BOARD OF MANAGEMENT

People, Culture and Wellbeing Committee

Thursday 3 September 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** – 21 May 2026	Paper A for approval	
5.	**MATTERS ARISING**	Paper B for noting	
6.	**HEALTH & SAFETY ANNUAL REPORT** - **Update on Martyn's Law**	Paper C for information Verbal update	SF
7.	**PEOPLE, CULTURE & WELLBEING REPORT**	Paper D for information	ST
8.	**NATIONAL BARGAINING UPDATE**	Paper E for discussion	ST
9.	**STRATEGIC RISK REGISTER**	Paper F for approval	ST
10.	**HR METRICS**	Paper G for information	ST
11.	**GOVERNANCE UPDATES (standing item)**	Verbal Update	RW
12.	**MEETING MINUTES/UPDATES** - Health, Safety & Wellbeing Committee	Paper H for noting	
13.	**AOB**		
14.	**DATE OF NEXT MEETING** – Thursday 19 November 2026 at 5.00pm in Room K- TO- 624, Kingsway Campus		

This meeting will be recorded, in line with the Recording Policy.

Agenda Item 4

People, Culture and Wellbeing Committee

Thursday 3 September 2026

PAPER A

MINUTE OF THE PREVIOUS MEETING – Thursday 21 May 2026

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)

Minute of the People, Culture and Wellbeing Committee meeting held on Thursday 21 May 2026 at 5.00pm, in Room K-TO-624, Kingsway Campus.

PRESENT:	Donald Mackenzie	Brian Mooney
	Brian Lawrie	Simon Hewitt
	Robert Young	Jenna Lawrence
	Carri Cussick	Robert Young

IN ATTENDANCE: Steven Taylor (Vice Principal Support Services and Operations)
Rachel Wall (Governance Professional)
Billy Grace (Head of Estates)
Laurie O'Donnell (Board Chair)

1. WELCOME

D MacKenzie welcomed everyone to the People, Culture and Wellbeing Committee meeting and welcomed Rachel Wall to her first meeting as Governance Professional.

2. APOLOGIES

Apologies received from Neil Lowden, Ronnie Donegan, Richard Gordon, Steve Oakley, Simon Hewitt and Julie 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 19 February 2026 were approved as an accurate record.

5. MATTERS ARISING

Matters arising were noted, with one item closed, one moved to be a full Board update and one item remaining to be completed. This would be reviewed over the summer period.

6. FINANCIAL SECURITY & SAVINGS UPDATE

S Taylor provided an update highlighting that the range of savings plans and changes outlined in the papers shared with the Board had now been implemented, with a small number of actions (including two remaining voluntary severance leavers) to be progressed prior to the end of the academic year.

S Taylor noted that the updated financial position would be discussed in detail at the Finance and Infrastructure Committee, with a close to break-even budget proposed for 2026/2027.

The focus over the recent period had been on the post savings work to ensure that services and teams were operating as effectively as they could following the reduction in staff and that work was prioritised and scaled down to match the available resources. It was noted that whilst this was progressing well, it was also a challenging process.

R Young asked about the staff mood around this and S Taylor noted that it was difficult but staff were engaged and finding solutions and different ways of working. It was noted that some of this would be covered under the Staff Engagement Survey item.

L O'Donnell highlighted the strain that the savings work had put on the senior Team and thanks them for their work on this. B Lawrie also noted the contribution to the savings exercise made by the HR team and asked that the thanks from the Committee be passed on. S Taylor welcomed this and noted that the team had also had some long-term absences whilst supporting the implementation of the savings plan and also whilst being impacted by savings themselves, making this a challenging period. **S Taylor to progress.**

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 June Board Meeting.

7. PEOPLE, CULTURE & WELLBEING REPORT

S Taylor summarised the report, confirming the final picture in respect of the voluntary severance outcomes underpinning the savings plan. Progress around the delivery of teaching qualifications was noted and S Taylor noted the popularity of the salary sacrifice car scheme. This was noted with interest, particularly in respect of the inclusion of used electric vehicles as well as new and how this made it more affordable for many staff.

The Staff Awards on 25 June 2026 were highlighted and members were reminded that they were welcome to attend.

The series of employment law changes arising from the Employment Rights Act were noted and S Taylor confirmed that the updates to the probationary scheme for staff would be in place prior to the end of June 2026 so that the timeline aligned with the change to unfair dismissal rights coming into effect from January 2027.

7.1 Staff Development Day Evaluation

S Taylor summarised the evaluation of the All-Staff Development Day, noting that c450 staff attended 98 different CPD events and activities. The evaluation of the day was very positive (82% satisfied) with a number of useful items of feedback received that would be used to inform future events.

In response to questioning S Taylor noted that the attendance of 450 was very positive relative to the active headcount figure of c650 for the College and noted that a similar question has also been asked about the staff survey engagement.

B Mooney asked if Board members could be involved in future events and S Taylor noted that this would not be an issue.

The evaluation and arrangements were noted with interest.

The update was welcomed.

8. STAFF ENGAGEMENT SURVEY REPORT & UPDATE

The update report on the outcomes and actions arising from the Staff Engagement Survey was welcomed and S Taylor summarised the key points and metrics arising.

The timing of the survey (in close proximity to the savings plan) was noted and the impact on overall engagement highlighted. Despite this metric reducing by 5 points it was felt that overall engagement was surprisingly positive given the savings and job reductions that were necessary.

S Taylor outlined the benefits of using the 'Peachy Mondays' platform for the survey and B Mooney asked about the use of the anonymous conversation's functionality. S Taylor summarised this, noting that it gave the opportunity to do a deeper dive into scores that were higher or lower than average and noted that the system was also used extensively to support open communication with staff.

The survey areas scoring lowest were discussed and the arrangements / issues in respect of the current operation of the Staff Association were highlighted. The feedback around honest two way conversation was also picked up and C Cusick stated that this was probably a bit lower than she expected. S Taylor recognised this and stated that this was an area where further follow up work was being undertaken to better understand what information / communication staff wanted. It was noted that where the communication is seen as 'bad news' it would always be difficult for this to be communicated, but that the senior team were open to exploring this further and taking steps to seek to improve. This openness was welcomed.

The positive outcomes around team working and line management support were highlighted. Work to support the further discussion and engagement of survey feedback at individual Team level was discussed, with this supported through the People Team as appropriate and Teams identifying what their individual issues were and what steps may be needed to improve or enhance practice.

S Taylor noted the richness of data within the survey and the ability to drill into this using a number of different criteria, such as length of service, campus, gender etc.

S Taylor noted that a query had been raised by R Donegan in terms of the overall response rate and S Taylor stated that there had been a small increase from 2024 but the percentage is skewed by the number of staff we have that are not in College all year. Examples were given where some staff only deliver in semester 1 and it was noted that the total headcount includes a significant number of scribe/reader staff who work on a very ad hoc basis to support student assessment arrangements. S Taylor stated that we invite all staff to participate in the survey irrespective of contract type but can see the variance in participation rates in teams where there are larger numbers of staff on contracts like these. The survey went out to 862 staff, but our active headcount c 650. Using this figure would give a 74.5% response rate.

The survey update and steps being taken was noted.

9. NATIONAL BARGAINING UPDATE

S Taylor summarised the report stating that negotiations with EIS/FELA were progressing and progress being made on both sides. It was hoped that a three year settlement would be possible but this was not yet confirmed.

Other developments including continued slow progress around Job Evaluation were noted with interest.

10. STRATEGIC RISK REGISTER

No changes were proposed to the strategic risk register, but it was suggested that reference to the Staff Survey be included under risk 3.12. This was agreed and the Risk Register approved. **S Taylor to progress.**

B Mooney asked how often the Strategic Risk Register was reviewed and updated and it was confirmed that this was quarterly.

11. HR METRICS

S Taylor highlighted the report and noted the reduction in staff numbers. C Cusick sought clarification in respect of the gender pay gap and S Taylor confirmed that the figure was the median gap between male and female earnings.

The need to improve the level of equalities data held was noted and S Taylor confirmed that this would be looked at.

S Taylor noted the slight warning in respect of the absence figures as the enumerator and denominator within the calculation were not fully comparable given the number of staff that had left during the previous quarter. This, and the metrics report, were noted.

12. MEETING MINUTES/UPDATES

The Committee noted the Health, Safety and wellbeing Committee minute and R Young stated that the issues in respect of First Aid were well recognised. B Grace noted that arrangements had improved and that a short life working group was working on further enhancements.

13. AOCB

C Cusick noted the confirmed appointment of a Scottish Government Minister for the sector and it was confirmed that this was the same Minister (Ben Macpherson) as pre-election, but that their portfolio had been expanded to include innovation.

D Mackenzie noted significant national discussions around the impact of Artificial Intelligence on staff roles and organisational development. This was discussed, including the data and governance issues surrounding the use of AI. It was suggested that this may be a future topic for a Board development session. **L O'Donnell to progress.**

14. DATE OF NEXT MEETING

Thursday 3 September 2026 at 5.00pm in K-TO-624, Kingsway Campus

Action Point Summary		
Action	**Responsibility**	**Date**
Thank you from the PC&W Committee to be passed to the People Team	S Taylor	31 May 2026
Amendment to be made to risk 3.12 and passed to the A&R Committee for consideration/approval	S Taylor	2 June 2026
Board Development session on AI to be considered	L O'Donnell	29 September 2026

Agenda Item 5

People, Culture and Wellbeing Committee

Thursday 3 September 2026

PAPER B

MATTERS ARISING

BOARD OF MANAGEMENT

People, Culture and Wellbeing Committee

Thursday 3 September 2026

Matters Arising

Paper B for noting

The following actions were noted by the People, Culture and Wellbeing Committee Meeting on 21 May 2026.

Agenda Item No	Action	Current status	Open / Closed
6.0	Thank you from the PC&W Committee to be passed to the People Team. S Taylor	Thank you provided to team	Closed
10.0	Amendment to be made to risk 3.12 and passed to the A&R Committee for consideration/approval. S Taylor	Update made for A&R meeting 2 June 2026	Closed
12.0	Board Development session on AI to be considered. L O'Donnell		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**	Update on metrics development included in agenda	Open

Author & Executive Sponsor: Steven Taylor, Vice Principal – Support Services and Operations

Agenda Item 6

People, Culture and Wellbeing Committee

Thursday 3 September 2026

PAPER C

HEALTH & SAFETY ANNUAL REPORT

HEALTH AND SAFETY ANNUAL REPORT

August 2025 – July 2026

August 2026

Author: Sandy Fowler, Health & Safety Officer

Contents

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

1. Introduction

This annual report has been created to identify and document the College's Health and Safety team's performance and progress for the academic year 2025/26. This report augments the regular notes of Health, Safety and Well-Being Committee meetings.

2. Health and Safety Team Core Activities

The Health and Safety Teams core activities for the period Aug 2025-July 2026 have involved:

- Accidents, Incidents and Near Miss reporting/Investigation
- Administration of first aid requirements
- Administration of fire evacuations/ including PEEPS / EVAC chair training
- Administration of Department Safety Check procedures
- Attending online (CDN/AOC) meetings
- Occupational Health Referrals (DSE) Risk Assessment
- Occupational Health Surveillance referral procedure
- Provision of Health and Safety Training (Face to Face)
    - H&S Management System Training for Senior Managers/HCQ
    - ICT Technician Operatives
    - Art and Design Technician Operatives
    - Cleaning Operative/Caretaking Staff
    - Students as part of Curriculum Studies
- Provision of statistics and appropriate reports for relevant meetings
- Developing and launching H&S Campaign Initiative
    - See It, Hear It, Say It (Fire-First Aid-AINM Reporting)
    - Staff RISE Fire Emergency Evacuation Course
- Reviewing safety management systems, guidance, practices and procedures

3. Health and Safety Training

ICT Technician Training Session

Following on from the Health and Safety Management System Module training sessions for HCQs and Support Managers and the Cleaning Operative last year, a ICT Technician health and safety handbook was developed which includes Health and Safety Policy, Risk Assessment, Fire-Electricity, Accidents-First Aid, Safe Use of Ladders, Slips and Trips, Manual Handling, COSHH and Safe Systems of Work with a 1 x 2-hour face to face practical training session successfully delivered to ICT Technicians at Gardyne Campus on 22nd October 2025 as detailed in the following chart:

Date	Location	Session (2 hour)	Attendees
22-10-2025	Gardyne	Yes	4

Health and Safety Management System Module Training:

The following session was held as follows:

Date	Location	Function	Attendees
28-11-2025	Gardyne	Curriculum/Support	3
Total			3

RISE Staff Fire Emergency Evacuation Training for Cleaners:

The following sessions were held as follows:

Date	Location	Function	Attendees
10-12-2025 12-12-2025 17-12-2025	Gardyne Kingsway Arbroath	Support Cleaning Operatives	21

Art and Design Technician Operatives Training Session 26th March 2026

Art and Design Technician health and safety handbook was developed which includes Health and Safety Policy, Risk Assessment, Fire-Electricity, Accidents-First Aid, Safe Use of Ladders, Slips and Trips, Manual Handling, COSHH and Safe Systems of Work with a 2-hour face to face practical training session successfully delivered to Technicians at Arbroath Campus as detailed in the following chart:

Date	Location	Session (2 hour)	Attendees
26-03-2026	Arbroath	Yes	2

Curriculum Based

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

Review TES Educare Mandatory Health and Safety Training Modules

A review of the current mandatory TES Educare Health and Safety training programme identified an opportunity to improve engagement, relevance and completion rates for staff.

