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# FINANCE & GENERAL PURPOSES COMMITTEE REPORT

BORDERS COLLEGE REGIONAL BOARD

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| **Subject:**<br>Workforce Strategy | **Purpose:**<br>**For Approval** ☒<br>**For Discussion** ☐<br>**For Information** ☐ |
| **Prepared by:**<br>Debbie Kerr/Janet Robertson | **Date:** 3 March 2020 |

**Purpose:** To seek approval of the Workforce Strategy to support the College Strategy

**Linked to Strategic Goal 2: Deliver successful outcomes for all our learners.**

**Executive Summary:** The College Strategic Plan and HR and Staff Development Strategy come to an end in June 2020. In order to support the College Strategy moving forward we have developed a Workforce Strategy 2020- 2024. A workforce plan will sit underneath this strategy and will support:

- Innovation and Creativity
- Engagement
- Workforce for the Future
- Wellbeing, Recognising and Celebrating Success

Which will lead to a workforce which is engaged, driven, well led, creative, innovative and future ready.

**Recommendation:** The committee approves the Workforce Strategy

**Previous Committee Approvals:**

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| **For publication** ☒ | **For publication with redactions** ☐ | **Not for publication** ☐ |

# WORKFORCE STRATEGY 2020 – 2025

## 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. Borders College is committed to investing in our staff to develop the necessary skills, creating an agile 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.

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## 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 Accrediation
- (any more CDN Awards, Green Gown etc)

## 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

## WORKFORCE FOR THE FUTURE

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 methodologies that respond to 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 out with the College to support curriculum development, deliver strategic priorities and
- capitalise on growth opportunities

## 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

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## 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 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

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