

# BOARD OF MANAGEMENT

## People, Culture and Wellbeing Committee



Thursday 4 September 2025 at 5.00pm **Room K-TO-624,**  
**Kingsway Campus** (MS Teams option available)

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### AGENDA

1. WELCOME
2. APOLOGIES
3. DECLARATIONS OF CONNECTION & INTEREST
4. MINUTE OF THE PREVIOUS MEETING – 22 May 2025      Paper A for approval
5. MATTERS ARISING      Paper B for noting
6. FINANCIAL SECURITY & SAVINGS UPDATE      Verbal Update      SH/ST
7. PEOPLE, CULTURE & WELLBEING REPORT      Paper C for information      ST
8. NATIONAL BARGAINING UPDATE      Paper D for discussion      ST
9. HEALTH & SAFETY ANNUAL REPORT      Paper E for information      SF
10. STRATEGIC RISK REGISTER      Paper F for approval      ST
11. HR METRICS      Paper G for information      ST
12. MEETING MINUTES/UPDATES      Paper H for noting
  - Joint Consultation & Negotiation Forum
  - Health, Safety & Wellbeing Committee
13. DATE OF NEXT MEETING – Thursday 20 November 2025 at 5.00pm in  
Room K- TO- 624, Kingsway Campus



**People, Culture and Wellbeing Committee**

**Thursday 4 September 2025**

**PAPER A**

**MINUTE OF THE PREVIOUS MEETING –  
Thursday 22 May 2025**

# BOARD OF MANAGEMENT



## People, Culture and Wellbeing Committee

Thursday 22 May 2025 at 5.00pm **Room K-TO-624,**  
**Kingsway Campus** (MS Teams option available)

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Minute of the People, Culture and Wellbeing Committee meeting held on Thursday 22 May 2025 at 5.00pm, in Room K-TO-624, Kingsway Campus.

**PRESENT:** Donald Mackenzie Richard Gordon  
Brian Lawrie Matthew Beattie  
Carri Cusick

**IN ATTENDANCE:** Steven Taylor (Vice Principal Support Services and Operations)  
Julie Grace (Vice Principal Curriculum and Partnerships)  
Penny Muir (Board Administrator)  
Abi Mawhirt (Head of People and Organisation Development)

### 1. WELCOME

D Mackenzie welcomed everyone to the Human Resources & Development Committee meeting.

### 2. APOLOGIES

Apologies received from Simon Hewitt, Billy Grace, Jackie Buchanan, Robert Young, Steven Oakley and Neil Lowden.

### 3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of connection & interests.

### 4. MINUTE OF THE PREVIOUS MEETING

The minutes of the meeting held on 20 February 2025 were approved as an accurate record.

### 5. MATTERS ARISING

There are no matters arising.

### 6. PEOPLE, OD & COMMUNICATIONS REPORT

S Taylor presented the report, highlighting significant updates including the most recent equalities mainstreaming which reflects a substantial amount of underpinning equalities work.

The recent Supreme Court judgement was noted for its potential impact on students and staff. Work is ongoing in terms of the practical outcomes from this judgement and also in terms of support for students and staff feeling vulnerable due to the changes.

Communication to staff has acknowledged the impact of the ruling, especially on transgender students and staff, while reaffirming the College's commitment to creating a safe and supportive environment.

B Lawrie suggested that the judgement may lead to clearer guidance in the future, which could be beneficial for the College.

S Taylor also provided an update on a recent Rapid Improvement Event (RIE) which focused on behind-the-scenes processes, particularly around temporary staff contracts. The event highlighted the value of Rapid Improvement Events (RIEs) as an effective methodology and the desire to use these further in the future. In response to a question from D Mackenzie about facilitation, it was confirmed that an external facilitator was used, but that skills and experience were being developed inhouse to support similar exercises. Feedback has been positive, with the process described as intense but ultimately highly beneficial.

R Gordon acknowledged that while change can be challenging, it can also lead to clarity and positive outcomes. C Cusick enquired about the role of the Service Design Academy in such processes. S Taylor clarified that different tools are applied depending on the purpose, noting that the recent Rapid Improvement Event (RIE) specifically focused on the underpinning administrative process. This included the processes for identifying such contracts, allocating hours, issuing contracts, and ensuring alignment with the payroll system, rather than addressing broader service design considerations.

B Lawrie commented on the benefits of the RIE process, including the reduction of duplication and overall efficiency gains. J Grace added that any measures which alleviate workload pressure have been positively received. A Mawhirt emphasised the importance of recognition for the work being undertaken and the shared sense of ownership it fosters.

C Cusick asked whether efficiency gains could be measured. S Taylor confirmed that while formal measurement is possible, the benefits would be clearly evident in the revised process.

A Mawhirt discussed the interconnected nature of internal and external communications, highlighting recent improvements in recruitment platforms which have contributed to increased application numbers. These efforts are closely linked with both recruitment campaigns and internal staff engagement. Future plans include a refresh of staff portal content and targeted messaging for various audiences.

S Taylor mentioned upcoming staff awards and extended a welcome to Board members who may wish to participate.

S Taylor highlighted the TUC *Dying to Work* Charter, noting widespread interest among staff and the importance of the associated resources. By adopting the Charter, the College formally commits to upholding its principles, thereby ensuring a supportive and compassionate environment for staff facing terminal illness. The initiative was welcomed by the Committee.

B Lawrie noted that the gender pay-gap figure had not been finalised within the paper, S Taylor apologies for this and noted that the figure was included in the HR metrics.

D Mackenzie thanked S Taylor for the paper.

## **7. FINANCIAL SECURITY & SAVINGS PLANNING**

S Taylor provided an update on the College's current financial position, noting the ongoing challenges faced by the wider public sector. He emphasised that financial pressures have persisted over a number of years, with the College having previously implemented very major savings plans merely to maintain its position.

Over recent months, attention has been focused on reviewing non-core College activities to ensure that scarce resources are directed towards student-facing priorities.

As part of this strategic review, operational arrangements concerning the Gardyne Theatre, the Gardyne Sports Centre, and the Pool have been under consideration. Financial reviews of both the Service Design Academy and the sports facilities have shown that the College is currently making a significant financial contribution to maintain these services. This was an unsustainable position in the long term.

S Taylor highlighted the key financial concerns which include flat cash settlements, rising operational costs, and particularly high employer on-costs, which accounted for an additional 41% over and above the salary costs for academic staff. Reducing costs would require reductions in staffing, which would in turn affect income; however, the financial contributions currently required to sustain these non-core services are substantial and the proposals to reduce activities would result in a net financial benefit for the College.

S Taylor confirmed that initial consultation processes have begun with the affected staff, with clear and open dialogue also maintained with trade unions. He stressed that the proposals at this stage relate only to consultation and restructuring options. Staff in the affected areas have been informed that voluntary severance remains available, and redeployment opportunities will be actively explored. The College is committed to ongoing engagement with staff and unions throughout the process.

In regard to the Gardyne Theatre, Sports Centre, and swimming pool-the external use is being considered within the context of existing College policies. Discussions are ongoing with two local authorities, particularly in the areas of leisure and culture, to explore options such as continuation of gym memberships and fitness classes. These discussions have been positive and supportive, with efforts being made to mitigate any potential loss of provision.

S Taylor acknowledged the emotional and professional impact on staff affected by the proposals and confirmed that information outlining the rationale and the proposed changes had been shared with those staff members and that an open consultation route was in place for all staff.

B Lawrie welcomed the engagement with trade unions and expressed support for the proposed creation of 1.5 FTE vacancies for Sports Technicians. He commended the College's approach to involving staff in shaping proposals and seeking their input.

J Grace noted that affected staff would be given the first opportunity to apply for any new roles arising from the changes.

D Mackenzie asked about the infrastructure concerns regarding the pool and asked if this had been assessed. S Taylor confirmed that infrastructure concerns have been discussed through the Finance and Property Committee. He acknowledged that current funding levels for capital maintenance are low, with ongoing issues relating to maintenance needs, including the Clova Building in Arbroath and the Kingsway Campus. The pool requires substantial investment but is currently used for only two hours per week in the curriculum, making such investment difficult to justify. J Grace echoed this concern, noting the challenge of justifying capital investment in a non-core facility.

D Mackenzie asked whether staff on a wider basis across the College should view the changes as a threat. S Taylor responded that while these decisions are difficult, they are part of a broader effort to prioritise resources towards the core role of the College in enhancing the student experience. He acknowledged a sense of uncertainty across the public sector, and that despite best efforts, the College remains on a financial "treadmill," with limited scope for this to change given the on-going flat cash nature of funding and increasing costs. He reiterated that staff deserve pay awards, and that the College continues to push forward despite these financial constraints.

R Gordon raised concerns about the potential for further cuts in the future and the need to manage communications carefully to avoid unnecessary worry while maintaining transparency. S Taylor agreed, noting the importance of open communication and reaffirming the College's commitment to engaging proactively with staff and unions. He added that all consultation queries are being addressed within a five-day turnaround to ensure effective responses are received.

D Mackenzie commented on the importance of maintaining momentum and collaboration throughout the process, observing that the College's approach had helped mitigate the impact of difficult steps like this in the past.

S Taylor confirmed that the College is navigating the situation as transparently as possible and continuing open conversations with all stakeholders.

B Lawrie raised a final point regarding Dundee Football Club's use of gym facilities, querying if such arrangements could continue in light of the proposed changes. S Taylor responded that future access to these facilities were being planned and would be based around current hire arrangements, with responsibilities for oversight and staffing falling under external arrangements rather than College staff.

D Mackenzie thanked S Taylor for the comprehensive report.

## **8. NATIONAL BARGAINING UPDATE**

S Taylor provided a positive update, confirming that progress continues across several key areas. This included resolution of a number of longstanding national issues and disputes with EIS/FELA.

Discussions on salaries with support staff are also progressing well, albeit without a final outcome at this stage. S Taylor noted that these negotiations have had a notably different tone, and there is potential for agreement on a three-year deal. Such a settlement would contribute to a more stable period, which in turn it was hoped would support the implementation of the national job evaluation project and provide greater clarity for financial planning. Conversations are ongoing regarding potential Scottish Government funding to support this, which, while not yet finalised, appear more positive.

R Gordon remarked that the absence of industrial action has helped to make negotiations more straightforward.

B Lawrie enquired whether the Scottish Government was considering longer-term funding arrangements. S Taylor stated that this was not clear but confirmed that there is recognition at government level of the importance of equity in arrangements between academic and support staff.

Further updates were provided on employment conditions, including the resolution of issues related to COVID-19. COVID-19 is no longer treated differently from other illnesses with respect to sick pay, and relevant guidance has now been updated to reflect this change.

S Taylor reported that the national discipline policy had been formally implemented, with the People Team aligning and integrating the policy with the College's internal policy and procedure. S Taylor noted that this would not result in any significant changes.

S Taylor highlighted that developments within the Unison branch continue to progress. R Gordon summarised recent developments with regard to this.

C Cusick welcomed the prospect of a three-year settlement, noting the potential for increased stability.

The report was welcomed.

## **9. STRATEGIC RISK REGISTER**

S Taylor confirmed that no changes were proposed to the risks currently allocated to the Human Resources & Development Committee.

B Lawrie queried whether ongoing reviews of areas such as the Gardyne Theatre, the swimming pool, and similar facilities were adequately reflected within the existing risk register.

He asked if these pressures were captured under the current risk categories or whether they should be more explicitly recognised.

In response, S Taylor noted that these issues are currently addressed under Risk 3.7, which relates to industrial relations and broader operational impacts on the College. He explained that these considerations underpin the College's approach to mitigating such risks. The broader implications of these operational areas will continue to be monitored, and should they escalate, the associated risk rating would be reviewed and adjusted accordingly.

S Taylor added that the strategic risk register is intended to reflect core institutional activities, including Finance and HR. Effective management of these areas inherently contributes to risk mitigation. He emphasised that if the College continues to operate in accordance with good practice, risk levels are appropriately managed and adjusted as necessary. The risk framework is embedded within the College's overall management processes.

D Mackenzie thanked S Taylor for the update.

## **10. HR METRICS**

S Taylor confirmed that the correct figure for the gender pay gap is 6.5% and noted it should be reflected accordingly.

C Cusick raised concerns regarding low staff uptake in mandatory training areas, specifically cyber security and GDPR training. A Mawhirt explained that the training cycle resets each year, with figures reflecting completion by the end of the academic year. The training operates on a three-year cycle, during which all staff are expected to complete the required modules. A Mawhirt added that ongoing reminders to staff are in place to encourage compliance.

R Gordon elaborated on initiatives being taken to raise awareness and improve training engagement, including cyber-attack simulation training and awareness campaigns targeting students. He highlighted the importance of smaller improvements in combatting growing cyber threats. R Gordon also highlighted that the College holds Cyber Essentials accreditation and is currently undergoing re-accreditation. Mandatory external training is assigned to individuals who fall victim to simulated cyber-attacks, helping to reinforce understanding of emerging threats.

In response to a question from D Mackenzie on the timeline for achieving satisfactory uptake, it was confirmed that the current cycle runs to the end of the academic year. Reports are shared with managers and the Senior Leadership Team (SLT) to ensure prioritisation within staff teams, with follow-up measures in place.

C Cusick enquired whether mandatory training was extended to Board members. R Gordon confirmed that it could be but noted licensing constraints may apply. He added that attention is also being paid to smaller email addresses and address books linked to the College, particularly in cases where local users lack dedicated technical support. Efforts continue to promote general awareness across all groups.

B Lawrie referred to the data presented on the report, questioning the relevance of current positions and headcount figures, and suggesting a system tidy-up may be needed.

S Taylor explained that the recent rapid improvement event highlighted issues related to the issuing of separate contracts for different pieces of work. This meant that headcount figures may appear lower than the number of 'open' positions, as one staff member may hold multiple positions. For example, a staff member might deliver only a portion of a unit during one semester. Variability in staffing is also influenced by factors such as student numbers and absence cover. Consequently, while there may be multiple positions, fewer individuals may be delivering them, or vice versa. FTEs may reflect either four or five individuals delivering work, or just one, depending on the allocation.

B Lawrie also queried the reporting of non-work-related stress and questioned whether the figure in column three of item number 3 should be updated to reflect the 2023/24 academic year. S Taylor thanked B Lawrie and will update the year accordingly.

The report was welcomed.

#### **11. MEETING MINUTES/UPDATES**

The Joint Consultative Committee (JCF) and Health, Safety and Wellbeing (HS&W) minutes were noted.

#### **12. DATE OF NEXT MEETING**

Thursday 4 September 2025 at 5.00pm in Room K- TO- 624, Kingsway Campus

#### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
No action points were noted		



**People, Culture and Wellbeing Committee**

**Thursday 4 September 2025**

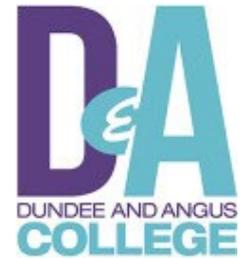
**PAPER B**

**MATTERS ARISING**

**BOARD OF MANAGEMENT**  
**People, Culture and Wellbeing Committee**

**Thursday 4 September 2025**

**Matters Arising**



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*Paper B for noting*

The following actions are noted.

<b>Agenda Item No</b>	<b>Action</b>	<b>Current status</b>	<b>Open / Closed</b>
	<b>No actions noted.</b>		

**Author & Executive Sponsor:** Steven Taylor, Vice Principal – People and Performance



**People, Culture and Wellbeing Committee**

**Thursday 4 September 2025**

**PAPER C**

**PEOPLE, CULTURE AND WELLBEING REPORT**

# BOARD OF MANAGEMENT

## People, Culture & Wellbeing Committee

### Thursday 4 September 2025



## People, Culture & Wellbeing Report

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### *Paper for information*

#### 1. Voluntary Severance Scheme

As reported previously, an enabling Voluntary Severance scheme was opened in early 2025 and remained open until 18 April 2025. This scheme attracted 16 applications (6 academic and 10 support).

In addition, this scheme supported those impacted by the savings planning and the decision to cease the operations of the Service Design Academy and the Gardyne Sports Centre. As a result, the VS Scheme attracted a final total of 33 applicants (6 academic and 27 support). From these applications 24 have been approved (3 academic and 21 support). The approved applications will result in full year savings of c. £912k at a cost in 2024/25 of c. £439k.

Given current budget forecasts and anticipated future staffing it is planned that Voluntary Severance will reopen in the near future.

#### 2. 2024/25 Staff Awards

Back in June the College community came together to celebrate the incredible people who make Dundee and Angus College such a special place to learn and grow!

From innovative projects to truly inspiring individuals, the event honoured staff who were nominated by colleagues, students and our Executive team – recognising excellence in line with our core values of innovation, inspiration, trust, respect and success, as well as individuals who are at the heart of our college and hidden gems.



Some of this year's nominations comments included :

*"I feel privileged to work with this remarkable team of people who are role models for us all"*

*"Her unwavering support and genuine care for each individual's growth have left a lasting impression on many."*

*"They show success through their ability to differentiate lessons effectively, meeting diverse learning needs while enabling students to progress academically and personally."*

*“He’s a legend, always happy to help others and keeps class entertaining”*

*“Her kind, caring, and nurturing personality shows that she is exactly where she needs to be, and she has a profound impact on us future nurses, she’s someone that we will never forget.”*

Live music set the tone, pizza and ice cream were enjoyed by many, and the atmosphere was full of pride and celebration.

A huge congratulations to all our nominees and winners



**Our 2025 Staff Awards winners:**

**Staff-nominated Awards**

Innovation: Kirstie Sherriff

Inspiration: ESOL Team

Respect: Shona McKnight

Success: Access and Supported Education Team

Trust: Erin Ironside

**Executive Awards**

Innovation: Administration Team

Inspiration: Kingspark Project Team

Respect: Business Partnerships Team

Success: Scottish Parliament Pop Up Dinner Team

Trust: Estates Team

**Student-nominated Awards**

Lecturer of the Year, Arbroath: Raymond Uphill-Wood

Lecturer of the Year, Gardyne: Ross Law

Lecturer of the Year, Kingsway: Rosie Brooks

Support Staff of the Year, Arbroath: Rebecca Muir

Support Staff of the Year, Gardyne: Angela Bartlett

Support Staff of the Year, Kingsway: Rona Jack

Heart of the College: Stephen Oakley

Hidden Gem: Joan Mitchell

In addition to the staff awards we are also pleased to note that Nicola Weston Gokalp, Head of Curriculum & Quality and Katie Baxter, Learner and Community Engagement Manager have been awarded an outstanding contribution award by the Scottish Association of Minority Ethnic Educators.

This is a special award made by the SAMEE Chair in recognition of outstanding contributions both staff have made to Dundee and Angus becoming Scotland’s first College of Sanctuary.

### 3. 2025/26 All Staff Day

The usual staff welcome back day took place on Tuesday 19 August 2025. This was very well attended, with c450 staff packed into the Gardyne Atrium.



The key themes for the day included the welcome back and strategic update from Simon alongside key operational updates from staff. This was followed by a difficult but important session from Fiona Drouet ([Emily Test](#)) on Gender Based Violence and College work progressing on this. The latter part of the morning and early afternoon covered further information and updates around the Changing Learner work and the next stages of this project.

Feedback from the day will directly inform further work on the Changing Learner and the programme and activities planned for the All Staff Development day scheduled for February 2026.

### 4. Just One Hour



The #Just One Hour initiative launched in 2024 and is now a key feature of major staff events (such as the Staff Awards and All Staff days) and College promotion of staff wellbeing.

During AY 2024/2025, over 550 staff have attended more than 40 individual college sessions, with 95.5% rating their experience as 'excellent'. Wellbeing engagement has increased in almost all teams, especially for those that have not previously been involved.

Sessions have been facilitated by staff from almost every part of the College, from animal therapy to bricklaying, chair ballet to sound baths, and mindfulness to yoga.

To kick off the new academic year, c.140 staff attended #Just One Hour activities on the 19 August all staff day.



Upcoming Sessions:

Wed 14 May	12-1pm	Sow Your Seeds Wellbeing Session	Kingsway Campus (Meet at Potting Shed area)	More info & book via CPD Calendar
Thurs 15 May	1-2pm	Silvotherapy Taster	Kingsway Gardens	More info & book via CPD Calendar
Wed 4 June	12-1pm	Make your own Hanging Flower Basket	Kingsway (Meet at Potting Shed area)	More info & book via CPD Calendar
Thurs 5 June	1030-1130am	Horse & Sheep Wellbeing Therapy Session	Glebe, meet at Arbroath Clova building for mini bus	More info & book via CPD Calendar
Tues 10 June	1030-1130am	Silvotherapy Taster	Kingsway Gardens	More info & book via CPD Calendar
Fri 13 June	1-2pm	Bricklaying Basics	Arbroath A-CL-034A	More info & book via CPD Calendar
Tues 17 June	3-4pm	Soundbath Experience	Gardyne Gym 2	More info & book via CPD Calendar
Wed 18 June	1-2pm	Bricklaying Basics	Kingsway KC-CO-006A	More info & book via CPD Calendar
Every Monday	4:45-5:15pm	Bodyweight Circuits Class (suitable for all levels)	Kingsway, K-ST-008	Contact Jane Cooper
Every Monday	4:00-4:30/45pm	Jog Club (suitable for all levels)	Arbroath	Contact Lauren Simpson
Every Thursday	4:00-4:45pm	Badminton Club (suitable for all levels)	Gardyne Games Hall	Contact Lauren Simpson
Every Thursday	4:30-5:00/15pm	Jog Club (suitable for all levels)	Kingsway	Contact Lauren Simpson, Ben Gibson or Jane Cooper
Every Friday	5:00-6:00pm	5-a-side Football	Gardyne Games Hall	Contact David Rutter
Various	Lunch or end of day	Jog Club (suitable for all levels)	Gardyne	Contact Lauren Simpson or Richard Mills
tbc	tbc	Thorntons Planning for Your Future (Wills & POA session)	Online & face to face	

## #JustOneHour Testimonials include

“Just One Hour has brought a noticeable shift in energy and morale within our team. It is more than just a calendar entry, it has become a valued space to pause, reset and prioritise wellbeing without guilt or interruption. The impact has been deeply positive. Colleagues return from their hour more centred, connected and engaged, not just with their tasks but with each other. I am incredibly grateful for this initiative and the message it sends, that the health and wellbeing of staff are a priority, and that taking time for self-care is not an indulgence but a necessity.”

“Although the name of this initiative doesn’t explicitly reference wellbeing or mental health, we’ve received feedback suggesting that this may actually help reduce perceived stigma. By framing it as 'just one hour,' participants feel more comfortable joining in, often without realising they’re engaging in something that supports their mental wellbeing. As a result, the sessions have been incredibly popular, with people naturally experiencing the well-researched benefits of social connection, learning new skills, and feeling re-energised.”

## 5. Other Wellbeing Developments

In line with the Our People element of the 2023 Strategy, arrangements have been progressed through the Health, Safety and Wellbeing Committee to create a Wellbeing Subgroup to focus on activities, approaches and impact.

As reported to the Board in June 2025, the College has also become a signatory of the TUC Dying to Work Charter, offering clear support for any staff diagnosed with a terminal illness.





As an additional benefit from the work the College is progressing on the infrastructure vision with McLaughlin Harvey, their Health & Wellbeing Roadshow visited the Gardyne Campus on 1 September offering a range of information and basic health checking to staff.

## 6. Service Design Academy Ltd

Following on from the service review and savings plan arrangements in May/June 2025 a group of staff from the College Service Design Academy have opted to establish themselves as an employee owned private training organisation, Service Design Academy Limited. The College has supported this transition through a formal agreement transferring ownership of intellectual property, branding and other assets to SDA Ltd.

## 7. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely:

- 2.2 – failure to achieve institutional sustainability
- 3.1 – failure to reach aspirational standards in learning, teaching, and service delivery
- 3.3 – Legal actions; serious accident; incident or civil/criminal breach
- 3.4 – failure to meet aspirational standards in respect of the health, safety, wellbeing and development of staff and students
- 3.9 – failure to meet PREVENT and related obligations

**Authors:** Abi Mawhirt, Head of People & OD, Steve Taylor, Vice Principal Support Services and Operations

**Executive Sponsor:** Steve Taylor, Vice Principal Support Services and Operations



**People, Culture and Wellbeing Committee**

**Thursday 4 September 2025**

**PAPER D**

**NATIONAL BARGAINING UPDATE**

# BOARD OF MANAGEMENT

## People Culture & Wellbeing Committee



Thursday 4 September 2025

### National Bargaining Update

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#### *Paper for discussion*

#### 1. Introduction & Context

This paper summarises the current position, recent developments arising from the national bargaining processes in place for colleges.

Following settlement of the recent pay disputes for academic and support staff groups, national bargaining arrangements have been focused more on resolving and progressing some of the longstanding workplans and areas for discussion.

#### 2. Academic Staff Negotiations

Since the previous update there have been ongoing national discussions between the Colleges Employers Association and EIS-FELA. These discussions have focused on the outcomes of the 'lessons learned' exercise undertaken through the Scottish government. This includes work on culture/behaviours and discussion around possible updating to the national recognition and procedure agreement and related ways of working.

