E

FINANCE AND RESOURCES COMMITTEE

30th November 2023

BORDERS COLLEGE REGIONAL BOARD

Annual Monitoring Report 2022/23 – People Services

1.0 PURPOSE OF PAPER
For information

1.1 The purpose of this paper is to provide an update to the committee on People Services activity and related statistics.

2.0 EXECUTIVE SUMMARY

2.1 The paper provides statistical data and information to provide assurance to the Board that the College is meeting its ambition under the Workforce Strategy.

3.0 RECOMMENDATION(S)/ACTION(S) REQUIRED

3.1 I recommend that the Finance and Resources Committee note the contents of this paper and seek clarification if required.

4.0 BACKGROUND

4.1 The paper provides data both for the current year and previous years and where possible has some detail from external benchmarking.

4.2 Information regarding activity undertaken during the period and outcomes from staff engagement activity is reported within the paper.

5.0 Annual Monitoring Report 2022/23 – People Services

5.1 **Statistics**

Gender of Staff Employed during the year

Year	Male	Female	Total Headcount
2018/19	115	221	336
2019/20	107	233	340
2020/21	102	228	330
2021/22	113	234	347
2022/23	109	206	316

Full time Equivalent staff

2021/22 217.6 fte

2022/23 206.18 fte

5.2 Staff Sickness Absence

The total number of days lost per full time equivalent (FTE) to sickness absence during 2022/23 was 11.3 days, 4.3% a decrease from 17.7 days last year.

The sector benchmarking data shows absence rates ranging from 3.12% to 6.84%.

	2020/21	2021/22	2022/23
No of days lost due to short term absence	60 (14 staff)	430 days (76 staff)	490 (86
No of days lost due to long term absence (more than 3 weeks)	942 (15 staff)	3415 days (23 staff)	1825 (38)
Total	1002 (29 staff)	3845 days(99 staff)	2315 (124)

5.2.1 **Voluntary Staff Turnover 2022/23**

Turnover for 2022/23 was12% a decrease from 15.5% last year. This decrease indicates that there is a level of stability returning to the College following the pandemic, however, this figure remains at level showing the reductions in staffing that have occurred through savings measures implemented during the year, voluntary severance and the non-replacement of roles.

5.3 **Pay Gap**

The mean pay gap for Borders College is 14.1%. This figure includes part time hours. This has increased since our last review in 2021 at which point the gender pay gap was 9.2%. Contributing factors include an increase in the number of males in middle and senior management roles, and the departure of a number of experienced female lecturers from the organisation. The Annual Survey of Hours and Earnings (ASHE) provisionally reported in 2022 that the overall mean gender pay gap in Scotland was 8.3%.

The overall median gender pay gap at Borders College is 28.9%. This figure includes part time hours. This has decreased since our last review in 2021 at which point the median gender pay gap was calculated at 30.1%.

The average/mean disability pay gap at Borders College is 7.48%. This is lower than the national disability pay gap which was estimated at 13.8% in 2021.

We report on these metrics as part of our Mainstreaming Equalities report every two years.

5.4 **Vacancy Rate**

We currently only have 2 vacancies outstanding for a Student Support role and a role within the Department of Enterprise and Business Innovation. Therefore our vacancy rate is less than 1%.

5.5 **Demographics**

The table below shows the demographics in age of our staff as reported to the SFC on the annual Staffing Return 2022/23.

Age range (years of age)	Gender	Employment category				
		Teaching		Senior management	Other	Total
		Permanent	Temporary			
24 & under	Male	0	0		6	6
	Female	2	0		4	6
25 - 30	Male	1	0		3	4
	Female	2	1		13	16
31 - 35	Male	2	1		2	5
	Female	3	0		6	9
36 - 40	Male	5	1		3	9
	Female	6	1		10	17
41 - 45	Male	7	0		7	14
	Female	6	0		19	25
46 - 50	Male	6	0		4	10
	Female	5	0		13	18
51 - 55	Male	7	1		10	18
	Female	7	0	3	21	31
56 - 60	Male	0	0	1	11	12
	Female	11	0		25	36
61 - 65	Male	8	0		6	14
	Female	4	1		15	20
66 & over	Male	2	1		4	7
	Female	2	0		8	10
Total	Male	38	4	1	56	99
	Female	48	3	3	134	188

5.6 Disability Confident

The College remains approved as a Disability Confident Employer.

In November 2022 we embarking on a Public Social Partnership mission to reduce the Disability Employment Gap. Working with partners in Scottish Government and the Scottish Union of Supported Employment we have

carried out a review of our recruitment processes and our digital recruitment platform. Having taken on board their recommendations we have made our processes more accessible and user friendly. This has met one of our objectives within the Equality Outcomes.

5.7 **Employee Engagement**

The College has committed to engaging with GPTW for a total of 4 years in order to measure staff engagement and be able to monitor trends and respond to changes in the reporting.

