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Regional Board Report

BORDERS COLLEGE REGIONAL BOARD

Subject: Annual Strategic Priorities Action Plan	**Purpose:** **For Approval** ☐ **For Discussion** ☒ **For Information** ☐
Prepared by: P Smith, Principal & CEO	**Date of Committee:** 01 December 2022

Purpose: To update the Board on specific actions supporting the delivery of the College's Strategic Ambition

Executive Summary:

In 2020, the College published its Strategic Ambition 2020-2025, identifying the following three strategic objectives: -

- We will create high quality learning and training opportunities which are relevant, enabling and flexible;
- We will proactively engage with our community and stakeholders to ensure our practice reflects their needs; and
- We will take a leading role in enabling an inclusive, resilient and sustainable Scotland.

The attached paper details progress in meeting the agreed performance measures attached to those objectives.

In addition, in 2021, Colleges Scotland published the College Sector Statement of Ambition 2021-2026, available here: -

https://collegesscotland.ac.uk/documents/briefings-and-publications/publications/1794-college-sector-statement-of-ambition-final/file#:~:text=Nationally%2C%20we%20will%20be%20a,for%20the%20stakeholders%20around%20us.

There are five themes to the Statement of Ambition: -

- Supporting and Innovating
- Supporting Students
- Supporting Scotland
- Supporting Industry
- Supporting Communities

The report identifies Borders College's contribution to those themes.

Key items:

The College continues to demonstrate progress towards its own Strategic Ambition as well as the over-arching themes in the College Sector Statement of Ambition **Questions that Members should ask themselves when reading the paper:** Does the action plan and progress clearly demonstrate the College's commitment to achieving its ambitions and contribution to the sector in Scotland?	
Linked to Strategic Ambition(s): Choose an item. all Choose an item. **Performance Measures:** Choose an item. all Choose an item.	
Linked to Strategic Risk Register: Choose an item. all Choose an item.	
Recommendation: Paper is for discussion	
Previous Committee Approvals: n/a	
For publication ☒	**Not for publication** ☐ **If not, why not?**

BORDERS COLLEGE REGIONAL BOARD

REGIONAL BOARD

01 December 2022

ANNUAL STRATEGIC PRIORITIES ACTION PLAN

1.0 INTRODUCTION

1.1 In 2020, the College published its Strategic Ambition 2020-2025, identifying the following three strategic objectives: -

- We will create high quality learning and training opportunities which are relevant, enabling and flexible;
- We will proactively engage with our community and stakeholders to ensure our practice reflects their needs; and
- We will take a leading role in enabling an inclusive, resilient and sustainable Scotland.

1.2 This paper details progress in meeting the agreed performance measures in meeting those objectives.

1.3 In addition, in 2021, Colleges Scotland published the College Sector Statement of Ambition 2021-2026, available here: -

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There are five themes to the Statement of Ambition: -

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1.4 The report identifies Borders College's contribution to those themes.

2.0 PERFORMANCE MEASURES AND PROGRESS

2.1 To measure achievement of Strategic Objectives, the College agreed a number of Performance Measures, illustrated in the following **Chart 1:**

Chart 1: Strategic Ambition – Performance Measures

2.2 To ensure we take actions that enable us to demonstrate progress against these measures, the College agrees each year a Strategic Priorities Action Plan.

2.3 The final 2021-22 Action Plan is shown at **Appendix 1** and the proposed 2022-23 Action Plan, as at November 2022, is shown at **Appendix 2.** An update on progress will be provided at the Regional Board meeting in March 2023.

3.0 IMPLICATIONS AND CONSIDERATIONS

3.1 Financial Implications: Positive impacts, as detailed in the appendices.

3.2 Learner Implications: Positive impacts, as detailed in the appendices.

3.3 Equality and Diversity Implications/Equality Impact Assessment: Positive impacts, as detailed in the appendices.

3.4 Staff Implications: Positive impacts, as detailed in the appendices.

3.5 Sustainability/Environmental Implications: Positive impacts, as detailed in the appendices.

4.0 CONCLUSION

4.1 As indicated above, Borders College continues to make a significant progress towards our Strategic Ambition. Regional Board members are invited to discuss the contents of the paper.

