Board of Management

Meeting of the People and Culture Committee

MINUTE OF 3rd MEETING HELD ON WEDNESDAY 14 MAY 2025 AT 1500 HRS VIA MS TEAMS (PCC3)

Present	
Manira Ahmad (Convener)	Ciara McCarthy
Paul Little	Audrey Sullivan
In attendance	
Chloe Davidson (Interpreter)	Valeria Ramos
John Gribben	Nicola Wood (Interpreter)
Drew McGowan	
May Miller	Ann Butcher (Minute)
Apologies for absence	
Roddy Gillespie	Megan McClellan
Debbie Gordon	Stuart Mcdowall
Paul Hillard	

Item PCC3-1	**Apologies for Absence**	
Paper No:	Lead: Convener	Action requested: Noting
Decision/Noted	Apologies were received from R Gillespie, D Gordon, P Hillard, M McClellan and S Mcdowall. In the absence of R Gillespie, M Ahmad convened the meeting.	

Item PCC3-2	**Declarations of Interest**	
Paper No:	Lead: Convener	Action requested: Noting
Decision/Noted	None notified.	

Item PCC3-3	**Identification of Items to be Discussed Privately**	
Paper No:	Lead: Convener	Action requested: Noting
Decision/Noted	None notified.	

Item PCC3-4.1	**Minute of the People & Culture Committee meeting held on 30 October 2024**	
Paper No: PCC3-A	Lead: Convener	Action requested: Decision
Decision/Noted	The minute was approved. All actions from the previous meeting were complete.	

	J Gribben emphasised that staff benefits are available on the Edenred platform which was relaunched late 2024 and will be shared as part of the OneCity event on 24 June. Staff benefits have also been highlighted at All Manager meetings and during new staff integration and are visible on the front page of the staff intranet. M Ahmad noted it would be useful to see analytics on access to the benefits but understood this was already in hand.

V Ramos entered the meeting during the following discussion.

Item PCC3-4.2	**Committee Schedule of Business**	
Paper No: PCC3-B	Lead: D McGowan	Action requested: Decision
Discussion	D McGowan submitted the Schedule of Business for 2025-26 for review. He assured members that this schedule will remain adaptable to emergent issues and business throughout the year. P Little suggested it would be beneficial to include and plan for a potential People and Culture seminar in the future. J Gribben agreed, noting that a more targeted focus on People and Culture could be incorporated into next year's annual OneCity event, including elements such as health and safety, fair work, and wellbeing. M Miller queried the additional bureaucracy of expanding the annual event, also noting the significant work involved in producing the metrics report and asked whether there was a way to reduce this burden given staff pressures. J Gribben reassured that it would not add to the OneCity workload. He noted the Job Evaluation item in the plan, due with the Committee next year, and the investment in a new HR system which would ease the current burden of manually compiling data for the metrics report.	
Decision/Noted	Subject to expansion and inclusion of the annual OneCity event, the Schedule of Business 2025-26 was approved.	

Item PCC3-5.1	**Review of Committee Terms of Reference**	
Paper No: PCC3-C	Lead: D McGowan	Action requested: Discussion
Discussion	D McGowan reminded the Committee that the Terms of Reference is reviewed annually, with opportunities for further reflection throughout the year. He advised that the membership would be updated to reflect the current recruitment of new members before the beginning of next Academic Year. Members reviewed the Committee's purpose and remit. It was noted that, as the College employer, any review or decisions made by the Committee such as matters of employee relations, negotiation and consultation arrangements, or recognition and procedural agreements would be at a strategic level, not an operational one. P Little provided an update on current College Employers Scotland (CES) matters, including the national recognition and procedures agreement (NRPA) reform for support staff, union activity, pay negotiations and delivery of the national job evaluation. It was agreed that future metrics reports should	

	include a broader update on national bargaining issues.
Decision/Noted	The Committee's Terms of Reference was recommended for approval by the Board at the June meeting. To provide a broad update on national bargaining issues in future metrics reports.

