

People & Culture Committee

Date of Meeting	14 May 2025
Paper No.	PCC3-F
Agenda Item	5.4
Subject of Paper	Staff Wellbeing & Engagement Survey Progress Report
FOISA Status	Disclosable
Primary Contact	John Gribben
Date of production	28 April 2025
Action	For Noting

1. Recommendations

1.1 For the Committee to note progress on the Robertson Cooper survey action plan.

2. Consultation

2.1 Consultation has taken place with Robertson Cooper, ELT, SMT, Communications & Marketing, Organisational Development (OD), IT, Performance, Finance, Estates, Facilities, Project Management Office (PMO) and Trade Unions.

3. Key Insights

3.1 As previously reported, the College conducted the Robertson Cooper [Good Day at Work survey](#) in 2024. Individuals who completed the survey received an automatic individualised snapshot report that signposted them to immediate support and suggestions for improvements for any issues identified. The College received a summary report of all 707 completed surveys benchmarked against 70,000+ employees completing the same questionnaire within private and public sector organisations. The College report was shared with EIS-FELA and Unison representatives. From the summary report, Organisational Development created an action plan for improvement. EIS-FELA and Unison were invited to submit suggested actions that are not already included in the plan, however no suggestions have been received to date.

3.2 All actions were grouped into themes. Managers with responsibility for cross-college functions included in the action plan met with OD staff to discuss improvements to date, plans for future improvements, and how we can best communicate this information to all staff. These areas include: Communications & Marketing, OD, IT, Performance, Finance, Estates and Facilities. A summary for areas with a current update is included in **Appendix 1**.

3.3 OD will continue to meet managers regularly to support improvements and report on this as required to this Committee.

4. Impact and Implications

4.1 It is incumbent upon the College to demonstrate action and improvements from the College-wide wellbeing survey results.

4.2 Improvements in the targeted actions could improve efficiency, wellbeing, communication, attendance, job satisfaction, morale and retention.

4.3 Further development of some actions will require associated expenditure.

Appendix 1: Summary of Action Plan Improvements

Appendix 2: Commonalities - Robertson Cooper Wellbeing Survey 2024 Results and EIS-FELA Workload Survey 2024 Results

Appendix 3: Correspondence Between John Gribben and EIS-FELA

Appendix 1: Summary of Action Plan Improvements

Area	Update
Communications & Marketing	The Communications & Marketing team have recently conducted an internal communications review which included a questionnaire completed by 158 staff and four focus groups. Output of this review includes: a refresh of the Principal's briefing; an update of MyConnect with training for staff responsible for the upload of content; new Teams telephony system; sharing good news stories in the City Life magazine; continued use of multiple communication channels such as the Principal's briefings, All Manager meetings, various newsletters, MyConnect, City Life, OneLans, One City, Lightbulb and more.
OD	The OD team will host regular activities and celebrations for staff including: a Coffee Mates programme in autumn 2025; a revival of One City; long service awards; quarterly informal social events; increased promotion of staff benefits and PAM Assist; and a refresh of all MyConnect Wellbeing pages and resources. OD continues to offer a large and diverse programme of training for all staff including: in autumn 2025 there will be a refresh of the Mental Health First Aid (MHFA) training; continued delivery of the Core Skills for Managers training with individualised skills audits for managers to support their development; support for staff to increase completion of cyber training and mandatory modules; meeting with managers of teams with specific working patterns and demands to develop flexible and tailored training for their teams.
IT	Dedicated capital expenditure funding is allocated annually to replace outdated equipment. Over the next year over £1million is planned for updating equipment including PCs, monitors, TV screens, AV equipment, laptops and more. IT are in the early stages of obtaining tenders to upgrade the Wi-Fi throughout the building. There are numerous help guides and systems for reporting faults which will be reiterated to all staff through internal communications. Training on numerous digital technologies is available from the LTA, OD and IT and this will also be reiterated to all staff through internal communications. In autumn 2025 IT will hold focus groups with users of Enquirer to assess potential improvements.
Performance	The Performance Team is responsible for regularly reviewing policies and procedures to ensure they remain current and

	compliant. To support staff awareness, an all-staff email was issued with guidance on how to subscribe to email alerts for updates to specific policies and procedures.
Finance	Each Faculty has dedicated capital expenditure funding allocated annually to invest in industry-relevant tools and spaces to meet professional standards. Finance is currently in discussions about the viability of potential staff discounts for leisure or short courses at the College, including spaces on courses that are under capacity.
Estates	Our world-class buildings were designed to be smart and sustainable. Each building has a management system with the following features: temperatures and ventilation are monitored; windows open automatically, regulating airflow and temperature; meeting rooms contain air monitoring systems with sensors that increase airflow if the temperature is too warm or there is increased CO ₂ ; the majority of room lighting can be adjusted; sound absorption panels. A future development includes transferring to LED high efficiency lighting as per life cycle requirements. OD will work with Estates to plan future internal communications to raise awareness of existing systems and guides for supporting staff with potential noise, improved airflow and adjustments to lighting.
Facilities	A cleaning audit has been conducted by an external auditor. A new Cleaning Manager has been appointed. An internal system of audits of supervisors and cleaning standards has started. All rooms are regularly cleaned including vacuuming, cleaning desks that meet the Clear Desk Policy, toilets, pantries and classrooms. OD will work with Facilities to plan future internal communications to raise awareness of existing practices and improvements.

