



FINANCE AND RESOURCES COMMITTEE

2nd October 2025

People Strategy 2030

1.0 PURPOSE OF PAPER

For decision

- 1.1 The purpose of this paper is to provide an opportunity for the Finance and Resources Committee to review and approve the People Strategy.

2.0 EXECUTIVE SUMMARY

- 2.1 The People Strategy 2030 is one of the supporting Strategies of the Vision 2030.

3.0 RECOMMENDATION(S)/ACTION(S) REQUIRED

- 3.1 I recommend that the Finance and Resources Committee approve the People Strategy.

4.0 BACKGROUND

- 4.1 The strategy sets out the aims of the College in terms of its People and identifies key themes.
- 4.2 The People Strategy provides key performance indicators which will be monitored by the Finance & Resources Committee of the Board.

5.0 People Strategy

- 5.1 The People Strategy is attached to this paper.

6.0 IMPLICATIONS AND CONSIDERATIONS

6.1 Financial Implications

Finance will need to be available within the budget to develop our people.

6.2 Learner Implications

Sufficient well trained and skilled staff to deliver services and curriculum

6.3 Staff Implications

The Strategy details the actions and behaviours that our people will need to adhere to, to meet the strategic aims within the themes.

6.4 Equality and Diversity Implications/Equality Impact Assessment

Inclusive environment for work and study

6.5 Sustainability/Environmental Implications

None identified

7.0 RISK COMMENTARY

- 7.1 The Board has a duty to ensure that the College is well managed and that we are meeting our obligations under the People Strategy. Without a robust, measurable People Strategy, there is a risk that the College does not appropriately recruit, develop and retain the people it needs to achieve the ambitions of Vision 2030.

8.0 CONCLUSION

- 8.1 Member should provide any feedback on the draft Strategy ahead of it being implemented through training sessions for our WLT and wider distribution to all staff.

Deborah M Kerr

Director of People Services

October 2025

Previous Board or College Committee Approvals:

None

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People Strategy 2030

Empowering **People**, Driving **Success**



Respectful, Responsible, People-Centred

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People Strategy 2030

Empowering **People**, Driving **Success**

Foreword

Welcome to “Empowering People, Driving Success”, Borders College’s People Strategy for 2025-2030. It is designed to support the outcomes set out in **Vision 2030**, our statement of ambition.

At Borders College, our mission is to provide the highest quality learning experience and outcomes, to support business and to drive economic growth in the Scottish Borders. Our Vision 2030 clearly states that our people are absolutely crucial to our mission, and this People Strategy clearly defines how we will ensure their contribution is meaningful, focused and measurable.

We can only succeed in our ambitions by bringing people together, guided by our shared values and sense of purpose. Vision 2030 has stated that Borders College is:

- **Respectful;**
- **Responsible; and**
- **People-Centred.**

Enabling people to succeed means all of us living by those values, and this Strategy sets out how we will work together to make Borders College a place where everyone can succeed. Our College should be a great place to work and I look forward to working with everyone here to ensure that is realised.



Pete Smith, Principal and CEO



Introduction

Borders College **Vision 2030**, “Your College Your Future” is our statement of ambition, setting out what we want to achieve for the Scottish Borders by 2030. This People Strategy is one of five key supporting strategies which will be pivotal in ensuring our ambitions are realised.

This strategy is about creating the conditions for people to succeed – individually and collectively. By working together with respect and shared purpose, we ensure Borders College is a fair work employer and a place where colleagues feel proud to work, students achieve their best, and our community benefits from our success.

Our overarching theme is to enable our people to flourish and this People Strategy is shaped around five connected priorities:

- 1. Attracting and Retaining Great People** – build our reputation as an employer of choice and ensure staff feel valued and supported.
- 2. Developing Exceptional People and People Leaders** – invest in professional development and strengthen leadership capability at all levels.

- 3. Valuing Diversity and Promoting Wellbeing and Inclusion** – create a safe, inclusive and healthy working environment.
- 4. Investing in a Healthy Culture** – embed our values in daily practice and support balance, trust and respect.
- 5. Enabling Great Performance and Delivery** – create the conditions for excellence, accountability, and continuous improvement.

Each of these priorities has clearly defined actions for both the College as a whole and for every team member.

We also recognise that we can only ensure success by defining clear, measurable targets and goals.

Your College, Your Future

The Strategy recognises that success depends on partnership. Our People Services team will lead and enable, but every colleague has a role to play. Progress will be monitored annually by our Senior Leadership Team and the Board through surveys, data and a performance dashboard.

Strategic Priorities

By 2030 we will:

- Implement a workforce planning programme to anticipate and address skills gaps and resourcing needs, ensuring more accurate staffing budgeting processes and well informed and confident budget holders.
- Enhance our staff offer – including a staff recognition programme designed and driven by staff, and improved usage of our benefits package.
- Strengthen our reputation as a fair and supportive employer, through positive public relations and sharing our stories.

What we expect from our people:

- Engage with career development and review discussions.
- Recognise and celebrate colleagues' achievements.
- Contribute to timely, fair recruitment processes.

1 Attracting and Retaining Great People

Our College has the aspiration to be truly sector-leading, and our future depends upon attracting and retaining people with the capabilities to realise this. Our recruitment campaigns will leverage our reputation and the development opportunities we offer, so that we attract the best people in a competitive jobs market. Without skilled people we simply cannot deliver the right outcomes for our students.

