Board of Management

Audit & Assurance Committee

Date of Meeting	Tuesday 26 May 2026
Paper No.	AAC4-I
Agenda Item	3.3.2
Subject of Paper	Recruitment & Retention
FOISA Status	Disclosable
Primary Contact	David Archibald, Henderson Loggie
Date of production	18 May 2026
Action	For Decision/Discussion/Noting

1. Recommendations

1.1. The Committee is asked to consider and discuss the report and the management responses to the Internal Audit Recommendations.

2. Consultation

2.1. The Lead Auditor has consulted with the Executive Owner, the College Lead, and the Compliance Auditor.

3. Key Insights

3.1. The Internal Audit for Recruitment & Retention has identified four Priority 2 recommendations and two Priority 3 recommendations from the fieldwork.

4. Impact and Implications

4.1. Internal Audit provides an objective insight into the efficiency of operations, evaluation of risks, and organisational controls.

Appendix 1: Internal Audit Report – Recruitment & Retention

LEVEL OF ASSURANCE
Requires improvement

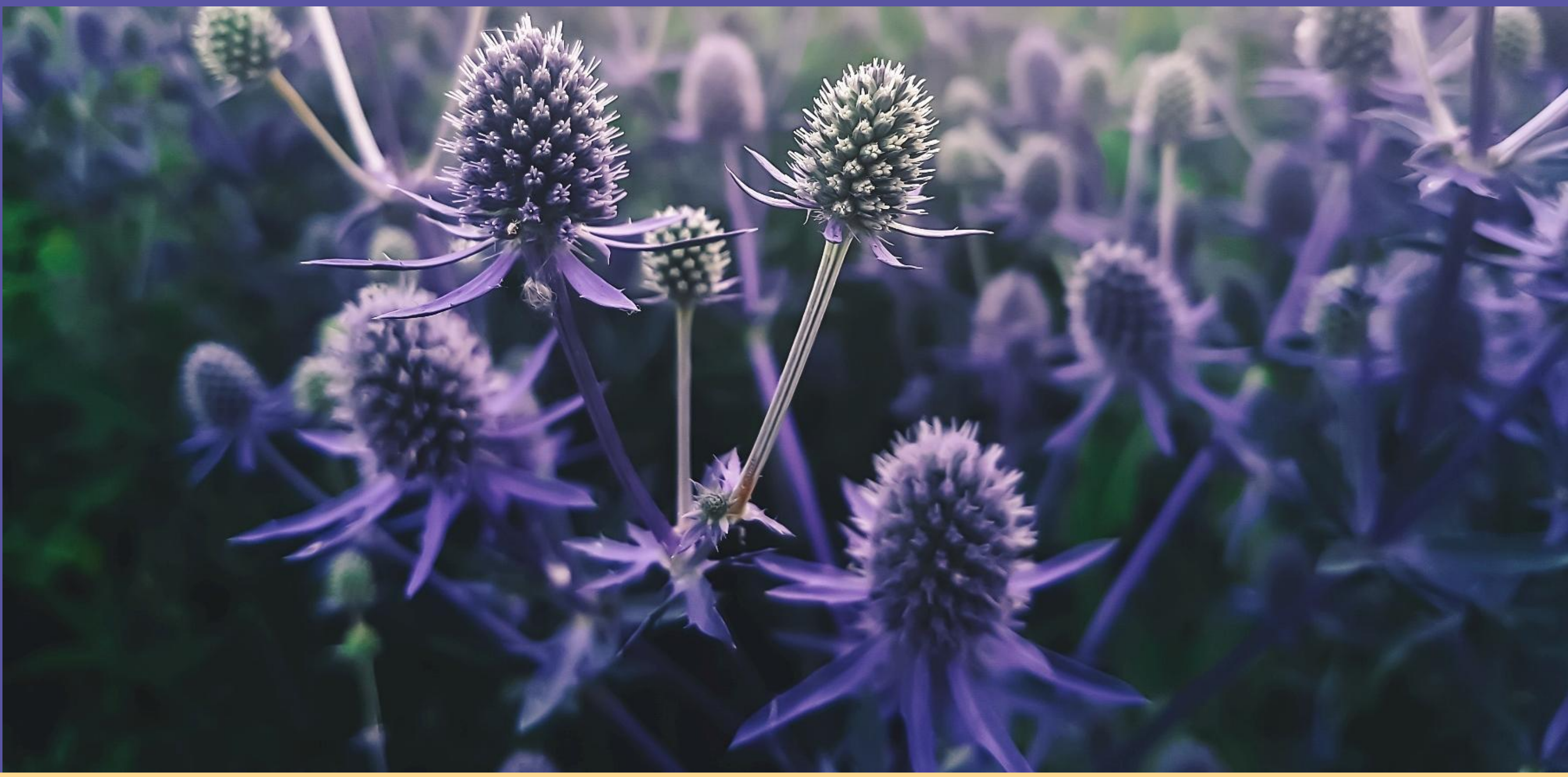
City of Glasgow College

Staff Recruitment and Retention

Internal Audit report No: 2026/07

Draft issued: 12 May 2026

Final issued: 18 May 2026



Henderson Loggie

Contents

Level of Assurance

In addition to the grading of individual recommendations in the action plan, audit findings are assessed and graded on an overall basis to denote the level of assurance that can be taken from the report. Risk and materiality levels are considered in the assessment and grading process as well as the general quality of the procedures in place.

Gradings are defined as follows:

Good	System meets control objectives.
Satisfactory	System meets control objectives with some weaknesses present.
Requires improvement	System has weaknesses that could prevent it achieving control objectives.
Unacceptable	System cannot meet control objectives.

Action Grades

Priority 1	Issue subjecting the organisation to material risk and which requires to be brought to the attention of management and the Audit and Assurance Committee.
Priority 2	Issue subjecting the organisation to significant risk and which should be addressed by management.
Priority 3	Matters subjecting the organisation to minor risk or which, if addressed, will enhance efficiency and effectiveness.

Management Summary

Overall Level of Assurance

Requires improvement	System has weaknesses that could prevent it achieving control objectives.

Risk Assessment

This review focused on the controls in place to mitigate the following risks on the City of Glasgow College (The College) Risk Register presented at the Audit Committee on 3 March 2026:

- SR 10 Failure to attract, engage and retain suitable staff, current rating 16 High Risk

Background