Item PCC3-5.2	**Health and Safety Monthly Reports**	
Paper No: PCC3-D	Lead: J Gribben	Action requested: Discussion
Discussion	J Gribben provided the Committee with a summary of the H&S monthly reports produced for January - March 2025. The number of accidents and incidents reported over the reporting period were advised. All Reporting of Injuries, Diseased and Dangerous Occurrences Regulations (RIDDOR) were investigated, and remedial actions taken. Clarification on false reporting was provided. V Ramos raised concerns about student safety on Campus, referring to incidents where individuals entered the building with the intent to cause harm, which left students feeling unsafe. She highlighted the need for stronger measures to ensure their protection. M Ahmad linked this to the reports of violence and aggression recorded in the February and March reports. J Gribben reported that incidents involving individuals attempting to cause harm had been appropriately managed and recorded. He acknowledged that, as a public building, certain areas remain open to visitors, but reassured the Committee that access to restricted parts of the building is controlled by swipe card entry. One area identified as a potential risk will have card access control by early next academic year. The Committee was also informed of ongoing recruitment for additional front-of-house and security staff. P Little added that the building was intentionally designed to be welcoming and easy to navigate for the public. He emphasised that safety remains a priority and is supported by extensive CCTV, visible staff presence, regular patrols, and ongoing intelligence sharing with civic and police authorities. C McCarthy highlighted accessibility concerns with swipe card access, noting the difficulties and delays it can cause for wheelchair users and those with mobility issues. J Gribben agreed to follow up on this matter outside the meeting.	
Decision/Noted	To discuss the Health and Safety monthly reports.	

Item PCC3-5.3	**HR Metrics Report**	
Paper No: PCC3-E	Lead: J Gribben	Action requested: Discussion
Discussion	J Gribben introduced the HR metrics report for the period January to December 2024 and provided a brief overview noting increases in overtime spend, new starts and vacancies alongside decreases in additional hours, headcount and turnover. While on average the absence rate has decreased,	

	sickness related costs remain high. The levels of absence case management and occupational health appointments was noted. More detailed explanations were included within the report. A brief update on staff wellbeing, employee relations cases, CPD requests processed and continued support for staff in roles that have ceased due to organisational change was also provided. J Gribben acknowledged the potential for manual reporting errors, particularly around staff turnover, and reiterated that a new HR system will be implemented over the coming year. This system will automate data collection and ensure consistency in reporting periods and figures. He also reported that the Depute Principal is currently negotiating facility time with EIS-FELA for the remainder of this academic year, and that a request has been submitted for recognition as a statutory procedure for next year. M Ahmad noted the increase in overtime spend particularly in certain areas and raised concerns about the potential for staff to be overburdened. J Gribben reassured the Committee that managers are taking care to ensure any burden is not placed on staff. He highlighted the average decrease in both short and long-term absences during 2024, along with the continued support provided, particularly for those on long-term absence, which should contribute to further reductions. Reflecting on the number of leavers and the effectiveness of the exit interview process, a discussion followed on succession planning and talent management. The Committee was advised that all Faculties and Directorates were required to develop business cases during the organisational change process, with a clear focus on including succession planning. This is also supported by a PDR (Personal Development Review) process designed to support personal growth and leadership development. An update paper on succession planning and talent management will be provided to the Committee. M Miller asked whether employee relation cases could be escalated more quickly. J Gribben explained that the new approach providing EIS-FELA with additional facility time may help reduce the number of cases and improve working relationships. It is also hoped that, over time, staff will feel more comfortable raising concerns or issues directly with managers or HR as their first point of contact. P Little highlighted the challenges of staff retention, particularly in relation to competition from other public sector organisations offering higher senior management salaries. M Ahmad thanked him for raising this point and noted that the issue extends beyond remuneration, emphasising the importance of the overall package and associated benefits.
Decision/Noted	To discuss the HR metrics report. To provide a paper on succession planning and talent management.

