

Education, Children & Families Committee

10:00, Tuesday, 1 March 2022

Empowered Learning Programme

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

- 1.1 It is recommended that the Committee notes the report and the progress made to date.

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Empowered Learning

2. Executive Summary

- 2.1 The purpose of this report is to provide an update on the Empowered Learning programme which underpins Digital Learning across all aspects of Learning and Teaching extending from our Early Years through primary, secondary and special needs sectors.

3. Background

Council Digital and Smart City Strategy

- 3.1 In October 2020, the Policy & Sustainability Committee approved the Council's Digital and Smart City Strategy which describes how we will embrace innovative technical solutions to meet rapidly evolving and changing business needs, respond to the changing shape of the organisation, provide value for money and enable us to respond to opportunities and demands for joint working with our partners.
- 3.2 The Strategy supports and promotes the appropriate and effective use of digital technology within education to give all City of Edinburgh learners equal opportunity to improve their educational outcomes and to develop digital skills that will be vital for life, learning and work in an increasingly digital world.
- 3.3 This approach complemented the work on Digital Learning which is incorporated within the Edinburgh Learns for Life programme.

Edinburgh Learns for Life

- 3.3 The vision, mission and goals of Edinburgh Learns for Life as the strategic framework for education was approved at the Education, Children and Families Committee on 18th May 2021.
- 3.4 Digital Learning is identified as one of the key delivery programmes outlined in the accompanying Education Renewal and Improvement Plan 2021-24.

4. Main report

- 4.1 Digital Learning, supported by a device per pupil, has been the long-term aspiration of the Council. The requirement to provide remote schooling during the COVID-19 pandemic highlighted the need to progress this aspiration both to support the delivery of learning and teaching and to improve equality of access to digital technology.
- 4.2 The Digital Learning Workstream was established as part of the Life Chances Board and work commenced on the business case to deliver this in the latter half of 2020, with a view to embedding the funding required for this within the Council budget. Presentation of the business case was made to the Corporate Leadership Team in early 2021 and there was agreement to proceed with this and include the funding within the Council budget.
- 4.3 CGI, the Council's IT delivery partner provided a proposal to deliver the Empowered Learning programme. CGI have already successfully delivered similar programmes in both Glasgow and Borders Councils. This solution was compared to the cost of undertaking this in house to provide assurance that this would be best value for the Council. After due diligence, a contract was signed for the delivery of this with the overall cost of the programme being £17.6m over 4 years.
- 4.4 The educational ambition for the programme is detailed in Appendix A.
- 4.5 In September 2021, the programme was extended to include Early Years at a value of £800k to run concurrently with the main programme. The Deployment Plan has been updated to include this.
- 4.6 The Empowered Learning Programme Board has been established to provide governance for the programme, with Nicola Harvey as SRO. The programme has been divided into 5 delivery workstreams which report to the Programme Board: -
- Network
 - Solution
 - Deployment
 - Learning and Teaching
 - Acceptance into Service (To be established later in the programme)
- 4.7 There is Head Teacher representation from Primary, Secondary and Early Years sectors on the Programme Board as well as Finance, Children & Families Management, Corporate Communications, CGI and Digital Services representatives.

Empowered Learning Solution

- 4.8 The Empowered Learning solution will deliver
- 40,988 iPads providing:

- 39,250 devices across Primary, Special and Secondary schools
 - 1150 across Early Years settings
 - 1-1 Devices for P6-S6
 - shared devices for P1-P5
 - devices for all teaching staff
 - provision has been made for 1.5% 'gold stock' per school
- enhanced Wi-Fi coverage for all education establishments
 - improved collaboration and classroom management tools – Apple Classroom
 - progressive and personalised learning outcomes for pupils
 - practitioner access to technology and the technology training through online and face-to-face sessions to transform how they deliver education to their students
 - a digitally skilled workforce - with CEC leading the way in the use of technology in Education and best practice, encouraging both Teachers and Young people alike to enhance their skills and learning.
- 4.9 The iPads delivered to each school will reflect the teaching staff and school rolls on the day of deployment. Each school will also be given an additional 1.5% of devices as 'gold stock' to cover additional devices or lost/broken/forgotten devices to enable learners to have devices in these instances.
- 4.10 Schools will be able to purchase additional devices as part of the Empowered Learning programme through the familiar Service Catalogue route.

Network Workstream

- 4.11 The network workstream commenced with network health checks mapping Wi-Fi coverage and connectivity in each of our schools.
- 4.12 These health checks for the original scope completed over the summer with recommendations for improvements/enhancements to the Programme Board provided in September. Over 750 additional wireless access points will be added as part of this.
- 4.13 Health checks for Early Years will be completed by January 2022.
- 4.14 Works are underway will in each school as required which includes additional cabling, additional Wi-Fi access points or movement of existing access points.

Solution Workstream

- 4.15 The solution workstream will design and deliver the technical and software configuration element of the programme.

- 4.16 Work on optimisation of the solution continues, but the solution has been agreed, tested and is live and in use in a number of schools.
- 4.17 Work has also been undertaken to ensure that schools Audio-Visual devices such as Apple TVs and smartboards can be incorporated into the programme. This will be rolled out on a school by school basis dependant on devices and requirements.