The existing training requirement consists of three modules:

- Health and Safety in Education
- Fire Safety in Education (RISE Fire Evacuation Procedure)
- Working with Display Screen Equipment (DSE)

To enhance the learning experience, Sandy Fowler (SF) is developing a replacement programme using the Articulate RISE training platform with support from Digital Services Team comprising nine new bite-sized training modules. The new modules have been

designed to provide shorter, more focused learning sessions, making the content easier for staff to complete and retain. The revised programme is expected to reduce the overall time required to complete mandatory training, supporting improved compliance across the College. Unlike the generic TES Educare modules, the new content has been specifically written to reflect Dundee and Angus College's own health and safety arrangements, ensuring greater relevance for staff.

Training content aligns directly with College:

- Health and Safety Policies
- Individual Roles and Responsibilities
- Procedures and Safe Systems of Work
- First Aid Emergency Arrangements
- Fire Safety Management Processes
- DSE Assessment Requirements
- Accident, Incident and Near Miss Reporting Procedures

The new approach will provide staff with a clearer understanding of the practical actions and standards expected within Dundee and Angus College rather than relying solely on sector-wide generic examples. The programme supports the College's commitment to continuous improvement, promoting a stronger health and safety culture through accessible, targeted and organisation-specific learning.

Subject to review, testing and approval, the new modules will replace the existing TES Educare courses and form part of the College's mandatory health and safety training framework going forward with anticipated launch in January 2027.

List of training modules in development:

D&A Mod 1 Management of Health and Safety
D&A Mod 2 Risk Assessment
D&A Mod 3 Safety Checks
D&A Mod 4 Fire Emergency Evac Procedures
D&A Mod 5 Accident, Incident, Near Miss (AINM) Reporting
D&A Mod 6 Display Screen Equipment (DSE)
D&A Mod 7 Working at Height Ladder Safety (WAH)
D&A Mod 8 Manual Handling Operations (MHO)
D&A Mod 9 Control of Substances Hazardous to Health (COSHH)

4. Departmental Safety Checklist

The Safety Check power app process continues to provide an efficient streamlined completion process and quicker way for analysing and sharing safety information/data across departments. The app is based on the current departments performance over 4-subject areas: People, Procedures, Plant/Substances, Premises using a traffic light grading system. Grade A: Green: No action required, Grade B: Amber: Action Required, Grade C: Red URGENT Action required and Grade D: Purple: Non-applicable.

Following the completion of the department Safety Check Process for Round 1 in Jan 2026, the information submitted through the app database was analysed by the health and safety team with the data showing a sustained increase in safe working behaviours and absence of safety-critical incidents.

As a result, the current level of sequential safety checks may now exceed what is required for effective risk control and it was agreed by the Health, Safety and Wellbeing Committee that the number of safety checks in an Academic Year be formally reduced from **3 checks to 2**. This positive change will be monitored over the coming 12 months to confirm continued safe performance.

Round 2, 2026 summary charts are included in this report from chart 14-20.

5. Fire Arrangements and Emergency Evacuation

Fire Emergency Evacuation Procedures

The College operates a first past the post system for emergency fire evacuation, where in the event of an alarm activation, it is the health and safety responsibility of all staff members present on campus to check the fire evacuation board within the area they are working and if the green hi-viz jacket and zone tag are still there, they must assume the role of Fire Warden (FW) for that area. On completion of the check of the area, they should return the tag to the Fire Reporting Officer (FRO) who would be located at the main exit to the building, confirming that the area was clear.

Fire Emergency Evacuation Drills

Following the recent Campus fire drills detailed below, we are pleased to report that the drills were carried out safely, calmly, and efficiently, demonstrating the strong commitment of our staff to maintaining a safe workplace ensuring that all buildings were successfully evacuated.

- Kingsway: Wednesday 18th March 2026 (PM)
- Arbroath: Thursday 19th March 2026 (AM)
- Gardyne: Wednesday 25th March 2026 (AM)

As part of our ongoing learning, whilst the launch of the RISE Fire Evacuation Training course during November 2025 has showed improvements in Zone Tag returns, we noted that in a small number of cases EES tags were not returned immediately to the Fire Reporting Officer**,** where the health and safety team directly followed this up.

Fire Extinguisher Servicing

The annual servicing of fire extinguishers at Arbroath Campus was undertaken by Stewart Ramsay Fire Protection during November 2025. Kingsway and Gardyne annual servicing was carried out in July 2026.

PEEPs (Personal Emergency Evacuation Plans)

The following PEEPs have been processed since Aug 2025-July 2026:

- Kingsway: **2**
- Gardyne: **24**
- Arbroath: **15**
- Multi Campus: **1**

Total: **42**

6. First Aid Provision

First Aid

The provision of emergency first aid across campuses was maintained through a rota system, with high-risk departments supported by dedicated first aiders. While this structure ensured coverage in most cases, the 2025/26 session presented significant challenges due to staff absences, remote working arrangements, and competing priorities within teams.

These factors placed considerable strain on the Health & Safety team, requiring substantial time and coordination to uphold compliance with The Health and Safety (First-Aid) Regulations 1981. Although almost all call-off instances were successfully covered, the recurring difficulties highlight the need for a more resilient and sustainable approach to first aid provision to ensure consistent coverage and regulatory adherence.

A SLWG group has been formed and is currently reviewing the first aid policy/provision across all campuses.

First Aid Training – Aug 2025 - July 2026

The following courses were completed between Aug 2025-July 2026

Course	Number of Courses	Number of Participants
Emergency First Aid at Work Course:	4	47
2 Day Refresher Course:	3	22
3 Day First Aid at Work Course:	2	16

Qualified First Aiders

The number of qualified first aiders for each campus as of July 2026 is as follows:

CAMPUS	DESIGNATED	ROTA	TOTAL
Kingsway	10	10	20
Gardyne	15	10	25
Arbroath	12	8	20
Total	36	28	65

Occupational Health Referrals (DSE) Risk Assessment

The following Occupational Health Referrals / (DSE) Risk Assessments have been processed between Aug 2025 – July 2026

CAMPUS	Occ Health People Team Referral	Medical Conditions Application Form	DSE Checklist Form	Total
Kingsway	1	0	8	9
Gardyne	3	1	3	7
Arbroath	1	1	6	8
Total	5	2	17	24

7. Accidents, Incidents and Near Misses (AINM)

AINM Reporting, Notification and Recording

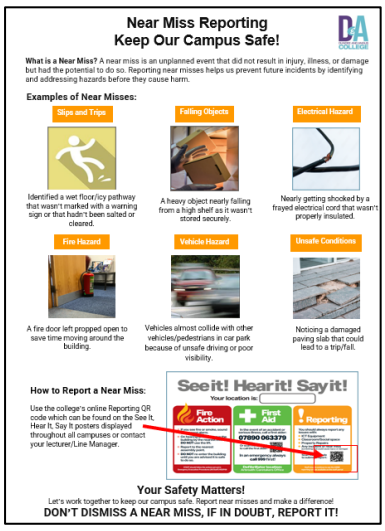
During the period August 2025 – July 2026 there were **137** accidents, **145** incidents and **41** near misses reported (Total **323**). There were **3** RIDDOR reportable accidents reported during this period.

AINM Near Miss reporting (See It, Hear It, Say It)

The College Health & Safety Team demonstrates a strong and proactive commitment to cultivating a safety-first culture that prioritises the wellbeing of all stakeholders. By embedding safety as a core value and promoting inclusive training, open communication, and collaborative risk management, the team has successfully fostered a sense of shared responsibility across the College.



A3 Laminated Poster



A3 Laminated Guide

8. Legislation Update

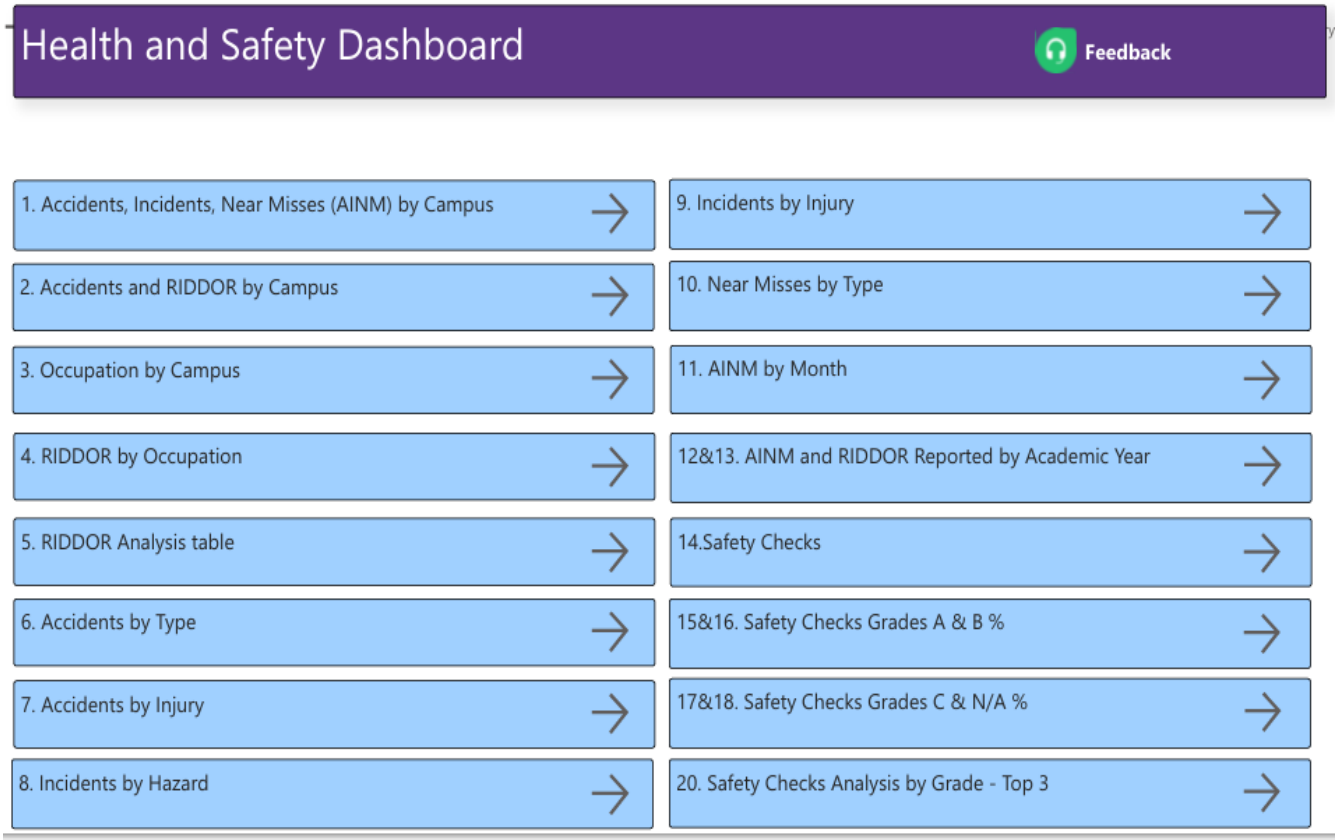
Terrorism (Protection of Premises) Act 2025 (Martyn's Law) Update

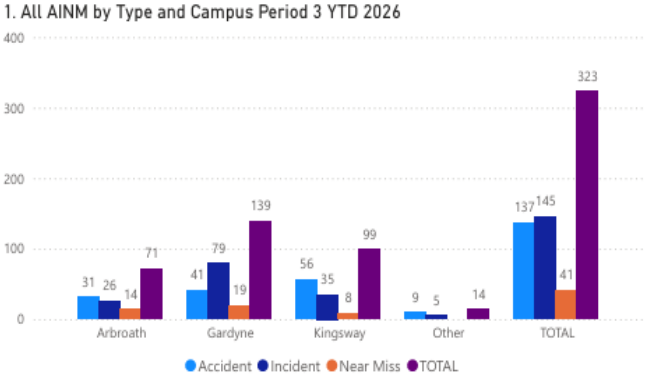
The Terrorism (Protection of Premises) Act 2025 (Martyn's Law) places a legal duty on certain premises and events to improve preparedness for, and response to, terrorist incidents. The legislation introduces a proportionate, tiered approach based on the number of people expected to be present, requiring organisations to implement appropriate protective security and emergency response measures.

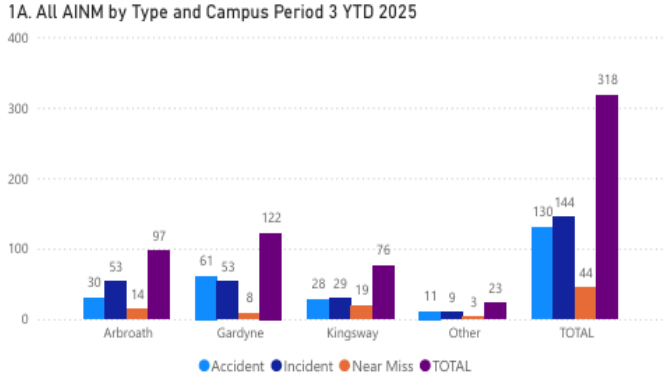
The Act aims to strengthen public safety by ensuring organisations have considered potential terrorist threats and established suitable plans, procedures, training and governance arrangements. An implementation period has been provided to allow organisations time to understand their obligations and prepare for compliance before the full requirements come into force from April 2027.

