Approved minutes of the meeting of the People & Remuneration Committee (open session) held at 14:00 on Thursday 26 February 2026 via Microsoft Teams.

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

Apologies: Daniel Holland

In attendance:	Andy Bamberry	Health and Safety Manager (item 8)
	Scott Douglas	Director of Communications, Marketing and Policy
	Alan Holligan	Board Member
	Fraser Rudge	Board Secretary

1 WELCOME & APOLOGIES

The Chair welcomed members and attendees to the second meeting of the academic year.

Apologies were received as noted for Daniel Holland, and the Chair welcomed Alan Holligan who was in attendance at the meeting to provide an academic staff members perspective. The meeting was confirmed as quorate.

2 DECLARATIONS OF INTEREST

No declarations received for this agenda.

3 MINUTES OF PREVIOUS MEETING

The Committee APPROVED the minutes of the People and Remuneration Committee of 18 November 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.

4.1 Terms of Reference

The Board Secretary reported that the Governance & Nominations Committee had considered, and recommended that the Board approve, a new provision to be added to the terms of reference for all committees relating to the annual review of committee operations.

4.2 Hive Survey

Following discussion as part of agenda item 6.1, members AGREED to close the action.

4.3 EDI – Board Training

Following a brief discussion, members AGREED that further consideration be given to the purpose of the proposed training session. Members further AGREED that the training should be provided as part of a Board development day, rather than as a short pre-Board session. It was suggested that the training convey the essential governance related information on EDI that Board members should know; and should help identify key questions that Board members should use to maintain effective oversight of EDI matters.

Separately, it was commented that Board members would also benefit from receiving training to facilitate effective oversight of safeguarding at the College. It was observed that safeguarding was not explicitly referenced in the terms of reference of any Board committee; and clarity was sought on governance arrangements at the College. Members AGREED that a proposal be developed to clarify and improve how the Board and its committees had oversight of safeguarding.

It was briefly explained that the College had a Safeguarding Team which reported into the College's Safeguarding Committee. The Senior Management Team had a standing agenda item to consider any safeguarding-related reports. Members NOTED that, as part of the Human Resources and Organisational Development Report (Paper C), there was mandatory staff training on 'Safeguarding Essentials' that approximately 90% of staff had completed.

5 PEOPLE STRATEGY

5.1 Update on the People Strategy

The Committee NOTED a presentation, from the Principal and Chief Executive Officer, which provided an overview of the People Strategy 2023-2026, progress made against the Strategy within academic year 2025/26, and information on key performance indicators (KPIs). Members also noted updates on activity associated with workforce planning; enhanced data analytics capability within the HR&OD team; and staff events and engagement activities held throughout the year.

Reflecting on the People Strategy 2023-2026, the Principal and Chief Executive Officer commented that the successor strategy should have KPIs that were more clearly linked to the College's strategic plan EC2030+ and to the Board's KPIs; and that there should be greater clarity in milestones and measures. It was observed that the new committee structure would help to provide a clear line of accountability to the Board.

Members DISCUSSED how the Committee would support the development of the next People Strategy and the need to set meaningful measures to drive improvements in the student and staff experience. The Chair observed that the College's new Strategic Plan was due to be approved by the Board in June 2026, and that the Committee would help to develop the new People Strategy in academic year 2026/27.

5.2 Update on the Transformation Programme

The Committee NOTED that the Board of Management had received a detailed briefing session on the Transformation Programme the previous night; and the Principal and Chief Executive Officer provided a brief verbal update.

Members DISCUSSED the update, and it was commented that general staff awareness and understanding of the Transformation Plan could be improved. Members NOTED that the Principal and Chief Executive Officer had held sessions with staff, and that a new Transformation Plan intranet site had been developed. It was suggested that communication through, and facilitated discussion in, curriculum and school level meetings could be beneficial. It was also suggested that the Strategic Plan and the Transformation Plan could be more clearly differentiated to staff.

It was observed that, at the time of the meeting, Transformation Plan activity was concentrated in curriculum areas associated with Construction, Health and Social Care, and ESOL. Members DISCUSSED the importance of key stakeholders being able to understand how the Transformation Plan would, or would not, affect them. Similarly, members DISCUSSED the importance of key stakeholders knowing how they could positively contribute to the Transformation Plan and to the wider success of the College. It was suggested that the mechanisms for staff contributions, including how staff can add value, be clarified and communicated.

The Principal and Chief Executive Officer and the Director of Communications, Marketing and Policy agreed to reflect on the discussion, and would consider ways to enhance communications associated with the College's Strategic Plan and with the Transformation Plan.

6 HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT REPORT

The Committee NOTED the Human Resources and Organisational Development Report (Paper C). The Chair explained that the Head of HR&OD had sent apologies to the meeting; that the Committee would discuss the report; and that the Board Secretary would communicate any feedback or matters arising to the Head of HR&OD.

The Committee NOTED the information provided on employee relations and HR operations; and were advised that an update on national job evaluation would be provided following the meeting. Members commented that, in due course, they would appreciate further information on how the Employment Rights Act 2025 would affect the College.

The Committee NOTED the information provided on organisation development and there was a brief discussion on General Teaching Council for Scotland (GTCS) registration, and a brief discussion on the completion of health and safety training for managers. Separately, a member commended the College for working with Fife College to provide an external coaching service for staff, where provision of an external coach would be beneficial.