As part of the Internal Audit programme at the College for 2025-26, we carried out a review of the systems in place for staff recruitment and retention within the College. Our Audit Needs Assessment identified this as an area where risk can arise and where Internal Audit can assist in providing assurances to the Audit Committee and management that the related control environment is operating effectively, ensuring risk is maintained at an acceptable level.

Oversight of the College's recruitment and retention processes is undertaken by the College's Executive Leadership Team (ELT), who manage the academic and support services operating under them. The People and Culture Committee is the relevant governance body who seek ongoing assurance on the effective operation of recruitment and retention within the College.

The College's recruitment processes are administrated and processed by the Human Resources (HR) team, in collaboration with the College's hiring managers. The Recruitment Policy sets out the roles of staff and teams in recruitment, detailing the necessary steps for all recruitment undertaken within the College to ensure fairness and compliance with relevant laws.

This review examined how current processes, and their application mitigate recruitment and retention risks within the College.

Scope, Objectives and Overall Findings

This audit considered the adequacy and effectiveness of policies and procedures for staff recruitment and selection and the processes in place that contribute to the retention and engagement of staff.

The table below notes each separate objective for this review and records the results:

Objective	Findings			
To obtain reasonable assurance that systems are sufficient to ensure that:	**Level of Assurance**	**1**	**2**	**3**
		No. of Agreed Actions		
1. There are appropriate formal policies and procedures relating to recruitment and selection which meet all legal requirements, including those regarding equality and diversity, which in turn demonstrate best practice and support the alignment of recruitment with approvals made in line with delegated financial authority and these are being followed in practice. Recruitment is aligned with the College's strategy, operational and business plans.	**Satisfactory**	0	1	0
2. The College has appropriate policies, and processes, and delegation / decision making in place that contribute to the retention of staff, including staff training & development and succession planning to meet the College's strategic goals. This is supported by the College being a Fair Work employer providing good internal communication and employee engagement, reward, and recognition in line with national agreements. and ongoing training which are in line with good practice which are effectively implemented.	**Requires Improvement**	0	3	2
Overall Level of Assurance	**Requires Improvement**	**0**	**4**	**2**
		System has weaknesses that could prevent it achieving control objectives.		