#### 3. Support Staff Negotiations

Since the previous update there have been further ongoing national discussions between the College Employers Association and the support unions (Unison, GMB and Unite) in respect of a range of long-standing work. This includes the national job evaluation project, with a revised project plan now in place to get the project back on track and progress outcomes. This project plan remains very tight and discussions / arrangements around the preparation required to inform and support the exercise are being advanced. Discussions are also taking place with SFC for funding to support the project and the additional costs / resources required to facilitate the job evaluation exercise at individual college level.

The key steps being developed at this stage are:

- Mapping of job history and roles back to 2018
- review job titles for duplication
- ensure Job Descriptions are accurate and up to date
- confirm the numbers of roles to be evaluated.

This pre-work will support identification of the scale of the national project and inform the funding ask to SFC to allow implementation to progress.

From a D&A perspective, it is likely that the c.150 roles identified for national job evaluation in 2018 will now be closer to 500 as new roles have been created and existing roles have changed and developed over the intervening period.

A joint update was agreed with Janet Stewart, Support Staff Secretary which has been added to the [NJNC – Job Evaluation – Latest News](#) page.

Support Staff salary negotiations for 2025/2026 have progressed well, with discussions now focusing around the ask of SFC and the Scottish Government to fund a proportion of a proposed 3 year settlement in line with the funding arrangements enacted in 2024 for academic staff.

## **4. Other National Updates**

### **4.1 Support Staff NRPA**

Following the resignation of Unison and Unite from the national recognition agreement (NRPA), discussions have continued around the creation of a revised support staff agreement with both unions. Discussions are progressing positively and it is anticipated that a revised support NRPA will be agreed with both unions in due course.

Technical arrangements in respect of this, and the national position in respect of GMB and EIS/FELA may require the College Board to formally exit from the current NRPA and adopt the new arrangements. If / when this arises the Board will be briefed on the requirements, potential risks and steps to be undertaken.

### **4.2 Support Staff National Facilities Time**

Following a review of negotiation arrangements and national facilities time a revised proposal has been accepted at national level. This will see a significant reduction in the time allocated for support staff national representatives to 780 hours (468 hours for UNISON, 156 hours each for Unite and GMB). These arrangements take effect from 1 September 2025.

### **4.3 Support Staff National Representation**

As part of the above noted arrangements for facilities time to support national bargaining arrangements, two D&A staff (Richard Gordon and Hazel Coutts) have opted to support national arrangements. This time input is reimbursed to the College through the facilities time agreement and arrangements in place.

## **5. GMB representation**

The College has been without any local representatives from GMB since spring 2024 and work continues to progress with GMB to seek to encourage College staff to take up this role.

To date no new representative has been identified, but this work will continue to encourage local engagement and representation. GMB are our biggest support union in terms of membership, and it is important for staff to have representation of this type.

The offer of support by local EIS/FELA and Unison representatives to provide informal information or input around the role has been welcomed as part of these arrangements.

## **6. Link to Strategic Risk Register**

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of the following risk within the Strategic Risk Register.

- 2.3 National outcomes on salaries and conditions of service outstrip ability to pay
- 3.6 National bargaining outcomes impact adversely on College operations, activity, and flexibility
- 3.7 Industrial Relations Problems (including industrial action)
- 3.12 Failure to attract, engage, retain, or develop appropriately qualified staff.

**Author and Executive Sponsor:** Steve Taylor, Vice Principal Support Services and Operations

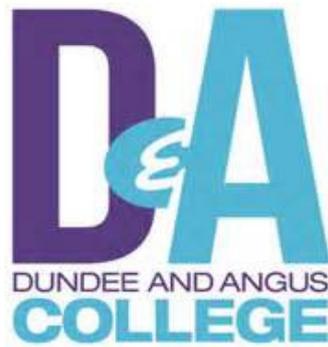


**People, Culture and Wellbeing Committee**

**Thursday 4 September 2025**

**PAPER E**

**HEALTH & SAFETY ANNUAL REPORT**



# **HEALTH AND SAFETY ANNUAL REPORT**

**August 2024 – July 2025**

August 2025

**Author:** Sandy Fowler, Health & Safety Officer

# Contents

1. Introduction
2. Health and Safety Team Core Activities
3. Health and Safety Training
4. Departmental Safety Checklist
5. Fire Arrangements and Emergency Evacuation
6. First Aid Provision
7. Accidents, Incidents and Near Misses (AINM)
8. Health, Safety and Wellbeing Management System Policy Documents Review

## 1. Introduction

This annual report has been created to identify and document the College's Health and Safety team's performance and progress for the academic year 2024/25. This report augments the regular notes of Health, Safety and Well-Being Committee meetings.

## 2. Health and Safety Team Core Activities

The Health and Safety Teams core activities this academic year August 2024 – July 2025, has been supporting departments and staff:

- Accidents, Incidents and Near Miss reporting/Investigation
- Administration of first aid requirements
- Administration of fire evacuations/ including PEEPS / EVAC chair training
- Occupational Health Referrals (DSE) Risk Assessment
- Attending relevant meetings; internally and externally (MSIP) Skills Academy
- Provision of statistics and appropriate reports for relevant meetings
- Provision of Health and Safety Management System Training for Senior Managers/HCQ
- Provision of Health and Safety Training to Cleaning Operative/Caretaking Staff
- Reviewing safety management systems, guidance, practices and procedures

## 3. Health and Safety Training

### Cleaning Operative/Caretaker Training Sessions

Following on from the Health and Safety Management System Module training sessions for HCQs and Support Managers last year, a cleaning operative health and safety handbook has been developed which includes Health and Safety Policy, Risk Assessment, Fire-Electricity, Accidents-First Aid, Safe Use of Ladders, Slips and Trips, Manual Handling, COSHH and Safe Systems of Work

2 x 1 hour face to face practical training sessions with Cleaning Operatives and Caretakers were successfully held at each of the 3 Campuses during Feb/March 2025 as detailed in the following chart:

Date	Location	Session (1 hour)	Attendees
24-02-2025	Arbroath	Session 1	15
03-03-2025	Arbroath	Session 2	14
26-02-2025	Gardyne	Session 1	12
04-03-2025	Gardyne	Session 2	16
27-02-2025	Kingsway	Session 1	13
12-03-2025	Kingsway	Session 2	13
Total			83

## Health and Safety Management System Module Training:

The following session/attendee numbers were held as follows:

Date	Location	Function	Attendees
13-06-2025	Kingsway	Curriculum/Support	5
Total			5

### Curriculum Based

The Health and Safety Team continue to support department lecturers across all campuses in the delivery of Health and Safety units within the curriculum.

## 4. Departmental Safety Checklist

A new power app to replace the paper-based safety checklist procedure was rolled out in June 2024 with the plan to undertake 3 rounds of these each Academic Year. The app is based on the current departments performance over 4-subject areas: People, Procedures, Plant/Substances, Premises using a traffic light grading system. Grade A: Green: No action required, Grade B: Amber: Action Required, Grade C: Red URGENT Action required and Grade D: Purple: Non-applicable. The app provides an efficient streamlined completion process and quicker way for analysing and sharing safety information/data across departments.

Following the completion of Round 1 and 2, the information submitted through the app database was analysed by the health and safety team with graphs produced and shared at face to face/teams meeting with both Curriculum and Support Team Line Management, where all Grade C: Red URGENT and Grade B: Amber: Action Required were closed out/actioned with Round 1 and 2 summary charts 14-20 included in January 2025 and May 2025 health and safety officers report.

Round 3 data is currently being analysed, following completion, arrangements will be made for the results to be shared with both Curriculum and Support team Line Management by the health and safety team.

## 5. Fire Arrangements and Emergency Evacuation

Planned fire drill evacuations were carried out at all our campuses on the following dates:

- 12/11/2024, Kingsway
- 12/11/2024, Gardyne
- 12/11/2024, Arbroath/Helping Hands Nursery

The College operates a system where in the event of an alarm activation, it is the health and safety responsibility of all staff members to check the fire evacuation board within the area they are working and if the green hi-viz jacket and zone tag are still there, they

must assume the role of fire warden for that area. On completion of the check of the area, they should return the tag to the Fire Reporting Officer who would be located at the main exit to the building to inform that the particular area was clear. Whilst all campuses were successfully evacuated during the recent drills, 8 out of a possible 28 tags were returned at Arbroath; 15 out of 26 at Gardyne and 15 out of 27 at Kingsway. When a tag for an area is not returned, then a member of the estates team has to carry out the check of that area, therefore extending the time that evacuated staff and students are kept outside.

When the College first introduced this evacuation approach, the response was very good as the process was communicated along with an information video to all staff. Because evacuations don't happen often, the H&S team feel that the lack of familiarity with the process resulted in fewer than normal tags being returned and the H&S team intention is to raise the profile of the evacuation procedure on an ongoing basis with planned development of a new RISE course to cover the college Fire Evacuation Procedures with the next fire emergency evacuation drills being planned for October 2025.

### **Fire Extinguisher Servicing**

The annual servicing of fire extinguishers at Arbroath Campus was undertaken by Stewart Ramsay Fire Protection during November 2024 with records retained. Kingsway, Gardyne and the Skills Academy annual servicing was completed in July 2025.

### **PEEPs (Personal Emergency Evacuation Plans)**

The following PEEPs were processed between August 2024 - July 2025:

- Kingsway: 4
  - Gardyne: 33
  - Arbroath: 9
  - Multi Campus: 2
- Total: 48

## **6. First Aid Provision**

First Aid is provided at each campus both on a designated and rota/mandatory reserve basis. Whilst provision has continued to be maintained in all campuses by existing and newly trained first aiders, several issues have been experienced of non-availability due to long term sickness absence and communication issues surrounding first aid rota cover and this will be continued to be monitored on an ongoing basis.

### **First Aid Training – Aug 2024- July 2025**

The following courses were completed between Aug 2024-July 2025

Course	Number of Courses	Number of Participants
Emergency First Aid at Work Course:	0	0

2 Day Refresher Course:	4	7
3 Day First Aid at Work Course:	6	22

### Qualified First Aiders

The number of qualified first aiders for each campus as of 31<sup>st</sup> July 2025 is as follows:

CAMPUS	DESIGNATED	ROTA	TOTAL
Kingsway	11	8	19
Gardyne	13	6	19
Arbroath	12	7	19
Skills Academy (MSIP)	1	2	3
Total	37	23	60

### Occupational Health Referrals (DSE) Risk Assessment

The following Occupational Health Referrals / (DSE) Risk Assessments have been processed-current between Aug 2024 – July 2025

CAMPUS	Occ Health People Team Referral	Medical Conditions Application Form	DSE Checklist Form	Total
Kingsway	6	0	19	25
Gardyne	15	0	4	19
Arbroath	6	0	11	17
Total	27	0	34	61

## 7. Accidents, Incidents and Near Misses (AINM)

### AINM Reporting, Notification and Recording

During the period August 2024 – July 2025 there were 127 accidents, 137 incidents and 44 near misses reported as a total of 308 events. There were 2 RIDDOR reportable accidents reported during this period (2 Students) with summaries outlined in Chart 5 which to date have not been subject to further enquiries by the Health and Safety Executive.

### AINM Near Miss Reporting (See It, Hear It, Say It) Campaign Launch

Update: The finalised See it, Hear It, Say It posters have been prepared with individual room numbers and are to be deployed as part of a proposed safety campaign supported by A3 Near Miss Reporting guide along with communication/information through the college staff information portal launching Semester 1 2025-2026.

# See it! Hear it! Say it!

Your location is: **G-MA-009**

## Fire Action

- If you see fire or smoke, sound the nearest alarm.
- On hearing an alarm, leave the building by the nearest exit. **DO NOT** use the lift.
- Report to the nearest assembly point.
- **DO NOT** re-enter the building until you are advised it is safe to do so.

STAFF should follow the actions set out in Emergency Evacuation Procedures (All Staff) HSSP09

## First Aid

In the event of an accident or serious illness, call a first aider: **07890 063382**

Or scan the QR code to call the first aider:



In an emergency always call **999** first!

Defibrillator locations: Caretakers Office & Sports Centre

## Reporting

You should always report any issues with:

- ICT Equipment
- Classroom/Social space
- Property Repairs
- Any incident or near miss (something that could cause injury or damage)

Scan this QR code to submit a report:



Staff should continue to use the AINM reporting system available on the staff portal

A3 Laminated Poster

## Near Miss Reporting Keep Our Campus Safe!

What is a Near Miss? A near miss is an unplanned event that did not result in injury, illness, or damage but had the potential to do so. Reporting near misses helps us prevent future incidents by identifying and addressing hazards before they cause harm.

Examples of Near Misses:

Slips and Trips



Identified a wet floor/icy pathway that wasn't marked with a warning sign or that hadn't been salted or cleared.

Falling Objects



A heavy object nearly falling from a high shelf as it wasn't stored securely.

Electrical Hazard



Nearly getting shocked by a frayed electrical cord that wasn't properly insulated.

Fire Hazard



A fire door left propped open to save time moving around the building.

Vehicle Hazard



Vehicles almost collide with other vehicles/pedestrians in our park because of unsafe driving or poor visibility.

Unsafe Conditions



Noticing a damaged paving slab that could lead to a trip/fall.

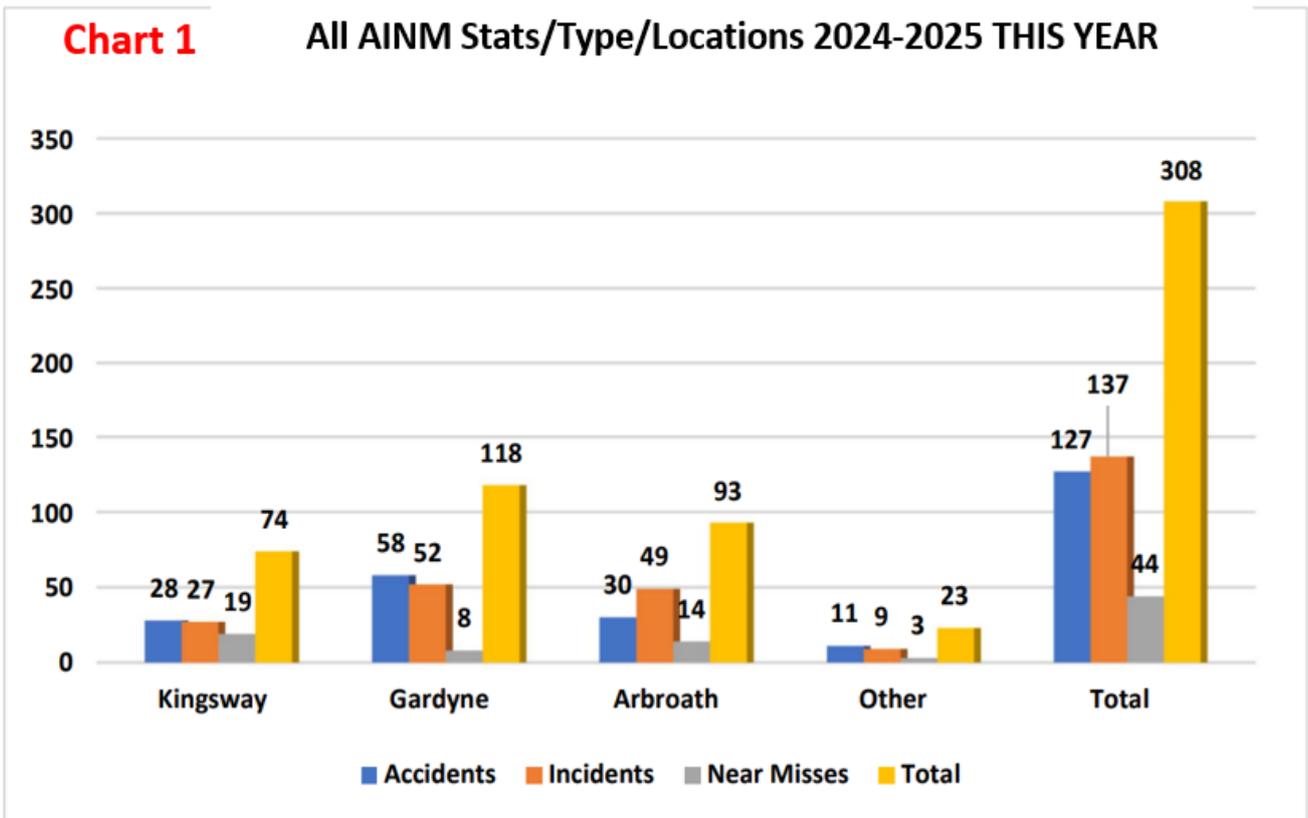
How to Report a Near Miss:  
Use the college's online Reporting QR code which can be found on the See It, Hear It, Say It posters displayed throughout all campuses or contact your lecturer/Line Manager.



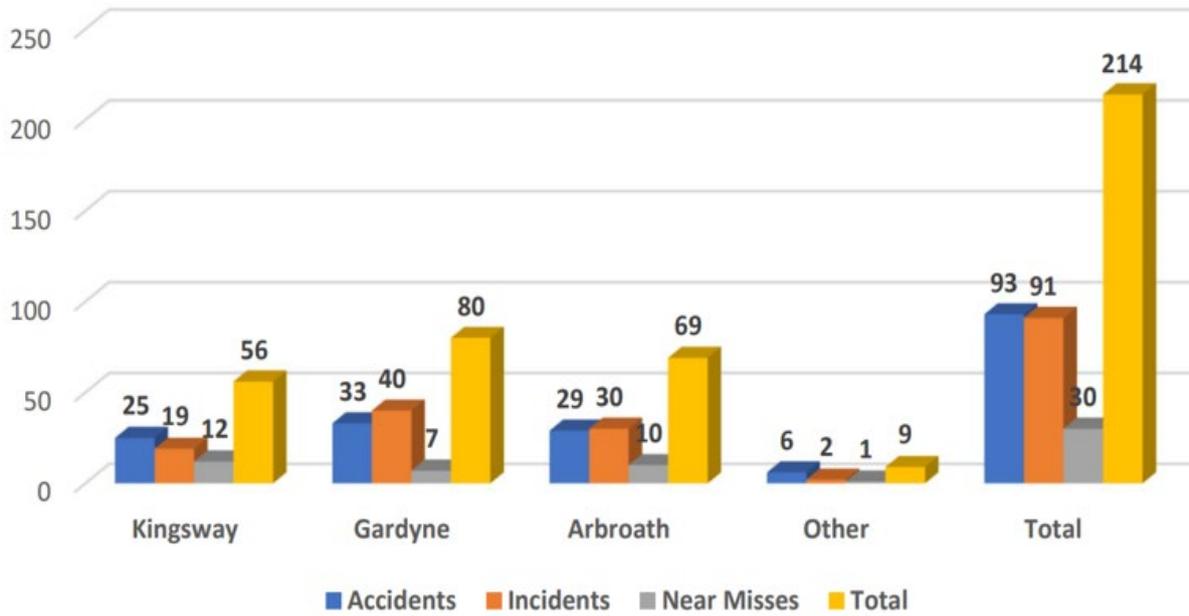
Your Safety Matters!  
Let's work together to keep our campus safe. Report near misses and make a difference!  
**DON'T DISMISS A NEAR MISS, IF IN DOUBT, REPORT IT!**

A3 Laminated Guide

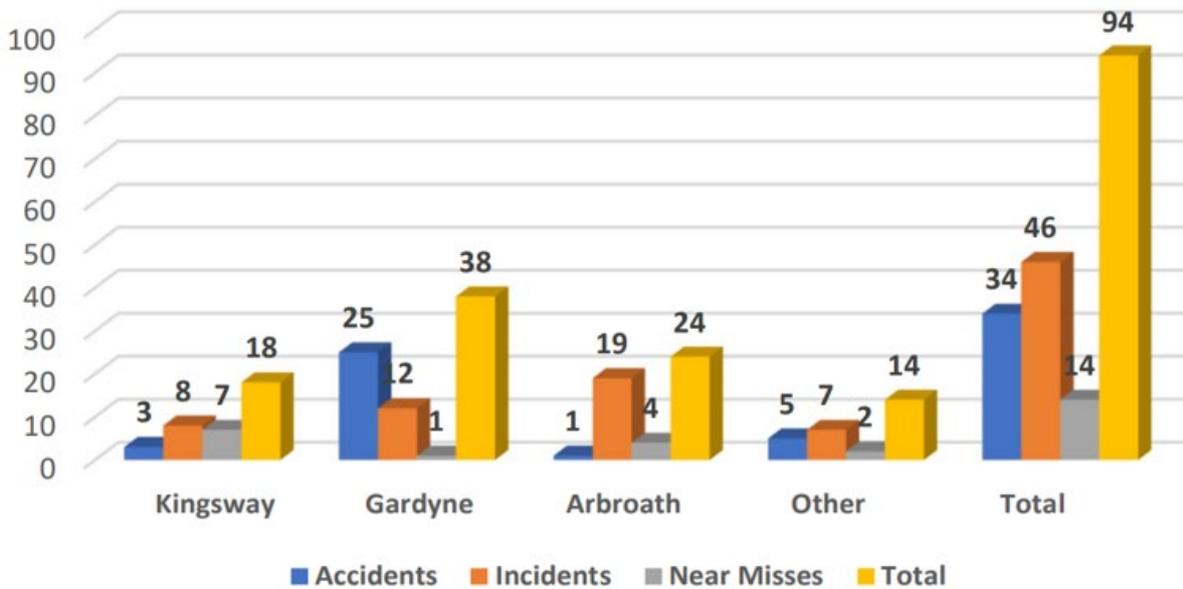
AINM data charts by categories:



