BOARD OF MANAGEMENT

People, Culture and Wellbeing Committee

Thursday 19 February 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** – 27 November 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.	**STRATEGIC RISK REGISTER**	Paper E for approval	ST
10.	**HR METRICS**	Paper F for information	ST
11.	**MEETING MINUTES/UPDATES**	Paper G for noting	

- Joint Consultation & Negotiation Forum

12. **DATE OF NEXT MEETING** – Thursday 21 May 2026 at 5.00pm in Room K- TO- 624, Kingsway Campus

Agenda Item 4

People, Culture and Wellbeing Committee

Thursday 19 February 2026

PAPER A

MINUTE OF THE PREVIOUS MEETING – Thursday 27 November 2025

BOARD OF MANAGEMENT

People, Culture and Wellbeing Committee

Thursday 27 November 2025 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 27 November 2025 at 5.00pm, in Room K-TO-624, Kingsway Campus.

PRESENT:	Donald Mackenzie	Brian Mooney
	Brian Lawrie	Simon Hewitt
	Jenna Lawrence	Stephen Oakley

IN ATTENDANCE: Steven Taylor (Vice Principal Support Services and Operations)
Julie Grace (Vice Principal Curriculum and Attainment)
Billy Grace (Head of Estates)
Megan MacQueen (Executive Coordinator)
Abi Mawhirt (Head of People and Organisation Development)
Laurie O'Donnell (Regional Chair)

1. WELCOME

S Oakley welcomed everyone to the People, Culture and Wellbeing Committee meeting, in the absence of D MacKenzie who was joining later.

2. APOLOGIES

Apologies received from Robert Young, Neil Lowden, Carri Cussick and Richard Gordon.

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 4 September 2025 were approved as an accurate record.

5. MATTERS ARISING

Actions have been closed off and moving the metrics on a 15th month rolling period was still being considered.

Arrangements around the Emily Test 'charter mark' were discussed and it was noted that a group of staff were looking at this alongside the extensive work undertaken on eradicating gender based violence. Further updates would be provided.

6. FINANCIAL SECURITY & SAVINGS UPDATE

S Hewitt provided an update on financial savings. The second consultation paper has been issued, and an email was sent to the Board outlining the timeline and when the final paper will be released. The savings plan remains on track, although the impact will not be visible until next year due to voluntary severance payments and the timing of the academic year.

S Hewitt reported that he met Ben Macpherson (Minister for HE and FE) yesterday, and it appears likely that some additional funding may be allocated to the college sector, although the amount and form remain unclear. Any funding received will apply to the next academic year.

Further proposals are being considered, and final options may change. Voluntary Severance applications had increased, with applications closing on 5 December. A final update will be released next week, and the Board will receive a copy. Progress continues, and more details will be provided at the Finance and Infrastructure Committee.

S Taylor noted that conversations with unions are ongoing, and meetings are held weekly to ensure clear communication. There have been 188 consultation responses in round one and a further 45 in round two. The impact on staff morale has been noted, with this having been the lowest among all savings plans implemented. Lobbying efforts have been positive, with strong collaboration and effective messaging to the press and Scottish Government.

The People Team remains exceptionally busy responding to staff queries and support needs. S Oakley commented that communications have improved and are now more focused and guided, with strong support from the Senior Leadership Team in union discussions. B Lawrie commended the quality of the paper given the challenging circumstances. S Taylor acknowledged that many difficult decisions remain over the coming weeks.

B Mooney requested information on headcount and the impact on remaining staff, and Simon confirmed that the January budget will be a key milestone. L O'Donnell noted the positive media coverage of Simon's recent interviews.

7. PEOPLE, CULTURE & WELLBEING REPORT

D Mackenzie joined the meeting during this item. S Taylor presented his report, noting that health and safety signage has been updated across all campuses and that there has been an increase in near-miss reports. A fire evacuation course is being developed for all staff, and a flexible system for fire wardens during evacuations had been reinforced to accommodate hybrid working.

J Lawrence reported that an online survey was issued to all graduation attendees, and feedback has been overwhelmingly positive. The CDN Awards will take place next week. S Taylor confirmed that wellbeing support continues to be supported and feedback on options and approaches discussed during the weekly union catch up meetings.

