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**REGIONAL BOARD**

**26 October 2023**

BORDERS COLLEGE REGIONAL BOARD

## Annual Strategic Priorities

### 1.0 PURPOSE OF PAPER

1.1 This paper is presented for the Board to approve the College's annual strategic priorities, as recommended by the Senior Leadership Team.

### 2.0 EXECUTIVE SUMMARY

2.1 Each year, the College identifies a number of priority actions to enable it to further the objectives its Strategic Ambition.

2.2 For 2023-24, the Senior Leadership Team has identified eleven strategic priority actions. The actions all support delivery of our Strategic Ambition and supporting Strategies, clearly link to our performance measures, and also to Colleges Scotland's Statement of Ambition. They also reflect the outcomes of the Regional Board's workshop held in June 2023.

2.3 Updates on progress will be provided to the Board quarterly.

### 3.0 RECOMMENDATION(S)

3.1 I recommend that the Regional Board: -

3.1.1 Approve the Strategic Priorities as detailed in **Appendix A.**

### 4.0 BACKGROUND

4.1 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.

4.2 Colleges Scotland's College Sector Statement of Ambition 2021-2026 was published in 2021, 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

4.3 In June 2023, the Regional Board undertook an exercise to identify priority areas of action for the College. The full outputs from the session which considered activities to start, stop and change are listed at **Appendix B.** The Senior Leadership considered those outputs and summarised them into six themes: -

- Inclusion
- Employer Engagement
- Efficiency and effectiveness
- Wider engagement
- Efficient use of resources
- Community engagement and delivery

## 5.0 PERFORMANCE MEASURES AND PROGRESS

5.1 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**

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

5.3 The proposed 2023-24 Action Plan is shown at **Appendix A.** The actions have been linked to the Performance Measures, as well as our supporting strategies, Colleges Scotland's Statement of Ambition and feedback from the Board. We have also linked them to the Strategic Risk Register.

## 6.0 IMPLICATIONS AND CONSIDERATIONS

### 6.1 Financial Implications

6.1.1 The priorities will assist the College is generating additional income and savings, as well as ensuring we meet our core Credit target to ensure sustainable funding.

### 6.2 Learner Implications

6.2.1 Learners should benefit through improved pathways and industry links. The learner voice will also be better reflected in our planning and support services. Ultimately, learners will benefit from significantly improved learning facilities.

### 6.3 Staff Implications

6.3.1 Staff will be supported through the development and training programme.

### 6.4 Equality and Diversity Implications/Equality Impact Assessment

6.4.1 The further embedding of equalities will be supported through the action plan.

### 6.5 Sustainability/Environmental Implications

6.5.1 The action plan supports the implementation of our Sustainability Strategy and will ensure progress towards estates decarbonisation.

## 7.0 RISK COMMENTARY

7.1 The identified actions have been linked to the Strategic Risk Register with the specific intention of mitigating identified risks.

## 8.0 CONCLUSION

8.1 The priority actions identified by the Senior Leadership Team have been developed after consideration of the College's main strategic drivers. They will provide a focus for development activity in academic year 2023-24, alongside departmental development plans.

P D SMITH

Principal & CEO

29 September 2023

**Previous Committee Approvals**:

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| **For publication** ☒ | **Not for publication** ☐<br><br>**If not, why not?** |