P D Smith

PRINCIPAL & CEO

24 November 2022

Strategic Priorities Supporting Action Plan 2021-22

Staff Engagement	Lead SLT Member	Alignment to strategic objective	Actions	Strategic Performance Measure	Completed by (month)	Update	Carried Forward
Progress the resulting actions of the GPTW survey including improving the reward and recognition of staff	A Cox		● Mediated discussions with the two least satisfied teams and their manager ●Introduce monthly departmental STAR award and celebration. ● Expanded the use of Coffee Vouchers to WLT ●Thank you page added to Newsletter.	● An agile and creative staff body that can respond to the needs of our busines and national priorities ● An engaged and empowered staff and student body who influence our decision making and lead improvement ● Student, staff and employer satisfaction are in the top quartile nationally ● We will continue to be recognised nationally as a progressive organisation		1 team where facilitated support has been put in place, are in a better place in relationship with their manager and motivation. The other team remains unresolved. All other actions are completed.	Second team progress resolved by manager leaving. New results out. Been reaccredicted. Detailed analysis will be shared with SLT in June meeting and agree actions.
Revisit the Innovation funding and group to encourage staff to come forward with a good idea.			● Jane Grant will review the structure of the group and how we advertise and collect ideas.	● An agile and creative staff body that can respond to the needs of our busines and national priorities ● We will continue to be an influential and collaborative partner, both regionally and nationally ● An engaged and empowered staff and student body who influence our decision making and lead improvement ● We will continue to be recognised nationally as a progressive organisation ● Our delivery models are personalised, focusing on individual and business need		Not yet progressed as there are number of other factors impacting on this. Lots of projects underway, staff capacity and funding at this point in the year. Will be resolved by August 2022/23 alongside the launch of the new Business Growth and Engagement Strategy.	Business Growth and Engagement Strategy to be signed off in June Board. Innovation funding should be aligned with this in 2022/23 Continue engagement and business development in line with the Busienss growth Strategy. Focus on innovation and development of potential income via innovation vouchers . Revisit options around innovation funds for staff.
Revisit the meeting and communication guidelines established two years ago to ensure all staff members are aware of what is happening and how to feed into SLT			Continue with staff open forums. Principal will attend staff meetings periodically.			Continuing to meet with staff - IT team recently and Asset Management Workshops and STAR Awards. Staff forums continue. Speed dating event planned to meet new staff.	Open forum attendance waning. Need to rethink engagement strategy for 2022/23
Use pulse surveys to gather staff feedback more reguarly on particular themes.			Purchase GPTW software to provide more dynamic staff survey functions.			Completed.	
Profile and Positioning	**Lead SLT Member**	**Alignment to strategic objective**	**Actions**		**Completed by**	**Update**	**Carried Forward**
Income diversification (in collaboration and consultation with departments)	J Grant	We will proactively engage with our community and stakeholders to ensure our practice reflects their needs We will take a leading role in enabling an inclusive, resilient and sustainable Scotland	● SLT/CLM Development Day to outline and develop opoortunities for income diversificaiton ● Follow up DEBI/Industry consultation and strategic planning	● An agile and creative staff body that can respond to the needs of our busines and national priorities ● We will continue to be an influential and collaborative partner, both regionally and nationally ● An engaged and empowered staff and student body who influence our decision making and lead improvement ● We will continue to be recognised nationally as a progressive organisation ● Our delivery models are personalised, focusing on individual and business need			Implement additional employer forums to engage with industry groups and identify specific needs to inform future commercial delivery Develop pilot community programme in Tweeddale (in response to feedback)to provide additional community engagement and identify new income streams Continue to work with partners to develop renewables portfolio (e.g. Muirhall)
							Continue to develop our sector leading MA programme and increase MA numbers particularly in construction and engineering.
Implementing our Skills Strategy	**Lead SLT Member**	**Alignment to strategic objective**	**Actions**		**Completed by**	**Update**	**Carried Forward**
	H Anderson	We will create high quality learning and training opportunities which are relevant, enabling and flexible	1. Plan cycle of lesson observations. 2.Promote peer review or lecturer recording. 3. Create online communication platform. 4. Communicate about classroom methodology that supports positive practice. 5. Arrange training sessions for lecturers that can be recorded .	● Alumni who are skilled, resilient, enterprising and prepared for global citizenship ● An engaged and empowered staff and student body who influence our decision making and lead improvement ● Student outcomes are in the top quartile of colleges nationally ● Student, staff and employer satisfaction are in the top quartile nationally ● Our delivery models are personalised, focusing on individual and business need		A significant number of our staff participated in peer observations and this was reported at learning and teaching committee in May 22	We have agreed via SLT and college board to provived additional investment into our student body in order to have more class representatives
Develop our student population as Global Citizens			1. Engage with an international partner (Centennial) to utilise Turin funding to take hospitality students to Canada		VP C& SS, APs & DEBI	The launch of Global Citizenship was held in August 22	Continue to develop the partnership with Centennial College via the Turing Project Work with other colleges on consortium bid for further Turing funding (2023/24) Develop further international partners further afield to inform and shape future turing applications

