



FINANCE AND RESOURCES COMMITTEE

4th June 2026

People Services Update on Employee Engagement

1.0 PURPOSE OF PAPER

For discussion

- 1.1 The purpose of this paper is to provide an update to the committee on the results of the 2026 Great Places to Work Employee Engagement Survey results.

2.0 EXECUTIVE SUMMARY

- 2.1 The paper provides information and data relating to the results of the 2026 GPTW Survey.

3.0 RECOMMENDATION(S)/ACTION(S) REQUIRED

- 3.1 I recommend that the Finance and Resources Committee note the contents of this paper.

4.0 BACKGROUND

- 4.1 The paper includes the Executive Summary Presentation which was delivered to the Extended SLT on Tuesday 19th May 2026. The analysis and access to the full data set has been provided to the Managers of the Departments and action plans will be developed from this.

5.0 GPTW Survey Results 2026

5.1 Employee Engagement

- 5.3.1 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.

5.3.2 Great Places to Work

	2020	2022	2023	2024	2025	2026
Responses Rate	172	163	159	139	153	156
Engagement Rate	73%	72%	71%	69%	76%	79%

- 5.3.3 The College has again been recognised as a Certified Great Place to Work and has also been awarded Great Place to Work for Development on 21st May 2026.

Companies are assessed against the Development Index; which include 10 statements from the core Trust Index™ survey that our research has been found to have the most impact on employees' experiences of development. The Development Index is grouped into 4 key essentials necessary to offer great experiences of professional growth and development - Development Essentials, Management Behaviour Essentials, Empowerment Essentials and Recognition Essentials. We also look at the consistency in responses by age, tenure, job level, gender and work status, as well as the experiences meaningful opportunities.

5.3.4 A copy of the GPTW Executive Presentation is attached at Appendix 1.

6.0 IMPLICATIONS AND CONSIDERATIONS

6.1 Financial Implications

6.1.1 There are no direct financial implications as a result of this paper.

6.2 Learner Implications

6.2.1 While there are no direct learner implications as a result of this paper, sufficient well trained, motivated and skilled staff are essential to delivering our services and curriculum.

6.3 Staff Implications

6.3.1 While there are no direct implications as a result of this paper, our Workforce Strategy is intended to ensure we have valued, engaged and motivated staff.

6.4 Equality and Diversity Implications/Equality Impact Assessment

6.4.1 While there are no direct implications as a result of this paper, equalities and an inclusive environment for work and study are central to our purpose.

6.5 Sustainability/Environmental Implications

6.5.1 While there are no direct implications as a result of this paper, our agreed College behaviours are intended to match our ambition for net zero and a sustainable College.

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

8.0 CONCLUSION

- 8.1 The College continues to build on the good practice that creates positive results in the Engagement Survey and has achieved 1% above the predicted KPI as detailed within the People Strategy for 2026.

Deborah M Kerr

Director of People Services

May 2026

Previous Board or College Committee Approvals:

None

Alternative formats

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- Complete an accessibility request form by [clicking on this link](#).
- Call [01896 66 26 00](tel:01896662600) and ask to speak with the Marketing Team.

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For publication ☒	Not for publication ☐ If not, why not?
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Executive Results Presentation

Borders College

Karen Thomas MCIPD, Senior Consultant

May 2026

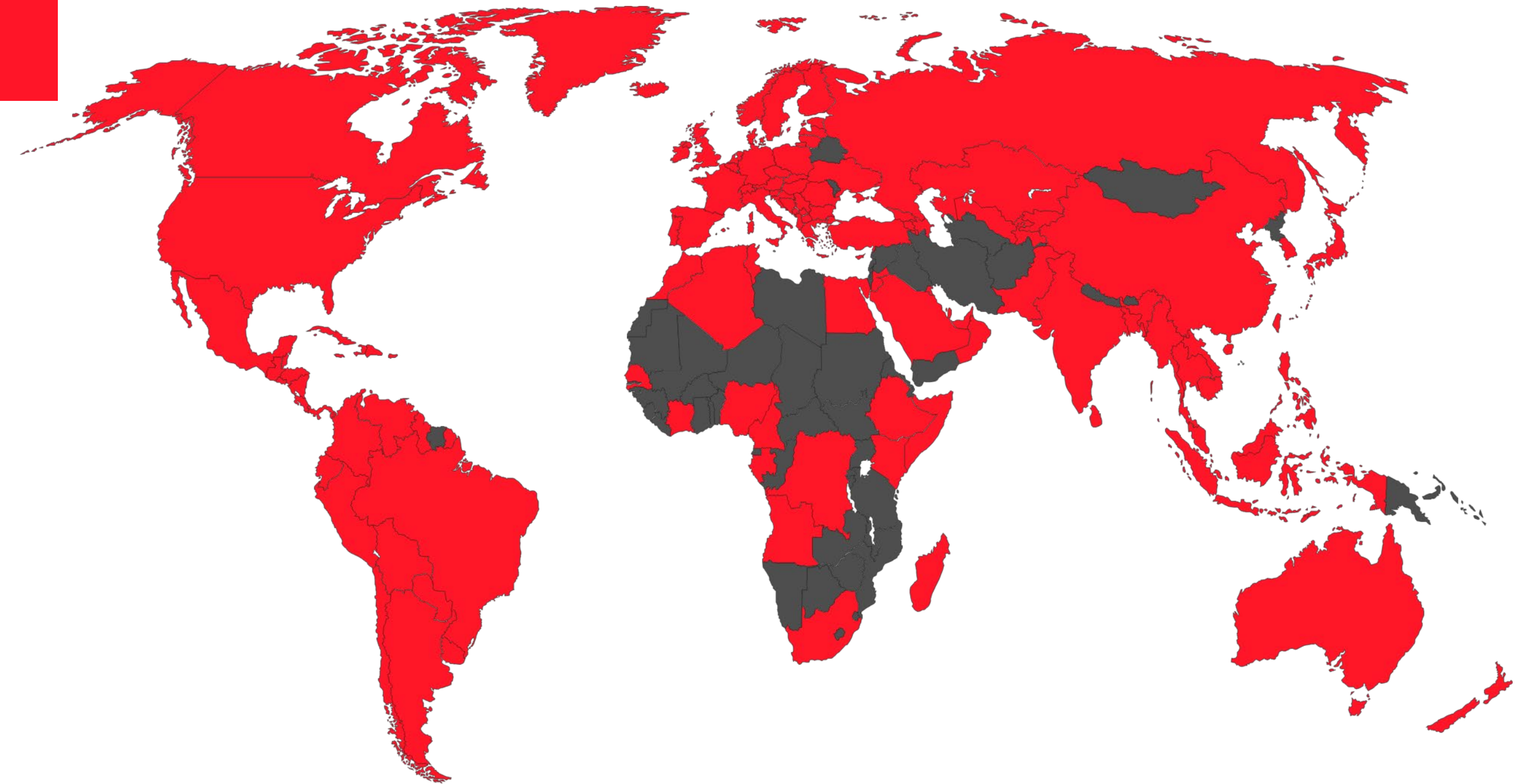
What we'll cover

- **01** Introduction
- **02** Executive Summary
- **03** High Level Results
- **04** 'For All' Results
- **05** Other Themes
- **06** Areas of Opportunity and Next Steps

We are the **Global** Authority on Workplace Culture

- Independent research organisation
- Confidential data collection; anonymous responses
- Each year, we survey:
 - 20 million employees
 - 21,000+ companies
 - 170 countries

Our mission is to build a better world by helping organisations
become great places to work **For All**

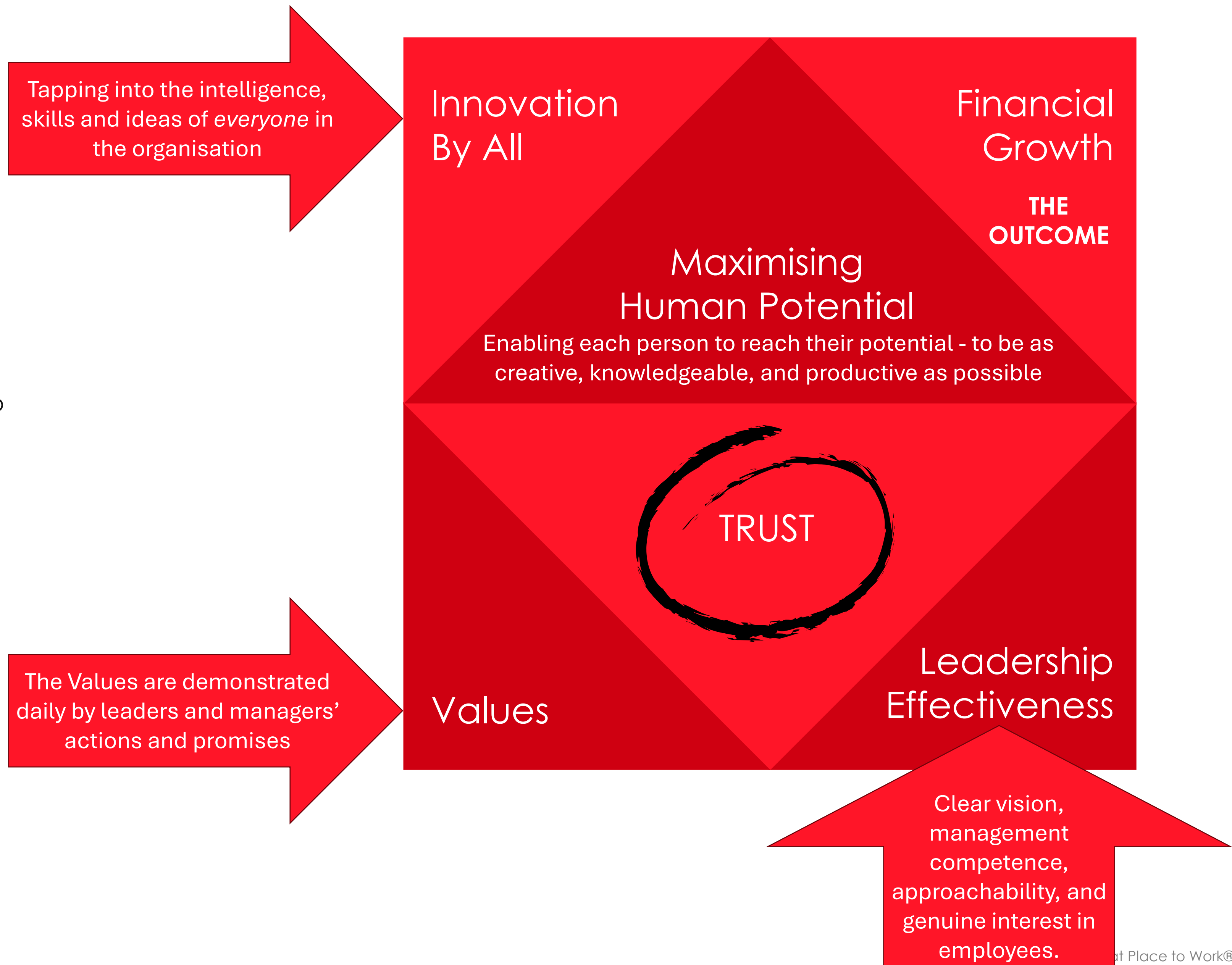


**“The Gold Standard” for
measuring employee engagement**

Our For All Methodology

Based on 30 years of continual research
into workplace culture.

- Employees' perceptions of leadership credibility, respect, fairness, and inclusive practices strongly contribute to the relationship of Trust
- Happier people increase business performance via higher revenues, improved retention rates and better service to customers.



Business Performance

UK's Best Workplaces™ perform more than 4x better than the market

2024 UK Research:

Dr Edmans created a hypothetical stock portfolio of UK-based, publicly traded companies from the UK's Best Workplaces lists over the past 23 years. The study explored the returns of this 'Best Workplaces portfolio' vs. FTSE All-Share Index from 2001 to 2023.

The Findings:

If you started a stock portfolio of UK's Best Workplaces in 2001, with just £100, you would have seen more than 4-times the returns of a similar investment in the FTSE All-Share.

Want the full story?

[Read it here.](#)



Dr Alex Edmans,
Professor of Finance
London School of Economics



Cumulative Returns 2020-2022

A value-weighted (equal-weighted) portfolio of the publicly-traded companies on the list generated returns of 1,047% and 894% respectively, compared to 231% for the FTSE All-Share index.

