finance system upgrade
 - replacement intranet and website
 - continuing to address skills gaps in the team.
- 4.3 In addition to the above developmental projects the team will have to undertake procurement exercises to replace items which are coming to the end of contract. The most significant of these is the MultiFunction Device contract, and we envisage the change over of devices to take place over the summer of 2020.
- 4.4 We have established more formal project management arrangements including a project complexity assessment tool, formal scoping of projects and an expansion of the Digital Development Group to include a broader base of curriculum and business development staff.
- 4.5 We also intend to undertake a strategic review of our IT systems and infrastructure which will help to further shape future years plans.

5 FINANCIAL IMPLICATIONS

- 5.1 Funding for ISLT remains challenging however we are aware that a request for specific IT funding is being made as part of the Colleges Scotland spending review submission. We are also aware of the work ongoing across the sector to develop an ICT Strategy, and a Digital Strategy both of which will be informed by the Digital Ambition Short Life Working Group of which I am a member.
- 5.2 We have not yet fully committed the resources available from SOSEP and will be prioritising the use of these at the next SOSEP Oversight Group. These resources will be available to support the creation of additional spokes, and development work to create digital content.

6 RISK COMMENTARY

- 6.1 The achievement of Cybersecurity standards represents a substantial improvement in the security of our infrastructure and systems. A requirement of achieving this level of accreditation is to have documented procedures in place to continue to operate at this level of protection.
- 6.2 We had an action outstanding from a previous IT audit in relation to disaster recovery arrangements. This has been addressed by Cybersecurity accreditation.
- 6.3 The recent IT system audit report identified two high risk matters, relating to data leakage and lack of web filtering. We have reinforced the requirement to only use encrypted USB devices to store person specific information and several staff have requested such devices. Implementation of the VPN solution has also provided additional secure ways of accessing information.
- 6.4 Technological solutions to both risk areas are well progressed and we anticipate resolution of both by end October.
- The upgrade of identity management and integration of Outlook and Office 365 systems allows several solutions for secure storage and sharing of information
 - The procurement of a new web filtering solution will allow us to set parameters to block content and thus improve our safeguarding arrangements,

7 HEALTH AND SAFETY

- 7.1 There are no Health and Safety considerations as part of this paper.

8 EQUALITIES

- 8.1 There are no additional considerations as part of this paper.

9 CONCLUSION

- 9.1 Borders College has made substantial improvements in the last year on the use of technology to support enable digital delivery to students, to improve operational solutions and to provide more robust platforms and infrastructure.
- 9.2 A new Digital Delivery and Development 3 year programme has been established through user engagement.
- 9.3 Funding remains challenging and consideration of collaborative approaches to IT infrastructure and platform are essential going forward. A strategic review of our current systems will further inform the discussions which are ongoing.

Hazel Robertson
Vice Principal – Finance and Corporate Services

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