BOARD OF MANAGEMENT

People, Culture and Wellbeing Committee

Thursday 21 May 2026 at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

AGENDA

1.	**WELCOME**		
2.	**APOLOGIES**		
3.	**DECLARATIONS OF CONNECTION & INTEREST**		
4.	**MINUTE OF THE PREVIOUS MEETING** – 19 February 2026	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** • Includes update on Staff Development Day Evaluation	Paper C for information	ST
8.	**STAFF SURVEY REPORT & UPDATE**	Paper D for discussion	ST
9.	**NATIONAL BARGAINING UPDATE**	Paper E for discussion	ST
10.	**STRATEGIC RISK REGISTER**	Paper F for approval	ST
11.	**HR METRICS**	Paper G for information	ST
12.	**MEETING MINUTES/UPDATES** - Health, Safety & Wellbeing Committee Jan 2026	Paper H for noting	
13.	**DATE OF NEXT MEETING** – Thursday 3 September 2026 at 5.00pm in Room K- TO- 624, Kingsway Campus		

Agenda Item 4

People, Culture and Wellbeing Committee

Thursday 21 May 2026

PAPER A

MINUTE OF THE PREVIOUS MEETING – Thursday 19 February 2026

BOARD OF MANAGEMENT

People, Culture and Wellbeing Committee

Thursday 19th February 2026 at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

Minute of the People, Culture and Wellbeing Committee meeting held on Thursday 19th February 2026 at 5.00pm, in Room K-TO-624, Kingsway Campus.

PRESENT:	Donald Mackenzie	Brian Mooney
	Brian Lawrie	Simon Hewitt
	Robert Young	Richard Gordon
	Carri Cussick	Ronnie Donegan
	Simon Hewitt	
IN ATTENDANCE:	Steven Taylor (Vice Principal Support Services and Operations)	
	Megan MacQueen (Executive Coordinator)	

1. WELCOME

D MacKenzie welcomed everyone to the People, Culture and Wellbeing Committee meeting and welcomed R Donegan to her first meeting as board member.

2. APOLOGIES

Apologies received from Neil Lowden, Jenna Lawrence, Julie Grace and Billy Grace.

3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of connection & interest.

4. MINUTE OF THE PREVIOUS MEETING

The minutes of the meeting held on 11th November 2025 were approved as an accurate record.

5. MATTERS ARISING

Items scheduled for the May meeting remain in progress and will be carried forward.

6. FINANCIAL SECURITY & SAVINGS UPDATE

S Hewitt provided an update confirming that the projected deficit had reduced to £800k, with £1.7m of savings identified, largely due to VS departures at Christmas. He noted that staff had performed admirably during a challenging period and that the All-Staff Development Day was well received. The 2026/27 forecast shows a £0.5m deficit, pending budget adjustments.

S Taylor confirmed a total reduction of 35 staff had left due to the savings plan, 31 through VS, and summarised the consultation approaches adopted and ongoing union engagement.

D Mackenzie asked how staff morale and engagement was fairing and R Gordon noted that there was some continuing anxiety among staff, though morale has improved following the All-Staff Day.

Questions regarding the timing of savings were addressed by S Hewitt, who confirmed earlier action prevented further budget deterioration. Reviews and changes to service delivery and priorities have been undertaken in areas where staff have left, with some of these ongoing. S Taylor confirmed that a 'close out' paper would be provided for staff following the final savings changes still to be implemented and that this would also be shared with the Board.

S Hewitt advised that the staff headcount has been reduced by 17.5% over five years.

B Mooney asked if £1.2m in savings relates to staffing and how this impacted on the level of service provided. S Hewitt confirmed it was and that ongoing tracking of unmet student demand.

R Young asked what impacts had been seen on overall services and outcomes for students and S Hewitt stated that early retention had remained strong. S Taylor confirmed that overall student satisfaction, retention and recruitment had all remained similar or improved from the previous year. This was welcomed.

It was noted that more financial details would be shared with the Finance and Infrastructure Committee and that an update would also be provided to the March Board. Meeting.

7. PEOPLE, CULTURE & WELLBEING REPORT

S Taylor summarised the report, confirming that the All-Staff Development Day involved 115 activities and was attended by 460 staff. A formal evaluation will be shared in May.

S Taylor noted positive lobbying efforts regarding sector funding and confirmed that the College will be the first employer case study for Fair Work with SFC. He also confirmed ongoing HR legislative updates in respect of the Employment Rights Act were being provided through Thorntons.

8. NATIONAL BARGAINING UPDATE

S Taylor reported that the new CES Director will visit next week. A national pay claim has been submitted by EIS/FELA, with this above inflation, although negotiations have not yet begun. No significant progress had been made on the national Job Evaluation project.

9. STRATEGIC RISK REGISTER

No changes were proposed.

10. HR METRICS

S Taylor highlighted the report. Three grievances in the previous quarter were not linked to savings. Some resignations came from unsuccessful VS applicants.

Completion levels for mandatory training were discussed, and it was confirmed that these would increase over the year, with the final completion date in July 2026. An update will be available at the next meeting.

The increase in stress-related absence was noted and S Taylor advised that some of these were linked to the savings process.

The Committee noted the report

11. MEETING MINUTES/UPDATES

The Committee noted the papers provided for information.

12. AOCB

D Mackenzie highlighted the recent press coverage in respect of health and safety concerns within welding facilities at another college and asked if arrangements were in place to avoid any similar issues at D&A. S Hewitt and S Taylor both advised that clear risk assessment, H&S auditing and follow-up arrangements were in place, with no concerns raised.

Following the meeting the H&S team confirmed that, within welding and other areas, we have appropriate Local Exhaust Ventilation systems in place which require statutory maintenance inspections carried out by external specialist contractors annually. These arrangements were monitored.

R Young noted that he had recently supported the College at a STEP-Up event and commended Steph Tom for her input and engagement in organizing and supporting this.
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13. DATE OF NEXT MEETING

Thursday 21 May at 5.00pm in K-TO-624, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Evaluation Report on Staff Development Day to be presented.	S Taylor	21 May 2026

Agenda Item 5

People, Culture and Wellbeing Committee

Thursday 21 May 2026

PAPER B

MATTERS ARISING

BOARD OF MANAGEMENT

People, Culture and Wellbeing Committee

Thursday 21 May 2026

Matters Arising

Paper B for noting

The following actions were noted by the People, Culture and Wellbeing Committee Meeting on 19 February 2026.

Agenda Item No	Action	Current status	Open / Closed
7.0	Evaluation Report on Staff Development Day to be presented. **S Taylor**	On agenda	Closed

The following actions were noted by the People, Culture and Wellbeing Committee Meeting on 27 November 2025.

Agenda Item No	Action	Current status	Open / Closed
5.0	Update on work to eradicate gender-based violence and progress towards the Emily Test 'charter mark'. **S Taylor**	Moved to Board session on positive masculinity and related work	Closed

The following actions were noted by the People, Culture and Wellbeing Committee Meeting on 4 September 2025.

Agenda Item No	Action	Current status	Open / Closed
11.0	Consider the possibility of extending the HR metrics reporting period to 15 months to allow for improved trend comparison. **S Taylor**	Under review but not progressed due to other priorities	Open

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

Agenda Item 7

People, Culture and Wellbeing Committee

Thursday 21 May 2026

PAPER C

PEOPLE, CULTURE AND WELLBEING REPORT

BOARD OF MANAGEMENT
People, Culture & Wellbeing Committee
Thursday 21 May 2026
People, Culture & Wellbeing Report

Paper for information

1. Voluntary Severance Scheme

Following progression of the October 2025 savings plan, final VS applications and approvals through to the end of the current academic session are summarised as follows. 41 applications were received (15 Academic Staff and 25 Support Staff and 1 Senior Leadership Staff) from which 33 were approved (13 Academic Staff, 19 Support Staff 1 Senior Leadership Staff). The applications were also split 17 Male and 24 Female. The finalised total recurrent savings will be £1.42 million per annum at a one off cost of £800k inclusive of all pensions strain and contractual entitlement costs.