About your survey

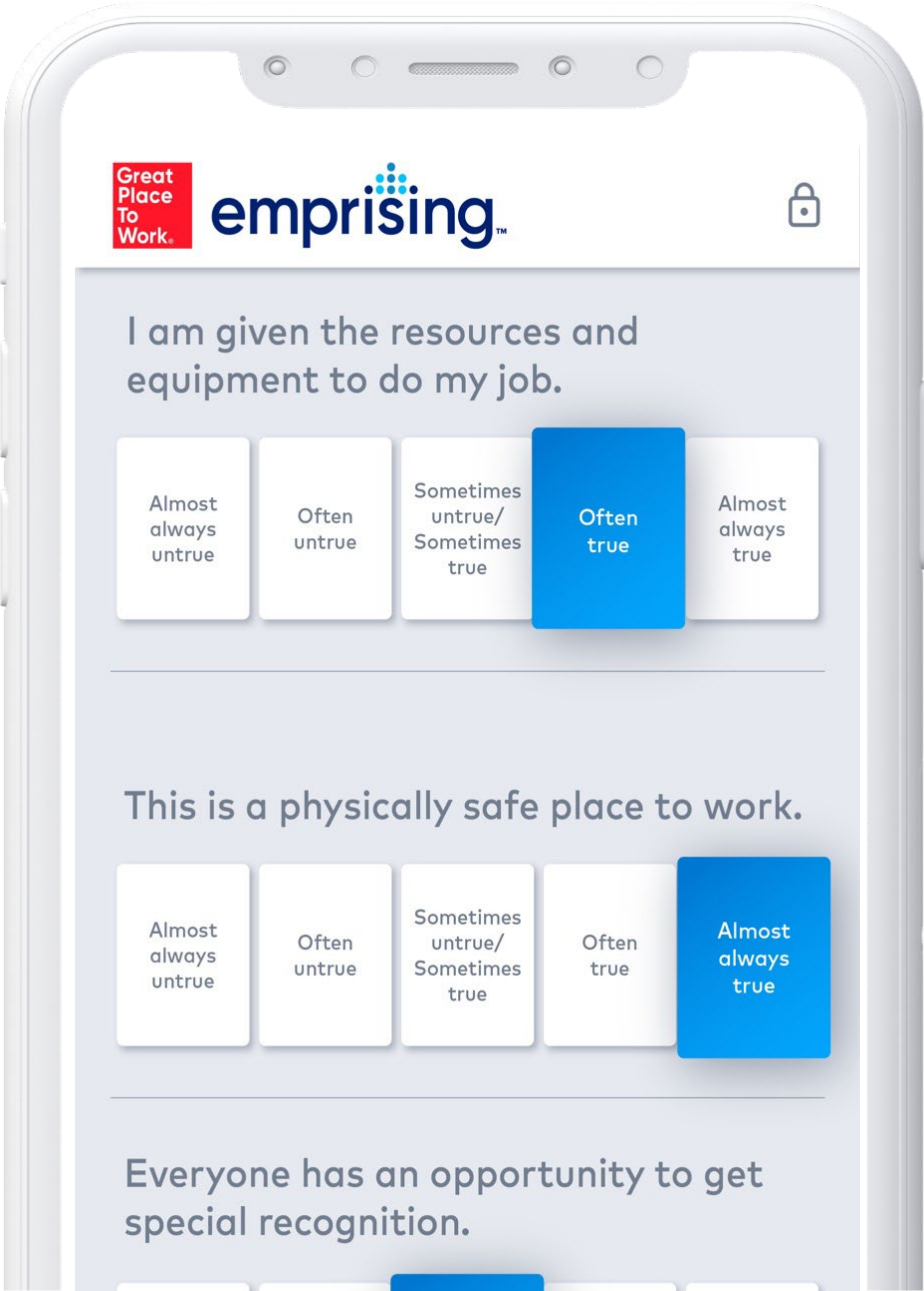
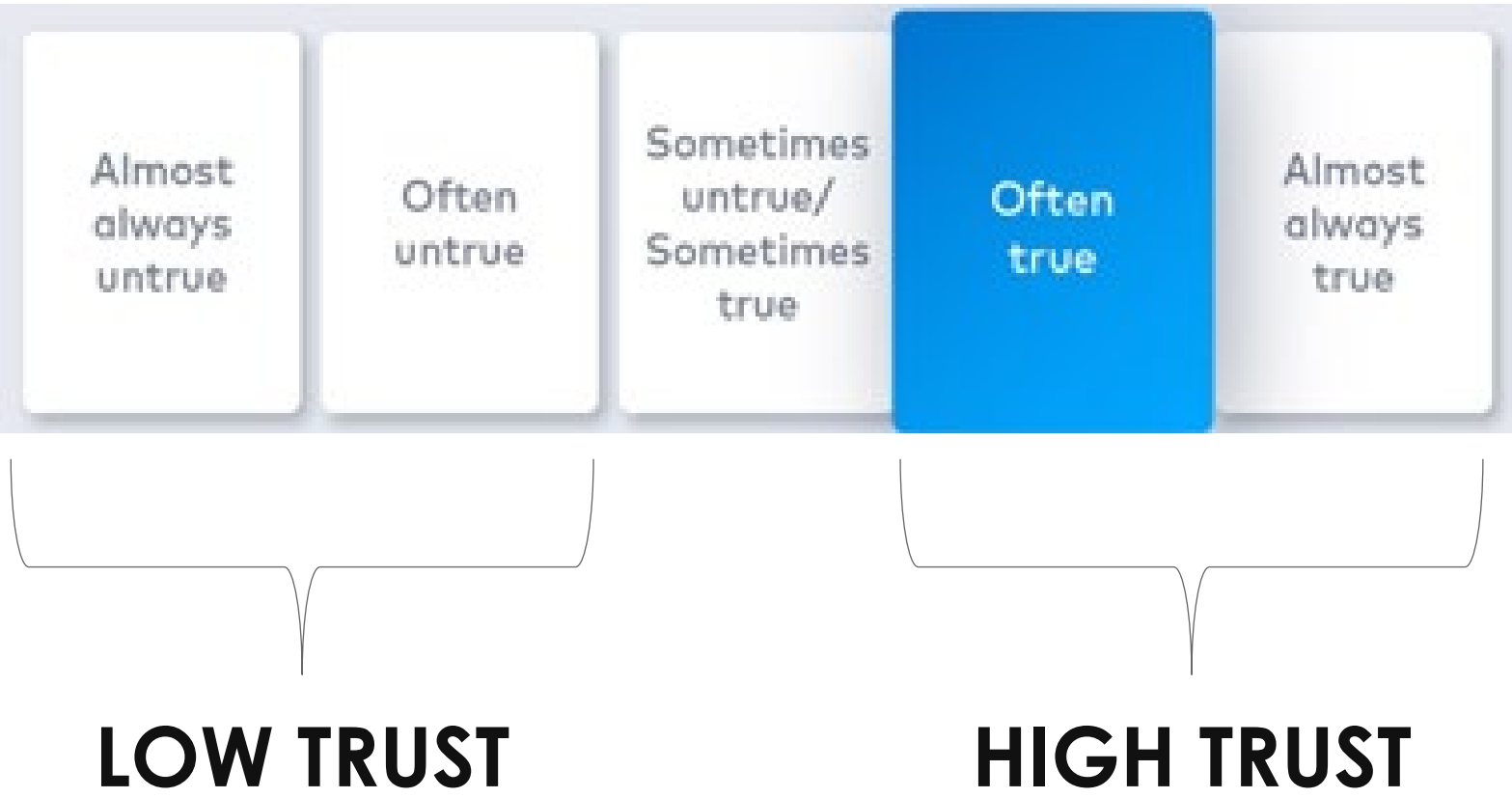
Survey Period:
09 February 2026 - 13 March 2026

60

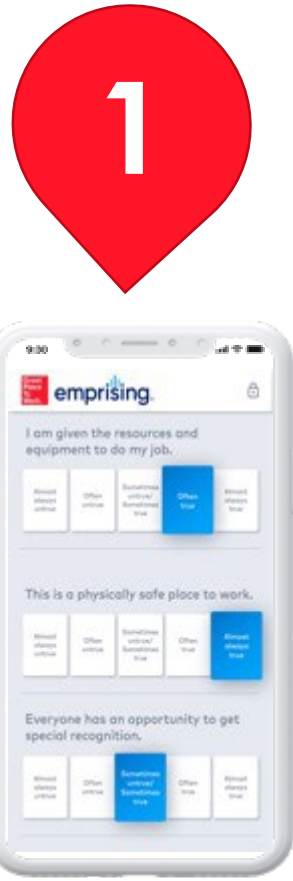
Core Statements

Open Questions

- Is there anything unique or unusual about this company that makes it a great place to work?
- **If you could change one thing about this company to make it a better place to work, what would it be?**



Helping you get from Good to Great



Run Trust Index™ Survey

Get Certified

Earn Best Workplaces™ Recognition

+ Culture Brief &
Culture Audit (SL only)

UK Certification threshold
Trust Index
65%

2025
Borders College
Trust Index
76%

2026
Borders College
Trust Index
79%

Big Picture Actions

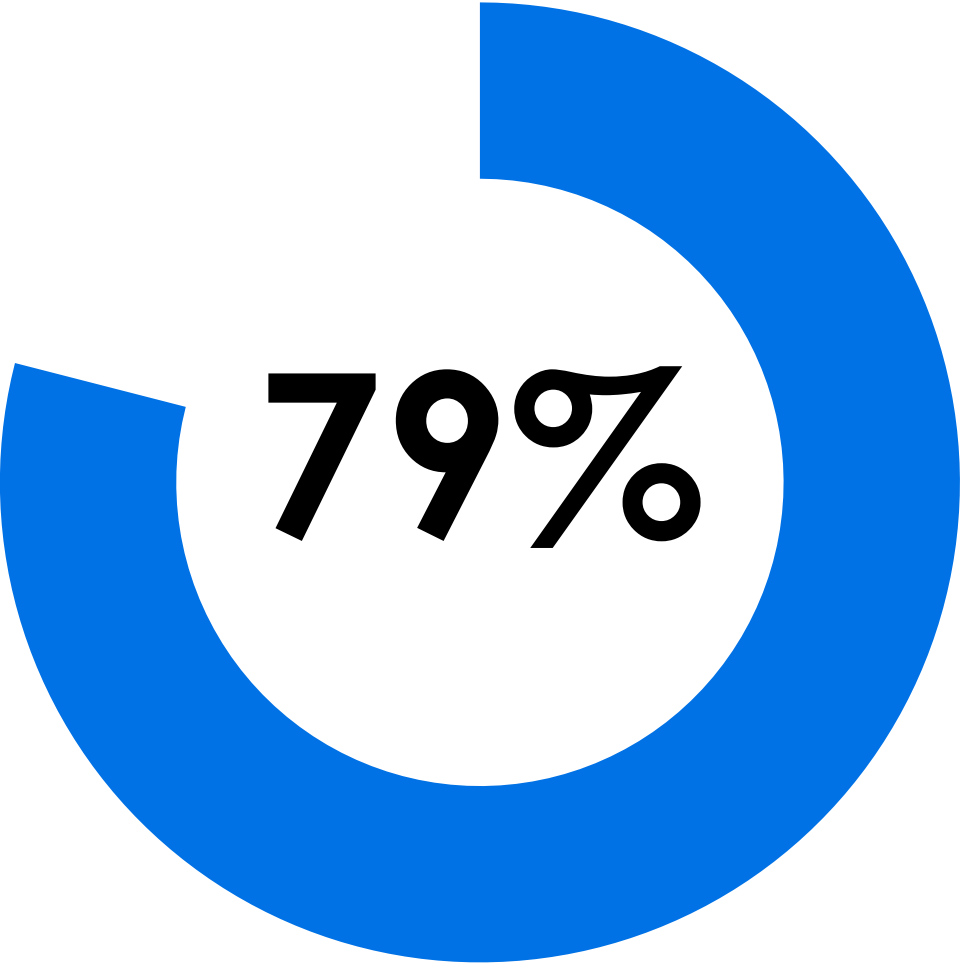
Focus on organisation-wide programmes and Senior Leaders leading by example

Fine-Tune Actions

Focus on marginal improvements and targeted action such as coaching to improve on low-scoring teams / specific demographics

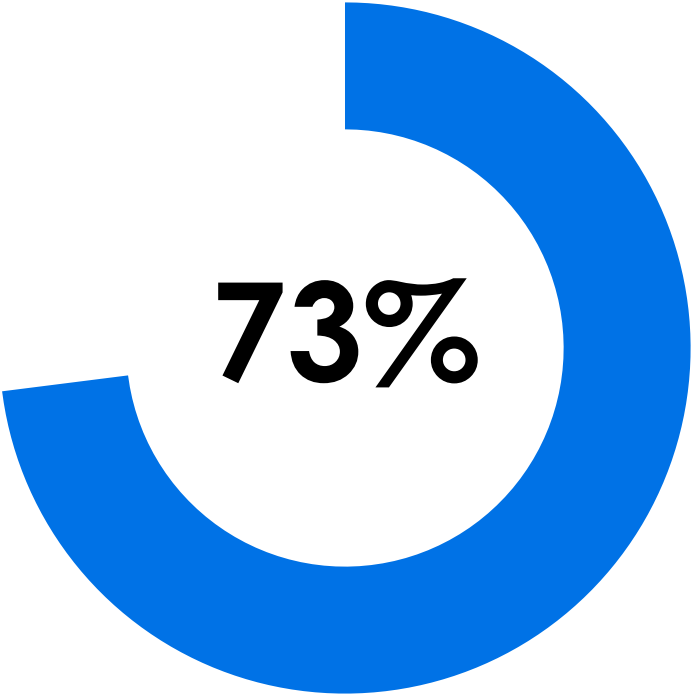
Invited: 262
Responded: 156
Response Rate: 60%
(+3 vs 2025)
(-9 vs GPTW average)

Trust Index



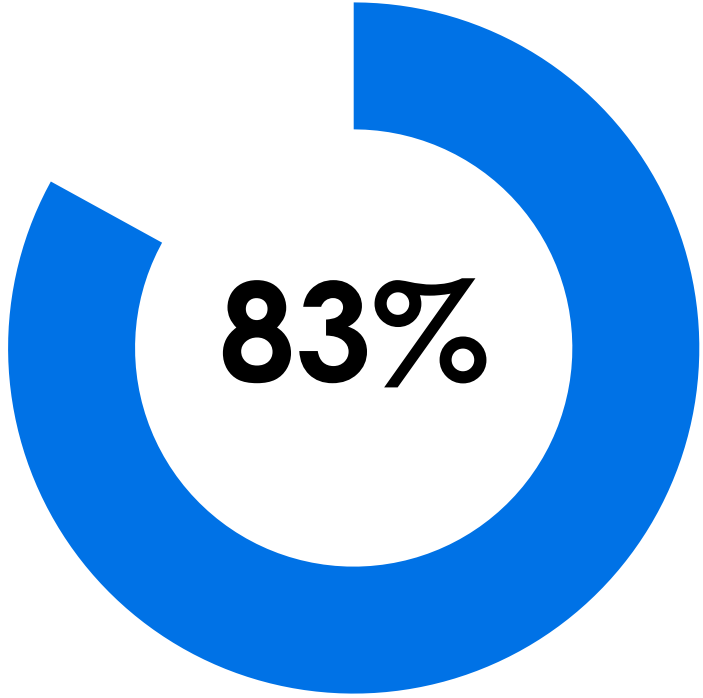
v Previous Year +3
v UK Best Workplaces (L) -2