**Chart 1A All AINM Stats/Type/Locations 2024-2025 LAST YEAR**

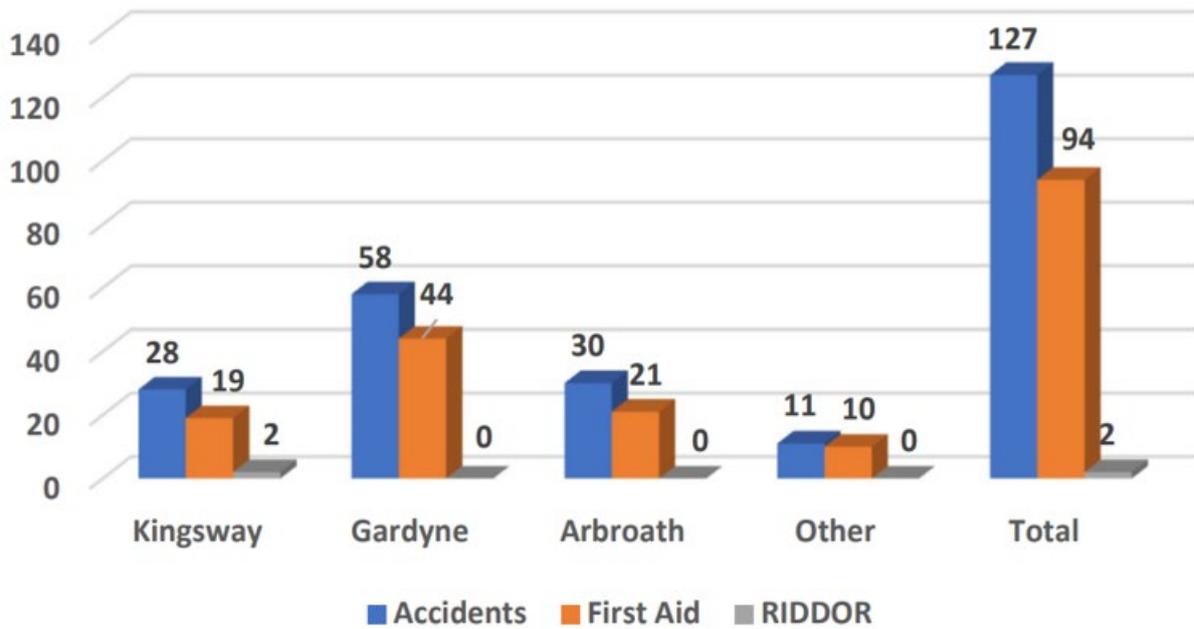


**Chart 1B All AINM Stats/Type/Locations 2024-2025 DIFFERENCE**



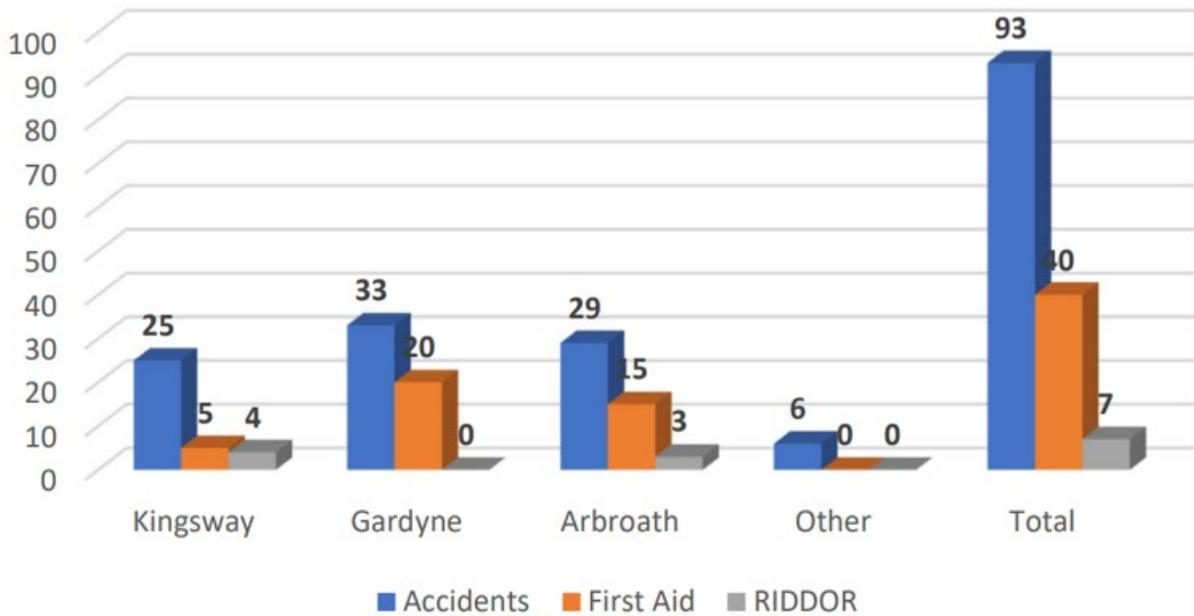
**Chart 2**

**Accidents/First Aid/RIDDOR 2024-2025 THIS YEAR**

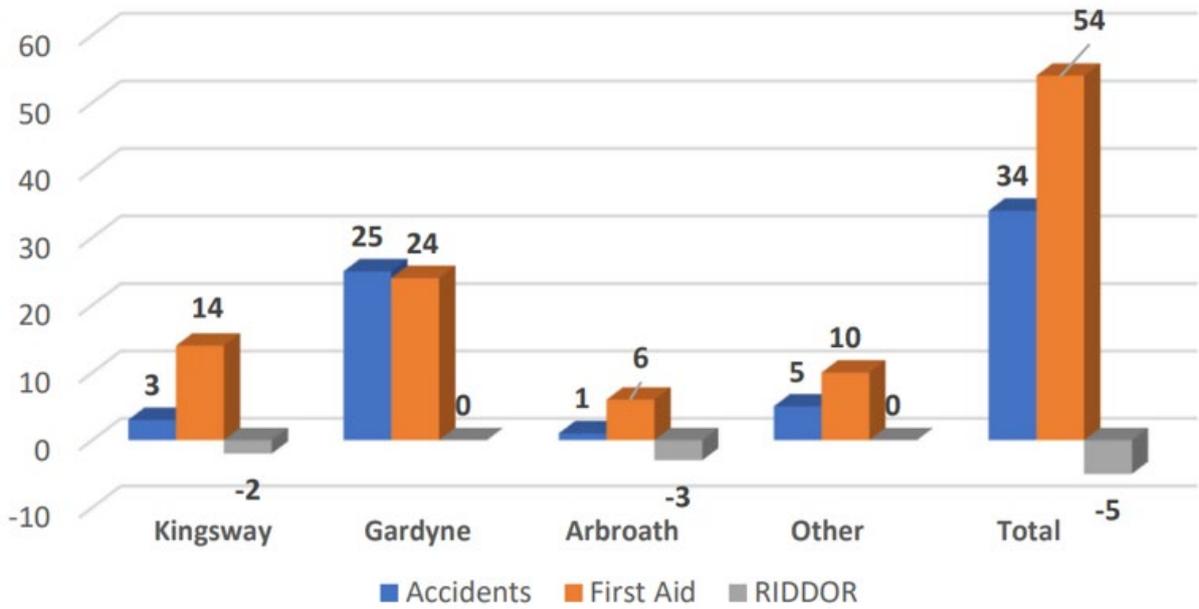


**Chart 2A**

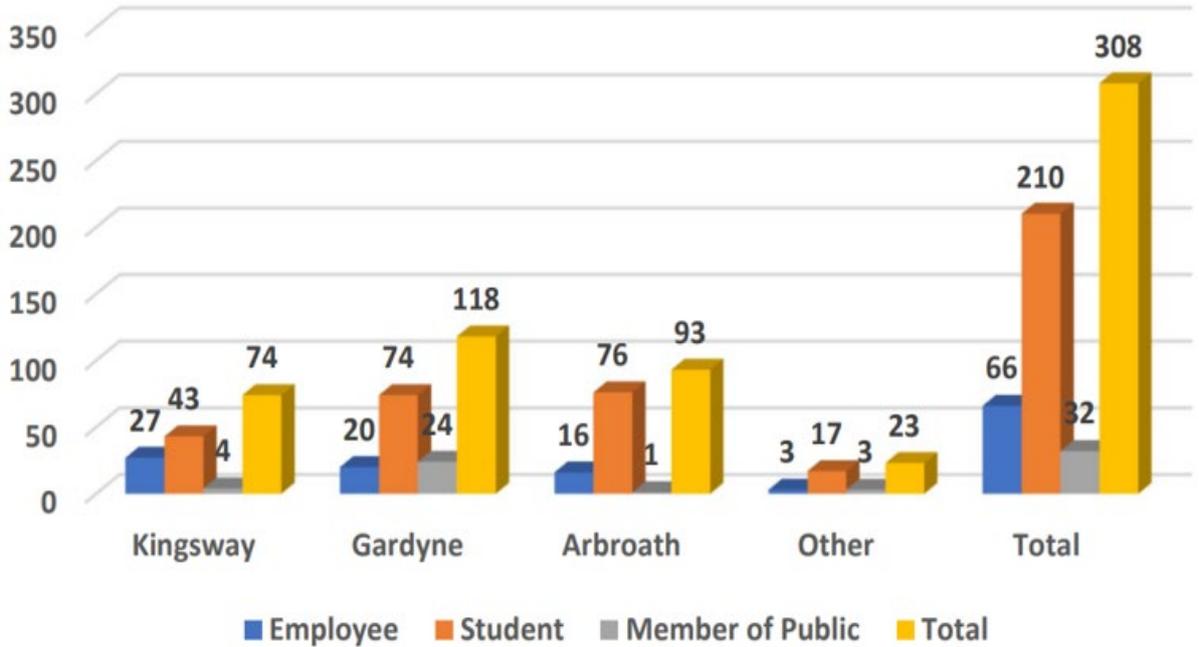
**Accidents/First Aid/RIDDOR 2024-2025 LAST YEAR**



**Chart 2B** Accidents/First Aid/RIDDOR 2024-2025 DIFFERENCE

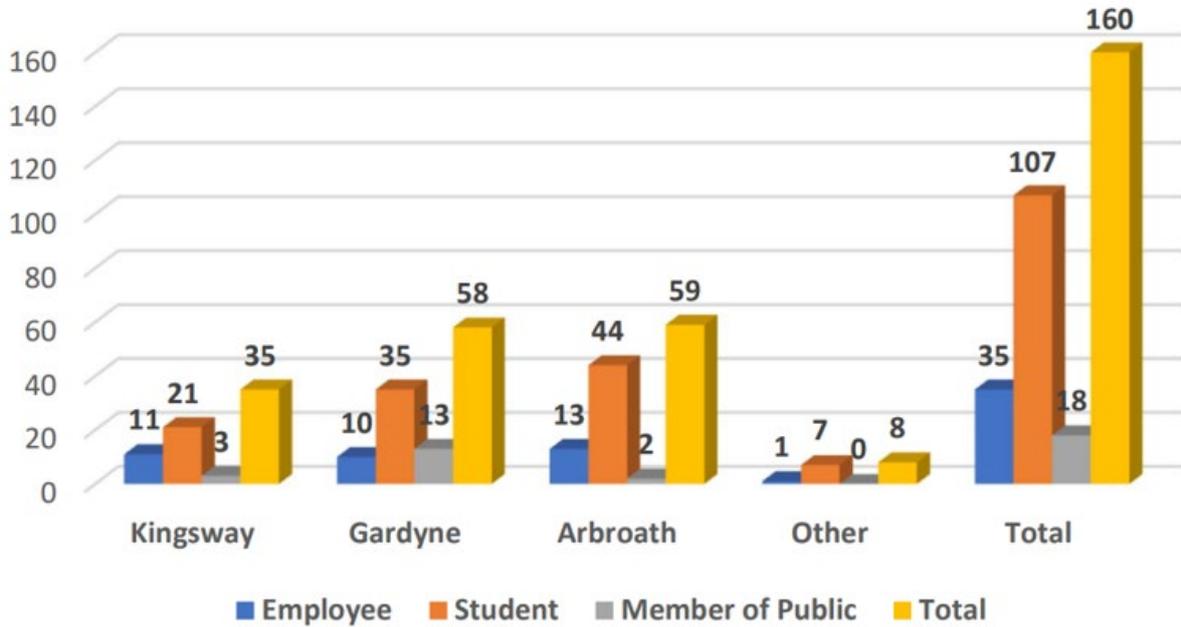


**Chart 3** Occupation by Campus 2024-2025 THIS YEAR



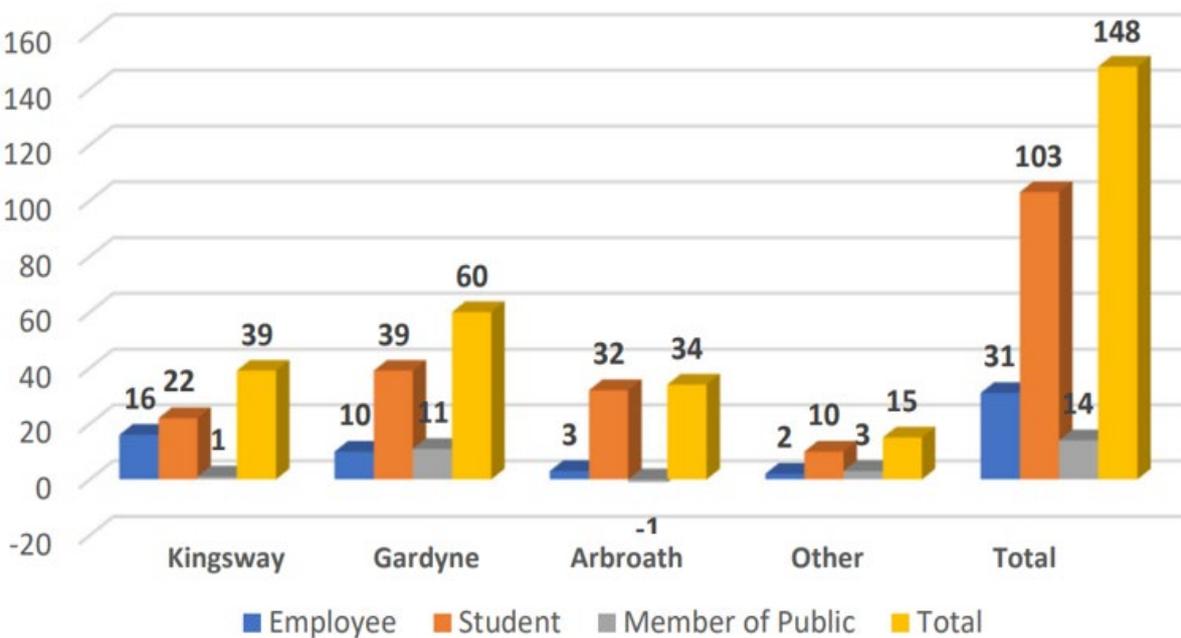
**Chart 3A**

**Occupation by Campus 2024-2025 LAST YEAR**



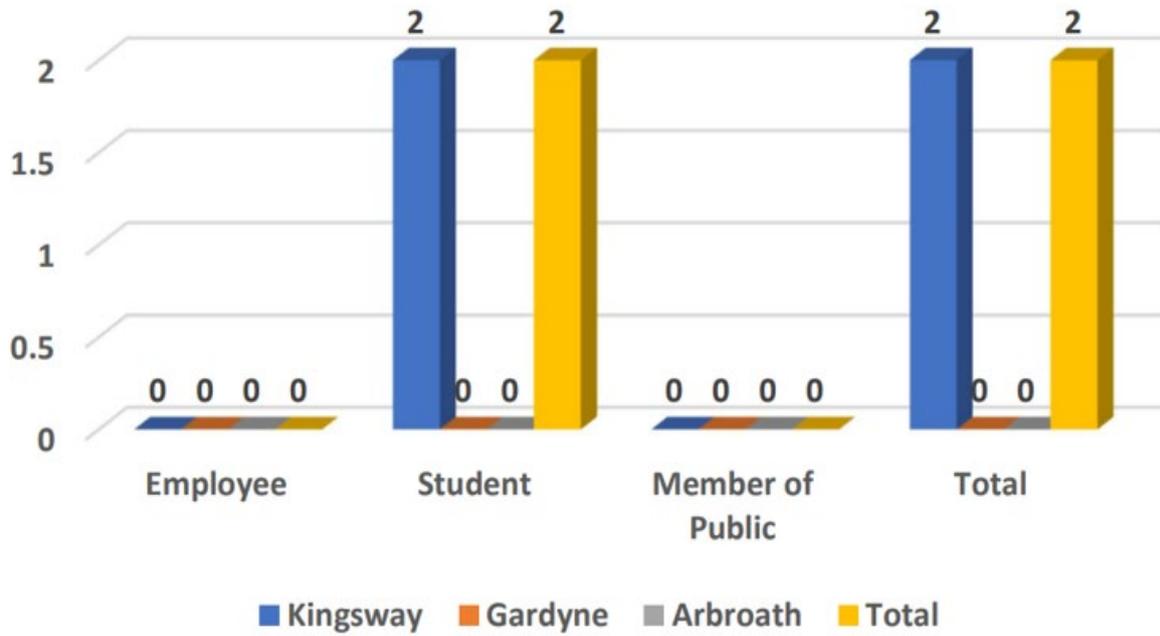
**Chart 3B**

**Occupation by Campus 2024-2025 DIFFERENCE**



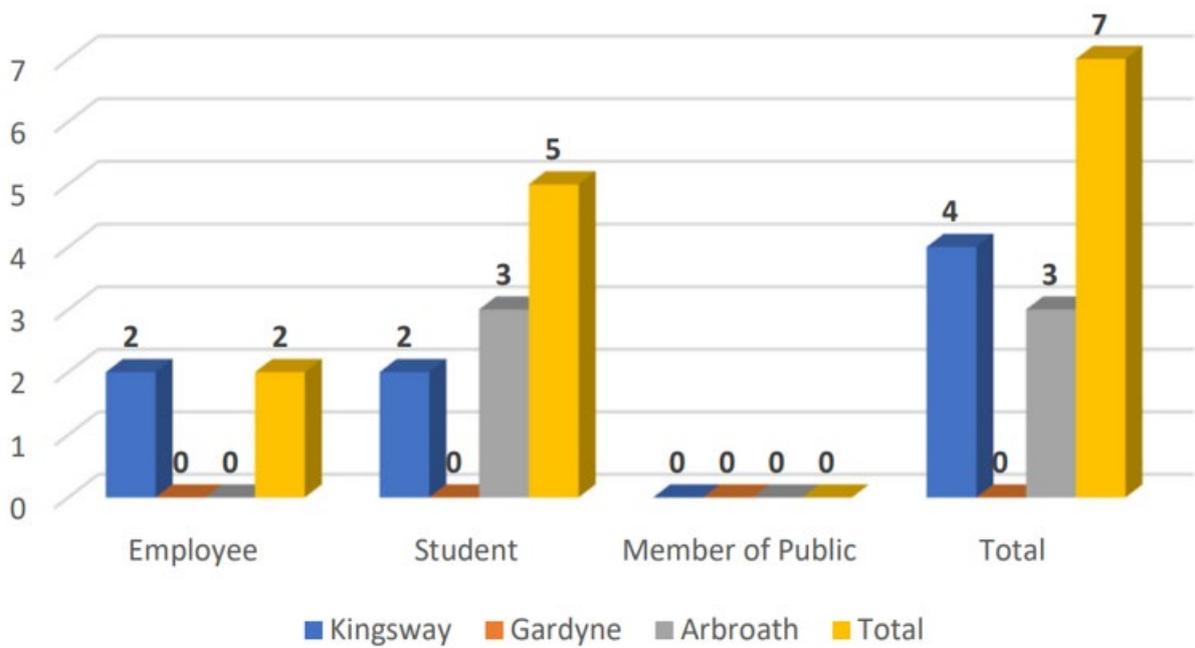
**Chart 4**

**RIDDOR by Occupation 2024-2025 THIS YEAR**



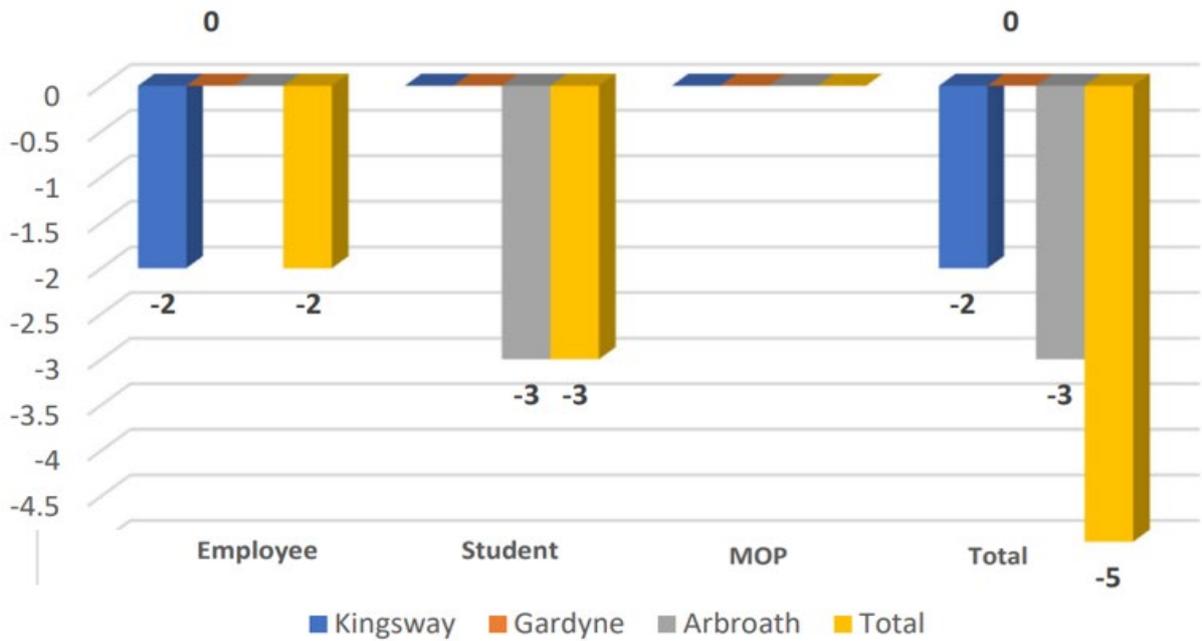
**Chart 4A**

**RIDDOR by Occupation 2024-2025 LAST YEAR**



**Chart 4B**

**RIDDOR by Occupation 2024-2025 DIFFERENCE**



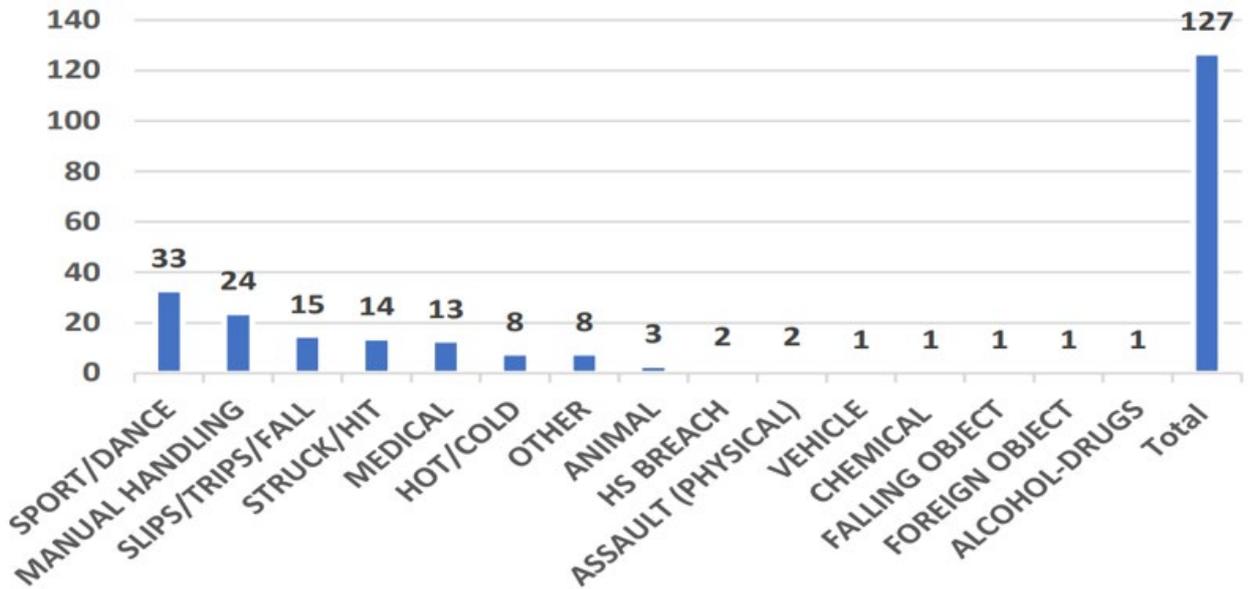
**Chart 5**

**RIDDOR Reportable Accidents 2024-2025**

DateTime	Role	Location	AINM Details	AI_InjurySymptom
26/03/2025 11:50	Student	Kingsway Campus	The IP was hit in the back of the head with a cordless drill by another student in class.	Cut
16/05/2025 10:07	Student	Kingsway Campus	IP had cut his left hand samll finger with a chisel	Cut