Deployment Workstream

- 4.18 Recognising that different schools across Edinburgh are at different stages and have different experience of Digital Learning, the deployment, training and communications will be carried out in three separate streams:

Elevate - Schools with well-established, significant 1:1 digital learning deployment.

Grow - Schools with significant in-class digital learning, a small scale 1:1 deployment, or previous 1:1 experience.

Build - Schools developing in-class digital learning and no current or previous 1:1 experience

- 4.19 The Deployment Plan has been agreed and discussed with all schools and is available on request.
- 4.20 The Royal High School and Cramond Primary School received their new devices in December 2021 as part of the agreed pilot deployment. Deployment to the rest of schools began in January 2022 in accordance with the plan. Devices will be rolled out by December 2022.

Learning & Teaching Workstream

- 4.21 Staff training in the technology delivered and in the acquisition of good digital skills are the key to success for both the Empowered Learning Programme and Edinburgh Learns for Life.
- 4.22 To support this, each school has nominated a Digital Learning Co-ordinator and three Empowered Learning Development Officers have been recruited to provide direct support for the school Digital Learning Coordinators.
- 4.23 As part of the adoption of Apple Classroom, strategic Apple Planning Essentials workshops for school digital teams have been made available to schools in the run up to deployment.
- 4.24 A menu of asynchronous online training courses at Build, Grow and Elevate levels for all staff was made available to all in November 2021 with staff also encouraged to access Apple Teacher and Microsoft Educator Centre.

New Multi-Function Device Rollout

- 4.25 From the 10th January 2022, we began replacing the multi-functional devices (MFDs) to deliver improved scanning, copying and printing across the Council including all schools.
- 4.26 Working in partnership with Apogee, we have reviewed how we use our current MFDs to determine the best device for the location and usage and, in some cases have reduced the amount of MFDs where there's less need for them.
- 4.27 By 2nd February 2022, Apogee had already rolled out 175 devices and are deploying these at the rate of approximately 20 devices per day. Old devices are removed the same day removing the risk of premises being left without a device. Schools are being alerted well in advance of deployment to enable them to plan round this activity.

Learning & Teaching Network Infrastructure Improvements

- 4.28 Over the last quarter of 2021, CGI undertook significant upgrade and transformation work on the L&T estate to improve the underlying network infrastructure and servers both for currency and to prepare for the commencement of the Empowered Learning Programme.
- 4.29 This work caused some disruption to the business-as-usual running of the estate, and CGI responded timeously to resolve issues which occurred as part of this work. Service performance is now stable, and we have returned to an acceptable level of incidents.
- 4.30 Where issues are identified relating to specific schools as part of this work, these will be investigated and monitored by CGI and Digital Services.
- 4.31 Improvements were also made to the configuration of MS Teams which has resulted in an improved and more stable user experience from within the L&T network.
- 4.32 Significant improvement, modernisation and investment in the underlying Wireless network infrastructure in Schools is also well underway and will better support the expanded rollout of wireless access points across the estate.
- 4.33 CGI are in the early planning stages for a redesign of the L&T network to improve the long-term support of the network. The planning work for this is likely to complete in Summer 2022, with implementation after this. Works relating to this will be carefully planned around timetable demands and communication and consultation with schools will take place in advance of the works taking place.

5. Next Steps

- 5.1 The Empowered Learning Programme Board will continue to manage the delivery of the programme against the plan and provide governance for the delivery workstreams.

- 5.2 This progress will be reported to the Corporate Leadership Team.
- 5.3 The Board will begin to review the plans and funding for the continuation of the programme beyond the initial 4-year cycle.
- 5.4 The devices delivered to each school for Empowered Learning reflects the number of pupils on the school roll on the day of the deployment and the teaching staff employed on that day. Consideration needs to be given in future funding proposals to the funding model and cycle for additional devices purchased by schools and added to the programme and for increased school rolls and teacher numbers.

6. Financial impact

- 6.1 Funding for 4 years of this programme has been agreed as part of the Council's 2021-26 Revenue Budget Settlement. Details are contained within the report highlighted in 8.3 of this report.
- 6.2 Finance representation on the Programme Board will ensure financial governance of the Programme.
- 6.3 As we move past delivery, work will commence on the financial sustainability of the solution beyond the initial four years.

7. Stakeholder/Community Impact

- 7.1 Engagement has taken place with all Head Teachers, with a specific programme launch session in June 2021 and communications continuing from each of the workstreams during the lifetime of the programme delivery.
- 7.2 Engagement with both parents and pupils took place early in session 2021/22 to explain more about the programme.
- 7.3 Stakeholder engagement and communications forms part of the Empowered Learning Programme Board.

8. Background reading/external references

- 8.1 [Digital and Smart City Strategy](#) – report to Policy and Sustainability Committee, 6th October 2020
- 8.2 [Edinburgh Learns for Life](#) – report to Education, Children and Families Committee, 18th May 2021
- 8.3 [Revenue Budget 2021-26](#) – report to the City of Edinburgh Council, 18th February 2021

9. Appendices

9.1 Appendix A The Empowered Learning Programme

Appendix A – The Empowered Learning Programme