The high level results were that in 2023 72% of staff determined that Borders College is a Great Place to Work which was the same as 2022, therefore we are remaining consistent. We have taken into consideration that the timing of the survey was within the first six months of our new Principal being appointed. This type of change would normally see a dip in engagement although we have been able to maintain a consistent result which is testament to the influence of our senior and middle managers supporting and managing the change.

5.8 **Great Places to Work**

A full report as provided by GPTW through their Executive Summary on the outcome of the third GPTW, where 72% of staff said that the College was a Great Place to Work, is attached at Appendix 1.

The results have been used to create an action plan for each section which will aim to address issues affecting staff with the outcome being that Borders College will be an even better place to work.

All Managers have access to their own data through the on line portal and are able to take forward work with their teams to address areas of concern.

The same survey will be completed again in the first quarter of 2024 and the results compared against the previous years' sets of results.

The College has again been awarded with Great Places to Work Certified Employer and were ranked as a Great Place to Work large employer.

5.9 **Exit Interviews**

The majority of individuals who carried out a leaving interview in 2022/23 would recommended BC as a place to work. One of the comments received from a staff member as part of this anonymous process is detailed here:

"Borders College has been a big part of my life, for over 41 years I have been proud to be part of an organisation that is all about developing people, I have been fortunate to work with some amazing people both colleagues and students and to see at first hand the value of Further Education, my hope is that even with the challenges that the sector are facing the Borders College will continue to be successful."

5.10 **Staff Involvement/Communication**

We meet regularly with the recognised trade unions, the EIS (Educational Institute for Scotland), Unison and a non-union staff representative for support staff.

Unison have had no local steward since the beginning of 2022 and despite our offers of assistance and access to the campus to recruit have failed to take up this offer.

We are moving towards implementing separate Local Recognition and Procedures Agreements to ensure that our engagement with EIS-FELA is not disadvantaged by the requirement currently for us to work with national Unison FE Branch representatives. We are also seeking to convene a Staff Engagement group to ensure that communication is reaching all staff and all staff have the opportunity to feed up the way also. This decision is based on our current union member levels which is currently sitting at only 33.5% of our staff being union members.

As well as formal arrangements to meet a member of the Executive and myself meet with all of the representatives on an informal basis every three weeks to keep communication channels flowing and to resolve any issues quickly and effectively.

5.11 **Staffing Structure**

During the latter part of 2022/23 the College launched a voluntary severance scheme to achieve a staffing budget saving. There were a total of 11 individuals who left the employment of the College through Voluntary Severance with the last of those leaving the College on 8th December after working their notice.

The approved VS enabled the College to realign our curriculum and to reduce from 7 CLM's to 4 Heads of Sector supported by 4 Promoted Lecturers. In addition we have undertaken a process of aligning support services to support the new curriculum including a significantly closer alignment with the DEBI department to increase commercial income within the curriculum supported by a Business Skills Advisor and Account Manager associated with each Head of Sector.

Following a review of Student Support Services and the appointment of the new Director of Student Support Services, following the (early) retirement of Clare Nairn, we have aligned the services of the Achievement Coaches. They have been brought together as a team of Student Support Officers and will deliver services managed by the Student Services Team.

5.12 **Pay and Terms and Conditions**

Pay policy is determined at a national level through membership of College Employers Scotland National Joint Negotiating Committee.

I remain a member of the Management Side Negotiating Committee and work alongside College Employers Scotland staff in terms and conditions working groups, policy working groups, four day working week group, Job Evaluation Pay working group, fair work working group, hybrid working group and the Support Staff Side Table. This enables us to have a strong influence on agreements and to some extent protect the College and at least make us more prepared for impending changes.

Work is continuing at a national level to take us towards the conclusion of Job Evaluation for Support staff.

National Bargaining on pay has been severely delayed and a pay rise due on 1st September, 2022 and 1st September 2023 are yet to be agreed and put into the pockets of our staff. There have been national disputes, action short of strike action and strike action which have affected all staff and College in Scotland.

The mandate for action ended on 13th October, 2023 which has enabled the college to insist that outstanding results held back as part of ASOS are now entered into College systems enabling students to be awarded their qualifications and move on to the next chapter of their lives.

5.13 **Real Living Wage – Poverty Alliance**

The College is currently paying the Living Wage as a minimum to its staff and is an accredited Living Wage employer.

With effect from 24th October, 2023 the rate of the Living Wage increased to £12.00 per hour. In order to support our lowest paid staff the College has taken the decision to introduce this rate early, with effect from 1st November, 2023, although we have until April 2024 to do this. In addition, due to the lateness of the pay award for support staff which should have been implemented in September, 2022 our lowest paid staff will receive a temporary Living Wage Uplift Allowance which will be offset against their back pay when the pay increase is agreed.