The VS scheme has now closed as all savings plan changes have been identified and progressed, with final staff changes and staff leaving to be progressed through to end June 2026.

2. Staff Development Day Evaluation

As reported previously, the All Staff Development day in February 2026 saw almost 450 staff participate in c100 different CPD activities and events. 44% of attendees responded to the follow up questionnaire.

Following some issues in respect of work delegated to a university placement student, reflection and evaluation of the event is now complete.

Overall satisfaction with the event and activities attended was high, with 82% satisfied across all activities and campuses. This satisfaction ranged between 76% at its lowest and 92% at its highest. There were no significant variances in satisfaction between different staff groups or campuses.

All session organisers will receive individual feedback and a range of College wide feedback will impact on future similar events including.

- Continued use/promotion of #Just One Hour opportunities and activities events for staff as part of similar College organised events.
- Focusing on fewer but more in depth sessions.
- Maintaining a three campus approach with multiple options to attend
- Maintaining significant choice across a range of themes. The most popular themes were: Digital Productivity; Wellbeing (personal and student); Changing Learner/Behaviour; and Access/Inclusion.

Arrangements for the 2026/27 day are being planned, building on the feedback and reflections received.

3. Employment Rights Act

As the various provisions of the Employment Rights Act (ERA) are progressed, they will impact on some elements of College HR policy and staff entitlements.

As noted in February, most College arrangements are significantly in excess of statutory minimums, meaning that these impacts are likely to be less than for many other employers.

The next area of for change in respect of HR practice will be amendment to the new staff probationary scheme. This scheme is currently based over a six month review period, with changes proposed to reduce the normal scheme period to 3 months to align with the new shorter unfair dismissal threshold of 6 months to be introduced in January 2027.

4. Teacher Training Pathway

This year's Teaching in Colleges today (TiCT), Teach@D&A and Teaching Qualification in Further Education (TQFE) cohorts totalling 34 staff have now reached the end of their study journey.

Throughout all of these programmes the candidates have demonstrated commitment, critical reflection, and professional growth over a short nine- month timeframe by:

- Exploring inclusive approaches to learning design and delivery
- Evaluating their own learning and the impact on their students
- Engaging with theoretical perspectives and key policies
- Identifying, justifying, and action-planning future changes to their professional practice

For the first time, the D&A TQFE cohort learned in partnership with colleagues from NESCol, engaging in both in-person and online workshops. Attainment of the full teaching qualification is always a significant landmark for staff and to mark their hard work and success the successful cohort will enjoy a celebration lunch prepared by our talented Hospitality staff and students.

5. Coaching for Leadership

June 2026 will see the culmination of our Coaching for Leadership Award, with twenty participants and those participants who hold Full GTCS Registration also having the opportunity to apply for GTCS Professional Recognition.

This year, we have had the privilege of delivering the programme to a cohort of Curriculum Managers from Forth Valley College alongside our own internal D&A delivery, that brought together colleagues from both academic and support areas across the organisation.

The programme has been met with extremely positive feedback from participants, including the following reflection from a Curriculum Manager at Forth Valley College:

> "I also wanted to thank you both for delivering such a wonderful training course, which I enjoyed immensely. Its success was clearly down to the effort you put in and the sincerity with which it was delivered. It is the best training course I have attended in my career, and I have learned a great deal to take forward, so thank you again."

6. Leading the Student Experience Forum

With sixty staff in attendance, the LSE Forum on 30th April was supported by input from the Quality and Enhancement Team. Curriculum Directors and Quality provided updates on STEP projects, the Positive Behaviour Policy, planned changes to forms and processes for Session 2026/27, and the Institution Led Quality Review (ILQR) process.

These updates explored the rationale behind ongoing developments and considered how they should inform and support practice in meaningful and consistent ways across the College.

Learning and Teaching and Student Partnership were explored through the lenses of providing and receiving learner feedback, with a particular focus on how coherent, supportive, and meaningful feedback processes feel from the student perspective.

Heads of Curriculum and Quality were also provided with an update on the GTCS Professional Update process, which will be required for the cohort of lecturers who obtained Full Registration in 2021.

7. Green Car Salary Sacrifice Car Scheme



As an addition to our growing range of staff benefits, we added a 'green' car salary sacrifice scheme late March 2026. The salary sacrifice is a simple and cost-effective way to drive a brand-new or pre-owned electric car where a fixed monthly amount is taken directly from gross salary (before tax and National Insurance), allowing staff to make significant savings on the overall costs. The College also makes some small savings on employers pension and NI costs.

The scheme adopted by the College (Tusker) allows staff to make savings on the car lease as well as normal running costs including:

- Insurance
- Maintenance
- Tyres
- MOT
- Road tax
- Roadside assistance and more

Information available to staff includes awareness around the impact of salary sacrifice arrangements on personal tax/NI as well as future pensions so that staff are informed of all of the pros and cons prior to signing up.



The scheme has proven very popular, with seven staff having taken up this benefit to date.

The car scheme sits alongside multiple other savings and staff benefits available to all staff. These include salary sacrifice Cycle, Home and Technology and Pension AVC schemes and the BHN Extras corporate savings platform.

8. Staff Awards 2026

The 2026 Staff Awards will take place on Thursday 25 June 2026 in the Gardyne Campus, with Board members very welcome to attend.

As with previous years, three sets of awards are made on the day, with awards nominated and made by our Students (over 650 nominations received and shortlisted by the Student Congress), our Staff (56 nominations received, shortlisted and then voted on by staff) and the Executive Team.



The event is always one of the highlights of the year and is a fantastic opportunity to celebrate and recognise the amazing efforts that staff put in to support our students and the College community.

9. Dundee FC Community Trust – 12 Week Healthy Living Programme

As part of our work with the Community Trust of Dundee Football Club, staff have benefited from a free 12 week Health Living programme specifically centred around improving men's health. This programme is designed to improve wellbeing by building healthy habits in a supportive and welcoming environment.

Programme content includes:

- Reading food labels and Understanding portion sizes
- Understanding and managing Alcohol
- Facing setbacks and how to gradually build healthy habits into everyday life.
- Exercise

10. Infrastructure Vision – Staff Engagement

As reported at the March 2026 Board meeting, the College has received funding from SFC to develop the Outline Business Case for phase one of the infrastructure vision – the Gardyne Green Skills Innovation Hub. This work has now commenced and will include direct engagement with staff from the curriculum areas most impacted by this phase of development:

- Engineering
- Building Services
- Construction
- Horticulture

The first formal staff engagement session was held on Friday 8 May 2026 with further engagement planned over the coming weeks. This will include engagement with Support Service Managers and Officers on 22 May.

These initial sessions are the start of a process that will flex and develop as the Outline and then Full Business case arrangements progress for Gardyne and then for the next phases of the project.

11. Staff Long Service Lunches

The College has many staff that have provided significant service in support of our students, and (in addition to the award of a gift) each year we organise a celebratory lunch for those reaching the 10 and 25 years of service milestones. These are always positive events, recognising the contribution of staff and offering an opportunity to reminisce around first days and previous roles, colleagues and managers. Eleven staff attended the lunch in April, with those reaching the 25 year milestone also invited to attend as a special guest at Graduation in October.

12. 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: Karen Buchan, HR Manager, Laura Watson, Learning & Teaching Enhancement Manager
Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

Agenda Item 8

People, Culture and Wellbeing Committee

Thursday 21 May 2026

PAPER D

STAFF ENGAGEMENT SURVEY UPDATE

BOARD OF MANAGEMENT
Human Resources and Development Committee
Thursday 21 May 2026
Staff Engagement Survey

Paper for discussion

1. Introduction

The whole staff survey runs every two years, normally in March/April. The survey in spring 2026 was again run through the Peachy Mondays platform, with the underpinning survey methodology and questions based upon their expertise and providing a level of consistency with previous surveys.