Innovation by All



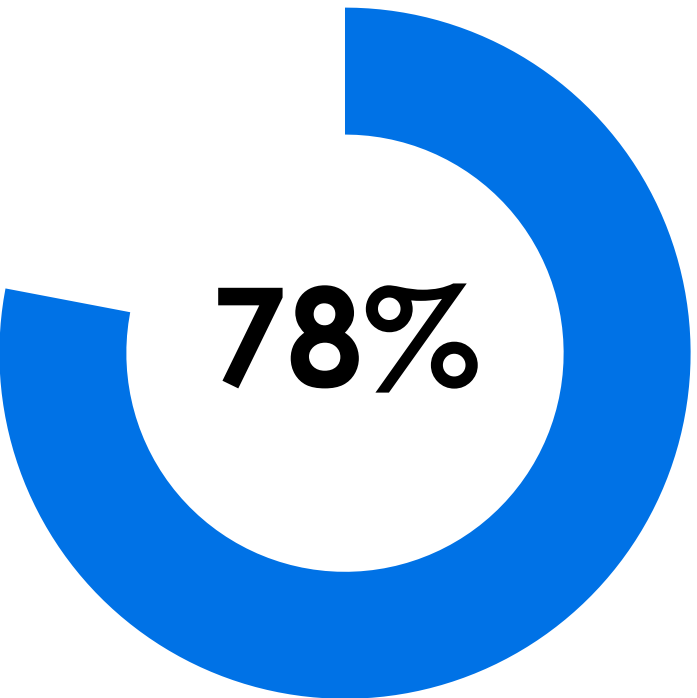
v Previous Year +5
v UK Best Workplaces (L) -1

Engagement



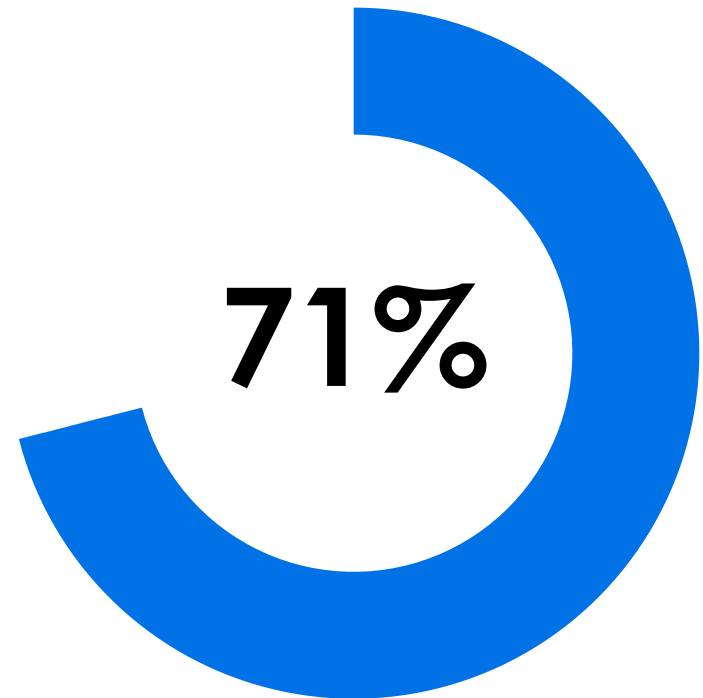
v Previous Year +2
v UK Best Workplaces (L) +1

Leadership Effectiveness



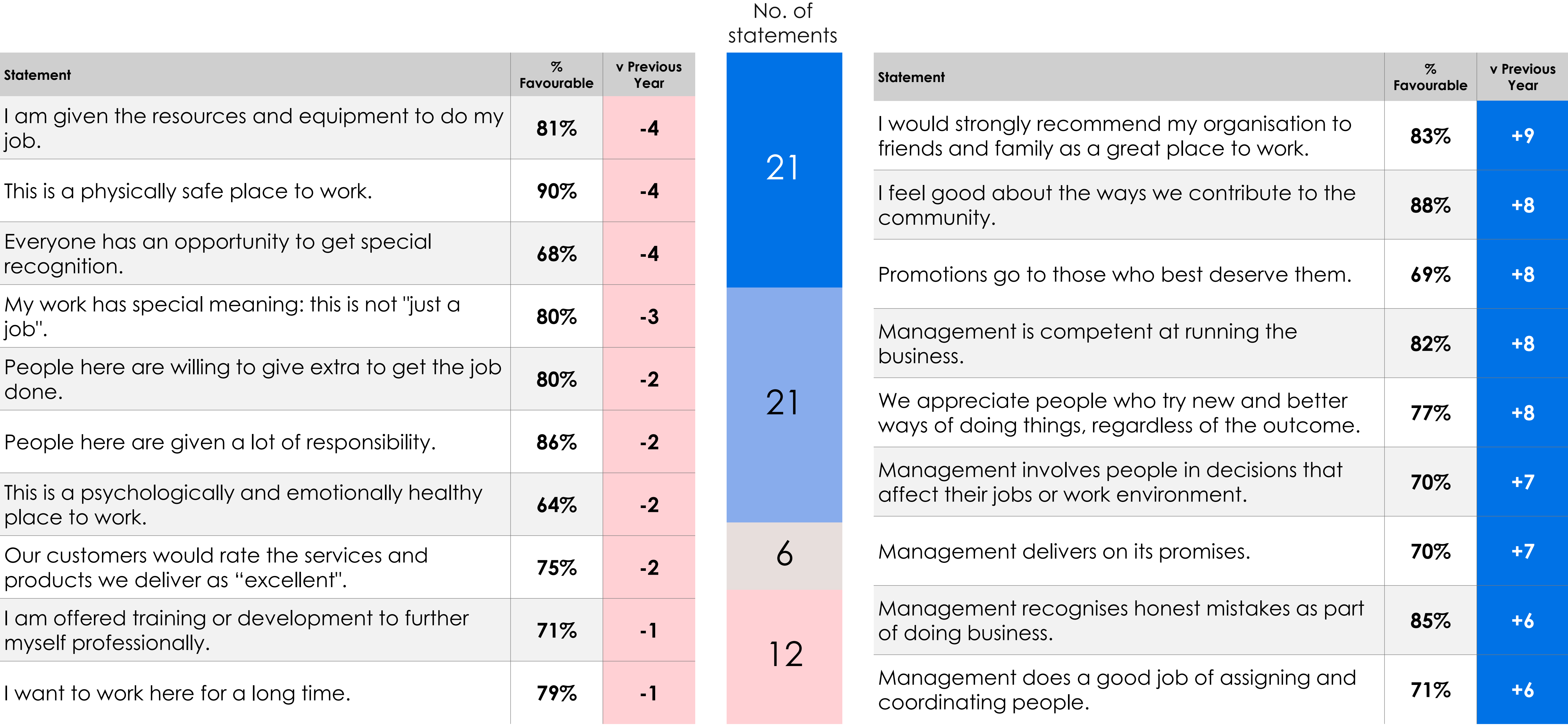
v Previous Year +6
v UK Best Workplaces (L) -4

Values



v Previous Year +6
v UK Best Workplaces (L) -7

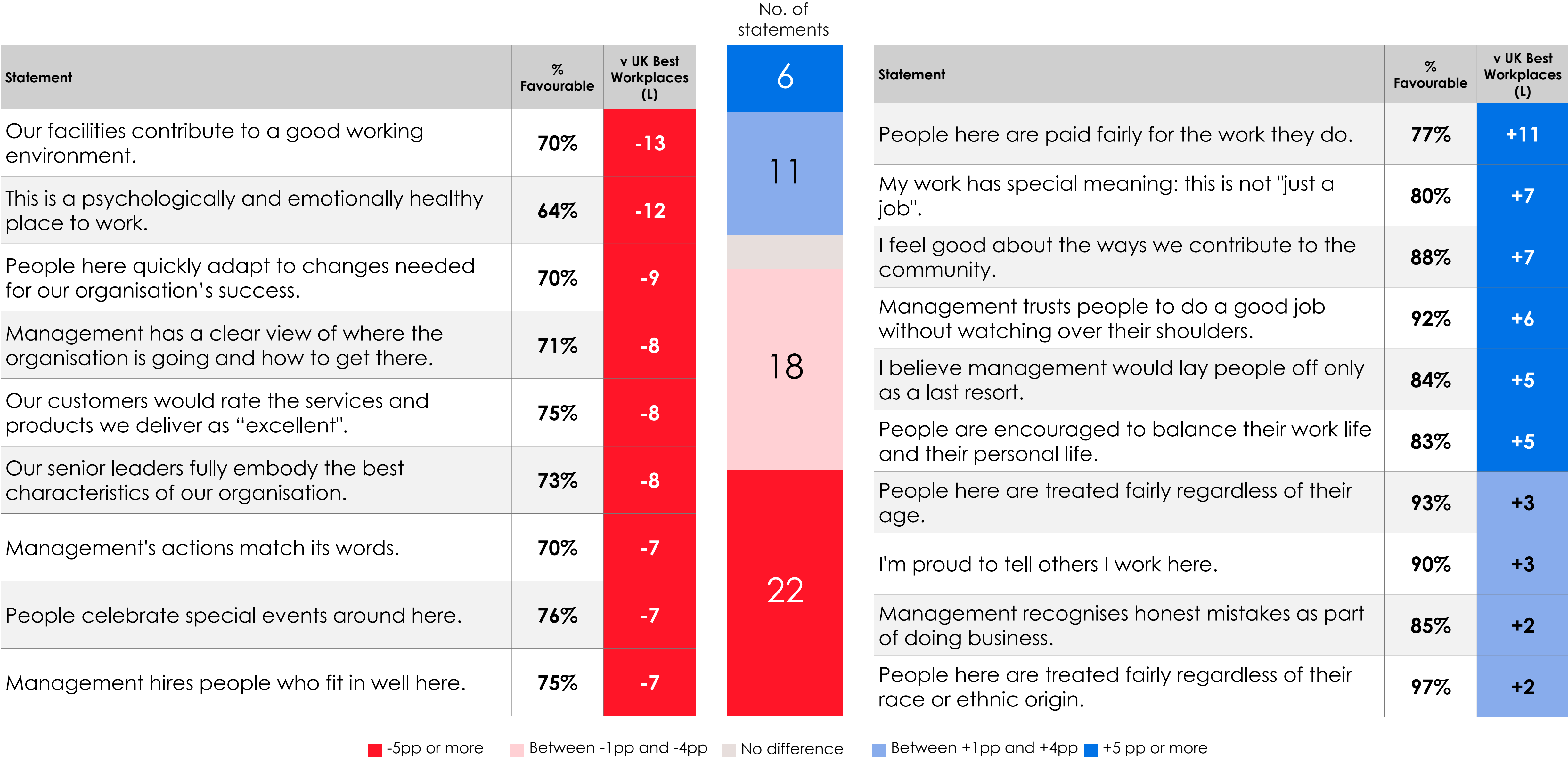
Statement Comparison to Borders College - 2025



Statement Comparison to UK Best Workplaces (L)

Benchmark scores derived from 100 organisations, large (201 – 1000 employees), variety of sectors

<https://www.greatplacetowork.co.uk/uks-best-workplaces?size=large>



Companies contributing to the UK Best Workplaces (L&SL) in Education & Training



Acorn Early Years
Foundation



Blackpool and the Fylde
College



Borders College
Education & Training



Bradford College
Education & Training



Bright Horizons Family
Solutions



Grandir UK
Education & Training



Kids Planet Day Nurseries



N Family Club



Outcomes First Group



Oxford International
Education & Training

Comparison to Best Workplaces in Education & Training - (L&SL)

Benchmark derived from ten organisations, large (201 – 1000 employees) or super-large (1,000+ employees)

