

**BORDERS
COLLEGE**



**STRATEGIC
AMBITION
2020-2025**

Regionally Focused — Globally Engaged

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Foreword

Borders College is a focal point for Education and Training within the Borders Region, wider south of Scotland and beyond. The College has impressive modern physical buildings and is also a vibrant regional hub for the development and delivery of digital learning, with its reach stretching into schools, homes, businesses, health and care settings, and universities.

Borders College, as a beacon for excellence, is much in demand as a leader and proactive innovator, collaborating widely through engagement with a variety of stakeholders. Recent successes with significant sustainable impact include our new Sustainable STEM Hub in Hawick, developed in partnership with Scottish Power, a collaboration with Eyemouth Boatyard to provide Boatbuilding Apprenticeships and our Care Career Academy, developed in partnership with Borders Council.

Borders College is accessible to all, with a strong track record of success. Learners and learning are at the heart of the College. It is a College that provides lifetime learning opportunities, from school leavers and apprentices to re-skilling, up-skilling or enabling you to fulfil the dream of starting a business.

The Strategic Ambition 2020-2025, developed following wide consultation, is supported by operational strategies and measurable performance targets. The Board commends the Strategic Ambition and endorses the aspirations of the leadership team to continue to build purposefully on solid, evidence-based foundations.



Elaine Acaster,
Interim Chair

Introduction

Our new Strategic Ambition sets out how we will respond to our regional and national socio-economic priorities as the leading provider for skills development in the Borders and beyond.

Borders College will continue to play a critical role in advancing an inclusive economy for Scotland. Building on our expertise and knowledge, we will work in partnership with others to draw on specific expertise in order to continue to provide excellence in a rapidly changing world.

The significant contribution our staff make to delivering outstanding and innovative learning approaches for our students and employers is valued. We will continue to recognise our staff as our biggest asset and will continue to listen, support and invest in their development so that we retain a culture which reflects our values and behaviours.

The opportunities for the Borders are significant, with the establishment of a South of Scotland Enterprise Agency, being part of the Edinburgh and South East City Region Deal and Borderlands Deal. Advances in technology mean that we will live and work within an interconnected global network. We will provide our alumni with the knowledge, skills and values they need to embrace the opportunities and challenges they will encounter as global citizens.

As a progressive organisation, we will continue to be regionally focused but globally engaged to ensure the successful delivery of our purpose-driven strategic ambition.



Angela Cox, Principal

Strategic Context

This strategy, which covers the period to 2025, has been developed in consultation with students, staff and key stakeholders, and builds on the institution's heritage, the expertise of its people and its location.

Borders College operates within a coherent strategic policy environment, led by the Scottish Government and its Enterprise and Skills Strategic Board. While it will continue to influence and deliver on national policy, it will do so alongside its contributions to building a resilient and inclusive economy for the south of Scotland.

Within the context of a rapidly changing world, the socio-economic landscape across the south of Scotland is challenging; however, opportunities are exciting and extensive.



Strategic Context

Advances in technology, data capture and digital connectivity provide local businesses and communities with increased potential to adopt new practice and in turn, to be globally connected and competitive. An inclusive and circular economy will be central to Scotland's recovery, and Borders College will play a leading role in enabling this transformation.

The College is already well positioned to drive forward the new emerging economy for Scotland and plays an integral role in equipping its students with the meta and digital skills required to play an active role in their community and global economy.

Its Digital Learning & Skills Network will be a key enabler to engage and provide learning and training opportunities to a wider range of stakeholders, while its technology focused skills hubs will provide the catalyst to take a leading role nationally.

The Borders Technology Enhanced Care Hub will continue to be employer-focused and bring the latest SMART Technologies and Data Science to the Health and Social Care industry.

Regionally Focused — Globally Engaged

The ecology of the south of Scotland means that Borders College is well placed to be a national leader in contributing to Scotland's circular economy.

Borders College will continue to lead in the field of renewable energy production, as demonstrated by our award-winning SHARC Water renewables system, whilst conserving our natural environment with our Land-based provision.

Energy efficient buildings and modern construction methods delivered from our Sustainable Construction STEM Hub will educate and effect behavioural change in our students, staff and community, and will drive Scotland's circular economy and meet our climate change commitments.



Strategic Context

Underpinning this ambitious and progressive activity, Borders College has the knowledge and experience to have a positive impact on the future economy of Scotland through its well-established partnerships across the Borders region, including the South of Scotland Enterprise Agency, the Edinburgh and South East City Region Deal and Borderlands Deal.