Utilising the Peachy Mondays platform ensures that the survey benefits from this expertise and also that it is fully confidential. The platform also hosts the anonymous conversations functionality, allowing a representative from the College to respond to specific survey feedback and engage anonymously in conversation around these.

The survey received 485 responses, representing a 56% response rate. These responses provided good coverage across all campuses, staff types and teams.

Based on staff feedback from 2024, the survey questions were amended to provide more focus on team based engagement. Following discussion with the Staff Association an additional question was also included around the awareness and impact of Social @ D&A.

The survey was also undertaken against the backdrop of the major savings exercise.

2. Overall Survey Results

The below key indices show the overall results along with some summary analysis based on a range of follow up conversations with those staff scoring particular elements highly and those scored lower. These follow up conversations generate rich information and the AI functionality within the Peachy Mondays platform allows these to be analysed and reported on with a further degree of anonymity.

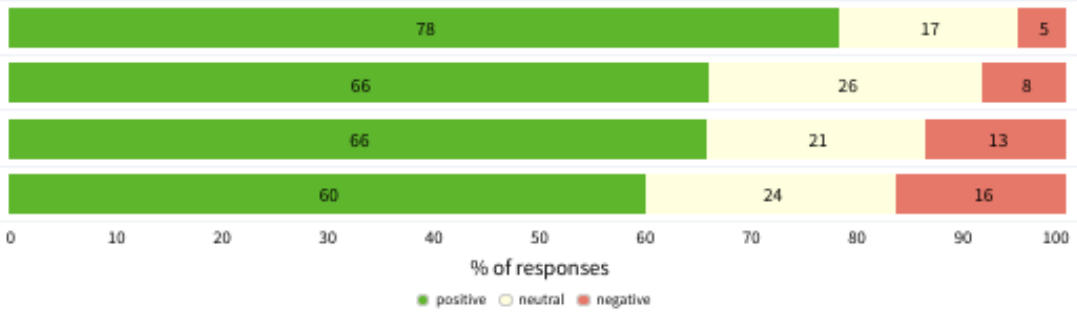
Given changes made to survey questions, comparison with previous years is more challenging, but is highlighted within the graphs where available. This includes the previous 'happiness index' which has not been reported on this year given the switch in questions to drill further into management / delivery.

The following survey metrics provide examples of information available in respect of:

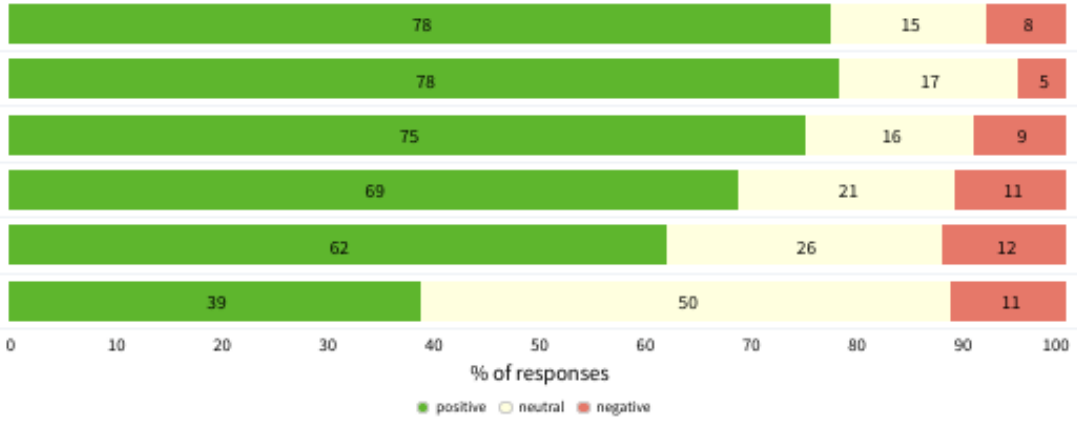
- An overall Summary of Responses
- An outline of key strengths and areas for further focus
- A summary of text responses overall
- Example of text response summary for an element scoring highly
- A summary of text responses for areas scoring lower (excluding Social @ D&A)

Summary

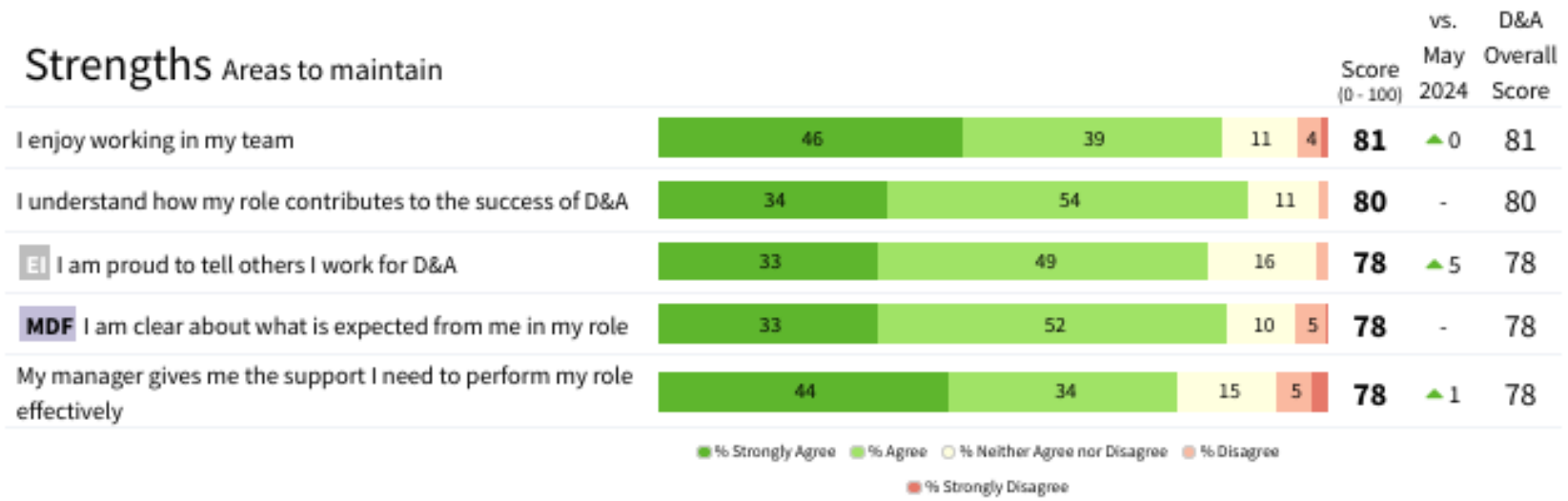
	D&A Overall Score	Score	vs. May 2024	% +ve
Engagement Index	76	**76**	▼5	78
Leadership	69	**69**		66
Management Delivery Focus	68	**68**	▲3	66
Management People Focus	64	**64**		60