Audit Approach

The College's policies and procedures were reviewed, and the VP People and Corporate Services, the HR Director, Recruitment and Retention Officers, hiring managers and other relevant managers and staff were interviewed. Walk through and compliance testing was carried out to consider the overall efficiency and effectiveness of the procedures, and the extent to which risks are being identified and managed regarding the above objectives. This included discussions with managers involved in recruitment activity, review, and evaluation of recruitment documentation to ensure compliance with agreed processes.

Summary of Main Findings

Strengths

- There are standardised recruitment and selection process and controls in place to ensure a consistent approach when recruiting staff across the College.
- Senior leaders and managers participating in recruitment activity are trained to ensure consistent understanding and compliance with the required approach.
- HR have oversight of the recruitment process and offer support to hiring managers when undertaking recruitment exercises.
- Information is supplied at every meeting of the People and Culture Committee on the current recruitment, vacancy levels, and staff turnover rate within the College.
- There are strategic and policy frameworks in place through the People and Culture Strategy, Organisational Development Policy (OD Policy), and application of Fair Work principles, supporting staff engagement, job security, and retention.
- Consistent terms and conditions of employment are in place, including the application of nationally agreed pay scales for academic staff, supporting equity and fairness.
- The College has flexible working arrangements in place, which enable staff to adjust working patterns to accommodate personal circumstances while meeting business needs.
- There are structured training and development arrangements in place, which are underpinned by the Organisational Development Strategy, including induction and ongoing staff development.
- Staff can participate in the annual MyPDR performance and development process, supporting identification of training needs, career aspirations and individual and college wide development planning.
- The College supports professional and regulatory requirements, including Continual Professional Development (CPD) and Professional Update for General Teaching Council (GTC) Scotland-registered staff.
- Recognition initiatives have recently been reintroduced, including the reinstatement of long-service awards.

Weaknesses

- The recruitment process depends largely on clerical record-keeping, which means that there is a reliance on HR to maintain detailed information regarding individual recruitment exercises. However, audit testing found gaps in the centrally maintained records for key aspects of recruitment activity.
- While multiple staff retention initiatives exist, these are not consistently articulated as a single, outcomes-focused retention strategy with defined measurables and governance.
- There is an absence of strategic workforce planning in place to ensure alignment with, and delivery of, the College's People and Culture Strategy.
- There is no formal, organisation-wide approach in place for succession planning, with current arrangements largely ad hoc and manager-dependent.
- Only 7% of departing staff complete exit questionnaires, making it challenging for the College to understand the root causes of any areas of high turnover and take action to mitigate this risk.
- There is an absence of detailed analysis of recruitment or staff turnover within the HR Metric reports submitted to the People and Culture Sub Committee.

Acknowledgements

We would like to take this opportunity to thank the staff at the College who helped us during the course of our review.

Main Findings and Action Plan

Objective 1 - There are appropriate formal policies and procedures relating to recruitment and selection which meet all legal requirements, including those regarding equality and diversity, which in turn demonstrate best practice and support the alignment of recruitment with approvals made in line with delegated financial authority and these are being followed in practice. Recruitment is aligned with the College's strategy, operational and business plans.

There is a Recruitment and Selection Policy in place, which describes the steps required to ensure compliance with relevant legislation (Equality Act 2010, GDPR, Data Protection Act 2018). We confirmed that the most recent review of the policy followed the agreed College approach, including version control, revision logs, and Equality Impact Assessment, with the next review scheduled for February 2027. The policy outlines recruitment roles and procedures at the College. However, currently all applications require ELT approval to maintain a corporate oversight of spend levels to remain within budget during the current tight funding settlements for the College and the wider sector. This updated process and changes to approval are not yet included in current policies.