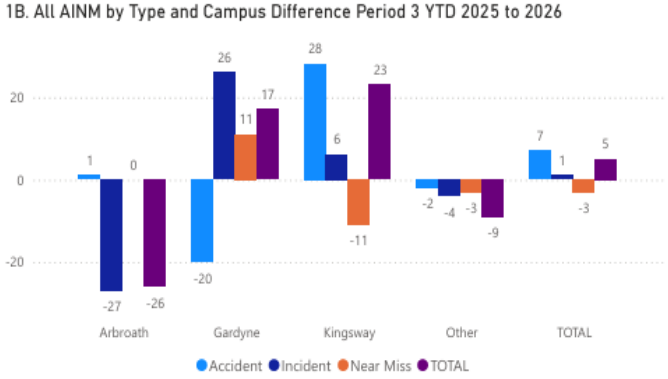
The college Senior Leadership Team (SLT) has been provided with an update presentation by Sandy Fowler (SF) outlining the requirements of Martyn's Law and the potential implications for the college. Following the SLT briefing, an initial action plan has been developed through the Business Continuity Planning (BCP) Group to assess organisational readiness, identify compliance gaps, and coordinate future implementation activities. Progress on the action plan and any further guidance issued by government will continue to be monitored and reported through the appropriate governance arrangements.

9. AINM data charts by categories:

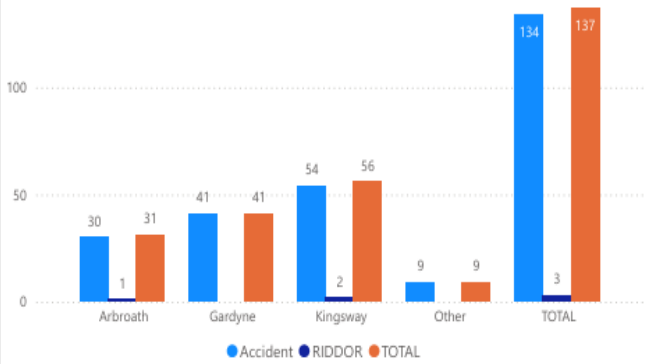




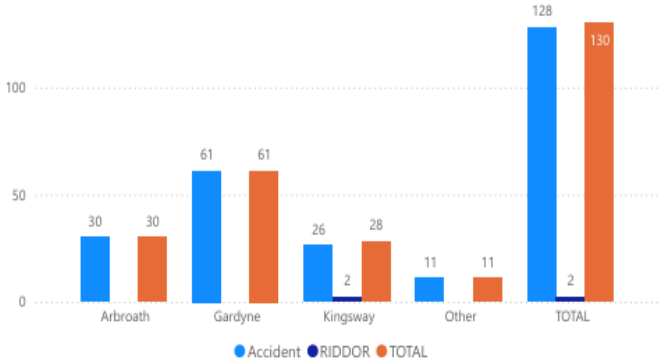




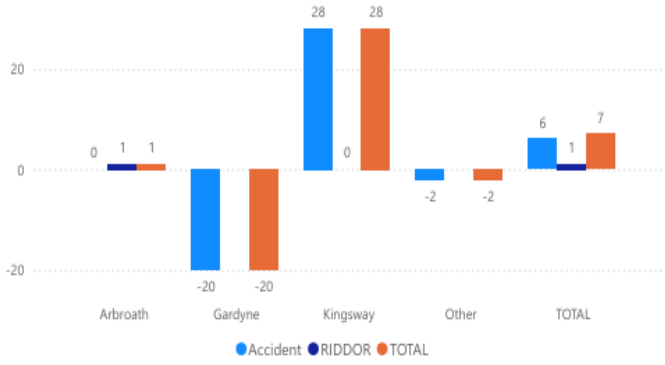
2. Accidents and RIDDOR by Campus Period 3 YTD 2026



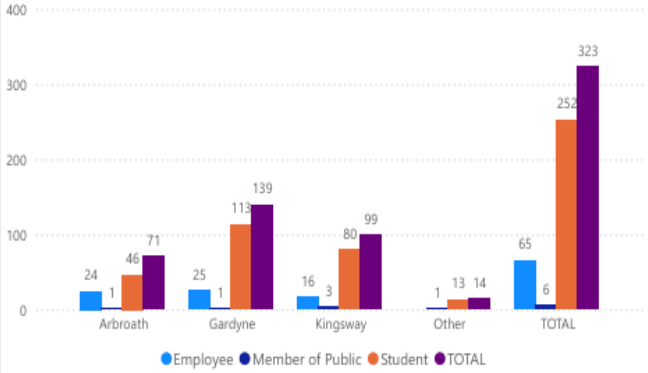
2A. Accidents and RIDDOR by Campus Period 3 YTD 2025



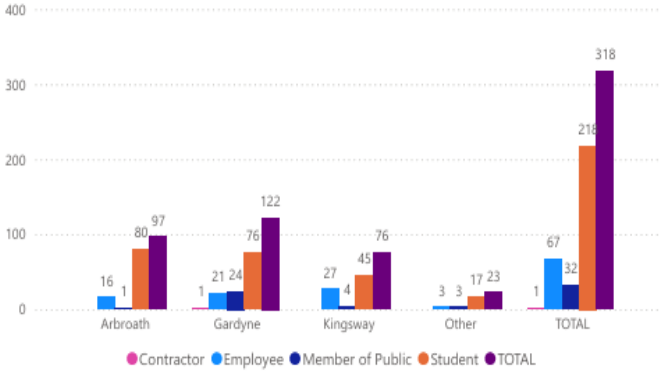
2B. Accidents and RIDDOR by Campus Difference Period 3 YTD 2025 to 2026



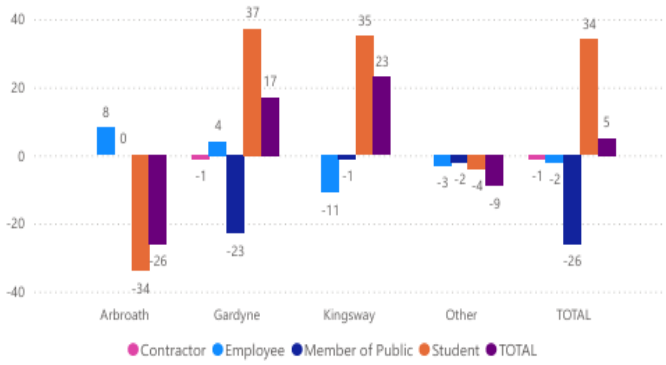
3. Occupation by Campus - Period 3 YTD 2026



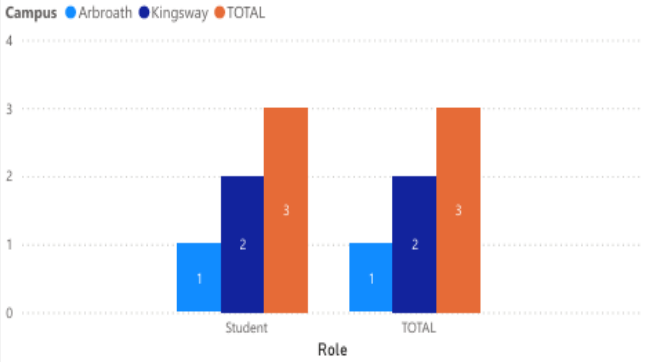
3A. Occupation by Campus - Period 3 YTD 2025



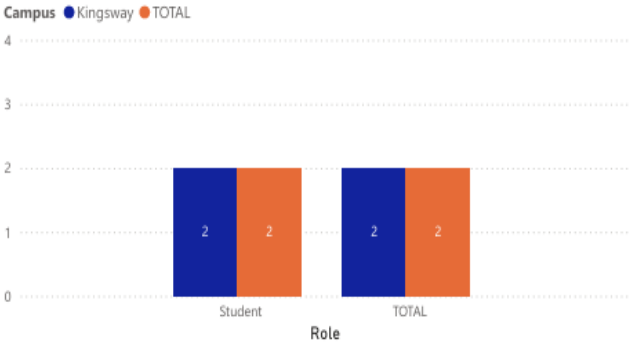
3B. Occupation by Campus - Difference YTD 2025 - 2026



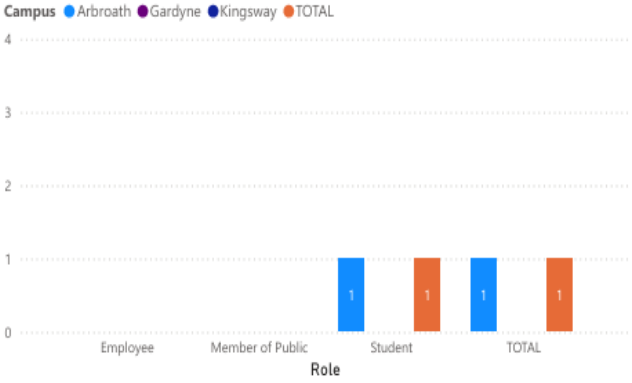
4. RIDDOR by Role - Period 3 YTD 2026



4A. RIDDOR by Role - Period 3 YTD 2025



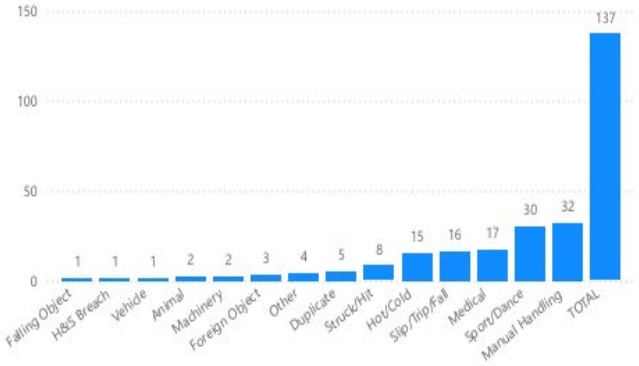
4B. RIDDOR by Role - Difference Period 3 YTD 2025 - 2026



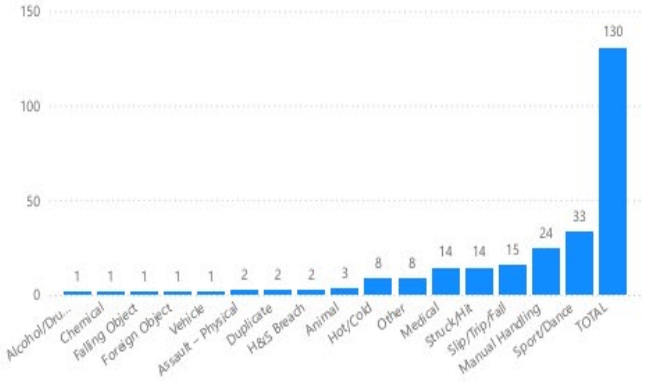
5. RIDDOR Reportable Accidents 2025-26

DateTime	Role	NearMissDetails	AI_Type
10/02/2026 11:15:00	Student	Student was cutting an iceberg lettuce using a cooks knife and chopping board when he cut his thumb removing the tip of the thumb skin. His chef lecturer David secured the piece of skin in tissue for IP to take to the hospital. We called a taxi to take IP to A&E as the cut needed further medical attention. The cut was serious in that it was bleeding profusely but was not past the nail bed of the thumb. Mark from student services called IP next of kin leaving a voicemail informing them and we advised Adam to try to call himself when he was able to. We asked IP to make contact with his lecturer to update him on the situation once he had been to A&E	Cut
09/02/2026 14:30:00	Student	Striping electrical cable with a knife	Cut
26/01/2026 09:58:00	Student	whilst doing various knife cuts the IP cut the tip of her finger. I ensured she was ok which she assured me she was, I then checked her finger over and as the bleeding wasn't stopping I asked for the first aider to come and have a second opinion. Cheryl advised as the bleeding was not stopping to get a little check from the hospital. The IP went to the hospital with Imogen and returned with the finger covered up and a little glue applied to the tip of the finger. I again checked to see if she was ok and she assured me she was fine.	Cut

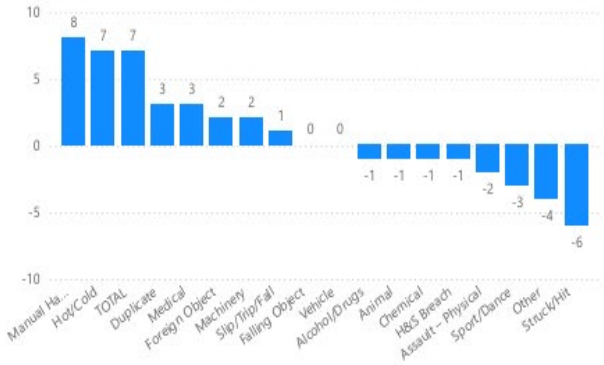
6. Accidents by Type Period 3 YTD 2026



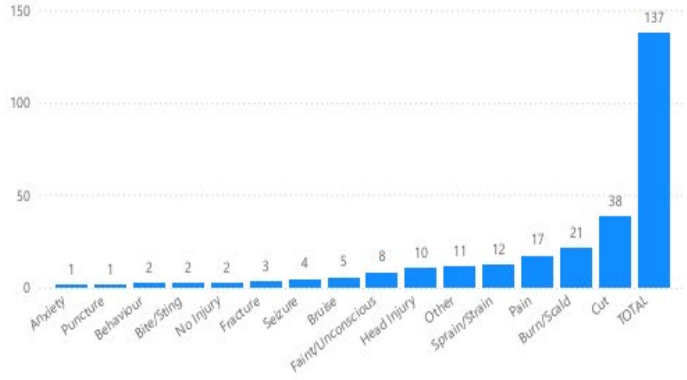
6A. Accidents by Type - Period 3 YTD 2025



