

REGIONAL BOARD REPORT

Subject: Strategic Priorities update 2019/20 and proposed Strategic Priorities for 2020/21	Purpose: For Approval <input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For Information <input checked="" type="checkbox"/>
Prepared by: Angela Cox	Date: 12/10/18
Purpose: To provide Board with a progress update on the Strategic Priorities agreed at the start of the academic year 2019/20 and seek approval for the priorities identified for 2020/21.	
Linked to Strategic Goal 1: Respond to the needs of our region.	
<p>Executive Summary</p> <p>This paper provides an update on the Strategic Priorities that have been progressed in 2019/20. The vast majority of underpinning actions have been progressed or completed but because of COVID 19 the SLT team recognise that we need to revisit some in light of the changing political and socio-economic landscape. Some have not been progressed for the same reason. The impact of these actions are summarised below but we recognise it may take more than a year to see the real benefit.</p> <ul style="list-style-type: none"> • Improved staff engagement and satisfaction results and relationships with our Trade Unions especially evident during the COVID 19 crisis. • The ability to convert from a physical to virtual college in 5 days with student engagement remaining at 91% through a range of personalised learning and support approaches. • We continue to progress, complete and sign up new Apprentices against a national picture of significant levels of under recruitment and completion. • Student satisfaction is improving through the Student Engagement Committee and feedback around Induction. • Our provision continues to be over subscribed for classroom based programmes and employer based programmes including Apprenticeships and Flexible Work Force Development. • £152k project income in 2019/20 excluding SOSEP, £105k project income confirmed for 2020/21 plus an unconfirmed proportion of the £3.3m Advanced Manufacturing Challenge Fund • Ability to run the college virtually, access data remotely and with a high level of system reliability <p>Our proposed Strategic Priorities for 2020/21 reflect the further action required on the 2019/20 actions and the Strategic Aims identified in our new Strategy. These are:</p> <ul style="list-style-type: none"> • Develop a workforce that meets the needs of delivery 	

- Develop a learning and training offer that reflects the outcomes of the Skills Alignment report and respond to regional and national economic recovery
- Work with established partnerships and create new opportunities for collaborative growth
- Through digital transformation create a more agile service delivery and improve our end user experience
- Improve the quality of our delivery and enabling services that results in improved student success and stakeholder satisfaction.
- Embark on a culture change project that contributes towards our Sustainability and operational efficiency goals.

Recommendation:

Board are asked to note the update on progress against the 2019/20 Strategic Priorities and agree the proposed Strategic Priorities for 2020/21.

Previous Committee Approvals: No

For publication ☒

For publication with redactions ☐

Not for publication ☐

Borders College Strategic Priorities 2019/20 Update

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.

This paper provides an update on the actions we agreed that would be progressed in 2019/20. The vast majority of actions have been progressed or completed but because of COVID 19 the SLT team recognise that we need to revisit our original plan in light of the changing political and socio-economic landscape. Some actions have not been progressed for the same reason.

Strategic Priority - 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 • Introduce a revised meeting framework with enables a communication loop and informal engagement opportunities 	<p>Update</p> <ul style="list-style-type: none"> • Due to the rapid adoption of digital skills as a result of COVID 19 a new survey will be prepared next academic year. Advice was sought from CDN on Meta Skills survey questions and a proposal to come to SLT at a future date reflecting sectoral practice. • A draft Workforce Strategy was presented to FGP in March. This will be refined to align with the new Corporate Strategy and a plan developed from August. • The revised meeting framework and communication loops along with refreshed information sources have been well received by staff. Office 365 rollout has been accelerated due to COVID 19. Some further staff development and migration required to ensure we have a whole organisational approach.

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<ul style="list-style-type: none"> • 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 	<p>Impact</p> <ul style="list-style-type: none"> • Improved staff satisfaction results and engagement during the COVID 19 crisis and improved relations with our Trade Unions. • The ability to convert from a physical to virtual college in 5 days with student engagement remaining at 91% through a range of personalised learning and support approaches.
<p>Strategic Priority - Develop a Curriculum offer which reflects national and regional priorities</p>	
<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 	<p>Update</p> <ul style="list-style-type: none"> • Digital learning has been transferred into curriculum from IT with the appointment of 2 Digital Learning Technologists to progress content development. • There are ongoing discussions regarding ‘phase 2’ of the Learning & Skills Network which include a new learning platform. • COVID 19 has accelerated the use of digital learning with staff embracing TEAMS, Onenote and the improvements that we have made to Moodle. • We have exceeded our target of 30% of content being available on line but future work will ensure the quality and consistency of that content.