Recruitment Approval Process

All new Authority to Recruit (ATR) Requests require a fully approved ATR form completed by Hiring Managers, which outlines the business case for the recruitment. This requires input from Finance, who either confirm if funding is currently in place or not. Where the recruitment relates to a new post, then the origin of additional funding requires to be identified and confirmed by Finance in order for the application to proceed. The completed ATR is submitted for consideration and approval by relevant Directors or Deans and is submitted to ELT for a final decision.

Recruitment & Selection Steps

Following ELT approval, the HR team commences the recruitment process, using the approved job description and person specification, with the first consideration being any displaced employees for currently funded staff posts within the College. If redeployment is not suitable, then posts are advertised either internally or, if required, externally. As the recruitment process is online within the Engage system, received applications are shortlisted by panel members based on set criteria drawn from the job description and the person specification for the role. All applicants who fall within the protected disability criteria, who meet the job role requirements, are guaranteed an interview. All interviews focus on competency-based questions and may also incorporate presentations or assessments.

The interviews deploy a 1-10 scoring system approach, which is based on five standard criteria, ensuring consistent candidate assessment across the College. Individuals responsible for both candidate selection and interviews have received training in the process and must disclose any potential conflicts of interest. Upon completion of the interviews and their scoring, an interview assessment sheet is completed identifying the preferred candidate with an Authority to Appoint (ATA) form completed and passed to HR to begin the appointment process and undertake the pre-employment checks. All interview records are prepared by hiring managers and interviewers, and are then submitted to HR. The outcomes of the candidates interviews are also updated within the current iTrent HR system.

Objective 1 - There are appropriate formal policies and procedures relating to recruitment and selection which meet all legal requirements, including those regarding equality and diversity, which in turn demonstrate best practice and support the alignment of recruitment with approvals made in line with delegated financial authority and these are being followed in practice. Recruitment is aligned with the College's strategy, operational and business plans (Continued).

Appointment & Pre-Employment Checks

Employment offers made to selected candidates are contingent upon the completion of satisfactory pre-employment checks, including confirmation of their right to work in the UK; receipt of two satisfactory references; and successful completion of PVG checks. Start dates are agreed only after these checks are finalised. At this stage, a formal employment contract is issued to the applicant, who signs the agreement, and the start date is then agreed.

Currently, the recruitment process records are mainly hardcopy records, which are held within each applicants file. These are used to update each stage of the recruitment process within the iTrent HR system. This level of manual file maintenance impacts on the HR team's workload, especially during times of high demand for recruitment activity when there is significant staff turnover and reduced resource capacity within the team. The College is investing in a system update that should lessen reliance on clerical processes.

Information Management

At every meeting of the People and Governance Committee, an HR Metrics report is presented, which provides data on the number of recruitments undertaken since the last meeting. While some detail is provided on the number of staff recruited, the report does not identify departments with high staff turnover and examine root causes for high turnover. This issue is covered in more detail within Objective 2 of this report.

The current recruitment policy establishes a clear segregation of duties, defined approval points, and documented procedures across the recruitment lifecycle. Governance arrangements, combined with HR oversight and formal authorisation controls, provide a structured control framework designed to mitigate risks relating to fairness, compliance, safeguarding, and financial exposure.

However, after our testing on the process, several issues were identified which diminish the effectiveness of these current controls. These issues are outlined in the Observation below.

Objective 1 - There are appropriate formal policies and procedures relating to recruitment and selection which meet all legal requirements, including those regarding equality and diversity, which in turn demonstrate best practice and support the alignment of recruitment with approvals made in line with delegated financial authority and these are being followed in practice. Recruitment is aligned with the College's strategy, operational and business plans (Continued).