Ensure our students develop their Employability, Enterprise and Metacognitive skills			2. Design curriculum to include Metacognitive skills utilising a variety of means (work based challenge units/community projects/enterprise activties) within FE courses and Foundation Apprenticeships	22	VP C& SS, APs & DEBI	Assigned 9 hours per week to plan the embedding of the portfolio into courses i.e. projects and through Work Based Challenge Units in block 2. Recruitment of appropriate staff continues to be a challenge in key sectors/levels. Linking with YES (SOSE funded post) for entrepreneurship & incubator units being underway. All curriculum courses to embed future skills into their delivery	Continue to develop Enterprise activities through YES and B2B as well as new partners RBS, Scottish Borders Chamber of Commerce + other opportunities as they arise.
Develop digitally smart people			3. Utilise City Deal funding to offer bespoke digital skills training to targeted groups (NHS Borders, Sole Traders, FE programmes, Big Data)		VP C& SS, APs & DEBI	Data Science included within 13 FE programmes and Big Data within HND Soft Dev. Sole trader and NHS Borders courses designed and planned to run at end of Nov. Another group planned for Jan/Feb and Day of Data for school pupils plannd for end of March. Completed	Develop Sole trader project utilising DDI funding to support SMEs to further develop digital skills Working with SBC to utillise the Shared property Fund for training around digital skills, renewables/retrofit, carbon literacy and Multiply
Enable students to make a positive contribution to environmental sustainability			4. Develop a Climate Change (Carbon literacy) induction module to be given to all students		VP C& SS, APs & DEBI	Carbon Literacy module completed and included within Induction suite. Course Tutors focusing on Climate Change during period of COP26. A separate tile was added to Induction and all students to be working through this on Canvas with support from their Course Tutor.	Develop commercial Carbon Warrior training
Equality and Quality Improvement	**Lead SLT Member**	**Alignment to strategic objective**	**Actions**		**Completed by**	**Update**	**Carried Forward**
	H Anderson	We will create high quality learning and training opportunities which are relevant, enabling and flexible We will proactively engage with our community and stakeholders to ensure our practice reflects their needs		● Alumni who are skilled, resilient, enterprising and prepared for global citizenship ● An engaged and empowered staff and student body who influence our decision making and lead improvement ● Student outcomes are in the top quartile of colleges nationally ● Student, staff and employer satisfaction are in the top quartile nationally ● Our delivery models are personalised, focusing on individual and business need		Additional awards in Housing and Textiles now being offered in response to employer demand.	Consider future additional MA provision (e.g. MA Accountancy)
Equality Outcomes Action Plan			1. Monitor the progress with the Equalities Outcomes Action Plan at Equalities and Inclusion Committee and provides regular updates to SLT and annually to the Regional Board		Equalities Committee	First progress report generated (Oct)and submitted to SLT and Reg Board with good progress noted. Updated progress against plan going to CQC in mid February. Equality KPIs now available on ProMetrix	We are launching our Inclusive Leadership Training
Quality Improvement			2. Appoint a Quality Improvement Manager and provide an effective induction to the college and the Scottish sector		AP Quality & Dev	First progress report generated (Oct)and submitted to SLT and Reg Board with good progress noted. Updated progress against plan going to CQC in mid February. Equality KPIs now available on ProMetrix	
			3. Improve the quality of learning and teaching and increase staff knowledge of digital pedagogy to improve hybrid delivery		AP Quality & Dev	QIM appointed and induction started at end of Oct. Review of Induction being carried out and findings shared with WLT in January.	
			4. Improve the system for internal verification and accurate resulting of student achievement		APs and Head of MIS	Monthly online support forum created. Learning and Teaching Audits taking place.	
			5. Build in quality systems during migration from Moodle to Canvas		AP Quality & Dev	Quality Review meeting took place in September and actions implemented	Learning and Teaching Audits have been revised to include a quality audit of the digital platform used tgo deliver subject.
Continued Digital Transformation	**Lead SLT Member**	**Alignment to strategic objective**	**Actions**		**Completed by**	New staff guide created. Staff CPD took place in February week.	**Carried Forward**
Complete DTP Year One programme ensuring all requirements delivered	H Robertson	We will create high quality learning and training opportunities which are relevant, enabling and flexible We will take a leading role in enabling an inclusive, resilient and sustainable Scotland	Focus on MIS, and Infrastructure.	● Student, staff satisfaction are in the top quartile nationally ● We will continue to be recognised nationally as a progressive organisation ● Our delivery models are personalised, focusing on individual and business need	Oct-21	All implementations complete and BAU. Obtained a slot at College Expo to promote our digital transformation journey.	Development specification to be created to migrate existing Support Support and Learning Support systems to ProMonitor
			Staff review.		Oct-21		
			Post programme evaluation.		Mar-22	Not yet due	Post programme evaluation still to take place.
			Complete the programme for VLE roll out.		Jul-22	Complete	
Agree and deliver DTP Year Two Programme	H Robertson	We will create high quality learning and training opportunities which are relevant, enabling and flexible We will take a leading role in enabling an inclusive, resilient and sustainable Scotland	Develop programme and establish workstreams to deliver our agreed objectives. Options include : CRM, Curriculum Planning, other prosolution modules, Finance and HR systems through collaboration, AI and analytics to support end to end student journey, AI/VR/robotics to support teaching and learning, service management across ISLT and other support functions, other collaborative activities	● We will continue to be an influential and collaborative partner, both regionally and nationally ● We will continue to be recognised as a progressive organisation	Oct-21	Programme is currently being scaled back due to financial constraints. Focus is now on CRM, Finance and HR systems. Also completion of the curriculum timeline map - consultation period has closed and will be picked up with Anne Marie Sturrock as new VP Student Experience. IT Service Management and One Stop Shop also progressing through design phase and likely to recommend a phased implementation plan. Collaborative activity also progressing - looking to provide proof of concept with NewBattle Abbey College.	Proposal for shared service with Newbattle Abbey College has been revised due to a GDPR issue with the initial proposal. The revised proprosal has been agreed in principle and with implemented throughout 2022/23. The curriculum planning tool has been developed in ProSolution and will be rolled out to CLM's for the remainder of 22/23 planning and to start 23/24 planning. Tenders for CRM have been received and will be scored 11/22. Implementation planned for 2023 providing suitable provider agreed.
			Campus design / immersive learning spaces		On hold	Currently on hold until full output is agreed from workshops	
			Complete desisgn phase for all workstreams		May-22	There has been some slippage, we are now concentrating on less workstreams, will complete by May	
			Implement agreed solutions		as per programme	Plan is being reprofiled to hand management to Borders College	
			IT team development		Jul-22	Working towards achievement of milestones with outcomes	
			Digital sklills development		ongoing		
			Develop information strategy/use of Sharepoint		On hold	This is currently on hold and will be started later in the year	
			Implement information strategy		Dec-22		
Delivering on our Sustainability Strategy	**Lead SLT Member**	**Alignment to strategic objective**				**Update**	**Carried Forward**