Its extensive relationships with employers across the Borders and beyond ensures it is responsive to the training needs of employers now and the skills that future talent will need. The College has the expertise and experience in developing people and equipping them with the necessary skills to become engaged global citizens.



As its focus moves to the period through to 2025, the College's offer will continue to evolve to reflect the current and future skills needs of the south of Scotland and beyond.

Agile and innovative in its approach when responding to the needs of the community, Borders College is proud to be regionally focused but globally connected. Collectively, the team will now take its strengths and build on them to ensure the successful delivery of its purpose-driven strategic ambition.



Strategic Ambition

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

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

Strategic Objectives

In achieving our ambition, our strategic objectives are:

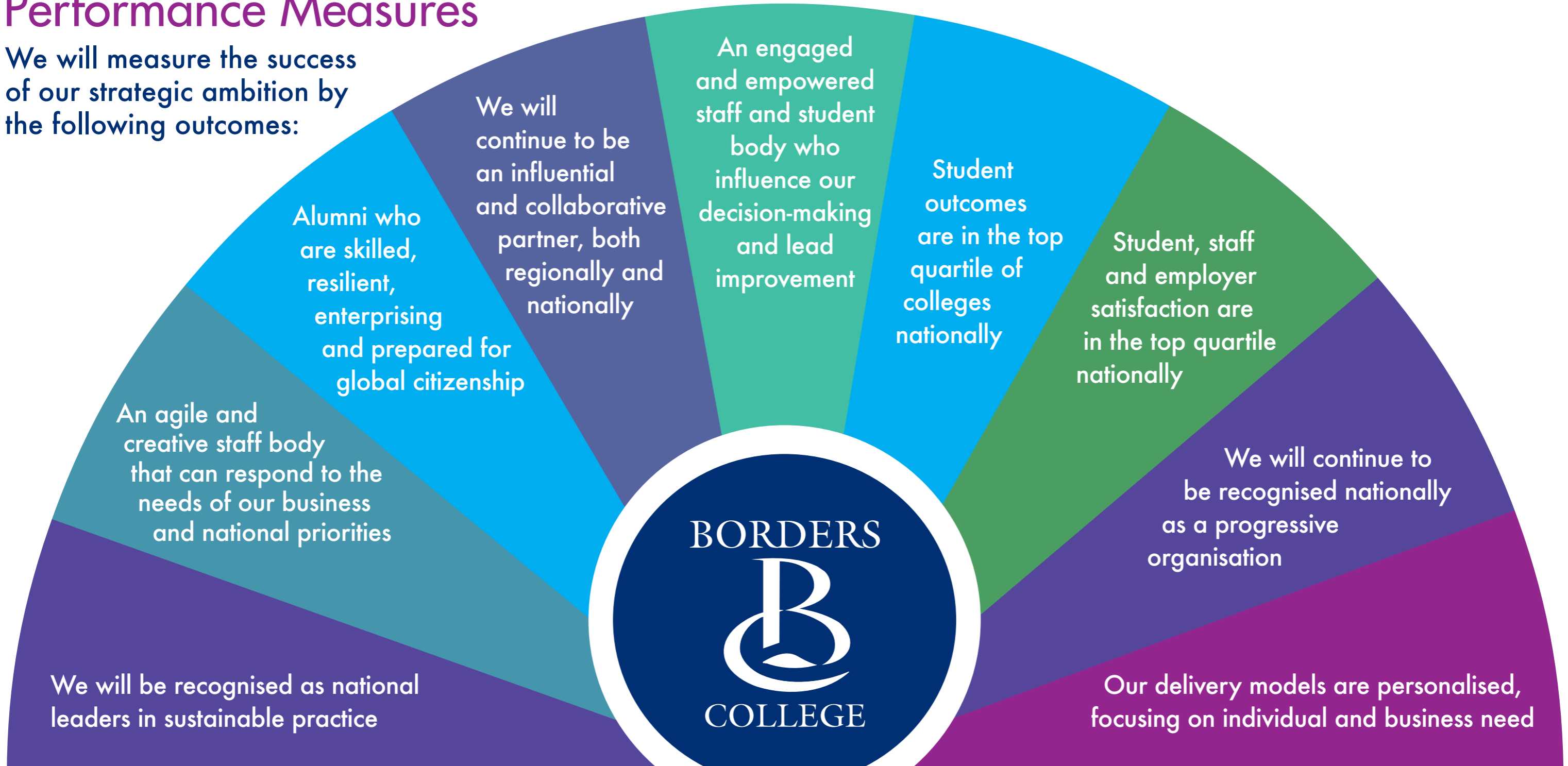
We will create high quality learning and training opportunities which are **relevant, enabling and flexible.**

We will **proactively engage** with our **community and stakeholders** to ensure our practice reflects their needs.

