

PEOPLE & REMUNERATION COMMITTEE (OPEN SESSION)

APPROVED MINUTES OF MEETING OF 2 JUNE 2025



11:00, remotely via Microsoft Teams

**Present:** Judit Harangozo; Daniel Holland; Alex Killick; Ian McLaughlan (Chair); Paul Smart; Charlie Whitson; Bethany Winkler

**In attendance:** Sue Clyne; Audrey Cumberford; Scott Douglas; Mike Jeffrey; Marcus Walker (Clerk)

**1. WELCOME & APOLOGIES**

1.1 The Committee NOTED apologies from Becky Duff.

1.2 The Chair welcomed all Members and attendees to the first meeting of the People & Remuneration Committee.

**2. DECLARATIONS OF INTEREST**

2.1 None.

**3. TERMS OF REFERENCE**

3.1 The Committee NOTED its Terms of Reference as approved by the Board of Management on 10 December 2024. The Chair advised the Committee that the 2024 Board Effectiveness Review had recommended the creation of a 'People' committee to support the College's mission, outlined in its People Strategy 2023-26, to empower its workforce and foster a positive, inclusive, and high-performing culture.

3.2 The Committee welcomed an opportunity to review its Term of Reference and DISCUSSED the following:

- (i) The role of the Committee in relation to the monitoring and review of employee relations.
- (ii) The reporting provided to the Committee on pay negotiations and national bargaining.
- (iii) Clarification around the student and staff membership of the Committee.
- (iv) The annual review of committee operations and its inclusion within the terms of reference.

3.3 The Committee AGREED the following amendments to the Terms of Reference would be put forward to the Board of Management on 10 June 2025:

- (i) Paragraph 3.3 would be changed to: *'Member will receive regular updates on pay negotiations and agreement, including national bargaining'*.
- (ii) Paragraph 3.4 would be changed from; *'Monitor and review the effectiveness of the College's employee relations...'* to; *'Retain oversight of...'*

- (iii) Paragraph 4.1 should be amended to state that the membership of the Committee *'shall include the Principal & Chief Executive and both a Staff and Student Board Member'*.

3.4 The Committee AGREED that the Governance & Nominations Committee, at its next scheduled meeting, should consider whether a reference to the review of committee operations process should be included across all the Board's terms of references.

#### **4. MATTERS ARISING REPORT**

4.1 The Committee NOTED a matter arising from the last meeting of the Planning & Resources Committee, held on 27 November 2025, which now sat within the remit of the People & Remuneration Committee.

#### **5. CULTURE REPORT**

##### **5.1 PEOPLE STRATEGY 2023-26 OVERVIEW**

5.1.1 The Committee NOTED an overview of progress against the People Strategy 2023-26, which focused on aligning staffs' efforts with the College's vision. The Vice Principal Corporate Development advised the Committee the five priorities within the People Strategy were to: (i) Ensure everyone's efforts count; (ii) inspiring and effective leadership; (iii) supporting development and wellbeing; (iv) retaining and attracting talent; and (v) acknowledging reward and recognition.

5.1.2 The Committee NOTED that progress relating to the People Strategy included workforce planning, staff engagement, mandatory management training, improved trade union relations, and efforts to support talent and enhance the College environment. The Director of HR & OD emphasised the importance of the Collective Action Plan (CAP) Groups as a forum for staff to engage and support culture change.

##### **5.2 PEOPLE STRATEGY 2023-26 ACTION PLAN**

5.2.1 The Committee NOTED an action plan outlining the ambitious objectives within the People Strategy and DISCUSSED the following in relation to current progress:

- (i) The definition of what 'success', as a metric, would look like in 4-5 years.
- (ii) The refinement of the eNPS methodology, used by the Hive Survey, to ensure consistency, transparency, and support internal benchmarking.
- (iii) The integration of Fair Work within the College's KPIs and the introduction of a Fair Work Convention Self-Assessment tool.
- (iv) Enhancement of the strategic alignment between the People Strategy and the new Transformation Plan.
- (v) Student placement challenges and how the College could explore scalable solutions.
- (vi) Potential mechanisms to support and reward entrepreneurial efforts.

5.2.2 The Committee welcomed the update provided and AGREED that the College should look to refresh its People Strategy within the academic year 2025/26.

## **6. HUMAN RESOURCES & ORGANISATION DEVELOPMENT**

### **6.1 HUMAN RESOURCES (HR) & ORGANISATION DEVELOPMENT (OD) OVERVIEW**

6.1.1 The Committee NOTED a presentation from the Director of HR & OD outlining the professional services provided by the Directorate to support the College's strategic goals through effective people management. The Director of HR & OD outlined the current structure of HR & OD and the function of its teams within the following areas: OD, Operations, Systems & Policy and Partners.

6.1.2 The Committee NOTED that annual reporting, which would be reported to future meetings, from the Directorate included workforce demographics, turnover and absence, training completion, pay gap analysis, and recruitment diversity data. The Director of HR & OD provided a brief overview of the HR Dashboard which highlighted key information included Headcount, Turnover, and Absence rates.