Appendix 2: Commonalities - Robertson Cooper Wellbeing Survey 2024 Results and EIS-FELA Workload Survey 2024 Results

In March 2025, the results of both the College and EIS-FELA 2024 surveys were compared to identify common themes. It's important to note that the Robertson Cooper 2024 survey is independent, transparent, internationally recognised and focused on a wide range of factors that influence the wellbeing of an individual in the workplace.

Throughout the exercise of comparing these reports, we have requested from EIS-FELA any suggestions for further specific actions not covered below. These additional suggestions could then be considered for potential inclusion in the College action plan. To date, no specific suggestions have been received. The College is in no way seeking to discredit the EIS-FELA survey. We have respected their position not to share key underpinning data that could help to identify commonalities.

To move forward, we have considered the broad themes from the EIS-FELA reports against the Robertson Cooper report and the action plan for the College. We have highlighted below how these are being addressed. We believe the action plan is comprehensive and covers all areas of commonality in both surveys.

Workload

EIS-FELA states:

- 70% of respondents had increased workload due to the reduction in global hours for FE and HN courses.
- 73% of respondents experienced increased workload due to timetabled breaks.

College actions:

- OD are reviewing Core Skills for Manager training modules to consider adding work distribution.
- OD will work with teams that have identified roles performed by only one individual to support training and upskilling for additional team members.
- Discussions with HR in progress to explore potential options for cover arrangements for long-term absence.
- Core terms and conditions of services impacting working hours are set nationally.
- Contractual Terms and Conditions regarding contact time and breaks have not changed.

Workload due to technology

EIS-FELA states:

‘Lecturers...reported workload issues arising from the college IT systems and the use of Canvas and Enquirer.’

College actions:

- OD reviewing existing IT training provision to identify gaps in provision and training options.
- OD and the Learning and Teaching Academy are available to provide additional support as required related to technology such as Canvas or Enquirer.
- GTCS [Professional Standards for Lecturers in Scotland's Colleges](#) include the expectation for lecturers to have an understanding and use of digital technologies.

Wellbeing - Physical and Psychological

EIS – FELA states:

- 76% of respondents said they are dissatisfied with the culture in the workplace.
- 67% of respondents believe this affects their health and wellbeing leading to stress, health complaints or absences from work.
- 71% of respondents experienced work-related stress as a direct result of increased workload.

College actions:

- Staff Wellbeing Officer has been recruited. A wellbeing action plan has been created for the coming year.
- Mental Health First Aid provision in review. New recruitment, support and training planned for autumn 2025.
- Core Skills for Managers training includes team resilience, open communication and support.
- Increased promotion of PAM Assist and staff benefits programme throughout the college.
- One City all staff event on 24th June 2025 will focus on wellbeing.

Bullying and Intimidation

EIS-FELA states:

- ‘a toxic workplace with deep structural issues of bullying, fear and intimidation stemming from an authoritarian management style and culture’.

- ‘around 60% said they had experienced or are aware of bullying (or other unfair treatment) in the workplace’.

College actions:

- One City all staff event to foster camaraderie and teambuilding.
- OD provide Core Skills for Managers training that includes managing challenging behaviours.
- Updated Code of Conduct and EDI Dignity at Work guidance published.
- The College remains committed to a zero tolerance policy with regard to any form of inappropriate behaviour such as bullying or harassment. Policies and procedures are in place for staff to report these incidents.

Support in the Workplace

EIS-FELA states:

- ‘60% do not feel adequately supported in their role as a lecturer’.

College actions:

- OD provides Core Skills for Manager training and are reviewing content to include how to communicate with teams, constructive feedback, celebrating achievements and distributing workload.
- Core Skills for Managers includes training on fostering resilient teams through open communication and problem-solving support.

Training Opportunities

EIS-FELA states:

- ‘Nearly 60% said they had insufficient opportunity for further training or promotion within the current organisational structure’.

College actions:

- OD is supporting managers and teams to utilise non-contact weeks for mandatory/training.
- OD is supporting managers and teams who cannot easily attend in-hours training to offer alternative training days/times/modes.
- OD are supporting managers and teams across the college with specific tailored training requests such as project management and data analysis.
- OD currently offer training on managing challenging behaviours and dealing with difficult customers as part of the Core Skills for Managers programme.
- OD offer support for staff to gain enhanced qualifications to continue to upskill staff and enhance job security and career opportunities.

- Last year OD offered 128 CPD events with 600 sessions and attendance by 2,859 staff. 394 CPD requests were also processed last year.

Would Recommend the Organisation

EIS-FELA states:

- ‘Less than 30% said they would recommend CGC as a place of work’.

College actions:

- The College has held our [Lightbulb](#) event.
- A collective agreement was reached resulting in a consolidated [pay rise](#) for staff.
- The College is once again holding its [One City](#) event with a focus on celebrating staff and supporting their wellbeing.
- In this academic year the College has guaranteed there will be no Compulsory Redundancy and continues to engage a number of lecturers who were in roles that have ceased or workloads diminished.
- Last year the staff turnover at the College was 13.09%.

Appendix 3: Correspondence Between John Gribben and EIS-FELA