5.14 Changes to relevant Employment Law

There have been no significant changes to employment law over the last period which directly affects the College.

5.15 Staff Wellbeing

The Wellbeing Group, which reports in to the Health and Safety Committee, continues to work as a group to organise wellbeing initiatives and events for staff. Some of the recent activities and those planned are listed below:

- An all staff event in June 2023 with a variety of events taking place throughout the day (Work, Rest and Play Day) – e.g. Artisan Coffee, Golf, Horticulture, Mocktails, wet felting, table tennis, bubble challenge
- An all staff Christmas Lunch is being arranged for Christmas 2023
- A quiz night
- Plans for further Mental Health First Aid training
- 40th Birthday celebrations including Work, Rest and Play 2024

5.16 Sustainability Behaviours

As the lead on the Sustainability Behaviours work stream I have developed, along with the support of our Sustainability Officer, a calendar of events for the year. Communications and links to further information are shared on a monthly basis and lecturers are encouraged to involve their students in activities to change behaviours.

A copy of the calendar is attached at Appendix 2.

We have also introduced a Sustainability Champions area on the staff and student portal which will act as a place for people to interact, share good practice and information on sustainability.

6.0 IMPLICATIONS AND CONSIDERATIONS

6.1 Financial Implications

Funding available for events

6.2 Learner Implications

Sufficient well trained and skilled staff to deliver services and curriculum

6.3 Staff Implications

Valued, engaged and motivated staff

6.4 Equality and Diversity Implications/Equality Impact Assessment

Inclusive environment for work and study

6.5 Sustainability/Environmental Implications

Behaviours match our ambition for net zero

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 Workforce Strategy, This report aims to keep the Board well informed and up to date with activities to ensure good governance.

8.0 CONCLUSION

8.1 Member should note any items and seek clarification on any points.

Deborah M Kerr

Director of People Services

6th November 2023

Previous Board or College Committee Approvals:

None

Alternative formats

If you need access to a college document in an alternative format, for example, accessible PDF, large print, easy read, audio recording and braille:

- Complete an accessibility request form by **clicking on this link**.
- Call **01896 66 26 00** and ask to speak with the Marketing Team.

We will consider your request and get back to you within 5 working days.

Translate documents from this website into other languages

You can download any of our published documents and translate them into many languages. Please click this link to use **Google Translate**

For publication ☒	**Not for publication** ☐ **If not, why not?**

Appendix 1

Borders College
Executive Results Presentation

Mark Fowles, Head of Consulting

25th April 2023

Agenda

- Introduction
- Executive Summary
- High Level Results
- For All Results
- Other Themes
- Recommendations

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Confidential Information - Not for Further Distribution

Great Place to Work - For All model

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Executive Summary

Response Rate: 56%

159 Respondents

282 Invitations

Borders College | Borders College 2022 | UK BW Large

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

High Level Results

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Statement Comparison to Borders College 2022

People here quickly adapt to changes needed for our organisation's success.	65%	-11
People avoid politics and backstabbing as ways to get things done.	59%	-10
I am treated as a full member here regardless of my position.	74%	-8
I feel I make a difference here.	75%	-8
People here are willing to give extra to get the job done.	75%	-7
You can count on people to cooperate.	68%	-7
If I am unfairly treated, I believe I'll be given a fair hearing if I appeal.	66%	-7
This is a physically safe place to work.	92%	-6
My work has special meaning: this is not "just a job".	77%	-6
This is a psychologically and emotionally healthy place to work.	55%	-6

I believe management would lay people off only as a last resort.	70%	+11
Management trusts people to do a good job without watching over their shoulders.	84%	+7
I feel I receive a fair share of the profits made by this organisation.	39%	+7
Management keeps me informed about important issues and changes.	68%	+5
We have special and unique benefits here.	63%	+4
Management genuinely seeks and responds to suggestions and ideas.	64%	+3
Management's actions match its words.	60%	+3
Our senior leaders fully embody the best characteristics of our organisation.	68%	+3
Everyone has an opportunity to get special recognition.	60%	+2
Promotions go to those who best deserve them.	59%	+2

-5pp or more | Between -1pp and -4pp | No difference | Between +1pp and +4pp | +5 pp or more

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Statement Comparison to UK BW Large

This is a psychologically and emotionally healthy place to work.	55%	-20
Management delivers on its promises.	57%	-19
This is a fun place to work.	59%	-19
Management is approachable, easy to talk with.	68%	-18
Management does a good job of assigning and coordinating people.	57%	-18
Management's actions match its words.	60%	-18
People avoid politics and backstabbing as ways to get things done.	59%	-18
Management shows a sincere interest in me as a person, not just an employee.	61%	-18
We celebrate people who try new and better ways of doing things, regardless of the outcomes.	61%	-17
Management involves people in decisions that affect their jobs or work environment.	54%	-17