<https://www.greatplacetowork.co.uk/best-workplaces/education/2025>

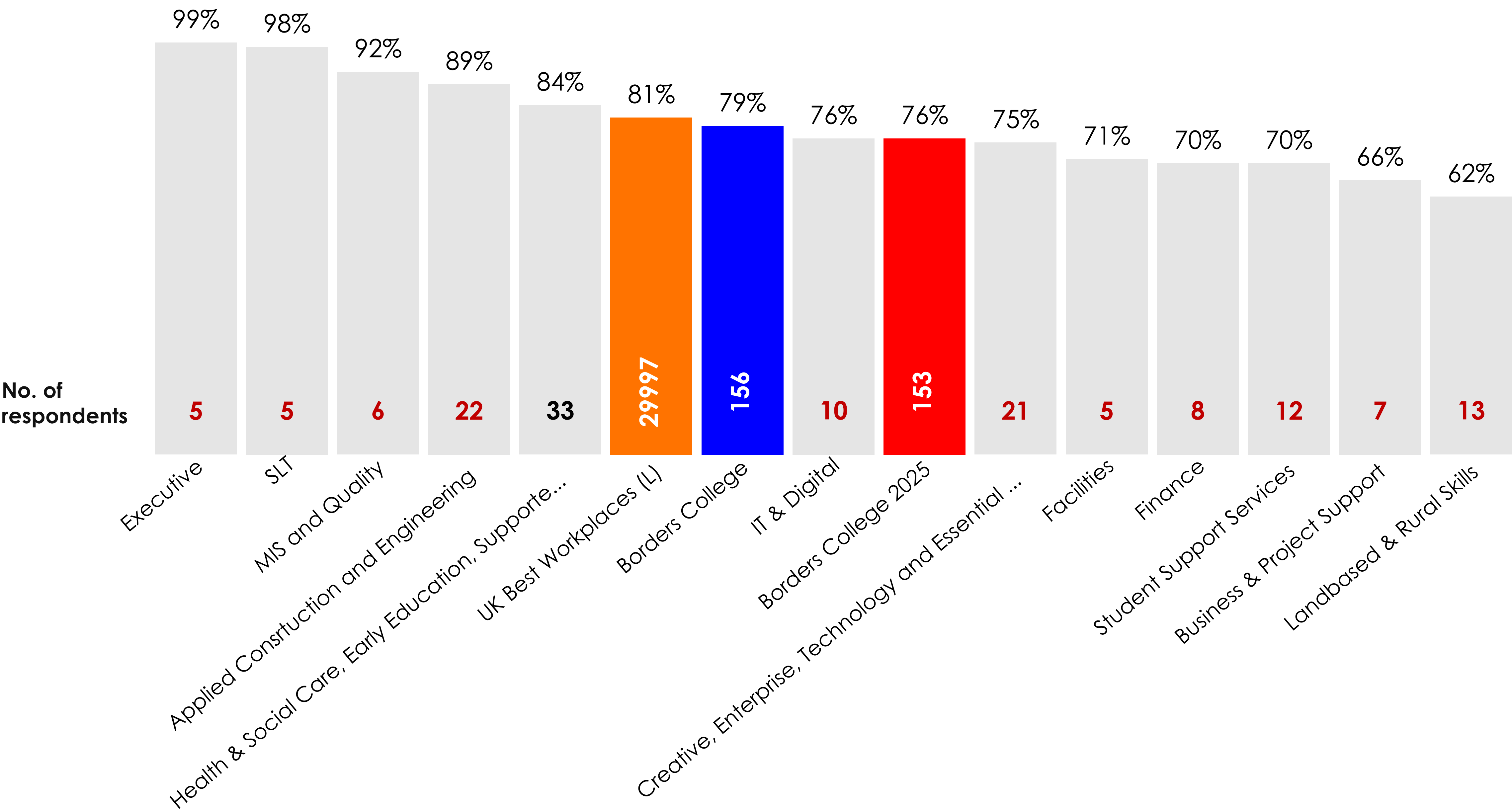
Statement	% Favourable	v BW in Education & Training - (L&SL)
I am offered training or development to further myself professionally.	71%	-7
Management has a clear view of where the organisation is going and how to get there.	71%	-5
Our customers would rate the services and products we deliver as "excellent".	75%	-3
People here quickly adapt to changes needed for our organisation's success.	70%	-3
Management genuinely seeks and responds to suggestions and ideas.	71%	-2
Our facilities contribute to a good working environment.	70%	-2
People celebrate special events around here.	76%	-2
My work has special meaning: this is not "just a job".	80%	-1
Management makes its expectations clear.	77%	0
Management's actions match its words.	70%	0



Statement	% Favourable	v BW in Education & Training - (L&SL)
People here are paid fairly for the work they do.	77%	+24
People are encouraged to balance their work life and their personal life.	83%	+15
I would strongly recommend my organisation to friends and family as a great place to work.	83%	+12
I am able to take time off from work when I think it's necessary.	84%	+11
Management trusts people to do a good job without watching over their shoulders.	92%	+10
Management recognises honest mistakes as part of doing business.	85%	+9
People here are treated fairly regardless of their age.	93%	+9
People here are willing to give extra to get the job done.	80%	+8
Management is approachable, easy to talk with.	86%	+8
I feel good about the ways we contribute to the community.	88%	+8

Trust Index by Department

Small base sizes

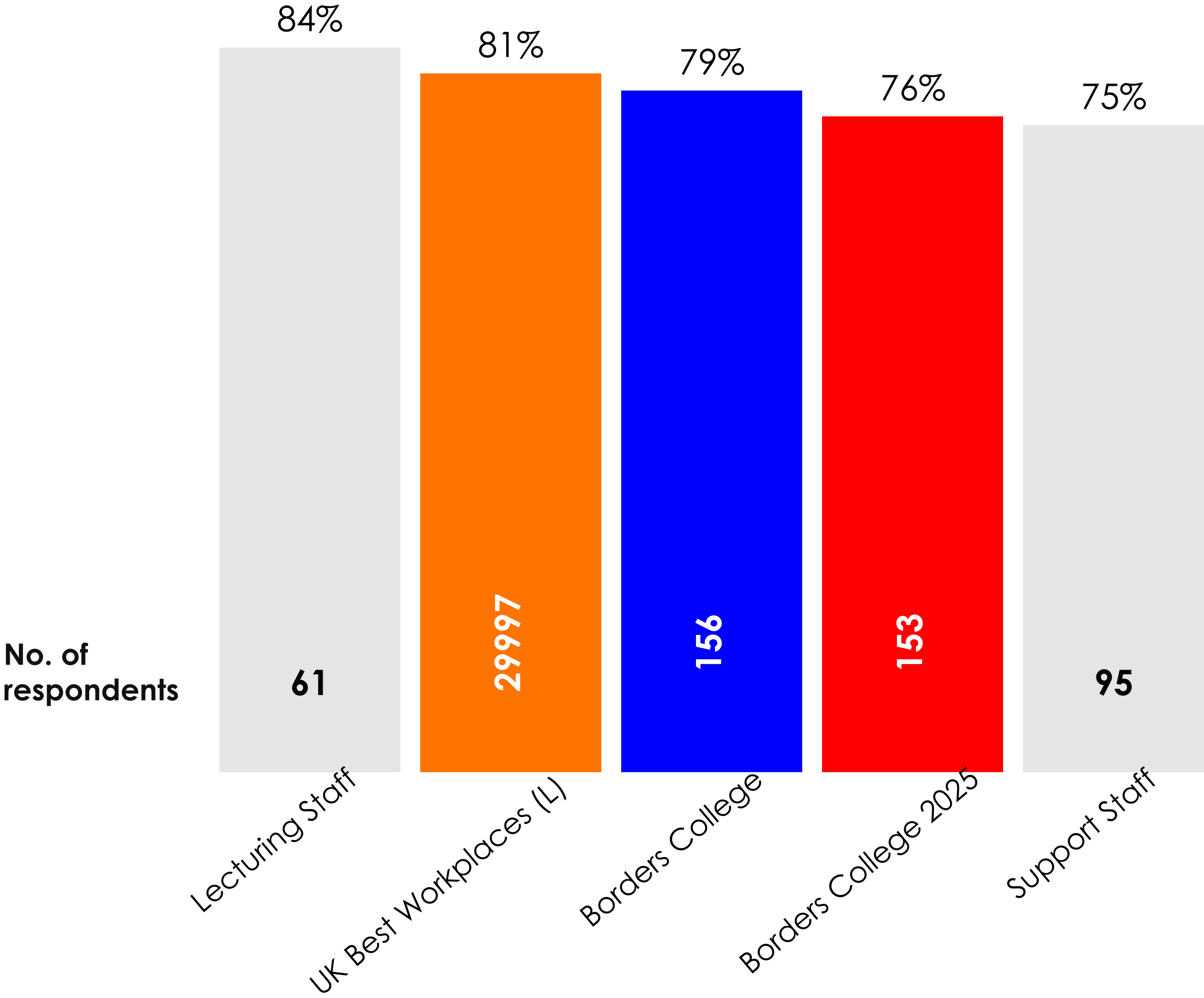


Department Heat Map

Small base sizes

DEPARTMENT	RESPONDENTS	TRUST INDEX™	ENGAGEMENT INDEX	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	156	79%	83%	79%	78%	73%	71%
Executive	5	+20	+17	+21	+22	+27	+29
SLT	5	+19	+17	+21	+22	+27	+29
MIS and Quality	6	+13	+13	+6	+18	+16	+23
Applied Consrtuction and Engineering	22	+10	+10	+12	+13	+7	+10
Health & Social Care, Early Education, Supporte...	33	+5	+5	+6	+6	+1	+11
IT & Digital	10	-3	+2	+7	-13	-6	-14
Creative, Enterprise, Technology and Essential ...	21	-4	-1	-6	-5	+6	-3
Facilities	5	-8	-8	-12	-8	-13	-4
Finance	8	-9	-8	-7	-9	-19	-8
Student Support Services	12	-9	-8	-11	-7	-13	-8
Business & Project Support	7	-13	-15	-11	-7	-16	-14
Landbased & Rural Skills	13	-17	-16	-15	-25	-19	-26

Trust Index by Staff Group



Staff Group Heat Map - Comparison to Previous Year

STAFF GROUP	RESPONDENTS (DIFFERENCE TO 2025)	TRUST INDEX™	ENGAGEMENT INDEX	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	156 (+3)	+3	+2	+2	+6	+5	+6
Lecturing Staff	61 (+8)	+6	+6	+5	+7	+9	+8
Support Staff	95 (-5)	0	0	0	+6	+2	+5

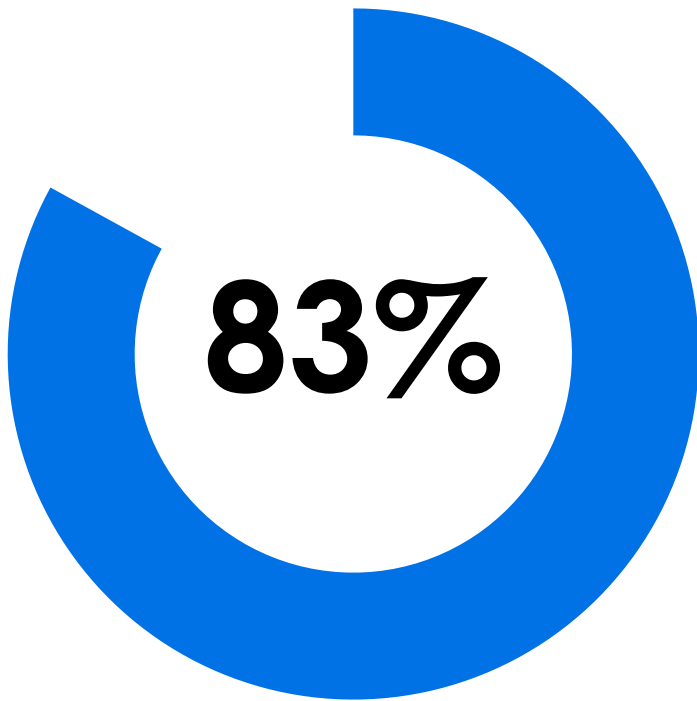
Staff Group Heat Map

STAFF GROUP	RESPONDENTS	TRUST INDEX™	ENGAGEMENT INDEX	WELLBEING INDEX	LEADERSHIP EFFECTIVENESS	INNOVATION BY ALL	VALUES
Borders College	156	79%	83%	79%	78%	73%	71%
Lecturing Staff	61	+5	+6	+6	+3	+7	+8
Support Staff	95	-4	-4	-4	-1	-5	-4

Engagement Index

			v Previous Year	v UK Best Workplaces (L)
Taking everything into account, I would say this is a great place to work.	16%	81%	+5	-3
I would strongly recommend my organisation to friends and family as a great place to work.	13%	83%	+9	+2
People here are willing to give extra to get the job done.	18%	80%	-2	-3
I feel I make a difference here.	15%	84%	+4	+2
I want to work here for a long time.	17%	79%	-1	0
I'm proud to tell others I work here.		90%	+3	+3
When I look at what we accomplish, I feel a sense of pride.	12%	86%	+3	+1
My work has special meaning: this is not "just a job".	15%	80%	-3	+7

Engagement Index Score



v Previous Year	+2
v UK Best Workplaces (L)	+1

Explanation about the Key driver analysis (aka statistical regression)



Key driver analysis (KDA) is a statistical method (regression).

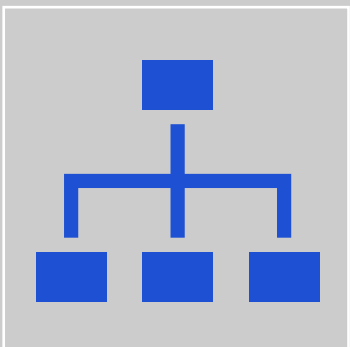
It is used to assess the relationship between different variables.

In this instance, it aims to identify how best to influence employee engagement. It uses the raw data file that shows every person's responses to all the survey statements and it looks for the underlying patterns and inter-relationships.



Engagement is the *outcome* (the key variable) and the analysis tests the other statements (variables) to identify which have the strongest relationship with engagement.

The employees who respond most positively to these statements are also likely to be the most engaged. Conversely, those that responded negatively to these statements are likely to be the least engaged (i.e. not proud, don't think it's a great place to work and don't want to stay for a long time, etc).



Drivers are *unique* to each organisation.

Ideally, you should focus on the 'drivers' e.g. ensure all managers are demonstrating the desired behaviours, and try to improve this in the teams/departments seeing lower levels of positivity in order to drive up employee engagement.

Key Drivers of Engagement



Key Driver Rank

Favourable

v Previous
Year

v UK Best
Workplaces (L)

Management shows **appreciation** for good work and extra effort.

1

77%

+3

-1

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

2

87%

0

-1

We **appreciate** people who try new and better ways of doing things, regardless of the outcome.

3

77%

+8

0

People **celebrate** special events around here.

4

76%

0

-7

This is a **fun** place to work.