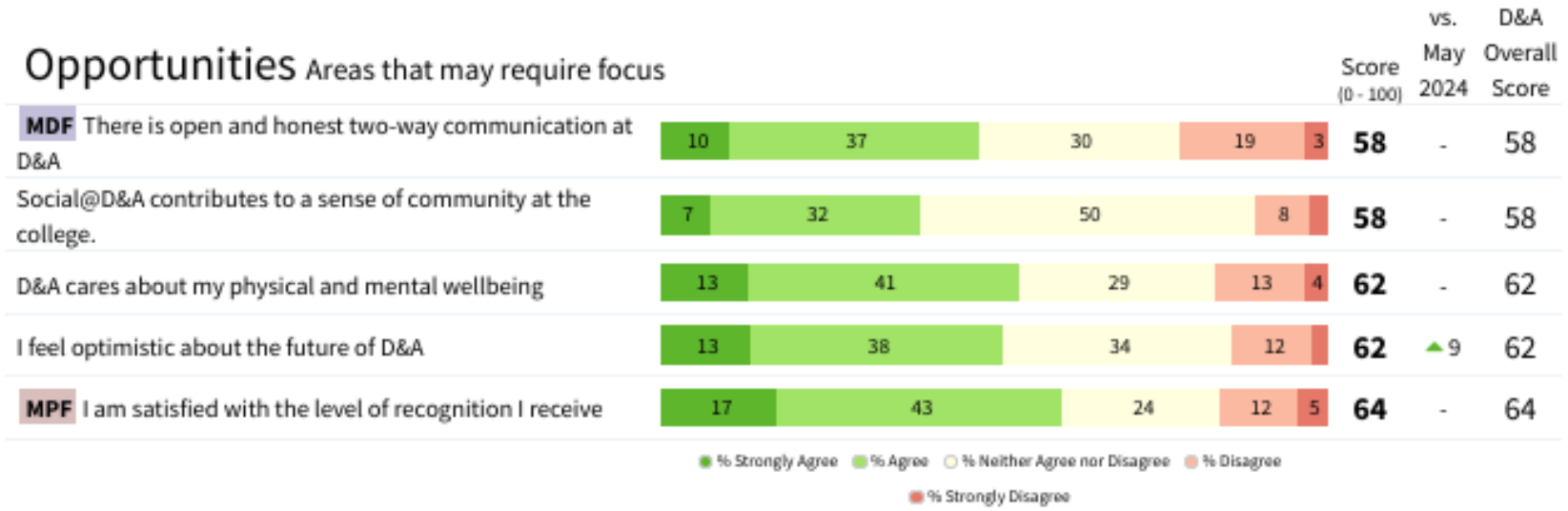
	D&A Overall Score	Score	vs. May 2024	% +ve
Strong Management	78	**78**		78
Engagement	76	**76**		78
Positive Workplace	74	**74**		75
Meaningful Work	69	**69**		69
Trust in the Organisation	67	**67**		62
Social@D&A	58	**58**		39



Strengths Areas to maintain



Opportunities Areas that may require focus



Overall Conversation Text Analysis

AI TEXT RESPONSE SUMMARY

Strengths

The feedback highlights a strong appreciation for the recognition of challenges faced by front-facing teams and the value placed on Continuous Professional Development (CPD). Employees express a keen interest in engaging with CPD opportunities and acknowledge the support and invitation for ongoing discussion from the management. This indicates a positive attitude towards professional growth and a willingness to collaborate with the administration to find solutions that benefit both staff and the institution.

Opportunities for Improvement

There are significant opportunities to enhance the accessibility and encouragement of CPD within the college. Employees report that operational demands and staffing pressures often lead to declined requests for protected CPD time, making it difficult to integrate these opportunities into their schedules. Suggestions for improvement include implementing more structured or formally protected approaches to ensure equitable access to CPD, actively building CPD into schedules, and considering individual needs, such as flexible gym hours for staff with specific health conditions. Addressing these areas could improve staff satisfaction and professional development outcomes.

FREQUENT RECOMMENDATIONS FROM COLLEAGUES

1. Improve communication and transparency from senior management, including more visibility and engagement with staff (15).
2. Increase awareness and accessibility of Social@D&A activities, ensuring they are inclusive and well-publicized (12).
3. Address workload and staffing issues, providing more support and resources to manage changes and pressures (10).
4. Enhance opportunities for professional development and CPD, ensuring time is protected and accessible for all staff (8).
5. Foster a stronger sense of community and collaboration across departments and campuses (7).

TOP THEMES



Conversation Text Analysis

I feel motivated to do my best work

AI TEXT RESPONSE SUMMARY

Strengths:

Many employees at Dundee and Angus College express a strong intrinsic motivation to perform their best work, driven by a passion for education and a commitment to student success. They value the supportive and collaborative work environment, with several highlighting the positive impact of having encouraging managers and colleagues. The opportunity to make a meaningful difference in students' lives, coupled with professional development opportunities, contributes significantly to their motivation. Employees appreciate the autonomy in their roles and the recognition they receive for their contributions, which fosters a sense of purpose and satisfaction in their work.

Opportunities for Improvement:

Despite the overall positive sentiment, some employees feel demotivated due to issues such as job insecurity, lack of recognition, and insufficient communication during organizational changes. Concerns about salary and contract negotiations, as well as the impact of cost-cutting measures, have been raised, leading to feelings of being undervalued. Additionally, some employees experience challenges with team dynamics, favoritism, and a perceived disconnect between leadership and staff. Addressing these concerns through improved communication, fair compensation practices, and fostering a more inclusive and supportive work culture could enhance motivation and morale across the college.

FREQUENT RECOMMENDATIONS FROM COLLEAGUES

1. Supportive Management and Team Environment (15)
2. Recognition and Appreciation for Work (12)
3. Impact on Students and Their Success (10)
4. Opportunities for Professional Development and Growth (8)
5. Fair Compensation and Job Security (6)
6. Autonomy and Trust in Role (5)
7. Clear Communication and Transparency from Leadership (4)
8. Addressing Workload and Resource Challenges (3)

TOP THEMES



Conversation Text Analysis

There is open and honest two-way communication at D&A

AI TEXT RESPONSE SUMMARY

Strengths:

Some employees have highlighted positive experiences with communication at Dundee and Angus College, particularly at the team level. They appreciate the efforts of certain managers, like the new Quality Manager, who have been effective in maintaining open lines of communication. Additionally, there are instances where quick responses to ICT issues have been noted, indicating that some operational aspects of communication are functioning well. The college's initiative to hold supportive sessions, such as the "Discover the Power of Emotional Intelligence," has been well-received and is seen as beneficial for fostering a supportive environment.

Opportunities for Improvement:

There are significant opportunities for improvement in communication, particularly from senior leadership and across departments. Employees have expressed concerns about a lack of transparency and timely communication regarding strategic decisions, staffing changes, and operational updates. There is a perceived disconnect between senior management and staff, with some employees feeling that their feedback is not valued or acted upon. The inconsistency in communication methods, such as unclear emails and portal posts, contributes to confusion and a sense of being undervalued. Suggestions for improvement include establishing a centralized communication strategy, increasing the visibility of senior leaders, and creating safe channels for staff to voice concerns without fear of repercussions.

FREQUENT RECOMMENDATIONS FROM COLLEAGUES

1. Lack of communication from senior leadership and management (12)
2. Inconsistent or unclear communication regarding staffing changes and responsibilities (8)
3. Poor handling of communication during organizational changes or proposals (7)
4. Need for more structured and regular communication methods (e.g., bulletins, updates) (6)
5. Fear of repercussions for honest feedback or communication (5)
6. Lack of visibility and engagement from senior leadership (5)
7. Poor communication from the Digital department regarding system changes (3)

TOP THEMES



3. Data Use and Next Steps

As outlined in 2024, the survey data gathered will be used to influence Senior Leadership Team and People Team activities and plans. This includes development of work to support staff engagement in learning and teaching enhancement through the Elevate L&T work presented to the recent Learning, Teaching & Quality Committee meeting and changes to be enacted for the All Staff welcome event on August 2026.

Feedback received will also inform some staff/contract review work in respect of full-time and part time (fractional) roles between now and the end of session. Further work around reviewing / refreshing the staff briefing arrangements will be progressed for AY 2026/27.

Discussion and action planning is already in progress at individual team / service level, with team level data (and summary comments) shared with each manager. Initial discussions have been held with each manager in respect of sharing the survey outcomes at team level and using this to inform discussion and actions around the aspects of particular focus for their team. This work will progress through to the end of the current academic session, with action plans and developments identified and progressed over the following months.

To support this work, the Leadership Development Forum (all College Managers, Heads of Curriculum & Quality and SLT members) meeting on 27 May will focus on the survey feedback, common themes and actions / next steps.