My work has special meaning: this is not "just a job".	77%	+2
People here are treated fairly regardless of their race or ethnic origin.	96%	+1
I am offered training or development to further myself professionally.	77%	-1
People here are treated fairly regardless of their sexual orientation.	95%	-1
I am given the resources and equipment to do my job.	84%	-2
People here are given a lot of responsibility.	85%	-2
People here are treated fairly regardless of their gender.	91%	-2
I am able to take time off from work when I think it's necessary.	86%	-2
This is a physically safe place to work.	92%	-3
When I look at what we accomplish, I feel a sense of pride.	82%	-3

-5pp or more | Between -1pp and -4pp | No difference | Between +1pp and +4pp | +5 pp or more

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Trust Index© by Department

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Department Heat Map

DEPARTMENT	RESPONDENTS	TRUST INDEX©	ENGAGEMENT	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	159	71%	75%	68%	68%	60%	62%
Executive	6	+24	+23	+32	+20	+29	+20
MIS and E-Learning	8	+16	+11	+11	+26	+23	+30
Sustainable Construction	17	+16	+15	+14	+23	+22	+16
Business, Computing and Essential Skills	7	+9	+21	+9	+7	+21	+13
Senior Leadership Team	8	+9	+3	+4	+10	+19	+13
Sports & Outdoor Pursuits	8	+8	+6	-2	+10	+19	+17
Facilities	10	+7	+5	+8	+7	+17	+15
STEM	6	+6	+8	+20	-18	+1	-12
Care and Childcare	18	-1	+3	+6	-3	-16	-10
Department of Enterprise and Business...	21	-8	-14	-11	-8	-7	-11
Finance	7	-9	0	-14	-11	-12	-10
Student Services and ELS	12	-13	-10	-17	-16	-25	-10
Creative Industries	7	-14	-16	-9	-18	-27	-14
Landbased	10	-15	-12	-9	-16	-23	-15

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Department - Comparison to previous year

DEPARTMENT	RESPONDENTS	TRUST INDEX©	ENGAGEMENT	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	-4	-2	-4	-5	-1	-1	+2
Sustainable Construction	+5	+13	+1	+4	+29	+15	+40
Creative Industries	+1	+10	+5	-4	+20	+6	+20
STEM	-1	+3	-1	+8	-28	-6	-8
Finance	0	+2	0	-10	+11	+29	-5
Facilities	+1	-5	-8	-5	-8	-9	+3
Senior Leadership Team	0	-10	-18	-14	-15	-11	-11

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

For All Results

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Engagement

STATEMENT		STATEMENT SCORE	DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
Taking everything into account, I would say this is a great place to work.	18%	72%	0	-12
I would strongly recommend my organisation to friends and family as a great place to work.	23%	69%	-1	-13
People here are willing to give extra to get the job done.	20%	75%	-7	-10
I feel I make a difference here.	23%	75%	-8	-7
I want to work here for a long time.	20%	73%	-2	-6
I'm proud to tell others I work here.	17%	79%	-4	-9
When I look at what we accomplish, I feel a sense of pride.		82%	-1	-3
My work has special meaning: this is not "just a job".	17%	77%	-6	+2
Engagement		75%	-4	-7

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Key Drivers of Engagement

STATEMENT	RANKED IN ORDER OF IMPORTANCE 1 = BIGGEST IMPACT	DIFF. VS BORDERS COLLEGE 2022
This is a fun place to work.	1	-2
Management is competent at running the business.	2	-2
I am treated as a full member here regardless of my position.	3	-8
Management is honest and ethical in its business practices.	4	+2
Management genuinely seeks and responds to suggestions and ideas.	5	+3
We appreciate people who try new and better ways of doing things, regardless of the outcome.	6	-6
Management's actions match its words.	7	+3
You can count on people to cooperate.	8	-7

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Leadership Effectiveness

STATEMENT	STATEMENT SCORE	DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
Management is approachable, easy to talk with.	27% / 68%	-3	-18
Management shows a sincere interest in me as a person, not just an employee.	29% / 61%	0	-18
Management has a clear view of where the organisation is going and how to get there.	25% / 69%	+1	-12
Management is competent at running the business.	18% / 73%	-2	-13
Leadership Effectiveness	68%	-1	-15

How much confidence do you have in your executive Team's judgement?	GREAT DEAL	FAIR AMOUNT	JUST SOME	VERY LITTLE OR NONE
Percentage of Responses 2023 (vs. 2022 in brackets)	32% (-4)	47% (+8)	18% (-2)	3% (-2)
Trust Index© 2023	93%	74%	34%	30%
UK BW Large: Percentage of Responses	48%	37%	11%	3%