5

72%

+3

-6

Feeling like a full member correlated strongly with retention
Also with: Feeling informed, involved, consulted

Key driver heat maps

Higher positivity



Lower positivity



	Department											
	Applied Construction and Engineering	Business & Project Support	Creative, Enterprise, Technology and Essential Skills	Executive	Facilities	Finance	Health & Social Care, Early Education, Supported Prog. & Sport	IT & Digital	Landbased & Rural Skills	MIS and Quality	SLT	Student Support Services
Management shows appreciation for good work and extra effort.	86% 22	43% 7	70% 21	100% 5	60% 5	62% 8	91% 33	70% 10	62% 13	100% 6	100% 5	75% 12
People celebrate special events here.	86% 22	57% 7	79% 21	100% 5	60% 5	25% 8	90% 33	44% 10	62% 13	100% 6	100% 5	83% 12
I am treated as a full member here regardless of my position.	95% 22	71% 7	81% 21	100% 5	80% 5	86% 8	93% 33	80% 10	67% 13	100% 6	100% 5	92% 12
This is a fun place to work.	90% 22	57% 7	76% 21	100% 5	60% 5	50% 8	77% 33	80% 10	54% 13	83% 6	100% 5	50% 12
We celebrate people who try new and better ways of doing things, regardless of the outcome.	76% 22	71% 7	81% 21	100% 5	60% 5	50% 8	81% 33	67% 10	69% 13	100% 6	100% 5	73% 12

	Gender		Managerial Level			Age				Staff Group		Work Status	
	Female	Male	Employee	Frontline Manager or Supervisor	Mid-Level Manager	26 years to 34 years	35 years to 44 years	45 years to 54 years	55 years or older	Lecturing Staff	Support Staff	Full-time	Part-time
Management shows appreciation for good work and extra effort.	76% 92	86% 57	74% 128	90% 20	100% 5	62% 16	85% 39	73% 38	79% 59	82% 61	74% 95	79% 87	75% 69
People celebrate special events here.	79% 92	76% 57	74% 128	80% 20	100% 5	62% 16	89% 39	65% 38	76% 59	86% 61	70% 95	80% 87	71% 69
I am treated as a full member here regardless of my position.	88% 92	91% 57	86% 128	90% 20	100% 5	75% 16	95% 39	89% 38	84% 59	90% 61	86% 95	92% 87	82% 69
This is a fun place to work.	67% 92	86% 57	70% 128	75% 20	100% 5	75% 16	82% 39	72% 38	63% 59	83% 61	65% 95	76% 87	66% 69
We celebrate people who try new and better ways of doing things, regardless of the outcome.	79% 92	77% 57	73% 128	90% 20	100% 5	56% 16	89% 39	71% 38	76% 59	78% 61	76% 95	82% 87	71% 69

‘For All’ Results

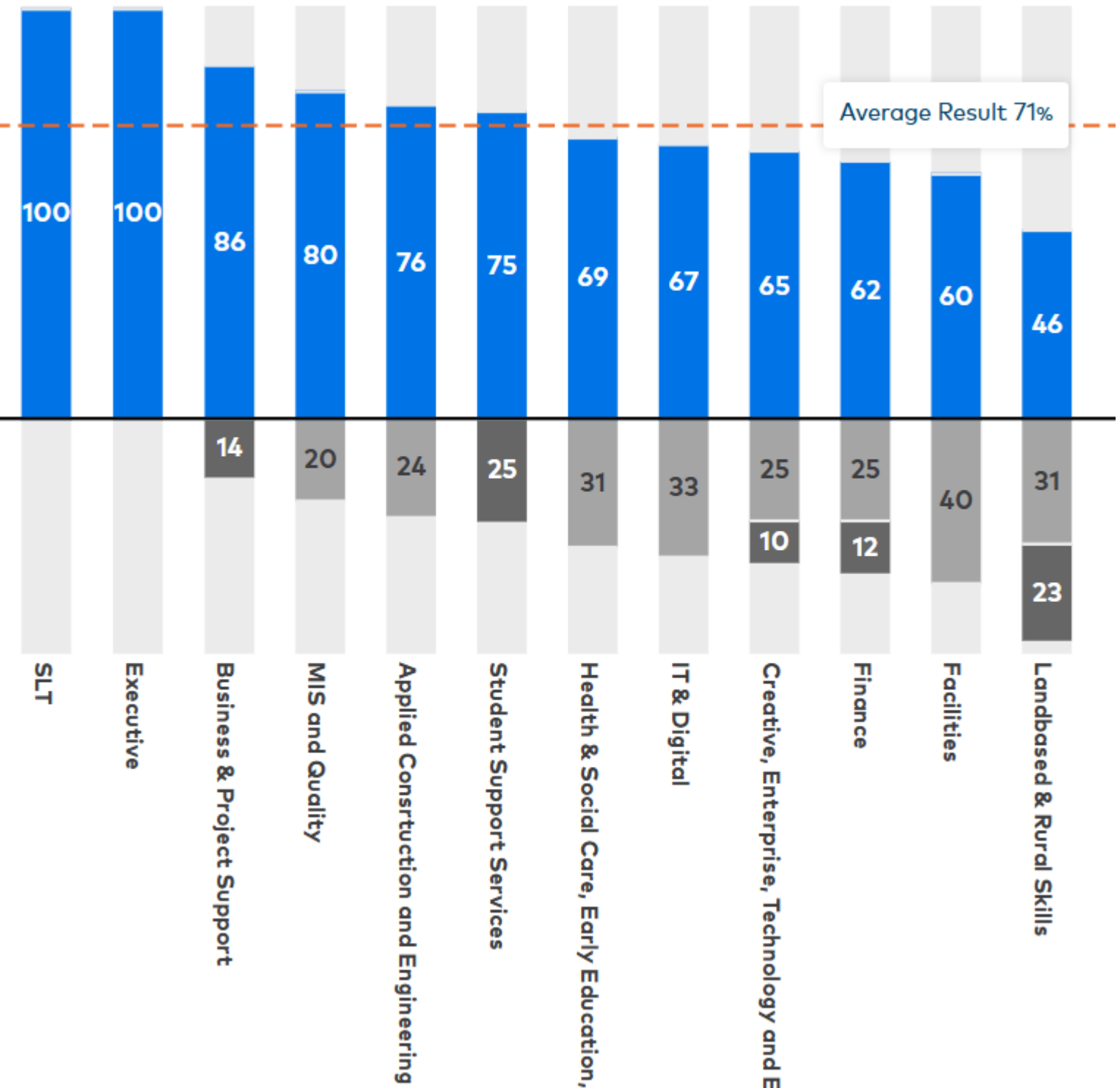
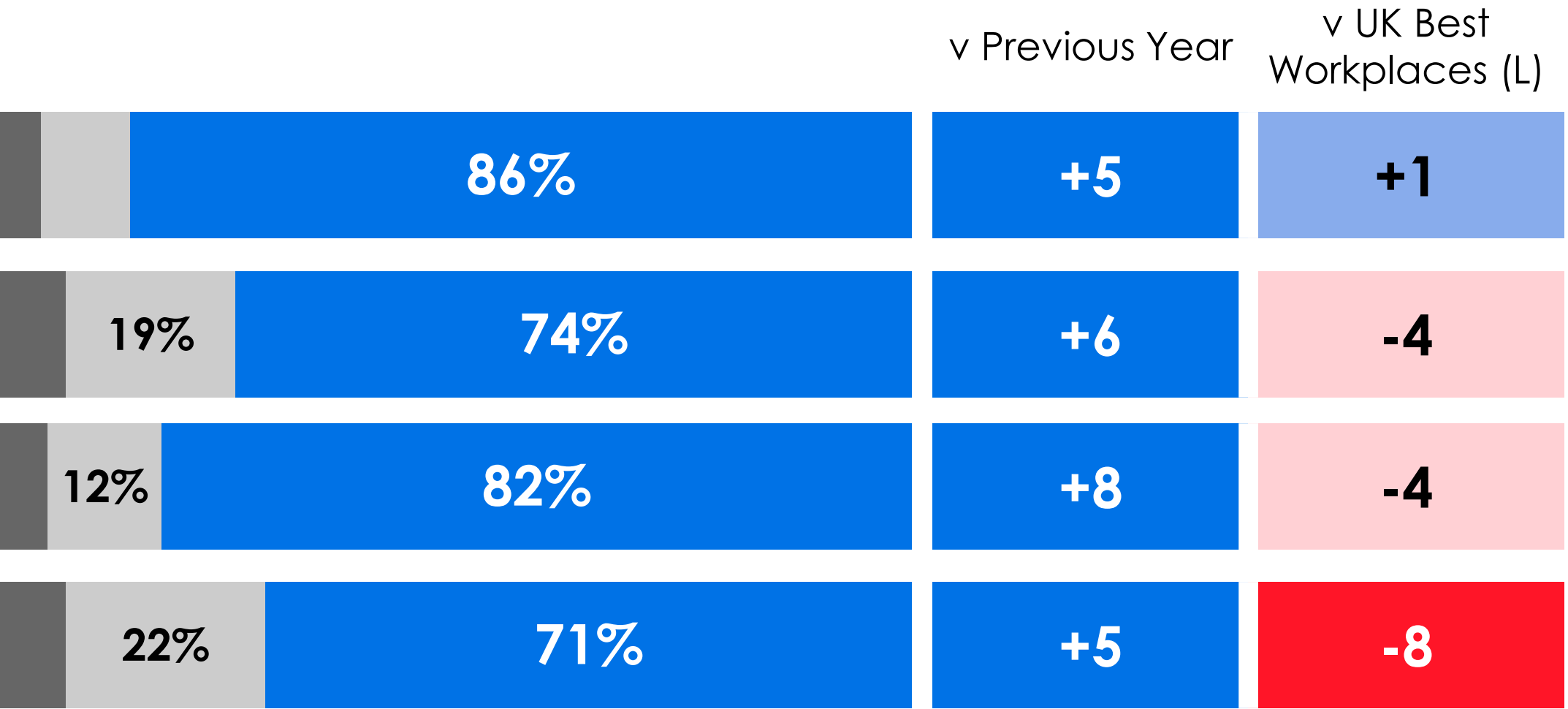
Leadership Effectiveness

Management is approachable, easy to talk with.

Management shows a sincere interest in me as a person, not just an employee.

Management is competent at running the business.

Management has a clear view of where the organisation is going and how to get there.



Better and more timely communication

Improved consistent communication would be helpful

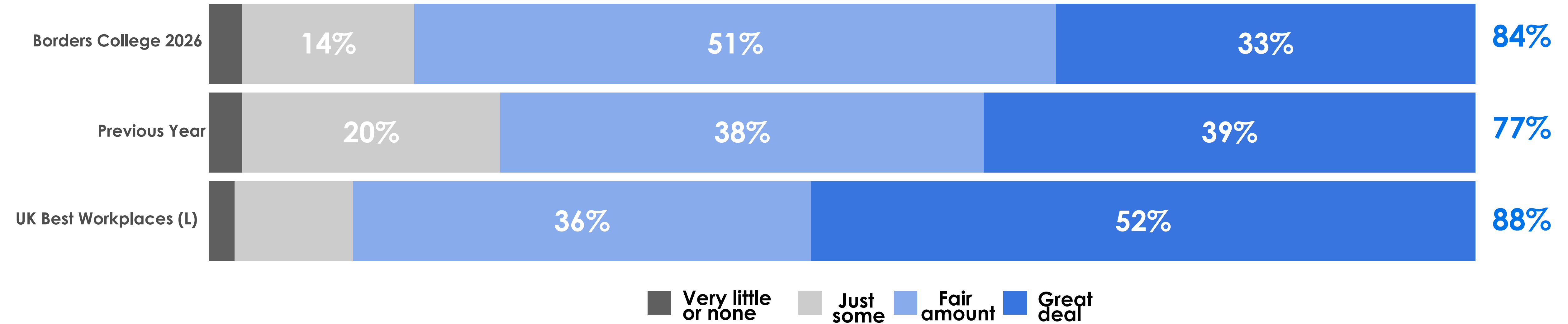
Management could make more of an effort to connect and communicate with teaching staff

More confidence that the priorities of the organisation are consistently the correct priorities

Greater transparency and consistency in leadership and decision making Ensuring leadership roles are visible, actively engaged with teams and making meaningful contributions ...

Confidence in Executive Team's Judgement

How much confidence do you have in your executive team's judgement?