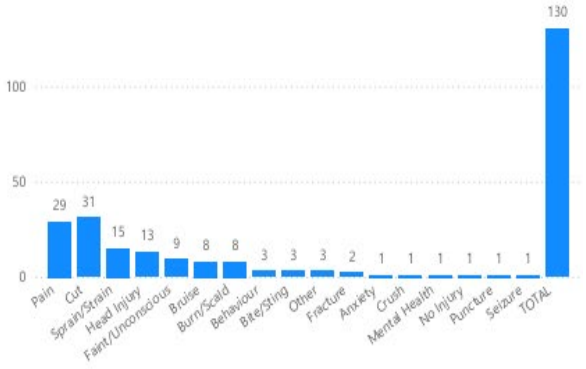
6B. Accidents by Type - Difference Period 3 YTD 2025 - 2026



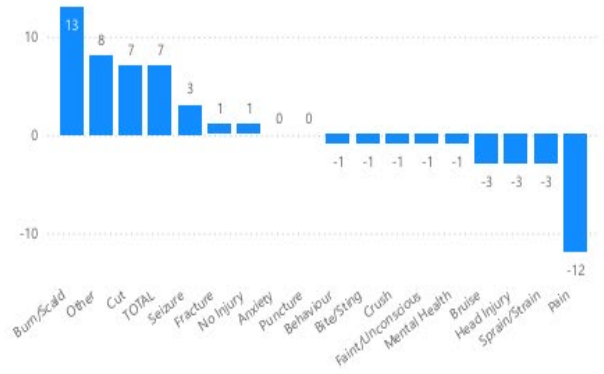
7. Accidents by Injury Period 3 YTD 2026



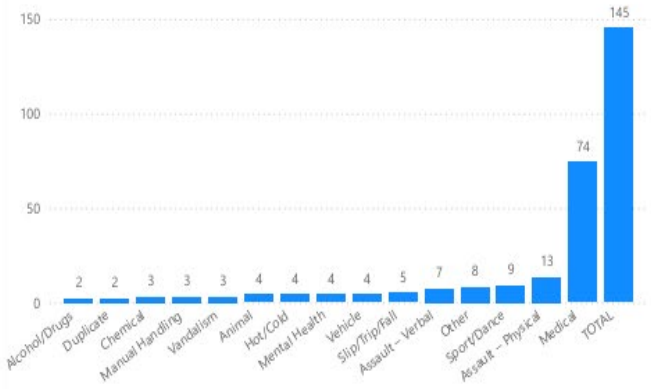
7A. Accidents by Injury - Period 3 YTD 2025



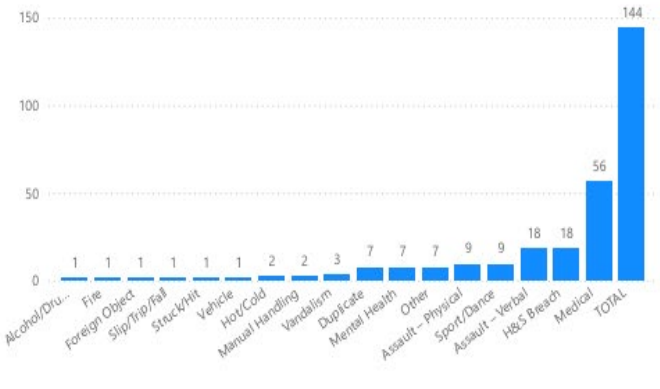
7B. Accidents by Injury - Difference Period 3 YTD 2025 - 2026



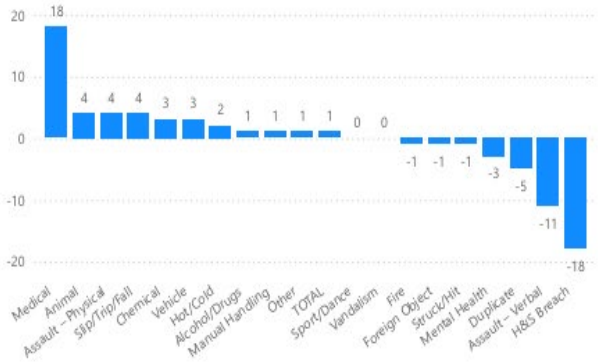
8. Incidents by Hazard - Period 3 YTD 2026



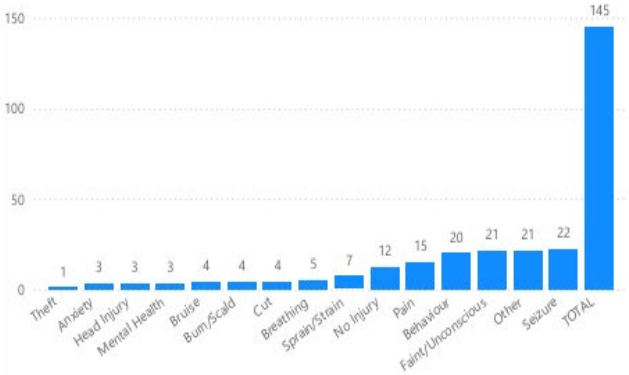
8A. Incidents by Hazard - Period 3 YTD 2025



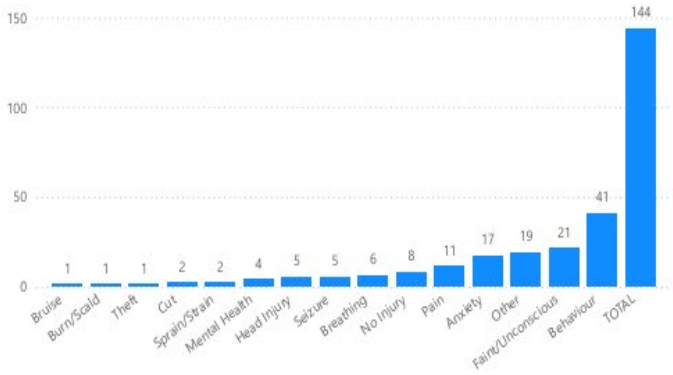
8B. Incidents by Hazard - Difference Period 3 YTD 2025 -2026



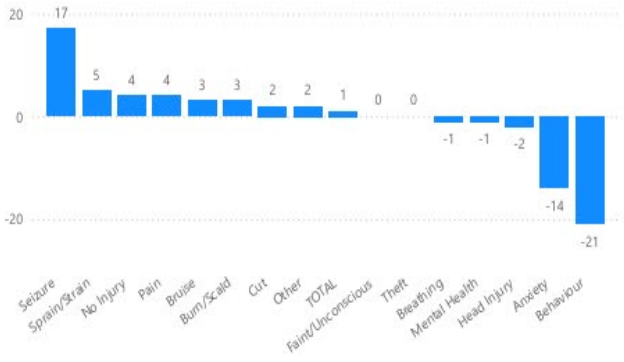
9. Incidents by Injury - Period 3 YTD 2026



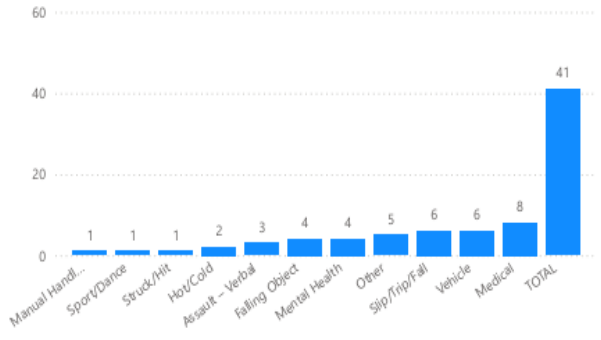
9A. Incidents by Injury - Period3 YTD 2025



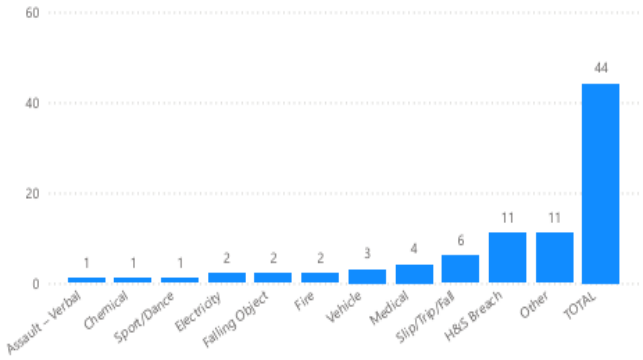
9B. Incidents by Injury - Period 3 YTD 2025



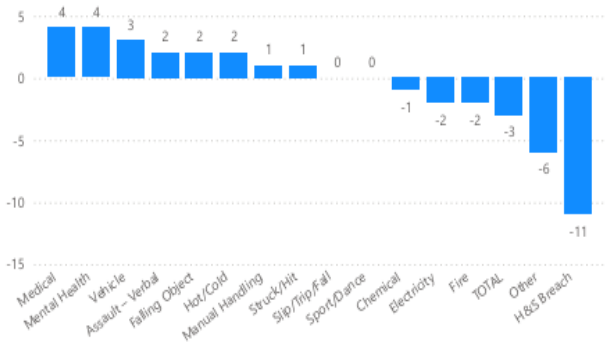
10. Near Miss by Type - Period 3 YTD 2026



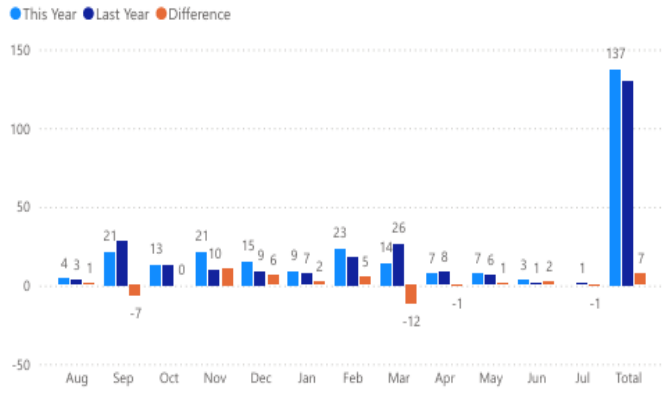
10A. Near Miss by Type - Period 3 YTD 2025



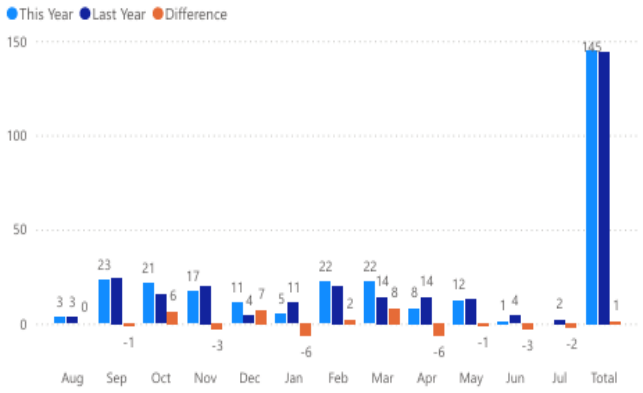
10B. Near Miss by Type - Difference Period 2 YTD 2025 - 2026



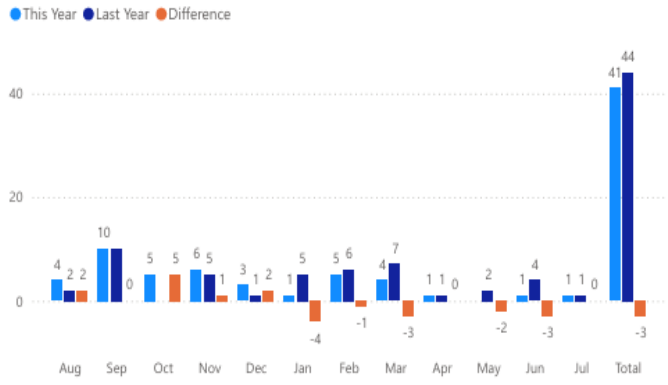
11. Accidents by Month - Period 3 YTD 2025-2026 TY/LY/Diff



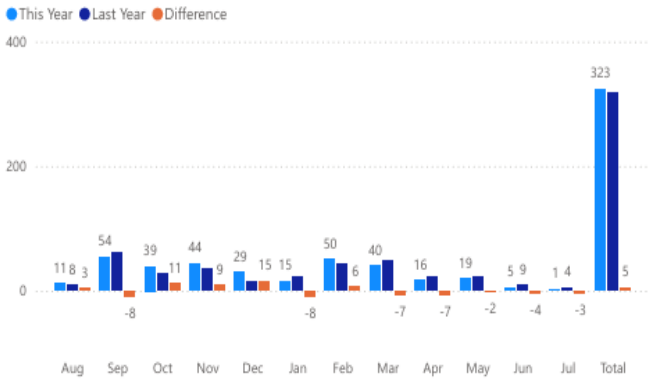
11A. Incidents by Month - Period 3 YTD 2025-2026 TY/LY/Diff



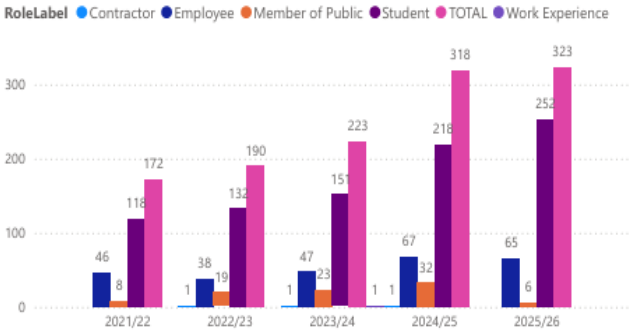
11B. Near Miss by Month - Period 3 YTD 2025-2026 TY/LY/Diff



