

Borders College



Workforce Strategy



Regionally Focused – Globally Engaged

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I. Introduction

Borders College recognises the contribution our staff make to delivering our vision and strategy.

Our workforce of more than 300 staff members is our most valued asset, and it is the commitment and innovation of our team that ensures our success.

Scotland is facing an unprecedented period of change and this will influence the way that we work in the future. Borders College is committed to investing in our staff to develop the necessary skills, creating an agile and flexible workforce to respond to these challenges and opportunities.

This Workforce Strategy links directly to our Strategic Plan and seeks to create a highly talented, diverse and motivated workforce who are empowered and engaged through working in a developmental, collaborative, forward thinking and dynamic working environment. Our Workforce Plan provides more detail on the specific actions we will undertake to achieve this.

In order to succeed we need the right people, with the right skills and values, in place at the right time. We need exceptional leaders at all levels of the organisation who advocate our culture, live our values and strive for excellence.

We strive for fairness and inclusion in all that we do and are committed to national initiatives working to uphold the standards identified within the Fair Work Framework.

We aim to enhance our position as an employer of choice. We are proud to be a Living Wage and Disability Confident Employer.

Borders College is committed to ensuring that all staff work in an environment free from discrimination, harassment and victimisation so everyone can progress equally.

OUR STORY SO FAR...

- Living Wage Employer
- 1st College in Scotland to achieve LGBT Silver award
- Healthy Body, Healthy Mind Award
- Healthy Working Lives Gold Award
- Mentally Healthy Workplace Award
- Disability Confident Employer
- Carer Positive Employer
- SCQF Inclusive Employer
- GTCS Professional Update Accreditation
- CDN Awards shortlisted for Essential Skills and Innovation 2020
- Green Gown

II. Link to Strategic Ambition

The Workforce Strategy has been developed to support and enable the College to meet its strategic ambition:

We will provide innovative, life-changing learning opportunities that prepare our students for global citizenship.

We will continue to be the learning and training provider of choice for employers, students and our staff.

In order to meet this ambition, the values and behaviours of everyone is paramount.

Values

Our values underpin who we are and how we behave. Our strategy will be delivered through our values-based culture and contribute to our distinctive approach.

For our students, staff and community, we will be:

- Inspiring
- Innovative
- Collaborative
- Inclusive
- Empowering

Behaviours

In demonstrating our values, we will:

- Be respectful
- Value the contribution of everyone
- Be a positive role model
- Behave as one team
- Strive for excellence

III. Objectives

ENGAGEMENT

Our Workforce Strategy aims to enhance communication, encouraging and engaging our people with the aims and values of the College and providing opportunities to contribute to future direction, decision-making and the College community.

We will work together to:

- Create opportunities for enhanced two-way communication and scope for staff to provide feedback for our future development
- Foster a culture of respect, openness, transparency and accountability across the College
- Communicate clear and concise expectations of individual roles, responsibilities and impact on the overall success of the College

WORKFORCE FOR THE FUTURE

We recognise that roles change over time. In addition to responding to change, we will fully embrace technology and provide our staff with the flexibility, knowledge and resources to ensure our future generations prosper in the digital world and have the meta cognitive skills to thrive in the evolving world of work.

We will work together to:

- Adopt agile and flexible working methodologies that respond to change and the needs of students, staff and stakeholders
- Provide opportunities for effective cross-college partnership working to share and build on our success
- Ensure that our people are leaders in digital literacy and meta cognitive skills
- Cultivate the very best talent from within and outwith the College to support curriculum development, deliver strategic priorities and capitalise on growth opportunities

WELLBEING, RECOGNISING AND CELEBRATING SUCCESS

We know that the goodwill of staff creates a positive, friendly culture that our partners and visitors recognise and value. We appreciate our staff's efforts to deliver excellent services and create outstanding learning experiences for our students.

Recognising, rewarding and celebrating individuals and collective success is an inherent part of that culture. We provide opportunities for our staff to flourish by creating positive working environments and supporting initiatives to improve their health and wellbeing.

We will work together to:

- Create an environment where people flourish, providing scope for them to work flexibly and with greater autonomy
- Enhance opportunities to improve the health and wellbeing of our workforce
- Embed a culture of ongoing recognition, where the provision of regular feedback is the norm and feedback provided is honest, consistent, constructive and focused on providing recognition, as well as supporting outcomes

INNOVATION AND CREATIVITY

Our Workforce Strategy aims to provide staff with the freedom and scope to innovate and use creativity to enhance the learning experience for all.

We will work together to:

- Instil respect, trust and confidence in our people to deliver the best learning experience
- Seek to continually improve and develop and strive for excellence in everything we do
- Be collaborative in our approach, listening to each other and working in partnership to shape the direction of the College
- Demonstrate our culture, values and behaviours in everything we do
- Lead the development of the College through new creative approaches
- Develop our learner-centred approach to ensure everyone reaches their full potential

IV. Priority Actions

In meeting the strategy, we will:

- **Listen and respond to our staff**
- **Enhance the digital skills of all staff**
- **Deliver engaging and thought-provoking equalities training**
- **Develop a workforce which is focused on leadership at all levels**
- **Further embed our values and behaviours**
- **Deliver a suite of wellbeing activities to enhance the wellbeing and motivation of staff**
- **Encourage staff to engage in placement and/or exchange opportunities**

V. Measures

ENGAGEMENT

- An engaged and empowered staff body who influence our decision-making and lead improvement
- Staff satisfaction is in the top quartile nationally

WORKFORCE FOR THE FUTURE

- We will continue to be an influential and collaborative partner, both regionally and nationally

WELLBEING, RECOGNISING AND CELEBRATING SUCCESS

- We will continue to be recognised nationally as a progressive organisation

INNOVATION AND CREATIVITY

- An agile and creative staff body that can respond to the needs of our business and national priorities

VI. Conclusion

As a College, we:

Recruit and Retain

Recruit and retain a highly skilled workforce in a fair and transparent way with a consistent approach.

Health, Safety and Wellbeing

Provide a safe and healthy working environment for our people.

Recognition

Attract and motivate our people with a competitive reward offer, including pay and non-pay elements.

Engagement

Encourage and motivate our people to actively engage with the aims of the College, providing opportunities to contribute to future direction, decision making and the community of the College as a whole.

Equality and Diversity

Are welcoming to all, supporting, encouraging and developing our people regardless of background – respecting and promoting diversity.

Employee Relations

Work in partnership with Trade Unions and Staff Representatives, guided by the Staff Governance Standards, ensuring that our people are well informed, involved in decisions which affect them and are treated fairly and consistently.

Learning and Development

Develop a highly skilled workforce, with agility and commitment, to develop their skills further, particularly in areas of growth and demand such as STEM, digital and meta cognitive skills.