We will take a **leading role** in **enabling an inclusive, resilient and sustainable Scotland.**

Performance Measures

We will measure the success of our strategic ambition by the following outcomes:



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:



Students

Our alumni understand the wider world and their place in it. They are confident to take an active role in their community, and work with others to make our planet more equal, fair and sustainable.

As effective global citizens, our alumni will be flexible, creative and proactive. They are able to solve problems, make decisions, think critically, communicate ideas effectively and work well within diverse teams and groups of people.

In 2019/2020

5,300
students enrolled
at Borders
College



350

students enrolled in
an apprenticeship in
2019/2020

Over
700 Learning
programmes

97%
of students feel staff
encourage students to
take responsibility for
their learning



50%
FEMALE

0.3%
OTHER
0.26%
PREFER NOT
TO SAY



49.44%
MALE

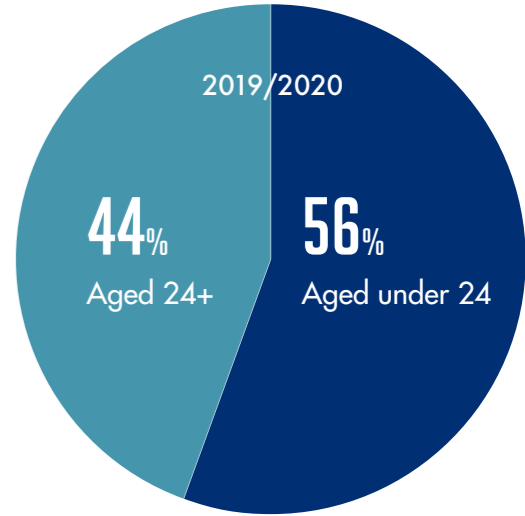
15%

of Borders
College activity is
HE provision

90%
student
satisfaction
rate

"I would recommend
a modern apprenticeship to anyone
who feels as though they just want
to get straight into working in the area
that interests them and learn whilst
getting paid to do the job."

– Nicola Crombie



84%
of full-time courses
included work
experience in
2019/2020

40%

increase in students
studying STEM
subjects between
2015-2019

"I thoroughly
enjoyed my time at Borders
College. I had a really good
relationship with my lecturers.
If it hadn't been for them, I wouldn't
have been able to take the leap of
faith and open my business."

– Stacey Lumsden

Staff

We value the contribution every staff member makes in delivering our strategic objectives. We are committed to fostering talent and support a wide range of professional development, encouraging each individual to be a leader within their role. Borders College is an inclusive and listening employer who encourages ideas and solutions from all our employees.

"I feel the organisation does all it can to keep us informed and support us in our roles."

"I always feel fully informed and supported."



The College has over
320
members of staff

"I think we work well as an organisation to give our learners the best service."

95.5%

of students feel teaching staff demonstrate their professional and subject knowledge

Our Awards

- Living Wage Employer
- 1st College in Scotland to achieve LGBT Silver award
- Healthy Working Lives Gold Award
- Mentally Healthy Workplace Award
- Disability Confident Employer
- Carer Positive Employer
- SCQF Inclusive Employer
- GTCS Professional Update Accreditation

"I think everyone pulls together, supporting each other no matter what their role in the organisation."

Employers

By working in partnership with our employers, our curriculum and training offer is constantly evolving to meet the needs of our students and industry.

We provide in-work learning and up-skilling opportunities to the current workforce and develop work-ready talent to fill new and emerging roles.

On average,
we work with
500
businesses
each academic
year



“Borders College are a valued partner. Their continuing flexibility and collaborative working supports NHS Borders to appropriately train and develop staff to enhance the services provided as we strive to deliver world class health care.” – Kim Smith and Edwina Cameron, NHS Borders

“We are engaged in a process of improving the skill levels in the marine sector in Eyemouth where we operate. It is quite a specialist sector and the problem for many years was that there was no close training and education suitable, meaning that there is a dearth of the skills that we and others require in the area. So we are really pleased to be working with Borders College to change this for the much, much better. It is a journey, but the good news is that we are started on it together.”