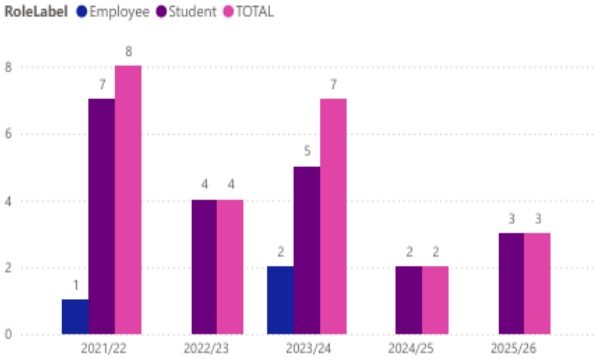
11C. All Events by Month - Period 3 YTD 2025-2026 TY/LY/Diff



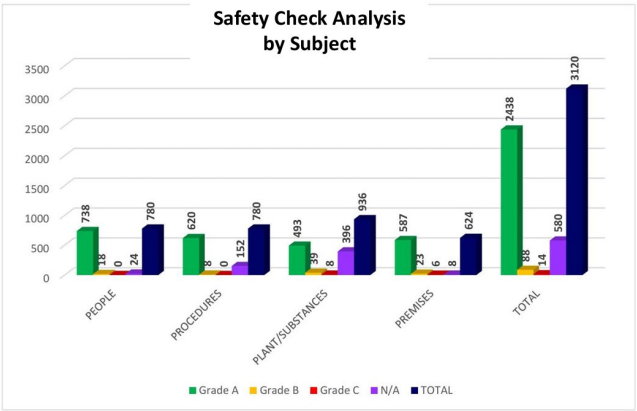
12. Recorded AINM by Academic Year (Aug 25 - Jul 26 - 5 Year)



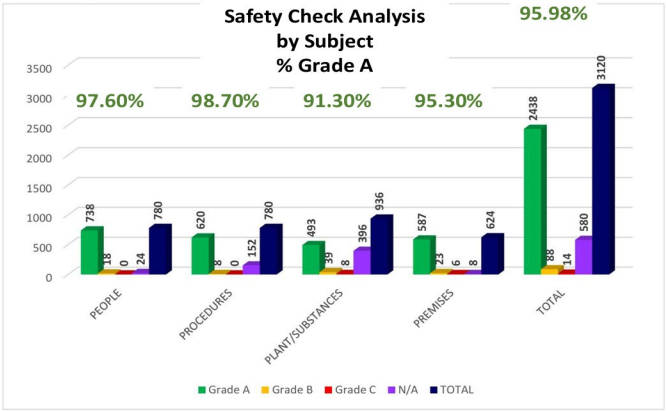
13. RIDDOR Reported Accidents by Academic Year (Aug 25 - Jul 26 - 5 Year)



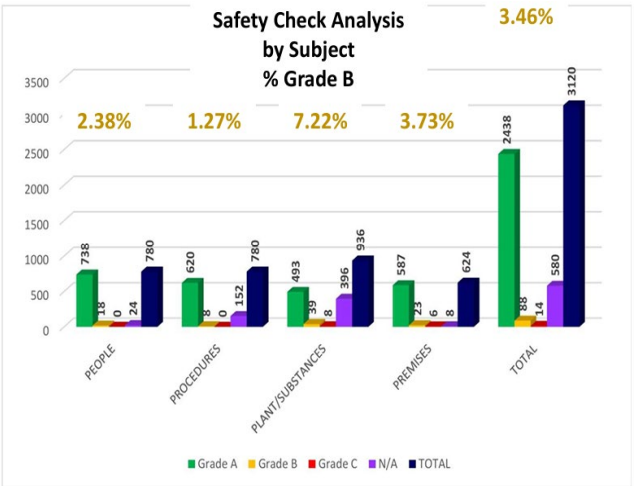
14. Safety Checks by Grade and Type



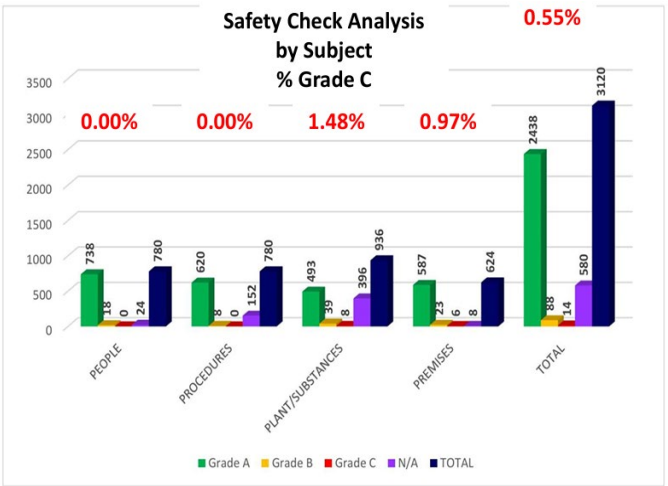
15. Safety Checks by Subject (Grade A%)



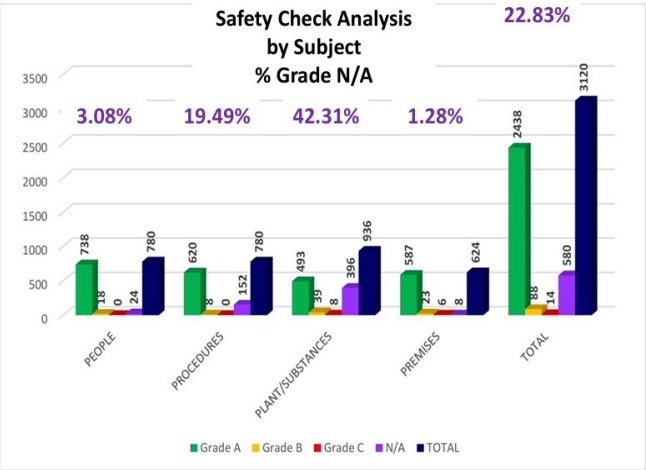
16. Safety Checks by Grade and Type



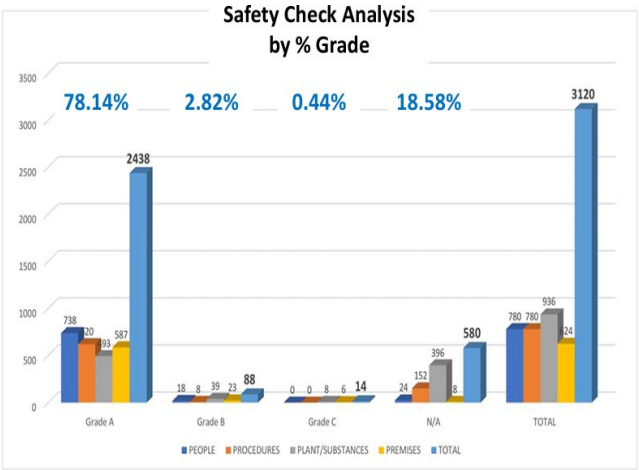
17. Safety Checks Grade C %



18. Safety Checks by Grade N/A %



19. Safety Checks by Grade and Type



Health & Safety Checklist Results Round 2 2026

Grade A No Action Required Top 3 Question Responses	
1.4 Is everyone aware of their Health & Safety responsibilities?	**Responses 78**
1.10 Are all staff aware of the DSE (Display Screen Equipment) procedures?	**Responses 78**
1.7 How would you rate the safety culture of people within your area?	**Responses 77**

Grade B Action Required (Within 21 Days) Top 3 Question Responses	
3.12 Is Portable Appliance Testing up to date?	**Responses 25**
3.1 Are your COSHH (CONTROL OF SUBSTANCES HAZARDOUS TO HEALTH) assessments up to date and available?	**Responses 10**
1.2 Are all staff currently completing/completed the Health and Safety Mandatory Training Online Courses?	**Responses 10**

Grade C Urgent Action Required (Immediate) Top 3 Question Responses	
3.12 Is Portable Appliance Testing up to date?	**Responses 8**
4.5 Is the working environment free from hazards, such as wet floors, ripped carpets or trailing cables?	**Responses 5**
4.8 Are refreshment areas and toilets kept to a good standard of hygiene?	**Responses 2**

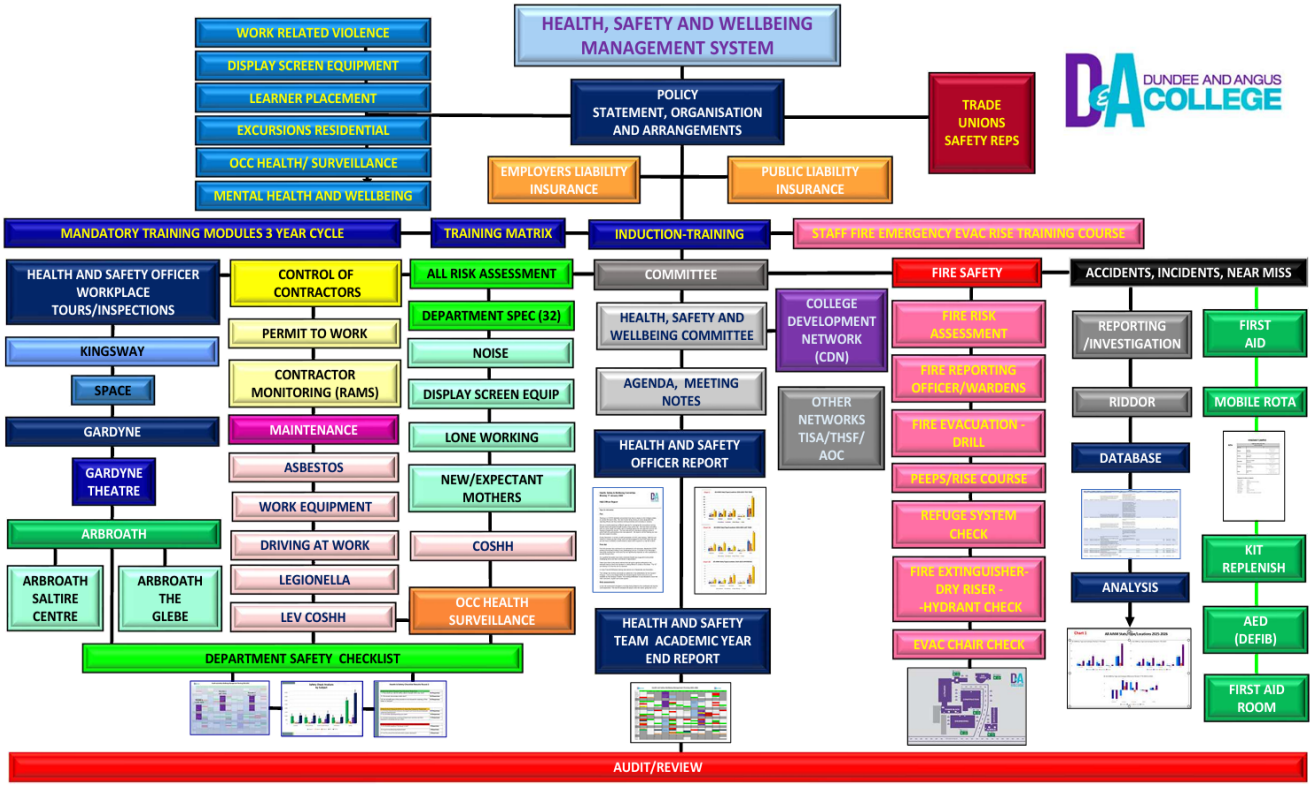
10. Health, Safety and Wellbeing Management System Policy, Procedures and Guidance

Documents Review 2025-2026

The following documents listed below were reviewed as part of Quality Management System documentation scheduled review:

Document Number	Document Name
HS01	Health Safety and Well-Being Policy
HS03	CCTV Policy
HSSP01	Risk Assessment Process
HSSP04	COSHH Process
HSSP05	Driving at Work Process
HSSP06	Safe Use of Work Equipment Process
HSSP07	Fire Management Plan
HSSP09	Emergency Evacuation Procedure (All Staff)
HSSP10	Emergency Evacuation Procedure (Fire Reporting Officer)
HSGU01	Using Work Equipment Safely Guideline
HSPL01	Asbestos Management Plan
COSHH-LEV	LEV Weekly Inspection (Visual) Record Sheet
CRAF1	COSHH Risk Assessment Form
GRAF1	Risk Assessment Form

Health, Safety and Wellbeing Management System Overview



Agenda Item 7



People, Culture and Wellbeing Committee

Thursday 3 September 2026

PAPER D

PEOPLE, CULTURE & WELLBEING REPORT

BOARD OF MANAGEMENT
People, Culture & Wellbeing Committee
Thursday 3 September 2026
People, Culture & Wellbeing Report

Paper for information

1. Voluntary Severance Scheme

As detailed at the May 2026 meeting, VS scheme has now closed as all savings plan changes have been identified and progressed, with final staff changes and staff leaving completed by end June 2026.

The scheme approved by the Board had SFC approval through until 31 December 2027 and arrangements in respect of any requirement to reopen the scheme will be kept under review and future funding and financial monitoring progresses.

2. Staff Awards June 2026

Back in June the College community came together again to celebrate the incredible people who make Dundee and Angus College such a special place to work.