The overall mood across the College, while low previously, has improved slightly following the recent walk event and enhanced communications. S Hewitt added that staff who feel secure are continuing to engage, and the Senior Leadership Team is supporting each other through this challenging period. B Lawrie asked how many voluntary severance applications had been declined, and S Hewitt confirmed that none had been declined. It was noted that in addition to savings in areas directly impacted, voluntary severance was also considered as a way of generating redeployment opportunities. D Mackenzie welcomed the report.

8. NATIONAL BARGAINING UPDATE

The Committee noted the paper outlining recent updates. Support staff have been offered a three-year deal, and the GMB ballot remains open until 8 December.

The offer had been approved already by Unison, with Unite also expected to vote in favour. If approved, the increases would be applied in the January 2026 pay run.

Job evaluation is progressing slowly due to the lack of project funding required to compile necessary data and complete evaluation steps.

The report was noted.

9. STRATEGIC RISK REGISTER

S Taylor reported that no changes were proposed.

10. HR METRICS

S Taylor highlighted the HR Metrics report. Absence rates have increased slightly due to a combination of long-term absences and seasonal short-term absences. There is no evidence that this is linked to the savings plan (given the retrospective timescale for absence reporting).

Staff were reminded of hand hygiene procedures, and it was noted that February 17 will support a significant focus on training and staff development on a day when no classes are scheduled.

11. MEETING MINUTES/UPDATES

The minutes of the Joint Consultative Committee and Health, Safety and Wellbeing Committee were noted. Sandy Fowler's achievement as Junior Vice President of Health and Safety was recognised.

B Grace noted that guidance on Martin's Law is still awaited from the Scottish Government, and a sector health and safety meeting will take place in December to (hopefully) consider the draft guidance.

12. DATE OF NEXT MEETING

Thursday 19 February 2026 at 5.00pm in K-TO-624, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Update on work to eradicate gender-based violence and progress towards the Emily Test 'charter mark' to be provided to a future meeting.	S Taylor	21 May 2026

Agenda Item 5

People, Culture and Wellbeing Committee

Thursday 19 February 2026

PAPER B

MATTERS ARISING

BOARD OF MANAGEMENT

People, Culture and Wellbeing Committee

Thursday 19 February 2026

Matters Arising

Paper B for noting

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**	Scheduled for May 2026	Open

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 19 February 2026

PAPER C

PEOPLE, CULTURE AND WELLBEING REPORT

BOARD OF MANAGEMENT
People, Culture & Wellbeing Committee
Thursday 19 February 2026

People, Culture & Wellbeing Report

Paper for information

1. Voluntary Severance Scheme

Following progression of the October 2025 savings plan, current VS applications and approvals are summarised as follows. 39 applications were received (13 Academic Staff and 25 Support Staff and 1 Senior Leadership Staff) from which 31 were approved (11 Academic Staff, 19 Support Staff 1 Senior Leadership Staff). The applications were also split 12 Male and 19 Female. To date the VS scheme will generate recurrent savings of £1.3 million per annum at a one off cost of £800k inclusive of all pensions strain and contractual entitlement costs.

The VS scheme remains open for those staff impacted in areas of the savings plan still to be progressed.