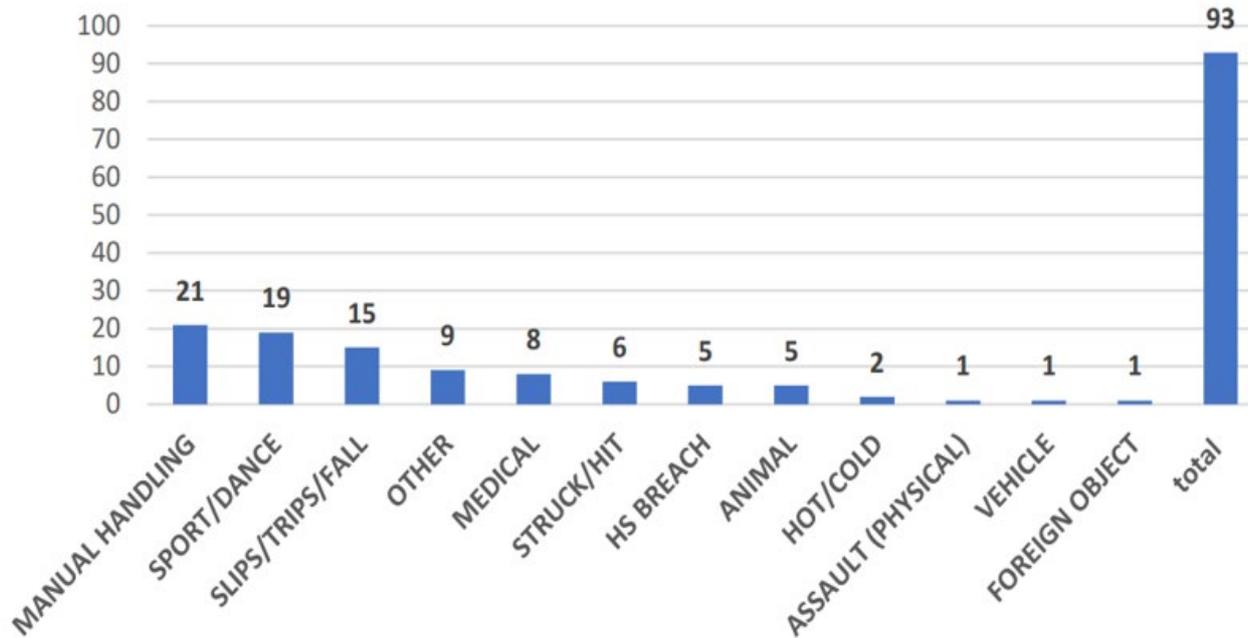
**Chart 6**

**Accidents by Type 2024-2025 THIS YEAR**



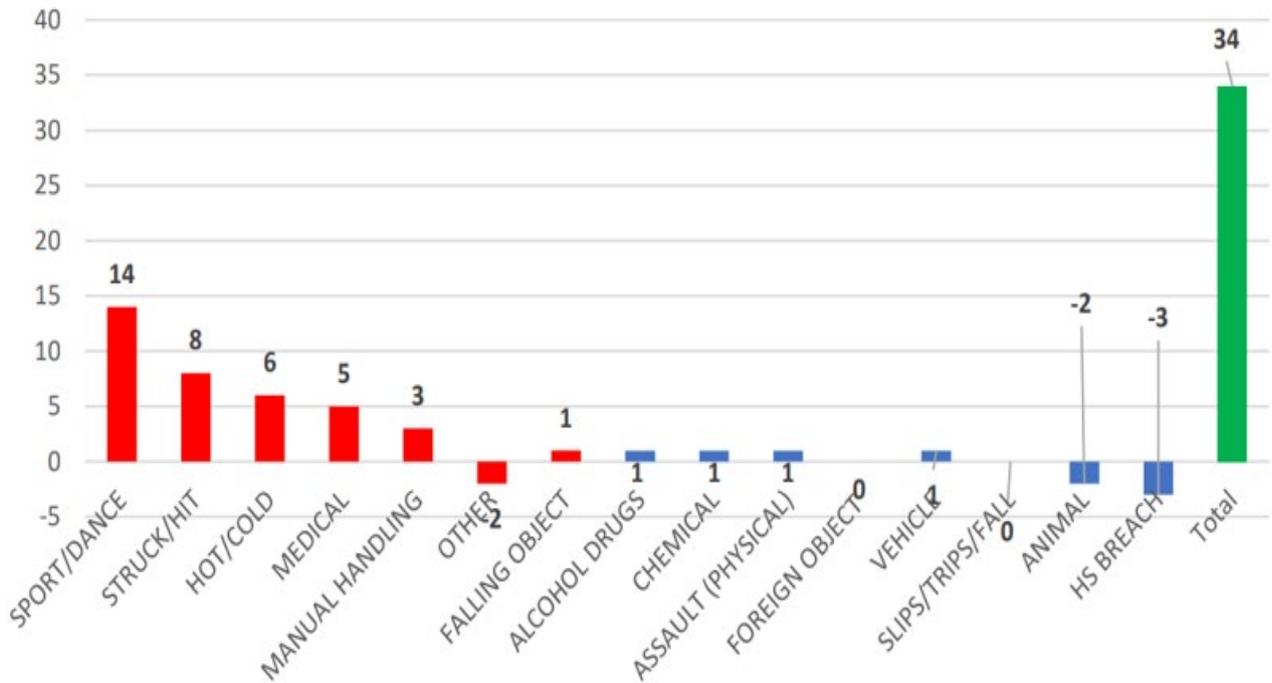
**Chart 6A**

**Accidents by Type 2024-2025 LAST YEAR**



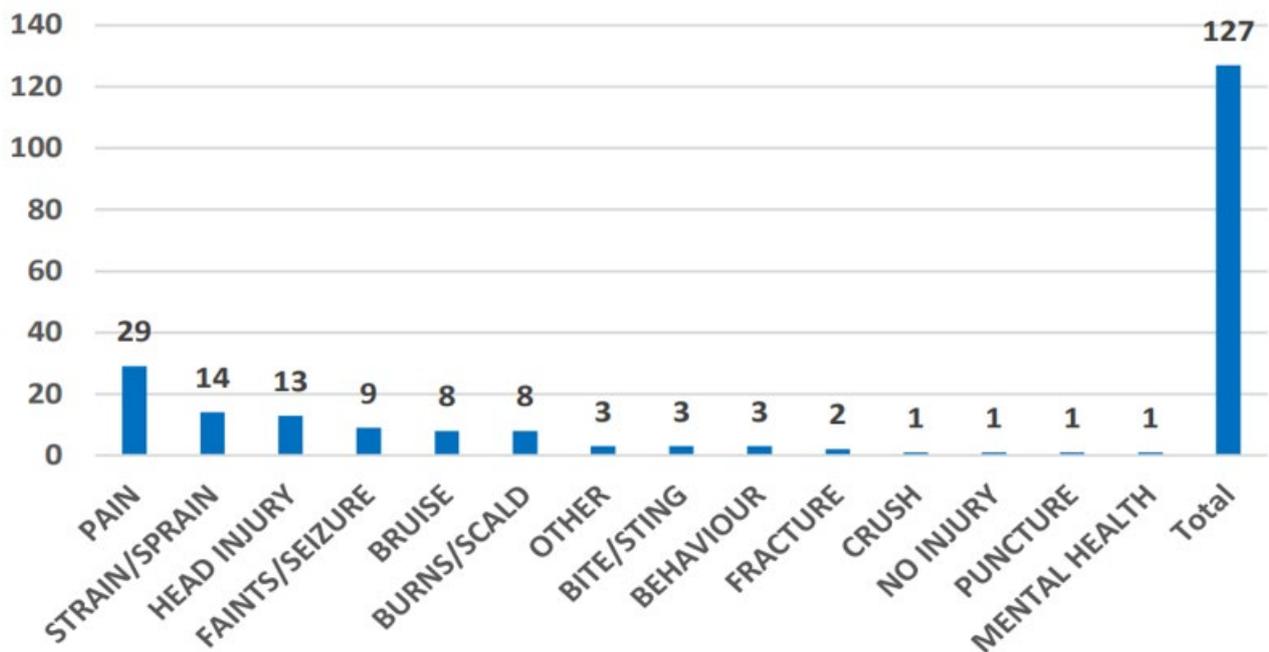
**Chart 6B**

**Accidents by Type 2024-2025 DIFFERENCE**



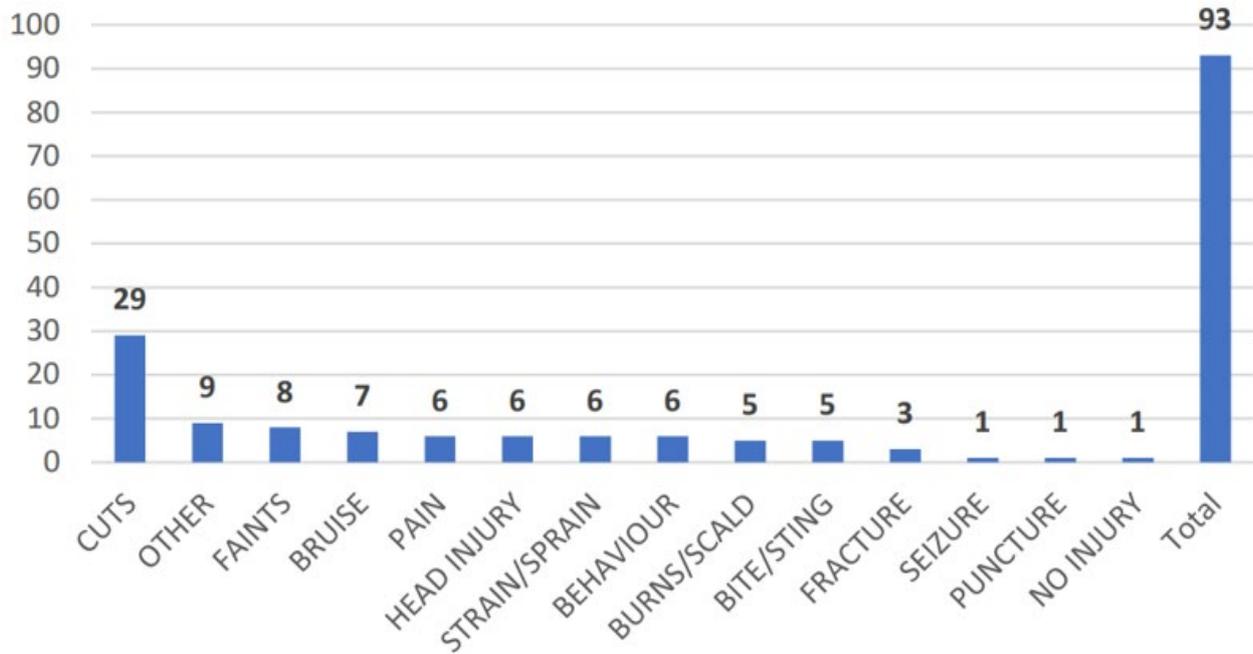
**Chart 7**

**Accidents by Injury 2024-2025 THIS YEAR**



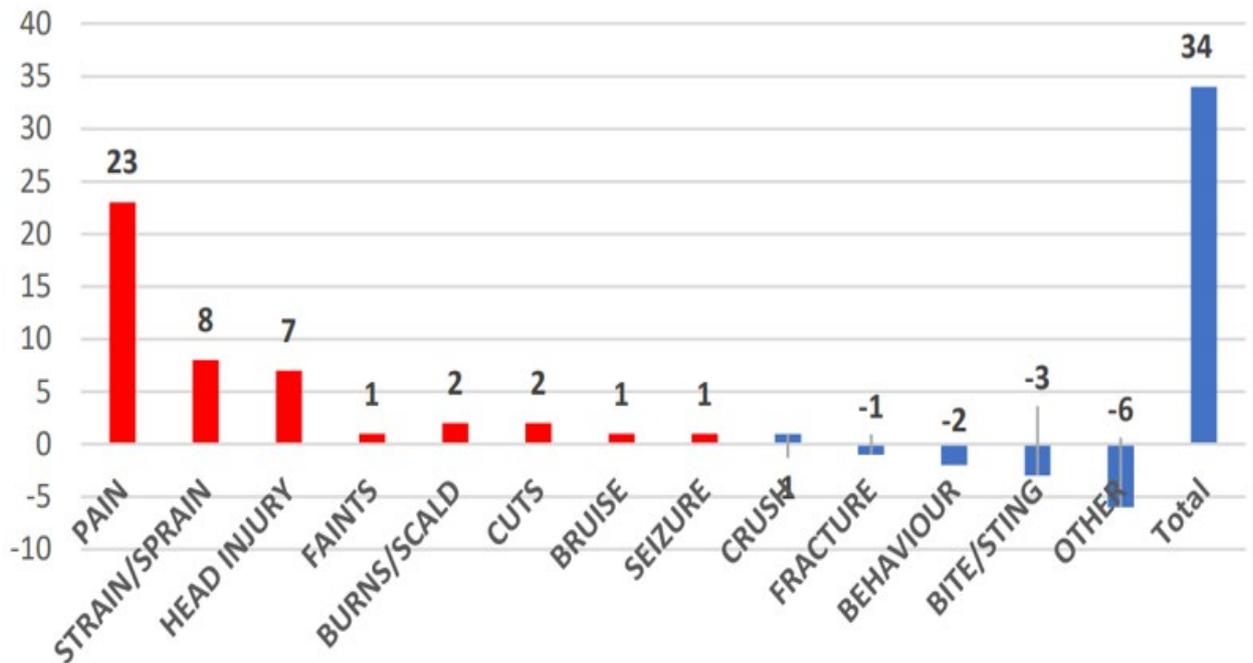
**Chart 7A**

**Accidents by Injury 2024-2025 LAST YEAR**



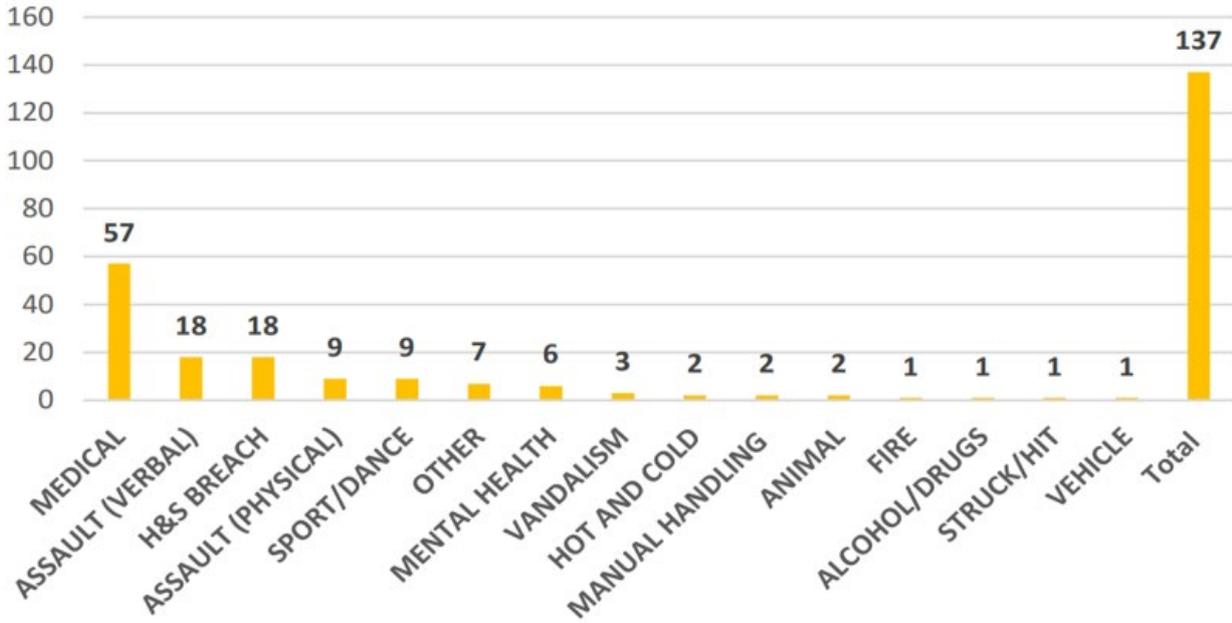
**Chart 7B**

**Accidents by Injury 2024-2025 DIFFERENCE**



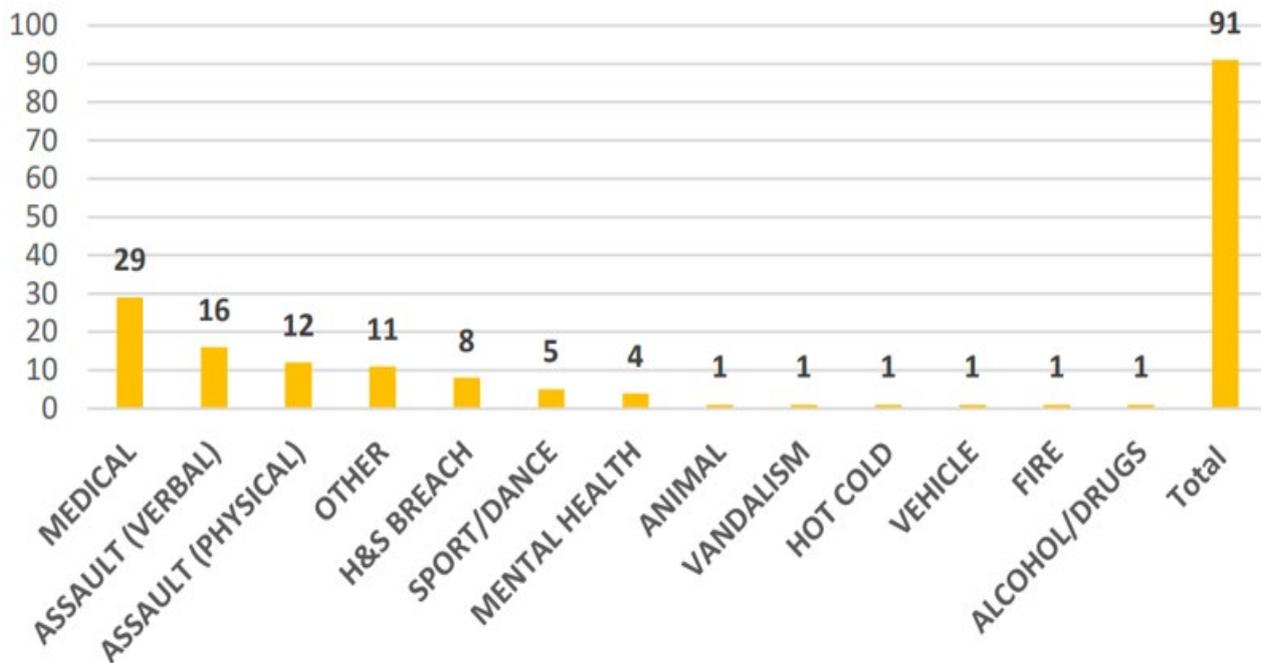
**Chart 8**

**Incidents by Hazard 2024-2025 THIS YEAR**



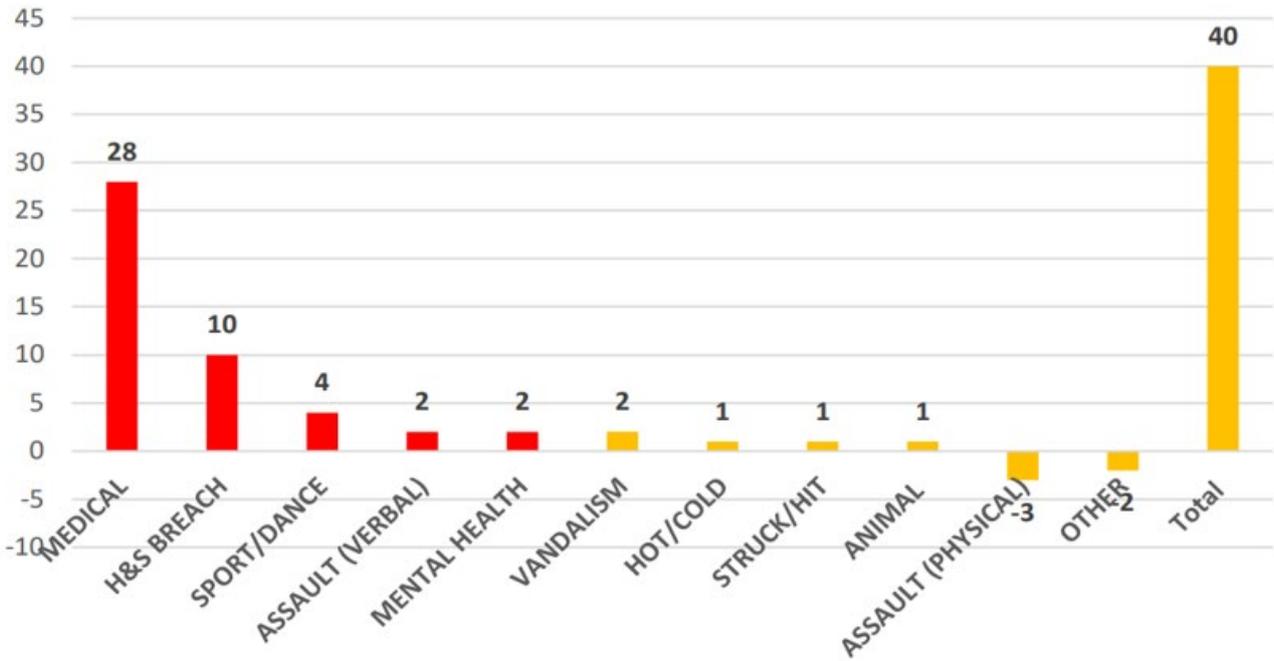
**Chart 8A**

**Incidents by Hazard 2024-2025 LAST YEAR**



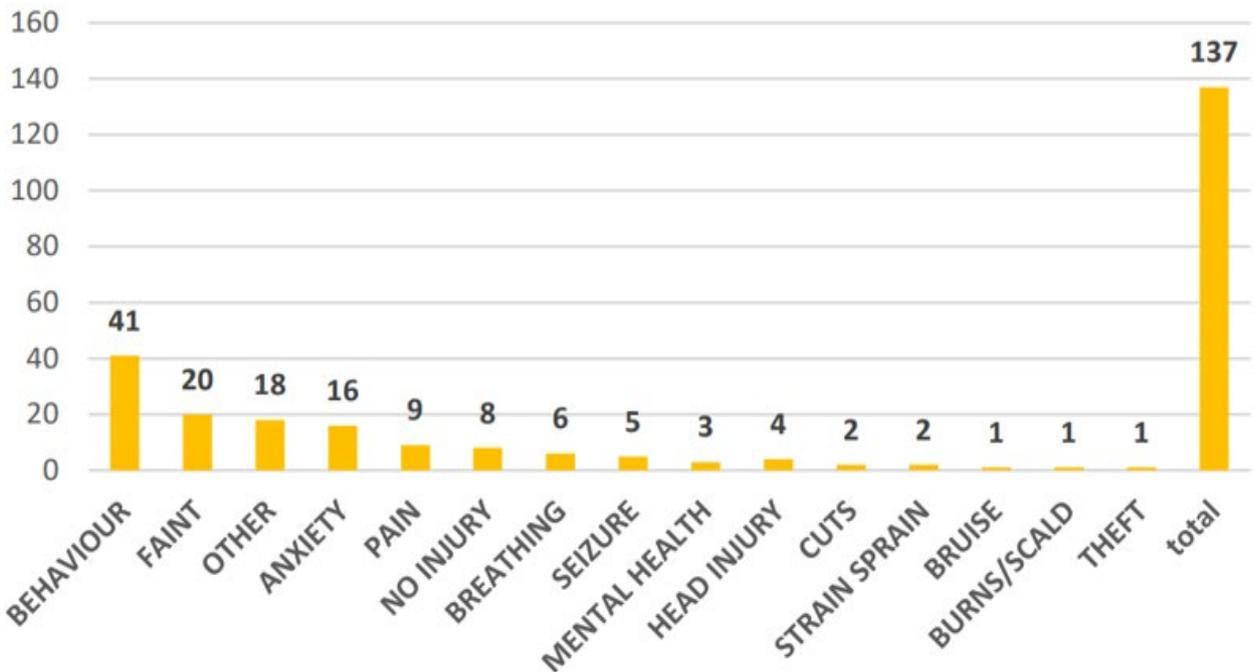
**Chart 8B**

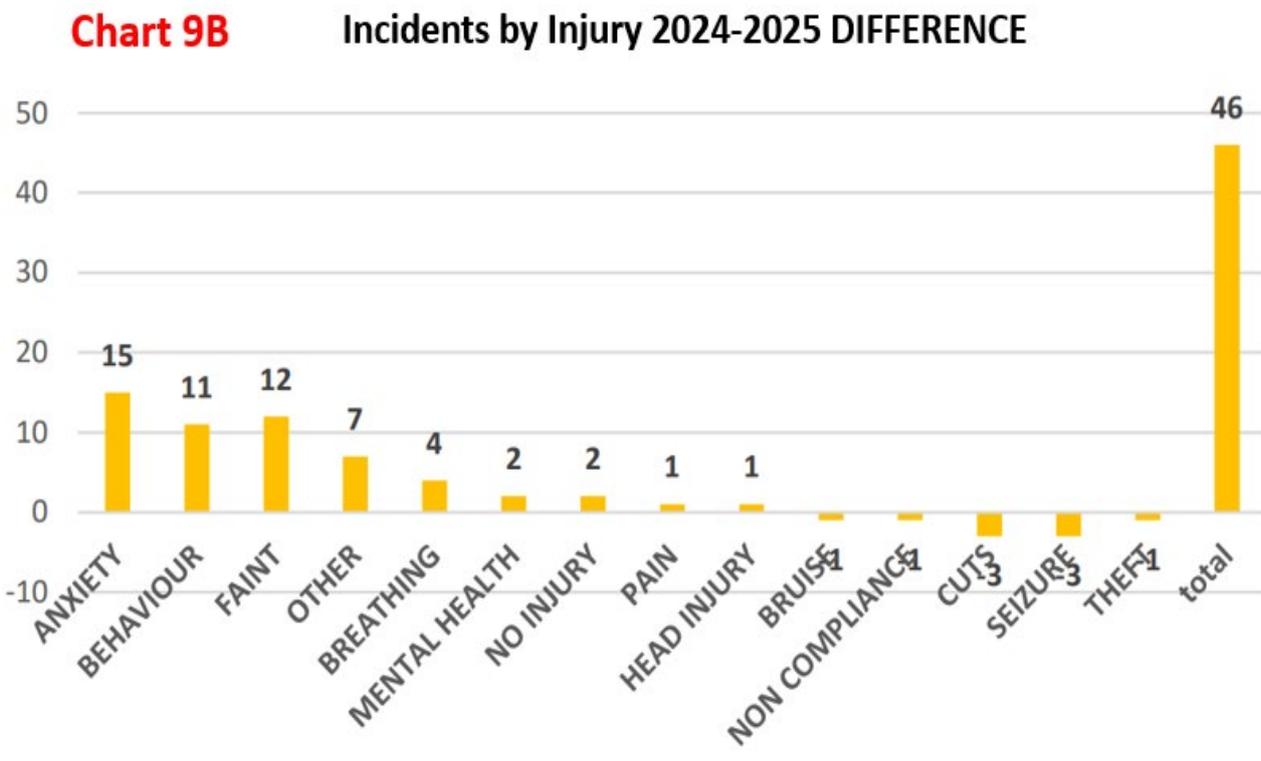
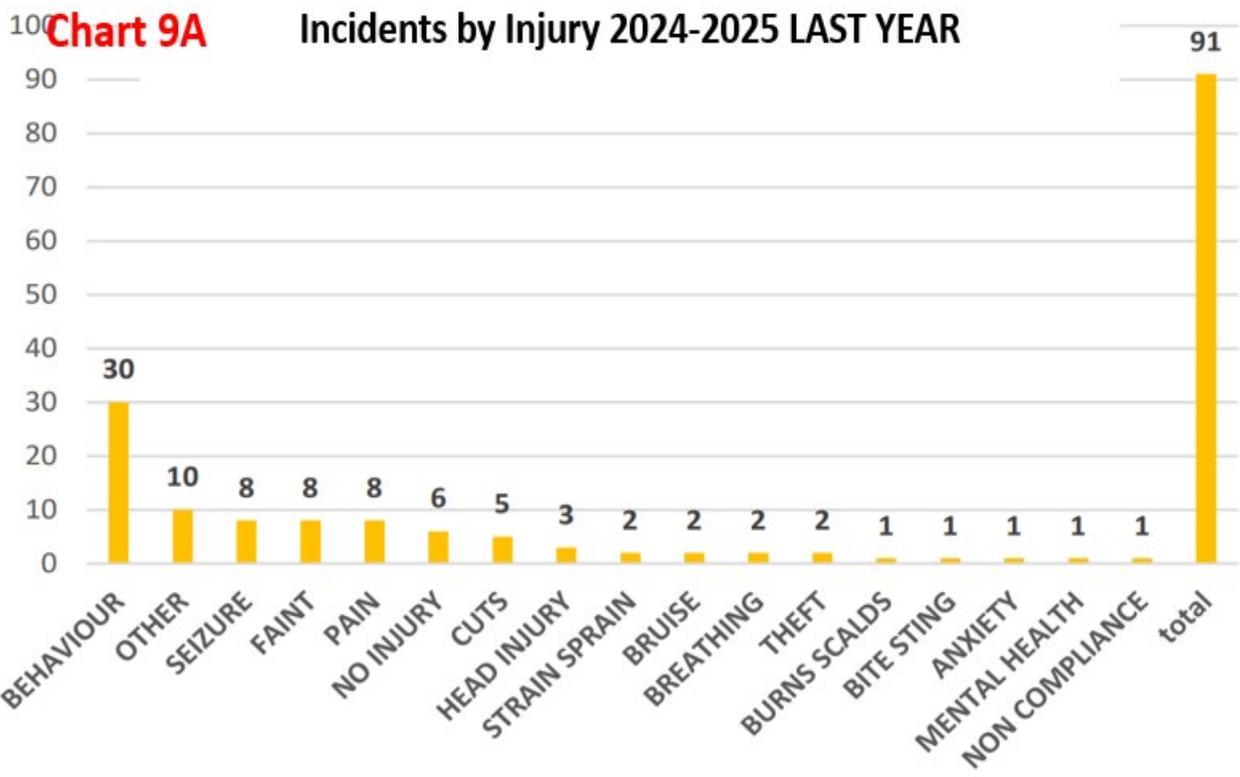
**Incidents by Hazard 2024-2025 DIFFERENCE**



