

PEOPLE & REMUNERATION COMMITTEE

Unapproved minutes of the meeting of the People & Remuneration Committee held at 14:00 on Tuesday 18 November 2025 in the Boardroom at Sighthill Campus.

Members: Audrey Cumberland, Becky Duff, Judit Harangozo, Ian McLaughlan, (Chair), Alex Killick, Mary O'Driscoll, Paul Smart, Bethany Winkler

Apologies: Daniel Holland

In attendance: Sue Clyne Director of Human Resources and Organisational Development
Scott Douglas Director of Communications, Marketing and Policy
Nina Munday Equality, Diversity and Inclusion Lead
Fraser Rudge Clerk / Interim Board Secretary
Alan Williamson Chief Operating Officer

1 WELCOME & APOLOGIES

The Chair welcomed members and attendees to the first meeting of the academic year. The Chair also welcomed Fraser Rudge, who had been appointed as Interim Board Secretary following the departure of Marcus Walker. Apologies were received as noted above, and the meeting was confirmed as quorate.

2 DECLARATIONS OF INTEREST

One member declared an interest in agenda item 5.2 Human Resources & Organisational Development. Alex Killick advised the Committee that he was a Director of Leading Kind Ltd, which had been contracted by the College to support the development of high performing leadership teams.

3 MINUTES OF PREVIOUS MEETING

The Committee APPROVED the minutes of the People and Remuneration Committee of 2 June 2025 (Paper A) as an accurate record of the meeting.

4 MATTERS ARISING REPORT

The Committee NOTED the updates contained within the Matters Arising Report (Paper B); and NOTED that actions from previous meetings were either complete, or that an update would be provided elsewhere on the agenda or at a future meeting.

5 UPDATE ON PEOPLE STRATEGY

The Committee NOTED a brief verbal update on the People Strategy from the Principal and Chief Executive Officer. Members were informed that the People Strategy 2023-2026 was in the process of being reviewed, and that the successor strategy would be closely aligned with the new College strategy that was in development. It was explained that the new College strategy was intended to be approved by the Board of Management in June 2026, and that it would be launched in time for the start of academic year 2026/27. Members were assured that the Board and the Committee would have opportunities to contribute to the development of the new People Strategy prior to approval being sought. Members noted that the October 2025 Board strategy session had already provided an opportunity to contribute to the review process.

The Principal and Chief Executive Officer agreed to provide a further update at the February 2026 meeting; and advised that this report would update members on progress made against the People Strategy 2023-2026 and provide reflections on the overall effectiveness of the 2023-2026 strategy.

5.1 Culture Change (HIVE)

The Committee NOTED a verbal update on progress to date to enhance the College's culture approach from the Principal and Chief Executive Officer. As context, members were informed that the College had conducted a HIVE staff survey in 2024 and a Pulse staff survey in 2025. Members were advised that a further Hive staff survey was planned for late March / early April 2026. Whilst acknowledging the limitations of the surveys, the Principal and Chief Executive Officer reported that the results had been very helpful for understanding key themes to focus attention towards improving staff engagement at the College.

Members were advised that themes associated with the College's culture and communications had featured prominently in the survey results, and it was reported that staff had expressed a desire to be more involved in college decision making. The Committee were advised that the Senior Management Team had considered the results, and were acting on them. The Principal acknowledged the efforts of the Communications, Marketing and Policy team to improve the College's communications; and advised that staff were being involved in the development of the new college strategy through a series of workshops and a staff survey. The Committee were further informed that the staff workshops had been particularly well received. Separately, members noted that Leading Kind Ltd had been contracted to support the development of high performance amongst the College's senior management team.

It was reported that overall staff satisfaction had increased by around 5% between the 2024 and 2025 staff surveys; and that consideration was being given on how the survey data could be used to enhance the Board KPI dashboard. The Committee DISCUSSED briefly how college culture could best be measured and supported; and how the revised People Strategy would support the College to successfully achieve the new strategy and the Transformation Plan. As part of the discussion, the Principal highlighted relevant questions used within staff and student surveys; and separately commented on the need to encourage a sense of transformation and hope amongst the college community against the context of challenging sectoral funding constraints. It was commented that staff would likely benefit from receiving further information on key transformation plan timescales and progress.

5.2 Human Resources & Organisational Development

The Committee NOTED the Human Resources and Organisational Development Report (Paper C). The Director of Human Resources and Organisational Development highlighted key insights associated with national bargaining, job evaluation, workforce planning and development, and faculty restructure. As a point of clarification, members were advised that a 360-feedback model for the College Executive and Senior Management Team was being considered, and that development would be paused pending the outcome of the work being undertaken by Leading Kind.

The Director of Human Resources and Organisational Development provided a brief overview of the primary reasons for staff turnover at the College and, in response to a query, clarified that voluntary severance had not contributed significantly to staff turnover. Members discussed briefly the College's arrangements for succession planning and for backfilling temporarily vacant positions. It was acknowledged that reductions in the College's workforce made providing ad hoc cover more challenging than had been the case in previous years.

The Committee DISCUSSED whether there were any notable trends in staff absence; whether specific areas of the College had above average absence rates; and whether the age profile of college staff could be affecting the absence rate. There was a brief discussion on whether there were any

additional upstream interventions that could prevent, or reduce the duration of, staff absences. Members received a brief overview of relevant HR policies, procedures, and methods for supporting staff.