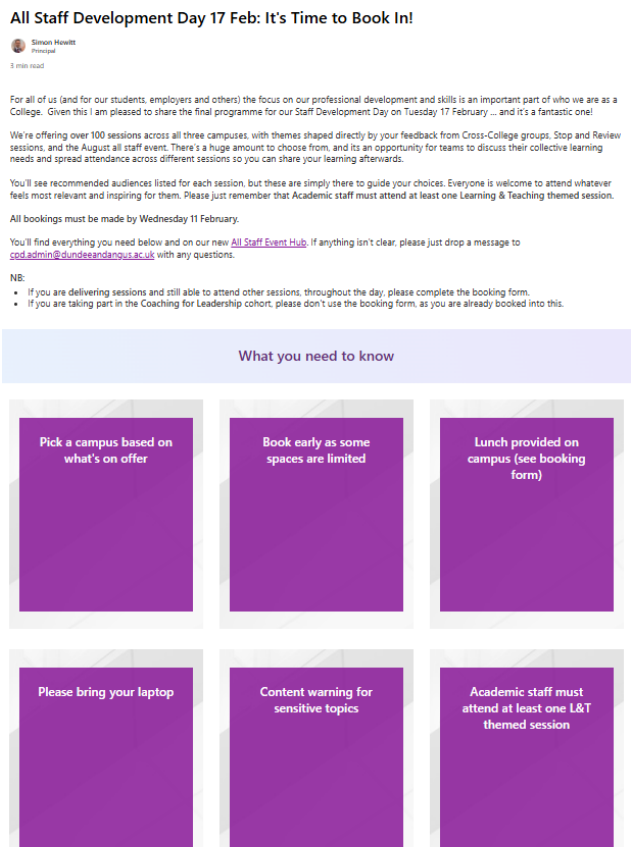
2. Staff Development Day 2026

The Colleges second full Staff Development Day will take place on Tuesday 17 February 2026. Like previous events, this is a 'no teaching' day across the College and offers over 100 different CPD events for staff attendance across all campuses. In each case, CPD activities are linked into the key priority areas within the Tertiary Quality Enhancement Framework (TQEF) and relevant professional standards for lecturing staff.

This includes significant opportunities on the enhancement of Learning and tTaching, a focus on the Changing Learner and embedding of trauma informed practice, and digital skills updating including the use of AI.

The day incorporates c20 Just one Hour events and activities for staff alongside a wide range of wellbeing related sessions.

Further feedback on the day will be provided at the meeting.



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

The main provisions being enacted during 2026 include rights around pay, leave, sick pay, industrial relations, and dismissal including the following:

- From February 2026, protections for workers involved in industrial action strengthen significantly. Dismissal for participating in lawful industrial action becomes *automatically unfair*, removing the existing 12-week limit for bringing claims.

  Notice periods for industrial action fall to 10 days, and ballot, picketing, and mandate rules are substantially simplified.

- From April 2026, family-related leave is expanded. Paternity leave and unpaid parental leave become day-one rights, eliminating previous service thresholds. College policies will be updated to reflect these changes.

- Statutory Sick Pay (SSP) is also reformed: it becomes payable from day one of illness, and the lower earnings limit is removed, widening eligibility. College policies already include day one provision so no further change is needed.

- The maximum protective award for failure to consult during collective redundancies doubles from 90 to 180 days' pay.

- Further changes include enhanced whistleblowing protections relating to sexual harassment and the establishment of the 'Fair Work Agency' to oversee compliance on pay and leave rules

4. Learning Forums

Our Workbased Learning Forum (WBLF) was successfully re-established and delivered on the 12th January with strong attendance and valuable contributions from presenters and participants. Key topics covered included the new Education Scotland Quality Framework for Modern Apprentices, Meta and Essential Skills, Feedback to learners, SDS Audit findings, the introduction of Internal Audits, dashboard developments and the Workbased CPD Toolkit. Feedback from attendees has been positive and planning for the next Forum in June is already underway.

The Leading the Student Experience (LSE) event on 21st January guided staff through a specific learner journey, using scenario-based activities to explore how college systems can better support students. Participants examined hidden barriers affecting attendance, engagement and attainment, applying a trauma informed lens to understand behaviours often misinterpreted as disengagement.

Through guided reflection, teams identified where institutional processes may unintentionally exclude learners and discussed practical system level responses that prioritise connection, flexibility and equity. The session highlighted the importance of proactive support, consistent relationships and reframing attendance conversations to focus on wellbeing rather than compliance. Early feedback is extremely positive, with a suggestion to widen the delivery to Group Tutors, participants felt that the event strengthened their confidence in using college systems more effectively to remove barriers and enhance the learner experience.

5. Coaching for Leadership

The first full day of the Coaching for Leadership programme commenced on the14th January, marking the start of the second cohort and the fourth iteration of this professional learning programme.

The cohort is a mix of academic and support staff across promoted and unpromoted roles. For fully GTCS-registered academic staff, the programme offers the opportunity to apply for GTCS Professional Recognition in Coaching at master's level, with D&A as the only college in Scotland holding this accreditation status.

The programme has attracted strong interest from both internal colleagues and external partners, and we are currently also delivering this coaching programme to Forth Valley College, following a recommendation from the General Teaching Council for Scotland.

Both sessions have been well received, with high levels of engagement, reflective discussion and positive feedback.

This activity supports the College's 2030 Strategy, aligning to:

- Theme 2.3 (Our People) by developing a collaborative and confident leadership culture that encourages innovation, accountability and aspiration.
- Theme 4.3 (Impact) by enhancing the College's regional and national reputation through sector-leading professional learning.