Building on learning from the 2024 survey, the timeline for these steps has been shortened to ensure that the review and planning elements are completed prior to the end of the academic session so that changes and developments can be implemented (where appropriate) from August 2026. The timeline for these steps is as follows:

Indicative Dates	Survey Output	Comments	Responsibility
April 2026	Priority Follow Up Conversations	Conversations/response where significant aspects of feedback are identified	Complete
April & May & 2026	Anonymous Conversations	On-going conversation where staff are particularly positive or negative	Complete (but remain open)
20 April 2026	Survey Thankyou to staff on Portal		Complete
23 April 2026	Results issued to SLT & Discussion on outputs and actions		Complete
27 May 2026	LDF Session on Survey	Discussion on key themes + / -	SH
June 2026 (tbc)	Follow up to SLT Themed Discussion on High Level Results & LDF Session		SLT/ST/KB
23 April 2026	Summary of Team Results & Comments shared with Managers		Complete
April – June 2026	Follow up discussions with Managers	Prioritised discussions based on team level outcomes. Discussions led by SLT report and supported by People Team as required	SLT & People Team
May 2026	Survey Summary shared with Board P,C&W Committee and JCF	High Level summary plus actions progressing	ST/KB
Aug 2026	Survey Action Update shared with staff	High level update on activity and steps taken relative to feedback.	ST/KB

As noted above, these steps include feedback to the Board and to key cross-College groups. Feedback on steps and actions arising from the survey will also be provided to all staff in early AY 2026/27 and on-going as appropriate.

4. Conclusions

Overall, the staff survey results are stable with strong response rates and positive scores. Significant strengths remain around areas such as teamworking, relationships and engagement whilst improvements are noted in terms of staff optimism for the future and engagement around wellbeing. Further developments are recognised in terms of opportunities/capacity to undertake learning and growth and in respect of engagement and opportunities for two way communication.

All of these elements will feature in College and team developments as AY 2026/27 progresses.

5. 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:

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
3.12 – Failure to attract, engage, retain or develop appropriately qualified staff.

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

Agenda Item 9

People, Culture and Wellbeing Committee

Thursday 21 May 2026

PAPER E

NATIONAL BARGAINING UPDATE

BOARD OF MANAGEMENT
People, Culture & Wellbeing Committee
Thursday 21 May 2026

National Bargaining Update

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. New National Negotiating Committees Website

Following the signing of the new National Recognition and Procedure Agreements, the website for national bargaining has been updated and refreshed. This website includes updates on key national bargaining discussions and agreements including copies of all national circulars.

The website is available at: www.nncscotlandscolleges.ac.uk.

As part of this update and refresh the terminology used for support staff has also been amended, with the term Professional Services Staff now being used to cover support roles.

3. Academic Staff Negotiations

Since the previous update there have been national discussions between the Colleges Employers Association and EIS-FELA in respect of the three year pay demand lodged for 2026/27, 2027/28 and 2028/29. Discussions and negotiations on this demand continue to progress with the aim of achieving a settlement in advance of the September 2026 due date.

Other National Discussions

Other discussions are progressing nationally in respect of a national statement around the application of the fair Work principles and additional guidance/requirements in respect of the arrangements around transfer to Permanency conditions, Promoted posts and the use of associate trainers. These discussions are at an early stage and further updates will be shared as arrangements progress and any outcomes are confirmed.

4. Professional Services Staff Negotiations

National Job Evaluation

Arrangements in respect of the national job evaluation project are continuing to progress slowly with a further update provided on the NNC website in April and May 2026 and available here.

5. Local 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. Interim arrangements are in place through a regional GMB Officer (Paul Reid) to support D&A staff.

6. College Sector of the future - Workforce

Although led by Colleges Scotland rather than the College Employers', The College Sector of the Future work includes discussion around future workforce roles and requirements. This work will include research into approaches adopted within vocational education and training internationally alongside work with colleges to review and assess future need.

Outcomes from this work will inform the wider review of future sector needs and approaches.

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 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

Agenda Item 10

People, Culture and Wellbeing Committee

Thursday 21 May 2026

PAPER F

STRATEGIC RISK REGISTER

BOARD OF MANAGEMENT
People, Culture & Wellbeing Committee

Thursday 21 May 2026

Strategic Risk Register Update

Paper for approval

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 June 2026 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

DUNDEE AND ANGUS COLLEGE



STRATEGIC RISK REGISTER

2025 - 2026

As at June 2026

Post Holders					Score	Impact	Likelihood
	ELT	Executive Leadership Team	Prin	Principal			
	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
1 Strategic and Structural										
1.1 LT&Q	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	• Robust strategic planning • Effective environmental scanning • Strong partnerships • Clear links between strategy and practice • Concerted demands for increased activity levels	4	1	4 ↔	• Robust monitoring via OF&AM Framework • Clear performance metrics • Amendment of strategic direction/ plans • Rolling curriculum review	Principal & Chair
1.2 Board	College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	• Effective environmental scanning • Negotiation/influence at national level	4	2	8 ↔	• Review of changes and amendment of strategic direction/plans • Financial strategy sensitivities	Principal & Chair
1.3 Board	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: • Ability of the College to meet key regional strategies/objectives • Financial loss or unmanageable financial risk • Reputational loss	4	3	12	• Effective project/activity management in place • Clear governance structures • Project/initiative finances clearly incorporated within College financial strategy and plans • End of project and exit/contingency planning	3	2	6 ↔	• Regular project updates at Executive/Board level • Monitoring of project activities, plans and outcomes • Clear Project Management arrangements in place • Budget reporting and management	Principal, VPCP

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1 Strategic and Structural (cont)										
1.4 Board	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, QAS, QAA, EdS **List of bodies updated to reflect recent changes**	3	3	9	• Negotiation/influence at national level • Review of activities/ projects and response to new opportunities	3	1	3 ↔	• Robust monitoring via OA • Amendment of strategic direction/ plans • Rolling curriculum review	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. **Monitoring updated to reflect new TCFD and Audit Scotland reporting requirements**	4	3	12	• Robust CEAP in place • Multiple strands of activity/action • Embedding sustainable practices in normal activity and ways of working • Clear links between strategy and practice • Planned investment in carbon reduction • Sustainable procurement	3	2	6 ↔	• Robust monitoring and reporting of CEAP at SLT and Board level • Clear performance metrics • Amendment of strategic direction/ plans • Monitoring of scope 3 emissions • Monitoring and Reporting on progress within annual accounts	VPSO, DirInf, HoE

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
2 Financial										
2.1 **F&I**	Change in Funding Body and/or Funding Methodology and Allocation – Reduction or restriction in Funding	3	4	12	• Negotiation/influence at national level • Contingency plans for amended funding levels or requirements	3	2	8 ↔	• Advance modelling of new funding requirements, methodologies, and allocations • Monitoring impact of changes • Amendment of strategic or operational direction / plans • Financial strategy sensitivities	VPSO
2.2 **F&I**	Failure to achieve institutional sustainability **Updated to reflect Financial Strategy & Assumptions**	5	4	20	• Protection of funding through dialogue with SFC and SG • Input to create sector 'flexibilities' • Robust annual budget-setting and multi-year financial strategic planning • Effective budgetary control • Where required, swift action to implement savings • Clear Financial Strategy in place with documented and monitored assumptions	4	4	16 ↔	• Monthly monitoring of budgets • Regular review of financial strategy and non-core income sensitivity • Effective use of sector 'flexibilities' to support sustainability • Amendment of strategic priorities and timing to align with funding levels • Review and amendment of activity and budget planning to address over/under performance against activity (credit) target • Detailed monitoring of savings programmes • Detailed monitoring & management of CDEL/RDEL risks	VPSO

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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
2 Financial (cont)										
2.3 **F&I**	National outcomes on salaries and conditions of service outstrip ability to pay	4	4	16	• Influence within Employers Association • Management of staffing expenditures	4	3	12 ↔	• Expenditure modelling • On-going discussions with staff • Financial strategy sensitivities • Workforce planning	VPSO
2.4 **A&R**	Financial Fraud	3	3	9	• Strong financial controls: segregation of duties and review of transactions. • Review of impact of any changes in structure or duties • Whistleblowing arrangements	2	2	4 ↔	• Continuous review of financial controls • Internal Audit programme	VPSO
2.5 **F&I**	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	• On-going dialogue with Foundation Trustees • Appropriate bid arrangements in place	3	2	6 ↔	• Monitor and advise Board of Management	Prin & VPSO
2.6 **F&I**	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	4	4	16	• Multi-year estates strategy and capital planning • Lobbying of SFC on capital and backlog maintenance funding • Planning for D&A Foundation bids	4	3	12 ↔	• Monitoring of capital plans and expenditures • Regular review of capital plans/timescales relative to funds	VPSO