From innovative projects to truly inspiring individuals and teams, the event honoured staff who were nominated by colleagues, students and our Executive team – recognising excellence in line with our core values of Innovation, Inspiration, Trust, Respect and Success, as well as individuals who are at the heart of our College and hidden gems.

The 2026 Staff Award Winners were as follows:

Staff-nominated Awards

Innovation: Steven Oakley, Engineering
Inspiration: Francis Harley, Estates and Maintenance
Respect: Dawn Barden & Kingsway Caretaking and Cleaning Team
Success: SVQ Development Officers - Care Team
Trust: Graham Dingwall, Networks and Infrastructure

📖 See the shortlisted nominations for the 2026 Staff-nominated Awards.

Executive-selected Awards

Innovation: Jonathan Liddell, Learner and Community Engagement
Inspiration: Rosie Brooks, Hospitality and Professional Cookery
Respect: The Student Funding New System Development Team
Success: Elevate L&T
Trust: People Team
Special Award: Steve Oakley, Richard Gordon and Connor Pithie

Student-nominated Awards

Lecturer of the Year, Arbroath: Oonagh Devoy, Art and Design
Lecturer of the Year, Gardyne: Deirdre Neville, English Language Teaching and Training
Lecturer of the Year, Kingsway: Lisa McInally, Hair, Beauty and Complementary Therapies
Support Staff of the Year, Arbroath: Kirstie Sherriff, Science, Land and Animals
Support Staff of the Year, Gardyne: Catriona MacLeod, Student Services
Support Staff of the Year, Kingsway: Marc James, Student Services
Heart of the College: Fiona McCulloch, English Language Teaching and Training
Unsung Hero: Trevor East, Health and Social Care
Industry Impact Award: Rosie Brooks, Hospitality and Professional Cookery

📽️ Watch the 2026 Student-nominated Awards Videos to discover some of the reasons for the winners' nominations.

The event also saw the return of the College band to entertain staff and add to the atmosphere.

A huge congratulations to all our nominees and winners



In addition to the staff awards we are also pleased to note that ESOL Lecturer Allan Smith and his colleagues in the Learner & Community Engagement team have won one of the three national Herald Saroj Lal Awards for our work with migrant workers, refugees and asylum seekers.



This award will be presented at an event in the College on Tuesday 8 September 2026.

Details of this award and the reasons why this has been made are available here: Three educators share The Herald Saroj Lal Award 2026 | The Herald

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.

The changes in respect of the staff probationary scheme outlined in the May 2026 update have now been implemented for new staff and significant work is now being progressed to streamline and improve arrangements for the contracting and payment of part-time variable and supply staff.

This work was began in January 2025, but paused as the implementation schedule for the legislation was pushed back. A small short-life working group has been established to progress this work with a view to a soft launch of revised arrangements for semester 2 (January 2027) and implementation fully for AY 2027/28.

4. Prioritisation and Delivery of the People Strategy

Following on from the savings exercise and related staff changes, work is currently being progressed to streamline and improve arrangements for the organisation and operation of People team, CPD and OD activities. This work has been built on the remaining 4 years of the People Strategy with a focus on the coming 12 – 14 month period and prioritisation of activities and approaches that will support achievement of the strategy objectives whilst also managing costs.

As part of this work, a review of data availability and use has been undertaken and new data dashboards are being built to consolidate the staffing data that is used most often and automate a range of activities and data to better inform decision making. The new dashboards will also support better reporting of the HR metrics at future meetings, minimising the need for manual manipulation of data and improving the flexibility of reporting.

From review work undertaken in spring/summer 2026 it is clear that some current arrangements, systems and processes are no longer fit for purpose and a work plan is being progressed to deliver improvements.

Key steps include the following.

- Roll out of a new Travel Management system to streamline staff travel bookings for CPD events, meetings etc through the DGI app. This provides access to competitive travel and accommodation booking for staff without the need for staff to pay up front/reclaim as expenses and is managed through budget holder approval. The system will significantly streamline the administration of travel and accommodation bookings, whilst also creating better budget control, pricing, and reporting.

- Investigation of a new workforce CPD management system to provide a single point and data source for staff CPD and OD activities that are currently spread across three different platforms, or managed through manual systems. This work is currently in identification/specification stage with a key focus on consilidating CPD arrangements (including staff reviews) into a single online system.

Initial work has just commence to review and further develop arrangements to support staff recognition and better develop the College community and connections. Given staffing changes and financial limitations, greater focus will be put on developing 'natural opportunities' to enhance connection alongside a smaller range of larger and more collegiate events that cover development and wellbeing themes.

A longer term (18 month) programme is being developed to support leadership and management development on a more consistent and planned basis, building on a number of the aspects and themes from the Staff Engagement Survey. This programme will include key elements in respect of practical people management as well as a reframing of the Leadership Development Forum.

5. Learning & Teaching Enhancement

Following on from changes to the structure and staffing supporting the enhancement of learning and teaching arising following the savings exercise, the opportunity has been take to review and revise some aspects of this critical service.

A key element of this change has been the increased focus (and change of team name and roles) to prioritise learning and teaching. This has seen the team change from 'Academic Development' to 'Learning & Teaching Enhancement'.

The main priorities for this team over 2026/27 are as follows.

Qualifications

The Learning and Teaching Enhancement team continues to support staff development through a range of professional learning and teaching qualifications. Current participation includes:

- 13 staff undertaking assessor/verifier L&D qualifications, with Dundee City Council adding a further 11;
- 20 undertaking Teaching in Colleges Today (TiCT);
- 12 Teach@D&A participants; and
- 8 TQFE participants.

These figures are subject to change at this stage, reflecting the timetabled hours required to complete each programme.

Coaching

The Coaching for Leadership Programme will run again in 2026/27 academic year, with interest already expressed by colleagues across a number of curriculum and service areas. This year the programme will be presented to the Leadership Development Forum, recognising its potential to support the development of colleagues currently undertaking leadership roles.

The programme will continue to be available as an all-staff development opportunity, with the involvement of both academic and professional services colleagues valued as an important feature of the development and outcomes.

Learning & Teaching Enhancement

Following feedback from staff across the College, the Learning & Teaching Enhancement team is introducing a series of Learning & Teaching Bites: short, discussion-led sessions designed to provide regular opportunities for teams to reflect on and enhance learning and teaching practice collaboratively.

The first topics for this semester are Encouraging Intrinsic Motivation and Supporting a Trauma Skilled Approach. The sessions will coincide with the launch of the College's updated Positive Behaviour Policy and are intended to support teams to translate the principles of the policy into day-to-day learning and teaching practice.

The approach provides a regular, accessible opportunity for staff to engage in professional dialogue and consider how evidence-informed approaches can be applied within their own learning and teaching contexts.

Observation and Enhancement

Following recent staff feedback, the ‘Expert Teacher’ observation option has been renamed ‘Practice Exchange’. This option provides lecturers who have developed effective teaching approaches with an opportunity to share their practice with colleagues through practice-focused CPD. The change in terminology aims to remove the pressure some staff associated with the term ‘expert’, creating a more accessible and collaborative approach to sharing effective practice. The first Practice Exchange took place on 27 August 2026.

The Elevate pilot is entering its second year, with a focus on ensuring that all departments participate, including the three that were not involved during year one. The second year will continue to move towards collaborative enhancement and adaptive practice, with the observation centred on experimentation, reflective dialogue and professional learning.

A key aim is to reduce the perceived threat associated with observation. Rather than staff feeling that their teaching is being assessed, the focus is on trialling and exploring a new pedagogical approach. This allows lecturers to experiment with a particular teaching tool or strategy, reflect on its impact and consider how it might be adapted or developed, with the emphasis on evaluating the approach being trialled rather than the individual lecturer.

This year, the project will be further developed through pre-selected enhancement challenge areas, aligned with identified College priorities, for staff to choose from and explore within their own teaching context.

Learner voice was not a component of the first-year pilot. As an additional development this year, we will trial opportunities to incorporate learner feedback into the process, exploring how this can contribute to understanding the impact of the approach being trialled and strengthen the connection between staff experimentation, reflective practice and the learner experience.

6. Support Services and Operations Development

In addition to staff CPD and development to support excellence in learning & teaching, the Support Services & Operations Group meets at least twice a year to provide professional updating and common CPD to a group of almost fifty Officers, Team Leaders, and Managers covering the full range of Professional Services and functions across the College.



Simon Hewitt introduced the event, detailing the key findings and steps proposed in respect of the spring 2026 Staff Engagement Survey for Professional Services (alongside his meeting the previous day with Louis Theroux).

The event also provided the group with an update on the role of Professional Services staff in respect of the Tertiary Quality Enhancement Framework (TQEF) and how Professional Services activities fit within the national quality arrangements for the tertiary sector. This included the opportunity for the group to influence development of the Institution Led Quality Review (ILQR) themes and arrangements for Professional Services to be implemented in AY 2026/27.

Other engagements included updates and engagement on the Infrastructure Vision and Gardyne OBC developments led by Ian Simpson alongside Business Transformation developments, including the introduction of the 'UniDesk' support ticket system being rolled out across professional service functions in 2026/27.



7. Trade Union End of Year Catch Up

Given the challenges and successes of 2025/26 an end of year catch up session was held with members of the Joint Consultative Committee. This was a 'no agenda' discussion around the year past and (more importantly) how we want to build on lessons from the year and work together going forward.

A key outcome from this meeting was agreement to hold a joint 'Lessons Learned' session to identify improvements in how we work together as Unions and College Management in the best interests of our staff and students. This sessions will take place on 17 September and and update will be provided for the Committee at the November meeting.

8. Fair Work Principles

As noted at previous meetings, all institutions in receipt of Scottish Funding Council funding are required to adhere to all seven Fair Work criteria.

This has been the practice at D&A for many years and the recently published Scottish Government Policy Evaluation on Fair Work incorporates feedback from D&A on the importance of Fair Work alongside a good practice Case Study (para 4.43) from the College related to our communication and engagement approach with unions and staff.

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

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 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 and 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 3 September 2026

PAPER E

NATIONAL BARGAINING UPDATE

BOARD OF MANAGEMENT
People, Culture & Wellbeing Committee
Thursday 3 September 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.

2. Academic Staff Negotiations

As reported at the June 2026 Board meeting, a national three year salaries deal has been agreed with EIS-FELA covering AY 2026/27, 2027/28 and 2028/29. This agreement also included agreement in respect of discussions around the future workforce. Details of the deal are included in Appendix A, with this giving clarity over salary costs for a significant proportion of the College budget through to September 2029.

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 continuing to progress 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. Further updates will be shared as arrangements progress and any outcomes are confirmed.

Academic Staff Grievance Policy & Model Procedure

Alongside the pay agreement, agreement was also reached on a national grievance policy and model procedure for academic staff. This national policy has been adopted by the College to cover all staff (whilst discussions with professional service unions continue) effective from August 2026. Whilst these are new national documents, they closely follow the ACAS guidance and as such there were no significant changes relative to the previous college policy and process.

3. Professional Services Staff Negotiations

With the final year of the 3 year pay deal implemented for 2026/27, there has been more limited national discussions and outcomes progressing with Professional Services staff unions over recent months.

As noted above, discussions are continuing around the national grievance policy and model process and any updates required will be implemented following publication of the relevant national circular.

National Job Evaluation

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

It is understood that KPMG have been appointed by the Scottish Funding Council to undertake the lessons learned exercise on the initial national job evaluation project. Arrangements and timescales for this will be confirmed in due course.

4. Local Professional Services staff representation

Following the decision of Richard Gordon to step back from the role of Unison representative in the College, there is now a vacancy for this role. The College has also been without any local representatives from GMB since spring 2024, meaning that any matters in respect of Professional Services staff will be referred to the appropriate Unison or GMB regional officers.

Further discussions will be held with both Unison and GMB to seek to encourage College staff to take up this role.

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 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

Circular LS 01/26 – Lecturing Staff Pay Agreement 2026-29

This Circular is issued under the provisions of the National Negotiating Committee (NNC) – Lecturing Staff (LS) and is binding on the signatories of the National Recognition and Procedures Agreement (NRPA). Non-signatory NRPA colleges are encouraged to shadow the Agreement.

This Circular implements the **1 September 2026 – 31 August 2029** NNC – LS Pay Agreement (**Annex 1**).

Pay

Year 1 – 1 September 2026 – 31 August 2027

A consolidated Pay Award of **3.75%** for all unpromoted and promoted lecturer scale points, effective from 1 September 2026.

Year 2 – 1 September 2027 – 31 August 2028

A consolidated Pay Award of **3.25%** for all unpromoted and promoted lecturer scale points, effective from 1 September 2027.

Year 3 – 1 September 2028 – 31 August 2029

A consolidated Pay Award of **3.2%** for all unpromoted and promoted lecturer scale points, effective from 1 September 2028.

Pay Scales/Fixed Points

From 1 September 2026, 2027, and 2028 the **Lecturers' Pay Scale** will be:

National Scale Point	1 September 2026	1 September 2027	1 September 2028
Point 1	43,402	44,812	46,246
Point 2	45,614	47,096	48,603
Point 3	47,826	49,380	50,960
Point 4	50,036	51,662	53,315
Point 5	52,247	53,946	55,672

From 1 September 2026, 2027, and 2028 the **Promoted Lecturer Fixed Points** will be:

National Fixed Points	1 September 2026	1 September 2027	1 September 2028
Fixed Point 1	56,461	58,296	60,161
Fixed Point 2	59,850	61,795	63,773
Fixed Point 3	63,239	65,294	67,383

The Pay Award will be applied pro rata to part time employees and staff who commence or leave employment part way through this period.