		We will take a leading role in enabling an inclusive, resilient and sustainable Scotland	Update sustaintability training for staff	● We will continue to be an influential and collaborative partner, both regionally and nationally ● We will continue to be recognised as a progressive organisation			
			Deliver carbon management projects relating to travel and transport - electric vehices and charging points		Jul-22	3 new EV cars have been ordered for late 2022 delivery. New charging infrastructure to be completed in conjuntion with SBC regional wide charging strategy.	new projects and additional carbon reduction projects to be identified. Reports commissioned will hopefully identify areas
			Make carbon reduction improvements at Hawick campus		tbc	Lighting upgraded and work continuing to implement PIRs. Mott Macdonald Audit completed with recommendations for replacing gas boilers with Heat pumpms and installing solar PV within bid for funding through NDEEF early 2023.	
			Undertake waste audit including HWU to agree improvement plan		Dec-21	Audit Completed, Area for new waste managemnt has been cleared and will be in operation April 2023	ongoing to be carried over for completion
			Improve provider links on transport with SBC			Monthly meetings being held with SBC to colaborate on regional wide T&T inititives and share best practice.	
			Behavioural workstream activities to be delivered				
			Procurement projects to be identified				
			Community workstream activities to be deliverd				
			Biodiversity workstream activities to be delivered				
			COP26 and external engagement activities programme		ongoing		
			Develop a Climate Change Module for students to develop their knowledge and understanding.		Sep-21		
			Develop and deliver the Susatinability and Me module for students to understand and make a commitment to what they can do to help us reach our Net Zero targets.		Jun-22	Module has been uploaded to Moodle and staff and the the students association are encouraging students to complete the module and make a pledge at the end of this.	
			Staff Sustainability Module		ongoing	To raise staff awareness and keep the Sustainability Strattegy at the forefront of what they are delivering.	