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Communication

STATEMENT	STATEMENT SCORE		DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
I can ask management any reasonable question and get a straight answer.	27%	64%	+1	-16
Management keeps me informed about important issues and changes.	24%	68%	+5	-11

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Values

STATEMENT	STATEMENT SCORE	DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
Management delivers on its promises.	36% / 57%	0	-19
Management's actions match its words.	32% / 60%	+3	-18
Our senior leaders fully embody the best characteristics of our organisation.	28% / 68%	+3	-15
Values	62%	+2	-17

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Ethics

STATEMENT		STATEMENT SCORE	DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
Managers avoid favouritism.	25%	63%	-4	-10
I believe management would lay people off only as a last resort.	20%	70%	+11	-13
People avoid politics and backstabbing as ways to get things done.	30%	59%	-10	-18
If I am unfairly treated, I believe I'll be given a fair hearing if I appeal.	27%	66%	-7	-15
Management is honest and ethical in its business practices.	18%	76%	+2	-12

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Innovation by All

STATEMENT	STATEMENT SCORE	DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
Management genuinely seeks and responds to suggestions and ideas.	24% / 64%	+3	-14
Management involves people in decisions that affect their jobs or work environment.	32% / 54%	-2	-17
We appreciate people who try new and better ways of doing things, regardless of the outcome.	31% / 61%	-6	-17
Innovation By All	60%	-1	-16

Over last year, how many meaningful opportunities have you had to develop new and better ways of going things at work?	A LOT	SOME	JUST A FEW	NONE
Percentage of Responses 2023 (vs. 2022 in brackets)	27% (-3)	41% (-3)	23% (+4)	9% (+1)
Trust Index©	91%	76%	57%	29%
UK BW Large: Percentage of Responses	35%	39%	17%	9%

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Other Themes

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Wellbeing

STATEMENT			STATEMENT SCORE	DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
This is a psychologically and emotionally healthy place to work.		31%	55%	-6	-20
People are encouraged to balance their work life and their personal life.		20%	71%	-4	-7
My work has special meaning: this is not "just a job".		17%	77%	-6	+2
I feel I make a difference here.		23%	75%	-8	-7
I can be myself around here.		21%	74%	-4	-13
People look forward to coming to work here.		32%	63%	+2	-15
People care about each other here.		19%	80%	-6	-8
People here are paid fairly for the work they do.	25%	21%	54%	-4	-11
Wellbeing			68%	-5	-10
I am able to take time off from work when I think it's necessary.			86%	+1	-2

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Work Environment & Processes

STATEMENT	STATEMENT SCORE	DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
I am given the resources and equipment to do my job.	84%	+1	-2
This is a physically safe place to work.	92%	-6	-3
Management does a good job of assigning and coordinating people.	36% / 57%	-4	-18
Our facilities contribute to a good working environment.	24% / 69%	-6	-16

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Culture

STATEMENT	STATEMENT SCORE	DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
When people change jobs or work units, they are made to feel right at home.	23% / 73%	-5	-12
Management recognises honest mistakes as part of doing business.	25% / 70%	0	-14
People look forward to coming to work here.	32% / 63%	+2	-15
I can be myself around here.	21% / 74%	-4	-13
When you join the organisation, you are made to feel welcome.	86%	-2	-7
This is a fun place to work.	32% / 59%	-2	-19
People here quickly adapt to changes needed for our organisation's success.	27% / 65%	-11	-16

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

People here quickly adapt to changes needed for our organisation's success.

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Teamwork

STATEMENT	STATEMENT SCORE		DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
You can count on people to cooperate.	27%	68%	-7	-14
People care about each other here.	19%	80%	-6	-8
People celebrate special events around here.	25%	73%	0	-10

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

External Reputation

STATEMENT	STATEMENT SCORE		DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
I feel good about the ways we contribute to the community.	20%	78%	-3	-3
Our customers would rate the services and products we deliver as “excellent".	26%	70%	-6	-11

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

People Development

STATEMENT	STATEMENT SCORE		DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
I am offered training or development to further myself professionally.	16%	77%	-1	-1
Promotions go to those who best deserve them.	30%	59%	+2	-12
Management hires people who fit in well here.	26%	70%	+1	-13

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Recognition & Reward

STATEMENT	STATEMENT SCORE	DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
Everyone has an opportunity to get special recognition.	30% / 60%	+2	-15
Management shows appreciation for good work and extra effort.	25% / 64%	-3	-15
People here are paid fairly for the work they do.	25% / 21% / 54%	-4	-11
We have special and unique benefits here.	28% / 63%	+4	-7

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Maximising Human Potential

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Fair Treatment

STATEMENT	STATEMENT SCORE	DIFF. VS BORDERS COLLEGE 2022	DIFF. VS UK BW LARGE
People here are treated fairly regardless of their age.	15% / 80%	-6	-11
People here are treated fairly regardless of their race or ethnic origin.	96%	+2	+1
People here are treated fairly regardless of their gender.	91%	-1	-2
People here are treated fairly regardless of their sexual orientation.	95%	0	-1
I am treated as a full member here regardless of my position.	19% / 74%	-8	-14

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

I am treated as a full member here regardless of my position.