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	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
Risk Number & Committee	**Risks**	**Impact**	**Likelihood**	**Score**	**Mitigation Actions**	**Impact**	**Likelihood**	**Score**	**Monitoring**	**Lead Responsibility**
2 Financial (cont)										
2.7 **F&I**	Failure to reach aspirational standards in financial strategy, budgeting, planning or audit	4	3	12	• Clear financial strategy aligning to College priorities and FFR • Appropriate zero based budgeting in place • Regular, timeous and accurate budget monitoring • Effective audit planning and completion	3	2	6 ↔	• Regular review of financial priorities to align / realign with available funds • Comprehensive monitoring and reporting of all finances • 'Real time' budget and data analysis underpins decision making • Effective audit planning and completion	VPSO DirFin

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Risk Number & Committee	**Risks**	**Impact**	**Likelihood**	**Score**	**Mitigation Actions**	**Impact**	**Likelihood**	**Score**	**Monitoring**	**Lead Responsibility**
3 People and Performance										
3.1 **LT&Q**	Failure to reach aspirational standards in learning, teaching, and service delivery **Updated to reflect additional quality review activities under new quality arrangements**	4	3	12	• Clear quality arrangements and priority actions • Continuous self-evaluation and action planning • Rigorous CPD arrangements in place • Regular classroom observation and learner feedback arrangements	2	2	4 ↔	• Comprehensive monitoring of key PIs and student/staff feedback • Regular Stop and Review events • External review and validation findings • Rolling programme of Institution Led Quality Reviews (ILQR)	VPCP, VPSO DirC&A
3.2 **LT&Q**	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	• Robust strategic planning and monitoring • Effective environmental scanning • Strong partnerships • Clear links between strategy and practice • Concerted demands for increased activity levels	2	2	4 ↔	• Effective internal monitoring/review/verification arrangements • External review findings	VPCP, VPSO
3.3 **A&R**	Legal actions; serious accident; incident or civil/criminal breach	4	4	16	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management development programmes	3	2	6 ↔	• Monitoring and reporting in key areas – eg H&S, equalities, employee engagement • Continuous professional development • Internal audit programme • Staff surveys	Prin, VPSO, HoE

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3 People and Performance (cont.)										
3.4 P,C&W	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	4	4	16 12	• Clear and proactive approaches to managing and promoting health, safety, and wellbeing • Continuous self-evaluation and action planning • Rigorous CPD arrangements in place • Regular staff and learner feedback arrangements	3	2	6 ↔	• Regular employee engagement monitoring • Open communication with staff • Comprehensive monitoring of key PIs and student/staff feedback • Regular union/management dialogue	VPSO
3.5 Board	Reputational Risk – Loss of reputation with key stakeholders	4	2	8	• Marketing strategy • Reputation plan • Positive marketing approaches	3	2	6 ↔	• Stakeholder engagement • Social media monitoring arrangements	VPCP, DirC&A
3.6 P,C&W	National bargaining outcomes impact adversely on College operations, activity, and flexibility	4	4	16	• Influence within Employers Association • Management of bargaining outcomes and implementation	4	3	12 ↔	• Positive union relations and staff communication • On-going discussions with staff • Innovation in approaches	VPSO, VPC&A

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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
3 People and Performance (cont.)										
3.7 **P,C&W**	Industrial Relations Problems (including industrial action)	4	5	20	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management development programmes • Industrial action continuity planning	4	2	8 ↔	• Regular union/management dialogue • Regular employee engagement monitoring • Open communication with staff • Industrial action continuity planning	VPSO
3.8 **A&R**	Significant Breach of data security / data protection **Mitigations updated to reflect AI risk elements**	5	4	20	• Effective management of GDPR compliance • Mandatory staff CPD and awareness raising on data protection (relative to role) • Awareness and monitoring of risks associated with Artificial Intelligence	4	2	8 ↔	• Active data protection monitoring and auditing • Effective information and data security policies in operation • Regular data security monitoring/testing • GDPR Action Plan • Staff CPD • AI awareness and CPD	VPCP, DirInf
3.9 **P,C&W**	Failure to meet Prevent and related obligations	5	3	15	• Prevent training • Staff awareness and contingency planning • Engagement/practice sharing with local agencies	5	1	5 ↔	• Business Continuity Plan including scenario testing • Information sharing with local agencies	VPCP, VPSO

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS: Risks	Impact	Likelihood	Score	TREATMENT: Mitigation Actions	POST MITIGATION EVALUATION: Impact	Likelihood	Score	Monitoring	Lead Responsibility
3 People and Performance (cont.)										
3.10 **P,C&W**	College arrangements do not minimise risk associated with Modern Slavery	4	2	8	• Clear and compliant procurement arrangements and procedures • Staff identity checking arrangements and use of PVG.	3	1	3 ↔	• Annual procurement monitoring/reporting • Regular employee engagement monitoring • Open communication with staff	VPCP, VPSO
3.11 **Board**	Failure to plan or respond adequately to future pandemic illness.	5	3	15	• Monitoring and rapid response to WHO and UK/Scottish Government information and alerts • Maintenance of COVID-19 good practice approaches to inform future use • Effective business continuity planning in place	4	2	8 ↔	• Pandemic readiness / response included in business continuity plan reviews and testing • COVID/Pandemic Response Group in place • Active monitoring and rapid adoption of pandemic guidance / control measures	Principal

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3 People and Performance (cont.)										
3.12 P,C&W	Failure to attract, engage, retain or develop appropriately qualified staff.	4	3	12	• Clear People Strategy and Workforce Planning in place • Positive Union relations and staff communication • Effective management development & CPD programmes • Positive recruitment approaches and monitoring	4	1	4 ↔	• Absence & turnover monitoring • Exit interviews • Regular staff surveys & survey responding • Monitoring and responding to staff concerns, union issues and employee relations concerns	VPSO

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4 Infrastructure										
4.1 **A&R**	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures, RAAC or similar infrastructure failure **Mitigations updated to reflect AI risk elements**	5	3	15	• Sound systems of administration • Clear fire and disaster recovery arrangements • Staff CPD • Awareness and monitoring of risks associated with Artificial Intelligence	5	1	5 ↔	• Business Continuity Plan including scenario testing	Principal, VPSO, DirInf
4.2 **F&I**	Failure to achieve ambitions of Digital strategy; strategy and development is ineffective	4	3	12	• Planning, careful phasing of changes to processes and systems • Effective management of ICT arrangements • Clear investment plan	3	2	6 ↔	• Regular review/reporting on milestones, systems effectiveness etc • Regular CPD	VPSO, DirInf
4.3 **A&R**	Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes **Mitigations updated to reflect AI risk elements**	4	3	12	• Effective management of ICT arrangements • Active ICT/data security monitoring and cyber security policy • Awareness and monitoring of risks associated with Artificial Intelligence	4	2	8 ↔	• Staff CPD on cyber security issues • Regular security monitoring/testing • Cyber resilience plan • Awareness and monitoring of AI risks & risk sophistication	VPSO, DirInf

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4 Infrastructure (cont)										
4.4 **A&R**	ICT infrastructure fails to support effective data security / data protection **Mitigations updated to reflect AI risk elements**	5	3	15	• Effective infrastructure and systems design and implementation • Effective management of ICT arrangements and GDPR compliance • Awareness and monitoring of risks associated with Artificial Intelligence	4	2	8 ↔	• Active data protection monitoring and auditing • Effective information and data security policies in operation • Regular data security monitoring/testing • Awareness and monitoring of AI risks & risk sophistication	VPSO, DirInf
4.5 **F&I**	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	• Creation of long-term infrastructure principles and vision • Multi-year estates strategy and capital planning • Lobbying of SG and SFC on capital and backlog maintenance funding • Identification of alternative funding routes • Planning for D&A Foundation bids	4	4	16 ↔	• Lobbying of SG, SFC and UK Gov on campus vision and needs • Prioritisation of capital plans and expenditures • Regular review of capital plans/timescales relative to funds	Principal VPSO

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: **Blue** (1-3) = Minor Risk; Green (4 – 8) = Moderate 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.

