**Additional comments from I&D team**

I wonder if the approach is too product/things focussed? These are simply the current output/manifestation of the digital expertise in the division. I would like us to focus on the digital skills and methods that get us there. Design thinking? Customer engagement? Analytics? Life cycle management etc. (Product ownership?!) I think it is this that Dave will suspect is missing, he will be less interested in how many people use ePortfolio and more interested in whether it scales, what the UX is like, how we engaged with the customer to produce it, what’s it’s growth strategy etc.

In Innovation we feel we should talk about revision of content QA and authoring processes that we have devised to facilitate on-screen delivery for example, working with assessment colleagues and external SME’s to improve that process over time. This is now influencing OCR topic test work flows and the CI TDA work flows. This is digital, outcome focussed, workflow design in a way that is hidden behind a product like progression tests. Style guides as well are digital work that lurks behind the products (or is in the wings). Piloting of LOFT construction for the first time in the organisation in pursuit of TDAs and real item banking.

I wonder if the approach could be structured more like this,

* we use these **methods** and work in these ways,
* to produce these **outcomes** for our teachers and learners
* with an **impact** statement at the end (or at the top banner in the single scroll model you are using) that is combined across the division, x centres, y countries, z learners?
* List of stuff

A final thought, putting SSH in the centre make sense to us in terms of it being crucial in our delivery of services to the customer, but if it were removed or replaced by something else e.g. teacher portal, or CUP go (conjecture 😊) what has T&L digital products and services got at its centre then?

I expect it is too late to make these changes, and I do like the clarity of the structure but I worry that it is hard to understand what it all adds up to for someone outside the division. I thought I would flag these ideas post suggestions from the team and also recent conversations with Dave Bulman on another matter.

We have proposals about how we get support and engagement from C&T/BTS (who are soon to be going through some significant changes I believe) for digital high stakes work. I would like to share with you the outcomes of that conversation early next week as it could have a bearing on what/how we request that support for T&L more broadly.