

REGIONAL BOARD REPORT

Subject: Strategic Priorities 2019/20-2021/22	Purpose: For Approval <input checked="" type="checkbox"/> For Discussion <input checked="" type="checkbox"/> For Information <input type="checkbox"/>
Prepared by: Angela Cox	Date: 12/10/18
Purpose: This paper is to inform and seek approval from Board for our Strategic Priorities over the next 3 years.	
Linked to Strategic Goal 1: Respond to the needs of our region.	
Executive Summary: <p>In June 2019 Board agreed that we should move towards identifying and planning Strategic Priorities for a 3 year cycle. This is in keeping with our Education Scotland Self Evaluation and Enhancement plan and Regional Outcome Agreement. At that time, we identified the following three themes that would feature in a more detailed paper in the new academic year.</p> <ul style="list-style-type: none"> Staff engagement and empowerment Flexible workforce structure that meets the needs of our future delivery Developing a flexible curriculum offer <p>This is the final year of Borders College Strategic Plan and consultation will commence shortly in developing a new Strategic Plan for 2020 onwards. The identified priorities have been linked to the current Strategic Plan goals but also cognisance that these will continue as priorities within any future strategy.</p> <p>The Enterprise and Skills Strategy and Future Skills Action Plan, Rural Skills Action Plan, South of Scotland Enterprise Partnership Regional Skills Investment Plan have all been considered in identifying our strategic priorities and it is anticipated that these will also influence our future Strategic Plan .</p> <p>Some of the year 2 and 3 actions have not yet been identified as they will be dependent on the outcomes of year 1 and our new Strategic Plan.</p>	
Recommendation: Board approval of our 3 year Strategic Priorities	
Previous Committee Approvals: No	
For publication <input checked="" type="checkbox"/>	For publication with redactions <input type="checkbox"/>
Not for publication <input type="checkbox"/>	

Borders College Strategic Priorities for 2019/20- 2021/22

In June 2019 Board agreed that we should move towards identifying and planning Strategic Priorities for a 3 year cycle. This is in keeping with our Education Scotland Self Evaluation and Enhancement plan and Regional Outcome Agreement. At that time, we identified the following three themes that would feature in a more detailed paper in the new academic year.

- Staff engagement and empowerment
- Flexible workforce structure that meets the needs of our future delivery
- Developing a flexible curriculum offer

This is the final year of Borders College Strategic Plan and consultation will commence shortly in developing a new Strategic Plan for 2020 onwards. The identified priorities have been linked to the current Strategic Plan goals but also cognisance that these will continue as priorities within any future strategy.

The Enterprise and Skills Strategy and Future Skills Action Plan, Rural Skills Action Plan, South of Scotland Enterprise Partnership Regional Skills Investment Plan have all been considered in identifying our strategic priorities and it is anticipated that these will also influence our future Strategic Plan .

Strategic Priority 1. Developing a workforce that meets the needs of our future Delivery		
<p>Towards 2020 - Strategic Goal</p> <ul style="list-style-type: none"> ✓ One – Respond to the needs of our Region ✓ Four – Grow our business ✓ Five – Build sustainability 	<p>What would success look like?</p> <ul style="list-style-type: none"> ➤ Agile, responsive staff body that can respond to the needs of our business and region ➤ Engaged and empowered staff who influence our decision making and lead improvement ➤ Differentiated delivery model focussing on the individual and business need ➤ Increased efficiency of teaching delivery 	
<p>2019/20 Priority Actions</p> <ul style="list-style-type: none"> • Mapping skills and competencies of future workforce i.e. Meta skills, digital skills • Produce a workforce plan • Staff development strategy that reflects future skills needs 	<p>2020/21 Priority Actions</p> <ul style="list-style-type: none"> • Identify different staff roles required to deliver learning and student and organisational success • Pilot new learning delivery model in one curriculum area with different types of roles 	<p>2021/22 Priority Actions</p> <ul style="list-style-type: none"> • Implement findings of the learning delivery pilot