Agenda Item 11

People, Culture and Wellbeing Committee

Thursday 21 May 2026

PAPER G

HR METRICS

BOARD OF MANAGEMENT
Human Resources and Development Committee
Thursday 22 May 2026

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.

Comparison Data from Previous Meeting	**FTE 614.6**	**Active Headcount 668**

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	45.86%
Disability	64.71%
Median Gender Pay Gap	4.72%
Diversity Data Gaps	30.96%

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 continue to improve data provision 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 Rolling Year to 31/04/26	Staff Absence Rolling Year to End of Last Quarter
Average working days lost per sick headcount	**9.0 days**	**7.8 days**
Working time lost	**4.17%**	**3.67%**
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%	

NB as an annual calculation it is noted that the absence rate can be misleading during period of rapid decline in staff numbers

Absence Analysis (Incidents)	Rolling Year to End of Last Quarter	Rolling Year to Start of Last Quarter
Long Term Absences (4 weeks or more)	**77**	**55**
Short Term Absences	**774**	**741**
Stress Related Absences – Work related	**13**	**12**
Stress Related Absences – Non-work related	**62**	**49**

Other HR Metrics

	Last Quarter	2025/2026 Full Year
Staff Turnover Rate (non-forced)	**7.41%**	**16.3%**
Employee Hearings		
Discipline	**1**	**1**
Grievance	**2**	**8**
Tribunal Actions	**0**	**0**
Recruitment Exercises	**26**	**122**
Current Vacancies	**2**	

3. OD Metrics

	YTD 2025/26	2025/26 Full Year
Engagement with Leading Learning Academy (per team)	**100%**	**100%**
Number of internal CPD events delivered and external events supported	**362**	**337**
Number of attendances at internal and external CPD events per employee headcount	**1565**	**1140**
Organisational Development budget per employee headcount	**-**	**£110**
Engagement survey ratings (annual/periodic)	**Engagement Index: 76** **Happiness Index: NA**	Engagement Index: 80 Happiness Index: 76
Employees participating in College-wide strategy and working groups % of employee headcount	**-**	-
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
Employee benefits take up rates	**All staff registered**	All staff registered

Induction

Induction 2025/26	New Starts	Not Started	In progress: On Track	In progress: Behind	Completed	Total
Academic	**24**	**0**	**27**	**0**	**0**	**0**
Support	**44**	**0**	**44**	**0**	**0**	**0**

Training & Development Completion Rates

Activity	2025/26 Completion Rate to date
Development Reviews	**69%**
Mandatory Training	
#Health & Safety	**100%**
#Fire Safety	**100%**
#Display Screen Equipment	**100%**
****Cyber Security**	**99%**
****GDPR**	**100%**
***Safeguarding**	**37%**
***Equality & Diversity**	**38%**
***Mental Wellbeing in Children and Young People**	**36%**

The above figures represent completion rates in respect of the 3 year rolling mandatory training cycle of courses as follows. All mandatory training units should be completed by the end of the academic year cited (31 July).

#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

Agenda Item 12

People, Culture and Wellbeing Committee

Thursday 21 May 2026

PAPER H

MINUTES/MEETING UPDATES

Health, Safety & Wellbeing Committee

January 2026

Health, Safety & Wellbeing Committee Meeting Minutes

Wednesday 28 Jan 2026 at 9am
Gardyne Campus Room G-MA-150

PRESENT:	Stephen Taylor (ST) (Chair) Sandy Fowler (SF) Jackie Beresford (JB) Jane Cooper (JC) Gillian Thomson (GT) Karen Buchan (KB) Ronnie Hamilton (RH)	Lee Lappin (LL) Kichelle Williams-Robinson (KW-R) Chloe Hendrie (CH) Lauren Simpson (LS) Bryan Leonard (BL) Stephen Oakley (SO) **(Online)**
APOLOGIES:	Billy Grace (BG) Andy Ross (AR) Darren Abel (DA) Sarah Rennie (SR) Lisa Kelbie (LK)	Richard Gordon (RG) Fi O'Duibhinn (FO)

1. Welcome & Apologies

ST welcomed everyone attending and **SF** confirmed apologies received.

2. Note of Last Meeting

Notes of the previous meeting were agreed as an accurate reflection.

Matters Arising (for information)

Agenda Item No	Owner	Action	Current Status	Open / Closed
10.1	**SF**	To provide update Terrorism (Protection of Premises) Act 2025 (Martyn's Law) when further information is released by the Scottish Government / SIA.	Scottish Government/SIA guidance still awaited.	Open
10.2	**LL**	To arrange the creation of a SLWG to discuss the elements of wellbeing and to promote the good work being done.	SLWG created and this is to feed into EDI (Equality, Diversion and Inclusion) group	Open
5.2.1	**SF**	To finalise the Health & Safety Management Training Course for staff/line managers.	Training course completed 28th Nov 2025.	Closed
5.2.2	**SF**	To arrange for deployment of Staff Fire Emergency Evacuation RISE Course for all staff following completion of final testing.	Training course launched as part of Health and Safety Campaign Dec 2025	Closed

4. Sub-Committee Updates:

4.1 Wellbeing Planning

LL Stated that the sub-committee has not met since the last HSWC meeting but confirmed that the SLWG mental health and wellbeing committee will feed into the EDI (Equality, Diversion and Inclusion) Group with an update to be provided at the Health, Safety and Wellbeing Committee next meeting.

Action – LL to provide an update on Wellbeing planning/EDI group at the next meeting of the Health, Safety and Wellbeing Committee.

5. Health & Safety Team Update

5.1 SF stated that the Health & Safety Officer's Report January 2026 had been released which is published online, within that report it shows continued positive progress covering the period Aug 2025 to January 2026. In summary, the department has continued to provide support to both curriculum and support areas through DSE assessments, PEEP's, administration and cover of campus first aid and provision of departmental health and safety training along with reviewing safety management systems, procedures and documentation.

Health & Safety Statistics

SF presented a summary of the Statistic reports where it is important to understand how we are doing and where we are. Although we share these at committee level, these are also shared at department team meetings. During the period August 2025 – January 2026 there were 73 accidents, 75 Incidents and 28 near misses reported, with total 176 events. There were 0 RIDDOR reportable accidents reported during this period which is the same as last year. The statistics shows that for the last 3 years they are increasing which is anticipated as part of ongoing safety campaigns and will begin to Plateau over the next 12-18 months where the numbers would be expected to stabilise.

5.2 Health & Safety Training

5.2.1 Health & Safety Management Training Course

SF Stated that a Health & Safety Management Training 4-hour course for line manager/support had taken place on 28th November 2025 who were long term sick, absent. A health and safety course for ICT Technicians was delivered on 22nd October 2025 for persons.

5.2.2 Staff Fire Emergency Evacuation RISE Course online

SF stated that the short (approx. 15 minutes) Staff Fire Emergency Evacuation RISE Course for all staff was launched as part of the See It, Hear It say It campaign in November 2025 for 850 staff, which was monitored over 12 weeks period. A further 3 face to face training sessions were delivered by the Health and Safety Team to Cleaners/Caretakers on 10th, 12th and 17TH December 2025 over all 3 campuses with 21 attendees.

5.3 Accident Investigations Summary Findings and Lessons Learned

SF confirmed that there was nothing to report since the last meeting.