**Chart 9**

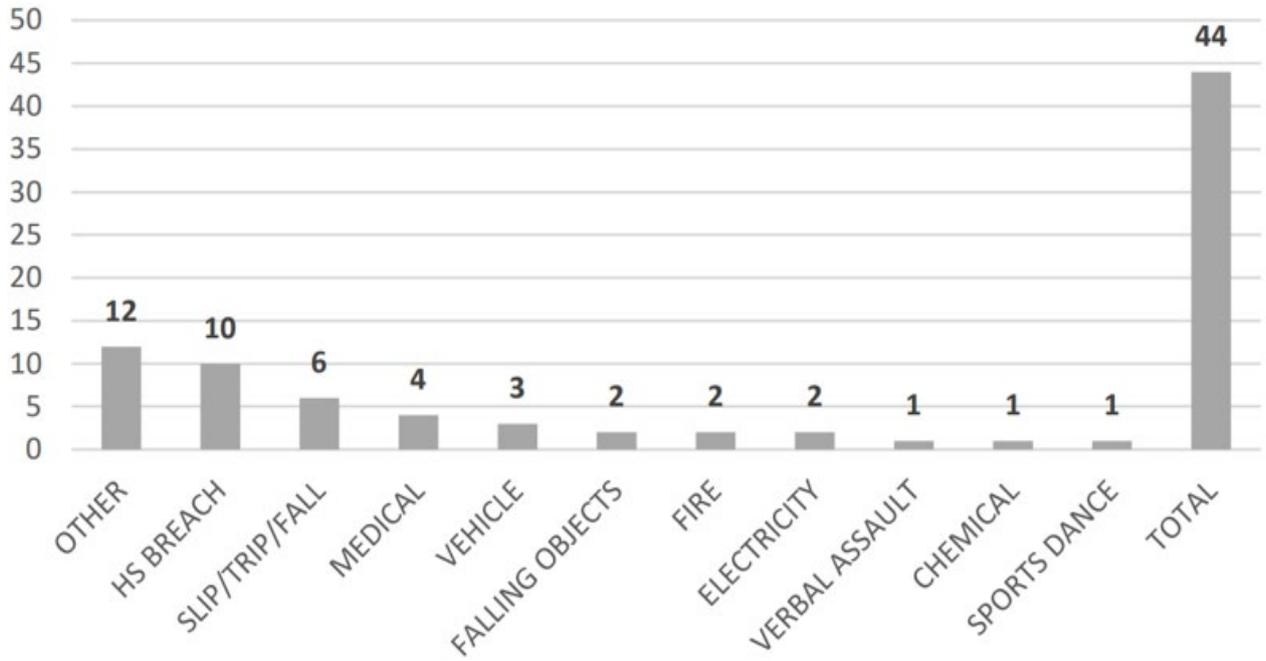
**Incidents by Injury 2024-2025 THIS YEAR**