6. Staff Lobbying over Sector Funding

As reported at the November meeting, a wide range of staff have been involved in lobbying the Scottish Government over sector funding and the impact that funding cuts are having on D&A and colleges as a whole.

This engagement includes further significant input from sector trade unions but has also involved staff and students from all areas of the College.

Key steps include the petition and the 'Campus to Cabinet@ walk on Saturday 22 November 2025 from the Saltire Centre to the Kingsway Campus.

Joint news interviews have also continued to be held between the Principal, local union representatives and the Students' Association to highlight the impact of funding cuts.



Focused meetings with local MSPs involving student, staff, managers and unions have also helped to raise the profile of the issue and keep the pressure on the Scottish Government in the run up to the Scottish budget.

Whilst the direct link is always challenging to establish it is clear that this work has had a significant impact in raising the profile of D&A and the college sector as a whole, that has in turn resulted in a significant increase in the funding announced in the January 2026 Scottish Budget.

On the back of this work, MSP Maggie Chapman longed the following motion in Parliament.

***S6M-20510 Maggie Chapman: Dundee and Angus College Unions Fighting for the Future**

> That the Parliament recognises and values the importance of those working in the further education (FE) sector, including those at Dundee and Angus College; notes what it sees as the success of the Fighting for the Future of Further Education Campaign; appreciates the organising and effort that the campus trade unions have made in highlighting and seeking to protect the contribution made by FE to its students and the communities and economy of the North East and beyond; commends the ongoing commitment of the campus trade unions in protecting jobs and ensuring fair treatment for staff, and extends its best wishes for their continued efforts in advocating for workers' rights and ensuring that Dundee and Angus College continues to be integral to the communities that it serves.

7. Fair Work Principles

As detailed under agenda item 8, all institutions in receipt of Scottish Funding Council funding will have adhere to all seven Fair Work criteria rather than the two that are currently required. This change is welcomed in staffing terms and there are no specific changes anticipated from D&A to meet these requirements.



Concern does exist, however, that the requirements are not equal across different parts of the public sector which is likely to make it more difficult and more costly for colleges when tendering for commercial or other business. This concern has been fed back to the government.

Alongside this change, the College was asked to participate in an independent research project being undertaken by the Scottish Government into the application and impact of the Fair Work First agenda. The College welcomed this opportunity and will be featured as a good practice Case Study to be included in the research publication.

Details of D&A approaches to Fair Work are available here.

8. 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, Barry Carmichael, Learning & Teaching Mentor, Steve Taylor, Vice Principal Support Services and Operations
Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

Agenda Item 8

People, Culture and Wellbeing Committee

Thursday 19 February 2026

PAPER D

NATIONAL BARGAINING UPDATE

BOARD OF MANAGEMENT
People, Culture & Wellbeing Committee
Thursday 19 February 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. College Employers Scotland (CES) Senior Staff Changes

Following the promotion of the former CES Director (Gavin Donoghue) to the role of Chief Executive of Colleges Scotland and the retiral of the former Head of National Bargaining (John Anderson) two new appointments have been made, with Callum Chomczuk becoming CES Director and Steve Farell being appointed as Head of National Bargaining. An introductory meeting with Mr Chomczuk is scheduled for 26 February 2026.

3. Academic Staff Negotiations

Since the previous update there have been ongoing national discussions between the Colleges Employers Association and EIS-FELA. The recent focus has included updating the new national recognition and procedure agreement and related ways of working as detailed below.

A three year pay demand (2026/27, 2027/28 and 2028/29) for academic staff has been lodged with College Employers Scotland. This is seeking an increase of 4.5% for 202627 and a 4% increase in future years with a guarantee that the minimum award will be at least 1% above the rate of inflation. The demand also includes a requested commitment to no compulsory redundancies and the introduction of a distant islands allowance.

Discussions and negotiations on this demand will progress in the near future with the aim of achieving a settlement in advance of the September 2026 due date.

4. Support Staff Negotiations

4.1 National Job Evaluation

Arrangements in respect of the national job evaluation project are continuing to progress, although the funding to underpin the project work is still unclear and will be linked to the outcomes of a ‘Lessons Learned’ exercise to be undertaken by the Scottish Funding Council. A full Treasury ‘Green Book’ funding bid is also likely to be necessary to access project funds.

Preparatory work in respect of the JE exercise is continuing, including

- 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.

It is proposed that the project will progress in two phases, with the first focusing on current roles, with the second phase then looking at the historic roles back to 2018. Both parts of this project are complex and discussions around the details of this are on-going.