Innovation

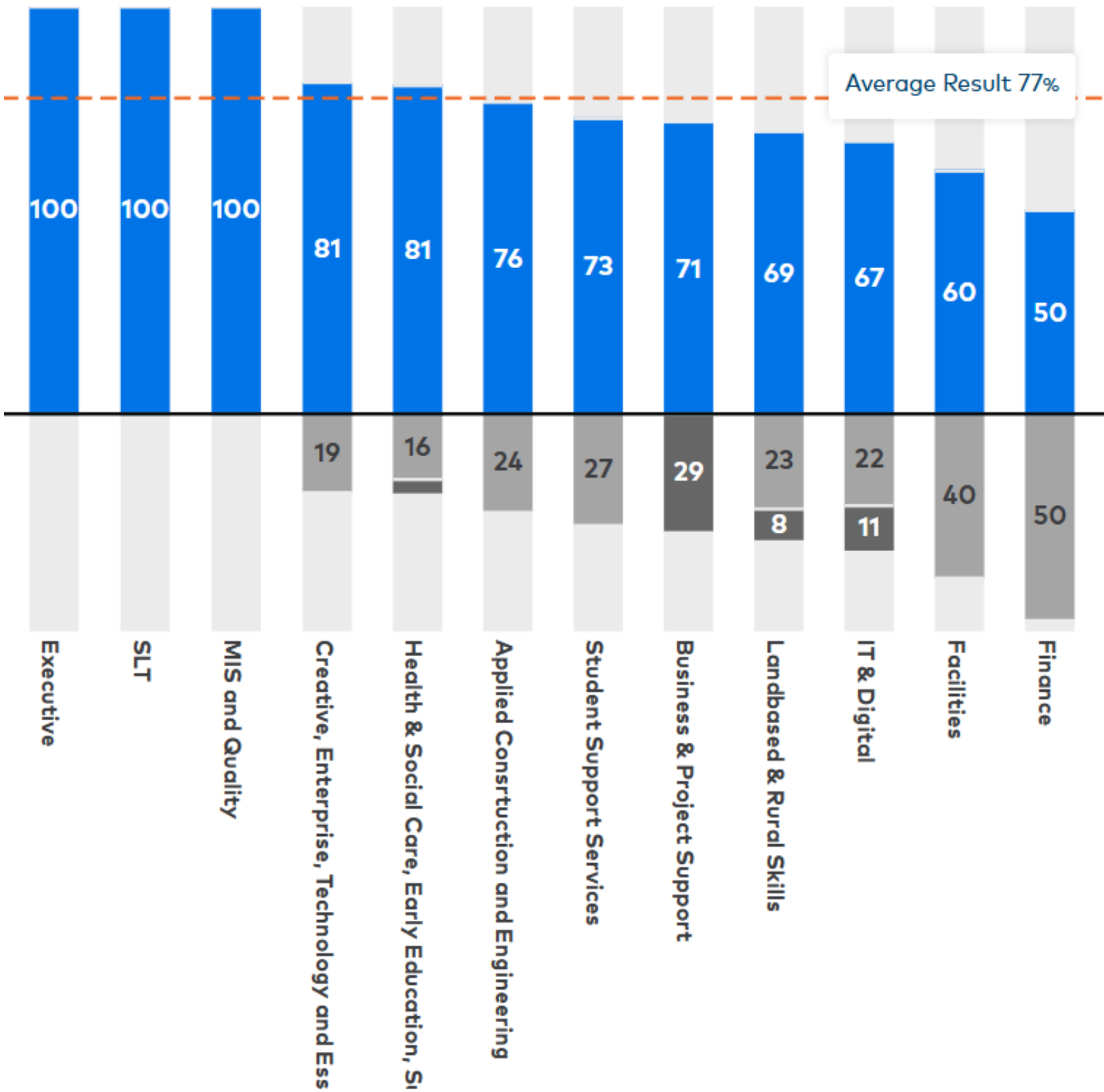
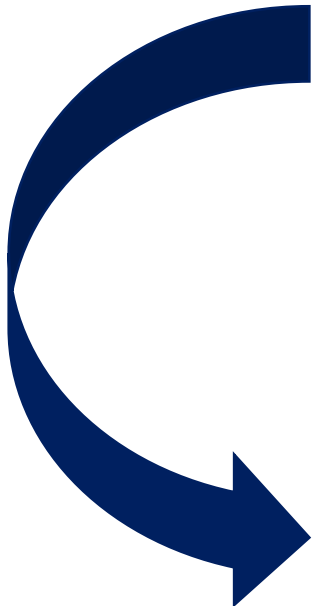
Management genuinely seeks and responds to suggestions and ideas.



Management involves people in decisions that affect their jobs or work environment.



We appreciate people who try new and better ways of doing things, regardless of the outcome.



....sometimes decisions are made without discussing with the people who have to carry our the work/task

...Do not make assumptions and base decisions on these assumptions.

Direct feedback from senior managers to explain why. For example, if a request/suggestion is put in, discussed and verbally approved by senior management, then *not* actioned or changed without any explanation or discussion, you sometimes wonder why you requested/suggested things in the first place.

....consultation with lecturers ... decisions shouldn't just be made in a top down process as this results in a poor outcome for students ...

Values and management capability

Management delivers on its promises.



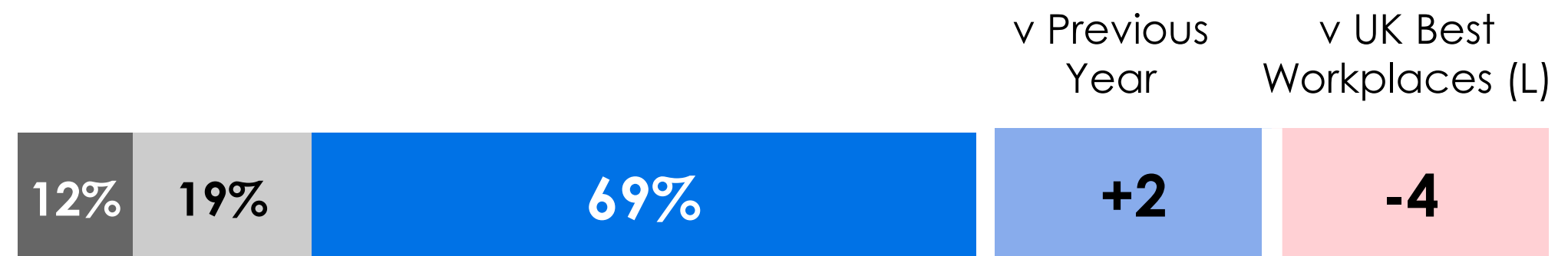
Management's actions match its words.



Our senior leaders fully embody the best characteristics of our organisation.



Managers avoid favouritism.



Management does a good job of assigning and coordinating people.



Management shows appreciation for good work and extra effort.



Ensure Managers are more aware of what their staff actually do, and have a background in the specialism before managing them

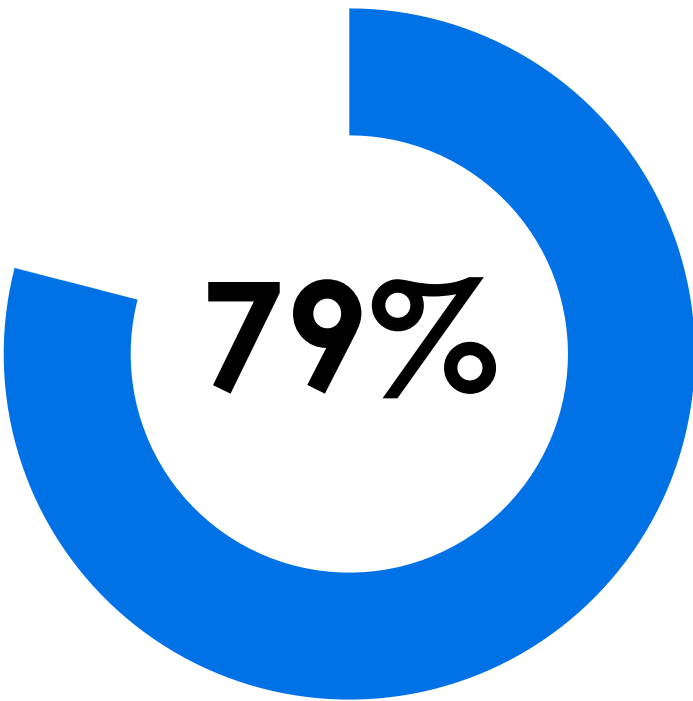
Ensure the managers are trained as managers and not best friends.

Clear communication around roles, responsibilities, and opportunities for progression would help ensure staff feel recognised and confident in the direction of their department.

Wellbeing Index

This is a psychologically and emotionally healthy place to work.	28% 64%	v Previous Year	-2	v UK Best Workplaces (L)	-12
People are encouraged to balance their work life and their personal life.	14% 83%		+3		+5
My work has special meaning: this is not "just a job".	15% 80%		-3		+7
I feel I make a difference here.	15% 84%		+4		+2
I can be myself around here.	12% 84%		+6		-2
People look forward to coming to work here.	26% 72%		+3		-4
People care about each other here.	12% 86%		+2		-1
People here are paid fairly for the work they do.	17% 77%		+5		+11

Wellbeing Index Score



v Previous Year	+2
v UK Best Workplaces (L)	+1

I am able to take time off from work when I think it's necessary.	14% 84%		-1		-5
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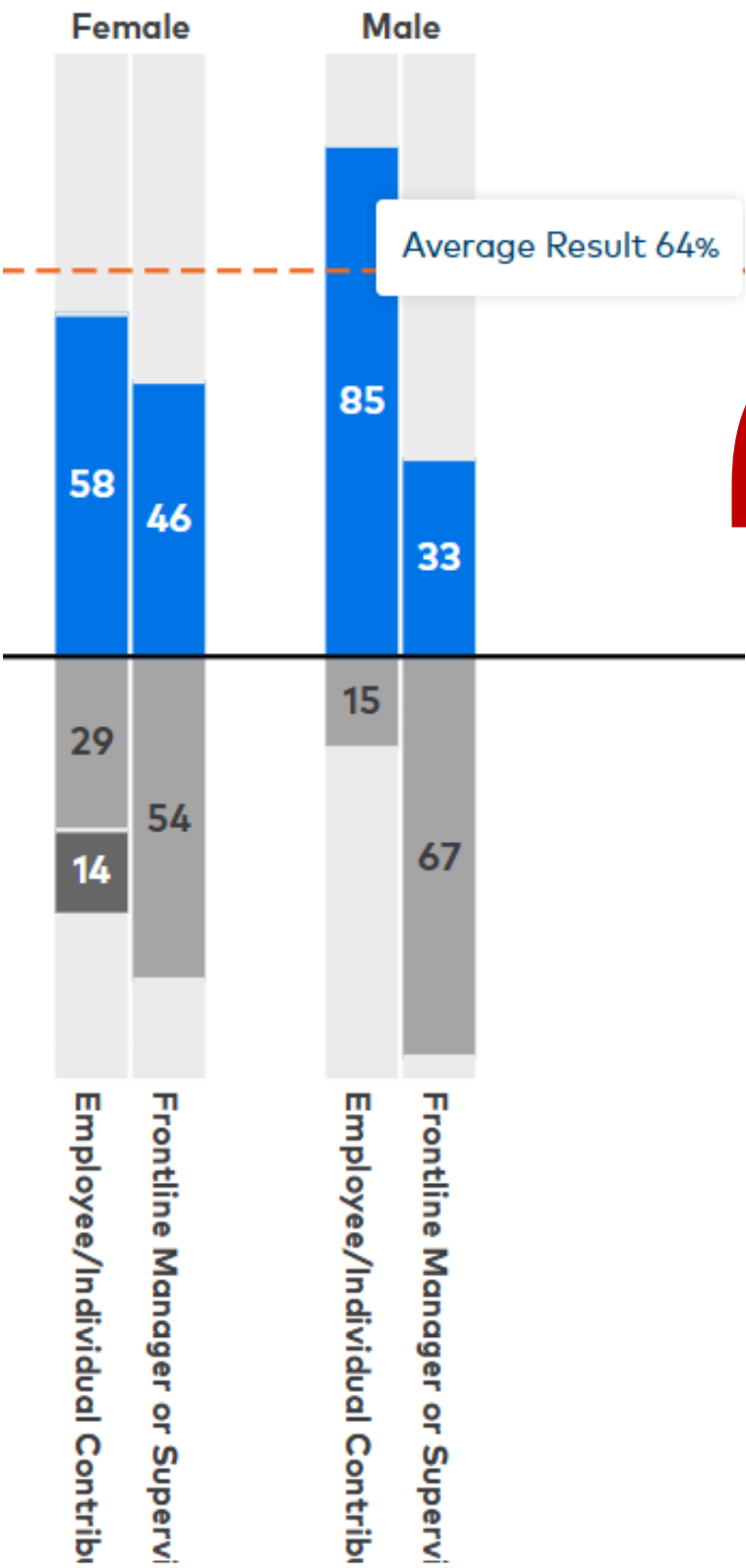
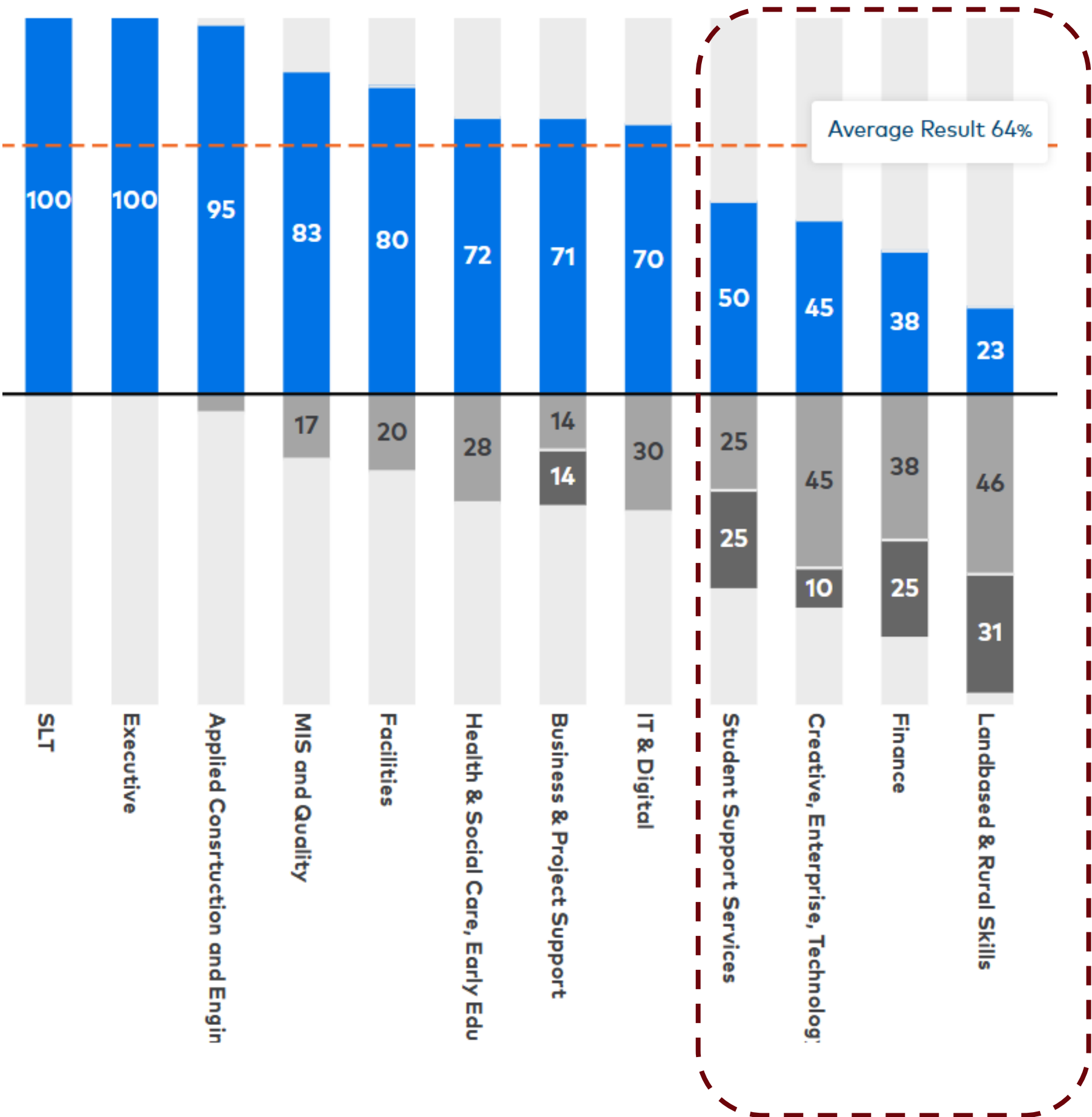
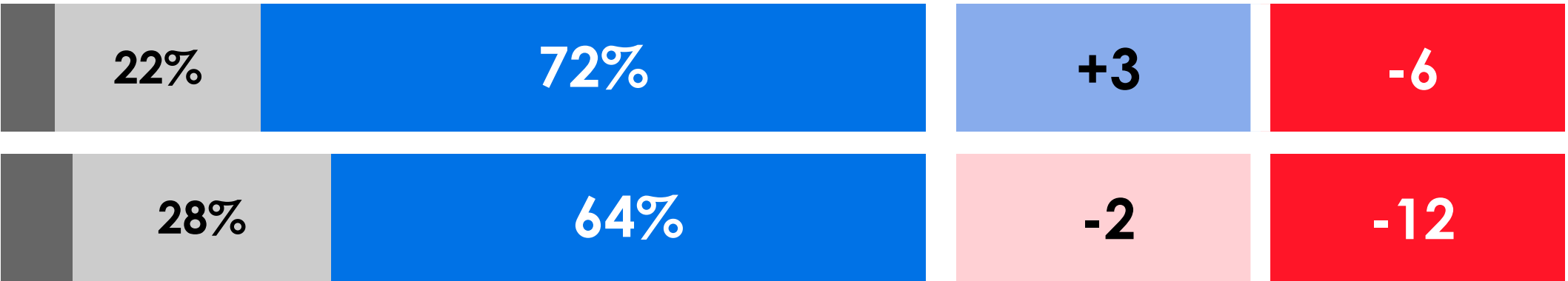
This is a psychologically and emotionally healthy place to work.