6 EQUALITY, DIVERSITY, AND INCLUSION POLICY

The Committee NOTED the revised Equality, Diversity, and Inclusion Policy (Paper D); and the Equality, Diversity and Inclusion Lead provided an overview of the key revisions to the Policy. Members of the Committee were informed that the Policy had been rewritten to take account of changes in legislation and, more widely, to reflect the College's inclusive ethos and its legal obligations beyond the Equality Act 2010. It was explained that the revised policy more clearly set out the College's commitments and expectations; and more clearly explained the roles and responsibilities of members of the college community.

The Committee DISCUSSED how the policy would be operationalised, and whether the College would need to commit additional funding to meet the expectations as set out within the policy. Members were assured that the College had existing structures in place to provide support, and that the associated costs had already been budgeted for. It was added that a key desire for the revised policy was to more clearly convey the College's expectations to members of the college community.

The Committee DISCUSSED how the policy, and the expectations contained within, would be communicated to staff and students. As part of this discussion, it was suggested that worked examples could help individuals to understand how the College's policies and procedures interacted. The Equality, Diversity and Inclusion Lead advised that a bespoke training session could be provided to the members of the Board of Management and the Senior Management Team in addition to other college staff. The Committee AGREED that a training session for the Board of Management should be arranged at a suitable time.

The Committee DISCUSSED the accompanying equality impact assessment, and AGREED that a minor amendment be made prior to its publication on the College's website.

The Committee APPROVED the Equality, Diversity, and Inclusion Policy.

On behalf of the Committee, the Chair thanked the Equality, Diversity and Inclusion Lead and the members of the Access and Inclusion Strategy Group for their work on updating the policy.

6.1 Equality Outcomes

The Committee NOTED a short [presentation](#) on the College's Equality Outcomes from the Equality, Diversity and Inclusion Lead. Members received an overview of the student and staff populations by protected characteristics, and an overview of the proposed reporting structure in relation to the College's equality outcomes across Board of Management committees.

The Committee DISCUSSED the information provided on the student and staff populations by protected characteristics. It was observed that the proportion of students and staff reporting caring responsibilities appeared to be lower than for other colleges, and it was suggested that this be investigated. Separately, it was observed that 43.5% of staff were aged 50 and over and it was queried what implications this had for succession planning and for supporting those with child and adult dependents.

The Committee DISCUSSED and ENDORSED the proposed reporting structure as detailed within the presentation. Members NOTED also that the College's [Equality Outcomes and Mainstreaming Report 2025 to 2029](#) had been published on the College's website.

The Committee DISCUSSED equality outcome seven: 'Improved engagement and uptake of mental health support by male employees and students (recognising intersectionality within that group)'. It

was queried whether the College held sufficient data to confirm that an inequality existed, and whether the College could generate sufficient data to monitor activity in support of the outcome. The Committee AGREED that the Access and Inclusion Strategy Group be asked to give further consideration to equality outcome seven, and to report back to the Committee in due course.

7 BRAND & REPUTATION REPORT

The Committee NOTED the Brand and Reputation Report (Paper E); which provided an update on the College's communications, marketing, research, and public relations activities, over the previous three months. The Director of Communications, Marketing and Policy highlighted key aspects of the report and commented that he would welcome feedback to enhance future iterations of the report.

Members DISCUSSED briefly topics relating to the effectiveness of marketing spend, the College's approach to public affairs in the context of the upcoming election to the Scottish Parliament, and developments within the further and higher education sectors.

The Chair observed that the issue of campus signage had been raised at the recent Student Success Committee meeting, and commented that it was encouraging to note reference to the ongoing signage audit and activities to improve campus signage.

8 ANY OTHER COMPETENT BUSINESS

8.1 Sexual Misconduct Monitoring and Support Arrangements

The Committee NOTED a short presentation from the Director of Human Resources and Organisational Development on the policies and systems in place at the College to prevent instances of sexual misconduct from occurring, and the arrangements for supporting the victims of sexual misconduct.

The Committee AGREED that the presentation had provided assurance of the College's arrangements; and DISCUSSED briefly how the Board of Management and its committees could best receive assurance on an ongoing basis. It was commented that the College's Safeguarding Team would be able to contribute to reporting on sexual misconduct, and on other issues that may be of relevance to the Board.

8.2 Closed Items of Business

Members NOTED that a closed session of the People & Remuneration Committee would be held immediately following the meeting.

8.3 Chief Operating Officer

The Committee NOTED that Alan Williamson would be stepping down from the role of Chief Operating Officer in February 2026. On behalf of the Committee, the Chair thanked Alan for his many years of dedicated service to the College, and for his support to the Committee.

9 FOR INFORMATION

9.1 P&RC Terms of Reference

Members NOTED the Committee's current Terms of Reference (Paper F), as approved by the Board of Management in June 2025.

9.2 P&RC Business Planner 2025/26

Members NOTED the Committee's Business Planner for 2025/26 (Paper G), which contained potential agenda items for the Committee's meetings of February and May 2026; and contained a mapping of the business planner against the Committee's terms of reference. Members were invited to email any feedback or suggestions to the Chair and the Board Secretary following the meeting.

9.3 Health & Safety Update

Members NOTED the Health & Safety Update for quarter one of the 2025/26 academic year (Paper H); which included monthly reports for August, September and October 2025. Members were informed that the Finance, Business Development, and Resources Committee had also received the update and would be discussing the contents at its meeting of 20 November 2025.

9.4 [Equality Outcomes and Mainstreaming Report 2025 to 2029](#)

The Committee NOTED the Equality Outcomes and Mainstreaming Report 2025 to 2029, which had been published on the College's website.

10 DATE OF NEXT MEETING: 26 FEBRUARY 2026