From a D&A perspective there are 150 job roles to be evaluated within the first phase of the project with up to a further 190+ to be evaluated in the second stage depending upon decisions made around coverage.

A recent update on the national project is available here.

4.2 Organisational Change Guidance

As part of the outcomes of the 2025/26 negotiations with support staff, a draft organisational change guidance document has been developed for the sector. This document (once formally approved) will provide straightforward guidance and commitments (in line with the ACAS guidance) to provide a minimum standard of approach to restructuring and savings plan consultation and approaches across the sector.

5. Revised National Recognition and Procedure Agreement

Following a range of discussions, a new National Recognition and Procedure Agreement has been approved by unions and employers. This revised agreement will modernise and streamline elements of the current arrangements, including introducing expected behaviour standards in line with the standards in public life. The revised agreement is scheduled to be signed and implemented from 1 March 2026.

6. Fair Work Principles

As also noted under agenda item 7, all institutions in receipt of Scottish Funding Council funding will have adhere to all seven Fair Work criteria rather than the two that are currently specified. This change is welcomed in staffing terms and there are no specific changes anticipated from D&A to meet these requirements. Concern does exist, however, that the requirements are not equal across different parts of the public sector which is likely to make it more difficult and more costly for colleges when tendering for commercial or other business. This concern has been fed back to the government.

7. Public Sector Pay Policy – Chief Executives

The Minister for Further and Higher Education has formally agreed that college Principals pay will now come under the terms of the Public Sector Pay Policy 2025-26 for Chief Executives. Details on these arrangements are not yet clear and any amendment to arrangements arising from this change will be progressed under the terms of the Remuneration Committee.

8. 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.

9. 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 9

People, Culture and Wellbeing Committee

Thursday 19 February 2026

PAPER E

STRATEGIC RISK REGISTER

BOARD OF MANAGEMENT
People, Culture & Wellbeing Committee

Thursday 19 February 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 March 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 March 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

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.

Post Holders						Score	Impact	Likelihood
	ELT	Executive Leadership Team	Prin	Principal		1	Routine	Remote
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment		2	Minor	Unlikely
	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: Risks	Impact	Likelihood	Score	TREATMENT: Mitigation Actions	Impact	Likelihood	Score	POST MITIGATION EVALUATION: 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	• 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.	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	VPSO, DirInf, HoE

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.

Post Holders					Score	Impact	Likelihood
	ELT	Executive Leadership Team	Prin	Principal			
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	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
Risk Number & Committee	**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	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	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

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.

Post Holders					Score	Impact	Likelihood
	ELT	Executive Leadership Team	Prin	Principal			
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	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
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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Post Holders					Score	Impact	Likelihood
	ELT	Executive Leadership Team	Prin	Principal			
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
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2 Financial (cont)										
2.7 F&P	Failure to reach aspirational standards in financial strategy, budgeting, planning or audit	4	3	12	• Clear financial strategy aligning to College priorities and FFR • 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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	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
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	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	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	5	4	20	• Effective management of GDPR compliance • Mandatory staff CPD and awareness raising on data protection (relative to role)	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	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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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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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.)										
3.12 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 7 survey responding • Monitoring and responding to staff concerns, union issues and employee relations concerns	VPSO

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4 Infrastructure										
4.1 **A&R**	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures, RAAC or similar infrastructure failure	5	3	15	• Sound systems of administration • Clear fire and disaster recovery arrangements • Staff CPD	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	4	3	12	• Effective management of ICT arrangements • Active ICT/data security monitoring and cyber security policy	4	2	8 ↔	• Staff CPD on cyber security issues • Regular security monitoring/testing • Cyber resilience plan	VPSO, DirInf
4.4 **A&R**	ICT infrastructure fails to support effective data security / data protection	5	3	15	• Effective infrastructure and systems design and implementation • Effective management of ICT arrangements and GDPR compliance	4	2	8 ↔	• Active data protection monitoring and auditing • Effective information and data security policies in operation • Regular data security monitoring/testing	VPSO, DirInf

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS: Risks	Impact	Likelihood	Score	TREATMENT: Mitigation Actions	POST MITIGATION EVALUATION: Impact	Likelihood	Score	Monitoring	Responsibility
4 Infrastructure (cont)										
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