Item PCC3-5.4	**Staff Wellbeing & Engagement Survey Progress Report**	
Paper No:	Lead: J Gribben	Action requested: Discussion

PCC3-F		
Discussion	J Gribben provided an update on progress of the Robertson Cooper survey action plan. A summary of the action plan improvements was noted. He also advised that EIS-FELA and Unison had been invited to submit any additional suggestions not already included in the plan, however, no suggestions have been received to date. J Gribben further reported that the results of both the College and EIS-FELA 2024 surveys were compared to identify common themes. The final action plan is now comprehensive and incorporates all areas of commonality. Areas of commonality and correspondence between J Gribben and EIS-FELA were shared for information. M Ahmad noted aspects of the EIS-FELA survey results which she found disappointing. J Gribben advised that while the College is in no way seeking to discredit the EIS-FELA survey, key information including survey methodology, questions and response rates has not been provided which is necessary to ensure the findings are representative and robust. V Ramos expressed relief at seeing the actions being undertaken but raised concerns about staff making negative remarks to students in the classroom. J Gribben acknowledged that several negative comments had been made and reminded that the survey was undertaken during a challenging period of industrial action and organisational change. He emphasised that that such remarks should not be shared in the classroom.	
Decision/Noted	To discuss the progress on the Robertson Cooper survey action plan.	

Item PCC3-5.5	Strategic Risk Review	
Paper No: PCC3-G	Lead: D McGowan	Action requested: Discussion
Discussion	D McGowan submitted the outcome of the quarterly review of the Strategic Risk Register and Management Action Plans (MAPs) reported to the Committee. No risk score changes were proposed during this quarter. The Strategic Risks were reviewed and no further amendments to risk scores were proposed.	
Decision/Noted	To note the reported risk scores remained unchanged. To note the Risk Management Actions Plan.	

Item PCC3-6.1	IT Progress Update	
Paper No: PCC3-H	Lead: S Renton	Action requested: Noting
Decision/Noted	To note the update report.	

Item PCC3-6.2	EDI Update	
Paper No: PCC3-I	Lead: S Harrison	Action requested: Noting

Decision/Noted	To note the Equality, Diversity and Inclusion update report since December 2024.

Item PCC3-6.3	Estates & Facilities Management Report	
Paper No: PCC3-J	Lead: J Gribben	Action requested: Noting
Decision/Noted	To note the report covering the operational period January to April 2025.	

Item PCC3-7	Any Other Notified Business	
Paper No: Verbal	Lead: Convener	Action requested: Discussion
Decision/Noted	None.	

A Sullivan left the meeting during the following discussion.

Item PCC3-8	Review of Meeting	
Paper No: Verbal	Lead: Convener	Action requested: Discussion
Decision/Noted	M Ahmad thanked members for their attendance and contributions and provided a brief summary of agreed actions. Committee members agreed that discussions under succession planning and talent management, and ED&I activities should be highlighted in the Governance Report to the Board.	

Item PCC3-9	Disclosability of Papers	
Paper No: Verbal	Lead: D McGowan	Action requested: Decision
Decision/Noted	No changes were proposed.	

Item PCC3-10	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Noting
Decision/Noted	Wednesday 29 October 2025	

The meeting closed at 1705 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
PCC3-4.2 14 05 25	**Schedule of Business:** Expand and include OneCity event as agreed.	JFG/DM	October 2025
PCC3-5.1 14 05 25	**Terms of Reference:** Provide broad update on national bargaining issues in metrics reports.	JFG	Ongoing
PCC3-5.3 14 05 25	**HR Metrics Report:** Provide a paper on succession planning and talent management.	PL/JFG	ASAP

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
PCC2-5.1 12 02 25	**Staff Wellbeing & Engagement Survey:** Benchmark Robertson Cooper results.	JFG	ASAP **Complete**
PCC2-5.1 12 02 25	**Staff Wellbeing & Engagement Survey:** Provide copy of action plan to EIS-FELA and check with Faculties that they are being communicated and driven.	JFG	ASAP **Complete**
PCC2-5.1 12 02 25	**Staff Wellbeing & Engagement Survey:** Engage with EIS-FELA to identify areas of commonality being addressed in the current Robertson Cooper action plans.	JFG/SH	ASAP **Complete**
PCC2-5.2 12 02 25	**Fair Work Update:** Provide update report at next Board meeting.	JFG	BoM 26 03 25 **Complete**
PCC2-5.7 12 02 25	**HR metrics report**: Provide a broad overview on staff benefits and workplace experience.	JFG	14 05 25 **Complete**
PCC1-5.4 30 10 24	**HR Metrics Report:** Consider including additional information on staff absences where possible.	JFG	12 02 25 **Complete**
SSEC1-5.3 27 10 21	**Staff HR Metrics Report**: Arrange information meeting with PMO staff.	SL	Ongoing