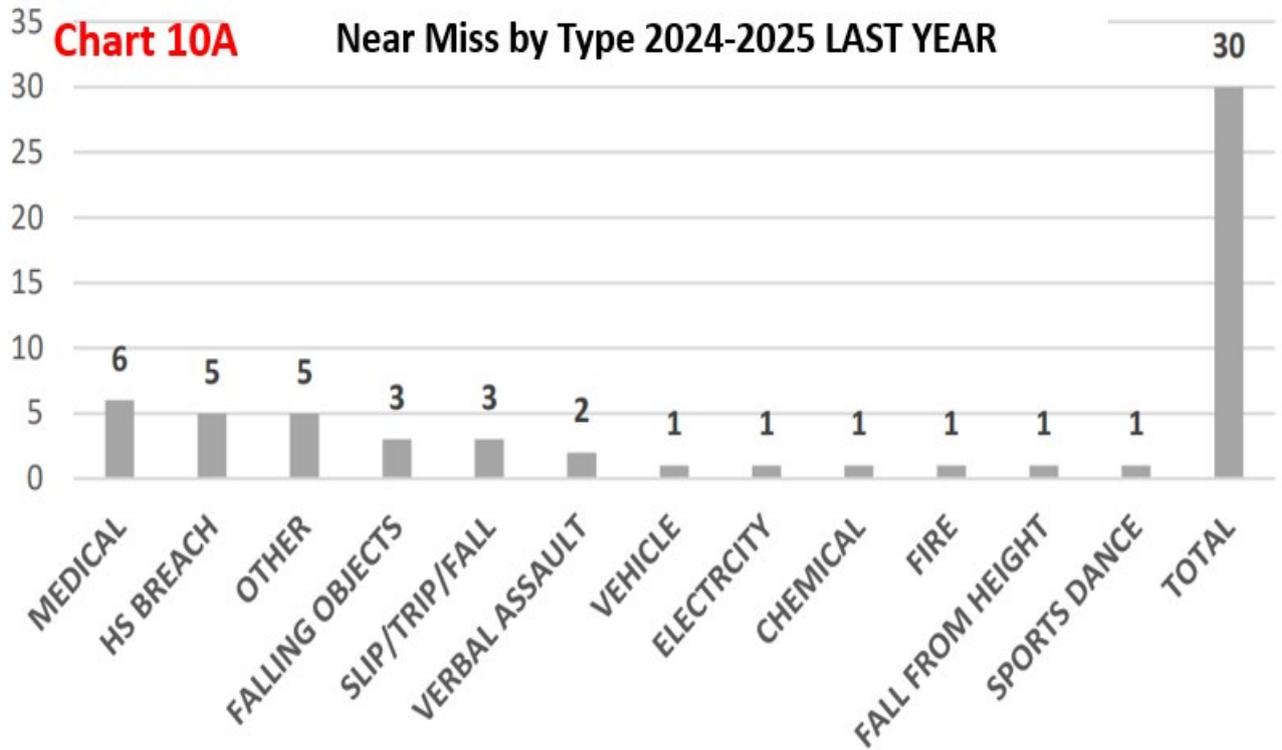
**Chart 10**

**Near Miss by Type 2024-2025 THIS YEAR**



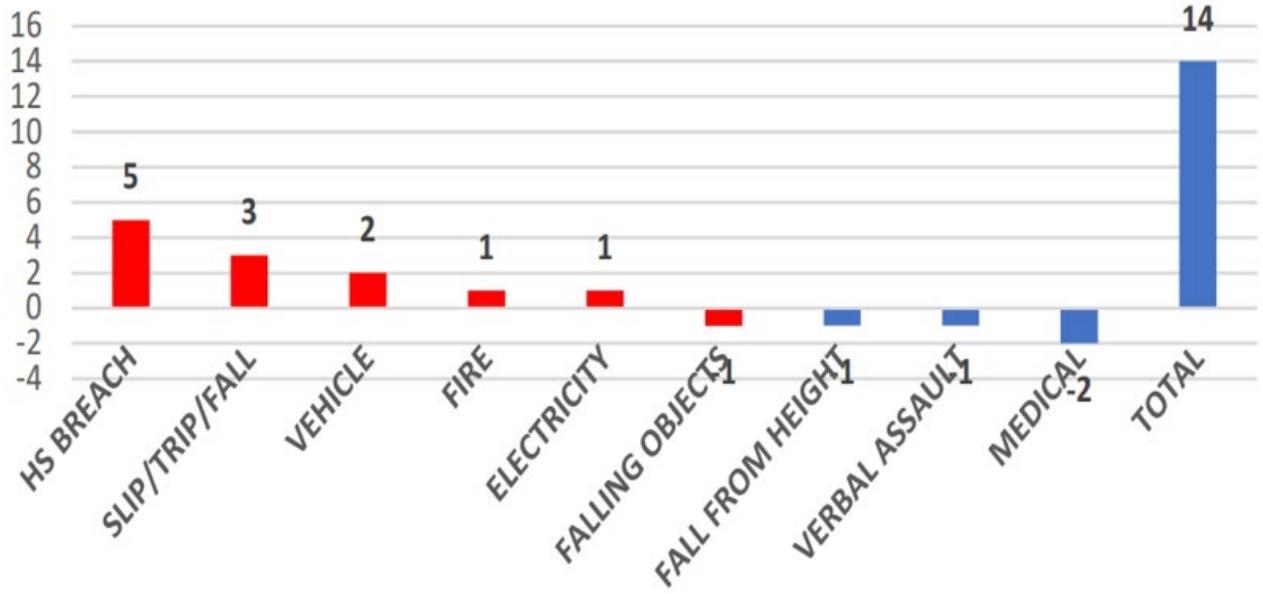
**Chart 10A**

**Near Miss by Type 2024-2025 LAST YEAR**



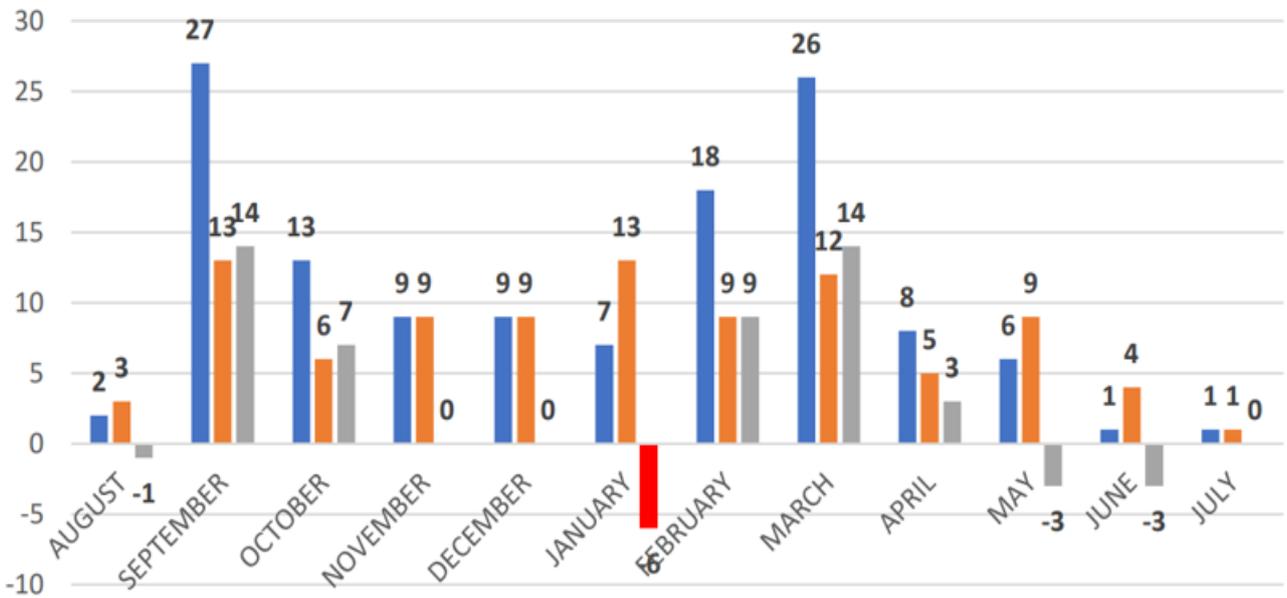
**Chart 10B**

**Near Miss by Type 2024-2025 DIFFERENCE**



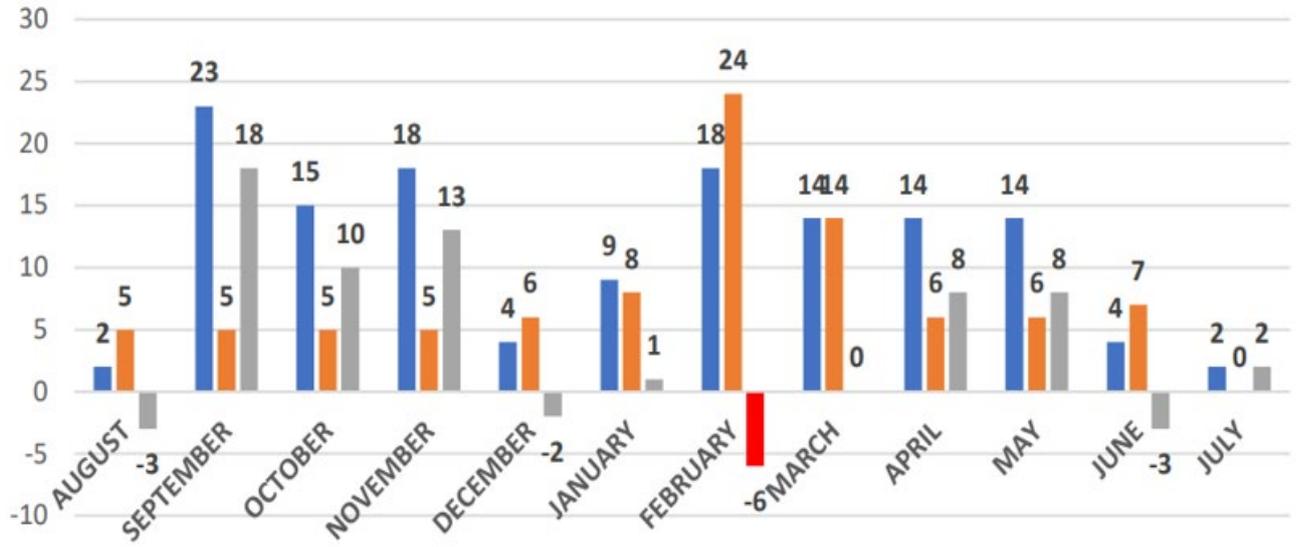
**Chart 11**

**ACCIDENTS BY MONTH 2024-2025 TY/LY/DIFF**



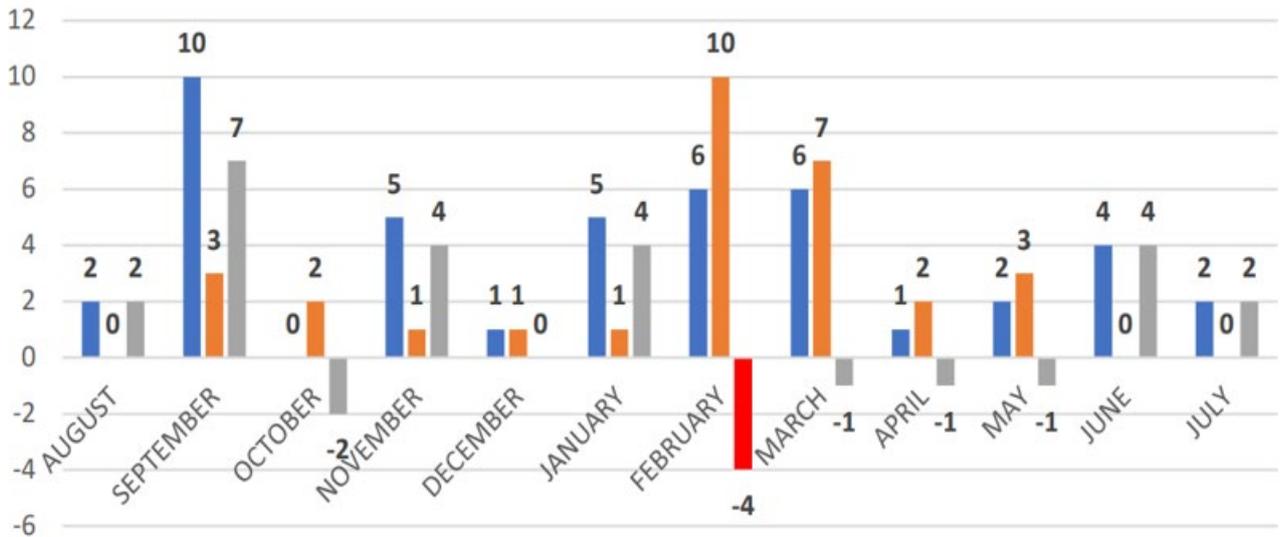
**Chart 11A**

**INCIDENTS BY MONTH 2024-2025 TY/LY/DIFF**



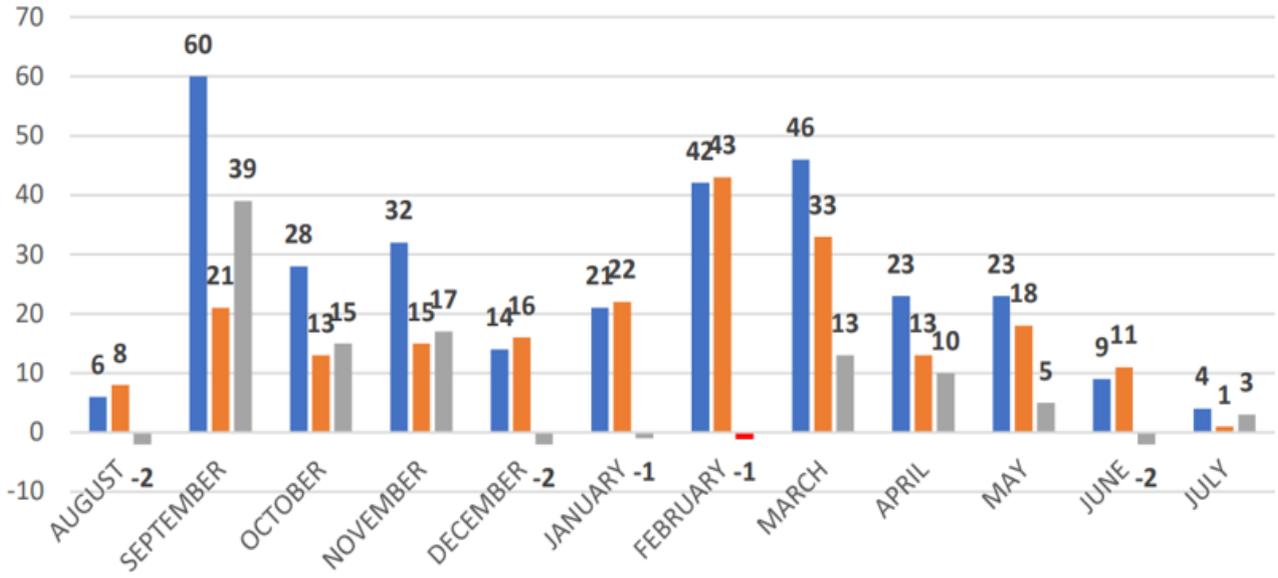
**Chart 11B**

**NEAR MISS BY MONTH 2024-2025 TY/LY/DIFF**



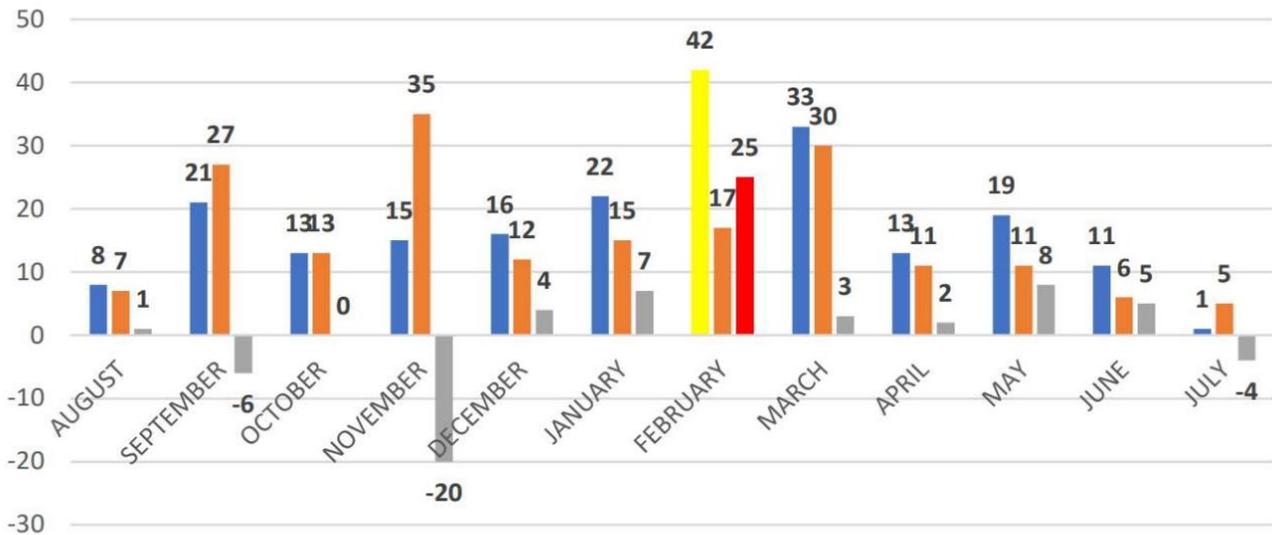
**Chart 11C**

**ALL EVENTS BY MONTH 2024-2025 TY/LY/DIFF**



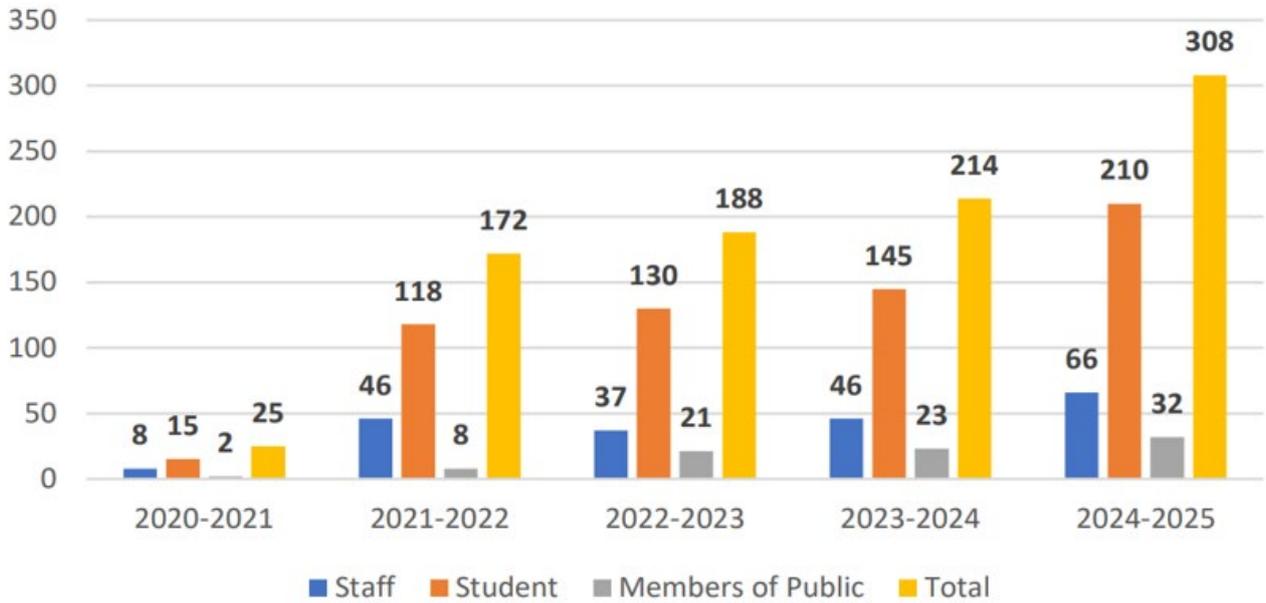
**Chart 11C**

**ALL EVENTS BY MONTH TY/LY/DIFF**



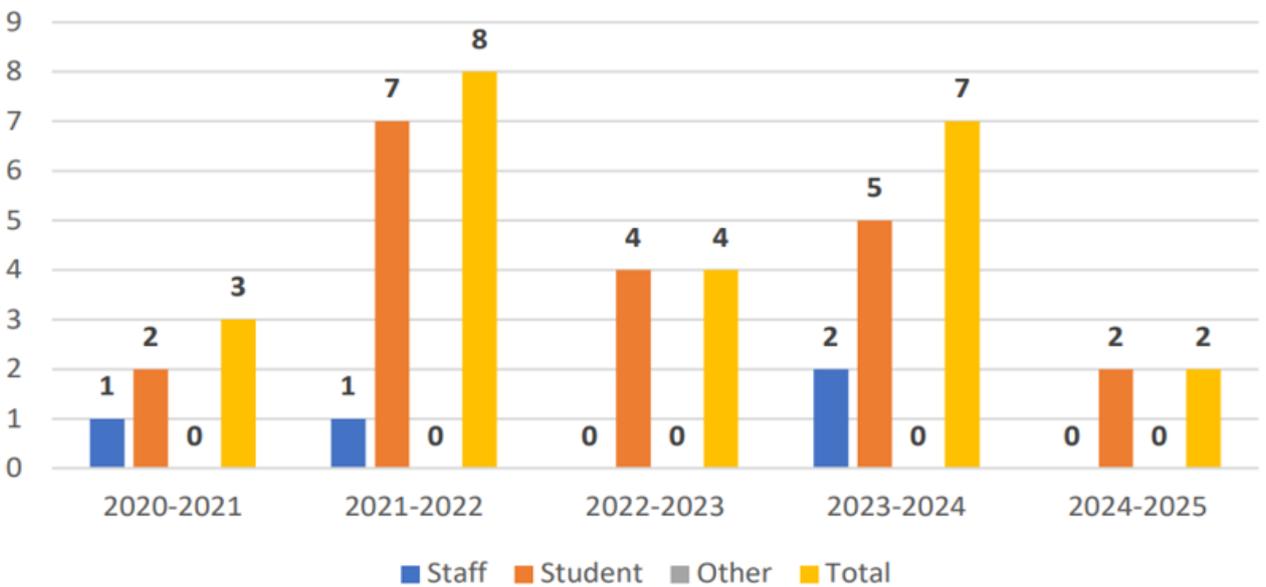
**Chart 12**

**Recorded AINM by Academic Year (5 year)**

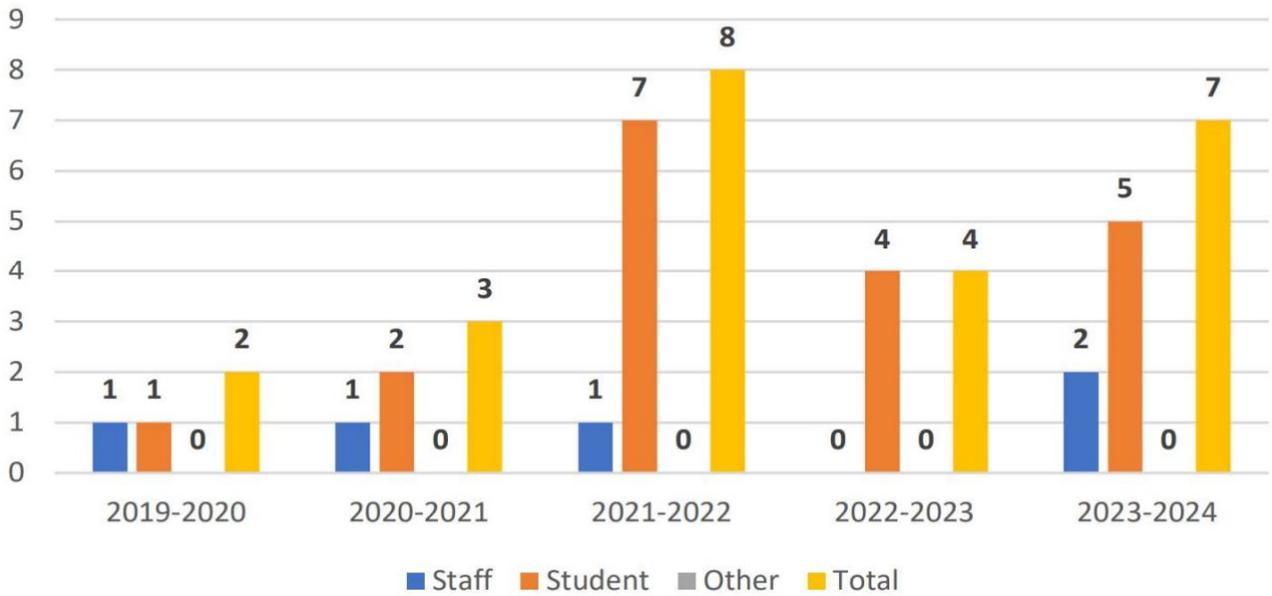


**Chart 13**

**RIDDOR Reported Accidents by Academic Year (5 Year)**

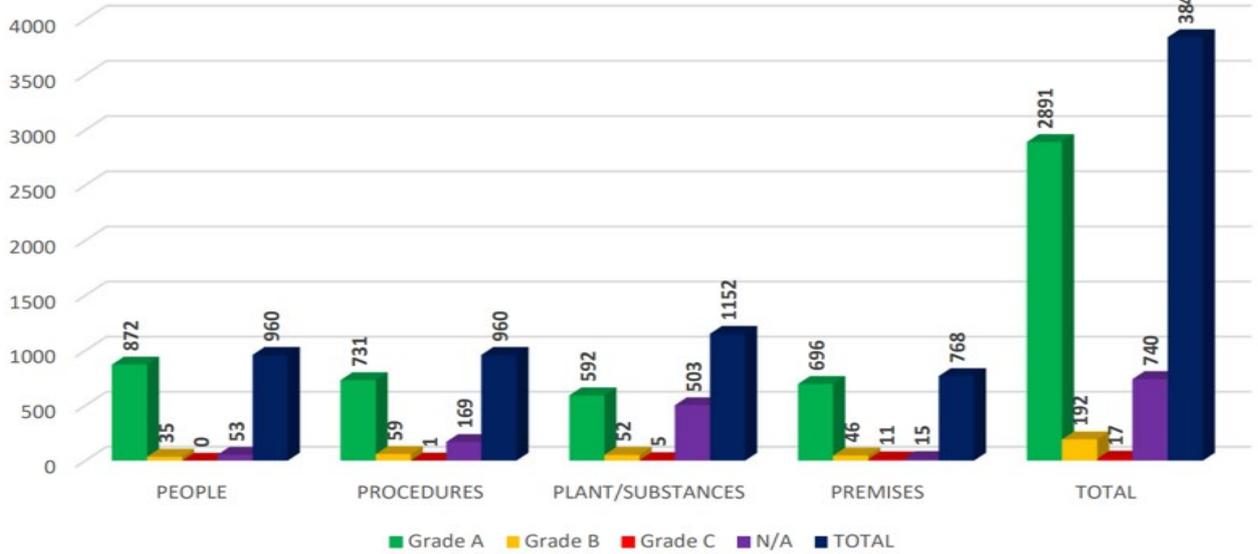


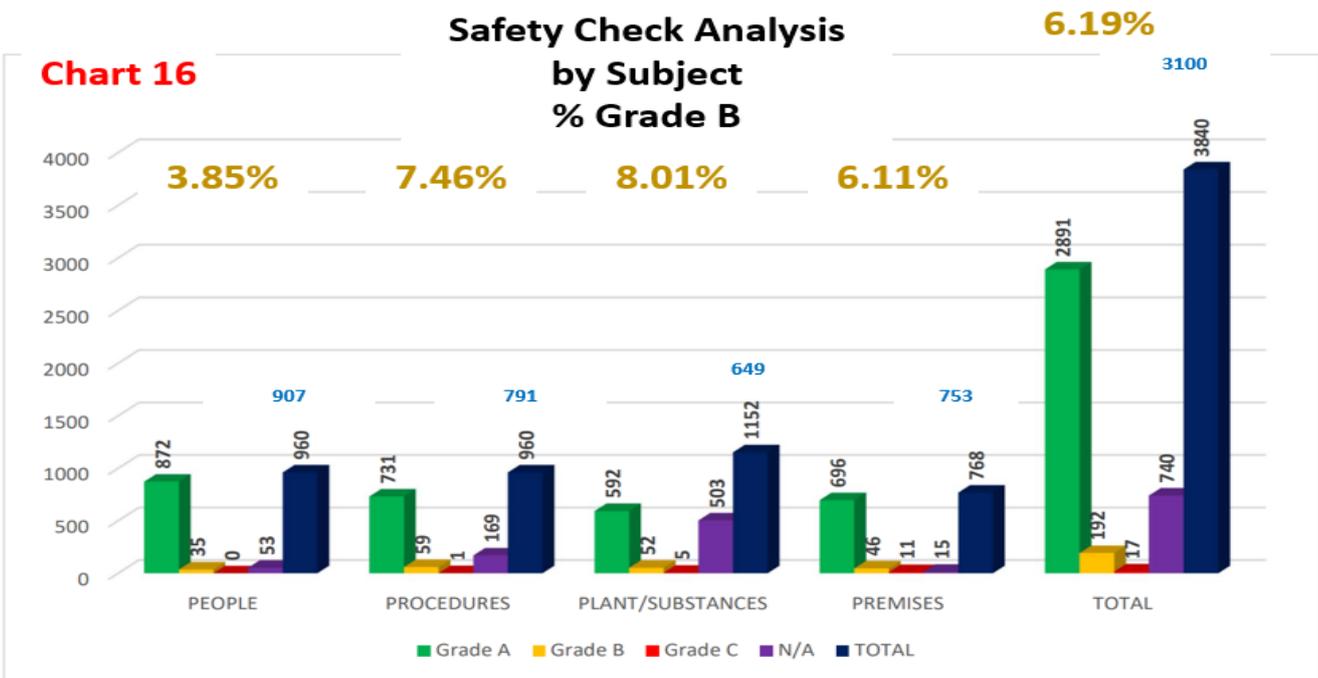
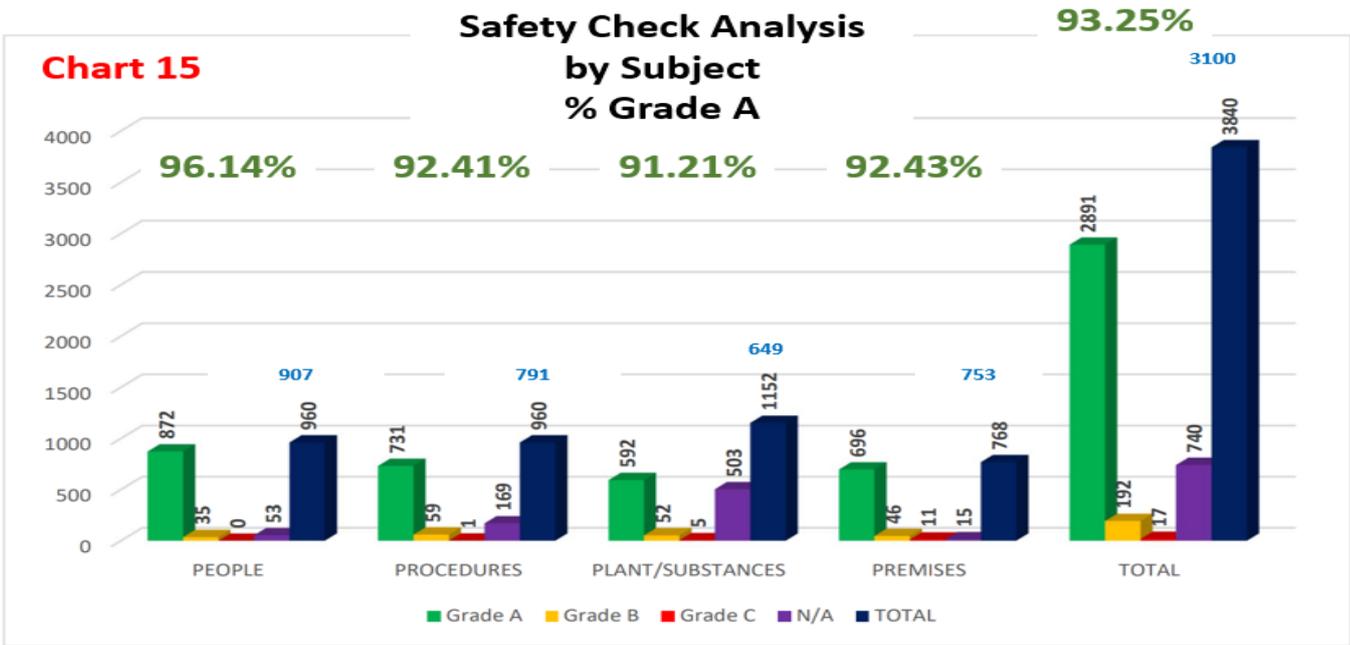
**Chart 13 RIDDOR Reported Accidents by Academic Year (5 Year)**

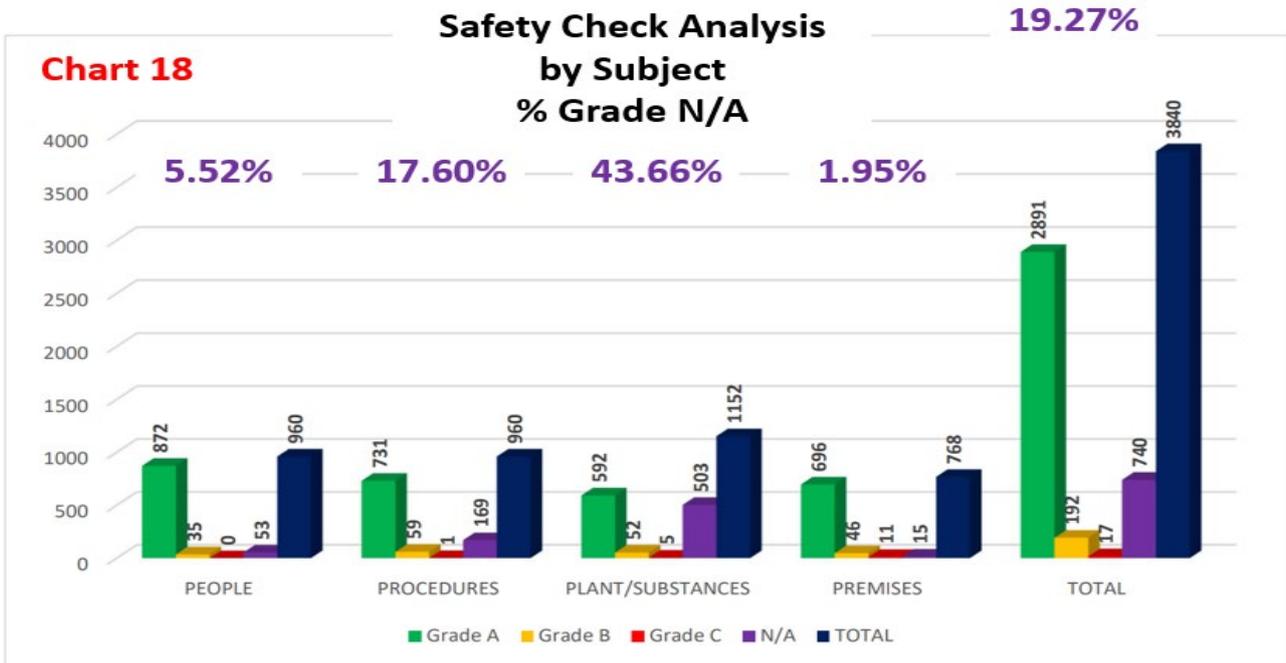
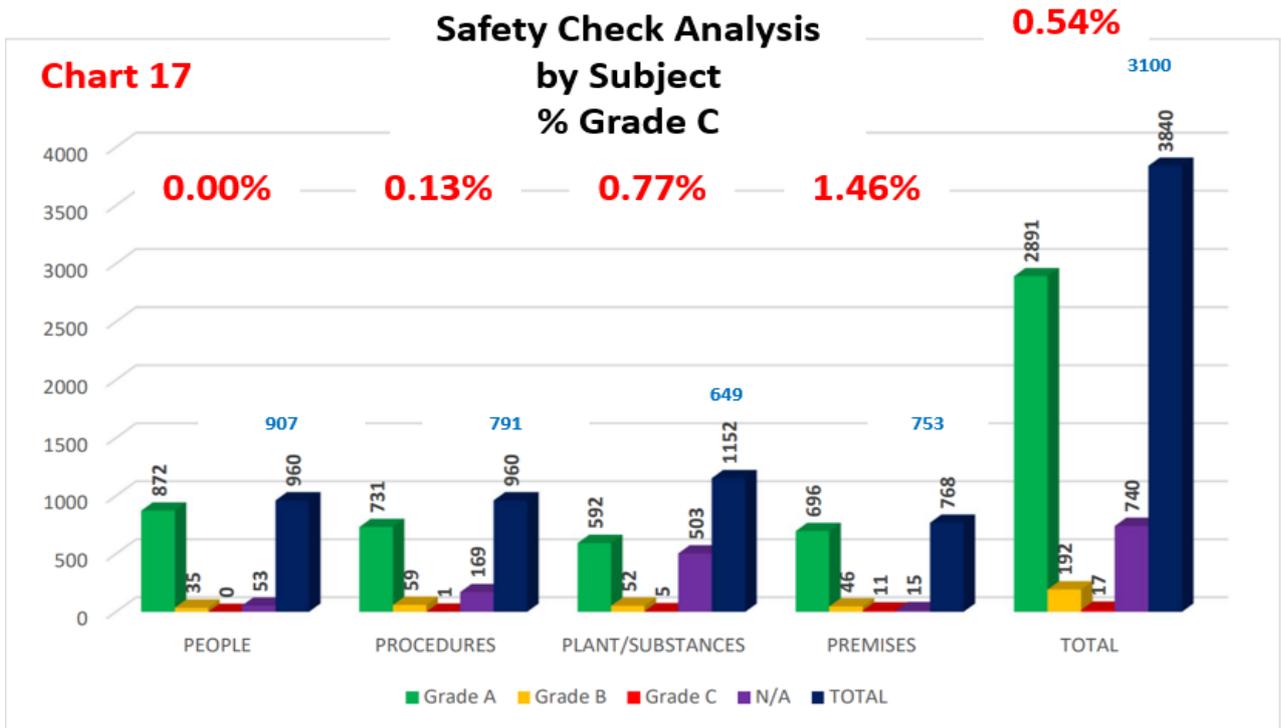


**Safety Check Analysis by Subject**

**Chart 14**

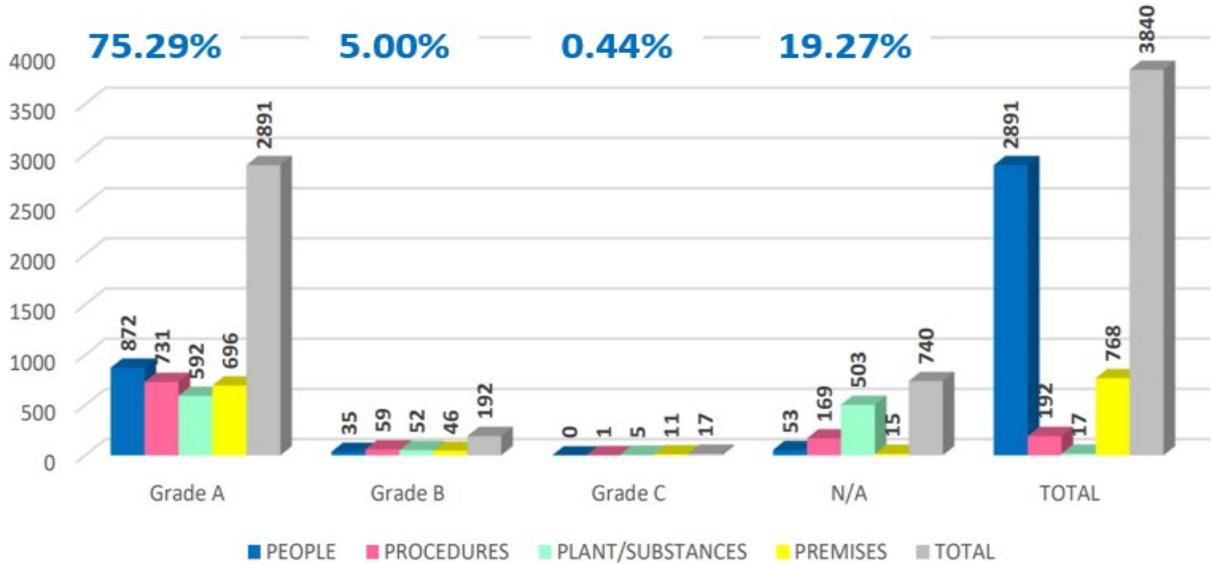






**Chart 19**

**Safety Check Analysis  
by % Grade**



**Health & Safety Checklist Results Round 2**

**Chart 20**

Grade A No Action Required Top 3 Question Responses	
1.7 How would you rate the safety culture of people within your area?	<b>94 Responses</b>
4.1 Are access and escape routes clear?	<b>94 Responses</b>
2.9. Are all staff aware of the procedure to be followed for obtaining a First Aider on Campus?	<b>93 Responses</b>
Grade B Action Required (Within 21 Days) Top 3 Question Responses	
2.2 Are Risk Assessments stored on the Department portal site and displayed within the working area?	<b>28 Responses</b>
3.12 Is Portable applying testing up to date?	<b>19 Responses</b>
2.1 Are Risk Assessments covering all Department activities and Work Equipment completed and up to date?	<b>13 Responses</b>
Grade C Urgent Action Required (Immediate) Top 3 Question Responses	
3.12 Is Portable Appliance Testing up to date?	<b>5 Responses</b>
4.3 Is good housekeeping implemented?	<b>3 Responses</b>
4.7 Are Fire action/First Aid information posters displayed?	<b>3 Responses</b>

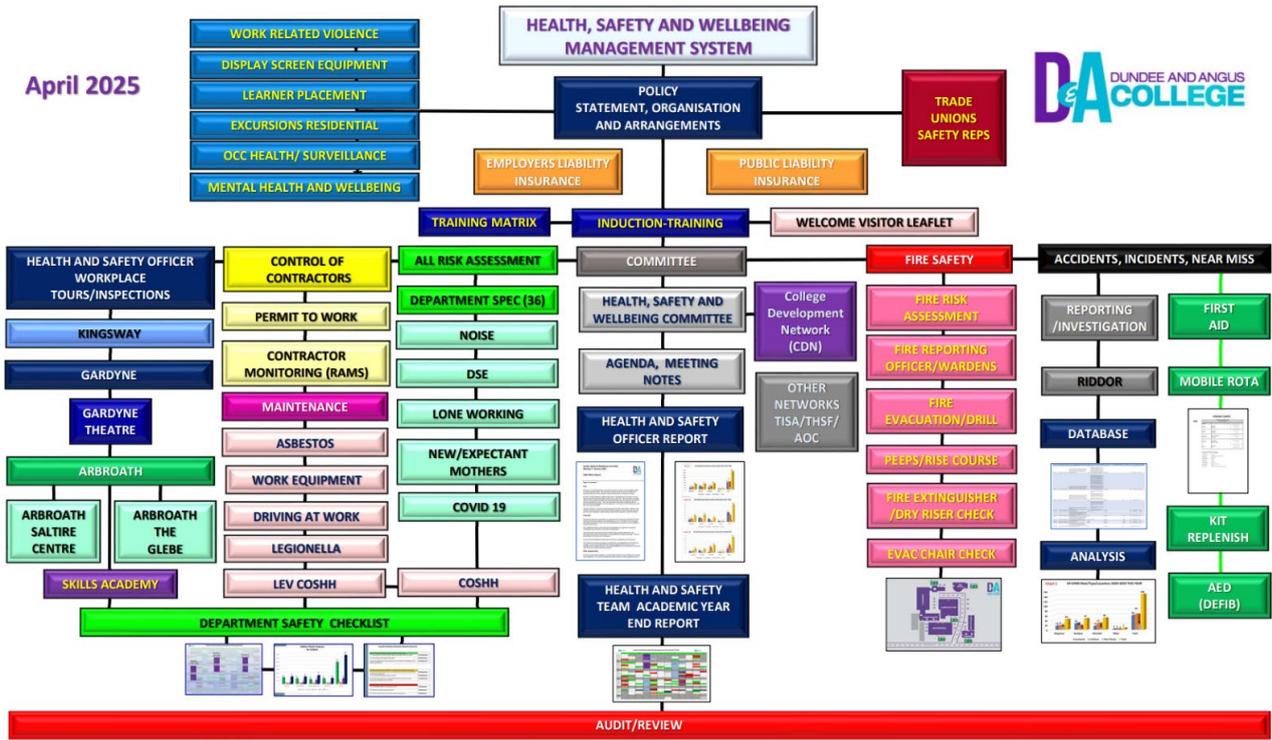
**8. Health, Safety and Wellbeing Management System Policy, Procedures and Guidance Documents Review**

The following Health, Safety and Wellbeing Management System Policy, Procedures and Guidance Documents were reviewed during the Academic Year 2024-25:

- HSGU02 Health Surveillance Guide
- HSGU03 Lone Working Guide

# Health, Safety and Wellbeing Management System Overview

April 2025







**People, Culture and Wellbeing Committee**

**Thursday 4 September 2025**

**PAPER F**

**STRATEGIC RISK REGISTER**

# BOARD OF MANAGEMENT

## People, Culture & Wellbeing Committee

Thursday 4 September 2025

### Strategic Risk Register Update



#### *Paper for approval*

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#### **1. Allocation of Risks to Board Committees**

Following discussion at the Audit and Risk Committee in May 2019, the Board of Management agreed at its meeting in September 2019 that key strategic risks be allocated to each Board Committee for regular review and consideration.