5.4 First Aid Provision Concerns

SF confirmed that a 3-day FAW (First Aid at Work) course was held at Gardyne from 7th-9th January 2026 for 6 delegates who all successfully passed and have been added to the First Aider list. However, due to latest Savings Plan and VS (Voluntary Severance)

a number of first aiders had left the college and whilst emergency first aid across all campuses was maintained through the rota, significant challenges due to staff absences, remote working arrangements and competing priorities with in departmental teams had placed considerable strain on the health and safety team, requiring substantial time and coordination to ensure compliance with the First Aid regulations. A detailed discussion around this was discussed by the committee and further to the proposal that a SLWG group be formed, it was agreed by the committee to proceed. A number of committees volunteers put their name forward and it was suggested and agreed that an additional member of the first aid rota be invited to attend the group.

Action – First Aid SLWG to be formed with meeting dates to be distributed via doodle poll to members of the SLWG. Chair of the First Aid SLWG, to contact the line manager of the additional member with regards to availability and possible participation.

5.5 Departmental Safety Check System

SF confirmed that the 1st Round of Safety Checks for 2026 commenced from 19th January 2026 and due for completion Friday 30th January 2026. Since moving to the Safety Check power app online process, this provides an efficient streamlined completion process and quicker way for analysing and sharing safety information/data across all departments.

Following the completion of Round 1, 2 and 3 of last Academic Year 2024-2025, the information submitted through the app database was analysed by the health and safety team with graphs produced which show a substantial increase in safe working behaviours and a sustained absence of safety-critical incidents. As a result, the current level of sequential checking may now exceed what is required for effective risk control and it is recommended that the number of safety checks in this Academic Year be formally reduced from 3 checks to 2 with the proposed change being monitored over the coming 12 months to confirm continued safe performance. The committee agreed to this positive progression.

Action – SF to provide an update on the safety checks frequency change to Senior/Line Managers following the release of statistical data for round 1.

5.6 AINM/Safety Check Statistical Analysis Development (POWER BI)

SF stated that over the last 12 months he has been engaged with Digital Services data management team in development of a POWER BI model to cover AINM and Safety Checks data and this has progressed well. The next meeting is planned for 3rd Feb 2026. The move to the use of POWER BI will be a valuable addition to other components of the safety management systems data, which will provide efficiency and accuracy of data along with increased transparency of data outputs.

ST stated that the health a safety cultural and organisational development over the last few years has been phenomenal and he was encouraged to hear of the development with the POWER BI. **ST** requested that prior to deployment of the new POWER BI model, that an introduction training session be provided to those who may need access to the new H&S Power BI reporting model.

Action – SF to arrange an introduction training session for POWER BI data model with HSWC members when system development is complete.

5.7 Occupational Health Surveillance

JB confirmed that a process is underway to transfer the admin of health surveillance over to Gillian and that they will be working through the process together over the coming months as a handover.

5.8 See It, Hear It, Say It Campaign Update

SF stated that he is in discussion with Marketing to arrange as part of a safety campaign for the See It, Hear It, Say It posters to be displayed on communal TV screens across all 3 campuses over Feb-Mar 2026 providing additional focus to the posters displayed throughout the campuses.

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 and are trending down. This is the same for long term sick against the same period last year. Short term absences were also down and the only one that's static was stress related work absence. Overall sickness absence is low but it's good to see that trajectory from the previous year as well particularly in December is going down. The People Team are looking to do more deeper analysis and spend some time with the departments doing a bit of analysis in terms of spikes and continuing to monitor short- and long-term sickness. The All-Staff Development Day will include a session around attendance, management and monitoring.

6.2 Wellbeing:

JC provided an update summary from the report uploaded to the portal page, in terms of cross college well-being activity with a slight reduction of take up due to reduction in people team from the last quarter of the year. The Walking challenge had less engagement this year, but still 20 staff engaged. A few Christmas activities in December, which were all fully booked with creative sessions. In terms of January, quite a few teams engaging with further training around the gender-based violence subject. The All-Staff development day has around 16 sessions planned on well-being and cover subjects such as suicide awareness, stress, anxiety with a mix of different subjects.

In addition, there are 21 just one-hour sessions available on the day providing a lot of opportunities for people to connect with others across the organisation and just do something different. With regards to financial well-being, there are a couple of new benefits getting launched around sort of salary sacrifice in terms of supporting pension scheme. The well-being portal page continues to get hits and it’s encouraging to know that the updated materials are getting looked at.

7. Trade Union:

7.1 Trade Union Update:

SO provided an update on behalf of EIS/FELA unions and confirmed current contacts of Union Reps who are dedicated at each campus, **SO** for Gardyne, Alice Ewen for Kingsway, and Claire Chalmers for Arbroath. The union uses the conversations held within the committee and shares these with their members. They are looking at using highlights of health and safety, wellbeing issues topics and then present the information back to union group as they continue to engage with people to support the positive changes in health and safety culture. **SO** stated one of things that is great, particularly

what **SF** is doing now, is about that cultural change, about changing how we look at health and safety of what we do, and that's what we want to we want to be a part of. We want to make sure that we have influence and support the work that's going on, which is great work and it really does show the commitment to something like health and safety, and wellbeing which has a positive impact on staff, lower sickness, less accidents, etc.

8. Students Association/Learner Engagement Update:

8.1 LS provided an update on the highlights of the report which was uploaded on teams portal. This was an overview from July to December with lots of exciting activities such as the Dungeons and Dragons programme which were completely different. Events really well attended which was brilliant with over 80 community partners with the Respect campaign over 2 weeks, so it's a lot of our external facilitators that will come in and deliver that and that's all booked workshops, the outdoor childcare learning event was fantastic, though it was a bit dreary and not very nice outside, but again another great thing that's going on.

The department is thinking as well, on how can we make sure the students feel supported because obviously they are here to give the qualification, but sometimes actually didn't feel part of that belonging. The social education programme that's been really well delivered over the last four to five months along with our team builds. And has been like our highest team building we've had in quite a few years, which has been fantastic. For staff, it's the opportunity to bring those students together to help that gel and maybe just on a bit of a different face coming in and facilitating that allows the member staff to also participate.

Our students are recognising they're volunteering in college which is fantastic. And again, just looking at those partnerships that we've got, the launch of the hub in Arbroath, huge success. So that is a bit of a pilot model of what it could look like with the campus. NHS Charitable trust to launch a youth club on a Monday night to engage with students and young people. Community Kitchen has been delivered 5 kitchens with 60 unemployed people. There's obviously a bit of a highlight on all the organisations that we're working with and obviously we cannot name them all individually, its just been brilliant and looking forward to semester 2.

9. New Issues or Other Reports in Internal & External Health, Safety & Wellbeing:
Nothing raised.

10 AOCB

10.1 SF provided an update on the Terrorism (Protection of Premises) Act 2025 with regards to future guidance/information which is still currently awaited from the Scottish Government / SIA. **SF** attending regular lunch and learn meetings hosted by ProtectUK.

Action – SF to provide update Terrorism (Protection of Premises) Act 2025 when further information is released by the Scottish Government / SIA.

10.2 GT highlighted it would be helpful if the current MHFA triage list was available for including in the first aid mobile phone for quick contact. The committee agreed for student services to provide these details for inclusion in each campus first aid mobile telephone.

Action – BL to arrange for the provision of current list of MHFA names for inclusion in first aid mobile telephones.

10.3 SO highlighted that he is keen to attend the HSWC meetings but due to current timetabling this has not always been possible. **SO** mentioned that he whilst he can organise cover for the next meeting in May 2026, he asked if it was possible if the committee meeting in Sept 2026 could be moved to later time in the day.

Action – SF to send out a doodle poll with new proposed meeting time and date to HSWC members for the next meeting Sept 2026.

11. Date of Next Meeting:

Wednesday 20 May 2026 at 09.00am Gardyne Campus Room G-MA-150 (Booked) (Unless there is a particular requirement for an earlier meeting)