## ANNUAL STRATEGIC PRIORITIES 23-24 Appendix A

| Annual Priority / Action | Supporting Strategy Links | | | | | Performance Measures | Link to Board Priorities | Risk Register Ref | Link to Colleges Scotland Statement of Ambition | Lead SLT Member | Executive Sponsor | Success Measures | Progress (December 2023) | Progress (March 2024) | Progress (June 2024) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Future Skills | Business Growth | Sustain-ability | Work-force | Asset Mgt | | | | | | | | | | |
| Re-align curriculum to take account of SFC targets, while also supporting regional and national priorities | | | | | | Our delivery models are personalised, focusing on individual and business need. | | 2.1 | Supporting communities<br>Supporting industry<br>Supporting Scotland | VP - Student Experience | Principal & CEO | Re-aligned curriculum plan agreed.<br>Outcome agreement agreed with SFC.<br>Sustainable resource plan agreed by Board. | | | |
| Enhance existing links and develop new and effective links and partnerships to enable increased student placements and reduce reliance on core funding | | | | | | Alumni who are skilled, resilient, enterprising and prepared for global citizenship.<br>We will continue to be an influential and collaborative partner, both regionally and nationally. | Employer engagement<br>Efficiency & effectiveness<br>Wider engagement<br>Efficient use of resources<br>Community engagement & delivery | 1.1<br>2.1 | Supporting students<br>Supporting communities<br>Supporting industry | Director of Enterprise & Business Innovation | VP - Finance & Corporate Services | 30 new business contacts in Year 2023-24.<br>Increase of 1% to non-core funding.<br>Increased number of placement opportunities from 500 to 560 | | | |
| Increase opportunity for student voice to impact and influence College strategy and operational decisions. | | | | | | An engaged and empowered staff and student body who influence our decision-making and lead improvement. | Inclusion | 2.2 | Supporting students | Director of Student Support Services | VP - Student Experience | Increase no of class representatives by 3%.<br>Have student representation at all Board Committees.<br>Student Experience Committee re-constituted to include all Executive Team. | | | |
| Improve clarity of learner pathways and number of opportunities | | | | | | Student outcomes are in the top quartile of colleges nationally.<br>Our delivery models are personalised, focusing on individual and business need. | | 2.1 | Supporting students | AP - Curriculum & Quality | VP - Student Experience | Increase number of articulation agreements from 6 to 7 and places from 50 to 70 | | | |
| Advance plans to optimise College estates | | | | | | Student, staff and employer satisfaction are in the top quartile nationally. | Efficiency & effectiveness<br>Efficient use of resources | 1.2 | Supporting & innovating | Director of Estates & Facilities | VP - Finance & Corporate Services | Carry out utilisation surveys.<br>Carry out condition survey.<br>Complete estate requirement needs based on curriculum plans. | | | |
| Enhance functionality and improve resilience of communications network | | | | | | Staff, student and employer satisfaction are in the top quartile nationally. | | 3.4 | Supporting & innovating | Director of IT & Digital | VP - Finance & Corporate Services | Complete VOIP installation.<br>Deliver baseline assessment to support network refresh. | | | |
| Through the implementation of pro-monitor and the re-alignment of Student Support Services, increase success rates for our most vulnerable students | | | | | | Student outcomes are in the top quartile of colleges nationally.<br>Our delivery models are personalised, focusing on individual and business need. | Inclusion | 2.2 | Supporting students | Director of MIS & E-Learning | VP - Student Experience | ProMonitor utilised consistently across the College.<br>Establish a baseline of satisfaction with Students with support service<br>Increase success rates for under-18 students by 2% from 2022/23 baseline<br>Increase success rates for Looked-after Children by 2% from 2022/23 baseline | | | |
| Deliver further CO2e reductions toward goal of Net Zero. | | | | | | We will be recognised as national leaders in sustainable practice | Efficiency & effectiveness<br>Efficient use of resources | 3.1 | Supporting & innovating | Director of Estates & Facilities | VP - Finance & Corporate Services | Incrementally reduce our carbon footprint based on previous years PBCCD report in line with our 2025 target of 50% reduction from our 2015 baseline<br>Complete scoping works and funding application for decarbonisation through NDEEF. | | | |

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| Enable Stakeholders to make a positive contribution to environmental sustainability | | | | | | We will be recognised as national leaders in sustainable practice.<br>We will continue to be an influential and collaborative partner, both regionally and nationally. | | 3.1 | Supporting communities<br>Supporting Scotland | Director of Estates & Facilities | VP - Finance & Corporate Services | Establish Sustainability Champions | | | |
| Deliver a staff training and development programme to support our value-based culture and ensure our people are supported in developing their skills | | | | | | An agile and creative staff body that can respond to the needs of our business and national priorities.<br>Student, staff and employer satisfaction are in the top quartile nationally. | Inclusion | 3.2 | Supporting Scotland<br>Supporting & innovating | Director of People Services | Principal & CEO | Training programme agreed and delivered.<br>Increased staff satisfaction through GPTW from 72% to 75% | | | |
| Further Embed Equalities as part of our inclusive culture | | | | | | We will continue to be recognised nationally as a progressive organisation. | Inclusion | 4.3 | Supporting students<br>Supporting Scotland | AP - Curriculum & Quality | VP - Student Experience | Equality and Diversity training included in Development training for all staff, and delivered.<br>College Outcomes mapped to national outcomes | | | |

**OUTPUTS FROM REGIONAL BOARD PRIORITES JUNE 2023** **Appendix B**

**Start**

**Feedback:**
Autism and Neurodiverse Training for Staff and Students
Music
Quiet Space ant NSB for staff or students to access
Improve Signage to Gala Campus
Prioritising
Harnessing Local Knowledge and Experience
Visits from Employers to Classes, More Industry Input for Students
Help Employers Understand the Pathways
New Courses Driven by Employer need, not just what is fundable
Lobby for Parity of Value and Discrete Value of College

**Themes:**
Inclusion
Employer Engagement

**Stop**

**Feedback:**
Stop the Cuts
Duplication of Record Keeping
Do Less Things Better

**Theme:**
Efficiency and effectiveness

**Change**

**Feedback:**
Rationalise the Estate
Review of Potential Cut to Counselling Service in College due to government cuts
Engagement with Board and Students – get the wider picture
Improvement in Transport
Changing Approach to Adult/Community Learning
Change Way SMT interacts with local business

**Themes:**
Wider engagement
Efficient use of resources
Community engagement and delivery

**What Can I Do?**

Use restaurant for corporate clients
Working on projects with students to do with Eildon
Guest lecturer

Honest feedback. Support and offer constructive advice and opinion. Help to shape and realise our ambitions as a college.
Being more aware of bullying (and “banter” that is actually bullying) and addressing that culture in class
Engage more with students
Engage more with staff but don’t get in way of Exec Team
Join a class or shadow a student. Let students shadow me.
Provide mentorship to a young female student
Teach Irish dancing
Develop designs for transitions
Enhance my professional development by doing HNC counselling
Improve awareness of neurodiversity and LGBTQ+
Help educate the Board about personal cyber security, online safety. Reputation online etc.