The Strategic Risk Register now highlights the allocation of risk areas across the range of Board Committees.

In identifying these delegated risks, it has been agreed that each Committee consider (and amend/update as appropriate) the key risk areas within their responsibility as a standing item at each future meeting.

Proposed changes arising from this consideration will be brought back to the next appropriate meeting of the Audit & Risk Committee for final approval.

In making these changes, it is important to reinforce that the overall responsibility for risk management will remain with the Board of Management, with delegated authority for the implementation and review of this to the Audit & Risk Committee. The further allocation of areas of risk oversight to Board Committees is intended to improve the awareness, oversight and consideration of risk, rather than amend the terms of the Board of Management scheme of delegation.

#### **2. Consideration of Risks to Board Committees**

In making these changes, each Committee has also been asked to consider how it is informed around the areas of key risk and assure itself that the regular reporting and information, updates and opportunities for scrutiny within the operation of the Committee are reasonable and sufficient in respect of this.

#### **3. Review of Risks Allocated to the Committee within the Strategic Risk Register**

The draft September 2025 Strategic Risk Register is enclosed and it is noted that there are no changes proposed to the risks allocated to the People, Culture & Wellbeing Committee.

#### **4. Approvals**

In respect of the above information approval is sought on the Strategic Risk Register as it relates to the operation of the Committee.

**Author and Executive Sponsor:** Steve Taylor, Vice Principal Support Services and Operations



# STRATEGIC RISK REGISTER

**2025 - 2026**

As at September 2025

<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
<b>1</b>	<b>Strategic and Structural</b>									

<b>1.1</b> <b>LT&amp;Q</b>	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	<ul style="list-style-type: none"> <li>Robust strategic planning</li> <li>Effective environmental scanning</li> <li>Strong partnerships</li> <li>Clear links between strategy and practice</li> <li>Concerted demands for increased activity levels</li> </ul>	4	1	4 ↔	<ul style="list-style-type: none"> <li>Robust monitoring via <b>OF&amp;AM Framework</b></li> <li>Clear performance metrics</li> <li>Amendment of strategic direction/plans</li> <li>Rolling curriculum review</li> </ul>	Principal & Chair
<b>1.2</b> <b>Board</b>	College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	<ul style="list-style-type: none"> <li>Effective environmental scanning</li> <li>Negotiation/influence at national level</li> </ul>	4	2	8 ↔	<ul style="list-style-type: none"> <li>Review of changes and amendment of strategic direction/plans</li> <li>Financial strategy sensitivities</li> </ul>	Principal & Chair
<b>1.3</b> <b>Board</b>	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none"> <li>Ability of the College to meet key regional strategies/objectives</li> <li>Financial loss or unmanageable financial risk</li> <li>Reputational loss</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Effective project/activity management in place</li> <li>Clear governance structures</li> <li>Project/initiative finances clearly incorporated within College financial strategy and plans</li> <li>End of project and exit/contingency planning</li> </ul>	3	2	6 ↔	<ul style="list-style-type: none"> <li>Regular project updates at Executive/Board level</li> <li>Monitoring of project activities, plans and outcomes</li> <li>Clear project Management arrangements in place</li> <li>Budget reporting and management</li> </ul>	Principal, VPCP

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	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural (cont)									

1.4 Board	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, SQA, EdS	3	3	9	<ul style="list-style-type: none"> <li>Negotiation/influence at national level</li> <li>Review of activities/projects and response to new opportunities</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Robust monitoring via OA</li> <li>Amendment of strategic direction/plans</li> <li>Rolling curriculum review</li> </ul>	Principal
1.5 Board	Failure of D&A plans and activities to deliver on required carbon reductions and sustainability actions necessary to meet national targets and achieve College climate emergency ambitions.	4	3	12	<ul style="list-style-type: none"> <li>Robust CEAP in place</li> <li>Multiple strands of activity/action</li> <li>Embedding sustainable practices in normal activity and ways of working</li> <li>Clear links between strategy and practice</li> <li>Planned investment in carbon reduction</li> <li>Sustainable procurement</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Robust monitoring and reporting of CEAP at SLT and Board level</li> <li>Clear performance metrics</li> <li>Amendment of strategic direction/plans</li> <li>Monitoring of scope 3 emissions</li> </ul>	VPSO, DirInf, HoE

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<b>2</b>	<b>Financial</b>									

<b>2.1</b> <b>F&amp;P</b>	Change in Funding Body and/or Funding Methodology and Allocation – Reduction or restriction in Funding	3	4	12	<ul style="list-style-type: none"> <li>Negotiation/influence at national level</li> <li>Contingency plans for amended funding levels or requirements</li> </ul>	3	2	8 ↔	<ul style="list-style-type: none"> <li>Advance modelling of new funding requirements, methodologies, and allocations</li> <li>Monitoring impact of changes</li> <li>Amendment of strategic or operational direction / plans</li> <li>Financial strategy sensitivities</li> </ul>	VPSO
<b>2.2</b> <b>F&amp;P</b>	Failure to achieve institutional sustainability	5	4	20	<ul style="list-style-type: none"> <li>Protection of funding through dialogue with SFC and SG</li> <li>Input to create sector ‘flexibilities’</li> <li>Robust annual budget-setting and multi-year financial strategic planning</li> <li>Effective budgetary control</li> <li>Where required, swift action to implement savings</li> </ul>	4	4	16 ↔	<ul style="list-style-type: none"> <li>Monthly monitoring of budgets</li> <li>Regular review of financial strategy and non-core income sensitivity</li> <li>Effective use of sector ‘flexibilities’ to support sustainability</li> <li>Amendment of strategic priorities and timing to align with funding levels</li> <li>Review and amendment of activity and budget planning to address over/under performance against activity (credit) target</li> <li>Detailed monitoring of savings programmes</li> <li>Detailed monitoring &amp; management of CDEL/RDEL risks</li> </ul>	VPSO

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<b>2</b>	<b>Financial (cont)</b>									

<b>2.3</b> <b>F&amp;P</b>	National outcomes on salaries and conditions of service outstrip ability to pay	4	4	16	<ul style="list-style-type: none"> <li>Influence within Employers Association</li> <li>Management of staffing expenditures</li> </ul>	4	3	12 ↔	<ul style="list-style-type: none"> <li>Expenditure modelling</li> <li>On-going discussions with staff</li> <li>Financial strategy sensitivities</li> <li>Workforce planning</li> </ul>	VPSO
<b>2.4</b> <b>A&amp;R</b>	Financial Fraud	3	3	9	<ul style="list-style-type: none"> <li>Strong financial controls: segregation of duties and review of transactions.</li> <li>Review of impact of any changes in structure or duties</li> <li>Whistleblowing arrangements</li> </ul>	2	2	4 ↔	<ul style="list-style-type: none"> <li>Continuous review of financial controls</li> <li>Internal Audit programme</li> </ul>	VPSO
<b>2.5</b> <b>F&amp;P</b>	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	<ul style="list-style-type: none"> <li>On-going dialogue with Foundation Trustees</li> <li>Appropriate bid arrangements in place</li> </ul>	3	2	6 ↔	<ul style="list-style-type: none"> <li>Monitor and advise Board of Management</li> </ul>	Prin & VPSO
<b>2.6</b> <b>F&amp;P</b>	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	4	4	16	<ul style="list-style-type: none"> <li>Multi-year estates strategy and capital planning</li> <li>Lobbying of SFC on capital and backlog maintenance funding</li> <li>Planning for D&amp;A Foundation bids</li> </ul>	4	3	12 ↔	<ul style="list-style-type: none"> <li>Monitoring of capital plans and expenditures</li> <li>Regular review of capital plans/timescales relative to funds</li> </ul>	VPSO

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	
<b>3</b>	<b>People and Performance</b>							

<b>3.1</b> <b>LT&amp;Q</b>	Failure to reach aspirational standards in learning, teaching, and service delivery	4	3	12	<ul style="list-style-type: none"> <li>Clear quality arrangements and priority actions</li> <li>Continuous self-evaluation and action planning</li> <li>Rigorous CPD arrangements in place</li> <li>Regular classroom observation and learner feedback arrangements</li> </ul>	2	2	4 ↔	<ul style="list-style-type: none"> <li>Comprehensive monitoring of key PIs and student/staff feedback</li> <li>Regular Stop and Review events</li> <li>External review and validation findings</li> </ul>	VPCP, VPSO, DirC&A
<b>3.2</b> <b>LT&amp;Q</b>	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	<ul style="list-style-type: none"> <li>Robust strategic planning and monitoring</li> <li>Effective environmental scanning</li> <li>Strong partnerships</li> <li>Clear links between strategy and practice</li> <li>Concerted demands for increased activity levels</li> </ul>	2	2	4 ↔	<ul style="list-style-type: none"> <li>Effective internal monitoring/review/verification arrangements</li> <li>External review findings</li> </ul>	VPCP, VPSO
<b>3.3</b> <b>A&amp;R</b>	Legal actions; serious accident; incident or civil/criminal breach	4	4	16	<ul style="list-style-type: none"> <li>Adherence to legislative and good practice requirements</li> <li>Positive Union relations and staff communication</li> <li>Effective management development programmes</li> </ul>	3	2	6 ↔	<ul style="list-style-type: none"> <li>Monitoring and reporting in key areas – eg H&amp;S, equalities, employee engagement</li> <li>Continuous professional development</li> <li>Internal audit programme</li> <li>Staff surveys</li> </ul>	Prin, VPSO, HoE

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<b>3</b>	<b>People and Performance (cont.)</b>									

<b>3.4</b> <b>HR&amp;D</b>	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	4	4	16 12	<ul style="list-style-type: none"> <li>Clear and proactive approaches to managing and promoting health, safety, and wellbeing</li> <li>Continuous self-evaluation and action planning</li> <li>Rigorous CPD arrangements in place</li> <li>Regular staff and learner feedback arrangements</li> </ul>	3	2	6 ↔	<ul style="list-style-type: none"> <li>Regular employee engagement monitoring</li> <li>Open communication with staff</li> <li>Comprehensive monitoring of key PIs and student/staff feedback</li> <li>Regular union/management dialogue</li> </ul>	VPSO
<b>3.5</b> <b>Board</b>	Reputational Risk – Loss of reputation with key stakeholders	4	2	8	<ul style="list-style-type: none"> <li>Marketing strategy</li> <li>Reputation plan</li> <li>Positive marketing approaches</li> </ul>	3	2	6 ↔	<ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Social media monitoring arrangements</li> </ul>	VPCP, DirC&A
<b>3.6</b> <b>HR&amp;D</b>	National bargaining outcomes impact adversely on College operations, activity, and flexibility	4	4	16	<ul style="list-style-type: none"> <li>Influence within Employers Association</li> <li>Management of bargaining outcomes and implementation</li> </ul>	4	3	12 ↔	<ul style="list-style-type: none"> <li>Positive union relations and staff communication</li> <li>On-going discussions with staff</li> <li>Innovation in approaches</li> </ul>	VPSO, VPC&A

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<b>3</b>	<b>People and Performance (cont.)</b>									
<b>3.7</b> <b>HR&amp;D</b>	Industrial Relations Problems (including industrial action)	4	5	20	<ul style="list-style-type: none"> <li>Adherence to legislative and good practice requirements</li> <li>Positive Union relations and staff communication</li> <li>Effective management development programmes</li> <li>Industrial action continuity planning</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Regular union/management dialogue</li> <li>Regular employee engagement monitoring</li> <li>Open communication with staff</li> <li>Industrial action continuity planning</li> </ul>	VPSO
<b>3.8</b> <b>A&amp;R</b>	Significant Breach of data security / data protection	5	4	20	<ul style="list-style-type: none"> <li>Effective management of GDPR compliance</li> <li>Mandatory staff CPD and awareness raising on data protection (relative to role)</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Active data protection monitoring and auditing</li> <li>Effective information and data security policies in operation</li> <li>Regular data security monitoring/testing</li> <li>GDPR Action Plan</li> <li>Staff CPD</li> </ul>	VPCP, DirInf
<b>3.9</b> <b>HR&amp;D</b>	Failure to meet Prevent and related obligations	5	3	15	<ul style="list-style-type: none"> <li>Prevent training</li> <li>Staff awareness and contingency planning</li> <li>Engagement/practice sharing with local agencies</li> </ul>	5	1	5	<ul style="list-style-type: none"> <li>Business Continuity Plan including scenario testing</li> <li>Information sharing with local agencies</li> </ul>	VPCP, VPSO

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<b>3</b>	<b>People and Performance (cont.)</b>									
<b>3.10</b> <b>HR&amp;D</b>	College arrangements do not minimise risk associated with Modern Slavery	4	2	8	<ul style="list-style-type: none"> <li>Clear and compliant procurement arrangements and procedures</li> <li>Staff identity checking arrangements and use of PVG.</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Annual procurement monitoring/reporting</li> <li>Regular employee engagement monitoring</li> <li>Open communication with staff</li> </ul>	VPCP, VPSO
<b>3.11</b> <b>Board</b>	Failure to plan or respond adequately to future pandemic illness.	5	3	15	<ul style="list-style-type: none"> <li>Monitoring and rapid response to WHO and UK/Scottish Government information and alerts</li> <li>Maintenance of COVID-19 good practice approaches to inform future use</li> <li>Effective business continuity planning in place</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Pandemic readiness / response included in business continuity plan reviews and testing</li> <li>COVID/Pandemic Response Group in place</li> <li>Active monitoring and rapid adoption of pandemic guidance / control measures</li> </ul>	Principal

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<b>3</b>	<b>People and Performance (cont.)</b>									
<b>3.12 HR&amp;D</b>	Failure to attract, engage, retain or develop appropriately qualified staff.	4	3	12	<ul style="list-style-type: none"> <li>Clear People Strategy and Workforce Planning in place</li> <li>Positive Union relations and staff communication</li> <li>Effective management development &amp; CPD programmes</li> <li>Positive recruitment approaches and monitoring</li> </ul>	4	1	4 ↔	<ul style="list-style-type: none"> <li>Absence &amp; turnover monitoring</li> <li>Exit interviews</li> <li>Regular staff surveys 7 survey responding</li> <li>Monitoring and responding to staff concerns, union issues and employee relations concerns</li> </ul>	VPSO

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<b>4</b>	<b>Infrastructure</b>									

<b>4.1</b> <b>A&amp;R</b>	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures, RAAC or similar infrastructure failure	5	3	15	<ul style="list-style-type: none"> <li>Sound systems of administration</li> <li>Clear fire and disaster recovery arrangements</li> <li>Staff CPD</li> </ul>	5	1	5 ↔	<ul style="list-style-type: none"> <li>Business Continuity Plan including scenario testing</li> </ul>	Principal, VPSO, DirInf
<b>4.2</b> <b>F&amp;P</b>	Failure to achieve ambitions of Digital strategy; strategy and development is ineffective	4	3	12	<ul style="list-style-type: none"> <li>Planning, careful phasing of changes to processes and systems</li> <li>Effective management of ICT arrangements</li> <li>Clear investment plan</li> </ul>	3	2	6 ↔	<ul style="list-style-type: none"> <li>Regular review/reporting on milestones, systems effectiveness etc</li> <li>Regular CPD</li> </ul>	VPSO, DirInf
<b>4.3</b> <b>A&amp;R</b>	Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes	4	3	12	<ul style="list-style-type: none"> <li>Effective management of ICT arrangements</li> <li>Active ICT/data security monitoring and cyber security policy</li> </ul>	4	2	8 ↔	<ul style="list-style-type: none"> <li>Staff CPD on cyber security issues</li> <li>Regular security monitoring/testing</li> <li>Cyber resilience plan</li> </ul>	VPSO, DirInf
<b>4.4</b> <b>A&amp;R</b>	ICT infrastructure fails to support effective data security / data protection	5	3	15	<ul style="list-style-type: none"> <li>Effective infrastructure and systems design and implementation</li> <li>Effective management of ICT arrangements and GDPR compliance</li> </ul>	4	2	8 ↔	<ul style="list-style-type: none"> <li>Active data protection monitoring and auditing</li> <li>Effective information and data security policies in operation</li> <li>Regular data security monitoring/testing</li> </ul>	VPSO, DirInf

**Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood:** Blue (1-3) = Minor Risk; Green (4 – 8) = Moderate Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk. Board Risk Appetite for the above risks is assessed as Open with risks scored as major being subject to regular scrutiny and risks scored as fundamental subject to review at every meeting.

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
<b>4</b>	<b>Infrastructure</b>									

<b>4.5</b>	Lack of investment in ageing / beyond serviceable life infrastructure (inc RAAC, Asbestos and M&E failure concerns) impacts on financial sustainability and/or delivery of learning and/or services	4	5	20	<ul style="list-style-type: none"> <li>Creation of long-term infrastructure principles and vision</li> <li>Multi-year estates strategy and capital planning</li> <li>Lobbying of SG and SFC on capital and backlog maintenance funding</li> <li>Identification of alternative funding routes</li> <li>Planning for D&amp;A Foundation bids</li> </ul>	4	4	16 ↔	<ul style="list-style-type: none"> <li>Lobbying of SG and SFC on campus vision and needs</li> <li>Prioritization of capital plans and expenditures</li> <li>Regular review of capital plans/timescales relative to funds</li> </ul>	Principal VPSO
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**Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood:** Blue (1-3) = Minor Risk; Green (4 – 8) = Moderate Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk. Board Risk Appetite for the above risks is assessed as Open with risks scored as major being subject to regular scrutiny and risks scored as fundamental subject to review at every meeting.



**People, Culture and Wellbeing Committee**

**Thursday 4 September 2025**

**PAPER G**

**HR METRICS**

# BOARD OF MANAGEMENT

## Human Resources and Development Committee

### 3 September 2025



## HR Metrics

*Paper F for information*

### 1. Introduction

The HR&D Committee agreed a series of standardised HR&OD metrics that are made available to Committee members at each meeting. The template for these metrics is designed to give Board members an easy to read picture of the College's core human resource information.

Some of the information is presented as an annual figure and will detail comparisons with previous years. This is of particular importance in identifying trends and changes over time.

Other data is presented on a quarterly basis and taken as a snapshot of the status at that point in time.

### 2. HR Metrics



This data covers the FTE, Headcount and Position information as summarised below and is drawn directly from the live dashboard information utilised within the College. Using this data is easier to compile and gives a more accurate snapshot of staffing data at the point in time of each meeting. Thoughts and comments on this revised format are welcomed.

Explanatory Notes:

- “Annual All FTE” represents the total College FTE by month on a rolling basis over the previous 12 months
- “Annual Established FTE” represents the established (permanent) staff element of the total figure above
- “Annual Support VAR FTE” and “Annual Teaching VAR FTE” represents the non -established variable staff FTE in relation to support staff and teaching staff on a rolling basis over the previous 12 months.
- “Active Positions” and “Active Headcount” show the number of positions and headcount which have been paid over the previous month period.
- The “Current Positions” and “Current Headcount” shows the total number of occupied roles and headcount live within College systems, regardless of when hours were last worked.
- The first two charts below show the support and variable FTE by month for the last 12 months.
- The last chart shows the established staff contracted FTE by month for the last 12 months



Diversity Data Held	%
Ethnicity/Race	46.79%
Disability	64.61%
Gender Pay Gap	7.05%
Diversity Data Gaps	31.27%

The need to improve equalities data recording for staff within the integrated HR-Payroll system has been recognised for a number of years but has been hampered by other priorities arising through the cyber-attack followed by the COVID pandemic and saving planning. This has been identified as a priority within the College equalities Mainstreaming report and work will be progressed over 2024/25 to improve data recording across the range of protected characteristics.

### Staff Absence Data (year to date)

This data has been updated to reflect that discussed at each Health, Safety and Wellbeing Committee.

	Staff Absence Last Full Quarter	Staff Absence Rolling Year to Start of Last Quarter
Average working days lost per sick headcount	6.10 days	8.29 days
Working time lost	1.65%	3.75%
Comparison with sector/national rates UK All Sector rate (CIPD 2016) UK Public Sector rate (Unison 2016)	3.3% (3.4% CIPD 2023) 3.4%	

Absence Analysis (Incidents)	Rolling Year to End of Last Quarter	Rolling Year to Start of Last Quarter
Long Term Absences (4 weeks or more)	61	68
Short Term Absences	879	879
Stress Related Absences – Work related	3	8
Stress Related Absences – Non-work related	65	72

### Other HR Metrics

	Last Quarter	2024/2025 Full Year
Staff Turnover Rate (non-forced)	10.45%	16.3%
Employee Hearings		
Discipline	1	2
Grievance	1	2
Tribunal Actions	0	0
Sexual Harassment Reports	1	1
Recruitment Exercises	31	116
Current Vacancies	4	

### 3. OD Metrics

	YTD 2025/26	2024/25 Full Year
Engagement with Leading Learning Academy (per team)	100%	100%
Number of internal CPD events delivered and external events supported	-	269
Number of attendances at internal and external CPD events per employee headcount	-	3208
Organisational Development budget per employee headcount	-	£110
Engagement survey ratings (annual/periodic)		Engagement Index: 80 Happiness Index: 76
Employees with health and safety certification (this is in addition to mandatory obligations - all new employees have H&S briefing)	See H&S Annual Report	See H&S Annual Report

#### Induction

Induction 2024/25	New Starts	Not Started	In progress: On Track	In progress: Behind	Completed	Total
Academic	35	0	35	0	0	0
Support	17	0	17	0	0	0

#### Training & Development Completion Rates

Activity	2024/25 Completion Rate to date
Development Reviews	69%
<b>Mandatory Training</b>	
#Health & Safety	100%
#Fire Safety	100%
#Display Screen Equipment	100%
**Cyber Security	96%
**GDPR	99%
*Safeguarding	11%
*Equality & Diversity	13%
*Mental Wellbeing in Children and Young People	11%

The above figures represent completion rates in respect of the 3 year rolling mandatory training cycle of courses commencing from 1 August in each year as follows.

#2023/24 Mandatory Training List.  
\*\*2024/25 Mandatory Training List.  
\*2025/26 Mandatory Training List

#### **4. Link to Strategic Risk Register**

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely.

- 2.2 – failure to achieve institutional sustainability
- 3.1 – failure to reach aspirational standards in learning, teaching, and service delivery
- 3.3 – Legal actions; serious accident; incident or civil/criminal breach
- 3.4 – failure to meet aspirational standards in respect of the health, safety, wellbeing and development of staff and students
- 3.9 – failure to meet PREVENT and related obligations

**Author:** Karen Buchan, HR Manager / Lauren Mowatt, Data Analyst  
**Executive Sponsor:** Steve Taylor, Vice Principal People and Performance



**People, Culture and Wellbeing Committee**

**Thursday 4 September 2025**

**PAPER H**

**MEETING MINUTES/UPDATES**



## JOINT CONSULTATION FORUM

Wednesday 29th of January 2025 at 1.00pm

**PRESENT:**

S Hewitt	R Gordon
A Ross	K Buchan
S Oakley	A Mawhirt
S Toms	S Taylor
J Grace	

Item	Actions
<b>1. Apologies</b>	
Apologies were received from Derek Smith	
<b>2. Minute of Previous Meeting, from the 27<sup>th</sup> of November 2024.</b>	
The note of the previous meeting was approved.	
<b>3. Matters Arising/Actions</b>	
JG and AR had an action to review attendance by team. JCF were provided figures through a dashboard for review.	
AM had an action to share the evaluation feedback from the all staff day and bring to this meeting.	
<b>4. 2024-2025 Student Retention and Attainment</b>	
S Tom noted that a like for like comparison at week 21 showed significant progress in student retention, with 566 less withdrawals last week.	
The first week in semester two saw 76 students not returning, which was a concern and follow up actions were being taken.	
All depts were asked to compile a retention plan which have been completed, there has been lots of activity around retention to get students to stay as long as possible up to the Christmas break.	
In terms of Jan starts the numbers are on track all streams are running.	
In terms of retention for senior phase and NQ learners, this was c.5% below the national average. Anything that can be done to raise the importance of senior phase and retain them as much as possible is crucial.	
SH asked about analysis to see how many of the senior phase learners come onto our full time courses and from what areas.	

JG noted this had been looked at before but would be useful to repeat.

**JG**

SO asked about curriculum content and delivery and STo noted the agreed Dundee standard, and we are working with Angus to develop a similar standard. Jane Roscoe is working with APT to work with schools in an open transparent way that engages the school pupils.

JG stated that curriculum teams should have knowledge of what schools are delivering and they should complement each other rather than repeat/duplicate. SO noted that he was aware that this could be problematic, delivery is key as it is different for this group.

JG highlighted that it should be our best lecturers that can relate to the school students, these students could stay with us for four years studying if we get them enthused and engaged.

SO asked if this was something for CPD for staff and JG noted that this would be something we could consider as part of the CPD group.

AM highlighted the work that's happening under the changing learner and noted that this would help with delivery approaches.

JG noted that in terms of collaboration, our staff can go into schools to see what is being delivered.

Sto noted that there was a huge amount of work in quality week around results, there was a session with Michelle Hamilton with CQL's and HCQ's around accurate checks on registers and amendment requests to make sure they are accurate.

SO noted that he felt that the focus on CPD and the change in the last twelve months has made a significant change in how we communicate across the College and its fundamentally changed the way we work, I think its enhanced what's going on.