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Agenda Item 10

People, Culture and Wellbeing Committee

Thursday 19 February 2026

PAPER F

HR METRICS

BOARD OF MANAGEMENT
People, Culture and Wellbeing Committee
Thursday 19 February 2026

HR Metrics

Paper F for information

1. Introduction

The PC&W 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 625.2** **Active Headcount 691**

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	46.35%
Disability	65.11%
Gender Pay Gap	7.05%
Diversity Data Gaps	30.86%

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 Rolling Year to 31/01/26	Staff Absence Rolling Year to End of Previous Quarter
Average working days lost per sick headcount	**7.97 days**	**8.81 days**
Working time lost	**3.67%**	**4.17%**
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 (Incidences)	Rolling Year to End of Last Quarter	Rolling Year to Start of Last Quarter
Long Term Absences (4 weeks or more)	**55**	**68**
Short Term Absences	**741**	**779**
Stress Related Absences – Work related	**12**	**4**
Stress Related Absences – Non-work related	**49**	**63**

Other HR Metrics

	Last Quarter	2025/2026 Full Year
Staff Turnover Rate (non-forced)	**5.26%**	**16.3%**
Employee Hearings		
Discipline	**1**	**1**
Grievance	**3**	**6**
Tribunal Actions	**0**	**0**
Recruitment Exercises	**19**	**122**
Current Vacancies	**11**	

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	**344**	**337**
Number of attendances at internal and external CPD events per employee headcount	**1504**	**1140**
Organisational Development budget per employee headcount	**£154**	**£110**
Engagement survey ratings (annual/periodic)	**Engagement Index: 80** **Happiness Index: 76**	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	**17**	**0**	**17**	**0**	**0**	**0**
Support	**27**	**0**	**27**	**0**	**0**	**0**

Training & Development Completion Rates

Activity	2024/25 Completion Rate to date
Development Reviews	**69%**
Mandatory Training	
#Health & Safety	**100%**
#Fire Safety	**100%**
#Display Screen Equipment	**100%**
****Cyber Security**	**95%**
****GDPR**	**95%**
***Safeguarding**	**25%**
***Equality & Diversity**	**28%**
***Mental Wellbeing in Children and Young People**	**25%**

The above figures represent completion rates in respect of the 3 year rolling mandatory training cycle of courses 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

Agenda Item 11

People, Culture and Wellbeing Committee

Thursday 19 February 2026

PAPER G

MEETING MINUTES/UPDATES

Joint Consultation & Negotiation Forum

JOINT CONSULTATION FORUM

Tuesday 27th of January 2026 at 9.00am

PRESENT:	S Hewitt	R Gordon
	N Anderson	P Reid
	K Buchan	S Taylor
	L Lappin	

Item		Actions
1	**Apologies** Apologies from Julie Grace, Derek Smith, Stephen Oakley	
2	**Minute of Previous Meeting 19th of November 2025** Minutes from the previous meeting were approved	
3	**Matters Arising** ST confirmed that the revised term dates have been shared and uploaded to the portal. Portal posts published on the savings plans encouraged staff feedback and the updated timeline was communicated to staff.	
4	**College Finances, Financial Sustainability Plans, Infrastructure Update.** SH provided a PowerPoint update to JCF members, confirming that the September board approved deficit budget of 2.4M with clear instruction to bring it back to balance within 3 years. £2.5M savings plan undertaken and consultations opened up on a range of proposals. Since September we have achieved 2.3M savings to date for 2026/27 the deficit has reduced to c1.2m deficit for 2025/26 this is due to VS leavers leaving the end of December meaning we have a proportion of savings in year. Work was still progressing on PTV reductions and income projections for the detailed management accounts to go to the February Board Finance committee meeting. By reducing this year's deficit it helps the cash balance, with this improved and likely to be c£3.4M at the end of the year. SH noted that the budget announcement was welcomed but cautioned that it was not as simple as 10% increase across the overall budget.	

