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Regional Board Report

BORDERS COLLEGE REGIONAL BOARD

Subject: Annual Strategic Priorities	**Purpose:** **For Approval** ☐ **For Discussion** ☐ **For Information** ☒
Prepared by: P D Smith, Principal & CEO	**Date of Committee:** 09 March 2023

Purpose: To update the Regional Board on progress towards the achievement of annual strategic priorities.

Executive Summary:
Key items:

The attached table of annual strategic priorities was approved by the Regional Board in December 2022. The table has been updated to show progress to March 2023 and also identifies links to Colleges Scotland's Statement of Ambition for the college sector.

Questions that Members should ask themselves when reading the paper:

Does the information provide a sufficient update that the Board are assured of progress towards strategic priorities and Borders College's contribution to the college sector?

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 information

Previous Committee Approvals: n/a

For publication ☒	**Not for publication** ☐ **If not, why not?**

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	Director 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	Sessions on Equality Legislation (attended by 30 Leaders), Managing Mental Health (attended by 34 Leaders) and Psychological Safety (attended by 33 Leaders) have taken place, other sessions are planned and in diaries through to May 2023
Implement My Lifestyle Benefits programme to support staff	Director 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	Complete – all staff have been sent a link to join and new staff are added as they commence employment.
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	Director 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	Initial report has been received and a digital review is now taking place. Action plan to be developed in consultation with SUSE/APT
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	10 students will undertake an international placement in 2023 at Centennial College, Toronto. We aim to increase this number in 2024 to maximise the funding opportunity.
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	We are developing some new courses in response to customer demand including an introduction to MIG welding. We are working in partnership with FITA to deliver training at the Hawick campus and we have upgraded some of our equipment in order to further develop provision in first aid and infection control. We are working with UKFT and SBC to deliver new courses in textiles and money management. We have successfully secured 2 innovation vouchers to support employers to develop products and improve processes.
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	We have commenced new forums in Social Services & Healthcare and Social Services (Children & Young People). These will meet twice each year. Rural Skills held an employer forum in January 23

Strategic Priorities Action Plan 2022-23

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	We are on track to meet our contract numbers and have already achieved the financial target for 2022/23. We have requested additional places and further income although it is unlikely these will materialise. We are considering developing some additional awards in partnership with others. This includes the MA Accountancy.
Increase commercial offer within curriculum	Assistant Principals	VP – Student Experience	• 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	Part of two Pathfinder projects in Landbase and digital. We offer a range of commercial courses within rural skills to skill/upskill Land based industries. Community Renewal Funded courses have attracted a student group which would have been previously difficult to reach. CRF programmes will be offered as commercial courses going forward.
Implementing our Future Skills Strategy					
Increase investment in student body to improve representation	Assistant Principals/Director of Student Support 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	Fulltime, permanent Student Association Support Officer role approved and implemented from Jan23 3 x paid Vice President roles to support student engagement elected Jan 23 45 Class representatives selected and rep training carried out Oct/Nov 22
Introduce additional support and interventions to reduce student withdrawals	Assistant Principals / Director of Student Support 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	External funding secured to support further mentoring provision to aid those students most at risk of not sustaining a successful learning journey. Induction activities introduced to support student wellbeing and build awareness and resilience skills – incl 45 sessions in resilience psychoeducational workshops delivered across 6 department. Regular 4-6 weekly meetings between support and curricular teams to track and monitor those students identified as highest risk of not sustaining a successful learning journey
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	Cross-curricular staff are looking at the opportunities utilising Virtual Reality and how this will enhance the student experience, there will also be further opportunities once the Immersive Classroom is fully functional. Landbased are the first in Scotland to be using an Electric Quadbike, we have our renewables area at the STEM Hub in Hawick showcasing the new technologies.

					Land based provision has technology embedded in areas such as Horticulture (LED Growing trolleys) & newly purchased electric ATV.
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	High level brief completed and shared with Scottish Borders Council as a possible avenue of funding for the full business case.
Evaluate current estate against future requirements via SLT, develop options for consideration within current requirements and budget, and implement approved changes/alterations	Director of Estates & Facilities	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	Working with external consultants to complete feasibility studies on opportunities for Newtown Campus. Options for other sites dependant on discussions and decisions in relation to HWU position post SLA.
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	We have been successful in securing additional funding from Muirhall energy for delivery of renewable training and we are working in partnership with D&G college to deliver GWO Basic Technical Training. We are developing awards in carbon management and retrofit and hope to leverage funding via the SPF for some of these.
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	Each curricular area has embedded Global Citizenship into delivery , e.g Community project within Land based(litter picking, town gardens) within Sport coaching and fitness sessions with local schools. Scotdec have been on campus to deliver a session to one curriculum area on embedding Global Citizenship across the college. If beneficial there is an opportunity for this to be repeated or we could ask the team if they would be willing to deliver something to other areas. Curriculum areas have been asked to highlight where the Sustainable Development Goals are currently being covered so that we can establish a baseline of where we are.

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Digital Transformation					
Develop and implement revised proposal for shared service with Newbattle Abbey College and implement	Director of MIS & E-Learning	Principal & CEO	• We will continue to be an influential and collaborative partner, both regionally and nationally	• Supporting and Innovating	Phase one was successfully completed in January 2023 and the shared service to manage student NAC applications is live. Phase two, which includes timetabling and enrolment is now in development and is expected to go live in April 2023.
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	The procurement process for this was not entirely successful and we are investigating alternative solutions to ensure the CRM meets the requirements across the college.
Streamlining attendance and engagement monitoring process	Student Funding Manager	VP – F & CS	• Student outcomes are in the top quartile of colleges nationally	• Supporting Students	Ongoing and role of achievement coaches continue to monitor and review student attendance
Utilise ProPortal to allow student self-service for change of circumstances	Director of MIS & E-Learning	VP – Student Experience	• Student outcomes are in the top quartile of colleges nationally	• Supporting Students	A project plan is currently being developed with a view to launch this functionality at the start of AY23/24.
Migrate student support and learning support to ProMonitor	Director of MIS & E-Learning / Director of Student Support Services	VP – Student Experience	• Student outcomes are in the top quartile of colleges nationally	• Supporting Students	Project plan approved and project team in place. First design phase meeting scheduled late Feb 23 with implementation with pilot groups in Construction and STEM in late spring with view to rollout in AY23/24
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	Achieved and reporting of equalities data is now with pro-solutions dashboard. Next phase is the report of student guidance and support
Deliver Inclusive Leadership Programme	Director 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	Session on Equality Legislation (attended by 30 Leaders) and Managing Mental Health (attended by 34 Leaders) and Psychological Safety (attended by 33 Leaders) have taken place, other sessions are planned and in diaries through to May 2023