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REGIONAL BOARD REPORT

BORDERS COLLEGE REGIONAL BOARD

Subject: Strategic priorities 2021/22	**Purpose:** **For Approval** ☐ **For Discussion** ☐ **For Information** ☒
Prepared by: Angela Cox	**Date: 6/10/21**

Purpose: To update Board on the priority actions that SLT are progressing during 2021/22 academic year to achieve our Strategic Ambition.

Linked to Strategic Ambition: Take a leading role in enabling an inclusive, resilient and sustainable Scotland

Performance Measures: Recogise nationally as a progressive organisation

Linked to Strategic Risk Register: 1a - External Partners

New Risk Commentary: Not a new risk but if we do not deliver on our Strategic Ambition we risk damaging our reputation as an organisation that delivers.

Executive Summary:

We launched our new Strategic Ambition in the Autumn of 2020. Our Ambition is to provide innovative, life changing learning opportunities that prepare our students for global citizenship. To achieve this we have three underpinning objectives:

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

Each year our Senior Leadership Team consider the priority actions that we need to take to realise our Strategic Ambition.

In the attached document our priority actions for 2021/22 are set out and how these link to our strategic ambition performance measures. These priorities will enable us to achieve our longer term ambition so the impact will be

realised over a longer period than one academic year. The impact can be measured against the progress we make against the draft priority KPI's.

The executive team have taken responsibility for the 6 Priority areas outlined below:

- Staff Engagement – Angela Cox
- Profile & Positioning – Jane Grant
- Implementing our Skills Strategy – Heather Anderson
- Equality & Quality Improvement – Heather Anderson
- Continued Digital Transformation – Hazel Robertson
- Deliver our Sustainability Strategy – Hazel Robertson

Progress is monitored at each SLT meeting, project board and associated committees.

Recommendation: Board are asked to note the priorities and actions for this academic year and raise any questions.

Previous Committee Approvals: No

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

Strategic Priorities 2021/22

October 2021

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

Each year our Senior Leadership Team consider the priority actions that we need to take to realise our Strategic Ambition. Outlined below are our priority actions for 2021/22 and how these link to our strategic ambition performance measures. These priorities will enable us to achieve our longer term ambition so the impact will be realised over a longer period than one academic year. The impact can be measured against the progress we make against the draft priority KPI's.

Our Strategic Ambition performance measures are:

A. We will be recognised as national leaders in sustainable practice
B. We will have an agile and creative staff body that can respond to the needs of our business and national priorities
C. Our Alumni are skilled, resilient, enterprising and prepared for global citizenship
D. We will continue to be influential and collaborative partners, both regionally and nationally

E. We will have an engaged and empowered staff and student body who influence our decision making and lead improvement
F. Student outcomes are in the top quartile of colleges nationally
G. Student, staff and employer satisfaction are in the top quartile nationally
H. We will continue to be recognised nationally as a progressive organisation
I. Our delivery models are personalised, focusing on individual and business need

Progress is monitored in each SLT meeting with the executive taking responsibility for each priority.

Priority	**Alignment to strategic objective**	**Key actions**	**Alignment to strategic performance measures**	**Associated KPI measure**
Staff Engagement	2.		B.E.G.H	Staff satisfaction to be 80%
Progress the actions highlighted in the Great Places to Work survey.		● Mediated discussions with the two least satisfied teams and their manager with agreed actions progressed. ●Introduce monthly departmental STAR award and celebration. ● Expanded the use of Coffee Vouchers to WLT ●Thank you page added to Newsletter.		
Revisit the Innovation funding and group to encourage staff to come forward with a good idea.		• Review the innovation & ideas committee and process making it more accessible for staff.		
Revisit the meeting and communication guidelines established two years ago to ensure all staff members are aware of		• Continue with staff open forums. • Principal will attend staff meetings periodically. • Purchase GPTW software to provide more dynamic staff survey functions and gather quick and timely feedback.		

what is happening and how to feed into SLT				
Profile and Positioning	2. 3.		B.D.E.H.I	Credits will be fully utilised. Apprenticeship starts grow. Budget performance is as planned.
Increase national profile		• Increase the number of events Borders College will lead/speak/present at. • Increase national media presence via social and print. • Increase the number of awards we will be shortlisted for. • Increase our presence on national boards and forums in key areas. These include Digital, Green Skills, Enterprise & Innovation		
Bring together the excellence in the curriculum and business enterprise departments and develop innovative learning opportunities and commercial opportunity.		• Set up industry forums • Agree joint curriculum and business enterprise targets and performance monitoring • Progress outcomes from DEBI industry consultation		
Implementing our Skills Strategy	1.		A.C.F.G.H.I.	Credits will be fully utilised. Student retention, progress and satisfaction improve. Employer satisfaction improves.
Develop our student population as Global Citizens		• Build on our Turin funding to increase international exchange opportunities. • Building into curriculum delivery international input from virtual visits to different global practice.		
Ensure our students develop their Employability, Enterprise and Metacognitive skills		• Embed meta skills in curriculum delivery including work experience, community and enterprise projects.		
Develop digitally smart people		• Continue to build on DDI work to embed digital into curriculum programmes • Progress the work of the Digital Skills Hub to provide a broader range of IT training opportunities from senior phase to Degree level.		

Enable students to make a positive contribution to environmental sustainability		• Develop a Climate Change (Carbon literacy) induction module to be given to all students • Each full time programme of study has an sustainability project or lesson embedded into the scheme of work.		
Equality and Quality Improvement	1.2.		C.F.G.H.I	Credits will be fully utilised. Student retention, progress and satisfaction improve. Employer satisfaction improves. Quality of LTA improves.
Raise the profile and engagement with the Equality Outcomes Action Plan		• Build equalities targets into managers reviews • Equalities officer to visit college teams to highlight their role in achieving the targets set out in the Equality Outcomes. • Review equalities training re its impact and the expectation placed on staff to attend. • Monitor more regularly the progress made in SLT and at the regional board.		
Implement a refreshed Quality Improvement cycle.		• Improve the quality of learning and teaching through understanding of pedagogy applied to hybrid learning approaches. • Improve the tracking and monitoring of student progress through ProMonitor and earlier intervention of those at risk of not achieving. • Build in quality systems during migration from Moodle to Canvas.		
Continued Digital Transformation	1.		F.G.H	Student progress, retention and satisfaction improves.
Embed DTP Year 1 ensuring all requirements met.		• Work though implementation glitches • Conduct a staff review and post programme evaluation. • Complete the programme for CANVAS VLE rollout.		

Develop and agree DTP year 2		• Consult and agree priorities. Options include CRM, curriculum planning, extending Pro Solution modules, Finance and HR systems and data analytics. • Complete design phase for agreed work streams • Implement agreed systems. • Develop an information strategy.		Staff satisfaction improves. Quality of LTA improves.
Deliver on our Sustainability Strategy	1.3.	• Update our sustainability training for all staff • Deliver carbon management projects relating to travel and transport - electric vehicles and charging points • Make carbon reduction improvements at Hawick campus • Undertake waste audit including HWU to agree improvement plan • Improve provider links on transport with SBC • Commence sustainability procurement, behavioural change and community project workstreams.	A.C.H	Budget performance is as planned. Student, staff and stakeholder satisfaction improves.