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<ul style="list-style-type: none"> • 20% of all learning content will be available digitally • 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 	<ul style="list-style-type: none"> • Over 350 digital devices have been distributed to students this academic year. National discussions are taking place to ensure we can sufficiently resource students in next academic year to access learning remotely. • SMART Assessor has been successfully implemented in Business Development enabling all our Apprentices to continue learning and for us to sign up new Apprentices despite lockdown. • Skills Alignment outcome has been delayed because of COVID 19 but work continues to align our curriculum to economic needs i.e. Racing Academy, Sustainable Construction, Boatbuilding • Supporting the new Corporate Strategy, we will develop an Estate and IT strategy reflecting our future ambition. Conversations are taking place with partners regarding our future Estate need. <p>Impact</p> <ul style="list-style-type: none"> • The ability to convert from a physical to virtual college in 5 days with student engagement remaining at 91% through a range of personalised learning and support approaches. • We continue to progress, complete and sign up new Apprentices despite lockdown
Strategic Priority - 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

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<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>Update</p> <ul style="list-style-type: none"> • We have appointed a Programme Manager who is working with SLT to pull together projects and support staff to provide details on Projects, timelines, outputs and outcomes. We have introduced a Future Projects Board which provides SLT with oversight of all the projects that are taking place and providing greater understanding of an individual's capacity. • We have not yet identified capacity around bid writing but have recently been successful with our 50k Innovation Bid 'Garage of the Sea' and being part of a successful consortium to access some of the £3.3m Advanced Manufacturing Challenge Fund. <p>Impact</p> <ul style="list-style-type: none"> • £152k project income in 2019/20 excluding SOSEP, £105k project income confirmed for 2020/21 plus an unconfirmed proportion of the £3.3m Advanced Manufacturing Challenge Fund
<p>Strategic Priority - Systems Alignment</p>	
<p>Towards 2020 - Strategic Goal</p> <ul style="list-style-type: none"> ✓ Two – Deliver successful outcomes for all learners ✓ Three - Provide a high quality college experience ✓ Five – Build sustainability 	<p>What would success look like?</p> <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 	<p>Update</p> <ul style="list-style-type: none"> • Three year digital delivery and development plan has been agreed but will now be reviewed in light of COVID 19 • An Applications Review was completed by JISC at the start of this year and we have just recently commissioned Agenor to complete an Infrastructure Review in order for us to

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<ul style="list-style-type: none"> • Review of admissions implementation and move towards planning online enrolment • Finalise review of attendance and make recommendations for system change 	<p>prepare for our longer term strategic ambitions around digital learning and lean corporate services enabled by technology.</p> <ul style="list-style-type: none"> • Online enrolment will commence August 2020. • Attendance review was completed and recommendations made prior to COVID 19. <p>Impact</p> <ul style="list-style-type: none"> • Ability to run the college virtually, access data remotely and with a high level of system reliability
Strategic Priority - 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"> • The quality of learning, teaching & assessment improves as a result of improved observation and reflective practice of delivery and resulting targeted and personalised support. • Increase levels of pastoral support through achievement coaches, student support and student association. • Redesign of the student Induction period 	<p>Update</p> <ul style="list-style-type: none"> • Observation system in place with targeted CPD activities taking place as a result of findings. Early signs that Learning & Teaching is improving. • Range of activities in place for tracking and monitoring progress of individual students and those considered to be 'at risk'. • Mental Wellbeing Officer post established and counselling service now implemented to support students to remain on track. Providing targeted wellbeing checks for identified high risk groups and working in partnership with BCSA to provide remote support to students.

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<ul style="list-style-type: none"> • 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 • Deliver our financial plan 	<ul style="list-style-type: none"> • Student Induction was redesigned and resulted in improved student feedback and reduced early withdrawals. Being redesigned again for 2020/21 in light of a virtual start of the academic year. • Employer feedback survey has been developed and was due to be sent to employers just before COVID 19. This will now be sent out at the end of June. • In year savings targets delivered. Mid Year Return complete and indicates a deficit of circa £175k directly as a result of COVID 19. <p>Impact</p> <ul style="list-style-type: none"> • Student satisfaction is improving through the Student Engagement Committee and feedback around Induction. • Our provision continues to be over subscribed for classroom based programmes and employer based programmes in Apprenticeships and Flexible Work Force Development.
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