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REGIONAL BOARD REPORT

Subject: Strategic plan development	**Purpose:** **For Approval** ☒ **For Discussion** ☐ **For Information** ☐
Prepared by: Angela Cox	**Date: 22/11/19**

Purpose: Seek the agreement of the Regional Board on the approach and timeline for the development of the new college Strategic Plan due to be launched in 2020.

Linked to Strategic Goal 1: Respond to the needs of our region.

Executive Summary:

Borders College Strategic Plan is due to be rewritten and launched during 2020. This is the perfect opportunity to involve our staff in the development of a strategy which reflects our future ambition.

The plan recommends a range of engagements and consultations across all of our key stakeholders, especially staff, to inform the final strategy agreed by our Regional Board. At a time of unprecedented change it is essential that we invest in this level of staff engagement so that there is a greater collective understanding of the changes we need to make and understanding of our future strategic plan.

Our next Board Strategic Planning Day is scheduled for February. It is proposed we have a facilitated session looking at the key policy drivers and the current position of the College. Co-currently, we need to be consulting with our staff and students. It is also our intention to share a draft plan with external stakeholders for feedback before bringing back to the Board a draft to be tested in a final facilitated session.

Taking into consideration the current capacity of our senior team, I am recommending that we set up a project board, led by Janet Robertson but supported by an external facilitator who will run some of the sessions and support Janet in pulling together key themes for consideration.

Recommendation: Board are asked to consider the recommended approach or suggest an alternative for approval.

Previous Committee Approvals: No

For publication ☒	**For publication with redactions** ☐	**Not for publication** ☐

Preparing for our new strategic plan

Borders College Strategic Plan is due to be rewritten and launched during 2020. Our future plan needs to provide a strategic framework that provides maximum flexibility in order to respond to a period of unprecedented change in the economic, political and educational landscape nationally and within the South of Scotland.

We need to balance the importance of the values and aspirations of our people and place for their regional college with the national policy drivers to ensure our sustainability. Therefore, a range of engagements and consultations across all our key stakeholders is required to inform the final decisions of our Regional Board . The opportunities to engage should be a mixture of face to face and through the digital platforms we are adopting.

This activity will also cut across the appointment of a new Chair of our Board so it is essential that we capitalise on the intelligence of the outgoing Chair and evidence the views of staff and students to support our Regional Board in their vision for our strategic direction.

Our next Strategic Planning Day is planned for February. For this day, I propose we have a facilitated session looking at the key policy drivers and the current position of the College. Co-currently we need to be consulting with our staff and students. We also intend sharing a draft plan with external stakeholders for feedback before sharing a final draft with our Regional Board for agreement. A suggested timeline and areas for consultation are outlined below for discussion.

	Stakeholder engagements					
Key Components to be consulted on	**Staff**	**WLT**	**SLT**	**Students**	**Board**	**External Stakeholders ***
Mission, Vision & Aspirations	Number of internal workshops across sites	Either 1 day or 2 half day facilitated sessions		Number of internal workshops across sites	Two facilitated sessions at the start and end of the process	Individual meetings when draft has been completed**.**
Core Values	Number of internal workshops across sites			Number of internal workshops across sites		
SWOT External policy drivers			Two facilitated sessions at the start of the process building on WLT session and at the end when in draft form			
SWOT Internal People, Performance, Infrastructure						
Strategic Issues	Number of internal workshops across sites					

Strategic Goals	Number of internal workshops across sites					
Success Indicators						

***External stakeholders include: SOSEA, ESECRD, SDS, SFC, SBC CPP Parters and Schools, NHS Borders, Housing Associations, BLSP**

	Key Activities		
December	Project Board formed and detailed action plan/timelines agreed. membership includes Board Secretary, Principal, Director BI&P, Head of Marketing, Project Manager, SA President, Head of HR	Board agreement re approach and plan (December Board Meeting)	Identify key policy drivers and collate key information and data sets to inform discussion. Agree leads for each area of stakeholder engagement.
January	Run a number of consultation workshops with staff and students regarding our Mission, Vision and Aspirations and Values and Behaviours	Identify a small group of staff (non-managers) and students to test developing themes before final draft goes to SLT and Board.	
February	Run a number of consultation workshops with staff and students regarding our Mission, Vision and Aspirations and Values and Behaviours	WLT facilitated sessions	1st Board facilitated session
March	SLT facilitated session reviewing outcomes of Values sessions, WLT and starting to consider Strategic Goal, Issues and Success Indicators.	Provide an update to Board in March meeting re progress and emerging themes (paper)	Feedback to Staff and Students key themes emerging from Jan/Feb workshops.
April	Pull together a draft strategy		
May	SLT Facilitated session testing the draft strategy	Board Facilitated session testing the draft strategy	Start external Stakeholder consultations
June	Continue stakeholder consultations	Final draft to Board at end of June for an August/September launch.	