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Fair Treatment - Age

STATEMENT	BORDERS COLLEGE	25 YEARS OR YOUNGER	26 YEARS TO 34 YEARS	35 YEARS TO 44 YEARS	45 YEARS TO 54 YEARS	55 YEARS OR OLDER	RANGE
	159	8	13	42	40	45	
People here are paid fairly for the work they do.	**54%**	-29	-23	+13	+2	+2	**42**
People are encouraged to balance their work life and their personal life.	**71%**	-28	-9	+12	-3	+5	**40**
You can count on people to cooperate.	**68%**	-18	+17	-4	0	+12	**35**
Management shows appreciation for good work and extra effort.	**64%**	-14	+21	+7	+4	-8	**35**
Managers avoid favouritism.	**63%**	-1	-17	+17	+3	-1	**34**

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Fair Treatment - Gender

STATEMENT	BORDERS COLLEGE	FEMALE	MALE	RANGE
	159	99	53	
Taking everything into account, I would say this is a great place to work.	72%	-10	+24	34
Management shows appreciation for good work and extra effort.	64%	-8	+21	29
When people change jobs or work units, they are made to feel right at home.	73%	-10	+19	29
People look forward to coming to work here.	63%	-8	+20	28
Management involves people in decisions that affect their jobs or work environment.	54%	-6	+19	25

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Fair Treatment - Managerial Level

*UK BW Large

STATEMENT	BORDERS COLLEGE	MID-LEVEL MANAGER	FRONTLINE MANAGER/SUPERVISOR	EMPLOYEE	RANGE	RANGE - BM*
	159	9	22	125		
Management keeps me informed about important issues and changes.	68%	+32	-13	-1	45	22
Management delivers on its promises.	57%	+21	-21	+2	42	24
People avoid politics and backstabbing as ways to get things done.	59%	+19	-23	+1	42	20
Management's actions match its words.	60%	+18	-19	+1	37	23
People here quickly adapt to changes needed for our organisation's success.	65%	+13	-22	+2	35	n/a
Management makes its expectations clear.	64%	+25	-5	-2	30	19
I can ask management any reasonable question and get a straight answer.	64%	+25	-5	-2	30	21
Our facilities contribute to a good working environment.	69%	+20	-10	0	30	11
Our customers would rate the services and products we deliver as "excellent".	70%	+19	-11	0	30	n/a

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Fair Treatment - Tenure

*UK BW Large

STATEMENT	BORDERS COLLEGE	LESS THAN 2 YEARS	2 YEARS TO 5 YEARS	6 YEARS TO 10 YEARS	11 YEARS TO 15 YEARS	16 YEARS TO 20 YEARS	OVER 20 YEARS	RANGE	RANGE - BM*
	159	35	46	27	15	12	24		
When people change jobs or work units, they are made to feel right at home.	73%	+1	-8	-6	+7	+27	+6	35	6
Management is competent at running the business.	73%	+6	-8	-6	-6	+27	+6	35	13
Promotions go to those who best deserve them.	59%	+23	-11	-11	+1	+8	-1	34	21
People look forward to coming to work here.	63%	+8	-1	-4	-3	-21	+4	29	15
Management does a good job of assigning and coordinating people.	57%	+12	-7	-16	+10	+10	+5	28	16
I feel I make a difference here.	75%	-4	+12	-16	+5	+8	-4	28	5
People here quickly adapt to changes needed for our organisation's success.	65%	-6	-11	-2	+15	+17	+14	28	n/a
This is a psychologically and emotionally healthy place to work.	55%	+14	-5	-11	+12	-13	-1	27	15
Management delivers on its promises.	57%	+14	-6	-13	-4	+1	+10	27	16
Management has a clear view of where the organisation is going and how to get there.	69%	+13	-12	-4	+4	+14	+2	26	10

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Fair Treatment - Work Status

*UK BW Large

STATEMENT	BORDERS COLLEGE	FULL-TIME	PART-TIME	RANGE	RANGE - BM*
	159	85	74		
Management genuinely seeks and responds to suggestions and ideas.	64%	+10	-11	21	0
Management is competent at running the business.	73%	+8	-9	17	1
Management makes its expectations clear.	64%	+7	-7	14	4
Management shows appreciation for good work and extra effort.	64%	+7	-7	14	0
Management involves people in decisions that affect their jobs or work environment.	54%	+7	-7	14	1
Our senior leaders fully embody the best characteristics of our organisation.	68%	+6	-8	14	2
When people change jobs or work units, they are made to feel right at home.	73%	+6	-6	12	1
I want to work here for a long time.	73%	+6	-6	12	4
I am treated as a full member here regardless of my position.	74%	+6	-6	12	2
This is a fun place to work.	59%	+6	-6	12	1