– Patrick Flockhart, Director, Eyemouth Marine Ltd

“Finlaysons has worked with Borders College for more than thirty years, having placed more than 50 apprentices there over the years. All of our Joinery and Painting Apprentices attend Borders College. The College has a good grasp of the requirements of local construction companies, and by holding Employer Liaison meetings we can put over the employer’s point of view regarding future requirements.”

– Ian Baxter, Operations Advisor, Finlaysons



“The application of technology in agriculture is moving quicker than ever as we now record many different things to what we did in the past and to a higher detail. For this our workforce needs to adapt and learn a different set of skills to what they would have had 20 years ago, but also have the same traditional husbandry skills that have been in farming for generations. Our partnership with Borders College has given us access to a structured course, ensuring the required documentation for their apprenticeship is completed in college or on farm, but also allowing them the freedom to work and learn the practical challenges that careers in farming have to offer.”

– Sion Williams, Farms Manager, Buccleuch Estates Ltd

93%
of students feel
their time at college
has helped them develop
knowledge and skills
for the workplace

“Through our Memorandum of Understanding with Borders College, we have a commitment to work together on the significant areas that we have in common, such as attracting and developing talent to support business growth, the creation of high quality jobs and the delivery of inclusive economic growth. Borders College has undertaken extensive work to develop a Care Career Academy model. This is significant to Eildon as we embark on a rapid expansion in the care service business.”

– Deborah Taggart, HR Manager, Eildon Housing Association

Community and Partnerships

We regard the concept of community in the broadest of contexts. Community is groups of people we consider our stakeholders. Community is the people who live and work near our campus buildings. Community is those people who engage with us digitally, without ever visiting a physical building or meeting with us face to face. Community is also the Scottish nation and the global population and our planet.

In 2019, we have **reduced** our carbon emissions by **34%** since 2014.



“Our relationship with Borders College is based on a strong foundation with positive collaborations underway, such as the established South of Scotland Skills and Learning Network, funded by SOSEP, and we are committed to building upon this excellent work moving forward. Working together, we can focus on an optimistic future and one which makes our economy stronger than ever.”
 – Professor Russel Griggs OBE, Chair of South of Scotland Enterprise (SOSE)

Our staff are proactive in engaging with a wide range of partners and sector-wide networks. We draw on expertise and share best practice to support us in delivering our strategic objectives.

Global citizenship strengthens partnerships

Our partners and stakeholders include:
 South of Scotland Enterprise
 Edinburgh & South East City Region Deal
 Scottish Funding Council
 Skills Development Scotland
 Scottish Borders Council
 Employers

Our Learning and Skills Network

SCOTTISH BORDERS

Innerleithen

Galashiels Academy

Selkirk High School

Hawick High School

Newcastleton

Berwickshire High School

A Heart for Duns

Earlston High School

Jedburgh Intergenerational Campus

Farne Salmon

Eyemouth High School

Eyemouth Marine A Garage for the Sea

Kelso High School

Hawick Campus

BORDERS COLLEGE

BTECH Technology Enhanced Care Hub

BSTEM Sustainable Construction Hub

“The ability for public, private and third sector partners to develop a shared vision and purpose is critical to regional economic success. SCDI enables that conversation by bringing education and training providers together with businesses and civil society partners to share insights and intelligence. Borders College strategy is critical to the success of not just of the south of Scotland region but for Scotland as a whole. SCDI looks forward to continued collaboration and partnership with Borders College.” – Sara Thiam, CEO, Scottish Council for Development and Industry (SCDI)

Supporting Strategies

The successful delivery of Borders College Strategic Ambition, and the long-term sustainability of the organisation, will be underpinned by a series of supporting strategies.



Asset Management

Delivering value by coordinating activity through cohesion and integration of our systems.



Workforce

Our people are at the heart of what we do.



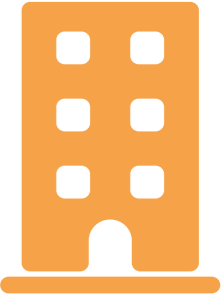
Curriculum

Continually evolving the curriculum to be fit for purpose for students and employers.



Financial Plan

Supporting all with a sound financial future.



Business Growth and Engagement Strategy

Seeking collaboration and purposeful change for the organisation.



Sustainability

Responding to the climate crisis through a series of innovative projects and organisational behavioural change.





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