Colleges should apply the Pay Award in the earliest possible pay period.

The next pay settlement date will be 1 September 2029.

Reopener Clause

A re-opener clause will apply to **Year 2 (1 September 2027 – 31 August 2028)** and **Year 3 (1 September 2028 – 31 August 2029)** of the Pay Agreement.

1 September 2027 – 31 August 2028

By the **31 May 2027**, a review will be carried out by the Joint Secretaries to assess the mean value of CPI over the 12-month period from 1 May 2026 – 30 April 2027. Where the review identifies that mean CPI over this period was equal to or greater than 0.5% above the agreed Pay Award for the 2027/28 pay year, then the NNC – LS will meet to renegotiate Year Two (**1 September 2027 to 31 August 2028**) for the purpose of the reopener clause.

Whilst these discussions are ongoing, the Pay Award of **3.25%** will proceed as agreed, in **September 2027**.

1 September 2028 – 31 August 2029

By **31 May 2028**, a review will be carried out by the Joint Secretaries to assess the mean value of CPI over the 12-month period from **1 May 2027 – 30 April 2028**. Where the review identifies that mean CPI over this period was equal to or greater than 0.5% above the agreed Pay Award for the 2028/29 pay year, then the NNC – LS will meet to renegotiate Year Three (**1 September 2028 to 31 August 2029**) for the purpose of the reopener clause.

Whilst these discussions are ongoing, the Pay Award of **3.2%** will proceed as agreed, in **September 2028**.

Job Security

This Agreement ensures that any compulsory redundancies will be as a last resort, after it has been determined by a college acting reasonably, that all other reasonably practicable options (including redeployment and early retirement) have been exhausted. There will be no compulsory redundancies in direct response to this Pay Award.

Distant Islands Allowance

A joint letter will be issued from College Employers Scotland, in collaboration with Colleges Scotland, the EIS-FELA, UNISON, Unite and the GMB to seek an urgent meeting with Scottish Government Officials to seek additional government funding of Distant Islands Allowance for applicable colleges.

Implementation of Circulars

The EIS-FELA and the employers are committed to ensuring the full implementation of all agreed National Circulars.

Scope

The terms of this Circular will apply to all employees and new entrants to the profession, including those on a temporary, fixed term or non-permanent contract, covered by the NRPA.

If any clarification is sought on Circular LS 01/26 then this should be directed to the Joint Secretaries simultaneously, copying in College Employers Scotland – ces@collegeemployersscotland.ac.uk for secretarial purposes.

A joint response will be provided to all points of clarification.

NJNC Joint Secretaries

Steve Farrell Sarah Collins

3 July 2026

Annex 1

National Negotiating Committees

Pay

Year 1 – 1 September 2026 to 31 August 2027

A consolidated Pay Award of **3.75%** for all unpromoted and promoted lecturer scale points, effective from 1 September 2026.

Year 2 – 1 September 2027 to 31 August 2028

A consolidated Pay Award of **3.25%** for all unpromoted and promoted lecturer scale points, effective from 1 September 2027.

Year 3 – 1 September 2028 to 31 August 2029

A consolidated Pay Award of **3.2%** for all unpromoted and promoted lecturer scale points, effective from 1 September 2028.

Pay Scales/Fixed Points

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From 1 September 2026, 2027, and 2028, the Promoted Lecturer Fixed Points will be:

National Fixed Points	1 September 2026	1 September 2027	1 September 2028
Fixed Point 1	56,461	58,296	60,161
Fixed Point 2	59,850	61,795	63,773
Fixed Point 3	63,239	65,294	67,383

Reopener Clause

A re-opener clause will apply to the second and third year of the Pay Agreement. The detail of the re-opener is attached as **Appendix 1.**

Job Security

This Agreement ensures that any compulsory redundancies will be as a last resort, after it has been determined by a college acting reasonably, that all other reasonably practicable options (including redeployment and early retirement) have been exhausted. There will be no compulsory redundancies in direct response to this Pay Award.

Distant Islands Allowance

College Employers Scotland, in collaboration with Colleges Scotland, will work with the EIS-FELA and other recognised trade unions to jointly seek government funding of Distant Islands Allowance for applicable colleges as additional to any Pay Award, payable on 1 September of each year, subject to completion of discussions with the Scottish Government.

Implementation of Circulars

The EIS-FELA and the employers are committed to ensuring the full implementation of all agreed National Circulars.

Notes:

- Non-NRPA colleges are encouraged to shadow the agreement.
- The Pay Award will be applied pro rata for part-time employees.
- Colleges should apply the Pay Award in the earliest possible pay period.

11 June 2026

Appendix 1

Re-opener Clause

The Pay Agreement includes a reopener clause for the second and third years (**1 September 2027 to 31 August 2028 and 1 September 2028 to 31 August 2029**) that would enable the re-opening of discussions.

The detail of the reopener clause is outlined below:

2027-28 Pay Award

By the **31 May 2027**, a review will be carried out by the Joint Secretaries to assess the mean value of CPI over the 12-month period (1 May 2026 – 30 April 2027).

Where the review identifies that mean CPI over this period was equal to or greater than 0.5% above the agreed pay award for the 2027/28 pay year then the National Negotiating Committee – Lecturing Staff (NNC – LS), will meet to renegotiate Year Two (**1 September 2027 to 31 August 2028**) for the purpose of the reopener clause.

Whilst these discussions are ongoing, the Pay Award of 3.25% will proceed as agreed, in September 2027.

2028-29 Pay Award

By 31 May 2028, a review will be carried out to assess the mean value of CPI over the 12-month period (1 May 2027 – 30 April 2028).

Where the review identifies that mean CPI over this period was equal to or greater than 0.5% above the agreed pay award for the 2028/29 pay year then the National Negotiating Committee – Lecturing Staff (NNC – LS), will meet to renegotiate Year Three (**1 September 2028 to 31 August 2029**) for the purpose of the reopener clause.

Whilst these discussions are ongoing, the Pay Award of 3.2% will proceed as agreed, in September 2028.

Method of calculating mean CPI for the review process

Mean CPI will be determined with reference to the CPI figures published by the Office for National Statistics – Consumer price inflation, UK - Office for National Statistics. That series provides the percentage change value, on a month-by-month basis, and enables a calculation to be carried out to determine the mean average rate of CPI over the agreed period.

Circular LS 03/26 – Workforce Planning for Lecturing Staff

This Circular is issued under the provisions of the National Negotiating Committee (NNC) – Lecturing Staff (LS) and is binding on the signatories of the National Recognition and Procedures Agreement (NRPA). Non-NRPA colleges are encouraged to shadow the Circular.

This Circular implements the NNC – LS Workforce Planning Agreement agreed on Tuesday 16 June 2026 and is attached as **Appendix 1.**

The Workforce Planning Agreement is an agreed output of the NNC – LS.

Terms of Agreement

The Joint Secretaries will agree a schedule of meetings in Academic Year 2026/27 to allow a LS – Workforce Planning Working Group to be established from September 2026.

The Joint Secretaries will also draft a Terms of Reference, in conjunction with their respective representatives, for agreement at the first meeting of the LS – Workforce Planning Working Group in September 2026.

The scope of the agreed Terms of Reference will allow the working group to commence discussions on matters within the NRPA and, with agreement by both parties, areas that may currently be outside of the NRPA.

The working group will provide regular updates to its respective members and make recommendations to the NNC – LS.

The Workforce Planning Working Group will also be a forum for consultation on matters resulting from the College Sector of the Future workstream.

Clarification

If any clarification is sought on Circular LS 03/26 then this should be directed to the Joint Secretaries simultaneously, copying in College Employers Scotland – ces@collegeemployersscotland.ac.uk for secretarial purposes.

A joint response will be provided to all points of clarification.

NNC Joint Secretaries

Steve Farrell Sarah Collins

3 July 2026

Appendix 1

Wording on Workforce Planning Agreement

The EIS-FELA and College Employers Scotland (CES) agree to fully and effectively utilise the scope of the National Recognition and Procedures Agreement (NRPA) to consult on matters of national policy and negotiate on any workforce planning resultant from these policies.

Workforce Planning Working Group

A Workforce Planning Working Group will be established in **September 2026**.

The EIS-FELA and CES will agree a schedule of meetings and draft a Terms of Reference for agreement at the first meeting of the Workforce Planning Working Group in September 2026.

Once the Terms of Reference is agreed, work can commence on areas agreed in the Terms of Reference with regular updates and recommendations made to the NNC – LS.

The Workforce Planning Working Group is also the forum for consultation on matters resulting from the College Sector of the Future workstream.

16 June 2026

Agenda Item 9

People, Culture and Wellbeing Committee

Thursday 3 September 2026

PAPER F

STRATEGIC RISK REGISTER

BOARD OF MANAGEMENT
People, Culture & Wellbeing Committee

Thursday 3 September 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 September 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 September 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		3	Significant	Possible
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance		4	Major	Probable
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates		5	Critical	Very Likely
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management				

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS: Risks	Impact	Likelihood	Score	TREATMENT: Mitigation Actions	POST MITIGATION EVALUATION: Impact	Likelihood	Score	Monitoring	Lead Responsibility
1 Strategic and Structural (cont)										
1.4 Board	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, QAS, QAA, 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 • Monitoring and Reporting on progress within annual accounts	VPSO, DirInf, HoE

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	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management			

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
	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 • 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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Post Holders							
	ELT	Executive Leadership Team	Prin	Principal	**Score**	**Impact**	**Likelihood**
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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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	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 • 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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	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	2	Minor	Unlikely
	Board	Board of Management	DirSE	Director of Student Experience	3	Significant	Possible
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	4	Major	Probable
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	5	Critical	Very Likely
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management			

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.)										
3.4 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

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

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.

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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 • Regular staff engagement surveys & actions	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 • Regular staff engagement surveys & actions	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.

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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										
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 • 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	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

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.

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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	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 10

People, Culture and Wellbeing Committee

Thursday 3 September 2026

PAPER G

HR METRICS

BOARD OF MANAGEMENT
Human Resources and Development Committee
Friday 4 September 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 Metric Development Plans

As part of the work summarised in point 4 of Agenda item 7, work is progressing to improve the data available to support the work of the People team and to underpin improved automation of data production and ensure the availability of data to support review and decision making. This work will also allow data to be reported using different timescales (such as the request for data over 15 months) without the need for this to be manually produced.

This work is ongoing and it is hoped that revised data will be able to be produced for the November meeting.

3. 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 600.6**	**Active Headcount 654**

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	51.08%
Disability	69.38%
Median Gender Pay Gap	4.72%
Diversity Data Gaps	26.94%

Work is currently underway to improve equalities data recording for staff within the integrated HR-Payroll system, with staff asked to review and update their data by Friday 4 September 2026. A further review will be undertaken at this stage and more focussed follow ups undertaken in any teams where significant data gaps remain.

Staff Absence Data (year to date)

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

	Staff Absence Last Full Quarter	Staff Absence Rolling Year to End of Last Quarter
Average working days lost per sick headcount	**8.04 days**	**8.56 days**
Working time lost	**1.52%**	**4.33%**
Comparison with sector/national rates UK All Sector rate (CIPD 2016) UK Public Sector rate (Unison 2016)	3.3% (3.4% CIPD 2023) 3.4%	

Absence Analysis (Incidents)	Rolling Year to End of Last Quarter	Rolling Year to Start of Last Quarter
Long Term Absences (4 weeks or more)	**77**	**73**
Short Term Absences	**752**	**759**
Stress Related Absences – Work related	**13**	**9**
Stress Related Absences – Non-work related	**69**	**62**

Other HR Metrics

	Last Quarter	2025/2026 Full Year
Staff Turnover Rate (non-forced)	**7.51%**	**16.3%**
Employee Hearings		
Discipline	**1**	**4**
Grievance	**0**	**14**
Tribunal Actions	**0**	**0**
Recruitment Exercises	**33**	**174**
Current Vacancies	**5**	

4. 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	**224**	**352**
Number of attendances at internal and external CPD events per employee headcount	**1579**	**1215**
Organisational Development budget per employee headcount	**-**	**£110**
Engagement survey ratings (annual/periodic)	**Engagement Index: 76** **Happiness Index: 80**	Engagement Index: 76 Happiness Index: 80
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	**33**	**0**	**12**	**0**	**21**	**0**
Support	**54**	**0**	**16**	**0**	**38**	**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**	**92%**
****GDPR**	**92%**
***Safeguarding**	**68%**
***Equality & Diversity**	**51%**
***Mental Wellbeing in Children and Young People**	**44%**

Given changes being made to the approach taken in respect of mandatory training, dates and arrangements have been updated.

For the 2026/2027 academic session the mandatory training theme will be Health & Safety and the Health & Safety Team is currently developing a new suite of Health & Safety training modules to replace the previous generic content through the TES Global system. This new content will be:

- Shorter and more manageable than previous training units
- More interactive and engaging
- Tailored specifically to the College environment and the needs of our staff and students

Given these changes the usual AY 2026/2027 rollover has been delayed until December 2026, with the launch of the new units in January 2027. Once launched, staff will have until 31 July 2027 to complete the new Health & Safety suite of mandatory training.

Given these developments and disruption to arrangements for 2025/26 (including system reporting issues from TES Global) the completion figures for 2025/26 are not up to date. This issue is being worked on by TES Global and the focus will remain on completion rates for the units from the 2025/26 academic session through until December 2026. An update on completion rates will be provided at the November meeting.

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 (extended to 31 December 2026).

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.