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Fair Treatment – Staff Group

STATEMENT	BORDERS COLLEGE	LECTURING STAFF	SUPPORT STAFF	RANGE
	159	53	106	
Managers avoid having favourites.	63%	+16	-8	24
My work has special meaning: this is not "just a job".	77%	+14	-7	21
People here are willing to give extra to get the job done.	75%	+14	-6	20
People here quickly adapt to the changes needed for our organisation's success.	65%	+12	-6	18
People avoid politics and backstabbing as ways to get things done.	59%	+11	-6	17

STATEMENT	BORDERS COLLEGE	LECTURING STAFF	SUPPORT STAFF	RANGE
	159	53	106	
Our facilities contribute to a good working environment.	69%	-11	+6	17
I am given the resources and equipment to do my job.	84%	-9	+4	13
I am able to take time off from work when I think it's necessary.	86%	-7	+4	11
We have special and unique benefits here.	63%	-6	+3	9
Management recognises honest mistakes as a part of doing business.	70%	-4	+2	6

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Recommendations

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Recommendations - **Celebrate** continuing to be Certified as a Great Place to Work but c**ontinue to focus on the key recommendations below:**

1 LEADERSHIP

- Work on **building respect** between leaders and all employees. This means being perceived as **credible** and **treating everyone fairly**

- Ensuring there are **high levels of two-way communication** has a significant impact on the employee experience. Consider how to ensure employees are **kept informed and involved in decisions** about important issues and changes that affect them, and all managers being as **open, honest and transparent** as possible

2 MANAGEMENT BEHAVIOURS

- To build trust, all managers needs to **act with integrity**. To do this they need to be:
  - **Fair and consistent** in their daily decisions
  - **Honest and ethical** in everything they do
  - Create an environment where **people are encouraged to speak up and voice their opinions** and express concerns without repercussion

- This is unlikely to happen unless this is driven from the top downwards and leadership is role modelling these behaviours.

3 CULUTRE AND WELLBEING

- By **showing a sincere interest in members of the team as unique individuals** and not just as employees, managers can start to prepare the ground for developing trust.
- This means **connecting on a human, emotional level** with employees to understand and respect their lives both in and out of work and demonstrating by words and actions that they are genuinely being cared about
- Ensure **management is properly role modelling self-care, work-life balance, flexible working** and having open and regular conversations around coping.
- Look for any "**quick-wins"** that could be made in **improving the work environment** and **creating more enjoyment** in working at the college.

© 2023 Great Place To Work® Institute Inc. All Rights Reserved.

Appendix 2

SUSTAINABILITY CALENDAR 2023/24

Mth	Date	**Event**	Link	**Background**	SDG's	Resources
Sept	4-8th (2023)	**Zero Waste Week**	https://www.zerowasteweek.co.uk/	**Zero Waste Week:** Campaign raising awareness about the environmental impact of waste. Open to individuals, businesses and organisations. Provides tips and advice on reducing waste (inc. Recipes)	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION	Images and posters: https://www.zerowasteweek.co.uk/press-page-2019/ Blogs & newsletters: https://www.zerowasteweek.co.uk/blog/
	25th – 1st Oct (2023)	**Scotland's climate week**	https://www.netzeronation.scot/whats-happening/scotlands-climate-week	Scotland's Climate Week is an annual event to raise awareness of the global climate emergency and encourages climate action across the country.	13 CLIMATE ACTION	

Oct	16-20th (2023)	**Enviromentstrual Week**	https://www.wen.org.uk/environmenstrualweek/	**WEN (Women's Environmental Network):** Encouraging uptake of reusable and plastic-free period products.		Social media toolkit: https://www.wen.org.uk/2008/07/14/socialmediatoolkit/ Events toolkit: https://www.wen.org.uk/wp-content/uploads/Environmenstrual-Action-Toolkit-1.pdf Events (BTC for 2022): https://www.wen.org.uk/environmenstrual-week-events%e2%80%8e/ Discount codes and guidance on plastic free period products: https://www.wen.org.uk/2008/07/14/plasticfreeperiods/
16-22nd (2023)	**Recycle Week**	https://wrap.org.uk/taking-action/citizen-behaviour-change/recycle-now/recycle-week	**WRAP:** Week of action to galvanise the public into recycling more of the right		Theme and resources for 2023 TBC	