Strategic Priorities Action Plan 2022-23

Supporting Strategies, Drivers and Actions	Lead SLT Member	Executive Sponsor	Performance Measures	Colleges Scotland Statement of Ambition	Progress (Mar 2023)
Workforce Planning					
Develop and implement a programme of leadership development for our managers	Head of People Services	Principal & CEO	• An agile and creative staff body that can respond to the needs of our business and national priorities • An engaged and empowered staff and student body who influence our decision-making and lead improvement	• Supporting Scotland	
Implement My Lifestyle Benefits programme to support staff	Head of People Services	Principal & CEO	• An engaged and empowered staff and student body who influence our decision-making and lead improvement • Student, staff and employer satisfaction are in the top quartile nationally	• Supporting Scotland • Supporting Communities	
Working in partnership with Scottish Union of Supported Employment (SUSE), on behalf of Scottish Government, review our recruitment and retention processes to improve opportunities and experiences for disabled individuals	Head of People Services	Principal & CEO	• An agile and creative staff body that can respond to the needs of our business and national priorities • We will continue to be recognised nationally as a progressive organisation	• Supporting Scotland • Supporting Communities	
Implementing our Business Growth and Employer Engagement Strategy					
Increased numbers of students undertaking international placements	Director of Enterprise and Business Innovation	Executive Director – Enterprise & Business Innovation	• Alumni who are skilled, resilient, enterprising and prepared for global citizenship	• Supporting Students • Supporting Industry	
Develop and deliver new community and commercial provision	Director of Enterprise and Business Innovation	Executive Director – Enterprise & Business Innovation	• We will continue to be an influential and collaborative partner, both regionally and nationally • Our delivery models are personalised, focusing on individual and business need	• Supporting and Innovating • Supporting Scotland • Supporting Industry • Supporting Communities	
Implement additional employer forums	Director of Enterprise and Business Innovation / Assistant Principals	Executive Director – Enterprise & Business Innovation	• We will continue to be an influential and collaborative partner, both regionally and nationally • Our delivery models are personalised, focusing on individual and business need	• Supporting and Innovating • Supporting Scotland • Supporting Industry	
Further develop MA programme and increase numbers	Director of E & BI	Exec Director - E & BI	• We will continue to be an influential and collaborative partner, both regionally and nationally • Our delivery models are personalised, focusing on individual and business need	• Supporting Scotland • Supporting Industry	
Increase commercial offer within curriculum	Assistant Principals	VP – Student Experience	• We will continue to be an influential and collaborative partner, both regionally and nationally	• Supporting and Innovating • Supporting Industry	