	The additional funds were very welcome, but would be allocated into different pots, capital, infrastructure, and so on, there will be some colleges will be allocated more funds and others less. We don't yet know what the detail is and are unlikely to get any clarity at least until March. ST noted that the hope is that the government & SFC communicate the information before the election (otherwise this will be held back due to the Purdah rules) possibly until the final allocation which is made normally in May. SH noted that there was also an £8M funding pot for child poverty / employability allocated for colleges, however we aren't sure how this will be broken down and accessed by colleges we are still awaiting that detail. We are working on different scenarios as its unclear what the final budget will be for us, there is confusion in messaging in the media about the 10% however we cannot be sure until we get the detail. There were indications from the government that the increase will be for the period of the spending review rather than just this year which is positive. NA stated that at the recent parliament education committee meeting they didn't commit to multiyear spending and noted that it would be sensible to continue to model on different scenarios. ST stated that the underlying level of capital funding has gone up by about 8M if you take the Fife campus funding out of the picture. SH noted that overall it is very frustrating because staff will hear 10% but actually it's the detailed breakdown we need, the messaging is going to be really important. RG stated that a timeline for what could happen with the different scenarios would be useful for us all and for staff to see. SH stated that we would be working on scenarios in the coming weeks, we are not out if thew woods yet but its better than hoped at this stage. ST noted to unions that there was benefit in continuing to put pressure on the funding council and government to deliver what is needed and to minimise the 'strings' attached to any funding allocations. SH We now need to think about the next phase and target our energy into the right areas of communication, more money is great, but it needs flexibility too. ST noted that in terms of the savings plans, Dance and Sport departments have still to be finalised through, the AD role will be advertised within the week. A final decision also had to be made on the Nursery. RG asked that he be advised of this outcome as soon as possible so that he could support conversations with the staff. ST confirmed that he would do this.	**ST**

	SH stated that the D&A campus project was mentioned in the budget statement and followed up with questions in parliament, which was great, but no money was formally committed to it yet. Since that point he had engaged with SFC, Scottish Government and funders. We are still not sure about the process yet, however we are now passed our RACC best scenario timeline and we are awaiting an answer on the funding. They did indicate that it may be possible to fund the first phase through capital funding. ST stated that it felt that there was the underpinning commitment, but we need it formally communicated, there is a bit of ping pong between SFC and the Scottish Government, there is also positive commitment about progressing the revenue model for future use for D&A and other organisations. RG How is the college in Wales that has used the same model SH There has been 20 schools' colleges and a hospital built using this model. The Welsh Government are clearly ahead of the Scottish Government, and they are now looking at what they are doing, Whitehall are also looking at MIM.(Mutual Investment Model). SH stated that if Whitehall pick this up it will make the process much easier. If we do get a green light, it will be fast paced. SH stated that we are looking to use some SFC funds to recruit a Technical Project Director and that will go out soon. RG highlighted the mix of messages about the infrastructure vision and financial security, noting that its more around the long-term sustainability if we can try and be as clear as possible for staff to let them understand the why ST stated that it was also important to stress that it is about the facilities in Kingsway and Arbroath for our students - they are hardly state of the art facilities. We have put some sessions in for staff development day about the project, to look at how people want to work how do we want it to feel and get an indication for what people are thinking about potential work spaces.	
5	**2025/26 Recruitment and Retention** LL stated that January recruitment has been strong across the board. Teams had been focusing on the split weeks and the impact this could have on student retention and engagement, with a huge amount of activity in place to engage our students across the College with games and activities. LL noted we have had our 11th Game Jam, Hospitality, DASA, and Learning Engagement all ran different sessions. All the teams were invited to a refresher on My Progress, Art and Design did a session on sharing their Group Tutor practice and Engineering ran a session Meta Skills and how to embed them in practice. HCQ, CQL 's also spent time sharing practice on how to keep engagement strong in the different areas.	

6	**Additional Proposed Holiday 15th of June 2026** ST stated that the Scottish Government has advised they plan to add in an extra holiday on the 15th of June and if its confirmed we will apply this for all staff. Arrangements for part-time staff were complex but would be implemented once the national day was confirmed.	**KB**
7	**Union Items** RG asked if there have been areas where staff have been given VS and then departments are rehiring? ST stated that this was not the case, but that there had been a situation in student services where, after VS was approved, other staff have then resigned or retired and so vacancies had arisen. RG stated that he thought it had been another area but would check and identify if needed.	
8	**Policy Review Group** Meeting will be convened to review Positive Behaviour Management Process and Policy. Nationally the Grievance Policy and Process are still being progressed along with Guidance for Organisational Change.	
9	**AOCB** ST highlighted the Staff Development day on 17 February and asked that unions take the opportunity to support and encourage engagement by all staff. This was welcomed.	
10	**Date of Next Meeting** 13 May 2026, 2.00pm K-TO-624, Kingsway Campus	