Observation	Risk	Recommendation	Management Response
Our testing, which focused on new recruits between 1 April 2025 and 31 January 2026, reviewed recruitment records to ensure that they reflected College policy. Of 122 approvals during that period, we examined 10 records and identified procedural non-compliance, in the following areas • No evidence in any of the 10 cases reviewed of the agreed salary check being undertaken by HR and recorded on the ATA form. • While all new or revised contracts were issued, there were no records held of the returned acceptance of the job offer and contract. • In one case, there was no completed ATA in the file, only the cover sheet was held. • For another recruitment exercise, the job advert and description were not held on file. As the process is currently a largely manual clerical exercise, information may be held in various places rather than stored centrally.	The College is unable to confirm compliance with its documented recruitment process including retaining evidence of internal approvals, and evidencing compliance with relevant legislation such as the Equality Act 2010 and Employment Rights Act 1996.	**R1 -** At the end of the recruitment process, the HR team should take steps to ensure that all relevant documentation is stored in a central, secure, and accessible location.	All HR staff will be reminded of compliance and the requirement to retain accurate records. A relevant checklist will be provided to recruiting managers to ensure compliance and accurate records. HR Managers will undertake more frequent checks on the recruitment process and record keeping. **To be actioned by:** HR Director **No later than:** 30 December 2026 **Grade** 2

Objective 2 - The College has appropriate policies, and processes, and delegation / decision making in place that contribute to the retention of staff, including staff training & development and succession planning to meet the College's strategic goals. This is supported by the College being a Fair Work employer providing good internal communication and employee engagement, reward, and recognition in line with national agreements. and ongoing training which are in line with good practice which are effectively implemented.

While the College currently has no single definitive approach in place for setting clear objectives, goals or measurable KPIs (such as overall employee retention rate, new hire retention and retention by category) in relation to staff retention, it has a number of strategies and policies to support staff retention, including the People and Culture Strategy and the Organisational Development (OD) Policy (along with the application of Fair Work principles). Key elements of this approach include staff engagement, job security, recognition, ongoing personal and professional development. In addition, the College applies the nationally agreed pay scales, employment terms and conditions for all academic staff. It also offers flexible work options, allowing staff to adjust their working patterns to meet both personal needs and the College's business requirements. Recently, the College brought back its long service awards to honour employees who have contributed to its achievements over many years.

Training and Development

A key element of the staff retention approach is the OD Policy, which supports and encourages continuous learning to retain skilled, motivated staff. Training starts with an integration programme for new staff. Further training and development can be undertaken, in line with the OD Strategy, with the approval of line managers and the OD team. Personal development is discussed within the annual MyPDR review, which helps identify training needs, career goals, and the development with OD input of a training plan to achieve these goals. This approach helps staff to:

- Develop clear career pathways.
- Enable the development of future leaders for the College and the sector.
- Supports the development of improved skills for a changing workforce.

In addition, MyPDR supports the academic staff who are GTC Scotland registered to maintain their professional requirements for CPD in meeting their required Professional Update. The OD team delivers training based on requests arising from the MyPDR reviews, supporting CPD and personal development across the College.

Workforce Planning

The People and Culture Strategy 2021-30 states that workforce planning is a fundamental component in achieving the College's long-term objectives. Within the strategy the workforce plan is intended to:

- Support collaborative, forward-looking resource allocation and talent development to address strategic and operational priorities.
- Establish and report KPIs to monitor workforce efficiency and inform evidence-based planning.
- Promote workforce agility through ongoing professional development to support responsiveness to sector change.

Objective 2 - The College has appropriate policies, and processes, and delegation / decision making in place that contribute to the retention of staff, including staff training & development and succession planning to meet the College's strategic goals. This is supported by the College being a Fair Work employer providing good internal communication and employee engagement, reward, and recognition in line with national agreements. and ongoing training which are in line with good practice which are effectively implemented (Continued).

The Organisational Change Guidance sets out mandatory principles and procedures to support sustainable workforce planning during periods of change. It also supports the College to consider workforce impacts early, consult appropriately, use mitigations before reductions, and maintain accurate workforce data to support forward planning and governance. Within the College its core staffing complement is based on the 2024 Corporate restructuring exercise, which is aligned with the core SFC funding. This is reviewed annually during the relevant faculty's annual curriculum review, as well as when new positions are approved through the recruitment process, including where additional funding sources for new posts are identified. However, the College currently lacks a formal Workforce Plan at a strategic level, which sets out future staffing needs and which is aligned to delivery of the Strategic Plan 2021-30 and its People and Culture Strategy.

Succession Planning

The College's People and Culture Strategy highlights the need to strengthen talent identification, leadership development, and career pathways. This approach reflects good practice - by highlighting the benefits of succession planning. However, despite these strategic expectations, current arrangements are largely ad hoc. Succession planning currently occurs informally at departmental or team level. Currently there is no formal, College-wide succession planning policy or framework in place, resulting in inconsistency across functions and a reliance on local judgement.