			• Our delivery models are personalised, focusing on individual and business need		
Implementing our Future Skills Strategy					
Increase investment in student body to improve representation	Head of Student Services	VP – Student Experience	• An engaged and empowered staff and student body who influence our decision-making and lead improvement • Student, staff and employer satisfaction are in the top quartile nationally	• Supporting Students	
Introduce additional support and interventions to reduce student withdrawals	Assistant Principals / Head of Student Services	VP – Student Experience	• An engaged and empowered staff and student body who influence our decision-making and lead improvement • Student outcomes are in the top quartile of colleges nationally • Student, staff and employer satisfaction are in the top quartile nationally	• Supporting Students	
Continue to embed and increase use of technology in teaching	Assistant Principals	VP – Student Experience	• Student outcomes are in the top quartile of colleges nationally • We will continue to be recognised nationally as a progressive organisation	• Supporting and Innovating	
Asset Management					
Create a baseline statement of requirements for a landbased campus and an outline business case to secure funding	VP - F & CS	Principal & CEO	• We will be recognised as national leaders in sustainable practice • We will continue to be an influential and collaborative partner, both regionally and nationally • Student outcomes are in the top quartile of colleges nationally	• Supporting Scotland • Supporting Industry • Supporting Students	
Evaluate current estate against future requirements via SLT, develop options for consideration within current requirements and budget, and implement approved changes/alterations	Facilities Manager	VP – F & CS	• We will be recognised as national leaders in sustainable practice • We will continue to be an influential and collaborative partner, both regionally and nationally • Student outcomes are in the top quartile of colleges nationally	• Supporting Students	
Implementing Our Sustainability Strategy					
Further develop renewables portfolio	Director of Enterprise & Business Innovation / Assistant Principals	Executive Director – Enterprise and Business Innovation	• We will be recognised as national leaders in sustainable practice • We will continue to be an influential and collaborative partner, both regionally and nationally • Our delivery models are personalised, focusing on individual and business need	• Supporting and Innovating • Supporting Industry • Supporting Scotland	

Strategic Priorities Action Plan 2022-23

Embedding Global Citizenship within our curriculum	Assistant Principals	VP – Student Experience	• We will be recognised as national leaders in sustainable practice • We will continue to be an influential and collaborative partner, both regionally and nationally	• Supporting Scotland • Supporting Communities	
Digital Transformation					
Develop and implement revised proposal for shared service with Newbattle Abbey College and implement	Head of MIS	Principal & CEO	• We will continue to be an influential and collaborative partner, both regionally and nationally	• Supporting and Innovating	
Tender contract for Customer Relationship Management System and implement	Executive Director – Enterprise and Business Innovation	Principal & CEO	• We will continue to be an influential and collaborative partner, both regionally and nationally • Our delivery models are personalised, focusing on individual and business need	• Supporting and Innovating • Supporting Industry • Supporting Scotland	
Streamlining attendance and engagement monitoring process	Student Funding Manager	VP – F & CS	• Student outcomes are in the top quartile of colleges nationally	• Supporting Students	
Utilise ProPortal to allow student self-service for change of circumstances	Head of MIS	VP – Student Experience	• Student outcomes are in the top quartile of colleges nationally	• Supporting Students	
Migrate student support and learning support to ProMonitor	Head of MIS	VP – Student Experience	• Student outcomes are in the top quartile of colleges nationally	• Supporting Students	
Equalities					
Improve the Reporting of Equalities data to better inform planning and decision making	EDI Officer	VP – Student Experience	• Student outcomes are in the top quartile of colleges nationally	• Supporting Students	
Deliver Inclusive Leadership Programme	Head of People Services / EDI Officer	Principal & CEO	• An agile and creative staff body that cab respond to the needs of our business and national priorities • We will continue to be recognised nationally as a progressive organisation	• Supporting Scotland • Supporting Students	