This is a fun place to work.

This is a psychologically and emotionally healthy place to work.

v Previous Year v UK Best Workplaces (L)



all staff should be treated with dignity and respect and bullying and brow beating by certain people should not be just accepted

Ensure all staff understand the word equality.

Make staff feel safer. We are all vulnerable in this public building and i think extra precautions need to take place. You hear rumours of incidents.... Makes me feel uneasy in a student facing office

Not enough support for staff dealing with student issues

Maximising Human Potential

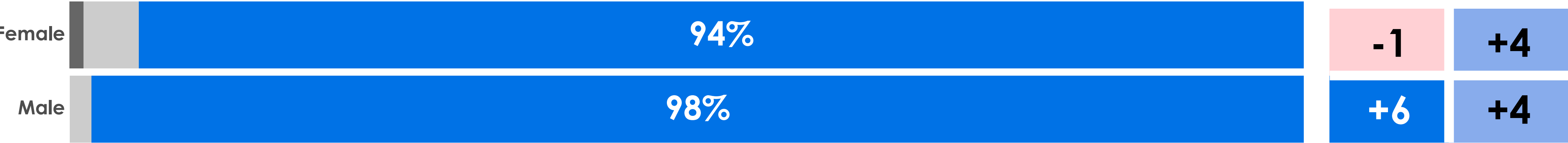
Fair Treatment

- People here are treated fairly regardless of their age.
- People here are treated fairly regardless of their race or ethnic origin.
- People here are treated fairly regardless of their gender.
- People here are treated fairly regardless of their sexual orientation.
-  I am treated as a full member here regardless of my position.

		v Previous Year	v UK Best Workplaces (L)
	93%	+4	+3
	97%	0	+2
	95%	0	+2
	98%	+2	+2
	87%	0	-1

Gender

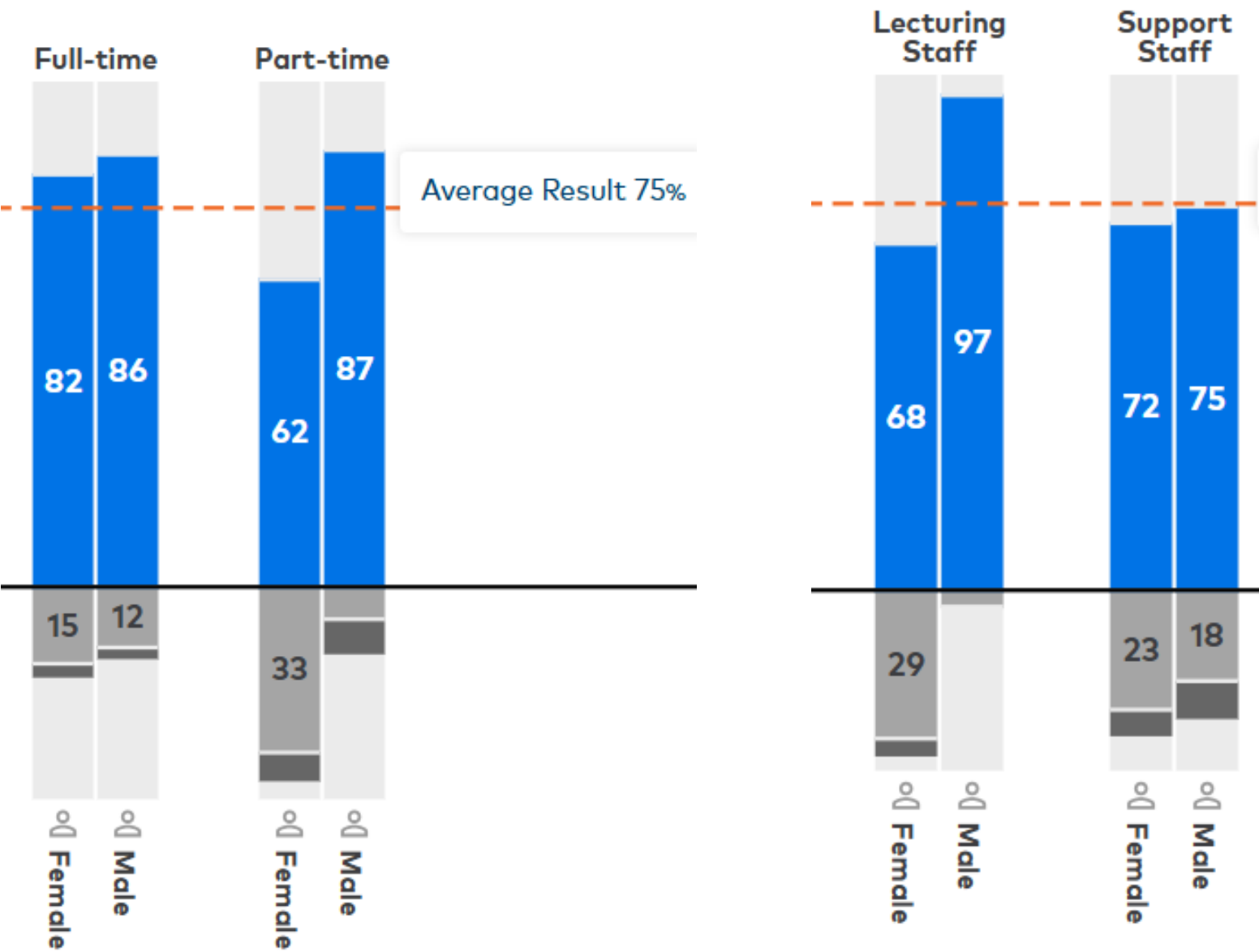
People here are treated fairly regardless of their gender.



Largest differences:

STATEMENT	BORDERS COLLEGE	FEMALE	MALE	RANGE	RANGE - UK Best Workplaces (L)
Respondents	156	92	57		
This is a psychologically and emotionally healthy place to work.	64%	-6	+17	23	6
I would strongly recommend my organisation to friends and family as a great place to work.	83%	-6	+13	19	5
This is a fun place to work.	72%	-5	+14	19	6
Management keeps me informed about important issues and changes.	75%	-5	+11	16	6
Promotions go to those who best deserve them.	69%	-5	+11	16	6

Management keeps me informed about important issues and changes



Work Status

Largest differences:

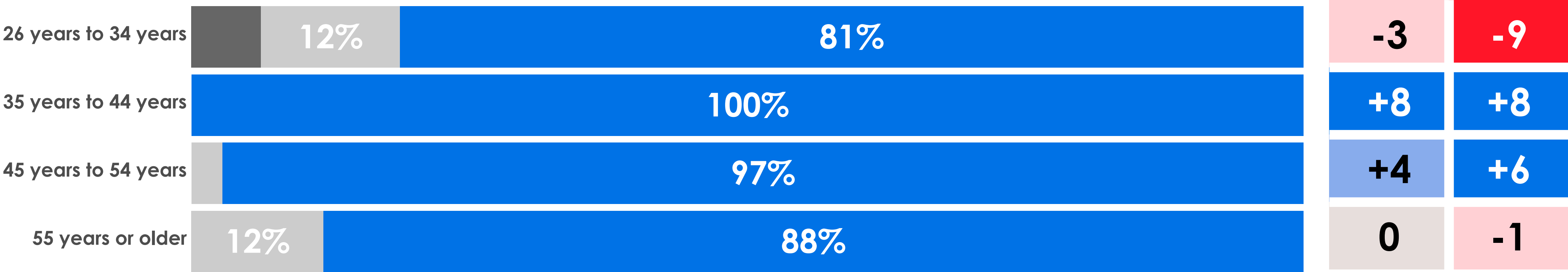
STATEMENT	BORDERS COLLEGE	FULL-TIME	PART-TIME	RANGE	RANGE - UK Best Workplaces (L)
Respondents	156	87	69		
Managers avoid favouritism.	69%	+10	-11	21	12
Management is competent at running the business.	82%	+9	-10	19	8
Our senior leaders fully embody the best characteristics of our organisation.	73%	+8	-10	18	10
Everyone has an opportunity to get special recognition.	68%	+7	-10	17	12
Management delivers on its promises.	70%	+7	-8	15	12
Management keeps me informed about important issues and changes.	75%	+6	-8	15	12
Management shows a sincere interest in me as a person, not just an employee.	74%	+6	-7	13	12

Staff Group – largest variances

STATEMENT	BORDERS COLLEGE	LECTURING STAFF	SUPPORT STAFF	RANGE
Respondents	156	61	95	
People here are paid fairly for the work they do.	77%	+16	-11	27
Management's actions match its words.	70%	+14	-8	23
I am offered training or development to further myself professionally.	71%	+13	-9	22
Management genuinely seeks and responds to suggestions and ideas.	71%	+13	-9	21
You can count on people to cooperate.	75%	+12	-7	19
This is a fun place to work.	72%	+11	-7	19
My work has special meaning: this is not "just a job".	80%	+12	-7	19
People here are given a lot of responsibility.	86%	+11	-7	18

Age

People here are treated fairly regardless of their age.



Largest differences:

STATEMENT	BORDERS COLLEGE	26 YEARS TO 34 YEARS	35 YEARS TO 44 YEARS	45 YEARS TO 54 YEARS	55 YEARS OR OLDER	RANGE	RANGE - UK Best Workplaces (L)
Respondents	156	16	39	38	59		
I can ask management any reasonable question and get a straight answer.	78%	-22	+12	-2	-1	33	19
We appreciate people who try new and better ways of doing things, regardless of the outcome.	77%	-21	+12	-6	-1	33	18
People here are willing to give extra to get the job done.	80%	-24	+5	-1	+6	30	18
Management genuinely seeks and responds to suggestions and ideas.	71%	-15	+13	-3	+0	28	20

Managerial Level

Largest differences:

STATEMENT	BORDERS COLLEGE	MID-LEVEL MANAGER	FRONTLINE MANAGER/ SUPERVISOR	EMPLOYEE	RANGE	RANGE - UK Best Workplaces (L)
Respondents	156	5	20	128		
This is a psychologically and emotionally healthy place to work.	64%	+36	-24	+2	60	25
We have special and unique benefits here.	67%	+33	+8	-3	36	27
Everyone has an opportunity to get special recognition.	68%	+32	+12	-4	36	27
Promotions go to those who best deserve them.	69%	+31	+16	-4	35	30
I am offered training or development to further myself professionally.	71%	+29	-6	-1	35	22
People look forward to coming to work here.	72%	+28	-7	-1	35	25
People avoid politics and backstabbing as ways to get things done.	70%	+30	-5	-1	35	24
Managers avoid favouritism.	69%	+31	+11	-3	34	26
Management genuinely seeks and responds to suggestions and ideas.	71%	+29	+14	-4	33	24
Management involves people in decisions that affect their jobs or work environment.	70%	+30	+5	-3	33	31

Achievements, Areas of Opportunity & Next steps



- Good level of participation (60%)
- More positivity than in 2025, particularly with regards to advocacy, contribution to the community, management competence, feeling appreciated and involved.
- Notably above the external benchmark with regards to
 - Fairly pay, treated fairly
 - Pride, the work having special meaning, their contribution to the community
 - Wellbeing/work life balance

What makes it a great place to work?