### **6.2 HUMAN RESOURCES & ORGANISATION DEVELOPMENT REPORT**

6.2.1 The Committee NOTED the HR & OD Report that included updates on employee relations, HR operations, staff wellbeing, and Organisational Development over the past six-months.

6.2.2 The Committee NOTED that, as part of the Transformation Plan, a workforce planning framework was being finalised using the Faculty of Construction & Engineering as a pilot. The Director of HR & OD advised the Committee that workforce planning and development activities also linked closely with the transformation proposals for Curriculum Fit for the Future (CFFTF) and the new Apprenticeship Hub.

6.2.3 The Committee welcomed the update provided and DISCUSSED the following points:

- (i) The Job Evaluation exercise and the current national position on backpay, as highlighted through recent media articles.
- (ii) Succession planning and the development of both an internal talent pipelines and mentorship programmes.
- (iii) The use of predictive models to forecast future staffing needs.
- (iv) GTCS Registration, the staggered approach to its implementation, the barriers to completing registration, and the support available to staff who had not yet engaged with the process.
- (v) The low levels of recorded job-related stress and how that related to high levels of long-term absence.
- (vi) The focus on developing staffs' meta skills and the partnerships options, beyond CDN, for collaborative training resources.

6.2.4 The Committee AGREED that senior management should consider whether the Hive Survey, and associated follow-up activities, could gain deeper insight into the relationship between stress and staff absence. The Chair advised the Committee that any further questions relating to the HR & OD Update should be directed to the Clerk, via email, who would liaise with the Director of HR & OD to provide a written response.

## **7. BRAND & REPUTATION REPORT**

### **7.1 CORPORATE DEVELOPMENT OVERVIEW**

7.1.1 The Committee NOTED a presentation from the newly appointed Director of Communications. Marketing & Policy, on corporate development activities within the Directorate. The Director of Communications. Marketing & Policy advised the Committee that Communications & Marketing, Design, Policy, Research & Business Intelligence, Information Management, and Portfolio Management all sat within the Directorate.

7.1.2 The Committee NOTED several key initiatives that were the focus of the Directorate, including Student Engagement through newsletters, surveys and events, and Marketing Campaigns to promoting real-world learning environments and career-focussed courses. The Director of Communications. Marketing & Policy highlighted that, given the broad coverage of the Directorate, other key areas work included Data Protection, Research & Policy, and Risk & Business Continuity.

7.1.3 The Committee welcomed the overview provided and DISCUSSED priority setting for the next academic year. The Director of Communications. Marketing & Policy advised the Committee that workstream analysis and priority setting were a key focus, and these activities would inform training and development for each Team over the new academic year.

## **8. REVIEW OF COMMITTEE OPERATIONS**

### **8.1 REVIEW OF RISK APPETITE STATEMENTS**

8.1.1 The Committee NOTED that it was good practice for boards of management to review their risk appetite statements on an annual basis. The Clerk advised the Committee that, given that the College's Risk Appetite Statements were agreed in October 2023, and reviewed in June 2024, it had been decided that a light touch review would take place in the current academic year – with committees of the Board reviewing statements within their remit.

8.1.2 The Committee DISCUSSED the two relevant statements relating to the People & Remuneration Committee and AGREED that they remained appropriate.

### **8.2 PROGRAMME OF WORK 2025/26**

8.2.1 The Committee NOTED its proposed programme of work for the academic year 2025/26.

- 8.2.2 The Committee DISCUSSED its schedule for 2025/26 and AGREED that an additional third meeting of the Committee should be scheduled in late February 2026. The Chair highlighted to the Committee that it was expected that the Committee would also meet in November 2025 and May 2026.

## **9. ANY OTHER COMPETENT BUSINESS**

### **9.1 SUPREME COURT'S EQUALITY ACT 2010 RULING**

- 9.1.1 The Committee NOTED that the College had circulated a supportive communication to all staff and students following the recent Supreme Court ruling relating to the Equality Act 2010. The Principal advised the Committee that public bodies, such as colleges, were awaiting further guidance from the Scottish Government before taking any further action.

### **9.2 CLOSED ITEMS OF BUSINESS**

- 9.2.1 The Committee NOTED that a closed session of the People & Remuneration Committee would be held on 3 June 2025.

## **10. FOR INFORMATION**

### **10.1 HEALTH & SAFETY Q3 2024/25 REPORT**

- 10.1.1 The Committee NOTED a Health & Safety Report for Quarter 3 of the 2024/25 academic year.
- 10.1.2 The Committee NOTED that the Finance, Business Development & Resources Committee had amended its terms of reference to include Health & Safety matters, since this important function sat within its Estates and Infrastructure remit. The Chair informed the Committee that, in future, the People & Remuneration Committee would concentrate on Health & Safety mandatory training and the wider mental health implications, as highlighted in the HR & OD Report.

## **11. DATE OF NEXT MEETING**

- 11.1 18 November 2025.

***Meeting closed at 13:15***