Exit Surveys and Exit Interviews

Exit surveys are currently optional with an exit questionnaire issued directly to departing staff. There is no routine requirement for face-to-face exit interviews, line manager involvement, or structured feedback of results to managers.

HR metrics - Staff Turnover Monitoring and Reporting

There is a formal report on HR metrics to the People and Culture Committee at every meeting, which includes details on the number of staff recruited and staff turnover rates. However, the current reporting format lacks detailed analysis in relation to the identification of underlying trends around recruitment retention rates and the risks these trends present to the College in delivering its offering to students.

The lack of a formal retention policy, strategic workforce planning, succession planning, and detailed analysis of recruitment and retention risks creates gaps in effective risk mitigation for these areas.

Objective 2 - The College has appropriate policies, and processes, and delegation / decision making in place that contribute to the retention of staff, including staff training & development and succession planning to meet the College's strategic goals. This is supported by the College being a Fair Work employer providing good internal communication and employee engagement, reward, and recognition in line with national agreements. and ongoing training which are in line with good practice which are effectively implemented (Continued).

Observation	Risk	Recommendation	Management Response
While multiple staff retention initiatives exist, including professional and personal development opportunities, flexible working, staff engagement activity, work terms, and conditions in line with national agreements, these are not consistently articulated as a single, outcomes-focused retention strategy with defined measurables and governance. At present the College lacks a comprehensive approach to staff retention, with no clear aims or measurable objectives for maintaining and developing its workforce. Without this in place, the College cannot effectively monitor retention rates or identify risks in areas with high staff turnover.	Without defined objectives and measures, the College can't reliably manage turnover, vacancies, or skills gaps which may adversely impact on the student experience.	**R2 -** The College should develop and disseminate a formal staff retention strategy that consolidates current initiatives and outlines objectives, responsibilities and governance arrangements. This document should also define success criteria in accordance with Fair Work principles and sector guidelines for staff retention.	Consideration will be given to whether a distinct and dedicated section on retention ought to be incorporated within existing policies. **To be actioned by:** HR Director **No later than:** 30 December 2026 **Grade** 2

Objective 2 - The College has appropriate policies, and processes, and delegation / decision making in place that contribute to the retention of staff, including staff training & development and succession planning to meet the College's strategic goals. This is supported by the College being a Fair Work employer providing good internal communication and employee engagement, reward, and recognition in line with national agreements. and ongoing training which are in line with good practice which are effectively implemented (Continued).				
Observation	**Risk**	**Recommendation**	**Management Response**	
There is an absence of strategic workforce planning in place to ensure both alignment with and delivery of the College's current Strategic Plan 2021-30 and its People and Culture Strategy 2021-30. Currently staff planning is reliant on the 2024 corporate restructuring exercise which was based on the SFC funding position, the annual curriculum review, and the current recruitment approval approach for the identification of new funding sources. Although this approach addresses current staffing requirements, it does not consider or plan for future staff needs, such as adapting to anticipated changes in course and skills demands or supporting the delivery of the College's current People and Culture Strategy.	Without strategic workforce planning aligned to the College's Strategy, it may not have the capacity and capability required to deliver its strategic objectives and any future changes to curriculum priorities.	**R3 -** The College should develop a strategic workforce plan, based on business model and core-funded establishment assumptions and future non SFC income growth, to aid delivery of the current strategic priorities and to meet medium to long term changes in student demand. The strategic workforce plans should be reviewed and updated on a regular basis.	Working with SMT / ELT, a workforce planning methodology will be developed for implementation, recognising both the strategic and operational needs to the College. **To be actioned by:** VP People & Corporate Services **No later than:** 30 December 2026	
			Grade	**3**

Objective 2 - The College has appropriate policies, and processes, and delegation / decision making in place that contribute to the retention of staff, including staff training & development and succession planning to meet the College's strategic goals. This is supported by the College being a Fair Work employer providing good internal communication and employee engagement, reward, and recognition in line with national agreements. and ongoing training which are in line with good practice which are effectively implemented (Continued).