I feel **genuinely cared about by my manager.**

There is **a sense of inclusion, even as a temporary member of staff...**

Incredibly supportive team. Opportunities to meet socially within work time for wellbeing.

supportive, community-focused environment and the strong links it has with local industry. The **emphasis on practical learning and collaboration.**

Wellbeing hour - a paid hour off from normal work duties to take part in an activity designed to boost your mental or physical health ...

The **opportunity to work with students and help them develop practical skills and confidence is very rewarding**

Recommendations

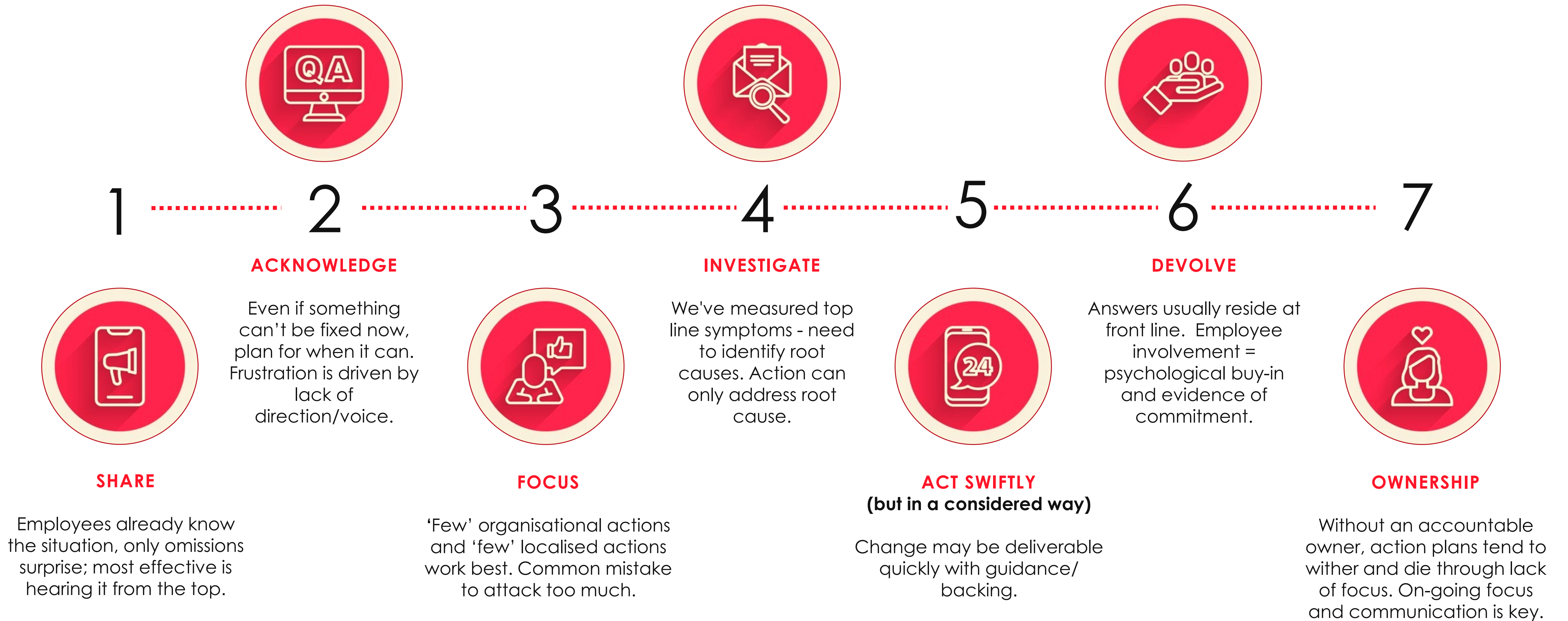
Keep doing what you're doing – aim for greater consistency. Look to understand and close gaps in the views and experiences of different groups to ensure that every individual is having positive and consistent employee experience in the following areas:

1. Leadership/management

- Leadership continues to have a strong influence on employee engagement at the College. Statistical analysis this year shows that the following is critical:
 - **Showing genuine appreciation for innovation** and for employees' hard work and effort
 - **Visible, consistent communications. Explain the “why”** behind changes and future plans and encourage input.
 - **Involve staff earlier in decisions** (especially teaching staff) who ask management to *“Listen more to staff who are directly involved”*
 - **Ensure everyone feels treated like a full member of staff no matter their position** with a focus on part-timers and younger employees and those working in Support. This is strongly correlated with intention to stay.
 - **Strengthen people management capability:** Reinforce the expectation: **Managers = people leaders first**. Overall, this is a strength for BC but a few people ask for better support or understanding from their manager.

2. Other

- **Focus on hotspots:** Overall results are strong vs Best Workplaces benchmarks so prioritise/support the lower-scoring departments instead.
- **Wellbeing:** Belief that it's a psychologically healthy place to work is below benchmarks. This is consistent with previous feedback gained. Action is already underway: plans in place for a trauma-informed training programme to build staff confidence to support their students.
- **Increasing survey participation:** 60% is good but below 69% average. Other similar educational establishments see participation of c. 65% - 75%. Review approach and strengthen communications and follow up. See GPTW advice provided on the slide in the Appendix.



Appendix

Department – largest variances

Small base sizes

STATEMENT	BORDERS COLLEGE	APPLIED CONSR TUCTION AND ENGINEERING	BUSINESS & PROJECT SUPPORT	CREATIVE, ENTERPRISE, TECHNOLOGY AND ESSENTIAL SKILLS	EXECUTIVE	FACILITIES	FINANCE	HEALTH & SOCIAL CARE, EARLY EDUCATION, SUPPORTED PROG. & SPORT	IT & DIGITAL	LANDBASED & RURAL SKILLS	MIS AND QUALITY	SLT	STUDENT SUPPORT SERVICES	RANGE
Respondents	156	22	7	21	5	5	8	33	10	13	6	5	12	
I am offered training or development to further myself professionally.	71%	+11	-28	+10	+29	-51	-21	+5	-21	-17	+29	+29	+4	80
This is a psychologically and emotionally healthy place to work.	64%	+31	+7	-19	+36	+16	-26	+8	+6	-41	+19	+36	-14	77
Everyone has an opportunity to get special recognition.	68%	+14	-25	-3	+32	-8	-43	+16	+10	-22	-1	+32	-18	75
People celebrate special events around here.	76%	+10	-19	+3	+24	-16	-51	+14	-32	-14	+24	+24	+7	75
Our facilities contribute to a good working environment.	70%	+21	+16	-3	+30	+10	+18	-9	0	-39	+13	+10	-12	69
Managers avoid favouritism.	69%	+17	-12	-1	+31	-9	-32	+14	-25	-23	+14	+31	-2	62
People avoid politics and backstabbing as ways to get things done.	70%	+7	+16	-10	+10	-30	-32	+4	-14	-1	+30	+30	+5	62
Management involves people in decisions that affect their jobs or work environment.	70%	+12	-13	+6	+30	-10	-8	+2	-3	-32	+13	+30	-20	62
Promotions go to those who best deserve them.	69%	+31	-26	-4	+31	-29	-19	+21	-25	-31	+11	+31	-19	62

Most Unfavourable, Inconsistent & Favourable Statements

Most Unfavourable Statements	% Unfavourable	Most Inconsistent Statements	% Inconsistent	Most Favourable Statements	% Favourable
Managers avoid favouritism.	12%	This is a psychologically and emotionally healthy place to work.	28%	People here are treated fairly regardless of their sexual orientation.	98%
Management does a good job of assigning and coordinating people.	11%	We have special and unique benefits here.	26%	People here are treated fairly regardless of their race or ethnic origin.	97%
Management shows appreciation for good work and extra effort.	10%	People look forward to coming to work here.	26%	People here are treated fairly regardless of their gender.	95%
Management involves people in decisions that affect their jobs or work environment.	10%	Everyone has an opportunity to get special recognition.	26%	People here are treated fairly regardless of their age.	93%
This is a psychologically and emotionally healthy place to work.	8%	Management's actions match its words.	26%	Management trusts people to do a good job without watching over their shoulders.	92%
I am offered training or development to further myself professionally.	8%	Management delivers on its promises.	24%	I'm proud to tell others I work here.	90%
Promotions go to those who best deserve them.	7%	Our facilities contribute to a good working environment.	24%	When you join the organisation, you are made to feel welcome.	90%
Management has a clear view of where the organisation is going and how to get there.	7%	People here quickly adapt to changes needed for our organisation's success.	24%	This is a physically safe place to work.	90%
People avoid politics and backstabbing as ways to get things done.	7%	People avoid politics and backstabbing as ways to get things done.	23%	I feel good about the ways we contribute to the community.	88%
				I am treated as a full member here regardless of my position.	87%

GPTW ideas to increase survey participation

With regards to **raising the response rates**, here a link to a gptw article [Is Anybody There? 5 Tips to Improve Employee Survey Response Rates](#) – and here are some other ideas:

- **Charity donation:** Encouraging participation by advertising that the company will be making a charity donation for every survey completed (or for hitting a target response rate).
- **Senior leader sponsor to champion the survey:** face to face or webinar/other to tell everyone why filling in the survey is important, what happened as a result last year and encourage completion.
- **A 'fun' internal competition with regular updates on the response rates by department or other demographic group** (keep this light-hearted, do not attach any monetary bonuses – or put any pressure on managers as completion shouldn't be forced). Make it visual and engaging.
- **Monitor the responses within the demographics** too to see if this adds any insight and helps to steer your communications e.g. seeing a low response rate from part-time employees, ask managers to make sure they have seen the communication about the survey and are provided with the necessary time to complete it.
- **Incentivise in a novel way:** One client gave every employee a chunky KitKat and asked them to “take a break” and complete the survey. They achieved a very high response rate.
- **Allowing dedicated time during work hours.** e.g. managers booking a slot in calendars as a reminder to fill it in or saying we'll finish our 121 (or team meeting) 10 mins early so that you can fill it in.
- **Ensure managers are facilitators and supportive of the survey;** they can personally ask their team to complete it so that they get representative results to discuss and take forwards afterwards. **Train and equip managers with the necessary materials and information** to facilitate e.g. briefings about the survey, why it is important, it's anonymity, how to encourage and not coerce, etc.
- **Consider training some Survey champions/facilitators/union reps/staff forum reps** to take an active role in facilitating completion, answering questions within their team/department.
- **Choose an appropriate survey fieldwork period:** 2 weeks would be the minimum period but a better suggestion would be at least 3 weeks in case some people are away on holiday for a fortnight.
- **Consider facilitated sessions** in a quiet room with refreshments for employees who have less familiarity with online systems/laptops – or who are working in an environment that is not conducive to survey completion. Facilitators can give assurances of confidentiality and anonymity, assist with any issues or queries.
- **Assurances of anonymity:** Make sure everyone knows that their response will be anonymous and confidential. GPTW does not provide results for any group of fewer than 5 respondents. Explain that no one outside of GPTW will see the raw data, show them what managers/leaders will be able to see within the Emprising portal.
- **Regular reminders** when logging onto their laptop - or their systems - every day during the survey period.
- **Add a hook:** Consider adding another open comments question on a topic that employees really want to give their views on e.g. a review of the benefits, or their ideas to improve wellbeing.
- **Consider who should be surveyed:** Do you want to include the whole workforce or are there some employees within your datafile that need to be removed e.g. those on long term sick, new starters with under 1 months service, those on their notice period, or on zero hours contracts, volunteers, casual workers/Saturday staff, etc.
- **Making it part of a wider process** so employees understand that the survey is the starting point, that the results will be analysed, investigated further in focus groups, action taken, progress communicated, etc. If there are regular listening sessions and people feel safe to speak up all year round, then they may feel more comfortable giving their views in the survey.
- **A 'You said, we did' approach to show that their feedback leads to action:** Highlight any positive measures taken because of a previous survey to show that action was taken. Regularly remind employees of the actions that have been taken or are in progress, build in extra communications in the few months before the survey goes live, not just in the covering letter of the survey itself.
- **Run focus groups/discussion sessions in the groups with lower participation** to understand and address the underlying reasons next time. Or just provide extra support during the next survey period, with listening/briefing sessions from senior managers to explain why their voice matters, answer any queries to build trust.
- **Choose the timing carefully.** Run the survey at an appropriate time e.g. avoid peak operational periods, bank holidays or financial year-end, when some may be under pressure or absent.
- **Avoid survey overload.** Put a temporary pause on other internal surveys during the employee survey period and ideally limit additional surveys in the preceding months. Running multiple surveys simultaneously can cause confusion (“I've already done it”) and contribute to survey fatigue, particularly if employees have not yet seen outcomes from their previous feedback.
- **Consider any special requirements** needed for some minority groups e.g. Translated versions for multilingual workforces, or the process to be followed for those on maternity (e.g. use of KIT day).