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 / Duncan McShea, Data Analyst
Executive Sponsor: Steve Taylor, Vice Principal, Support Services and Operations

Agenda Item 12

People, Culture and Wellbeing Committee

Thursday 3 September 2026

PAPER H

MINUTES/MEETING UPDATES

Health, Safety & Wellbeing Committee

May 2026

Health, Safety & Wellbeing Committee Meeting Minutes

Wednesday 20 May 2026 at 9am
Gardyne Campus Room G-MA-150

PRESENT:	Billy Grace (BG) (Chair) Sandy Fowler (SF) Gillian Thomson (GT) Karen Buchan (KB) Ronnie Hamilton (RH)	Lee Lappin (LL) Kichelle Williams-Robinson (KW-R) Lauren Simpson (LS) Sarah Thom (STh)
	Guests: In Part Insp Grant McGaughay (GM) (Police Scotland) Insp Mahboob Ahmad (AM) (Police Scotland)	
APOLOGIES:	Stephen Taylor (ST) Darren Abel (DA) Sarah Rennie (SR) Lisa Kelbie (LK) Bryan Leonard (BL)	Richard Gordon (RG) Stephen Oakley (SO) Jane Cooper (JC) Jackie Beresford (JB) Chloe Hendrie (CH)

1. Welcome & Apologies

BG welcomed everyone attending and introductions were given by all present.

2. New Enhanced Community Policing (ECP) Model (Police Scotland)

BG welcomed both **GM** and **AM** to the committee meeting. **GM** thanked the committee for the opportunity to attend the meeting today to speak about Police Scotland's New Enhanced Community Policing (ECP) model. Due to necessary changes to public perception and managing their expectations, the new (ECP) model was started in Tayside in February 2026 covering both Dundee and Angus Areas following implementation of a similar format model in England.

The introduction of the new model aims to shift officers from reactive calls and onto the streets building a visible presence to deter crime before it starts. The model enables the capacity to provide both emergency response/ patrolling and services through partnership community policing, where police can attend and support information sessions at events/venues such as schools and colleges.

The Communities Investigation Hub (CIH) within the Tayside Police division is a dedicated Unit designed to handle non-urgent crimes, local investigations, operational tasks, and services in the community where details are obtained, crime reference number provided and if required a future appointment arranged. There are dedicated email addresses for both community support in Dundee and Angus and these will be sent over later today to be shared within your college. For Dundee, 2 area maps have been produced, 1 showing Response Patrol Areas and 1 for Community Policing Areas. The Response Area shows Dundee City in 8 separate areas. If an officer is deployed to a specific area

of the map, they can still be called to a different area for emergency response and following conclusion return to the original deployed area. For Community Policing Areas, this is broken down into 5 areas, which includes the City Centre. Although the model is in its very early stages of introduction, there are already seeing positive results and welcomed any questions. The committee were positively encouraged to hear of the new model and the changes it will bring. **BG** thanked both inspectors for attending the committee meeting today and sharing information on the new models and as a willing partner the college looks forward to working with Police Scotland in the future.

(The inspectors left the meeting)

Action – SF to add Police Scotland Dundee and Angus Community Contact Email addresses onto the Health, Safety and Wellbeing Teams Portal Page once received for sharing.

- **Health, Safety and Wellbeing Committee Agenda (Recommenced)**

BG noted the low turnout at today's meeting, with a few call offs received over the last couple of days. With invitations being sent out for this meeting at the start of Academic session in Sept 2025, it is important for committee members to note that when invited to attend, to view attendance at the meetings as high priority and lock in when placing into diaries.

3. Note of last meeting

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

4. Matters Arising (for information)

Agenda Item No	Owner	Action	Current Status	Open / Closed
4.1	**LL**	To arrange the creation of a SLWG to discuss the elements of wellbeing and to promote the good work being done.	Ongoing	Open
5.4	**LL**	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.	SLWG created and 2 meeting taken place, good progress made.	Open
5.5	**SF**	Update department Senior/Line Managers on the safety checks frequency change from 3 to 2 following the release of statistical data for round 1.	Note to be sent out prior to next round in June.	Open
5.6	**SF**	Arrange an introduction training session for POWER BI data model	POWER BI being finalised	Open

		with HSWC members when system development is complete.		
10.1	**SF**	To provide update Terrorism (Protection of Premises) Act 2025 when further information is released by the Scottish Government / SIA.	Scottish Government / SIA guidance published and under review.	Open
10.2	**BL**	To provide list of current names of Mental Health First Aiders triage |personnel for inclusion in the first aid mobile phone at each campus.	Ongoing	Open
10.3	**ST**	Send out a doodle poll with meeting time and date to HSWC members for the next meeting Sept 2026	Next date agreed	Closed

5. Sub-Committee Updates:

5.1 Wellbeing Planning

No report.

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

5.2 First Aid SLWG Update

SF confirmed that a First Aid SLWG has been formed and has met on 2 occasions to date and is making good progress with regards to development of Draft First Aid Policy and review of First Aider Agreement form with the view to distributing the documents to committee for review.

Action – Chair First Aid SLWG to distribute Draft First Aid Policy document and First Aiders Agreement Form to distribute to the committee for review.

6. Health & Safety Team Update

6.1 SF stated that the Health & Safety Officer's Report had been released and published on Committee Teams portal page, within that report it shows continued positive progress covering the period Aug 2025 to May 2026. In summary, the report is in 2 sections with the first section covering headed sections where the health and safety team continues to provide support to both curriculum and support areas through work activities such as DSE assessments, PEEP's, administration and ensuring adequate cover of campus first aid provision, departmental health and safety training and reviewing safety management systems, procedures and documentation. The second section covers health and safety AINM (accident, Incident and Near Miss) and Department Safety Checks statistical analysis.

Health & Safety Statistics

SF confirmed that the transfer over from excel spreadsheet database for Accident, Incidents and Near Misses (AINM) to POWER BI with the support of Digital Services is almost complete. The statistics in the current Health and Safety Officers report shows how we are doing and where we are. Although we share these at committee level, these are also shared at department team meetings and moving to POWER BI will enable this information to be shared much easier and quicker.

The POWER BI system for health and safety information is being finalised, and following completion, an introduction and awareness training session will be arranged for committee members to use and understand the dashboard. The new POWER BI systems dashboard has 16 subject headings with subject sections containing a number of graphs showing data for This Year, Last Year and difference comparisons.

In summary, during the period August 2025 – May 2026, there were 127 accidents, 132 Incidents and 38 near misses reported, with total 297, which is slightly up on last years 284 total. There were 3 RIDDOR reportable accidents reported during this period which is 2 more than same period as last year. The statistics continue to show for the last 3 years the numbers are increasing which is anticipated as part of ongoing safety campaigns and as indicated in previous meetings they will begin to Plateau over the next 12-18 months where the numbers would be expected to stabilise. The college has a well established and stable AINM reporting system in place. **KW-R** noted that where a RIDDOR had occurred, the help and support provided to their department by the health and safety team in processing was appreciated.

Departmental Safety Check System

SF confirmed that that 1st Round of Safety Checks for 2026 was undertaken between 19th January 2026 and Friday 30th January 2026. The analysis data has also been transferred onto POWER BI with a couple of tables to be finalised. The analysis is included in the Health and Safety Officers report, with results showing for the 88 Department safety check forms submitted Grade A (No action required), based on applicable questions is at 96.71% compliance. The balance 3.29% falls into Grade B and C which were followed up by the health and safety team. The health and safety team has commenced internal departmental spot check inspections from l11th May 2026 and early indications show that the health and safety team reports are consistently matching like for like with departments, which is very satisfying to see. The final Safety Check graph in the Health and Safety Officers report shows the top 3 answers provided for each Grade.

As a result of the consistent high compliance percentage rate, the current level of sequential department safety checking will be formally reduced from 3 checks to 2 per Academic Year.

Action – SF to provide an update on the safety checks frequency change to Senior/Line Managers prior to the launch of Safety Checks Round 2 in June 2026.

6.2 Health & Safety Training

SF stated that the health and safety team continues to engage with curriculum and attend classes to deliver health and safety information in support of student course studies including recent health and safety cases and first aid which has been well received.

SF stated that following the launch of Staff Fire Emergency Evacuation RISE Course for all staff and the recent Fire Evac Drills success carried out in March, a good news portal message was published. Whilst a small number of EES tags were not returned immediately to the Fire Reporting Officer, the Fire Evac drills were carried out safely, calmly and efficiently and the portal message gave thanks to all staff for their support in ensuring the buildings were successfully evacuated.

6.3 Accident Investigations Summary Findings and Lessons Learned

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

7. People Team Update:

7.1 Absence:

KB confirmed that the reports were uploaded to the Portal and stated that the absence statistics remain steady and low. However, see a little spike in long term sick against the same period last year. We are also seeing a significant increase in reasons for absence with 20% anxiety, stress, depression and Psychiatric. This is a trend that has continued over the last couple of years and similar to increase in health and safety occupational health referrals with the peopleteam dealing with more OH referrals connected with work. Next highest is cold and flu with 14%, other factors below 10%, when people team engage with the staff member, there are generally other factors that are personal reasons and not work related. With regards to absence trends, there tends to be a drop in absence figures in April and June which is due to people returning prior to holidays and a spike prior to annual leave.

7.2 Wellbeing:

KB confirmed in February the college held the All-Staff Development Day with lots of engagement with around 350 staff attending with feedback positive. Lots of different sessions, suicide awareness, looking after your wellbeing. The evaluation feedback was that staff felt the sessions were great with lots of choice and autonomous to choose their own activities.

Just One Hour sessions have been hugely popular engagements with lots of wonderful and unusual activities such as bricklaying, car maintenance which were totally booked out. There was retro gaming, financial planning and even making pancakes. Dance fitness classes were also very popular with strong feedback. In terms of key things fed back were these sessions really support our wellbeing and good for connecting with other colleagues and real sense of community. Real positive impact on staff development and wellbeing.

In March the college held staff personal training opportunities, Just One Hour held reading together sessions, really popular was 2-day suicide prevention course in April and looking to run another one in Gardyne for Gary Gordon Team in Construction in June 2026. In May there was sessions Zumba, hanging baskets, weekly activities with job club, meditation, staff gym sessions and launched staff financial wellbeing session and salary sacrifice scheme with 20 staff members signed up.

We posted a message during Mental Health awareness week with over 200 views, walking challenge which has been great.

We have the Menopause action plan review coming up and as this is a nationally agreed policy through the Unions it is not expected changes to be made unless it will enhance the policy. That the wellbeing update and would be happy to take any questions.

8. Trade Union:

8.1 Trade Union Update:

No report

9. Students Association/Learner Engagement Update:

9.1 LS provided an update on the highlights from the uploaded graphic reports on teams portal. Prepping for lots of students over the summer with dos and don'ts sessions and has good uptake. Volunteering numbers are up to 105, particularly since Jade took on the role in 23/23 there 11 volunteers. There has been a really good connection and engagement between Jade and the students. Some of the activities form the report, Fun Fridays 6 trips, 521 students active campus sessions. Up to last week we were sitting at 344 delivered sessions with over 3726 participants. Barista academy, 26 parents completed a 2-hr certificate introduction to Barista Academy, 26 unemployed or low-income parents, 8 unemployed adult learners, 60 young people NEET or on low income, the engagement with the academy is great and we are looking to develop this further in the future.

Youth hub on Monday evening has good attendance with main aim to reduce criminality. Johnathon held the Dungeons and Dragons programme meta skills with 150 hr volunteering, 5 entrepreneur 80 Staff attending and 50 + Students attending. With partnership, although acquiring facilities are difficult particularly at Gardyne, we have partnered with Arbroath Lawn Tennis Community and have 5 department engaging and its only 5 minutes along the road from Arbroath Campuses, we are also holding wellbeing sessions there and have had really good feedback. Esport activity has been positive. We have a couple of sessions arranged with student services around student attainment in couple of weeks and will be also carrying out campus tours over the summer.

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

11. AOCB

11.1 SF provided an update on the Terrorism (Protection of Premises) Act 2025 with regards to the recent release of guidance/information from Home Office and SIA, which is currently under review and informed the committee that this item will now be included as an agenda item under the Health and Safety team update.

11.2 SF provided an update with regards to 14 Health and Safety Documents which are currently being reviewed as part of Quality scheduled review process.

11.3 SF provided information with regards to ongoing RIDDOR consultation with the main purpose of the consultation to improve clarity and consistency in reporting requirements by providing more examples of work-related injuries to address under-reporting and over-reporting and to align RIDDOR with modern workplaces and occupational health priorities including the addition of NIHL (Noise Induced Hearing Loss). The consultation is due to close 30th June 2026.

11.4 LS informed the committee for information of recent appointment within LACE of new Campus Co-ordinator with funding from the Gambling levy.

11.5 GT referred to the RIDDOR consultation with regards to proposal to include NIHL in list of occupational disease, as with current Occupational health referrals hearing is a topic for referral and it was important to note that it is a statutory requirement for staff to attend an arranged appointment as the college is charge for non-attending. To reduce

the risk of non-attending due to absence and subject to charges, would it be possible for the People Team to send a list to GT of the current staff absence. **KB** stated that due to short term absence average over 100 names which includes a single day due to change frequently and require daily lists, it would not be possible, however a list of the Long-Term Absences could be provided.

Action – KB to provide an up-to-date current list of staff who are on long term sick to Health and Safety Team.

12. Date of Next Meeting:

Wednesday 23 Sept 2026 at 09.00am Gardyne Campus Room G-MA-150 (Booked)
(Unless there is a particular requirement for an earlier meeting)