Observation	Risk	Recommendation	Management Response	
At present, there is no formal, organisation wide approach in place for succession planning. Current arrangements are largely ad hoc and manager dependent, as the College relies heavily on the non-mandatory MyPDR process to both undertake succession planning and identify future talent, which restricts central visibility of staff aspirations and development needs. This limits the institution's ability to systematically identify and prepare future leaders and key role successors, increasing reliance on informal knowledge rather than planned workforce development. In addition, the absence of a comprehensive College wide approach to succession planning limits its ability to systematically identify and prepare future leaders and successors for key roles.	With the absence of a formal succession planning framework, the College may be unable to ensure continuity in critical roles, resulting in capability gaps and reduced resilience in delivering the College's strategic objectives.	**R4 -** The College should develop a proportionate and pragmatic succession planning framework, which focuses on business-critical roles and agreed talent pools, and linking to leadership development and career pathways.	Working with SMT / ELT, a pragmatic succession planning framework will be developed. **To be actioned by:** VP People & Corporate Services **No later than:** 30 December 2026	
			Grade	**2**

Objective 2 - The College has appropriate policies, and processes, and delegation / decision making in place that contribute to the retention of staff, including staff training & development and succession planning to meet the College's strategic goals. This is supported by the College being a Fair Work employer providing good internal communication and employee engagement, reward, and recognition in line with national agreements. and ongoing training which are in line with good practice which are effectively implemented (Continued).

Observation	Risk	Recommendation	Management Response
The exit interview process is undertaken by HR with no direct line manager input as there is no requirement for face-to-face interviews. HR issue questionnaires to leavers via email. Of the 146 staff that left the College between January 2025 and November 2025, 60 were issued with an exit questionnaire, only four returns were received, a response rate of 7%. With limited HR staff, monitoring or following up with leavers who haven't returned the questionnaire is minimal. A low response rate restricts organisational learning by making it difficult to determine the reasons behind any areas of high staff turnover.	In the absence of reliable exit feedback, the College may be unable to address the root causes of turnover, resulting in ongoing vacancy pressures and reduced operational capacity.	**R5** - The College should enhance exit feedback arrangements by taking steps to increase exit interview completion rates, introducing proportionate face-to-face exit interviews for priority roles/areas where appropriate, and implementing a structured feedback loop (including HR) to ensure that the College and managers receive data on emerging themes.	A review of the effectiveness of the exit survey process in the College will be completed to encourage completion rates to increase and offer exit interviews with relevant HR or leadership colleagues as appropriate. **To be actioned by:** HR Director **No later than:** 30 December 2026 **Grade** 3

<table>
<tr><td colspan="5">Objective 2 - The College has appropriate policies, and processes, and delegation / decision making in place that contribute to the retention of staff, including staff training & development and succession planning to meet the College’s strategic goals. This is supported by the College being a Fair Work employer providing good internal communication and employee engagement, reward, and recognition in line with national agreements. and ongoing training which are in line with good practice which are effectively implemented (Continued).</td></tr>
<tr><th>Observation</th><th>Risk</th><th>Recommendation</th><th colspan="2">Management Response</th></tr>
<tr><td rowspan="2">The College lacks detailed analysis of recruitment and staff turnover rates. HR metrics reports presented to the People and Culture Committee include only summary figures without breakdowns by department, contract type, or reasons for departure such as distinguishing retirements from another reasons for staff turnover.

During our audit testing, we reviewed approved recruitment data from 1 April 2025 to 31 December 2025 and broke it down by department and faculty (see Appendix 1). This analysis revealed specific retention challenges within the College's inhouse HR team.

This analysis shows there is sufficient information available to report more effectively on staff loss and turnover. Currently, this level of detail and analysis is not included in the HR metric reports.</td><td rowspan="2">Without clear data analysis and regular reporting on recruitment and retention performance, the Board and Senior Management may lack sufficient assurance to effectively oversee workforce risks.</td><td rowspan="2">R6 - The College should enhance the existing workforce analytics by regularly analysing turnover and retention by department, to identify the reason(s) for leaving, contract type, length of service, and retirements. This analysis should include trend reports, hotspot identification, and risk mitigation plans for improved workforce risk management and assurance reporting.</td><td colspan="2">A revised HR Matrix report will be provided to the People & Culture Committee to agree the new format before formally utilised.