## **5. College Finances & Financial Sustainability Plans**

SH stated that at the last JCF in November the financial position had moved from a forecast £920k deficit to a £1.3million deficit however there was still uncertainty around some costs. The budget detail was still to come in, capital funds for revenue was also something we needed clarity on.

Not long after that meeting we did get some clarity and the figure had improved to a £779K deficit, with still scope to improve and still some clarity needed. SH noted that there was now some answers over pension contribution costs but not NI. We were also still awaiting some clarity of the split between capital and revenue funds (CDEL and RDEL).

Given the financial picture and the expectation of flat cash going forward the VS scheme had re-opened on a speculative basis to support possible savings.

SH stated that the £779K deficit will be pulled in further and that also includes the Gardyne loan repayment. We will continue to keep tight controls on recruitment and costs and what we can do through VS. Although funds were tight they were manageable.

Position was difficult, but manageable.

SH noted that the SLT we are looking at some specific areas that are non-core items which we will work through and there will be a series of decisions we will need to make.

ST noted that the College had bid for some additional capital funds from SFC which was approved and will help invest in improvement works such as Calc lift.

RG asked if there was a benefit to asking the staff for any suggestions similar what we did before. SH noted that there was no harm in going back out and asking teams, we will take an action for that suggestion.

**SH/ST**

SH stated that there were national updates around asset disposal and two areas that could be funded through other portfolios, one was offshore wind and the other was around health and social care developments, both of which may see some funds come into the sector.

There were also national proposals being formalised for colleges to create their own curriculum transformation fund, giving up some activity for a period to fund future developments.

## **6. D&A Infrastructure Vision Update**

SH noted some really positive discussions with the First Minister and funders, there is a meeting this Friday with Shona Robison and we have got some costing for development of the Outline Business Case.

A big part of Abi's role is taking this on to structure governance and communication. There is an announcement going out tomorrow about the briefings that will happen, we want to talk about the 2030 strategy.

SO stated that there were a lot of the questions from staff about developments and welcomed the opportunity for briefing sessions.

SH stated that the last set of briefings were well attended, I would encourage all staff to attend the briefings. Keeping everyone up to date and engaged is a big job, we are in a better pace than we were before Christmas however we now need to look at funding and the funding model.

AR highlighted recent comms out about the short medium term, if anyone is keen to get some work done we are very keen to advise that investment doesn't end simply because of our strategy, we do need to consider best use of the funds but we still need to deliver quality campuses.

SH noted the positive progress of the infrastructure work and confirmed that he would issue updates on an on-going basis.

## **7. 2030 Strategy**

SH stated that the 'Our College' strategy has been in progress for 12 months, the June Board meeting is the final sign off but we want staff and student input. The announcement tomorrow and the briefings will be about getting feedback and providing updates. JCF is also an important group and we would be interested in your feedback and comments too.

**All**

When the announcement goes out tomorrow, please ask people to review it and feedback.

SO welcomed this input and stated that if you give people an insight about creating success all of those things will enhance the belief of sustainability and stability for the future.

SH stated that it was an exciting time and staff should feel that and be keen to shape the future.

## **8. College Sector Reform Agenda**

SH stated that the consultation on the future of student funding had closed and the feeling was that this would be consolidated into a single body (SAAS), with the hope that this would give greater flexibility as currently the college can't vire between FE and HE funds.

How we fund apprenticeships has also been discussed, with the potential for funding for SDS being removed and passed onto SFC.

SH said that there is a sense they are properly listening and we are talking about the barriers we face and what we can do to improve the things in the sector. He stated that he did not think that the Scottish Government should be prescriptive with the funding, they should let colleges determine how to use the funds as there will be different needs.

SO asked if we were getting better at obtaining commercial work. JG stated that we were but we need to rethink what commercial means for example upskilling someone to improve their chances of securing better employment. JG stated that the business partnership team have been excellent at using the 450k fund to get out there and support businesses.

SO asked what we did prior to commercial input. JG stated that there were more funding pots and we used to be able to claim for leisure courses but that had all changed. We are making improvements in sourcing the income the last three years, we have brought in more income. We are really fortunate with our partnership relationships and knowing what we are good at has really helped.

SH stated that the government were also looking at how we skill plan for economic regions, all the different areas need to agree the regional plan, and the direction of travel is the right one.

ST stated that colleges are supportive of the change but SDS are less supportive and that, as a sector and individual colleges, we need to be sensitive around that when speaking with others as they may be impacted.

## **9. Union Items**

### **Staff Questions**

SO stated that they were asked lots of questions and he had pulled together some questions for the SLT. He stated that some of these were lengthy questions.

One question asked was do new have competitors and who do we look to inspire us. SH stated that we have looked at models in Scandinavia and Norway and we want to be a one shop multi agency organisation, we don't necessarily look at one organisation its more asking what we want to do.

SO stated that a member of staff asked, how do the digital team arrive at their decisions. RG replied that there will be different standards in our field, we look at other academic establishments, but we don't advocate that.

AR noted that the question seemed to be about communication because people are unclear about how decisions are arrived at.

SO asked what will the SLT do to rebuild the trust within the teams. SH stated that this was difficult because different people can have a very different experience. This is the perennial issue one person's good culture is the other persons poor culture, there needs to be ideas and suggestions from them because my suggestions might not be what they are looking for.

SO stated that he would like to do this for every other meeting, he will ask for questions and we can then respond afterwards and publish them or go back to them individually.

SH asked if he could get sight of them before the briefing sessions he can try and answer them as part of the briefings. If you look at the staff survey a lot of what we are planning the survey has been the foundation of that.

SO welcomed this and noted his view that the Academic Directors have been instrumental in the changes we are seeing, which is great.

ST noted that it would be useful to remind teams and staff that we have an anonymous hotline and consultation inbox which they can use, we don't want staff holding onto questions until the next meeting.

AR stated that it was also useful to think about two way communication, because there is something that has triggered the question and that would help him answer it for the individual.

### **October Break**

SO stated that there had been a question was about the October break,

AR noted that he had circulated the dashboard showing attendance, there is an increase in student absence just after the break and it varies by department, it can be very pronounced but overall there is a around 2% increase in absence and then it dips down again.

SO asked if for some departments where they aren't seeing the increase in absences what are they doing differently.

JG stated that it varies by departments as it depends on the age of the student. I would say the October break isn't the concern we thought it was.

If you look at full time students the second week doesn't create a problem, other areas, there is a slight increase and then it dips again. It was a useful exercise but it doesn't conclusively show we should extend the October break.

SO What are we going to do if we are seeing the increase. JG It's before the October break that we see the increase, not the week we return, its shows there is an increase in absence in October in general, but we cannot simply say its related to the break period,

SO said that he didn't want to not see students coming back. STo advised that this would continue to be a huge focus for us and we will monitor the figures.

### **Unison National Developments & Job Evaluation**

RG stated that nationally there was still a lot of uncertainty within Unison around what was going on, but that there had been a change working with CES and Job Evaluation is still coming along.

### **10. Policy Review Group**

ST highlighted proposed changes in wording to some processes to clarify what was meant by written confirmation now that teams and e-mail were used regularly. He noted the proposed addition of a section about the College values and making sure people behave in an appropriate way.

### **11. AOCB**

None noted.

### **12. Date of Next Meeting**

Wednesday 14<sup>th</sup> of May 2025 at 2.00pm, K-TO-624, Kingsway Campus



STo Acknowledged we do want staff to know we appreciate the hard work they have undertaken to improve withdrawal, but we need to continue our focus on this.

Sto stated that the Senior Phase results deadline is the 29<sup>th</sup> of May and that chase ups for outstanding results were being undertaken as they need to be submitted to SQA by the 2<sup>nd</sup> of June. Any support that colleagues can give to remind staff to work with the support teams to communicate why results are maybe late would be welcomed.

Full-time results is Friday the 30<sup>th</sup> of May, although some will be slightly later, some teams have put results in, again any support to remind and encourage staff to submit results would be appreciated, any issues they need to communicate as early as possible.

Retention and attainment plans have been worked on, with early intervention with students by tutors working closely with Student Services. A range of other activity to support students and teams has also been put in place. Teams were also continuing to look at course frameworks to reduce partial success where reasonable to do so. We are expecting to see improvement in retention and in outcomes.

Recruitment for 2025/26 was looking healthy, with full-time applications up by c.27%. This was very positive but does bring challenges with overshooting our credit target and we were unlikely to be able to add in any additional streams, in total we have received 10,356 full-time applications.

DS Asked can we not request more credits. ST Noted we can ask but that would involve require another college to not be meeting their target and for them to give up funds to be reallocated.

SH Noted we have flagged that if there are any colleges who have indicated this we have said we are maybe in a better position to offer to take the credits.

SO Asked if we are still providing support for students who are chasing up things, if staff aren't timetabled for those classes now, can we make sure there is support for these areas. SToms stated that arrangements and support were the same as in other years, with support on-going where possible to allow students to complete and be successful.

STo stated that the Directors had looked at feedback from last year on the demands being faced by staff at the end of session and we have a new model for this year, reducing the time needed for SP tasters. The HCQ has the overview of that and working to manage that workload. I don't think we are expecting people to do more than they normally do, we are doing everything we can to manage people's workload, maximising group tutors, CQL and HCQ's managing resource across teams.

DS noted that the taster days in Engineering worked well last year and asked, why change them if the feedback was good.

SToms noted we have had significant engagement with HCQ's and they said logistically resourcing it was very difficult and we created a small working group to look at the model for taster days to support this.

	<p>STo stated that she thought there is less work for people this year and sometimes engagement from some staff has been mixed. We reviewed it to alleviate workload and pressures, but we will evaluate the new approach and revisit it again to review further if needed.</p> <p>SH Acknowledged that we need to balance learning and approaches from the departments that had good feedback maybe one size doesn't fit all.</p> <p>STo Noted we need to find a balance and take everyone's feedback, we changed it because of the feedback about pressure on staff.</p> <p>SH Noted it's a positive update to see we are heading back to where we were pre Covid and the support we have put in place has been great.</p> <p>SO Commented I think the ability to communicate stuff has been nailed and how it's been communicated helps people work together better.</p> <p>SH Noted there is still room for improvement but that's positive.</p>	
<p><b>5.</b></p>	<p><b>College Finances &amp; Financial Sustainability Plans</b></p> <p>SH Outlined the budget taken to the board was a £921k deficit and this increased to £1.3 million deficit, at the last JCF we talked about a £790k deficit and now we are sitting at a £670k deficit, however we think we can take that nearer to break even, however what we did agree is we need to get under the skin of the areas where there are inefficiencies.</p> <p>For next year indicative allocation, it's a 2.84% increase in core funds and 4.9% increase in capital funds, the 2.84% increase covers part of the pay award and pensions increase only. We did benefit from the reallocation changes being progressed by SFC, although his was minimal.</p> <p>In terms of NI we still don't have an update, it looks like it's only likely to cover 48% of the additional costs the pay award was 1.14% from the government contribution and we need to find the other 3%, none of that has been funded and next year there is a drop off from Tay City funding too.</p> <p>We are in the budgeting setting phase, the worst case scenario it could be anything from £1-2.5 million, the problem is we can't keep being in that cycle to have to recover ourselves each year as its becoming less and less easy to manage this.</p> <p>GTL,SDA and Gardyne Sports and Fitness has been reviewed, a lot of work that has gone on as part of that, we are actively looking for alternative solutions, we are trying to find solutions but we can't keep subsidising these areas as combined it represents around £1 million a year of costs.</p> <p>ST I have been in conversation with RG and SO and meetings have been held with SDA staff and individual conversations are ongoing, we are looking at alternative solutions the conversations are starting to happen.</p> <p>Initial conversations have taken place today at the Sports Centre, AR has had conversations with local partners about pool and gym provisions and the early indications have been positive.</p>	

We are also progressing discussions around the theatre and looking at new operating models and approaches.

ST, We will put information of current plans out to the wider College late tomorrow as there is another briefing to staff late tomorrow night.

Any vacancies that go out will be advertised as redeployment initially too.

SO Acknowledged its difficult, we need to save money and there is a plan to look at alternative solutions.

RG Asked if there would be costs to the college with the Theatre proposal. ST There would be no college costs for the proposal for the Theatre but its early days, it may not come to fruition. We have to make those savings otherwise the college would be in greater difficulty, we can look at other suggestions and ideas but we need to make the savings.

SO Asked if we would open the posts to those staff who have been impacted. ST confirmed that was the case and they would apply, they must meet the essential criteria and go through the normal interview process. The training and support needs to be reasonable and sensible.

SH Commented the fundamental point here is we need to take a step back and consider the costs to upkeep the pool, or do we take the pool out and we reduce other staff and budgets, that's the decisions we need to consider those are the real conversations we need to have.

SO Asked can we remove the risk of compulsory redundancies from the proposals. He noted it was positive that no HR1 form has been submitted yet, we aren't there yet, but if that threat was removed it would be easier for people.

SH Commented you know that could be giving out the wrong message to staff.

SO Noted If there was not that risk, it would remove the risk and people could work differently to achieve what we need.

RG Noted there is a timeline of what we are seeing, we did the difficult exercises and we said we were going to invest in people, and we haven't got to that point, now here we are again, do we want to be the first College who makes someone compulsory redundant.

SH If we remove the risk of redundancy and half the staff stay, next year we have higher costs again, we end up in a situation like other institutions.

RG I think what SO is trying to say there is other avenues, can we stipulate what circumstances we would only consider that step under to reassure people that it would only ever be a final resort. SH confirmed that that would be the case and that we can work up a form of words to convey this to the College.

ST Noted we have included that information within the papers which clearly states we aren't at the stage of having to consider compulsory redundancy, but that this could be further clarified.

**ST**

	<p>ST Noted it's also understanding that if we are going down that route what are the other consequences something else has to give somewhere we need to prioritise what's critical to our students, if it's a choice of running a theatre or pulling courses we need to prioritise courses and education.</p> <p>SO Asked we talked about efficiency, why now when we had two occasions to do savings plans, we knew there was money needed to support these areas.</p> <p>SH Commented there wasn't formal reviews of these areas at that point, they have now, and we have the detail to make the informed decision. We are not experts in how to run a commercial sport centre.</p> <p>SO Noted I would agree with that.</p> <p>SH Commented it's about the future too, the Theatre and the Sports Centre need significant investment, we also have the running costs, but we would need a significant investment to bring them up to where they need to be.</p> <p>SH stated that we are on the same page with what we need to do, we will look at a form of words and messaging and if we can continue to get your feedback in that would be helpful.</p> <p>RG I think that's exactly the point you need to convey to staff we are not Dundee Uni or Perth UHI to help people understand.</p>	
<p><b>6. D&amp;A Infrastructure Vision Update</b></p>	<p>AM Updated In terms of the new campus development project and stated that there is a lot of work behind the scenes going on, the funding model is moving slowly along and it's a core piece for us before we move to the next stage.</p> <p>Business case and plans - we have been looking at different ways to pull that information together, we have most for the information we would require and are not in a position where we have to convince people in term of feasibility or benefit. We are aiming to complete OBC work a little earlier than we thought.</p> <p>The work required around retention of the Community Regeneration (levelling up) funds is progressing and we have spoken to them and are seeking to ensure that the March 26 deadline is met or extended.</p> <p>We are now looking at the resourcing required for after we get through the first business case 'gate,' as we move through the process, the detail we will need increase, as will the need for more specialist input and more skilled resource and funding.</p> <p>SH Noted we had a draft financial impact analysis had been completed, it is showing a significant positive financial impact to the region.</p> <p>SO Asked is there a legal reason why we can't get use private funds that may be pledged to support the project. SH Noted we cannot borrow money being a public sector organisation.</p>	

	<p>ST Commented it's to do with international accounting standards and where the cost of the building sits in the accounts, as there are strict rules that need adhered too.</p> <p>SH We are breaking new ground, the Sottish Government don't have a current solution to the issue, we are working with global financial specialist company to look at how we fund it. In Southern Ireland they have managed it and they have come up with a model for building new colleges, as they have in Wales too, but all we can do is put models in front of the Scottish Government with the aim of finding something that works for them.</p> <p>SO Do the Scottish Government have some intent for FE is that built into that train of thought. SH Scottish Government capital money is not enough to do what they need to do so they need a level of private investment to fund projects.</p> <p>SO Asked is there an issue with the timescale. SH Noted The RAAC situation has given us a time limit where we need to deal with the situation.</p>	
<p><b>7.</b></p>	<p><b>College Sector Reform Agenda</b></p> <p>SH Updated the curriculum transformation framework is at a point of launch and noted that this would be circulated when it is launched.</p> <p>The tertiary funding bill is going through the stages. Concerns have been raised around possible unintended consequences on colleges as the bill would allow SFC to provide funds for private training providers.</p> <p>In terms of the national skills piece, the Scottish Government are producing a road map, they are a few years away in term of implementation and how we see any funds which means we need to continue to review what we are doing.</p> <p>We are key to the discussions as a college.</p>	<p><b>ST</b></p>
<p><b>8.</b></p>	<p><b>Union Items</b></p> <p>SO Asked for efficiency savings could a four-day week be trialled has that been considered.</p> <p>ST Noted West Lothian College are trialling it for support staff but there has been no interest in it for EIS-FELA at a national level so far. In terms of environmental or other savings its more difficult as it would be very unlikely we would be able to close the college for everyone on a single day so resources would still be needed over 5 days.</p> <p>SH Noted I think the conversation will stay live nationally.</p> <p>SO Noted we are seeing the quality improving, and we are seeing numbers increasing we don't want it to have an impact on class sizes.SH, this is recognised and there are no different plans from normal around class sizes.</p>	

	<p>RG Updated on the national consultative ballot on Job Evaluation, with 74.77% vote to accept the continuation of the revised Job Evaluation Project., I will circulate the paper in JCF. Pay negotiations are still ongoing and there is another meeting scheduled.</p> <p>ST Noted I think there is a willingness to try and resolve the situation with regards to pay and hopefully we will see progress on that soon.</p> <p>SO Asked could we look at reinvigorating the E&amp;D group.</p> <p>ST We have looked at the groups and there is ongoing work to review membership and reinvigorate the group.</p> <p>DS Noted Estates are going to change rooms in the electrical department, that may impact on arrangements/delivery as the room is very hot, if that change went ahead the temperature would make it nearly impossible to work in.</p> <p>DS also asked about the plan to close off the first floor in Clova.</p> <p>AR Commented it's not a nice teaching or working environment due to the overall condition of the building and we decided to make a better environment in the Calc.</p> <p>The detail of these points would be picked up out with the meeting.</p>	<b>RG</b>
<b>9.</b>	<p><b>Policy Review Group</b></p> <p>AM- Dying to Work Charter and Workforce Plan were circulated and have gone to PRG.</p> <p>There was also revised wording around the use of electronic means of communication that has now been updated in a number of the policies and processes.</p>	
<b>10.</b>	<p><b>AOCB</b></p> <p>None noted</p>	
<b>11.</b>	<p><b>Date of Next Meeting</b></p> <p>TBC as part of the 2025/26 meeting schedule</p>	



5.2	<b>SF</b>	To inform the People Team ( <b>KB</b> ) with details of when the Training events occur	Complete	Closed
5.3	<b>LL</b>	To arrange for SF to attend meeting to share lessons learned	Complete	Closed
7.1	<b>RG</b>	To provide another name of the Union Representative who will attend the next meeting due to <b>TD</b> leaving the college	Ongoing, Carry Over to Next Meeting. No Union Representative at Meeting	Open
10	<b>LL</b>	To clarify with Nikki Anderson Finance Director that the sports union insurance is in place as <b>SRam</b> is no longer attending these meetings	Complete	Closed
10	<b>SF</b>	To update Portal to reflect changes in the membership of the committee	Complete	Closed
10	<b>SF</b>	To provide update on Martyn's Law through the Business Continuity Group	Ongoing	Open

#### 4. Sub Committee Update

##### 4.1 AINM (See It, Hear It, Say It Poster)

**SF** provided update to say that he has engaged with LDR, and the format has been agreed. The Near Miss Definition Guidance Sheet is being finalised. **SF** also stated that LDR have deployed a Software Programme to enable to put the specific Room Numbers on to the Colour Posters which will also be laminated and will be ready for the launch in August 2025.

#### 5. Health & Safety Team Update

**5.1 SF** stated that the Health & Safety Officer's Report had been released and has been published online. The report covers up to the 9<sup>th</sup> May 2025

##### 5.1.1 Health & Safety Statistics

**SF** presented the Statistics reports and highlighted some of the main points/slide. During the period August 2024 - May 2025 there were 121 Accidents, 120 Incidents and 37 Near Misses reported. There was 1 RIDDOR reported which involved a student. **SF** stated that the RIDDOR statistics are very encouraging as the same period last year there were 5 RIDDOR Reports received which highlighted that less serious accidents had occurred for the same period. **KWR** asked the question if the individual department statistics could be made available. **SF** stated that the health and safety team has engaged with LDR with the view that future statistics will be created using Power BI which would provide transparency and readily available statistics. **SF** highlighted a slide covering Accidents reported by month where peaks were identified particularly for September & March and this would be reflective when there were new intakes for each of the college semesters. **SF** also highlighted a slide covering Incident reporting under the categories Physical and Verbal Assaults, **SF** showed a slide which highlighted there was no significant increase in these categories despite a general feeling that these had significantly increased since last year.

**KB** asked if figures for Staff as well as Students could be made available and **SF** again

stated that with POWER BI these could be made available.

## **5.2 Health & Safety Training**

**5.2.1 SF** stated that 6 x one hourly Training Sessions involving the Caretakers and Cleaners had been completed and had been very well received with all records submitted to the People Team.

**5.2.2 SF** stated that the Health and Safety System Management Training for the Staff that had been missed will take place on Friday 13<sup>th</sup> June 2025.

## **5.3 Accident Investigations Summary Findings and Lessons Learned**

**5.3.1 SF** Highlighted the RIDDOR reportable Accident which occurred at Kingsway Campus which involved a student being struck on the head by a cordless drill which still had the drill bit attached. The investigation identified that this was thrown at him by another student who were both participating in horseplay. The student recovered from his injury, but the outcome could have been more serious. This was reported to both the Police and RIDDOR reporting Centre.

## **6. People Team Update:**

### **6.1 Absence:**

**KB** confirmed that the reports were uploaded to the Portal and stated that the absence statistics remain low but there has been a slight increase. The People Team are dealing with several long-term sickness cases and are continuing to monitor all absences.

### **6.2 Wellbeing:**

**JC** confirmed that the Positive Behaviour Wellbeing Group Notes & Wellbeing Activity papers had been uploaded to the Portal and gave an update on activities taking place across the campuses where they have been focussing on Student Behaviour's. Some of the activities are more popular than others, although there has been a good uptake for June 2025. The Health Care Cash Plans Involving Dentistry, Hospitalisation & Optical have been well received. **JC** highlighted the Just One Hour campaign and the importance of staff attending the events for the one hour and that all Staff should be encouraged to attend these, when possible.

## **7. Trade Union Update:**

**7.1 Union Representatives Update:** No Union Representative in attendance  
**Action – Union Representative to attend meetings of the Health, Safety and Wellbeing Committee Meeting.**

## **8. Students Association/Learner Engagement Update:**

**8.1 Students:** **KR** Stated that the student wellbeing activities are having a positive impact. The Free Hot/Drinks Toast availability are being well received and that various other activities and engagements with students are going on including Art/Crafts Club.

**8.2 Learner Engagement Mental Health:** No update

## **9. New Issues or Other Reports in Internal & External Health, Safety & Wellbeing:**

**SF** Referred to the Health & Safety Checks, where he stated that he would be holding Teams meetings to discuss the statistical analysis for Round 2.

Round 3 would run from Monday 9<sup>th</sup> June to Friday 20<sup>th</sup> June 2025. Following on from the analysis meeting feedback and round 3, it is proposed that going forward that the health & safety check procedure would be undertaken twice a year.

**10 AOCB**

**10.1 SF** Gave an update about Martyn's Law, Terrorism (Protection of Premises) Act 2025 which received Royal Assent on the 3<sup>rd</sup> April 2025 will have a 2-year implementation period when it will come into effect. The Act confirms that the system will work on two tier system, where the college would be in the Standard tier. More information from the Scottish Government is still to be released along with statutory guidance provided by SIA (Security Industry Authority)

**Action - SF to provide any further information on Terrorism (Protection of Premises) Act 2025 when the guidance is released by the Scottish Government / SIA.**

**10.2 JC** Raised the subject of Wellbeing as part of the committee where she felt there was not enough emphasis being put on what she was doing in reference to Wellbeing. It was discussed that a short life working group be formed to discuss the elements of Wellbeing and to promote the good work being done.

**Action – LL to arrange the creation of SLWG to discuss the elements of Wellbeing and to promote the good work being done.**

**10.3 BG** Highlighted that KW was retiring in June 2025 and that he would like to take the opportunity to thank him for the work he has done since joining the college and the support he has provided SF and health and safety team and wished him well in his retirement. All the committee attending agreed and showed their appreciation.

**11. Date of Next Meeting:**

Wednesday 24th September 2025 at 09.00am Gardyne Campus Room G-MA-150



**People, Culture and Wellbeing Committee**

**Thursday 4 September 2025**

**DATE OF NEXT MEETING-**

**Thursday 20 November 2025 at 5:00pm in Room  
K-TO-624, Level 6, Kingsway Campus**