



Board of Management

People & Culture Committee

Date of Meeting	Tuesday 13 February 2024
Paper No.	PCC2-F
Agenda Item	6.1
Subject of Paper	Hybrid Working
FOISA Status	Disclosable
Primary Contact	John Gribben – Vice Principal People and Corporate Support
Date of production	February 2024
Action	For Noting

1. Recommendations

The Board is asked to note the activity planned to review the hybrid working pilot in 2024.

2. Purpose of Paper

The purpose of this paper is to provide an update to the People & Culture Committee on the activity planned to continue the review and uptake of hybrid working. Evaluating the impact of this on individuals, teams, and the college, including consideration of the hybrid working strategies of the wider college teams at City of Glasgow College. The Executive Leadership Team and Senior Management Team were provided with an update in June 2023 and the People & Culture Committee in November 2023.

3. Context

- The College communicated the intention to 'trial' hybrid working, through a series of 'town hall' gatherings led by the College Principal in May and June 2021. The trial period began in August 2021 and a hybrid toolkit was designed.
- Two hybrid working surveys were conducted in February 2022, one for managers and one for staff, both seeking to evaluate the effectiveness of hybrid working with a further survey in September 2022 to understand the impact and effectiveness of hybrid working after one academic year.
- Key findings were overall positive for hybrid working to continue:
 - Hybrid working was important to most staff in their employment.
 - Hybrid working supported wellbeing and staff felt it made them more productive, a small number of employees felt Hybrid working was misused.
 - Staff felt trusted by their managers to work remotely.
 - First Aiders, Fire Marshalls, Fire wardens, Person's in Charge and Duty Managers did not prioritise these roles when planning their hybrid arrangements.

4. Key review plans for 2024

- Following a review in 2023, the Executive Leadership Team, Senior Management Team, and the People & Culture Committee, all recommended continuing the hybrid working pilot for an additional 12 months, with the People & Culture Committee asking for a further update at the beginning of the new Academic Year 2024 – 2025
- At this stage it is important to hear the voice of our employees on the continued impact and implications of Hybrid Working, before presenting recommendations.
- A short-life working group has been formed with initial discussions led by the Organisational Development and Wellbeing teams.

- Employee voice will be heard in 3 ways:
 - Robertson Cooper Survey with key hybrid working questions added.
 - Robertson Cooper Survey Action Plans by individual teams.
 - Focus Groups led by the short-term working group.
- In partnership with Robertson Cooper, the “Good Days at Work” Survey is planned to launch early March 2024.
- Additional questions on the impact of Hybrid Working will be added to the baseline questions asked in 2021.
- Robertson Cooper will analyse the business outcomes and the personal outcomes in combination with the workplace factors (Six essentials) to determine the impact of hybrid working status on the respondents.
- By understanding the impact of hybrid working on these outcomes, City of Glasgow College can make a data-informed recommendation about the potential benefits and costs of embedding hybrid work permanently.
- Robertson Cooper will conduct analyses to provide insight into the relationship between hybrid working status and the following business and employee outcomes:
 - Business outcomes
 - Productivity
 - Intention to leave
 - Advocacy for the organisation
 - Absenteeism and presenteeism
 - Employee outcomes
 - Physical health
 - Psychological health
 - Resilience
 - Engagement
 - Number of Good Days at Work experienced
- The data provided by Robertson Cooper will also help the City of Glasgow college to understand if hybrid working status may impact on the type of pressure that employees experience at work within the following areas:
 - Balanced workload
 - Work relationships
 - Performance

- Resources and communication
 - Job conditions
 - Job security and change
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- By understanding the experiences and impact of hybrid working on these outcomes, City of Glasgow College can make a data-informed decision about the potential benefits and costs of embedding hybrid work permanently.

 - The review will consider the limitations and concerns of hybrid working (e.g. the transfer and sharing of knowledge when staff are in proximity) and seek to identify solutions to areas of concern.

 - Further consultation by the short-term working group, will gather feedback from wider college groups including:
 - Communications Team
 - IT team – to consider IT strategy & costs around remote working
 - Health & Safety Team
 - Fire Safety Officer – to consider issues identified with Key safety roles working in a hybrid way.
 - Estates Team – to consider Estates strategy for impact Hybrid working has on the college campus and planned review of full Estate.
 - Student Experience Team – to gather student feedback on the impact lecturer’s hybrid / remote working has on their learning.
 - Trade Union feedback

 - As was helpful when Hybrid Working was reviewed in previous years, the working group will consider external reports from trusted sources such as the CIPD (Chartered Institute for Personnel and Development), Gemma Dale, the Office for National Statistics and The Harvard Business Review in their recommendations.

5. Impact and Implications

It is important at this stage of review of Hybrid Working that employee voice is heard from individuals, teams and the impact and implications considered for both positive and negative outcomes.

6. Recommendations of Next Steps

The Board is asked to note the considered plans for the further and detailed evaluation into effectiveness of Hybrid Working before any final decisions are made at the beginning of the next Academic Year 2024 - 2025.