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<ul style="list-style-type: none"> • Introduce a revised meeting framework with enables a communication loop and informal engagement opportunities • Revise staff information sources i.e. eNewsletter, Key meeting points for dissemination • Roll out of Office 365 to improve access to information, team working and communications 	<ul style="list-style-type: none"> • Review communication channels and how staff access information • Develop an improved staff intranet 	
Strategic Priority 2. Develop a Curriculum offer which reflects national and regional priorities		
<p>Towards 2020 - Strategic Goal</p> <ul style="list-style-type: none"> ✓ One – Respond to the needs of our Region ✓ Two – Deliver successful outcomes for all learners ✓ Three - Provide a high quality college experience ✓ Four – Grow our business ✓ Five – Build sustainability 	<p>What would success look like?</p> <ul style="list-style-type: none"> ➤ Provide personalised learning opportunities which considers delivery mode, size and subject range ➤ Joined up In work and college led curriculum planning and offer ➤ Delivery of our 5 year Curriculum Strategy (2023) ➤ Create an Estate and Digital Infrastructure which enables us to deliver our Curriculum Strategy 	
<p>2019/20 Priority Actions</p> <ul style="list-style-type: none"> • Review our SOSEP Funded Physical and Digital Hub & Spoke model and develop a longer term digital learning strategy which builds on the investment • Complete our Skills Alignment exercise in line with Enterprise & Skills Strategy 5 steps and agree an implementation plan • 20% of all learning content will be available digitally 	<p>2020/21 Priority Actions</p> <ul style="list-style-type: none"> • Progress the agreed digital learning strategy • Progress the Skills Alignment implementation plan • 25% of all learning content will be available digitally • Review digital curriculum pilot and implement across identified programmes • Full roll out of eportfolio solution • Greater alignment of curriculum and business development activities 	<p>2021/22 Priority Actions</p> <ul style="list-style-type: none"> • Progress the agreed digital learning strategy • Review our Skills Alignment implementation plan in light of an updated SOSEA RSIP • 35% of all learning content will be available digitally

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<ul style="list-style-type: none"> • Develop plan for a Digital Device in every students hands • Implement eportfolio solution for Business Development and one curriculum area • Pilot at least one college based curriculum programme to be 100% digital (learning resources, assessment, tracking progress). • Write an Estates Strategy which reflects future need 		
Strategic Priority 3. Partnerships		
<p>Towards 2020 - Strategic Goal</p> <ul style="list-style-type: none"> ✓ One – Respond to the needs of our Region ✓ Two – Deliver successful outcomes for all learners ✓ Three - Provide a high quality college experience ✓ Four – Grow our business ✓ Five – Build sustainability 	<p>What would success look like?</p> <ul style="list-style-type: none"> ➤ We are a sustainable, efficient and progressive organisation ➤ We are viewed as a valuable and collaborative partner both regionally and nationally ➤ We will be less reliant on SFC Core funding 	
<p>2019/20 Priority Actions</p> <ul style="list-style-type: none"> • Establish our key partnership projects and develop a project management structure to ensure success • Identify within our structures capacity for bid writing 	<p>2020/21 Priority Actions</p> <ul style="list-style-type: none"> • Identify our future partnerships in response to the Skills Alignment outcomes and SOSEA, ESECRD and Borderlands and investment priorities to deliver our future ambition and be sustainable. • Increased collaborative working across the Tertiary sector 	<p>2021/22 Priority Actions</p>
Strategic Priority 4. Systems Alignment		
<p>Towards 2020 - Strategic Goal</p>	<p>What would success look like?</p>	

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<ul style="list-style-type: none"> ✓ Two – Deliver successful outcomes for all learners ✓ Three - Provide a high quality college experience ✓ Five – Build sustainability 	<ul style="list-style-type: none"> ➤ College systems which are joined up reducing duplication and providing real time information which helps us 	
<p>2019/20 Priority Actions</p> <ul style="list-style-type: none"> • Three year digital delivery and development plan agreed • Strategic review of IT systems and infrastructure • Review of admissions implementation and move towards planning online enrolment • Finalise review of attendance and make recommendations for system change 	<p>2020/21 Priority Actions</p> <ul style="list-style-type: none"> • Develop a strategic plan for sustainable ICT infrastructure • Implement single helpdesk and reception system • Agree strategic plan for integration of student and support IT systems 	<p>2021/22 Priority Actions</p> <ul style="list-style-type: none"> • ICT infrastructure programme commenced
Strategic Priority 5. Performance		
<p>Towards 2020 - Strategic Goal</p> <ul style="list-style-type: none"> ✓ One – Respond to the needs of our Region ✓ Two – Deliver successful outcomes for all learners ✓ Three - Provide a high quality college experience ✓ Four – Grow our business 	<p>What would success look like?</p> <ul style="list-style-type: none"> ➤ Student outcomes are in the top quartile of colleges nationally ➤ Student and Employer satisfaction is in the top quartile of colleges nationally ➤ Our provision continues to be in demand resulting in income growth 	
<p>2019/20 Priority Actions</p> <ul style="list-style-type: none"> • Improve the quality of learning, teaching & assessment improves as a result of improved observation and reflective 	<p>2020/21 Priority Actions</p> <ul style="list-style-type: none"> • Achieve a 80% overall success rate (to be aligned with ROA and national benchmarks). 	<p>21/22 Priority Actions</p> <p>Achieve a 81% overall success rate (to be aligned with ROA and national benchmarks).</p>

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<p>practice of delivery and resulting targeted and personalised support.</p> <ul style="list-style-type: none"> • Increase levels of pastoral support through achievement coaches, student support and student association. • Redesign of the student Induction period • Use timely data better to monitor 'at risk' students and track individual and organisational progress against targets. • Introduce a more systematic approach to gathering employer feedback. • Achieve 79% overall success rate 		
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