It was observed that the Director of HR&OD had provided additional information and analysis on staff absences in response to discussion at the last Committee meeting, and the Chair thanked the Director of HR&OD for this on behalf of the Committee. Members NOTED that the benchmarking data provided indicated that staff absence at the College compared favourably with other sectors.

It was observed that there appeared to be disproportionate rate of absence amongst support staff for mental health related reasons, and it was queried whether there should be an acknowledgement that different roles required different support. The Chair acknowledged the support already provided by the College to members of staff, and emphasised the Committee's role in improving the experience of staff members.

It was explained that student-facing support staff had been affected by increasing caseloads, and by students presenting with increasingly complex support needs. Members were informed that the College's teaching staff were being similarly affected by the factors described, which were contributing to more difficult working conditions. It was observed that Government funding for college-based counselling services had ended.

Members queried, in terms of absence, the cost to the College and the cost to individual members of staff. It was suggested that, at an appropriate time, the Committee give further consideration to the impact of staff absence including cost to the College, and to the preventative interventions and mitigations that were available.

6.1 Update on Culture Change (HIVE)

The Committee NOTED the presentations slides which had been circulated prior to the meeting, and the information provided by the Principal and Chief Executive Officer.

Members were informed that the timing of the next HIVE staff survey had been reconsidered, and was now anticipated to be launched between August and December 2026. The Principal and Chief Executive Officer explained that factors influencing timing had included the launch of the College's new strategic plan; the implementation of the new faculty structure and Heads of Department role; the new funding settlement; and activity associated with the upcoming tertiary quality enhancement review.

In preparation for the 2026 survey, members were advised that a short-term working group would be established and would include representation drawn from the Students' Association, both trade unions, and members of the Senior Management Team. Members commended the inclusion of the Students' Association and the trade unions in the working group, and DISCUSSED how this might affect the survey's design and content. It was commented that core questions would need to be retained to evidence trends over time; and that the inclusion of a 'net promoter' score was not useful. Separately, it was anticipated that the survey would include questions on stress and staff absence. It was observed that the planned consideration of the survey by the working group superseded the associated action within the Matters Arising Report, and members AGREED that this action be closed.

Members DISCUSSED whether a minimum response rate of 70% of staff should be targeted for the 2026 survey.

6.2 Update on Head of School Restructure

The Committee NOTED a verbal update on the Head of School Restructure from the Principal and Chief Executive Officer. Members were advised that full consultation with affected employees and EIS-FELA had taken place, and that feedback had been taken into account. Following consultation, 18 Heads of School posts were removed and 9 Heads of Department posts were created effective of 1 February 2026.

It was reported that 16 Heads of School held permanent contracts at the time of restructure, and were at risk of redundancy. Of these 16 individuals: seven were appointed to a new Heads of Department post; four found alternative employment within the College; and five accepted voluntary severance packages from January to December 2026. Two Heads of Department posts were being advertised externally.

Members discussed the update briefly, and commented that they would appreciate a further update on the impact of the changes at a future meeting.

7 COMMUNICATIONS & REPUTATION REPORT

The Committee NOTED the Communications and Reputation Report (Paper D); which provided an update on the College's communications, marketing, research, and public relations activities, over the previous three months. Members were advised that consideration was being given to clarifying reporting arrangements to the Board's committees.

The Director of Communications, Marketing and Policy highlighted key aspects of the report including: the launch of a new staff intranet; improvements to campus signage; and communications activity which included the sharing of three Principal's Monthly Update videos, six all staff College newsletters, and three student newsletters.

The Committee NOTED that the Scottish Government had released the Inclusive Communications Toolkit which aimed to strengthen public bodies' compliance with the Public Sector Equality Duty. Members were informed that the Communications Team were working to ensure all staff communications were accessible in line with the guidance framework.

8 HEALTH & SAFETY REPORT

The Committee NOTED the Health and Safety Update for quarter two of the 2025/26 academic year (Paper E); which included monthly reports for November and December 2025 and January 2026.

Members NOTED that in quarter two 2025/26 there had been fourteen student accidents; two staff accidents; and no accidents associated with visitors or contractors. It was confirmed that no RIDDOR reports had been submitted to the Health and Safety Executive (HSE). It was further NOTED that there had been nine unwanted fire alarms, nine fire safety breaches, and six pre-alarm activations. The Health and Safety Manager highlighted recent activity associated with audits, inspections, meetings, documentation review, and staff training. The Chair thanked the Health and Safety Manager for the comprehensive report, and invited members to comment.

The Committee DISCUSSED multiple aspects of the report, including: the holding of evening fire evacuation practices; campus safety and security; the response to recent incidences of scabies on campus; and arrangements to mitigate the risk associated with instances of reinforced autoclaved aerated concrete (RAAC). Separately, members observed recent press coverage relating to welding fumes, and queried whether there were any associated implications for the College. The Committee were advised that departments had previously implemented the relevant HSE recommendations; and that compliance against these recommendations would be assessed as part of a planned audit related to hazardous substances. Members commented that they were reassured by the information provided by the Health and Safety Manager, and by the arrangements in place at the College.

9 ANY OTHER COMPETENT BUSINESS

9.1 Feedback on Committee operations

Members were invited to provide any feedback or suggestions on the operation of the Committee to the Chair and Board Secretary.

9.2 Closed Items of Business

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

10 FOR INFORMATION

10.1 P&RC Business Planner 2025/26

Members NOTED the Committee's Business Planner for 2025/26, which contained potential agenda items for the Committee's meetings of May 2026.

11 DATE OF NEXT MEETING: 21 MAY 2026