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# FINANCE & GENERAL PURPOSES COMMITTEE REPORT

BORDERS COLLEGE REGIONAL BOARD

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| **Subject:**<br>Employee Engagement Survey 2019 | **Purpose:**<br>**For Approval** ☐<br>**For Discussion** ☐<br>**For Information** ☒ |
| **Prepared by:**<br>Debbie Kerr/Janet Robertson | **Date:**<br>2 March 2020 |

**Purpose:**
To share with the Committee the actions which have been taken as a result of Employee Engagement Survey and proposed next steps for information for the Committee

**Linked to Strategic Goal 3: Provide a high quality College experience.**

**Executive Summary:**
The overall engagement level of staff has been maintained since the last survey which was carried out in 2017 and is sitting at 66.8% (note that the survey reduced from 51 questions to 17).

It is no longer possible to benchmark against national statistics as the CIPD survey on which this survey was originally based has moved away from a single measure of engagement as there is a recognition by CIPD that employee engagement has different aspects and creating one score is oversimplifying it.

Satisfaction levels related to responses to the survey questions were detailed in the report to the previous F&GP Committee.

Further analysis of the survey results identified a number of themes:

- Communication and Feedback
- Morale and value
- Line manager

A number of actions were identified to address these themes and an update on these actions is contained in this report.

**Communication and Feedback**

This was raised within the responses to questions 5, 7, 8, 10, 11, 13 and 20.

Actions which have been taken are:

- A meetings review was carried out to better understand the issues through feedback from focus groups
- The remit of Senior Leadership Team has been reviewed and implemented and is now the Strategic Leadership Team
- The Wider Leadership Team has been created which is supporting distributed leadership and has created an improved communication flow
- Key messages from both SLT and WLT are emailed out to staff immediately after the meetings
- A Staff E-Newsletter was introduced in August 2019 and is published at the end of each month
- Training and Development Committee has been reintroduced including representation for staff representatives
- Training has been undertaken by SLT to improve meeting behaviours and skills of Chairs (meeting guidance has been developed and shared)
- We have communicated the importance of annual Staff Performance Review Meetings, and enhanced support to ensure they take place within the specified timeframe
- An interim six-month review meeting and record of meeting is being developed on HR21 (College self-service platform) for implementation in 2020
- The Quality Enhancement Handbook has been completely reviewed and now provides an overview of how the quality assurance and enhancement mechanisms interrelate. This will now form part of the induction process.
- Regular Principal's Addresses to all staff have been added to the College Calendar
- An All Staff Conference is in the planning stages to take place in August 2020

**Morale and Value**

This issue was raised within the responses to questions 6, 8, 9, 12, 19 and 21.

Actions which have been taken are:

- Relationships with EIS Representatives have improved with regular informal meetings taking place with Human Resources
- The Local Joint Negotiation and Consultative Committee has been restructured and is now a joint meeting with all staff being represented in one meeting. The purpose and remit of the meetings has been enhanced to include transparent management reporting and sharing of information including an increased awareness of the challenges facing the college (this also enhances communication)
- The Observation process has had positive input from the EIS and is working well within the curriculum

- We worked in partnership with the EIS to identify and engage a motivational speaker who delivered a session on evidence based teaching in November 2019 to over 100 staff. This session received very positive feedback.
- The Talent Development Programme which was launched in October 2018 concluded in December 2020. Once reviewed fully a recommendation to run this again will be taken to SLT for decision. The Programme participants (10 who successfully completed) all found the programme benefited them and delivered a significant level of developmental training and experiences.
- At the last all staff event, which was the Principal's Address in August 2019 we provided coffee and scones and gave the staff an opportunity to network with each other prior to returning to the workplace. This will be repeated at future events.
- We have reviewed our approach to the professional development of teaching staff and introduced the role of Co-Tutor/Mentor to support staff undertaking qualifications.

**Line Manager**

This was raised within the responses to questions 14,15, 16, 17 and 18.

Actions which have been taken:

- The Middle Managers Development Programme has included a number of training and development sessions to develop the skills of the Managers
- The Leadership Team Training has continued making use of the Insights training of the previous year
- Training and development on interview skills, performance management, data protection, equalities issues and mental health have been scheduled for 2019/2020 and 2020/21
- The HR Advisor is meeting on a one to one basis with Middle Managers on a regular basis to provide guidance and support with staffing issues

**Employee Engagement – Next Steps**

In order to properly measure employee engagement and to be able to benchmark against similar organisations we are investigating the benefits that investment in a suitable and appropriate product could bring to the organisation.

A number of external providers of Engagement products have been identified and a proposal has been taken to SLT to assess the benefits of each product in order that a suitable product is procured moving forward. We would expect that any product would provide robust data which is able

to be interrogated to departmental level and would also have the opportunity for us to benchmark against similar organisations.

A procurement exercise, which meets the regulations, has been undertaken and a preferred supplier identified. They will be invited to demonstrate their product to members of the SLT. We have potentially identified a source for budget within the current budget allocation of the department.

The preferred supplier is Great Places to Work which will provide a Culture Audit, a staff survey which will be on line and provide unlimited reporting at all levels, benchmarking against sector, size and UK averages and entry into the UK Best Workplaces awards. The first year cost is £5,180 with discounts applicable for following years.

Due to the lead in time of the implementation of this process it is expected that the staff first survey will launch early in session 2020/21.

**Recommendation:** The committee considers the report and is aware of the actions taken to address feedback and the proposed next steps.

**Previous Committee Approvals:SLT**

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