			things, more often.			
Nov	18th-26th (2023)	**European Week for Waste Reduction**	https://ewwr.eu/	**The European Week for Waste Reduction (EWWR):** Encourages all Europeans to carry out awareness-raising actions about sustainable resource and waste management during a single week in November. Awards		Registration opens in September Support to organise actions/events: https://ewwr.eu/take-part/ General waste saving tips: https://ewwr.eu/get-inspired/#good_habits Tools: https://ewwr.eu/tools/
	26th-4th Dec (2023)	**National Tree Week**	https://treecouncil.org.uk/take-action/seasonal-campaigns/national-tree-week/	**The Tree Council:** National Tree Week is the UK's largest annual tree celebration. Across the country, people have planted thousands of trees to mark the start of the winter tree planting season.		Tree planting guidance: https://treecouncil.org.uk/wp-content/uploads/2021/11/National-Tree-Week-planting-guide.pdf Event registration: https://treecouncil.org.uk/events/community/add/ Nearest warden in P&K: https://treecouncil.org.uk/take-action/tree-

						wardens/perth-and-kinross/
Dec	4th (2023)	**Carbon Literacy Action Day**	https://carbonliteracy.com/carbon-literacy-action-day/	**Carbon Literacy Project:** First held in 2021 as the first mass climate education training event of its kind		
	5th (2023)	**International Volunteer Day**	https://www.un.org/en/observances/volunteer-day	**UN:** international observance day to celebrate the power and potential of volunteerism.		

Feb	**5-11th (2024)**	**Student Volunteer Week**	https://www.studentvolunteeringnetwork.com/	**Student Volunteering Network:** national celebration of volunteering		Resources (inc. social media content): https://www.studentvolunteeringnetwork.com/svw/resources
	1-31st March (2023)	**SDG Teach In**	https://www.sos-uk.org/project/global-goals-teach-in#:~:text=The%20annual%20campaign%20runs%20in,21st%20February%20%2D%204th%20March%202022.	**SOS UK:** campaign to put the UN Sustainable Development Goals (SDGs), and therefore sustainability, at the heart of all stages of education, and across all disciplines.		Case studies & webinar: https://www.sos-uk.org/project/global-goals-teach-in#4

Mar	4th – 10th (2024)	**Food Waste Action Week**	https://wrap.org.uk/taking-action/citizen-behaviour-change/love-food-hate-waste/key-campaigns/food-waste-action-week	**Love Food Hate Waste:** Week of action raising awareness of the environmental consequences of wasting food and promoting activities that help to reduce the amount of food wasted.		Detailed partner pack (marketing resources available from 22/02/22) https://wrap.org.uk/sites/default/files/2022-02/WRAP%20PartnerPack_final_0.pdf Requested resources/input from Enva
	18th (2024)	**Global Recycling Day**	https://www.globalrecyclingday.com/	**Global Recycling Foundation:** 1. To tell world leaders that recycling is simply too important not to be a global issue, and that a common, joined up approach to recycling is urgently needed. 2. To ask people across the planet to think resource, not waste, when it comes to the goods around us – until this happens, we simply won't award recycled goods the true value and repurpose they deserve.		**#RecyclingHeroes** – campaign to nominate individuals, groups & organisations on social media. https://www.globalrecyclingday.com/recycling-heroes/2022-competition/ Infographics, activity suggestions (e.g. litter picks, art exhibitions) and educational materials https://www.globalrecyclingday.com/resources/

	23rd 8:30pm (2024)	**Earth Hour**	https://www.earthhour.org/	**WWF:** A symbolic lights-out event to raise awareness of climate change by harnessing the power of people and collective action.		**Guidance for educational institutions:** **https://www.worldwildlife.org/pages/earth-hour-for-universities** **Suggested activities:** **https://www.earthhour.org/take-part/spend-the-hour**
Apr	22nd (2024)	**Earth Day**	https://www.earthday.org/	**EARTHDAY.ORG:** to diversify, educate and activate the environmental movement worldwide. Earth Day 2022 theme is "Invest in Our Planet"		Clean-up/litter picks etc. Register through: **THE GREAT GLOBAL CLEANUP™** Quizes: https://www.earthday.org/earth-day-quizzes/ Social media & marketing content: https://www.earthday.org/earth-day-2022-action-toolkit/
May	1st-31st	**No Mow May**	https://www.plantlife.org.uk/uk/discover-wild-plants-nature/no-mow-may	**Plantlife:** Encourages landowners to not mow lawns and verges throughout May, to provide food and habitat for bees and other wildlife.		"Every Flower Counts" survey at end of May to discover how many bees the UK's lawns can feed.
	20th (2024)	**World Bee Day**	https://www.un.org/en/observances/bee-	**UN:** To raise awareness of the importance of bees and beekeeping, inform the public of major beekeeping		Posters and guidance: https://www.worldbeeday.org/en/toolkit.html

			day/background	events around the world and celebrate World Bee Day.		Webinar last year: https://www.fao.org/world-bee-day/en/ *Borders College – potential beekeeper contact. Suggested potential to share webinar/resource with other colleges*