We are inclusive and seek to attract and retain people with potential and relevant experience, from a range of sectors and all

walks of life. This requires us to review not just how we bring people into the College, but also where and how we source people and how we induct new joiners. Having invested in them, we need to ensure they wish to remain working for us in the service of our Vision, whilst having opportunities to develop and follow different career paths which support personal growth.

The College's approach to reward and recognition will be a key factor in whether we achieve our retention and attraction aspirations.

2 Developing Exceptional People and People Leaders

People are the College's core strength, which is why we invest in developing the potential of everyone.

Recognising the challenges faced by people in delivering “the day job”, our approach to learning is to allow people to prioritise their professional skills development and career aspirations, while meeting their performance goals.

We will develop impactful, strategic leaders as well as strengthen line management capability across the College. We will ensure leaders and line managers have the time to fulfil their role in developing their teams and are skilled in doing so.



By 2030 we will:

- Ensure that those who wish to access specialist and professional learning are given the opportunity to engage with professional development opportunities.
- Deliver an ambitious Leadership Development programme to all people leaders, addressing identified development needs through Staff Performance and Development Reviews and professional learning conversations.
- Ensure that all staff are aware of clear internal career pathways.

What we expect from our people:

- Take responsibility for personal learning and growth.
- Share knowledge and mentor others.
- Managers will actively support team development and feedback.

By 2030 we will:

- Conduct annual equity audits of internal promotion and external recruitment, and take any necessary action on the findings.
- Act on staff survey feedback about wellbeing and belonging to improve feedback.
- Strengthen engagement with diversity champions and networks by formalising roles and supporting increasing active participation rates.

What we expect from our people:

- Treat everyone with fairness and respect.
- Champion diversity and inclusion in daily practice.
- Seek and offer support when needed.

3 Valuing Diversity and Promoting Wellbeing and Inclusion

Diversity, inclusion and wellbeing are central to the College's future success. We firmly believe that everyone is unique and should be respected for their differences. Our emphasis on ensuring colleagues' psychological safety so that individuals feel able to speak up, offer ideas and ask questions, will help the College and colleagues to thrive and grow together.

Building a diverse workforce means we can leverage different skills and perspectives to improve decision-making and better meet the needs of the students and the stakeholders we serve.

Increasing our diversity and building an inclusive workplace will also help the College become more creative and innovative, as well as increasing our ability to keep attracting, retaining and growing talent from different backgrounds and with different characteristics.

The College aims to promote and enhance the health and wellbeing of its people. This People Strategy shows what each of us can do to support and improve the wellbeing of everyone working for the College.

4 Investing in a Healthy Culture

How we do things across the College matters: our leadership and our own daily actions, behaviours and interactions with others all combine to shape not just our own experience of our culture, but also that of students and stakeholders.

We co-created our College Values. They are the things we hold dear, and which form the

foundation on which we deliver our work and on how we conduct ourselves. They are our shared guiding principles.

The challenge for every one of us is to be mindful of delivering expected outcomes in a way that sustains and strengthens a healthy College culture, recognised as such by all stakeholders.



By 2030 we will:

- Have demonstrably embedded our values across all aspects of work.
- Extend flexible working, wellbeing initiatives and sustainable work-life balance to increase staff satisfaction.
- Recognise and celebrate positive behaviours and contributions.

What we expect from our people:

- Live by our values consistently.
- Take part in feedback opportunities, such as surveys.
- Acknowledge and thank colleagues for their contribution.

By 2030 we will:

- Provide increased learning opportunities to individuals to develop in their job roles.
- Ensure we support professional qualifications for lecturing staff (Teaching Qualification in Further Education/General Teaching Council for Scotland).
- Embed structures to encourage peer learning, reflection and innovation across all departments.

What we expect from individuals:

- Engage fully in performance reviews.
- Be open to giving and receiving constructive feedback.
- Recognise and celebrate strong performance in others.

5 Enable Great Performance and Delivery

Our People Strategy will enable the College, in delivering its responsibilities, to stay true to its core values by creating a constructive and collaborative performance culture based on respect and integrity.

We all recognise how motivating it is to work in a place where personal growth and development is encouraged, where ownership for choices and decisions is enabled and where everyone is supported to be the best they can be. Enabling people to flourish seeks to achieve this.

To be successful in our work, each of us needs to understand what and how we are

now expected to achieve through our work, and to be supported to undertake our work in the best possible ways. Our leaders and managers have a crucial role in establishing clear and inspiring work goals and in creating opportunities for us to develop and apply our skills and knowledge in the most effective ways; letting us know through regular two-way conversations how we are performing.

Our approach to learning and development will focus on learning by fulfilling our roles and collaborating with others. Targeted formal learning opportunities and professional skills training will continue to be available, to keep us relevant and future-focused.

Measuring Our Success

The performance measures for this People Strategy are set out in the following dashboard. The targets represent a gradual, incremental improvement from an already strong position, and are designed to ensure we demonstrate improvement across the broad themes of this Strategy.

Priority	Measure	Baseline (2025)	Target (2026)	Target (2030)
Attract and retain	Vacancy rate	1%	1%	1%
	Voluntary turnover	8.6%	8%	7%
Develop skills & leadership	Internal promotions	67%	68%	70%
	Leadership effectiveness survey scores	72%	73%	75%
Diversity and wellbeing	Diversity disclosure rate	87%	90%	100%
	Absence rates	3%	3%	3%
Positive culture	Engagement score	76%	78%	80%
Performance	Performance reviews completed	78%	90%	100%





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Empowering **People**, Driving **Success**

Credits

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Borders College and
NC Art and Design students.

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