To be actioned by: HR Director

No later than: 30 May 2026</td></tr>
<tr><td>Grade</td><td>2</td></tr>
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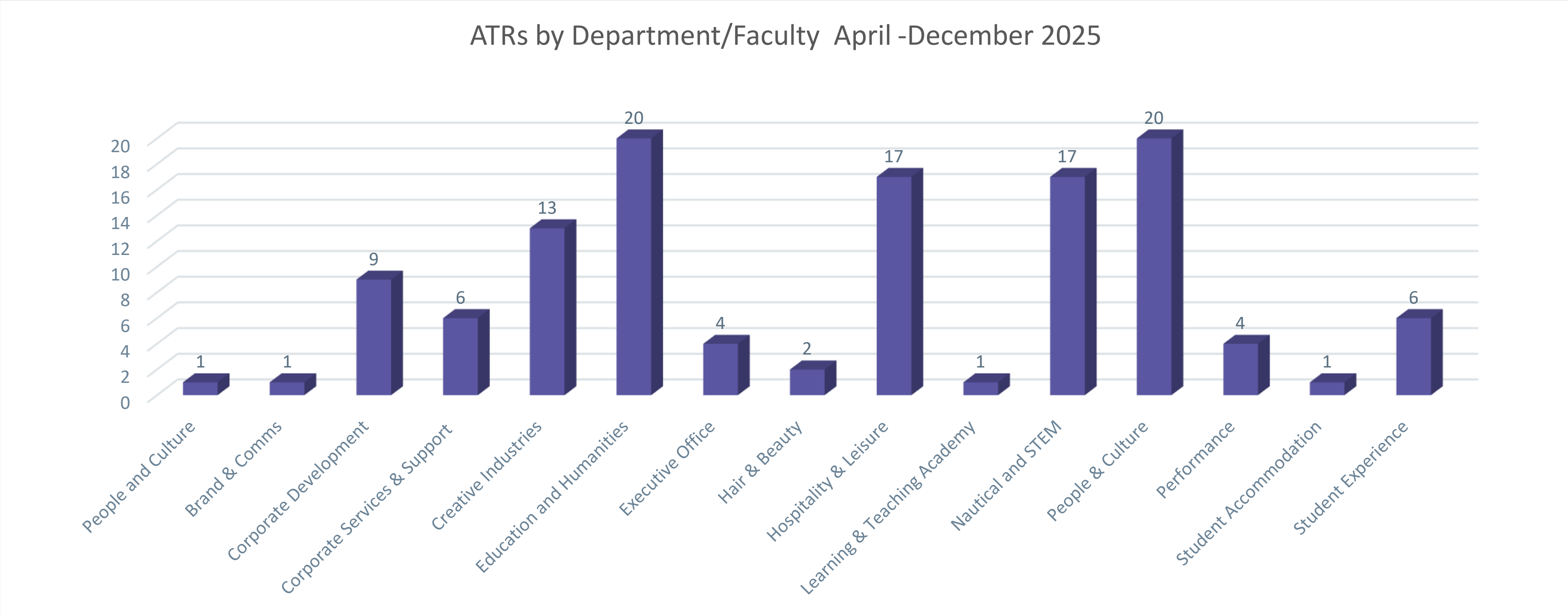
Appendix 1 - Analysis of Approved ATRs in the period 1 April 2025 to 31 December 2025

As part of the audit testing process, we analysed approved ATRs between 1 April 2025 and 31 December 2025. During this period, 122 ATRs were approved. A breakdown by division and faculty helps identify potential areas of concern. Of the top five recruitment areas, four were faculties, with most hires for teaching staff, which is expected. In People and Culture, high turnover roles like cleaners are common, but 10 out of 20 approved ATRs related to recruiting for the HR team.

These findings suggest weaknesses in staff retention and recruitment in specific areas. They also indicate that sufficient information is available for analysis both at a management and People and Governance Committee levels to identify risk areas and develop mitigation plans.



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